

# Strengthening The Innovation Process And Competitive Advantage Of Mie Sidoarjo Msmes To Penetrate The Export Market In Achieving The Sdgs

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## Abstract.

*In the era of globalization, MSMEs in the processed food sector have a great opportunity to penetrate the export market through the use of innovation and competitive advantage. One concrete example is CV. Indigo Sejahtera in Sidoarjo, a producer of processed egg noodles that has successfully entered international markets such as Malaysia, Singapore, and Saudi Arabia. This phenomenon shows the great potential of local MSMEs to compete in the global market. However, there is still a research gap related to operational strategies that MSMEs actually apply in achieving sustainable export competitiveness. The novelty of this research is in the form of an in-depth exploration of the integration of innovation processes and competitive advantages in supporting the success of MSME exports based on processed foods. The urgency is based on the strategic role of MSMEs in encouraging inclusive economic growth and industrial sustainability in accordance with the SDGs agenda. Qualitative research method phenomenological approach, this research was carried out in CV. Indigo Sejahtera, with one main informant of the owner and two informants supporting employees. The results of the study show that the strategies implemented include product innovation through a variety of flavors ranging from spicy, original, spices, attractive and socially proofable packaging innovations for social media, as well as active digital marketing through live TikTok, Shopee, and Instagram twice a day in the afternoon and evening, as well as the management of the official website. Competitive advantages are obtained from affordable prices, distinctive tastes, and unique packaging, as well as collaborations with local food influencers as endorsements. This strategy has proven effective in increasing global competitiveness. The implications of this study lead to the real contribution of MSMEs to the achievement of the SDGs, especially the goals of 8 decent work and economic growth and the goals of 9 industry, innovation, and infrastructure.*

**Keywords:** Innovation Process; Competitive Advantage; global competitiveness and MSMEs Export.

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## I. INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) have become the main foundation for economic growth in various countries, including Indonesia. Globally, the contribution of MSMEs to the economy cannot be ignored—they absorb around 60–70% of the workforce and account for 50–60% of gross value-added, making them the driving force of productivity and innovation (Radicic & Petković, 2023; Stuart, 2020). In Indonesia itself, MSMEs play a strategic role by contributing more than 60% to the Gross Domestic Product (GDP) and creating around 97% of national jobs, as noted by the Ministry of Cooperatives and SMEs. One of the provinces that shows the dynamic of progressive MSMEs is East Java. Sidoarjo Regency, as part of the province, stands out for its locally-based processed food products, such as egg noodles. An interesting phenomenon emerged in 2023, when CV. Indigo Sejahtera, an MSME player from Sidoarjo, has succeeded in exporting processed egg noodles to international markets, such as Malaysia and Saudi Arabia. The first export to Saudi Arabia even reached eight containers of dry noodles to Jeddah, while in Malaysia, the product "Zumami" managed to penetrate the modern retail market of DoMart in Kuala Lumpur. This success shows that local MSMEs have great potential in entering the global supply chain if supported by the right strategies and innovations, as well as targeted policy interventions from local governments. However, in order for MSMEs to maintain their existence in the export market in a sustainable manner, strategic transformation is needed in all aspects of the business—from product and process innovation, to digital marketing strategies that are responsive to global consumer dynamics (Brancati et al., 2022; Lafuente et al., 2020; Ng et al., 2020).

The increase in the global competitiveness of MSMEs is greatly influenced by their ability to meet international standards and create added value through continuous innovation (Dvouletý & Blažková, 2021; Gouveia et al., 2021). Therefore, strengthening the innovation process and competitive advantage is an important step to make MSMEs in the food sector a key actor in supporting the national economy and achieving the Sustainable Development Goals (SDGs). Exports are a very important strategic step for MSMEs in increasing business scale and strengthening competitiveness at the global level (Markus & Rideg, 2020; Vega Martinez et al., 2020). By exporting, MSMEs not only increase income and profitability, but also gain opportunities to build a wider business network. In addition, the involvement of MSMEs in exports allows them to adopt new technologies, improve production efficiency, and understand increasingly dynamic international trade regulations. This process will encourage MSME actors to continue to innovate to remain relevant in the global market (Anwar & Li, 2021; Wu et al., 2020). The impact of MSMEs' success in exports is very wide, especially in creating jobs. When MSMEs began to expand their markets abroad, the need for labor increased, both in terms of production, distribution, and marketing. This contributes to the absorption of local labor, reduces the unemployment rate, and encourages regional economic growth (Dvorsky et al., 2020; Turgunpulatovich, 2022). With the increasing development of MSMEs that are able to go international, the industrial ecosystem in Indonesia will also be stronger and highly competitive. In addition to creating jobs, MSME exports also have a positive impact on national economic stability (Hasanah et al., 2022; Lukovszki et al., 2020). The more Indonesian products are exported, the higher the country's foreign exchange receipts.

