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THE EFFECT OF PRODUCT, BRAND AND PACKAGING DIVERSITY OF COMPETITIVE ADVANTAGES AND IMPLICATIONS ON SALES RESULTS
(A Study on Opak Small and Medium Industries in Sumedang Regency)

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KEYWORDS: Product, Brand, Packaging, Competitive Advantage, Sales Results.

ABSTRACT
Opak SMIs in Sumedang Regency are faced with the problem of maintaining and increasing sales results. In strategic marketing, failure to maintain and increase sales results (sales) is very disturbing company performance. This is reasonable because sales results are an important component of company performance. If this happens, the company will experience difficulties in maintaining and developing internal resources and excellence (diversity of products, brands and packaging). Companies that cannot maintain and develop internal resources and excellence are threatened with bankruptcy. The existence of Opak SMIs in Sumedang Regency is highly dependent on a number of forces that exist in the markets where they operate, especially the strength to always have a diversity of products, brands and packaging.

The purpose of this study was to determine (1) the effect of diversity of products, brands and packaging on competitive advantage in Opak SMIs in Sumedang Regency. (2) The effect of diversity of products, brands and packaging on the results of sales at IKM Opak in Sumedang Regency. (3) Effect of competitive advantage on sales results at Opak SMIs in Sumedang Regency. The research method used is descriptive survey method and explanatory survey, the unit of analysis is Opak SMEs entrepreneurs in Sumedang Regency with a sample size of 20 entrepreneurs, while the analysis method used is path analysis.

Based on the results of data analysis and processing, the following findings are found: (1) The diversity of products, brands and packaging influences the competitive advantage of Opak SMIs in Sumedang Regency, but when viewed partially, it turns out that the dominant brand influences the competitive advantage over diversity and packaging. (2) The diversity of products, brands and packaging affects the sales results at Opak SMIs in Sumedang Regency, but when viewed partially, it turns out that dominant packaging affects Sales Results rather than diversity and brands. (3) Competitiveness has an effect on sales results at Opak SMIs in Sumedang Regency, so that if the company is able to increase competitive advantage, the sales results will increase.

INTRODUCTION
Research Background
The challenges of the Industrial era and its handling have become very crucial and require the government of Indonesia as a developing country to develop and utilize optimally the potential of its resources, especially provinces in Indonesia which have sufficient potential resources.

West Java Province which contributes to the National Gross Domestic Product (GDP) reaches around 33.71%, mostly from the industrial sector and 15.72% from the trade sector, has considerable economic development potential with very rich and diverse natural potential (SDA), the potential of human resources (HR) is quite a lot, and is supported by adequate basic infrastructure facilities, as well as geographic presence that is close enough to the National Capital, so that these conditions make a comparative advantage factor that has the basic capital for industrial sector activities and trade (RENSTRA).

The Potential of Small and Medium Industries (IKM) in Sumedang Regency plays a very important role in the current economic activities of the community rather than the Large Industries (IB), especially when linked to its role during the crisis, which functions as a buffer against the economic resilience of the community and even

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serves as a social security Because through the existence of IKM, there are many expectations imposed, especially in the case of economic activities, especially as a source of income.

In efforts to develop the potential of Small and Medium Industries (SMI) in the future, the government policies and programs that are (1) to develop industries producing raw materials / auxiliary / capital goods and industrial components, (2) improve the linkages with the business partnership between sector industry, (3) increasing technology mastery, (4) increasing cooperation between government apparatuses with business actors / business associations, (5) increasing utilization by applying priority scale of production capacity, (6) fostering and developing IKM through partnership models and developing leading commodities, (7) Strengthening IKM businesses through fostering and developing integrated services, (8) Increasing coaching in an integrated and developing IKM business, and (9) supporting and improving facilities, strengthening the role of the community / private / professional institutions to play an active role in fostering and developing IKM. The core of these government policies and programs is to form a production network, a network of supervisors and a market network.

