

SIBAKO ANALYSIS (Product Mix Innovation Strategy and Collaboration) IN FACING COMPETITIVENESS IN THE HYPERCOMPETITIVE ERA OF 2025 AT PT. IEMAHKAI WOOD ART MAJENANG – CILACAP

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Abstract. This research is motivated by the rapid development of the business world and increasing business competition. In the era of globalization and technological advances, companies experience challenges and demands in developing and improving the company's competitive advantage. This research method uses a qualitative approach, with data collection from interviews, observations and documentation studies and Triangulation. The results of the study show that: first; Conducting an analysis of product mix innovation strategies and collaboration in the rapid and tight development of the world today is an important element for companies to survive and exist in the hypercompetitive era. Second; The problems faced are the high level of business competition both *offline* and *online*, as well as rapid and unpredictable changes in market dynamics, companies are required to continue to innovate, especially in strategy mix product And collaboration For maintain Power competition And relevance in increasingly competitive market. Third; The solution used to describe the problem is to create, develop and perfect various product elements such as variation, quality, design, added value to face market competitiveness and rapidly changing market needs. In addition to the product mix innovation strategy, collaboration strategies with external parties such as: business partners, distributors, other companies, supplier, platform technology and digital Ecosystem, government And institution education Which become key to accelerating innovation, expanding distribution and accessing resources that the company does not yet have internally. Collaborating can create synergies to increase competitive advantage and create a more adaptive business ecosystem for the company.

Keywords : Innovation bauran product , Collaboration , Competitive advantage

1. Introduction

The speed is fast development of the business world as well as competition growing business increase in the era of globalization and progress technology cause companies experience challenges and demands in develop and improve superiority compete company . Product mix innovation strategy is one of the key elements of the company to create sustainable competitive advantage value. With the innovation strategy, the company can create many new opportunities, both from products, services and strategies that are arranged so that they can increase the efficiency of business processes, able to answer the rapidly changing needs of consumers. One form of significant innovation is by developing a product mix. The mix includes variations, designs, brands and features of the products offered by the company. The right product mix strategy can expand market share, increase consumer satisfaction value, and maximize the value of the products offered to consumers. Innovation strategy must follow the acceleration of technological development, so that it can adapt to every change that exists. Apart from the Innovation Strategy in dealing with market complexity and the acceleration of technological development, companies cannot run alone, companies need collaboration to improve innovation growth strategies and competitive advantages. In today's era, collaboration is an important element for business growth and development, for entrepreneurs to increase value, income, and business capabilities and competitiveness.

To improve the company's Innovation strategy, PT. Iemahkai Woodart Majenang Cilacap made a breakthrough by creating new products with various variations such as; portable booths, portable tables, backdrops, with various variations, shapes, models and designs to increase the value of competitive advantage and can cover a wide market. With the existence of portable products that have practical value, they can support the increase in the *online market*, such as through Instagram, TikTok, Live Online in various marketplaces as a support for market development and increased sales. Developing product mix innovation alone is not enough to create the company's competitive advantage value, therefore PT. Iemahkai woodart collaborates with various types of collaborations and other business partners to increase the company's competitive advantage value.

2. Method Study

This study uses Qualitative Methods. According to qualitative research, it is "a method for investigating and understanding the meaning perceived by a number of individuals or groups of people as a social or humanitarian problem" (Shresta & Bhattarai, 2022). Case studies according to Nur'aini (2020) the steps of case study research are; selection of themes, topics and cases, literature review, formulation of focus and research problems, data collection, data improvement, data analysis process, drawing conclusions from research results and research reports (Septian, 2021). Furthermore, according to Yin (2011) it is a qualitative research strategy that is relevant to the situation where if the research question is how and why, does not require control over the events being studied and focuses on contemporary events.

3. Results and Discussion

a. Company Profile of PT. Lemahkai Woodart Majenang – Cilacap

Before analyzing the research results, it is important to provide a brief profile of the company PT. Lemahkai woodart Majenang - Cilacap. This study involved interviews with representatives of 5 people at PT. Lemahkai woodart. PT. Lemahkai woodart is a company that stands in the field of Interior and a manufacturer of products from raw wood materials, especially Dutch teak wood. PT. Lemahkai was founded by a young man named Cahyono, who has a high vision to develop the creative industry in the field of wood and interior, especially for the Cilacap Regency area. The potential and very rapid business growth require PT. Lemahkai woodart to innovate and collaborate to maintain the existence and value of the company's excellence. Product Innovation Strategy is one that is being developed by PT. Lemahkai by creating a variety of new products to meet the needs of the local and foreign markets. Apart from the Product Innovation strategy in the current hypercompetitive era, PT. Lemahkai also implements a Collaboration strategy which is considered very important to support the sustainability and growth of the business. The collaboration carried out includes; development of advertising and interior products. This collaboration is carried out with various business partners which are expected to expand market share and competitive advantage in today's hypercompetitive era.

b. Overview of Business Competition

The development of digital technology and easy access to marketing platforms such as Instagram, TikTok, and Marketplace has led to an increase in the number of business actors in the creative industry sector. Both design studios, independents, and start-ups *now* have almost equal opportunities to reach consumers. As a result, the level of market competition has increased significantly.