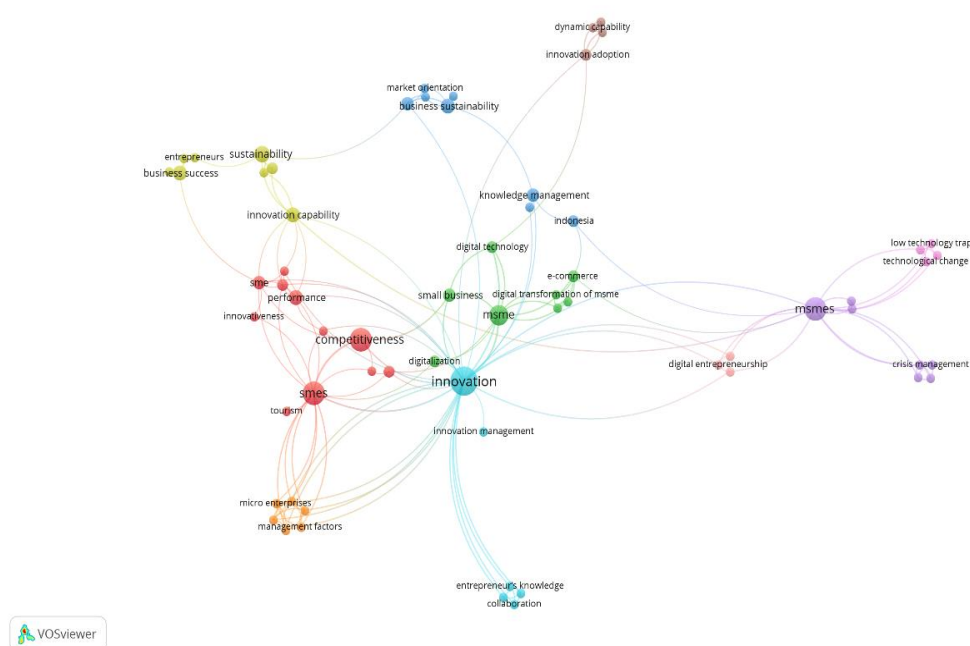
This will strengthen the currency exchange rate, reduce dependence on imports, and increase the competitiveness of the national economy at the global level. In the long term, the success of MSMEs in exports can reduce the trade balance deficit and improve people's welfare. The success of MSMEs in penetrating the global market is also in line with Asta Cita's vision towards a Golden Indonesia 2045. One of the main pillars in Asta Cita is to create an inclusive and sustainable economy. By encouraging MSME exports, Indonesia can accelerate local business-based economic growth and ensure that economic development is not only concentrated in large industries, but also involves the MSME sector as a major force. In addition, this will strengthen the competitiveness of Indonesian products at the global level, making MSMEs the driving force of the national economy (Arner et al., 2020; Maula et al., 2025; Sulistyowati et al., 2024). Furthermore, MSME exports also contribute to the achievement of *Sustainable Development Goals (SDGs)*, especially in the aspects of decent job creation and economic growth (SDG 8). By increasing global competitiveness, MSMEs can create a sustainable and inclusive business ecosystem. In addition, MSME exports also support SDG 9 on industry, innovation, and infrastructure by encouraging supply chain strengthening and technology development. Therefore, a sustainable export strategy for F&B MSMEs is not just an option, but a necessity in realizing competitive and sustainable economic growth (Di Vaio et al., 2020; Lee et al., 2020a, 2020b).

However, the reality is that many MSME actors still face limitations in carrying out the innovation process, both in terms of production, operations, and marketing. In terms of production, many MSMEs still use traditional methods with technological limitations, making it difficult to improve product efficiency and quality. The use of less standardized raw materials, limitations in product diversification, and lack of research and development are the main inhibiting factors in increasing global competitiveness. Without innovation in the production process, MSMEs find it difficult to meet the international standards needed for export (Chaniago, 2021; Durst & Zieba, 2020). In addition, in terms of operations, many MSMEs still experience obstacles in business management that are not optimal (Corrales-Estrada et al., 2021; Kamau, 2021; Tiwari & Suresha, 2021). Inefficient production, distribution, and supply chain management systems make operational costs high and production times inflexible. In addition, limited capital and access to modern technology make it difficult for MSMEs to increase their production capacity in accordance with global market demand. The lack of training and assistance in business management also causes MSMEs to be less adaptive to changing market trends and increasingly stringent export requirements. On the marketing side, MSMEs are still experiencing difficulties in developing innovative promotion and branding strategies. Many MSMEs still rely on conventional marketing methods and have not made the most of digital

marketing. As a result, they have struggled to reach international markets and introduce their products to global consumers. In addition, the lack of understanding of export regulations, licensing, and strategies to enter the global market further worsens this condition.

