RESEARCH ARTICLE

European Journal of Business and Management Research
www.ejbmr.org

The Role of Differentiation and Innovation Strategies in Mediating the Influence of Industry Competition on Industry Performance (Study on Telecommunications Tower Industry in Indonesia)

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ABSTRACT

This research was conducted to examine and explain the role of differentiation strategy and innovation strategy in mediating the influence of industry competition on the performance of the telecommunications tower industry in Indonesia. The research was conducted at the largest telecommunications tower company listed on the Indonesia Stock Exchange (IDX). The unit of analysis is managers and general managers in the telecommunications tower industry because they are considered relevant to the needs of the research being conducted. Non-probability sampling method was used to determine the sample, with an online questionnaire as a data collection instrument. PLS-based SEM, with SmartPLS version 3.0, was used as a data analysis technique. The results of the study show that industry competition has a negative and significant effect on industry performance. Industry competition has a positive and significant effect on the implementation of the differentiation strategy and innovation strategy. The differentiation strategy has a positive and significant effect on industry performance. Likewise, the innovation strategy has a positive and significant effect on industry performance. Furthermore, the differentiation strategy and innovation strategy can partially mediate the effect of industry competition on industry performance. The research results are expected to provide an academic contribution to the development of knowledge related to the implementation of strategic management in industry, especially in the telecommunications tower industry. Furthermore, the research results are expected to provide a practical contribution to the management of the telecommunications tower industry in Indonesia regarding the optimization of strategies in order to improve industry performance in the context of the competition the telecommunications tower industry is facing.

Keywords: Differentiation strategy, industry competition, industry performance, innovation strategy.

Submitted: 18 June, 2023

Published: September 2, 2023

ISSN: 2507-1076

DOI: 10.24018/ejbmr.2023.8.5.2047

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I. Introduction

Industry performance is critical since it is directly tied to the profitability and long-term viability of an organization's activities in the dynamic and competitive industrial environment. Industry performance measures the success of industrial operating activities. Industry performance is a metric used to assess an industry's success in meeting predetermined goals and objectives (Avram & Avasilcai, 2014). Industry performance is a very important parameter for industry managers in making decisions to ensure competitive success (Bouranta & Psomas, 2017).

Industry performance is influenced by several factors, such as external factors, which include the five diamond forces that can trigger competition intensity and performance (Porter, 1980), internal factors, such as internal resources and capabilities (Barney, 1991; Battagello *et al.*, 2016), and business strategy (Anwar & Hasnu, 2017; Barney, 1991; Porter, 1980; Yuliansyah *et al.*, 2016). Industry performance is the industry's ability to provide good quality products and services according to customer needs, to meet customer satisfaction, and to be superior in order to win industry competition through the products and services offered.

Industry competition is a rivalry between two or more similar or similar industries in the process of providing products, services, prices, products, distribution, and promotions to customers (Adnan *et al.*, 2016). Because industry competition influences industry performance, the industry must be able to react to environmental changes in order to remain competitive. Industry competition is measured by the number of competitors in the same market, the frequency of technological changes in the industry, the frequency of new product introductions, price reductions, package approvals provided to customers by various competitors, changes in government regulations and policies, and tariff reductions. Industry rivalry is described as a factor that determines the amount of competition as

measured by the number of similar companies in the same industry, market product competition, and results in changes in market share or market share (Subroto & Purnama, 2016).

The rapid development of the telecommunications industry in Indonesia has also resulted in increasingly fierce and competitive industry competition, particularly in the telecommunications tower infrastructure sector and tower sharing services. Telecommunications towers or towers are one of the important components for the provision of telecommunications services, especially cellular services currently used and 5G services in the future. The telecommunications tower industry is a segment that has received a positive impact in line with the growth of technology and the increasingly massive digital economy through the use of the internet by the public.

Every year, the number of Indonesians who utilize the internet grows. According to data from the Indonesian Internet Service Providers Association (APJII), the number of internet users in Indonesia in 2021-2022 was 210.03 million, as shown in Fig. 1.

Based on the data, it can be seen that the national internet user penetration rate increased by 6.78% to 77.02% compared to the previous period. The growing trend of internet users also has an impact on the need for quality and widespread telecommunication infrastructure. The prospects for the growth of the telecommunications tower or tower industry in the future, make industrial organizations continue to strive to take strategic steps to improve better, quality and widespread services so as to maintain dominance of the telecommunications tower market in Indonesia and win the competition in an increasingly competitive industry. tight and competitive. The intensity of competition in the telecommunications tower industry is marked by the presence of companies competing as tower sharing infrastructure service providers (tower providers) in Indonesia.

Currently, there are six of the largest telecommunications tower companies listed on the Indonesia Stock Exchange (IDX) and control the telecommunications tower market in Indonesia. The issuers of the telecommunication towers or towers are PT Dayamitra Telekomunikasi Tbk (MTEL), PT Sarana Menara Nusantara Tbk (TOWR), PT Tower Bersama Infrastructure Tbk (TBIG), PT Centratama Telekomunikasi Indonesia Tbk (CENT), PT Inti Bangun Sejahtera Tbk (IBST), and PT Bali Towerindo Sentra Tbk (BALI).

The competition for the number of telecommunication towers from each company up to the first semester of 2022 is presented in Fig. 2.

Based on the data on the number of telecommunication towers, it can be seen that the competition for the number of telecommunication tower ownership is not evenly distributed along with the growth rate (growth) of assets as a measure of the performance of the telecommunication tower industry showing various increasing trends. PT Dayamitra Telekomunikasi Tbk has the largest number of telecommunication towers up to the first half of 2022, with a total asset of 34,800 units experiencing an asset growth of 19%. Meanwhile, PT Bali Towerindo Sentra Tbk, has total telecommunication tower assets until the first semester of 2022 of 2,646 units, growing by 0.2% from the previous year's total assets.

Data on company revenue and profit (loss) as a measure of the performance of the telecommunication tower industry shows that there were companies that experienced a decrease in revenue of 16.55% compared to the same period the previous year, namely PT Inti Bangun Sejahtera Tbk. The data also shows that there are companies that have suffered a loss of IDR 1,355 trillion, an increase of 301.76% compared to the same period in 2021 which was recorded at IDR 337.44 billion, namely PT Centratama Telekomunikasi Indonesia Tbk.