Identification of problems
Opak SMIs in Sumedang Regency are faced with the problem of maintaining and increasing sales results. In strategic marketing, failure to maintain and increase sales results (sales) is very disturbing company performance. This is reasonable because sales results are an important component of company performance. If this happens, the company will experience difficulties in maintaining and developing internal resources and excellence (diversity of products, brands and packaging). Companies that cannot maintain and develop internal resources and excellence are threatened with bankruptcy. The existence of Opak SMIs in Sumedang Regency is highly dependent on a number of forces that exist in the markets in which they operate, especially the strength to always have a diversity of products, brands and packaging.

The sustainability of a company depends on the resources it has and what strategies are chosen in empowering these unique internal resources to respond to external threats and opportunities. This is very relevant to efforts to maintain and increase sales results (sales). But in general the SMIs experienced a significant decrease, even many also closed their businesses. This is thought to be the low value of the product offered because it is unable to perform *a competitive advantage.*

Problem Formulation
Based on the background and identification of the problems that have been described, as described above, the formulation of the problem in this study is as follows:
1. How far the influence of *diversity of products, brands* and *packaging* on *competitive advantage* in Opak SMIs in Sumedang Regency.
2. How far the influence of *product diversity, brand* and *packaging* has an effect on *the sales results at* Opak SMIs in Sumedang Regency.

The extent of the influence of *competitive advantage* has an effect on *sales results* at Opak SMIs in Sumedang Regency

Research Objectives
In accordance with the formulation of the problem presented, the purpose of this study is to find out:
1. Effect of *diversity of products, brands* and *packaging* on *competitive advantage* in Opak SMIs in Sumedang Regency.
2. Effect of *diversity of products, brands* and *packaging* on *sales results at* Opak SMIs in Sumedang Regency.
3. The influence of *competitive advantage* on *the sales results* at Opak SMIs in Sumedang Regency.

Usefulness of Research
The uses of this research are:

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1. **Practical use.** The results of this study are expected to be included for SMEs in the District of Sumedang Opak and the Department of Industry and Trade of West Java Province in determining strategies in accordance with the current situation and conditions, so as to produce programs that can increase *value creation* that can ultimately increase *sales.*
2. **Theoretical use.** The results of the research are expected to be useful for academics in developing marketing strategy theory. Considering there are still many aspects (besides the research results) that have not been disclosed, it is expected to provide information for subsequent researchers to conduct further research.

LITERATURE REVIEW, THINKING FRAMEWORK, AND HYPOTHESIS
Literature Review
Diversity
Product, offering and brand. Product is related to value, which is a set of benefits offered to consumers to satisfy their needs. Value and satisfaction. Match between product performance and consumer demands will form satisfaction for the consumers concerned. In this case, customer satisfaction involves the performance component of the product it purchases and its demands or expectations for the product. The level of customer satisfaction depends on the compatibility between the two components. Satisfaction can also be assessed from the value of consumers in the form of conformity of the benefits obtained by consumers from a product that is purchased with the cost or sacrifice incurred to obtain the product. The benefits felt by consumers in the form of functional benefits and emotional benefits. While the costs incurred in the form of money, energy, time and mentality. In order to create high consumer value, the company or producer must be able to provide greater benefits from a product offered compared to the costs incurred by consumers to obtain the product.

Kotler (2003: 214) a company's product mix has four important dimensions, namely: width (number of product lines), length (number of items from product line), depth (number of versions of each product offered) and consistency (consistency of products with the target market, production, distribution and others). These four product dimensions serve as a guideline in the formulation of product strategies.

Product Quality
Product quality is determined through product design and achieved through effective control techniques, as well as providing satisfaction over the life of the product. Product quality can also be said to be part of every function in all stages of the product life cycle. Management is responsible for quality.