Table 1: Names of creative industry companies in Majenang District

NO	COMPANY NAME	BUSINESS FIELDS
1	PT. Lemahkai Woodart	Interior and Woodart
2	Digital Print Pearl	Advertising and Interior
3	MM Advertising	Advertising and Interior
4	CV. Buhanesia Creative	Advertising and Interior
5	Mudrik Architect Studio	Contractors and Interior
6	ANP Studio	Contractors and Interior
7	Hasuna Furniture	Furniture and Interior
8	Mahesa Interior	Ceiling and Interior
9	Gupong Interior	Design and Interior
10	Dhani Esan Design	Contractors and Interior
11	Viola Furniture	Furniture and Interior
12	Interior Design	Furniture and Interior
13	Yosi Aluminum	Contractors and Interior

Source: Research results, 2025

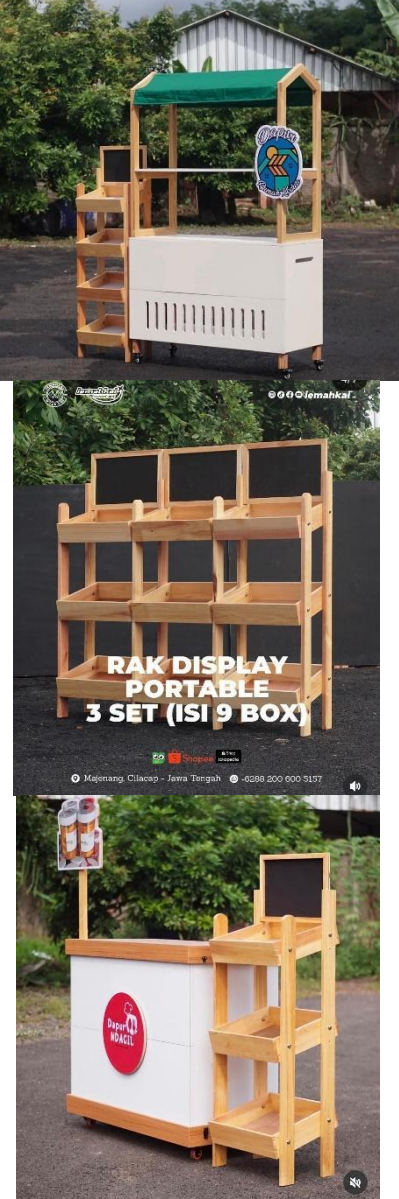

The very significant level of business competition, as well as the ever-growing market demands, make companies continue to carry out innovation and collaboration strategies. Given that consumers in the digital era change very quickly in preferences and expectations, companies must be more agile in innovating and responding to the market.

c. Product mix innovation

The Interior and creative industry shows unique product mix dynamics. The study found that companies with a practical, flexible and well-accurate product portfolio (diverse but still have a strong visual identity) are preferred by millennial and Gen Z consumers. Product mix contributes significantly to competitive advantage.

Table 2: Innovation Products of PT. Iemahkai Woodart Majenang - Cilacap

NO	PICTURE	INFORMATION
1	  	<p>Promotional Portable Booth is designed to be dismantled and assembled so that it is easy and practical to dismantle and assemble, lightweight and flexible for use in various locations. This booth can be used in trade shows (expos), bazaars, product promotions, roadshows, or branding events because of its practicality in transportation and installation.</p>

<p>2</p>		<p>Portable promotional display racks are designed to be easily and practically disassembled and assembled, lightweight and flexible for use in various locations. This booth can be used in trade shows (expos), bazaars, product promotions, roadshows, or branding events due to its practicality in transportation and installation.</p>
<p>3</p>		<p>Wooden Plaque Merchandise is produced as a souvenir, keepsake, as a form of appreciation. Wooden plaques combined with a layer of stickers make the results more elegant and neat because they can be adjusted to the theme of the event.</p>

4		<p>Fold- Box Table A floor table that can be folded and carried. The material uses Dutch teak wood, has a table dimension size: 100x50x35cm, folding dimensions: 50x50x14cm which is very practical, light and easy to carry.</p>
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Source: Research results, 2025

PT. Lemahkai started with a focus on producing wooden plaque merchandise and portable booths. Now it has developed by having various product variations. Starting from one booth model, now there are fifteen types of booth variations that have been produced and can accept various models needed by consumers. The innovations developed are also very diverse, developing basic teak wood materials combined with various other supporting materials that are able to produce new works and products that can grow business sustainability, increase income and expand the market in this hypercompetitive era. Sales strategies through various market places are also continuously developed such as through Instagram, TikTok, and Live which are able to increase the value of the company's competitive advantage. With the innovation of the product mix that continues to be developed, PT. Lemahkai believes that it can compete in the hypercompetitive era and the global market.