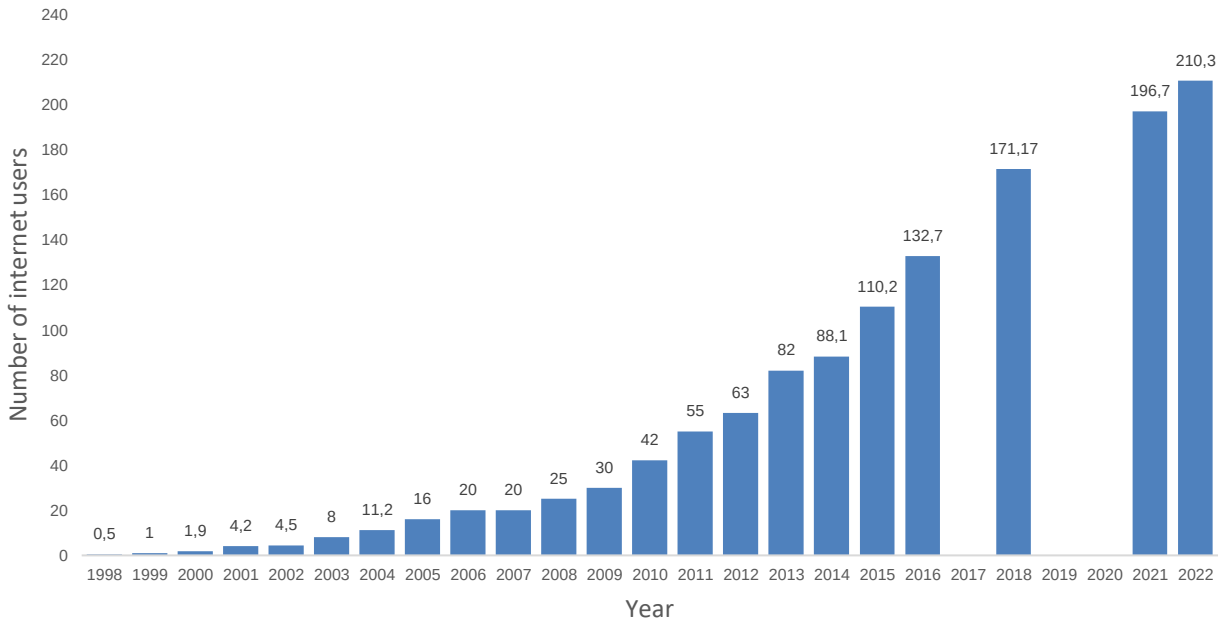

Fig. 1. Number of Internet users in Indonesia between the years 1998 and 2022.
Source: APJII (2022).

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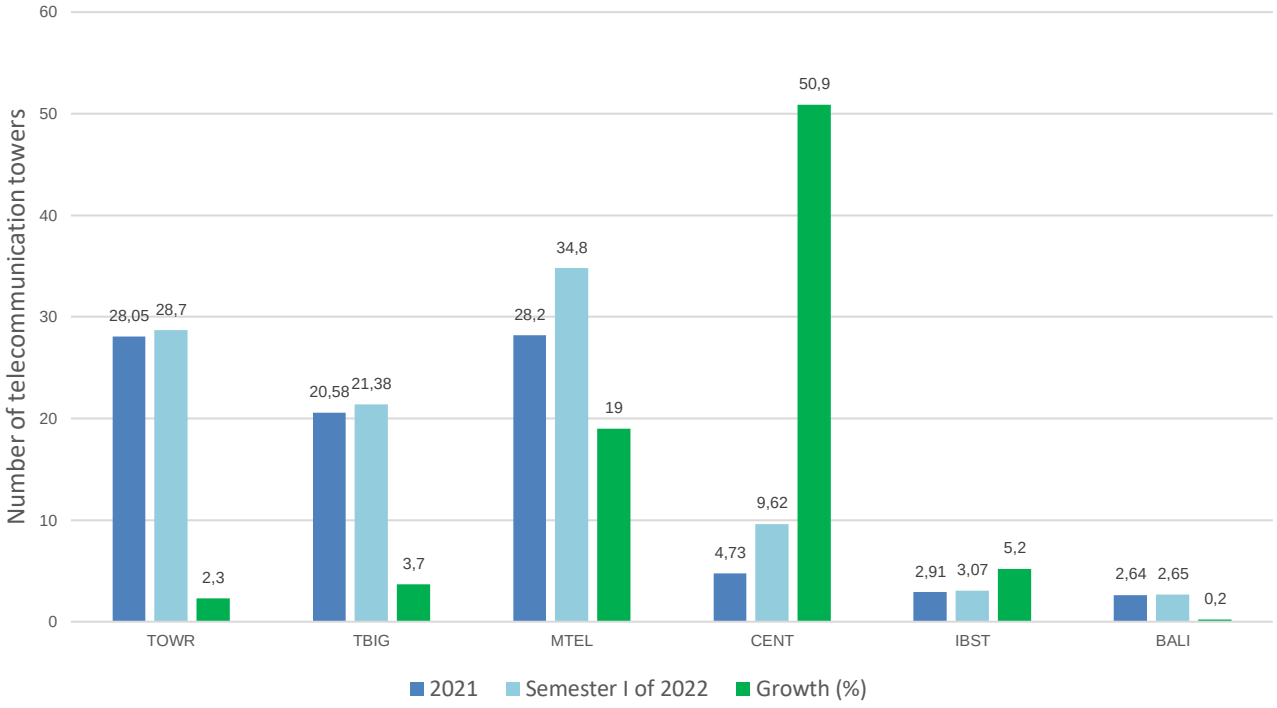

Fig. 2. Number of telecommunication towers until Semester I (2022) and the growth rates.
Source: IDX (2022).

Based on these data, the achievement of organizational performance in the telecommunications tower industry has not been maximized. This condition makes the management of each company continue to strive to develop and improve core competencies to achieve competitive advantage to win the competition and improve performance compared to competitors in the telecommunications tower industry (tower sharing).

Industry competition encourages the industry to always develop competitive capabilities, excel, and achieve better performance than competitors in the same industry or environment (Salavou, 2015). The right strategy for the company is needed to be able to face competitors to win the market and win the competition in the industry. Companies will lose in the face of competition in the market if they do not have an optimal competitive strategy, which in turn will have an impact on revenue and or company performance in general.