Product Brands
Brand Name is a part of a brand that can be pronounced (Kotler & Keller: 2007; 404). Creating a strong brand name and a strong reputation is of immeasurable value for several reasons, including: (1) A strong brand generates steady sales volume and results from year to year; (2) A strong brand generates a higher price and a higher gross profit; (3) a strong brand provides a platform to introduce new brands; (4) A strong brand provides manufacturers with influence when dealing with distributors and retailers (Shimp: 1990: 67). The key factors that make a strong brand image are: (1) Product quality; (2) consistent advertising; (3) Brand personality, meaning that a brand can project a certain personality (Shimp: 1990: 67). The brand name is, perhaps, the single most important element found on packaging.

The packaging
Packaging is the most important component of a product as a communication device. The growth of supermarkets and many other retail stores has required that "wrappers" consider marketing functions beyond the traditional role of simply loading and protecting products. One function of packaging is to encourage brand associations through advertising into the minds of consumers. The packaging has further functions as: (1) Closing the sale; (2) Providing appeal to consumers; (3) Presenting value for consumers (Customer Value) - (Shimp: 1990: 58; 2000). The most important packaging functions are: (1) Loading and protecting products; (2) Promoting products; (3) Facilitating storage, use and comfort; (4) Facilitating recycling and environmental destruction.

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Competitive Advantage

The marketing strategy of a company is directed to win the competition in the target market. A competition will be won if the manufacturer's marketing strategy is able to create a competitive strategy that has a competitive advantage. As stated by Porter (1994: 16) a competitive strategy is a combination of the goals the company is fighting for and the tools (policies) used to achieve these objectives or the search for favorable positions in a market as a place of competition ".

Sales results

Sales is one of the company's performance. Basically, company performance is a level of work achieved by the company in an operational period compared to the predetermined targets, standards and criteria (Siegel and Marconi 1989). The meaning of performance according to Erwin A Koetin (1994) is work performance. The definition of work performance according to Peter and Yeni Salim (1992) is the result of work obtained in carrying out tasks assigned to a person or work unit of an organization / company. Performance appraisal or work performance can also be used for organizations / companies.

Framework

Diverse / varied products will provide many choices for consumers. Kotabe and Czinkota (2001) state that the more diverse a product has the same basic function, the higher the level of competition for the product, because consumers will be more free to choose the product in accordance with their wishes.

Diverse products will also inspire producers to continue to develop their products, because they become more aware of the variety / variations of products which are generally preferred by consumers, so that the manufacturer can predict what kinds of products should be produced according to consumer tastes. Product diversity can also be made as a key decision to create product quality. Product quality is determined through product design and achieved through effective control techniques, as well as providing satisfaction over the life of the product. Product quality can also be said to be part of every function in all stages of the product life cycle. Management is responsible for quality.

A brand name that is a differentiator from opaque products in one area with opaque products in other areas must be written in a product packaging, because packaging is the most important component of the product as a communication device. The growth of supermarkets and many other retail stores has required that "wrappers" consider marketing functions beyond the traditional role of simply loading and protecting products. One function of packaging is to encourage brand associations through advertising into the minds of consumers. The packaging has further functions as: (1) Closing the sale; (2) Providing appeal to consumers; (3) Presenting value for consumers (Customer Value) - (Shimp: 1990: 58; 2000). The most important packaging functions are: (1) Loading and protecting products; (2) Promoting products; (3) Facilitating storage, use and comfort; (4) Facilitating recycling and environmental destruction.

Based research paradigms above, it can be arranged a mathematical model as follows:
1. $Y = f(X_1, X_2, X_3)$
2. $Y = f(X_1, X_2, X_3)$
3. $Z = f(Y)$

Research Hypothesis
1. The diversity of products, brands and packaging affects the competitive advantage of Opak SMIs in Sumedang Regency.
2. The diversity of products, brands and packaging affects the sales results at Opak SMIs in Sumedang Regency.
3. Competitive advantage affects the sales results at Opak SMIs in Sumedang Regency.