d. Collaboration in a hypercompetitive era

According to Harahap (2023), collaboration is a form of cooperation between parties that aims to gain benefits when one party is in a weaker position. According to Marjukah (2021), business collaboration is a process in which a business collaborates with other parties to produce ideas, concepts, and solutions to achieve common goals. In line with that, Purba's research (2008) emphasized that commitment and trust between colleagues are the basis for the collaboration process, which is directed towards achieving goals. According to Firmansyah et al. (2021) added that collaboration is the process of working together in business or industry to combine ideas to achieve goals. It can be concluded that collaboration is a form of cooperation between two or more parties with the aim of obtaining innovative ideas, concepts, knowledge, solutions and problem solving, and is based on commitment and trust in each other.

By collaborating, creative businesses can combine resources, expertise, and perspectives, creating an environment where understanding of complex challenges can become more comprehensive (Suryadharma et al., 2023). According to Zubaidah (2018) collaboration in the context of creative businesses can give rise to productive interactions, in-depth discussions, compromises, and mutually beneficial cooperation. Collaboration allows various parties to bring their unique contributions to the innovation process. Through synergy between diverse resources and expertise, creative businesses can face complex challenges with a more holistic perspective. The interactions resulting from collaboration create space for in-depth discussions, where ideas can be exchanged, and innovative solutions can emerge from a combination of different perspectives.


In terms of Collaboration, PT. Lemahkai has currently conducted business collaboration to create new opportunities, product expansion and market share. Some of the collaboration products that have been carried out by PT. Lemahkai Woodart are as follows:

Table 3: Types of Collaboration carried out by PT. Lemahkai woodart Majenang

NO	TYPES OF COLLABORATION	DESCRIPTION	EXAMPLE
1	Co-Branding/ Co-Marketing	Two brands work together to promote products/services to reach a wider market.	Collaborate with business partners such as Buhan Creative to sell products / promote them with the Buhan Creative brand in the hope of having consumers from Buhan Creative
2	Community collaboration	Partnering with communities or MSMEs to expand networks	Introducing products through UMKM communication in Majenang.
3	Cross-industry collaboration	Collaboration between different sectors to create unique value such as design and technology	Interior X Technology Collaboration (Smart home). PT. Lemahkai collaborates with Alvarendra smarhome as a smart home provider that can support the completeness of the project's interior
4	Creative collaboration	In the form of joint art, design or branding projects	Product collaboration at various events, for example the expo event held in Majenang, booth products can be a complement, or the manufacture of products using teak wood as the basic material.

Source: Research results, 2025

Table 4: CO – Branding Collaboration PT. Lemahkai with CV. Buhanesia Kreatif

NO	PICTURE	INFORMATION
1		HPL Backdrop for Home and Office is a collaborative product carried out by PT. Lemahkai with CV. Buhanesia, resulting in a new product that can be offered by PT. Lemahkai to consumers.

Source: Research results, 2025

The product image above is the result of a CO-Branding collaboration between PT. Lemahkai collaborating with CV. Buhanesia Kreatif, interior backdrop products for services at schools and at client homes. This collaboration was built by exchanging product promotions between PT. Lemahkai woodart and CV. Buhanesia Kreatif. The promoted products also produce new works where PT. Lemahkai is the promoter and CV. Buhanesia Kreatif is the amplifier. In addition, CV. Buhanesia Kreatif also opens opportunities for PT. Lemahkai to be able to promote various products that have been produced. This aims to mutually expand market share and increase sales value, because PT. Lemahkai itself is currently still developing portable product innovations. Many collaborations with other business partners are built by PT. Lemahkai to be able to meet the desires and offers of diverse consumers. Business collaboration in today's hypercompetitive era is a very important element to increase competitive advantage, accelerate product and service innovation, build brand image and credibility through synergy.

Conclusion

In facing the era of hypercompetitive and volatile market changes, companies in the interior and creative industries are required to continue to innovate strategically. Innovation is not only limited to products and designs, but also includes processes, business models, and collaborations, as well as marketing approaches that are more relevant to the needs of the modern market. Business Collaboration is a very important strategy in the era of hypercompetition, especially in the creative and interior industries. Where innovative values and differentiation are needed. Planned, transparent, and mutually beneficial collaboration can open up new opportunities, increase business portfolios, and increase the value of company excellence in the midst of tight business competition. Collaboration as a form of cooperation between two or more parties with the aim of obtaining innovative ideas, concepts, knowledge, solutions and problem solving, and is based on commitment and trust in each other. By collaborating, creative businesses can combine resources, expertise and perspectives, creating an environment where understanding of complex challenges can become more comprehensive. A strategic approach that combines innovation, product mix management and effective collaboration is believed to be able to increase the competitiveness of companies amidst rapid market changes. Therefore, it is very important to understand these elements because they are interrelated and can be integrated into business practices that are oriented towards sustainable business growth.

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