Several previous studies, to examine the effect of industry competition on industry performance, showed varying results. Studies are showing that industry competition has a positive and significant effect on industry performance (Ghasemi *et al.*, 2015; Huang, 2022; Ljubownikow & Ang, 2020; Mia & Winata, 2014; Obembe & Soetan, 2015). This condition occurs because, in a competitive industrial environment, industrial organizations optimize activities to reduce costs, reduce managerial and operational risks, provide incentives to optimize efficiency and encourage innovation (Giantari *et al.*, 2017; Obembe & Soetan, 2015). On the other hand, there are several studies showing that industry competition has a negative effect on industry performance (Bayar *et al.*, 2018; Fosu, 2013; Saldanha *et al.*, 2018; Teller *et al.*, 2016; Yasa *et al.*, 2014). This condition occurs because, in high competition, several industries can lose market share due to the entry of new competitors with superior resources and strategies. Industries that do not have clear resources and strategies may experience difficulties in innovating, and creating new products, services, and values to meet the changing demands of customers or market needs and have a competitive advantage in industry competition.

The disparity in the findings of these studies is owing to prior research that did not address or ignore the influence of industry competition on corporate strategy (Wu *et al.*, 2015). To cover the aforementioned research vacuum, business strategy is required, because business strategy plays a significant role in mediating the link between industry competitiveness and industry performance. Because strategy relates to the direction of the organization to grow and be sustainable, so that it can compete, excel, and achieve better performance than competitors in similar industries, business strategy plays an important role in winning industry competition and industry performance itself. Industries with clear and adaptable environmental change plans can sustain their competitive advantage and commercial success (Gabrielsson *et al.*, 2016; Ghasemi *et al.*, 2015).

Industries that want to have and maintain competitiveness in the industry can adopt a differentiation strategy. Differentiation is an industry strategy that always offers different, unique, valuable, and quality products and services compared to similar industry products and services. The differentiation strategy arises because the industry wants to meet the demands of customers who want alternative and unique products (Becerra *et al.*, 2013; Dirisu *et al.*, 2013).

Product differentiation can strengthen the industry's position in the existing market and create new markets, allowing new products to enter the market (new entrance),

and existing products to have market advantages over other products (Davcik & Sharma, 2015). The better the differentiation strategy carried out by an industry, the more competitive advantage and performance it can increase (Giantari *et al.*, 2020).

It is also critical for the industry to implement an innovation strategy, which is an endeavor to convert information and ideas into new goods, processes, and services, as well as systems that can boost a product's added value. Innovation can result in the development of a new product that provides a better answer to a consumer's problem. Innovation can be carried out by utilizing technology and a combination of organizational resources to create new, unique, and in line with customer expectations products, processes, technologies, and services in order to increase competitive advantage and industry performance (Havenvid, 2015; Torres *et al.*, 2014).

Industry can develop multi-strategy according to the business operating environment to maintain operational existence and performance. The view that an industry can only adopt a single strategy in dealing with the dynamics, complexity, and uncertainty of industry competition is no longer relevant. A single strategy can easily be imitated by competing industries so that the industry has the potential to lose competitiveness and performance. Changes in the industry environment that are very fast, dynamic, and accompanied by high uncertainty can cause the industry to lose market share and profitability due to new entrants with superior resources, capabilities, and strategies.

Based on the explanation of phenomena in the telecommunications tower industry and the variations in the results of previous studies (research gaps) described in the background of the problems above, this research is to examine and explain the role of differentiation strategy and innovation strategy in mediating the effect of industry competition on the performance of the telecommunications tower industry in Indonesia. important to do.

II. Literature Review

A. Industry Competition

Industry competition has become a central issue in business because globalization and liberalization have implications for uncertainty, complexity, and ambiguity in the industry. Globalization and liberalization leave the doors of all countries open to newcomer organizations, flows of capital, people, knowledge, technology, and so on from other countries. If competition gets stronger, it can have implications for uncertainty in industries, both of which have strong research and development traditions, as well as high sales growth (Atanasova & Li, 2018). The intensity of industry competition is very high, meaning that new entrants are very free, existing industries do not have bargaining power with suppliers and customers, and rivalry is very high because there are many industries offering the same products and services (Porter, 1980).

B. Porter's Competition Theory

The high intensity of competition in the industry is determined by the competitive position of the industrial organization itself. According to Porter (1980, p. 5), industry competition is triggered by five external industry forces. These forces include competitive rivalry, threat of substitutes, bargaining power of suppliers, bargaining power of buyers, and threat of new entrants. These five forces together can influence the competitive position of an industry. Nevertheless, the significance of the influence of each force may vary in an industry, depending on the industrial environment, size, type, and density of the number of similar industries in a particular place.

C. Business Strategy

Business strategy is a way developed by the industry to achieve its goals and targets properly. Strategy is a plan to maintain a competitive advantage. However, not all plans become strategies, because strategies are always related to competitors. Strategy is said to be a plan to win the competition (Brennan & Sisk, 2015). Strategy can also be defined as a coordinated and integrated commitment and action to develop core competencies to increase competitive advantage (Hitt *et al.*, 2016). The strategy encourages the industry to choose things that are good for the investment of its resources and capabilities.

D. Industry Performance

The success of an industry's operational activities can be measured by industry performance. Industry performance is an indicator that is usually used to measure the success of an industry in achieving set goals and targets (Avram & Avasilcai, 2014). Industry performance is the industry's ability to meet customer satisfaction in order to win the market against its industrial competitors through the products and services offered. Industry performance is a very important parameter for industry managers in making decisions to ensure the competitive success of an industry (Bouranta & Psomas, 2017). Industry performance is a set of management and analytical processes that enable organizational management to achieve its financial and marketing goals (Ab Hamid *et al.*, 2014). Industry performance is generally measured using indicators of financial performance and market performance.

E. Research Concept

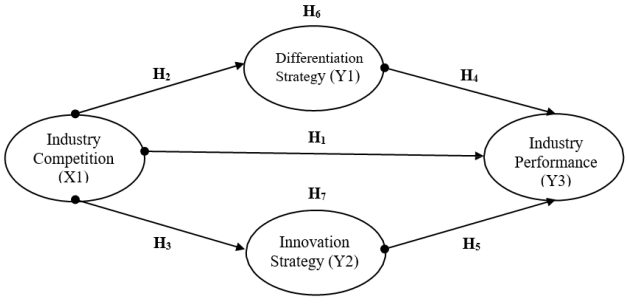

Fig. 3. Conceptual Model

F. Research Hypothesis

H1: Industry competition has a negative and significant effect on industry performance.