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RESEARCH METHODS

Method Used

The research method used was descriptive survey method and explanatory survey method. The type of investigation used is causality, which is a type of research that states that there is a causal relationship between the independent variable and the dependent variable, which becomes the independent variable in this case, the diversity of products, brands and packaging. Intervening variables are competitive advantages, and the dependent variables are sales results. The unit of analysis of this study is the organization which means, the IKM Opak in Sumedang Regency is the observation unit. Judging from the time horizon - her, this study is cross sactional, ie information from the majority of the population (the sample of respondents) were collected directly at the scene empirically, in order to know the opinion of the majority population to the object being studied.

Variable Operationalization

The main problem studied is based on two things, namely product diversity, brand and packaging as independent variables (variables X1, X2 and X3), competitive advantage as intervening variables (variable Y). Sales Results as dependent variables (Z).

Sources and Methods of Determining Data / Information

The population of Opak Small and Medium Enterprises in Sumedang Regency is 20 companies (initial survey, January 2018) which is the sampling frame. However, because the unit of analysis is the Small and Medium Industries of Opak Products In Sumedang Regency in this study the population size is relatively small, so to maintain the validity and reliability of the measurements in this study were taken by census (parametric), where all members of the population were made respondents namely Small and Medium Industries Opak Products In Sumedang Regency, there are a total of 20 companies.

Data collection technique

Sources of data obtained using the following techniques:
1. Interview with the company in this case the manager, as a direct communication technique to obtain the necessary data and addressed to the company or its representatives. Interviews were also conducted with managers / entrepreneurs with questionnaire questions to get field findings.
2. Questionnaire, used to cover data from companies, this questionnaire is determined based on the operationalization of variables.
3. Observation observes the company's activities related to the problem being investigated, namely in the production process, marketing process, and HR development.

Design of Hypothesis Analysis and Test

Processing data collected from interviews and questionnaires can be grouped into three steps, namely:
1. Preparation
   Preparation includes gathering and checking the completeness of the questionnaire sheets as well as checking the correctness of how to fill in.
2. Tabulation
   After tabulating the results of the questionnaire and giving a value (Scoring) in accordance with the established assessment system. The questionnaire is closed by using the ordinal scale of 5, the value obtained is an indicator for the independent variable pairs X_1, X_2, X_3 and the dependent variable Y are as follows (X_1, Y), (X_2, Y), (X_3, Y)
3. Application of data to the research approach
   The tabulated data is determined on the research approach used in accordance with the research objectives.

To find out the Effect of Product Attributes and Resource Uniqueness on Competitive Advantage and Its Implications on Sales Results (A Study on Small and Medium Industries in Opak Products in Sumedang Regency), the data is processed by analyzing the attitudes of respondents towards each item of the questionnaire to see the results of respondents' assessment (positive / negative) the implementation of the studied variables using Likert's Summated Rating analysis.

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To obtain data from qualitative variables, each variable is first broken down into sub-variables and each sub-variable is operationalized into indicators. Each indicator is measured by the size of the answer rank on an ordinal scale.

The analysis used consists of two types, namely: (1) Descriptive analysis especially for qualitative variables and (2) quantitative analysis, in the form of testing hypothesis using statistical tests. Quantitative analysis is emphasized to reveal the behavior of research variables, while descriptive / qualitative analysis is used to explore the behavior of causative factors. By using a combination of these analyzes generalizations that are comprehensive in nature.

As for the purposes of the analysis the following steps have been taken:
1) As designed in the operationalization of variables, the values of variables are: product attributes, unique resources, competitive advantage and sales results are ordinal data. By using closed-end question types each item is ranked with five alternative answers. The choice of respondents' answers is the value of the answer score, so that the value of the variable is obtained from the total score of the answers of each item.
2) Path analysis technique requires data requirements that have measurement levels of at least intervals, so that it can be further processed must be changed first to an interval scale using the Method of Successive Interval (MSI).