Without continuous innovation in every business process, MSMEs will find it difficult to increase their competitiveness at the international level and still lag behind in global competition (Cervantes-Zacarés et al., 2022; Othman et al., 2020; Zhao et al., 2021). To overcome the problem of low competitiveness, MSME actors need to implement innovations in various aspects of their business in order to compete in the international market. Innovation in production is a crucial first step, for example by adopting modern technology in the process of making processed egg noodles to be more efficient, hygienic, and of high quality. The standardization of raw materials and the use of automatic machines can increase production capacity and ensure that the products produced have consistent quality. In addition, the development of product variants that suit global consumer preferences can also be an effective strategy in expanding market share. With innovations in production, MSMEs can meet strict export standards and increase the attractiveness of their products in the international market (Schmid et al., 2021; Suddaby & Jaskiewicz, 2020). In addition to production, innovation in business operations is also very important to increase business efficiency and effectiveness. MSMEs need to improve supply chain and distribution management in order to optimize production costs and ensure product availability in the global market. Implementation of technology-based management systems, such as the use of software *Enterprise Resource Planning* (ERP) or other digital systems, can help MSMEs manage inventory, speed up the distribution process, and improve customer service (Forth & Bryson, 2019; Ng et al., 2020).

In addition, collaboration with strategic partners, both from the private and government sectors, can help MSMEs in obtaining financial support, market access, and increasing production capacity to meet greater export demand. On the marketing side, MSMEs need to adopt a more aggressive digital strategy to reach international consumers. The use of global e-commerce platforms, marketing through social media, and a strong branding strategy can help MSMEs increase their product exposure in foreign markets (Dejardin et al., 2023; Fatima & Bilal, 2020; Meekaewkunchorn et al., 2021). In addition, participating in international trade shows, building overseas distribution networks, and cooperating with local distributors in export destination countries are strategic steps to expand market reach. With a combination of innovation in production, operations, and marketing, MSMEs can strengthen their global competitiveness and open up great opportunities for international expansion, in line with Asta Cita's efforts towards a Golden Indonesia 2045 and supporting the achievement of the Sustainable Development Goals (SDGs).



To identify research *gaps* in the field of innovation and MSME export, the researcher conducted a focused literature review using a bibliometric approach with *the VOSviewer device*. The results of the literature mapping show a strong correlation between the variables of *innovation*, *competitiveness*, and *business sustainability* in the context of MSME development. Previous studies have emphasized the importance of digitalization, *knowledge management*, and technology adoption in increasing the competitiveness of MSMEs in general. However, there are still limitations of studies that specifically discuss how the processed food sector, especially egg noodle MSMEs in Sidoarjo, integrates innovation as a strategic instrument to build export-oriented competitive advantages. This research gap is increasingly relevant considering the urgent need for an innovation-based MSME strategy that is not only locally competitive, but also able to penetrate the increasingly competitive and digitized global market. So far, a fragmentary and one-aspect approach, for example, only digital marketing or production efficiency, has not been enough to create sustainable competitiveness. Therefore, a comprehensive approach is needed that combines product innovation, production process optimization, adaptive digital marketing strategies, and strengthening partnerships and supporting policies as a unified export MSME transformation strategy.

The researcher seeks to fill the research gap by offering a conceptual framework and empirical findings regarding the transformational strategy of MSMEs based on innovation and competitive advantage. The focus of the research is directed at the case study of egg noodle MSMEs in Sidoarjo, which has shown success in penetrating the export market through a series of innovations such as: diversification of flavors and variants of vegetable-based noodles; packaging innovations that *are social media proofable* to support digital promotion; as well as the use of digital platforms such as *live selling* on TikTok, Shopee Live, and Instagram twice a day (in the afternoon and evening), supported by an active presence on the website and collaboration with *influencers* local cuisine. In addition, the aspect of competitive advantage is strengthened through competitive pricing strategies, flavor differentiation, and visual uniqueness of products that drive global consumer interest. The implications of the strategy are not only related to increasing exports, but also have a significant contribution to the achievement of the Sustainable Development Goals (SDGs), especially in the 8th (*Decent Work and Economic Growth*) and 9th (*Industry, Innovation and Infrastructure* goals)). Furthermore, the results of this study emphasize the importance of the active role of local governments—especially the Cooperatives and MSMEs Office—in facilitating business actors to have access to production technology, export training, and regulations that are adaptive to international trade dynamics. Academics and higher education institutions also have a strategic position to provide applied research-based assistance in accelerating the export capacity of Indonesian MSMEs in an inclusive and sustainable manner.

