

Moderating Competitive Advantage On Factors Affecting MSMEs Business Performance In The Time Of Covid-19

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Abstract.

This study aims to investigate how MSMEs in Cilacap capacity to compete and perform well in the marketing arena are impacted by market orientation and entrepreneurial orientation. The goal of this study is to balance the effect of market orientation on business performance by looking at the potential moderating function of competitive advantage. Partial Least Square model analysis is used in the study. MSMEs business actors were given a questionnaire with a likert scale and five possible answers. We discovered that while market orientation is crucial for creating a competitive edge, it has no real bearing on how well a company performs. Additionally, whereas entrepreneurial mindset directly affects corporate performance, it has little impact on competitive advantage. MSME business actors need to be able to create fresh concept that can help the neighborhood deal with socioeconomic issue brought on by the Covid-19 pandemic.

Keywords: Market orientation, Entrepreneurial orientation, Competitive advantage, Business performance and MSMEs.

I. INTRODUCTION

MSMEs play a significant part in promoting in the nation's economic expansion. MSMEs were the backbone of the country's economy in 1998, during the time of financial crisis. MSMEs can continue to drive the national economy, which was damaged again by the global financial crisis in 2008, by contributing potential employment, as well as source of non oil and gas exports. MSMEs are the sector of the economy that contributes the most of GDP on a national level [1]. According to the study from the Indonesian Ministry of Cooperatives and MSMEs, MSMEs made up 64,6 million units in 2019-99,9% [2]. However, along with the development of MSMEs which have a major contribution to economic growth, MSMEs have not shown the best performance in the competition in the domestic and foreign markets. Some of the problems faced by MSME business actors in Indonesia, one of which is the entrepreneurial ability of MSME business actors is still low in product innovation [3]. According to [4] MSMEs struggle to compete due to their lack of knowledge, difficulties responding to environmental changes and shyness in dealing with the fast-moving market rivalry, which makes it challenging to improve output or business performance. These flaws will not only hinder MSMEs performance, but also reduce their ability to compete [5]. Various competitiveness studies have been conducted, with varied degrees of success. The study (Man et al., 2002) examines the notion of entrepreneurship in conjunction with the level of competitiveness, and the findings demonstrate that competitiveness is a continuous process by taking three dimensions, namely potential, process and performance. Market dynamism necessitates that business be able to serve clients while contending with rivals from rival, therefore market orientation is still crucial to business.

Market-oriented business strive to outperform rivals by exceeding customer satisfaction and satisfaction [6]; [7]. Market orientation, according to the groundbreaking study [8] is an organizational culture promotes actions to deliver the greatest result for consumers so that superior results are attained organizational effectiveness. Numerous studies conducted after the groundbreaking work [9] have found a link between market orientation and business success [10];[11]. There is no correlation between market orientation and, competitive advantage and, business performance according to various studies [12]; [13]; [14]; [15];[16]. The numerous research findings reinforce the notion that supporting corporate performance requires more than just a market orientation. In order to support business performance. Other factors are needed that support business performance, additional elements like an entrepreneurial mindset and

competitive edge are required. One of the most crucial traits to improved business success in the current business environment is entrepreneurial orientation. The emphasis of modern business management literature has shifted entrepreneurial orientation [17]. According to [18] one of the supporting elements to improve outcomes and boost business performance is entrepreneurial orientation. According to many studies such as [18];[19], the relationship between entrepreneurial orientation and business performance is positively correlated with performance.