The steps to transform data are as follows:
1) Based on the results of the respondents' answers, for each question the frequency of each answer was calculated.
2) based on the frequency obtained for each question calculate the proportion of each answer choice.
3) Based on this proportion for each question, calculate the cumulative proportion for each answer choice.
4) for each question determine the value for z in each answer choice.
5) calculate the scala value (average interval value) for each answer choice through the following equation:

$$Scale\ value = \frac{Lower\ limit\ density - upper\ limit\ density}{Area\ under\ the\ upper\ border - the\ area\ under\ the\ lower\ border}$$

6) calculate the score (the value of the transformation) for each answer choice through the equation:

$$Scale = \left| scale\ value +\ _{minimum}\ scale\ value\ + 1 \right|$$

3). then proceed with preparing pairs of independent and dependent variables from all study samples for hypothesis testing

Prepare data pairs of independent and dependent variables from all study samples for hypothesis testing.

Whereas to examine the effect of the dependent variable on the dependent variable, the tabulated data is applied to the research approach namely Path Analysis / Pearson correlation analysis, because for one independent variable and one dependent variable, Pearson correlation analysis is the same as path analysis. According to Wirasasmita (2004: 1) path analysis discusses the contribution of influence and comparison of the contribution of influence (both overall and partial)
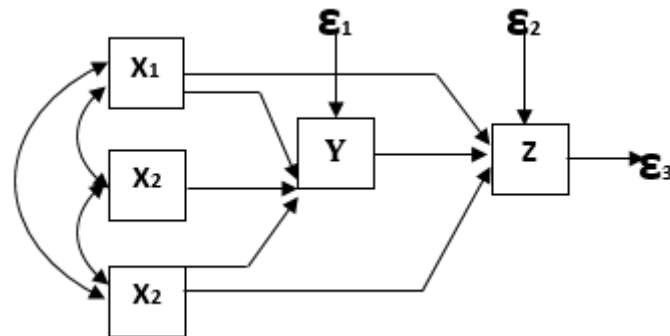
Figure 3.1. Structure of Path Analysis

Where:
X1   : Product Diversity
X2   : Brand
X3   : Packaging
Y   : Competitive advantage
Z   : Proceeds from sales
ε1   : Other factors that affect Y, besides X1, X2 and X3.
ε2   : Other factors that affect Z besides X1, X2 and X3.
ε3   : Other factors that affect Z besides Y.

Based on the purpose of this research, the analyzed variables are independent variables namely product diversity (X1), brand (X2) and packaging (X3) while the dependent variable is competitive advantage (Y) and sales results (Z). In this study what will be tested is how the influence of diversity of products, brands and packaging on competitive advantage in Opak SMIs in Sumedang Regency, the effect of diversity of products, brands and packaging on sales results on Opak SMIs in Sumedang Regency and the effect of competitive advantage on sales results at IKM Opak in Sumedang Regency. By taking into account the characteristics of the variables to be tested, the statistical tests are used through regression calculations and correlations for the two variables. Tests conducted are to determine the effect of independent variables X1, X2 on Y and Z both directly and indirectly.

RESEARCH RESULTS AND DISCUSSION
Profile of Opak Small and Medium Industries in Sumedang Regency
The Small and Medium Industry of Opak Products in Sumedang Regency is one of the wheels of potential economic activity that can be relied upon to make a living for the craftsmen and their related parties. Although initially opaque was only used as one of the typical snacks of Eid in the country side, its current presence is not only needed at that moment. Opaque products have now become one of the snacks needed at all times as a snack that has a distinctive shape and taste, so that many consumers demand. These opportunities encourage observant opaque craftsmen to produce commercial and continuous opaque.

There are two regions in Sumedang Regency, Cimanggung District and Conggeang District, in which there are opaque craftsmen who have gradually developed into Small and Medium Industries. This is characterized by continuous opaque production due to the high amount of demand for the opaque product and has a relatively stable market share throughout the year.

