

Factors for Increasing Competitive Advantage in MSMEs Reviewed from a Systematic Literature Review

Eka Travilta Oktaria^{1*}, Pungky Nanda Raras², Iskandar Ali Alam³, Andala Rama Putra Barusman⁴, Habiburrahman Habiburrahman⁵

Bandar Lampung University^{1,2,3,4,5}

eka.222101002@student.ubl.ac.id



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Abstract

Purpose: This study aims to determine the factors related to competitive advantage, especially in Micro, Small and Medium Enterprises (MSMEs), and to gain an in-depth understanding of the field of Competitive Advantage by classifying, defining, and analyzing the latest scientific literature.

Research Methodology: This research uses the systematic mapping study (SMS) method to examine scientific publications on the field of competitive advantage published from time to time based on focus and type of research.

Results: The results of this study also provide a summary of current research topics and trends related to Competitive Advantage. Micro, Small and Medium Enterprises (MSMEs) can gain a Competitive Advantage through planned strategies. The goal of this strategy is to generate greater profits than competitors. To gain Competitive Advantage, many factors are equally important. Some of these are challenges, artificial intelligence, adoption, industry, covid, application, technology, data, performance, green innovation, capability, role, supply chain, innovation, and image classification factors. This factor creates and maintains a competitive advantage over competitors.

Limitation: Limited number of variables in determining factors related to the development of micro, small, and medium enterprise (MSME) governance, such as MSME performance, Market Orientation, Innovation, Marketing, Dynamic Capabilities.

Contribution: This research provides a practical way to learn which topics are appropriate for research and which areas require additional research and help researchers plan future discovery gap (gap) research.

Keywords: *Competitive Advantage, MSMEs*

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1. Introduction

Current technological and digital developments are destroying the business world. According to Salvador et al., (2019), various advanced technological advances such as the Internet of Things (IoT), Advanced Robotics, 3D Printing, and Artificial Intelligence enable automation and digital integration of conventional work systems. Activities related to the product supply chain are carried out more efficiently and effectively. With the phenomenon of technological disruption, the problem faced by MSMEs is that the competitive advantage possessed by MSME players in Indonesia is decreasing (Maksimov et al., 2017). In both developed and developing countries, micro, small and medium enterprises (MSMEs) play an important role in economic development (Rinaldi et al., 2022). According to Cueto et al., (2022) In developing countries like Indonesia, it is now widely accepted that MSMEs have a very important role. Haseeb et al., (2019) stated that, because MSMEs are one of the most important industries in Indonesia, it is important for MSME players to improve the superiority of their

products or marketing strategies. Small and medium businesses (MSMEs) play an important role in Indonesia's economic growth. The ability of MSMEs to anticipate globalization determines their competitive advantage (Hamad et al., 2018). There has been a lot of research that discusses the factors that influence MSMEs (Hartini & Suwandewi, 2022; Idris et al., 2024; Kusumawardani et al., 2023; Rahmawati & Antoni, 2021; Siahaan, 2022).

This is in line with the statement Gade (2018); Katyal & Xavier (2015) that empowering MSMEs in the midst of globalization and high competition requires MSMEs to be able to face global challenges such as better product and service innovation, development of human resources and technology, and expansion of marketing space. Considering that MSMEs are one of the most durable economic sectors, this needs to be done to increase the competitiveness of MSMEs themselves and the aim is to be able to compete competitively against domestic and foreign products which are increasingly flooding industrial and manufacturing centers in Indonesia in the era of competitive globalization (Maksimov et al., 2017; Mukherjee, 2018)

Dynamic capability, innovation and global orientation factors are used to measure the competitive advantage of MSMEs. Marketing, HRD, and company management are examples Dynamic capabilities (Agus et al., 2023; Ferreira et al., 2020). Apart from that, MSMEs in Indonesia prioritize innovation and global orientation, because these two elements really determine the success of MSMEs competing in the global market (Nkansah et al., 2022). Despite the fact that many MSMEs developing in Indonesia have started to use information technology in their business activities, there are still many MSMEs that have not used it, especially social media, and still do not understand how big the benefits and role of social media are (Tarihoran et al., 2023). However, correlative networks and relationships are very helpful for small and medium businesses (MSMEs).