## II. THEORETICAL

The theoretical overview described in this study comes from a number of relevant previous studies, as the basis for the theoretical framework, determination, and analysis of the study as follows

### 2.1 Innovation Process

The innovation process in the context of Sidoarjo noodle MSMEs is defined as a series of structured and sustainable activities carried out by business actors to create, develop, and implement new ideas in products, production processes, marketing strategies, and business models. Innovation is not only limited to new product inventions, but also includes improvements in production systems, distribution efficiency, the use of digital technology, as well as new approaches to reaching global consumers. Innovation Process Indicators (Adiandari, 2022; Febrianty et al., 2023; Jain et al., 2024; Longhurst et al., 2022; Nassuna et al., 2023; Radicic & Petković, 2023):

- Development of new products or modifications of old products (flavor variations, innovative packaging).
- Application of technology in the production process (automation, hygienic production system).
- Innovation in marketing strategies (use of social media, live selling, e-commerce).
- Changes or adaptations of business models (distribution partnerships, reseller systems).
- Internal research and development processes that support product and service updates.

## 2.2 Competitive Advantage

Competitive advantage is defined as the ability of MSMEs to create more value that is not easily replicated by competitors, resulting in a stronger market position both locally and globally. This advantage can be achieved through a combination of factors such as unique product quality, competitive pricing, superior customer service, and continuous differentiation. Indicators of Competitive Advantage (Brancati et al., 2022; Cong et al., 2021; Gavurova et al., 2020; Turgunpulatovich, 2022; Urefe et al., 2024):

- Product differentiation (uniqueness of taste, quality raw materials, attractive packaging).
- Efficient production costs and competitive selling prices.
- Customer loyalty (repurchase rate, consumer recommendations).
- Toughness in the face of competition (quick response to market trends).
- Brand reputation and perception of value by domestic and international consumers.

## 2.3 Global Competitiveness

Global competitiveness refers to the capacity of MSMEs to compete effectively in the international market by meeting global standards in terms of quality, price, distribution, and promotion. This competitiveness reflects the readiness of business actors to face global trade dynamics through technological adaptation, operational efficiency, and understanding of foreign consumer preferences. Global Competitiveness Indicators (Dvouletý & Blažková, 2021; Khoryanton et al., 2020; Lukovszki et al., 2020; Nawangsari & Wardhani, 2022)

- Ability to adapt products to export standards (halal certification, international distribution permit).
- Access to international distribution networks and export logistics.
- Control of foreign markets (number of export destination countries, export volume).
- Digital readiness (foreign-language websites, cross-border digital promotion).
- Resilience to global market fluctuations (exchange rates, export costs, international trends).

## 2.4 MSMEs Export

Export MSMEs are defined as micro, small, and medium enterprises that have direct or indirect export activities (through export partners or aggregators), with products that meet international standards and are able to compete in foreign markets. In this context, Sidoarjo noodle MSMEs that export processed egg noodles are a concrete example of the realization of export-based MSMEs. Export MSME Indicators (Bıçakcıoğlu et al., 2020; Imran et al., 2018; Tinitis & Fey, 2022; Whang & Koo, 2022) :

- Status as an active exporter (registered as an exporter, has a shipping history).
- Annual export volume and value.
- The type of products exported and the acceptance rate in the destination market.
- Partnerships with international distributors or digital export platforms.
- Utilization of government facilitation or export institutions (training, financing, certification).

## III. METHODS

This research uses a qualitative approach with phenomenological design to deeply understand the experiences, perspectives, and strategies carried out by MSME actors in developing innovations and building competitive advantages to penetrate the export market. The phenomenological approach was chosen because it allows researchers to explore the meaning and essence of the informant's direct experience in carrying out the business transformation process, especially in the context of the processed food industry in Indonesia. This research was carried out on CV. Indigo Sejahtera, a micro, small and medium company engaged in the production of egg processed noodles and located in Sidoarjo Regency, East Java. These MSMEs were chosen as the research site because they have shown consistent innovation practices and have an export orientation that is relevant to the focus of the study.

The informants in this study were determined purposively, with the criteria of having a deep understanding of business processes, innovation strategies, and export activities. There are three main informants in this study:

- Key informant: Mr. Ageng Sulistiana, as the owner and main manager of CV. Indigo Sejahtera, which has direct authority and experience in designing and executing innovation-based and export-based business strategies.
- Additional informant: Mrs. Sutarni, a production staff who has insights related to innovation in the production process and operational efficiency.
- Additional Informant: Mbak Azizah, the staff of the export marketing and administration section, who understands the digitalization strategy and the process of penetrating foreign markets.