Effect of Product, Brand and Packaging Diversity on Competitive Advantage in Opak SMIs in Sumedang Regency
To uncover the effect of a variable or set of variables on other variables, *Path Analysis* can be used which has been developed by Sewall Wright. In this path analysis the magnitude of the influence of a variable on other variables, both directly and indirectly can be known. Before making a decision about the magnitude of the

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influence of a variable on these other variables, first testing the hypothesis, whether testing as a whole or individually.

To find out whether the free variables namely Product Diversity (X_1), Brand (X_2) and Packaging (X_3) simultaneously influence the Competitive Advantage (Y) of Opak SMIs in Sumedang Regency, carried out using **path analysis** and software used is SPSS release 12. The step taken is to calculate the correlation between variables, so that it is obtained as the table below.

Table 4.2 Correlation Matrix between Variables

	X1	X2	X3
X1	1,000	.656	0.433
X2	.656	1,000	0.587
X3	0.433	0.587	1,000

Source : SPSS output

Based on the table above is a correlation matrix between variables which shows the magnitude of the relationship between fellow variables both dependent and independent. The proportions for the path diagram are three independent variables (X) that have relationships between variables, and each independent variable (X), as well as the correlational relationship of variables outside (X) residues to dependent variables (Y). The steps to calculate the *path analysis* are as follows:

$$P_{Yxi} = \sum_{j=1}^{k} CR_{ij}\, r_{yx_j} \qquad\qquad I = 1,2$$

And the overall effect of X_1, X_2 and X_3

$$R^2_{YX_1X_2...X_7} = \sum_{i=1}^{k} p_{YX_i}\ r_{YX_i}$$
$$= 0.568$$

while the path coefficients of other variables outside the variables X_1, X_2 and X_3 are determined through:

$$p_{x1y1} = \sqrt{1 - R_{YX1X2}}$$
$$= 0.657$$

That means that the effect of variable X_1, X_2 and X_3 together to variable Y for 0568, or 66.8% of variables X_1, X_2 and X_3 together affect Y, and the rest of 0432, or 43.2% influenced by other variables which was not included in the study .

CONCLUSIONS AND SUGGESTIONS
Conclusion
Based on the results of research conducted to determine the effect of diversity of products, brands, and packaging on competitive advantage and its implications on sales results, the conclusions can be drawn as follows:
1. The diversity of products, brands and packaging influences the competitive advantage of Opak SMIs in Sumedang Regency, but when viewed partially, it appears that the dominant brand influences the competitive advantage over diversity and packaging.
2. The diversity of products, brands and packaging affects the sales results at Opak SMIs in Sumedang Regency, but when viewed partially, it turns out that dominant packaging affects Sales Results rather than diversity and brands
3. Competitive advantage affects the sales results at Opak SMIs in Sumedang Regency, so if the company is able to increase competitive advantage, the sales results will increase.

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Suggestions
Based on the results of research and observations that have been made, the authors would like to submit a number of suggestions that can be taken into consideration for the Agro Industry and Trade Office of West Java Province in the fostering of small and medium specific industries for opaque entrepreneurs in Sumedang Regency. These suggestions include

1. IKM Opak in Sumedang Regency is advised to patent their superior products, so that the brand used is no longer the distributor brand or store brand, but the IKM producer brand itself, so that it will increase product value and ultimately achieve competitive advantage.
2. In addition to the brand, it turns out the product packaging also needs to be considered to increase sales results, so it is advisable to improve the packaging so that it is attractive in the eyes of consumers and shows the characteristics of the products from Sumedang Regency, for example, seen from the color, picture, type of packaging, and writing adjusted to the characteristics of the area and preferred by customers.
3. In order to improve competitive advantage and sales results, the only way is that the company (IKM) is able to deliver superior customer value, the first priority that must be considered is the brand of the product and its copyrights, the second is product packaging that is tailored to the characteristics regional specialties.

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