H2: Industry competition has a positive and significant effect on differentiation strategy.

H3: Industry competition has a positive and significant effect on innovation strategy.

H4: The differentiation strategy has a positive and significant effect on industry performance.

H5: Innovation strategy has a positive and significant effect on industry performance.

H6: The differentiation strategy plays a significant role in mediating the effect of industry competition on industry performance.

H7: Innovation strategy plays a significant role in mediating the effect of industry competition on industry performance.

III. Methodology

The research conducted is quantitative research and is associative. Quantitative research is research based on the assumption that a symptom can be classified, and the relationship between symptoms is causal or causal. The research was conducted on the largest telecommunications tower companies listed on the Indonesia Stock Exchange (IDX) which currently control the telecommunications tower market in Indonesia, namely PT Dayamitra Telekomunikasi Tbk, PT Sarana Menara Nusantara Tbk, PT Tower Bersama Infrastructure Tbk, PT Centratama Telekomunikasi Indonesia Tbk, PT Inti Bangun Sejahtera Tbk, and PT Bali Towerindo Sentra Tbk. The population in this study is the largest telecommunications tower company listed on the Indonesia Stock Exchange (IDX) which currently dominates the telecommunications tower market in Indonesia. The unit of analysis used in this research is the managers (Department Head) and general managers (Division Head) in each of the telecommunications tower industry organizations. Non-probability sampling was used to determine the sample in this study, which is a sampling strategy that does not provide equal opportunities or opportunities for each element or member of the population to be picked as a sample. The non-probability sampling technique selected is saturated sampling, which is the process of determining a sample by sampling every member of the population. This is done when the population is tiny or when the research intends to generalize with extremely minor flaws.

The difficulty in obtaining the ideal number of respondents is because the criteria used in selecting respondents are managers (Department Heads) and general managers (Division Heads) in telecommunications tower companies operating in Indonesia. The positions of manager (Department Head) and general manager (Division Head) are limited and relatively small in an industrial organization or telecommunication tower company in Indonesia. The selection of these criteria is because the manager (Department Head) and general manager (Division Head) are considered to have authority in making decisions at the top level in the organizational structure and are considered relevant to the needs of the research being conducted. Based on these considerations, as well as the sampling technique used in the study, the sample size used in this study was 43 samples, adjusted for the number of respondents obtained in the study. In this study, the inferential statistics used are PLS-based SEM analysis.

IV. Results and Discussion

A. Characteristics of Respondents

Table I shows that most respondents in this study were males (95.3%) and only 4.7% were female respondents. Judging from the age of the respondents, most of them are in a very productive and vulnerable age with ages 31 to 40 years of 46.6% and respondents aged 41 to 50 years of 44.2%. The formal education level of the respondents was mostly undergraduate (S1), namely 86% and the remaining 14% had a master's level of education (S2).

Based on the work location or company, the majority of respondents, namely 67.4%, were employees of PT Tower Bersama Infrastructure Tbk and respondents from other companies, namely PT Inti Bangun Sejahtera Tbk by 9.3%, each by 7% from PT Bali Towerindo Sentra Tbk, PT Centratama Telekomunikasi Indonesia Tbk, and PT Dayamitra Telekomunikasi Tbk, as well as respondents from PT Sarana Menara Nusantara Tbk by 2.3%. Grouping of respondents based on position in the company, most of them are employees at the managerial level (Department Head), namely 83.7% and the other 16.3% are general managers (Division Head).

TABLE I: Characteristics of Respondents

Characteristic	Classification	Total	Percentage (%)
Age (year)	21-30 years old	1	2.3
	31-40 years old	20	46.6
	41-50 years old	19	44.2
	above 50 years old	3	6.9
	Total	43	100
Gender	Man	41	95.3
	Woman	2	4.7
	Total	43	100
Education Levels	Diploma (D1, D2, D3)	0	0.0
	Bachelor (S1)	37	86.0
	Masters (S2)	6	14.0
	Total	43	100
Company Name	PT Dayamitra Telekomunikasi Tbk	3	7.0
	PT Sarana Menara Nusantara Tbk	1	2.3
	PT Tower Bersama *Infrastructure* Tbk	29	67.4
	PT Centratama Telekomunikasi Indonesia Tbk	3	7.0
	PT Inti Bangun Sejahtera Tbk	49.3	9.3
	PT Bali Towerindo Sentra Tbk	37.0	7.0
	Total	43	100
Position at Company	Manager *(Department heads)*	36	83.7
	General Manager *(Division heads)*	7	16.3
	Total	43	100

B. Results of Evaluation of the Measurement Model (Outer Model)

The data from the convergent validity test results in Table II show that all the outer loading variables have values larger than 0.5. Furthermore, the data used in this study are legitimate, which suggests that the reflective indicator and the latent variable score have a strong association. Convergent validity testing is also performed on each latent variable by examining the average variance extracted (AVE) value. In this study, the desired AVE value should be larger than 0.50. When the latent variable's average variance

extracted (AVE) value is more than 0.5, it is said to have good convergent validity. The results of the convergent validity test using the average variance extracted (AVE) value in this study are presented in Table III.

TABLE II: CONVERGENT VALIDITY TEST RESULTS WITH OUTER LOADINGS

	Industry Performance	Industry Competition	Differentiation Strategy	Innovation Strategy
X1.1		0.724		
X1.2		0.845		
X1.3		0.767		
X1.4		0.827		
Y1.1			0.744	
Y1.2			0.781	
Y1.3			0.828	
Y1.4			0.831	
Y2.1				0.770
Y2.2				0.788
Y2.3				0.815
Y2.4				0.713
Y3.1	0.913			
Y3.2	0.899			
Y3.3	0.840			

TABLE III: CONVERGENT VALIDITY TEST RESULTS WITH AVERAGE VARIANCE EXTRACTED (AVE)

	Average Variance Extracted (AVE)
Industry Performance	0.783
Industry Competition	0.628
Differentiation Strategy	0.635
Innovation Strategy	0.596

Based on data from the Convergent Validity test results with Average Variance Extracted (AVE) in Table III, it is found that the Average Variance Extracted (AVE) value for the entire construct is above 0.5. These results indicate that all the constructs in the study are said to have good validity for use in the research model test.