The data sources in this study consist of:

- Primary data: Obtained directly from in-depth interviews with informants, field observations of the production process and daily operational activities, as well as internal company documentation (brochures, sales notes, digital promotional materials).
- Secondary data: Includes literature review related to MSME innovation, official reports related to export MSMEs in Sidoarjo, as well as articles or media reports relevant to CV's export profile and activities. Indigo Prosperous.

The data collection technique is carried out by three main methods:

1. In-depth interviews: Conducted in a semi-structured manner with pre-arranged interview guidelines, but still provide room for flexibility for informants to convey their experiences and views freely.
2. Participatory observation: The researcher conducts direct observation of production activities, technology use, product packaging, and internal interaction of the work team.
3. Documentation study: Includes the collection of supporting documents such as photos of production activities, product catalogs, export archives, digital promotional media, and sales reports.

#### Data Analysis Techniques

Data analysis is carried out interactively and cyclically, according to the Miles and Huberman model, through the following stages:

1. Data reduction: Screening, sorting, and summarizing important data that is relevant to the research focus, especially related to aspects of innovation, competitive advantage, and export competitiveness.
2. Data display: Compile data in the form of thematic narratives, matrices, and descriptive tables to facilitate interpretation and conclusion drawn.
3. Drawing conclusions and verification: Examining the patterns of findings, the relationships between concepts, and deducing the substantive meaning of innovation practices and business strategies carried out by MSMEs.

To ensure the validity of the data, this study uses a triangulation method, which consists of:

- Source triangulation: Comparing data from various informants who have different roles in MSMEs.
- Triangulation techniques: Combining interview results, observations, and documentation to ensure consistency of findings.
- Time triangulation: Conduct observations and interviews at several different times to avoid situational bias.

With this approach, the research is expected to be able to produce a complete and contextual picture of how the innovation process, competitive advantage strategy, and export readiness of MSMEs can be a catalyst in achieving the Sustainable Development Goals (SDGs), especially in the aspects of innovative industries, inclusive economic growth, and global market expansion for local products.

## IV. RESULTS AND DISCUSSION

### Result

#### Observation of CV Research Site. Indigo Prosperous Processed Egg Noodles

Sidoarjo Regency, located in East Java Province, has long been known as one of the centers of the processed food industry in Indonesia. One of its flagship products is egg processed noodles, which have become an integral part of the local culinary culture. The history of the egg processed noodle industry in Sidoarjo began as a home-based business in the 1980s, where local entrepreneurs produced noodles with traditional recipes that were passed down from generation to generation. Over time, increasing demand

encourages business actors to increase production capacity and adopt modern technology, so that this industry is growing rapidly and becoming one of the region's mainstay sectors.



**Fig 1. Indigo Prosperous Processed Egg Noodles**

Source : Secondary Data

One of the companies that stands out in this industry is CV. Indigo Prosperous. Founded in 2010, the company was originally a small business that produced egg noodles to meet the needs of the local market. With a commitment to quality and innovation, CV. Indigo Sejahtera has successfully increased its production capacity and expanded its market reach to the national level. The company focuses on the use of high-quality raw materials and hygienic production processes, in accordance with strict food safety standards. In addition, CV. Indigo Sejahtera continues to innovate in product development, such as noodles with various flavors and shapes, to meet diverse consumer tastes. The success of CV. Indigo Sejahtera is inseparable from an adaptive and visionary business strategy. The company recognizes the importance of international certifications and standards to penetrate the global market. Therefore, they proactively obtain certifications such as ISO 22000 for food safety management and halal certificates from the Indonesian Ulema Council (MUI). This move not only boosts domestic consumer confidence but also opens up export opportunities to countries with significant Muslim populations. In addition, CV. Indigo Sejahtera actively participates in international trade shows to promote its products and establish strategic partnerships with overseas distributors. In 2023, CV. Indigo Sejahtera achieved an important milestone by successfully exporting its egg noodle products to Malaysia and Saudi Arabia. The first export to Saudi Arabia was carried out by sending eight containers of dry noodle products to Jeddah. This success shows that Sidoarjo MSME products have quality that is able to compete in the global market.

It doesn't stop there, in July 2023, CV. Indigo Sejahtera is again exporting its egg noodle products to Malaysia. The Zumami branded instant vegetable noodle product has successfully entered the DoMart supermarket in Kuala Lumpur, which specializes in selling Indonesian products. The success of this export not only increases the profile of the CV. Indigo is prosperous but also has a positive impact on the local economy. With the increase in demand, companies are able to absorb more local workers, thus reducing the unemployment rate in the area. In addition, this success encourages other MSMEs in Sidoarjo to improve product quality and strive to penetrate the international market. The local government also provides support through training, certification facilitation, and promotional assistance to strengthen the competitiveness of MSMEs in the global market. CV Transformation. Indigo Sejahtera from a small business to an international exporter reflects the great potential of MSMEs in contributing to the national economy. With a commitment to innovation, quality, and adaptation to the needs of the global market, MSMEs such as CV. Indigo Sejahtera can play an important role in achieving Asta Cita towards a Golden Indonesia 2045. This success is also in line with efforts to achieve the Sustainable Development Goals (SDGs), especially in creating decent jobs and supporting inclusive and sustainable economic growth.