Mustafa et al., (2023) stated that increasing broadband penetration would increase the digital engagement of MSMEs and could increase Indonesia's annual economic growth by 2%. Octasyilva et al., (2022) emphasizes that competitive advantage is an advantage over competitors obtained by offering greater value to consumers, either through lower prices or through greater benefits and services that justify the price. Resource-based view (RBV) theory: Creating and Sustaining Competitive Advantage states that resources that provide competitive advantage are resources that are original, cannot be imitated, and cannot be replaced. The resources in question include all assets, capabilities, organizational processes, company characteristics, information, knowledge and other resources that are under the control of the company to implement strategies to achieve efficiency and effectiveness (Agus et al., 2023; Ristyawan, 2020).

Because with superiority, more and more competitors will pay attention to the midpoint of a business, MSMEs must continue to consistently maintain their superiority. A company's competitive advantage can also be seen through customer evaluations which can be carried out by the company through service facilities that can accommodate all customer complaints or suggestions addressed to the company for improvements towards higher quality (Behl et al., 2022; Kulkarni et al., 2024; Lin et al., 2022). To excel in anticipating market competition, MSMEs must design their business strategies proactively and use information and communication technology (ICT) (Kilay et al., 2022; Kumar et al., 2024). Determining a good strategy is the key to the success of MSMEs (Sigcha et al., 2024).

The ability to utilize capabilities to address specific problems along with increasing capabilities and creating new resources, as well as the ability to discover new opportunities, is necessary to have a competitive advantage (Meutia & Ismail, 2012). Potential to develop new types of products, according to Lee et al., (2016). Companies that implement value creation strategies, which produce quality employees, have a competitive advantage (Behl et al., 2022; Bhattacharjee & Bhattacharjee, 2015; Ferreira et al., 2020; Lee et al., 2016; Ristyawan, 2020; Sin et al., 2016; Tarihoran et al., 2023). With advances in digital technology, small and medium enterprises (MSMEs) can now sell their goods online and carry out transactions through online banking systems.

Marketing for Micro, Small and Medium Enterprises (MSMEs), which was previously carried out conventionally, has turned digital by using social media and websites to market their goods (Sharma et

al., 2022). Micro, Small and Medium Enterprises (MSMEs) choose to use online media as the best way to expand their business reach. Some of the main reasons for this decision are the ease of internet access today, the large benefits obtained, and the low costs (Larios-Francia & Ferasso, 2023). Modern technology has changed the way humans act, speak and make decisions (Lin & Xu, 2024). Digital marketing includes advertising that uses various web-based media. The digital marketing strategy must match the organization's strategy (Tejamaya et al., 2021; Vásquez et al., 2021).

During the advancement of digital technology, organizations are sometimes tempted to ignore the desires of the market (Kumar et al., 2024). With today's technological advances, business organizations are often tempted to showcase their technological prowess without considering market opinion (Kulkarni et al., 2024). Providing opportunities for communities or customers to comment on well-designed websites, blogs, even social networks like Facebook and Twitter can help organizations learn about listening (Kilay et al., 2022). Due to the fact that there is a difference between the use of technology in productive and non-consumptive uses, further research is needed to determine whether the application of technology to MSMEs will actually have an impact on the development and maintenance of the economy (Mudjahidin et al., 2024). If MSMEs have a significant influence, how big is the influence, and if not, what is the cause?

One of the new findings in this research is increasing the competitive advantage of MSMEs by using technology as a business strategy. Based on the background and previous research as explained above, the aim of this research is to find out how digital strategies are used by MSMEs, both those that have gone online and those that have not yet gone online, as well as how the use of these strategies has an impact on the competitive advantage of these MSMEs.