TABLE IV: DISCRIMINANT VALIDITY WITH CROSS-LOADINGS

	Industry Performance	Industry Competition	Differentiation Strategy	Innovation Strategy
X1.1	-0.074	0.724	0.322	0.365
X1.2	-0.051	0.845	0.501	0.352
X1.3	-0.039	0.767	0.360	0.458
X1.4	-0.034	0.827	0.319	0.226
Y1.1	0.070	0.553	0.744	0.434
Y1.2	0.218	0.434	0.781	0.155
Y1.3	0.420	0.339	0.828	0.410
Y1.4	0.545	0.255	0.831	0.517
Y2.1	0.267	0.413	0.324	0.770
Y2.2	0.325	0.327	0.579	0.788
Y2.3	0.277	0.377	0.288	0.815
Y2.4	0.429	0.290	0.304	0.713
Y3.1	0.913	-0.075	0.357	0.387
Y3.2	0.899	-0.038	0.386	0.327
Y3.3	0.840	-0.052	0.339	0.405

In this study, discriminant validity is also demonstrated by the root square of the average variance extracted (RSAVE) value for each construct that has a correlation with another. The fact that the value of the square root of AVE, which is shown in bold, is greater than the correlation between constructs demonstrates this. Table V displays the results of the discriminant validity test performed with RSAVE.

According to the data from the discriminant validity test results with cross-loading presented in Table IV, the cross-loading value for each indicator in the construct in question is greater than the cross-loading value for other latent variables and is greater than 0.50. According to the test results, the data exhibits a high discriminant validity. Furthermore, based on Tables IV and V, it can be seen that the cross-loading and Fornell-Larcker Criterion values for each indicator of each construct in question are greater than the cross-loading and Fornell-Larcker Criterion values for other variables and greater than 0.50, implying that the data Discriminant validity using cross loading and the Fornell-Larcker Criterion is valid.

TABLE V: DISCRIMINANT VALIDITY TEST RESULTS WITH THE FORNELL-LARCKER VALIDITY TEST

	IP	IC	DS	IS
IP	0.792			
IC	0.486	0.797		
DS	0.456	0.482	0.772	
IS	-0.063	0.407	0.423	0.885

Note. IP: Industry performance; IC: Industry competition; DS: Differentiation strategy; IS: Innovation strategy.

TABLE VI: CONSTRUCT RELIABILITY TEST RESULTS

	Cronbach's Alpha	Composite Reliability
Industry Performance	0.861	0.915
Industry Competition	0.803	0.871
Differentiation Strategy	0.808	0.874
Innovation Strategy	0.773	0.855

Based on the data from the reliability test findings in Table VI, Cronbach's alpha and composite reliability parameter values for the entire construct were found to be more than 0.7. These findings imply that all the constructs in the study have high dependability for use in the research model test.

C. Results of Structural Model Evaluation (Inner Model)

The inner model or structural model is tested to determine the relationship between the constructs, the significant value, and the research model's R-squared. This study's structural model includes three linked constructs: differentiation strategy (Y1), innovation strategy (Y2), and industry performance (Y3). Table VII shows the coefficient of determination (R^2) for each dependent construct.

TABLE VII: R-SQUARED TEST RESULTS (R^2)

	R-Squared	R-Squared Adjusted
Industry Performance	0.385	0.338
Differentiation Strategy	0.237	0.218
Innovation Strategy	0.208	0.189

Based on the data from the R-Squared test (R^2) in Table VII, the R-squared value of the differentiation strategy construct is 0.237. It can be interpreted that 23.7% of the variability of the differentiation strategy construct by industrial organizations or companies in the telecommunication tower industry is influenced or can be explained by industry competition, while the remaining 76.3% of the differentiation strategy construct is explained by other factors outside the model. Furthermore, the R-squared value of the innovation strategy construct is 0.208, which means that 20.8% of the innovation strategy by industrial organizations or companies in the telecommunications tower industry is influenced or can be explained by industry competition, while the remaining 79.2% of the innovation strategy construct is explained by other factors. outside models. Likewise, the industry performance construct has an

R-squared value of 0.385, meaning that 38.5% of the variability of industry performance is explained by the variables of industry competition, differentiation strategy and innovation strategy, while the remaining 61.5% is explained by variables outside the model.

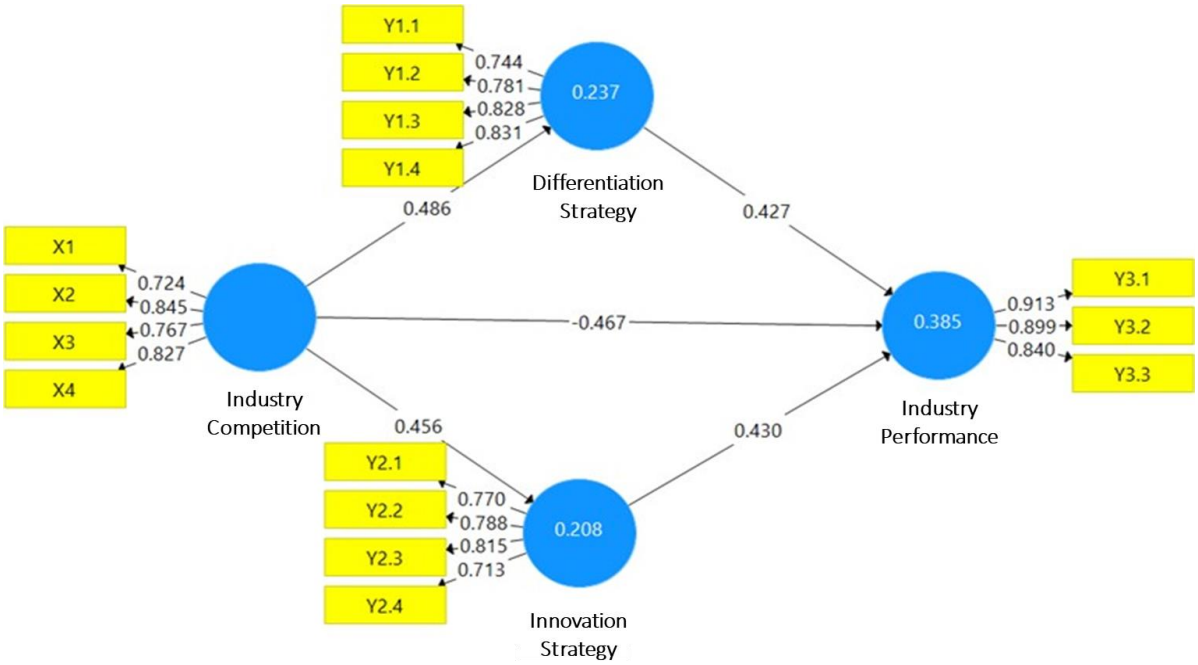

Fig. 4. The structural model.