### *Interview Results*

This research reveals that CV. Indigo Sejahtera, as an MSME player in egg noodle processing in Sidoarjo, has succeeded in developing an integrated innovation strategy in various business aspects to strengthen its competitive advantage and global competitiveness. Based on the results of in-depth interviews with three informants, a comprehensive picture of how innovations and business strategies are carried out in a real and sustainable manner. The core informant, Mr. Ageng Sulistiana, as the owner and main manager of CV. Indigo Sejahtera, explained that product innovation is the main foundation in developing the company's competitiveness. CV. Indigo Sejahtera consistently creates new flavor variants that are adapted to international market trends and tastes, such as noodles with Indonesian spice flavors, organic noodles without preservatives, and noodles with premium local raw materials such as spinach, carrots, and turmeric. Apart from the product side, innovation is also manifested in the form of modern and socialproofable packaging, which is an aesthetic and attractive packaging design, which encourages consumers to share their experiences through social media. This is considered very effective in building brand image and awareness in the digital market, both national and global. Furthermore, Mr. Ageng also explained that the marketing digitalization strategy is an important pillar in business expansion into the export market. CV. Indigo Sejahtera routinely conducts live selling sessions through the TikTok, Shopee Live, and Instagram Live platforms twice a day, namely in the afternoon and evening, adjusting to active user traffic.

The company also maintains an active and responsive official website, which not only displays product catalogs and customer testimonials, but also features export ordering and collaboration information with overseas resellers. On the other hand, the company collaborates with local culinary influencers and food vloggers as promotional ambassadors, which has proven to be able to expand market reach and increase product credibility in the eyes of global consumers. The first additional informant, Mrs. Sutarni, who is a production staff, added that innovation in the production process is also an important aspect in achieving product efficiency and consistency. He explained that CV. Indigo Sejahtera has adopted semi-automatic noodle molding machine technology that is able to increase production capacity without sacrificing quality. In addition, the company implements a multi-layered quality control system, starting from raw material selection, texture and taste testing, to sterile final packaging. With this process, the noodle products produced not only meet national standards, but are also adjusted to export standards in destination countries such as Singapore, Malaysia, and Japan. The second additional informant, Mbak Azizah, as a staff of marketing and export administration, explained that the success of penetrating foreign markets is also supported by competitive advantages in terms of competitive prices, authentic taste, and unique product values as a representation of Indonesian cuisine.

He also explained that the marketing team actively communicates with foreign distributor partners through digital platforms and regularly participates in MSME export business forums facilitated by the government. In an effort to expand market reach, CV. Indigo Sejahtera also participates in virtual and physical international exhibitions, as well as utilizing B2B (business to business) channels to access the global retail market. The results of this interview show that the success of CV. Indigo Sejahtera in developing its business to penetrate the export market is inseparable from the synergy between product innovation, marketing digitalization, production efficiency, and promotional collaboration with external parties. The innovations carried out are sustainable and responsive to the needs of the global market. In addition, the active role of all internal teams and regulatory support from the government are also important driving factors in strengthening the position of these MSMEs at the international level.

### **Discussion**

#### **The Innovation Process of Processed Egg Noodles in Increasing the Competitive Advantage of MSMEs**

Innovation is a key element in increasing the competitive advantage of Micro, Small, and Medium Enterprises (MSMEs), especially in the processed food industry such as egg noodles in Sidoarjo. An effective innovation process can include various aspects, from product development, production process efficiency, to marketing strategies that are adaptive to global market dynamics (Astadi et al., 2022; Hakala et al., 2020; Hudnurkar et al., 2023). At the product development stage, processed egg noodle MSMEs in

Sidoarjo have diversified by creating product variants that suit international consumer preferences. For example, CV. Indigo Sejahtera, an MSME in Sidoarjo, has successfully penetrated the Malaysian market with an instant vegetable noodle product branded Zumami. This product is marketed at the DoMart supermarket chain in Kuala Lumpur, which specializes in selling Indonesian products. This diversification not only increases the attractiveness of the product but also expands the market share in the international arena. In addition to product innovation, improving the efficiency of the production process is also the main focus. The use of modern technology and the implementation of efficient production management practices can reduce production costs and improve product quality. This is in line with research findings that show that the adoption of technology and good management practices can increase the productivity and quality of MSME products (Tjandera & Hariandja, 2019; Widyatama, 2021; Xie et al., 2019).