The seize new opportunities and breathe fresh life into old firm, one needs an entrepreneurial attitude, which is highly associated with MSMEs [3]. MSMEs have an advantage that large business do not; they have a very creative tendency to hunt for market opportunities so they may keep operating under a variety of circumstances. The findings of [8] support the idea that a company's entrepreneurial attitude has an impact on its performance. Numerous past studies have demonstrated that market orientation and entrepreneurial orientation have consistent effect on business performance. According to research by [15] knowing how to be entrepreneurial and market orientation hasn't been able to have significant impact on how well business performance. According to [20] study, both market and entrepreneurial approach partially have little impact on marketing effectiveness. In-depth analysis of the impact of market orientation and entrepreneurial orientation on competitive advantage and marketing effectiveness of MSMEs in the Cilacap region is the main goal of this study. Additionally, this study will examine the effect competitive advantage on firm performance in relation to market orientation and entrepreneurial orientation. Previous research has been done, although it has focused more on high-tech business [11];[18];[19];[21];[22]. The uniqueness of this study is that it fills an empirical gap in the context of MSMEs in the home industry sector that wasn't addressed in earlier studies.

II. LITERATURE REVIEW

View Firm a Market and Resource Perspective

The theoretical framework for this research is based on the concept of Market Based View (MBV) and Resource Based View (RBV). According to the MBV hypothesis, a company's success is influenced by its strategic conduct in responding to market competition [23];[24];[25]. According to MBV theory, the competitive market has a significant impact on how a firm behaves and reacts, which in turn affects how well the business performs [26]. Porter's five forces framework theory which states that superior company performance is formed from five competitive forces, which claims that superior company performance is formed from five competitive forces, namely buyer power, competitive threat, supplier power, substitution threat and competitive intensity, was the first to modify MBV theory. Porter developed this theory in the 1980s. According to RBV theory, a company's unique assets give it a competitive edge and superior and superior business performance [27]. The RBV theoretical framework notion aims to discover resources that have the ability to enhance business performance by combining resources business performance and competencies to obtain a competitive advantage [28]. This ultimately improves business performance and generates higher profits than rivals. According to [27], the qualities in question must be valued, uncommon, difficult to duplicate and irreplaceable.

Orientation of Market

Market orientation is characterized in terms of how data current and potential clients is handled, according to [29]. Contrary to the theory of Narver & Slater (1990) [8] that defines market orientation in a cultural perspective, organizational culture is defined as being carried out effectively and efficiently to create customer value and provide the best for customers in order to achieve superior performance that supports business sustainability. The primary driver for the business to prioritize market orientation is the realization that consumers have a dynamic character that will always alter in response to environmental factors [30]. This study uses a technique developed by Narver & Slater (1990) [8] that divides market orientation indicators into three categories: competitor orientation, customer orientation, and inter-functional coordination. While market orientation strives to create customer value by better understanding customer demands and needs, competitor orientation seeks to understand the strengths and weaknesses of competitors. Inter-functional coordination is supposed to be communication and coordination between diverse

organization members in prder to gather information and improve performance[31].Market-oriented company management can design products based on client perceptions, identify competitors and explain variations in business performance achievements in order to guide business toward dominating the business rivalry[32]. The research by Papadas et al., (2019) [33] reveals a marketing orientation with a unique literacy strategy, namely green marketing which support the creation of a sustainable competitive advantage and as a result, enhances corporate succes. By growing sales, overall profits, wokers and market share, organizations that have practiced market orientation can be judged to have improved their business performance [34];[35]. In light of the aforementioned rationale, the following formulation serves as the research hypothesis:

H₁: Competitive advantage is positively impacted by market orientation

H₂: Market orientation improves the performance of business.

An Entrepreneurial Mindset

Strategic management is undergoing a charge in the entrepreneurial process, where manager are using entrepreneurial approaches, practices and decision making managers [36]. Entrepreneurial orientation was previously described by Stevenson & Jarillo (1990) [37] as a management paradigm that represents procedures, framwork and organizational modes to operate entrepreneurially. Over the following decades, the concept of entrepreneurial orientation evolved to encompass a tendency for enterprises to operate independently, risk-taking and proactive in the face of market uncertainty [38];[39]. An analysis of entrepreneurial orientation is based on how business take advantage of new business posibilites [18].This study makes reference to Miller (1983) [40] result, which present the entrepreneurial orientation dimension, which consist of three indicators: creativity, innovation, proactiveness and courage to take risks. According to Lumpkin & Dess (2001)