D. Hypothesis Testing Results

The results of the direct effect test between variables by bootstrapping from the PLS analysis in this study, in detail can also be seen in Table VIII below.

TABLE VIII: RESULTS OF THE DIRECT EFFECT TEST WITH BOOTSTRAPPING

	Original Sample (O)	T Statistics (|O/STDEV|)	P-Values
Industry Competition -> Industry Performance	-0.467	2.840	0.005
Industry Competition -> Differentiation Strategy	0.486	4.697	0.000
Industry Competition -> Innovation Strategy	0.456	3.006	0.003
Differentiation Strategy -> Industry Performance	0.427	2.819	0.005
Innovation Strategy -> Industry Performance	0.430	3.518	0.000

Based on the data from the direct influence test between variables by bootstrapping according to Table VIII, the research hypothesis testing can be explained as follows:

1) Testing the Effect of Industry Competition on Industry Performance (H1)

In the relationship between industry competition and industry performance, the t-Statistics value is 2.840 > 1.96 which indicates that industry competition affects industry performance. Testing the hypothesis on the effect of industry competition on industry performance obtained a correlation coefficient of -0.467 which means that industry competition has a negative effect on industry performance, and a p-value significance value of 0.005 <0.05. The representation of the results of this test indicates that competition in the telecommunications tower industry has a negative and significant effect on industry performance, meaning that the higher or increasing competition in the telecommunications tower industry in Indonesia, has a significant effect on the declining performance of the telecommunications tower industry. Thus, the first hypothesis (H1) in the study can be accepted.

2) Testing the Effect of Industry Competition on Differentiation Strategy (H2)

In the relationship between industry competition and differentiation strategy, a t-Statistics value of 4.697 > 1.96 is obtained, which indicates that industry competition affects differentiation strategy. Testing the hypothesis on the effect of industry competition on differentiation strategy obtained a correlation coefficient of 0.486 which means that industry competition has a positive effect on differentiation strategy, with a p-value significance of 0.000 <0.05. The representation of the results of this test shows that industry competition has a positive and significant effect on differentiation strategy, meaning that the higher the level of competition in the telecommunications tower industry in Indonesia, it will have a significant effect on increasing the implementation of an effective and optimal differentiation strategy by the telecommunications tower industry to offer better products and services. different, unique, valuable, and quality to win the competition in the telecommunication tower industry in Indonesia. Thus, the second hypothesis (H2) in the study can be accepted.

3) Testing the Effect of Industry Competition on Innovation Strategy (H3)

In the relationship between industry competition and innovation strategy, a t-statistics value of 3.006 > 1.96 is obtained, which indicates that industry competition affects innovation strategy. Testing the hypothesis on the effect of industry competition on innovation strategy obtained a correlation coefficient of 0.456 which means that industry competition has a positive effect on innovation strategy, with a p-value significance value of 0.003 <0.05. The

representation of the results of this test shows that industry competition has a positive and significant effect on innovation strategy, meaning that the higher the level of competition in the telecommunications tower industry in Indonesia, it will significantly influence the improvement of strategy implementation by industrial organizations or companies to be able to convert knowledge and ideas into products. processes, new services or improve existing methods to meet customer needs and provide benefits to the company. Thus, the third hypothesis (H3) in the study can be accepted.

4) Testing the Effect of Differentiation Strategy on Industry Performance (H4)

In the relationship between the differentiation strategy and industry performance, the t-Statistics value is 2.819 > 1.96 which indicates that the differentiation strategy affects industry performance. Testing the hypothesis on the influence of the differentiation strategy on industry performance obtained a correlation coefficient of 0.427 which means that the differentiation strategy has a positive effect on industry performance, with a p-value significance of 0.005 <0.05. The representation of the results of this test shows that the differentiation strategy has a positive and significant effect on industry performance, meaning that the higher the level of implementation of an effective and optimal differentiation strategy by telecommunications tower industry organizations to offer different, unique, valuable and quality products and services to customers (operators). telecommunications) can improve the achievement of company performance and win the competition in the telecommunications tower industry in Indonesia. Thus, the fourth hypothesis (H4) in this study can be accepted.

5) Testing the Effect of Innovation Strategy on Industry Performance (H5)

In the relationship between innovation strategy and industry performance, a t-statistics value of 3.518 > 1.96 is obtained which indicates that the innovation strategy has an effect on industry performance. Testing the hypothesis on the influence of innovation strategy on industry performance obtained a correlation coefficient of 0.430 which means that the innovation strategy has a positive effect on industry performance, with a p-value significance value of 0.000 <0.05. The representation of the results of this test shows that the innovation strategy has a positive and significant effect on industry performance, meaning that the higher the level of company innovation in converting knowledge and ideas into new products, processes, services, or improving existing methods, products, and services to meet customer needs will improve performance. the industrial organization itself provides and increases profits, and maintains the sustainability of industrial organizations in the telecommunication tower industry in Indonesia. Thus, the fifth hypothesis (H5) in this study can be accepted.

E. Mediation Variable Test Results

Based on the data from the indirect effect test results in Table IX, the mediation variable testing in the study can be explained as follows:

a) Testing the role of differentiation strategy in mediating industry competition on industry performance obtained a t-Statistics value of 2.064 > 1.96 and a significance value of p-value of 0.040 <0.05. The test results indicate that the differentiation strategy is able to mediate the effect of industry competition on industry performance.

b) Testing the role of innovation strategy in mediating industry competition on industry performance obtained a t-Statistics value of 2.104 > 1.96 and a significance value of p-value of 0.036 <0.05. The test results indicate that the innovation strategy is able to mediate the effect of industry competition on industry performance.