Innovation in marketing strategies also plays an important role. The use of digital platforms and e-commerce allows MSMEs of processed egg noodles in Sidoarjo to reach global consumers without geographical restrictions. In addition, participation in international exhibitions and collaborations with overseas distributors can increase the visibility of products in the global market. This adaptive marketing strategy is essential to face increasingly fierce competition in the international market (Appio et al., 2021; Dambiski Gomes de Carvalho et al., 2021). The importance of certification and compliance with international standards cannot be ignored either. MSMEs that obtain certifications such as ISO 22000 for food safety management and halal certificates from the Indonesian Ulema Council (MUI) can increase consumer confidence and meet regulatory requirements in various export destination countries. Compliance with these standards is a decisive factor in the success of global market penetration. Collaboration with the government and related agencies is also an integral part of the innovation process (Farida et al., 2021; Solarte-Montufar et al., 2021). Support in the form of training, certification facilitation, and promotional assistance from local governments can strengthen the capacity of MSMEs to compete in the global market. For example, the Sidoarjo Regency government launched the Kurda Sayang Program (Glorious Sidoarjo Regional People's Business Credit) to help MSME capital with low interest, which is 3 percent per year. This support allows MSMEs to invest in innovation and product quality improvement (Jain et al., 2024; Kremser & Wölflé, 2021).

However, challenges in the implementation of innovation remain. Limited access to technology, skilled human resources, and market information can hinder the innovation process. Therefore, collaborative efforts are needed between MSMEs, the government, and educational institutions to overcome these obstacles. Capacity building through training and access to technology is key to driving sustainable innovation (Kilay et al., 2022; Kurniawan et al., 2023). In addition, adaptation to changing global consumer preferences is also important. Today's consumers are increasingly concerned about health and sustainability aspects. Therefore, product innovation that prioritizes natural ingredients and environmentally friendly production processes can increase the competitiveness of processed egg noodle MSMEs in the international market. Overall, a comprehensive and integrated innovation process in various business aspects can increase the competitive advantage of processed egg noodle MSMEs in Sidoarjo. Thus, MSMEs can make a significant contribution to achieving the goal of a Golden Indonesia 2045 and supporting the achievement of the Sustainable Development Goals (SDGs), especially in creating decent jobs and supporting inclusive and sustainable economic growth.

#### **Global Competitiveness Strategy of MSMEs Innovation in Processed Egg Noodles in Sidoarjo**

Global competitiveness is a fundamental aspect that determines the sustainability and growth of Micro, Small, and Medium Enterprises (MSMEs) in the international arena. Egg processed noodle MSMEs in Sidoarjo that have successfully penetrated the export market face challenges to maintain and improve their position in the global market (Gavurova et al., 2020; Khoryanton et al., 2020; Sriyono et al., 2021). Therefore, the right strategy must be implemented to ensure a continued competitive advantage. One of the key strategies in increasing global competitiveness is continuous innovation in products. According to research (Md Husin & Haron, 2020) Open innovation allows MSMEs to adopt various external sources of innovation to improve product quality and attractiveness. In the context of processed egg noodles, the development of flavor variants, the use of high-quality raw materials, and formulations that comply with

international standards are essential steps to maintain the interest of global consumers. In addition to product innovation, the efficiency of the production process is the main key in increasing competitiveness. Adomako et al., (2023) In its theory of competitive advantage, it emphasizes the importance of operational efficiency in achieving global competitiveness. Noodle MSMEs in Sidoarjo need to implement a more efficient production system, such as automation in noodle processing and packaging, to reduce production costs without sacrificing quality. This can increase profit margins and price competitiveness in the export market.

Global marketing strategies are also a crucial factor in maintaining the competitiveness of MSMEs. Cong et al., (2021); Domi et al., (2020); Hasanah et al., (2022) emphasizing that digital marketing has an important role in expanding market reach and increasing customer engagement. Processed egg noodle MSMEs in Sidoarjo can take advantage of global e-commerce such as Alibaba, Amazon, and other digital platforms to increase the exposure of their products in the international market. In addition, a storytelling-based marketing strategy regarding the uniqueness of the product and its origin can increase selling value and appeal to global consumers. In addition to internal factors, collaboration with the government and industry associations is a significant strategy in increasing the competitiveness of MSMEs (Dvorsky et al., 2020; Lukovszki et al., 2020; Turgunpulatovich, 2022). The Sidoarjo regional government, for example, has provided support through the Regional People's Business Credit (Kurda Sayang) program with low interest rates to help MSME capital. This support enables MSMEs to increase production capacity and expand access to more advanced technologies, ultimately impacting global competitiveness. Business sustainability is also greatly influenced by the ability of MSMEs to build an international distribution network. Research Wu et al., (2020) In the Uppsala model, it shows that the global expansion of MSMEs can be carried out gradually by building strong business relationships in the target market. MSMEs with processed egg noodles in Sidoarjo need to establish partnerships with local distributors in export destination countries to ensure the availability of their products in various retail channels and global supermarkets.