Small and medium enterprises (SMEs) play an important role in providing employment opportunities and producing products that are beneficial to Indonesian society. The development of SMEs in the creative industries sector helps create jobs and meets the economy's overall need for flexibility and innovation (Syaifulloh, 2021; Tarigan et al., 2022; Zafar & Mustafa, 2017). The aim of this research is to produce relevant and accurate results in a global electronic database. All researchers are asked to examine search results related to competitive learning advantages based on the main question formulation, which includes: What research focus and locus is being studied?; and What type of article is used?

2. Literature Review

2.1 *Competitive advantage*

The company's ability to make decisions in business gives it a secure position above its competitors (Shaikh, 2020). Outperforming competitors is not only providing goods or services, but also providing more competitive prices, which means more profits even if the product sold is the same (Banmairuoy et al., 2022). Using technology is one way for small and medium businesses to gain a competitive advantage, as also mentioned by Azeem et al., (2021) due to the increasing level of competition in various industrial fields. These companies usually have sustainable competitive advantages and can improve operational efficiency. One of the pillars of Indonesia's economic development is MSMEs.

This is due to the fact that MSMEs are the core of the people's economic system, which seeks to overcome poverty and absorb labor and reduce differences between business actors and income groups (Sin et al., 2016). Its development can also help accelerate structural change and expand the economic base, improve the local economy and increase national economic resilience (Lee et al., 2016). The government has carried out various initiatives and programs to improve the MSME sector. The results have become increasingly visible since the economic and financial crisis in 1997. The activities and role of MSMEs are able to improve the national economy as well as showing increasing development (Ferreira et al., 2020).

To ensure that MSMEs can continue to grow, develop and survive in the era of globalization, research on them helps (Davicik & Sharma, 2016). MSMEs must be able to face global challenges such as better product and service innovation, development of human resources and technology, and expansion of

marketing space (Andersson et al., 2023). This is necessary because they are in the midst of globalization and intense competition. To increase the competitiveness of MSMEs, this needs to be done (Fahy, 2002). The aim is to make them able to compete competitively with domestic and foreign products which are increasing in industrial and manufacturing centers in Indonesia. This is because MSMEs are an economic sector that is able to survive in intense competition. an era of competition filled with globalization (Arsawan et al., 2022). The ability to leverage capabilities to address specific problems as capabilities develop, to use and create new resources, such as technological skills, or to discover new opportunities to develop new types of products requires the ability to be competitive (Ashrafi & Zareravasan, 2022). If a company implements a value creation strategy and produces professional employees in the process, it is said that the company has a competitive advantage (Alghamdi & Agag, 2024). Finally, competitive advantage is demonstrated by superior production results and performance (Buranasiri et al., 2024).

Competitive advantage is defined as the advantage that competitors provide to customers through providing higher value to customers, either through lower price methods or through providing benefits and services that justify higher prices (Gunasekaran et al., 2017). According to Chen & Lin (2023), According to Resource Based Theory: Creating and Maintaining Competitive Strength Based on Resources, Competitive Strength Based on Resources includes resources that are original, cannot be imitated, and cannot be replaced. These resources include all assets, capabilities, organizational processes, company characteristics, information, knowledge, and others which are sources of power that exist in the company's control to implement strategies to achieve efficiency and effectiveness (Din et al., 2024).

As more competitors pay attention to a business when it has an advantage, SMEs must continue to maintain that advantage (Djiu et al., 2024). Businesses can also gain a competitive advantage through customer evaluations which can be carried out by the company through service facilities that can store all customer complaints or suggestions addressed to the company for improvement (Kohls et al., 2023). SMEs must create their business strategies proactively and innovatively, such as using information and communication technology (ICT), to achieve these strategies. Having a strong strategy is critical to the success of SMEs if they want to excel in today's competitive market (Liao et al., 2024). Therefore, researchers carry out systematic mapping studies, forgetting existing research perspectives. A literature review on competitive advantage was carried out using Systematic Mapping Study (SMS). However, in Indonesia, there are many studies on competitive advantage (Junaidi et al., 2023). Therefore, the aim of this research is to provide a map of the current literature with results that can be used practically and academically to discover future research gaps.