TABLE IX: INDIRECT EFFECT TEST RESULTS

	Original Sample (O)	T Statistics (|O/STDEV|)	P-Values
Industry Competition -> Differentiation Strategy -> Industry Performance	0.208	2.064	0.040
Industry Competition -> Innovation Strategy -> Industry Performance	0.196	2.104	0.036

According to the data from the test results of the influence between factors and the VAF value, the influence of industry competition on industry performance mediated through the differentiation strategy is 30.77% for the model. Because the mediation value of 30.77% falls between the range of 20% and 80%, this variable is categorized as a partial mediating variable. As a result, the findings of this study can be read as indicating that the differentiation strategy somewhat mediates the influence of industry competition on industry performance.

The VAF value of 29.57% for the role of innovation strategy in mediating the influence of industry competition on industry performance. Because the mediation value of 29.57% falls between the range of 20% and 80%, this variable is characterized as a partial mediating variable. That is, the findings of this study might be read as indicating that the innovation strategy partially mitigates the influence of industry competition on industry performance.

V. DISCUSSION

A. Influence of Industry Competition on Industry Performance

The results of hypothesis testing indicate that industry competition has a negative and significant effect on industry performance. The test results explain that the higher or the increasing competition in the telecommunications tower industry, the lower the performance of the telecommunications tower industry in Indonesia. Based on the research results, industry competition formed by the variable indicators of the number of competitors in the industry, the growth rate of competitors, the frequency of technological changes, and the higher or increasing frequency of product introductions in the telecommunications tower industry have an important role in the decline in the performance of the telecommunications tower industry in Indonesia. The results of this study are in line with the results of previous research studies which show

that industry competition has a negative effect on industry performance (Bayar *et al.*, 2018; Saldanha *et al.*, 2018; Yasa *et al.*, 2014). This happens because, in high competition, some industries can lose market share due to the entry of new competitors with superior resources and strategies. Industries that do not have clear resources and strategies may experience difficulties in innovating, and creating new products, services, and values to meet changing demands of customer or market needs and have a competitive advantage. Industry competition also increases the complexity of the business environment, planning challenges become problems, and profitability, and the operational continuity of the industry are threatened (Anning-Dorson, 2017). Besides that, it can have an impact on reducing the rate of return generated by the industry (Porter, 1980).

B. Influence of Industry Competition on Differentiation Strategy

The results of hypothesis testing indicate that industry competition has a positive and significant effect on differentiation strategy. The representation of the test results shows that the higher or the increasing competition in the telecommunications tower industry, the implementation of a differentiation strategy in the telecommunications tower industry in Indonesia will increase. The indicators of industry competition developed in this study are formed by the variable indicators of the number of competitors, the growth rate of competitors, the frequency of technological change, and the frequency of product introduction which is getting higher or increasing which has an important role in increasing the implementation of differentiation strategy in the telecommunications tower industry in Indonesia.

A differentiation strategy was developed in the telecommunications tower industry in order to create and offer different, unique, valuable, and quality products and services compared to competing products and services in the telecommunications tower industry. Differentiation can be done by increasing product differentiation, product reliability, product quality, and personnel differentiation. The better the differentiation strategy is carried out in the industry, the more competitive advantage and performance it can increase (Giantari *et al.*, 2020).

The results of this study support and confirm the results of previous studies regarding industry competition which has a positive effect on differentiation strategy (Pehrsson, 2016; Yasa *et al.*, 2014; Yuliansyah *et al.*, 2016). In an industrial environment with highly competitive intensity, industrial organizations can develop strategies including product and process differentiation to create new and valuable products or services for customers in order to avoid competitive pressures and maintain sustainable competitiveness (Zehir *et al.*, 2015).

C. Influence of Industry Competition on Innovation Strategy

The results of hypothesis testing indicate that industry competition has a positive and significant effect on innovation strategy. The representation of the test results shows that the higher or the increasing competition in the telecommunications tower industry, the greater the implementation of innovation strategies in the telecommunications tower industry in Indonesia. The industry competition indicators developed in this study are formed by the variable indicators of the number of competitors, the growth rate of competitors, the frequency of technological changes, and the frequency of product introductions which are getting higher or increasing and have an important role in increasing the implementation of innovation strategies in the telecommunications tower industry in Indonesia.

Innovation strategies in the telecommunication tower industry can be carried out by using technology and a combination of organizational resources to create new, unique products, processes, technologies, services and in accordance with customer expectations in order to increase competitive advantage and industry performance (Havenvid, 2015; Torres *et al.*, 2014). Innovation in the telecommunications tower industry in Indonesia is developed by continuously increasing technological adaptation, innovation implementation, product innovation, and process innovation for products and services in the telecommunications tower industry to increase competitive advantage, meet customer needs, and improve industry performance. The results of this study are in line with the results of previous studies which show that competition or industry competition has a positive effect on innovation (Giantari *et al.*, 2017; Telagawathi *et al.*, 2022; Yasa *et al.*, 2014, 2022). Increasing competition has implications for increasing research and development for similar industries that compete. Industry competition can encourage industries to innovate. Technology-based innovation can produce quality, different, and valuable products for customers compared to competitors in the industry, thus ensuring sustainable growth, and maintaining competitiveness and industry performance.

D. Influence of Differentiation Strategy on Industry Performance

The results of hypothesis testing indicate that the differentiation strategy has a positive and significant effect on industry performance. The representation of results of this test show that the higher the implementation of the differentiation strategy in the telecommunications tower industry, the higher the performance of the telecommunications tower industry in Indonesia. The indicators of the differentiation strategy in this study are formed by the variable indicators of product differentiation, product reliability, product quality, and personnel differentiation which have an important role in improving the performance of the telecommunications tower industry in Indonesia.

A differentiation approach was established in the telecommunications tower sector to create and supply diverse, original, valuable, and high-quality products and services in comparison to rival products and services. Product differentiation, product reliability, product quality, and personnel differentiation can be developed to strengthen the industry's position in the existing market and create new markets (new markets), allowing new products to enter the market (new entrance), and existing products have market advantages over other products (Davcik and Sharma, 2015).