Furthermore, strengthening the capacity of human resources is also a strategic element in increasing global competitiveness. Research (Chen et al., 2023; Cuthbertson & Furseth, 2022; Gueler & Schneider, 2021; Nurhilaila et al., 2019) emphasizing the Resource-Based View (RBV) that the competence and skills of the workforce are a source of sustainable competitive advantage. Therefore, training for the workforce in aspects of production management, international marketing, and understanding of export regulations needs to be continuously improved to ensure operations in accordance with global standards. In addition to the strategies above, environmental sustainability factors are also a consideration in increasing the competitiveness of MSMEs in the era of globalization. International consumers are increasingly concerned about the sustainability aspect of the products they consume (Kariv et al., 2024; Sahu et al., 2024). Therefore, MSMEs processed egg noodles in Sidoarjo can apply environmentally friendly production concepts, such as the use of biodegradable packaging and more efficient production waste management, to attract the interest of global consumers who have high environmental awareness. Overall, the success of processed egg noodle MSMEs in Sidoarjo in penetrating the global market is largely determined by the implementation of a holistic and sustainable competitiveness strategy. By combining product innovation, production efficiency, digital marketing, compliance with international standards, collaboration with the government, and the application of sustainability principles, MSMEs can strengthen their position in the global market. With the right strategy, these MSMEs are not only able to compete internationally, but also contribute to Asta Cita's achievement towards a Golden Indonesia 2045.

## V. CONCLUSIONS AND SUGGESTIONS

### Conclusion

Micro, Small, and Medium Enterprises (MSMEs) producers of processed egg noodles in Sidoarjo, especially CV. Indigo Sejahtera with its superior products, *Zumami*, has demonstrated significant adaptability and innovation in facing the challenges of globalization and export market competition. Production innovation is carried out systematically through the development of diverse flavor variants and based on healthy local ingredients, such as spinach, carrot and turmeric vegetable noodles, which not only meet the tastes of the local market but also attract the interest of international consumers. In addition, the

company also adopts innovations in packaging that are unique, aesthetic, and socially proofable, making it easier for consumers to share these products through social media, strengthening branding organically. Marketing strategies are also digitally directed with a consistent and global reach-oriented approach. Every day, the company conducts digital marketing activities through live sessions on the TikTok, Shopee, and Instagram platforms twice (afternoon and evening), which is combined with the activeness on the official interactive website, as a digital storefront and export transaction channel.

CV. Indigo Sejahtera also collaborates with local culinary influencers and food vloggers as part of an endorsement strategy to increase brand exposure and create *social trust* in the digital market. In terms of competitive advantage, Zumami products stand out in terms of affordable prices, authentic Indonesian flavors, and unique products that combine traditional values with modern touches. All of these strategies have synergistically increased the global competitiveness of these MSMEs and enabled them to penetrate the export market, including to countries such as Malaysia and Saudi Arabia. No less important, local government support through low-interest capital programs such as the Kurda Sayang Program, has strengthened the financial capacity of MSMEs to innovate and expand sustainably. All of these steps show that targeted innovation and digital technology-based strategies can be the key to the success of MSMEs in supporting the achievement of sustainable development goals (SDGs).

### Suggestion

While this study provides valuable insights, some suggestions for further research can be proposed:

#### 1. For MSME Actors

MSMEs need to continue to strengthen their innovation capabilities by understanding the dynamics of the global market. Product innovation must be adjusted to the preferences of foreign consumers, including in terms of taste, packaging, and nutritional value. The implementation of scheduled, creative, and consistent digital marketing, such as live selling and the use of influencers, has proven to be effective in increasing product visibility. In addition, MSMEs are advised to actively participate in export training, halal certification and BPOM, as well as register their brands as a form of readiness to face international competition.

#### 2. For Regional Governments and Related Agencies

Local governments need to continue and expand business financing support through programs such as Kurda Sayang with easier procedures and low interest. In addition, it is necessary to organize export mentoring and incubation programs for potential MSMEs, including facilitating access to foreign markets, promotion through international exhibitions, and increasing MSME digital literacy.

#### 3. For Academics and Researchers

Further research is suggested to expand the object of study to various other MSME sectors that have export potential. A comparative study of successful and unsuccessful MSMEs in the export market will also provide a more comprehensive understanding of the success factors in the context of globalization.

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