The aim of this systematic mapping study is to provide further research background and gain a better understanding of competitive advantage. Researchers used international electronic databases to find articles about competitive advantages in the MSME sector. Systematic Mapping Study (SMS) is an appropriate literature study method because it is supported by 29,628 articles related to competitive advantage found in the Scopus electronic database (Chen, 2017).

3. Research Methodology

Systematic Mapping Study (SMS) is a secondary study used in this research. This method has its roots in the Study Literature Review (SLR), which was first used in information technology research. The aim of this study using the SLR approach is to find, evaluate, and interpret all available and relevant literature sources related to the research questions formulated (Petersen et al., 2015). One of the most common reasons for conducting an SLR is as follows: first, to summarize the existing evidence on the topic; second, to find gaps in current research and provide recommendations for future research; and third, to provide background for the investigation of the new position (Linnenluecke et al., 2020).

The Systematic mapping study (SMS) method is used to describe the type of research that has been carried out in this research. Systematic research (SMS) provides detailed explanations of high-level research and study charts of research inquiry questions (Aldalur, 2024). In other words, Systematic Mapping Study (SMS) research can be considered as a method for gaining a broad understanding of a

particular research area (Binamungu & Maro, 2023). This is because SMS research examines information thoroughly (J. Li et al., 2023). Search Steps: The search and analysis process must be as accurate as possible to increase the accuracy of the Systematic Mapping Study (SMS). Therefore, the process of selecting data sources, implementation methods for creating search strings, and determining inclusion and exclusion standards are discussed in this section. The search process used in this research was taken from (Nag & Mishra, 2023)

According to Ramos Gutiérrez et al., (2023), the researchers conducted an internet search on electronic databases indexed by Scopus. Scopus has a library database of abstracts and international quality academic journal articles that are adapted to the criteria set by the Directorate General of Higher Education of the Republic of Indonesia (DIKTI). The strategy is used to search for strings or keywords by referring to: determine the main keyword; reviewing existing research known in the field of competitive advantage; look for alternative forms of keywords.

According to Banaeianjahromi & Smolander (2016) to be used in the research process, the final step uses Boolean operators whose function is to synthesize into one search string. However, in the third stage, researchers found that 571 results were found if the string combination was "competitive advantage", but if the search string was simply "no", researchers found Boolean results. In the Scopus electronic database, search strings are used to search all parts of the article, such as title, abstract and keywords. Next, the process for determining article categories, known as article exclusion and inclusion criteria. One of the goals of study mapping is to eliminate irrelevant articles and include relevant articles (Ramos Gutiérrez et al., 2023). To facilitate mapping, this study formulated inclusion and exclusion criteria. Classification Step: In the systematic mapping process, researchers formulate three aspects for the classification of relevant articles. In the first category, articles are grouped according to research focus with reference to Binamungu & Maro (2023). In the second category, we determine the type of article (paper type) based on classification. In the third category, we refer to research methods by referring to the research articles that are classified.

4. Results and Discussion

The research results in this section are a mapping of results based on research questions. Based on the results of mapping 200 articles published in 2020-2023 regarding Competitive Advantage using Publish or Perish (PoP) which were then grouped using the VOSview application with categories of research focus, research locus, type of paper, and development studies throughout the world published by journals which is indexed by Scopus. The first stage The author has carried out searches in the last 4 years, still using one of the meta data tools to help search for research that has been carried out previously, namely a tool called publish or perish and produces the following data:

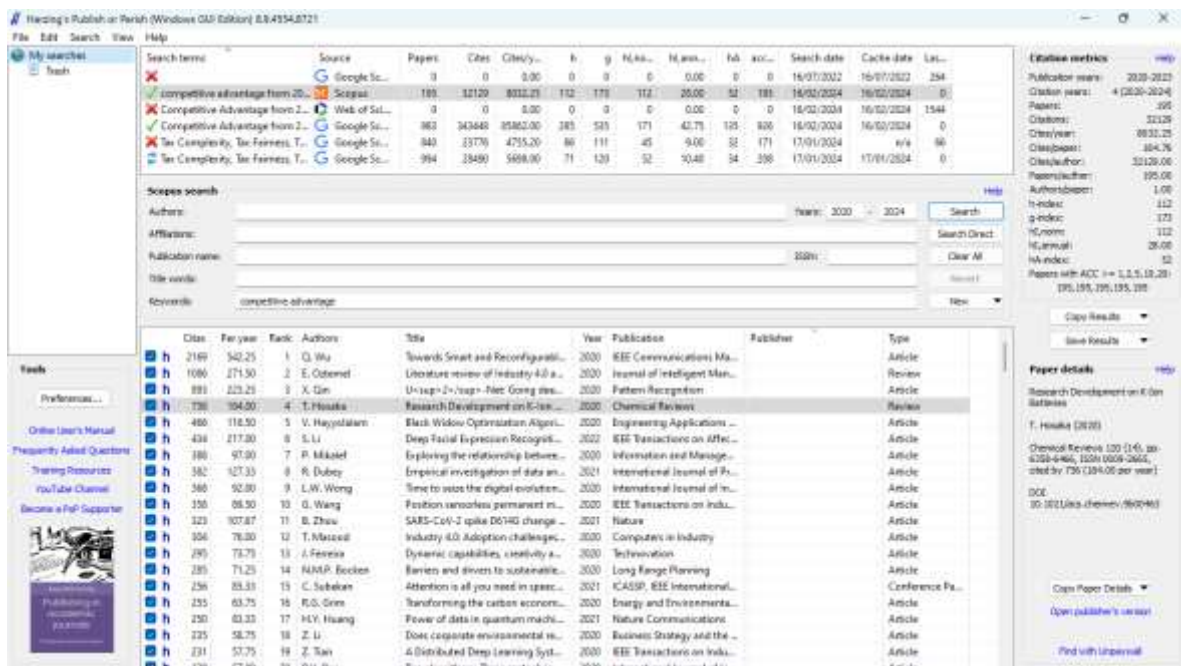


Figure 1: Competitive Advantage Search on PoP (*publish or publish*), 2024
Source: PoP (*publish or publish*)

There were 195 articles that were searched through the publish or perish application which was carried out on February 17 2024 and this was input for the author in compiling the metadata in this research. Several metadata search tools that are quite popular and used by authors include PoP (*publish or publish*) version 8.6. 4214. as well as VOS Viewer version 1.6.18. Of the 195 published articles indexed by Scopus for the 2020-2023 period, 144 can be classified as articles, 1 book chapter, 9 conference papers, 3 editorials, 1 letter, and 37 reviews. Next, the author uses VOS Viewer to find out which articles are related to each other, presented in the following picture:

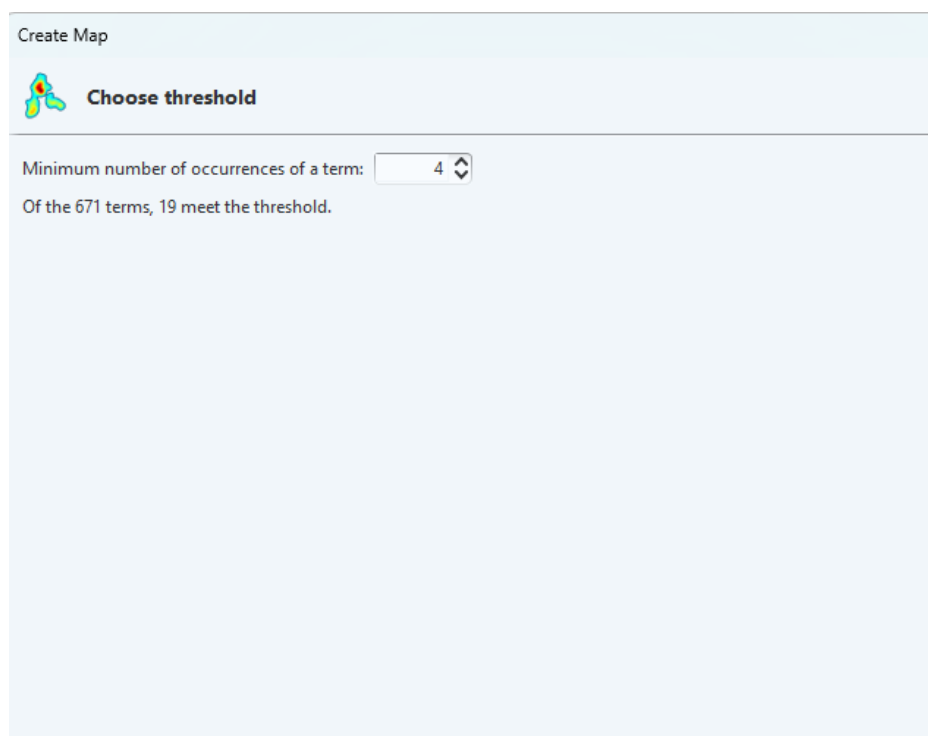
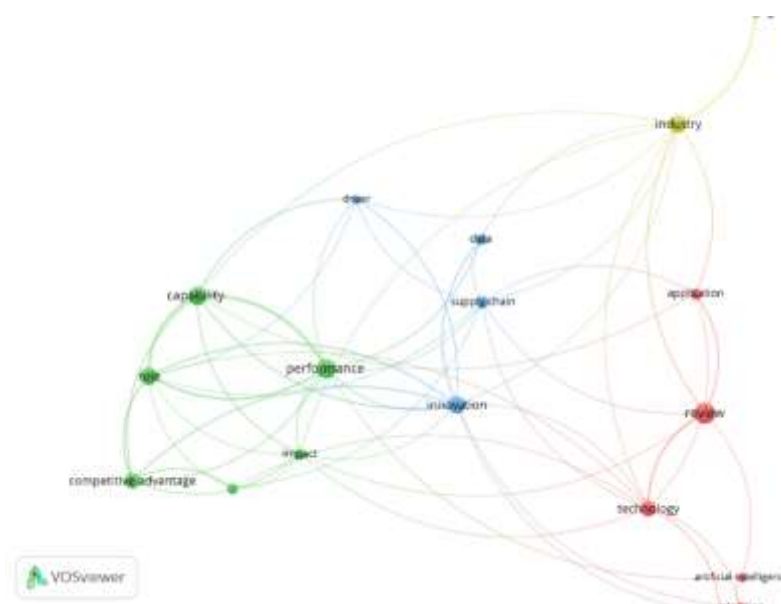


Figure 2. Research linkages in VOSviewer

By using the help of the VOSviewer application (van Eck & Waltman, 2021). It was found that from 671 articles that had a theme that matched the writing and there were 19 articles that reached the similarity (met the threshold) with the minimum amount of data accuracy per each article, there were 4 pieces of data that produced the same visuals as follows:



Metadata Image: Research on competitive advantage in the last 4 (four) years with VoSviewer for the 2020-2023 period. In previous research summarized in VOSViewer, it was found that competitive advantage is a variable that is widely researched along with several other variables such as role, green innovation, innovation, technology, supply chain, review, industry, competition, artificial intelligence, adoption, performance, impact, capability, industry and data.