The results of this study are in line with the results of previous studies which show that the differentiation strategy

has a positive effect on industry performance (Giantari *et al.*, 2020; Budiono *et al.*, 2021; Suoniemi *et al.*, 2021; Yuliansyah *et al.*, 2017). Differentiation is developed to create and offer different, unique, valuable, and quality products and services compared to competing products and services in the telecommunications tower industry in Indonesia. A better differentiation strategy implemented by an industry can increase competitive advantage and performance (Giantari *et al.*, 2020).

E. Influence of Innovation Strategy on Industry Performance

The results of hypothesis testing indicate that the innovation strategy has a positive and significant effect on industry performance. The representation of the results of this test shows that the higher the implementation of the innovation strategy in the telecommunications tower industry, the higher the performance of the telecommunications tower industry in Indonesia. The innovation strategy indicators in this study are formed by the variable indicators of technology adaptation, innovation implementation, product innovation, and process innovation which have an important role in improving the performance of the telecommunications tower industry in Indonesia. Innovation strategies in the telecommunication tower industry can be carried out by using technology and a combination of organizational resources to create new, unique products, processes, technologies, services and in accordance with customer expectations in order to increase competitive advantage and industry performance (Havenvid, 2015; Torres *et al.*, 2014). Innovation is developed by continuously increasing technology adaptation, innovation implementation, product innovation, and process innovation for products and services in the telecommunications tower industry in Indonesia to increase competitive advantage, meet customer needs, and improve industry performance.

The results of this study support the results of previous studies which show that innovation strategies have a positive effect on industry performance (Aboelmaged, 2018; Martinez-Conesa *et al.*, 2017; Ramanathan *et al.*, 2018). This is because innovation can make the industry produce new, unique, and valuable products and services that match the changing demands of customers. A higher level of industrial innovation in converting knowledge and ideas into new products, processes, and services or improving existing methods, products, and services to meet customer needs can improve industry performance, provide and increase profits, and maintain sustainability in the telecommunications tower industry in Indonesia.

1) The role of differentiation strategy in mediating the influence of industry competition on industry performance

The results of testing the hypothesis in this study indicate that the differentiation strategy can partially mediate the effect of industry competition on the performance of the telecommunications tower industry in Indonesia. Based on the test results, it can be interpreted that although the increasing competition in the telecommunications tower industry has affected the declining industry performance, with the implementation of the right differentiation strategy, the performance of the telecommunications tower industry in Indonesia is increasing. This is because the implementation of an appropriate and optimal differentiation strategy in the telecommunications tower industry to offer different, unique, valuable, and quality products and services to customers (telecommunication operators) can improve performance achievement in an increasingly competitive telecommunications tower industry in Indonesia.

The findings of this study complement earlier findings that the differentiation approach improves industry performance in a competitive industrial environment (Saldanha, 2019; Suoniemi *et al.*, 2021; Yuliansyah *et al.*, 2016). In the telecommunication tower industry, a differentiation strategy is implemented by providing products or services that give distinctive attributes that please clients (telecommunication operators). In a highly competitive industrial setting, differentiation can boost industry competitiveness and performance (Porter, 1980).

F. Role of Innovation Strategy in Mediating the Effect of Industry Competition on Industry Performance

The results of testing the hypothesis in this study indicate that the innovation strategy can partially mediate the influence of industry competition on the performance of the telecommunications tower industry in Indonesia. Based on the test results, it can be interpreted that although the increasing competition in the telecommunications tower industry has affected the declining industry performance, with the implementation of the right innovation strategy, the performance of the telecommunications tower industry in Indonesia is increasing. This is because the implementation of the innovation strategy undertaken to create a new product that can provide better solutions for solving problems faced by consumers (telecommunications operators) can improve performance achievement in the increasingly competitive telecommunications tower industry in Indonesia. Because innovation generates unique products, processes, services, and values that are difficult to imitate by similar industry competitors in a dynamic and turbulent industrial environment, the findings of this study are consistent with previous research that shows that an innovation strategy has a positive effect on industry performance in a competitive industrial environment (Giantari *et al.*, 2017; Saldanha *et al.*, 2018; Yasa *et al.*, 2022; Yasa & Sukaatmaja, 2017). In this study, the variable indicators of technology adaptation, innovation implementation, product innovation, and process innovation play an important role in increasing the competitive advantage and performance of industrial organizations in the Indonesian telecommunications tower industry. Technology-based innovation can make the products produced quality, different, and of value to customers compared to competitors (Brenes *et al.*, 2014), thus ensuring sustainability, growth, and improving industry performance (Aghion *et al.*, 2014).

VI. CONCLUSION

Based on the research findings, debate, and interpretation provided before with reference to numerous hypotheses and past research findings, the following conclusions can be drawn from this study:

1) Industry competition has a negative and significant effect on industry performance. This indicates that the increasing competition in the telecommunications tower industry has affected the decline in the performance of the telecommunications tower industry in Indonesia.
2) Industry competition has a positive and significant effect on the differentiation strategy. This represents that the increasing competition in the telecommunications tower industry has had an impact on the implementation of differentiation strategies in the telecommunications tower industry in Indonesia.
3) Industry competition has a positive and significant effect on innovation strategy. The representation of the results of this test shows that the increasing competition in the telecommunications tower industry has an effect on increasing the implementation of innovation strategies in the telecommunications tower industry in Indonesia.
4) The differentiation strategy has a positive and significant effect on industry performance. This shows that the more precise and optimal implementation of the differentiation strategy carried out in the telecommunications tower industry can improve the achievement of the performance of the telecommunications tower industry in Indonesia.
5) The innovation strategy has a positive and significant effect on industry performance. This result reveals that the more appropriate and optimal implementation of the innovation strategy carried out in the telecommunications tower industry can increase the achievement of the performance of the telecommunications tower industry in Indonesia.
6) The differentiation strategy partially mediates the effect of industry competition on the performance of the telecommunications tower industry in Indonesia. This shows that the more precise and optimal implementation of the differentiation strategy carried out in the telecommunications tower industry can improve industry performance in an increasingly tight and competitive telecommunications tower industry competition in Indonesia.
7) The innovation strategy partially mediates the effect of industry competition on the performance of the telecommunications tower industry in Indonesia. This shows that the more appropriate and optimal implementation of the innovation strategy carried out in the telecommunications tower industry can improve industry performance in an increasingly tight and competitive telecommunications tower industry competition in Indonesia.

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