Competitive advantage is the ability of a company or organization to provide unique and superior value to its customers in a competitive market. The relationship between competitive advantage and several other variables is as follows: (1) Role: Competitive advantage can help a company play its role in a particular industry or market, such as being a market leader or innovator; (2) Green innovation: Competitive advantage can provide incentives for companies to develop green innovations that are environmentally friendly and sustainable, thereby meeting increasing consumer demands for environmentally responsible products and services; (3) Innovation: Competitive advantage is often closely related to innovation. Companies that are able to produce favorable and valuable innovations can have a major competitive advantage; (4) Technology: Advanced or innovative technology can be a source of competitive advantage. Companies that have better or more advanced technology than their competitors may have advantages in production efficiency, product development, or customer service; (5) Supply chain: Competitive advantage can involve efficiency and better management in the supply chain. An efficient and integrated supply network can provide advantages in terms of cost, speed and flexibility; (6) Reviews: Competitive advantages can be reflected in positive reviews and recommendations from customers, which can improve the company's brand image and attractiveness to potential customers; (7) Industry: Competitive advantage can help a company to gain a strong position in a particular industry, face competition, and take advantage of existing market opportunities; (8) Competition: Competitive advantage results from a company's ability to compete well in a tough and competitive market, creating a unique advantage that cannot be imitated by competitors; (9) Artificial intelligence: The use of artificial intelligence in business operations can provide competitive advantages for companies, such as in process automation, advanced data analysis, or personalization of customer experiences; (10) Adoption: Competitive advantage can relate to a company's ability to adopt and exploit new developments or market trends quickly. Companies that can adopt change with flexibility can have an advantage over less responsive competitors; (11) Performance: Competitive advantage is reflected in superior business performance, such as strong sales growth, high profit margins, or large

market share; (12) Impact: Competitive advantage can also impact a company's influence on customers, society and the surrounding environment. Companies that are able to make a positive impact can build a strong reputation and gain long-term competitive advantage; (13) Capability: Competitive advantage is closely related to a company's ability to generate, manage and utilize unique resources and expertise. Superior capabilities can provide advantages in terms of efficiency, innovation, or customer service; (14) Data: Competitive advantage can also be supported by careful data management and sophisticated analytics. Companies that are able to collect, analyze and utilize data well can make better decisions and gain a competitive advantage in making fast and precise decisions.

5. Conclusion

To increase the business competitiveness of the micro, small and medium enterprises (MSMEs) sector, a competitive advantage plan must be implemented. Millions of competitors are a threat that can destroy real efforts. As a result, economic growth is based on resilience. Activities carried out by academics, practitioners, research institutions and government to produce research related to a company's competitive advantage. Competitive advantage is created through interactions between academics, practitioners, research institutions and government with businesses, companies, industry and business people. In the Scopus scientific database, this research compares existing literature on competitive advantage. The main focus of the accredited research is to provide a broad overview of the current literature on competitive advantage as a solution to winning the competition. To determine the research focus, researchers used a systematic mapping study approach. From 210 research articles that have been systematically mapped, we conclude that:

1. The topics that are widely researched are studies with a research focus in the following table of 195 studies indexed by Scopus.

No	Variable	Amount	Percentage
1	Challenges	6	3.08
2	Artificial Intelligence	5	2.56
3	Adoption	6	3.08
4	Reviews	22	11.28
5	Industry	15	7.69
6	Covid	6	3.08
7	Application	7	3.59
8	Technology	13	6.67
9	Data	6	3.08
10	Competitive Advantage	12	6.15
11	Performance	19	9.74
12	Green Innovation	6	3.08
13	Capabilities	18	9.23
14	Roles	16	8.21
15	Supply Chain	8	4.10
16	Drivers	5	2.56
17	Innovation	15	7.69
18	Impact	6	3.08
19	Image Classification	4	2.05

2. The types of articles most frequently used are listed in the table as follows:

No	Type	Amount	Percentage
1	Article	144	73.85
2	Book Chapters	1	0.51
3	Conference Papers	9	4.62
4	Editorial	3	1.54
5	Letters	1	0.51
6	Reviews	37	18.97

Research methods *systematic mapping study* (SMS) is a practical way to learn about which topics are appropriate to research and which areas require additional research. The results of this study help researchers plan future discovery gap (Gaps) research.

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