[36] proactiveness is a prospective quality that involves having view and future goals by looking for opportunities and anticipating future demands, whilw the courage to take risk is is the company's readiness to take action and decission that have been made. Innovation is a process of creating new item through experimenting or creative thinking. Taken based on assumptions that pose possible personal, financial and, professional risks. Numerous studies have used these three dimensions extensively as dimensions of entrepreneurial inclination [3];[41];[38]. MSMEs have a strong propensity to coming up with innovative ways to find market opportunities that exist in a variety of settings. MSMEs also need to have an entrepreneurial attitude to reenergize exiting operations and find new prospects. The major determinant in enhancing the succes of SMEs entrepreneurial orientation with the aspect of innovation, proactiveness, during to take chances [3]. According to certain research, entrepreneurially oriented busines can compete and foster improved businesses [42];[43]. In light of the aforementioned rationale, the following formulation serves as the research hypothesis:

H₃: Competitive advantage is positively impacted by entrepreneurial orientation.

H₄: Business performance is positivelly impacted by entrepreneurial orientation.

Competitive advantage

To perform better than order businesses inthe same industry, a firm must have a competitive edge. This ability is generated from the value that the company creates through its qualities and resources [24]. Companies can gain a competitive edge and perform better when they place equal focus on internal and external orientation [12]. The idea of competitive advantage becomes crucial for businesses to exist in a market where the ultimate objective is turn a profit [44]. The value a business can produce from its clients is where a company's brilliance comes from. By offering more incentives to customers, businesses can get an edge over rivals [45]. According to [46], greatness has high dynamics and is occasionally impossible to maintain, thus a strategy must have an advantage in terms of the information and technology used. The four components of competitive advantage, according to Kotler&Amstrong (2014)[45], are the advantages of product differentiation, market segmentation, market-entry, and information and technology.The company's action in exploiting its resources to create a competitive edge might be pursued to achieve high company performance. Competitive advantage will improve corporate performance, according to prior research [47]. According to the thesis put forth [24], a corporation can develop a competitive edge if it builds its potential resources and skill. Usvita (2019)[48], Bharadwaj& Fahy (1993)[49], and Miller (1988)[50] have conducted

research that demonstrates the beneficial impact of competitive advantage on business performance. In light of the aforementioned rationale, the following formulation serves as the research hypothesis:

H5: The performance of business is positively impacted by competitive advantage.

Business Performance

Business performance as the result a business entity achieves when compared the stated target with the achievement of the results the business unit has obtained whithin a given period of time [30]. The financial components can be utilized to evaluate the effectiveness of an organization. Non-financial factors like sales growth, share of the market, satisfaction of employees, and entrepreneur satisfaction [51]. According to the study of Radyanto&Prihastono (2020) [52], financial considerations, productions elements, market factors, human resources characteristic, and institutional features must all be included in the metrics used to measure MSME succes. When all factors are correctly controlled, higher value is produced, supporting the performance of MSEM businesses. By developing a competitive advantage, the business will be able to thrive in the marketplace and contunie its existence.

To obtain a competitive edge, businesses must be able to effectively coordinate from all perspectives, both physical and intangible, to deliver higher customer value [53]. Dominant market orientation and entrepreneurial behavior will lead to better performance. In their study, the important role that competitive energy plays in boosting business performance [54]. Although there was previously no substantial correlation between entrepreneurial orientation and performance, the finding of the study by Setyawati (2013)[20] demonstrates that competitive advantage moderates market orientation and entrepreneurial orientation. According to several studies such us [48];[47];[53]. Competitive advantage acts as a mediator, boosting the effect of entrepreneurial and market orientation on business performance. Based on the aforementioned theory and justification, the following study premise is put forth:

H6: Competitive advantage modifies the link between market orientation and corporate performance.

H7: Competitive advantage modifies the relationship between an entrepreneurial orientation and business performance.

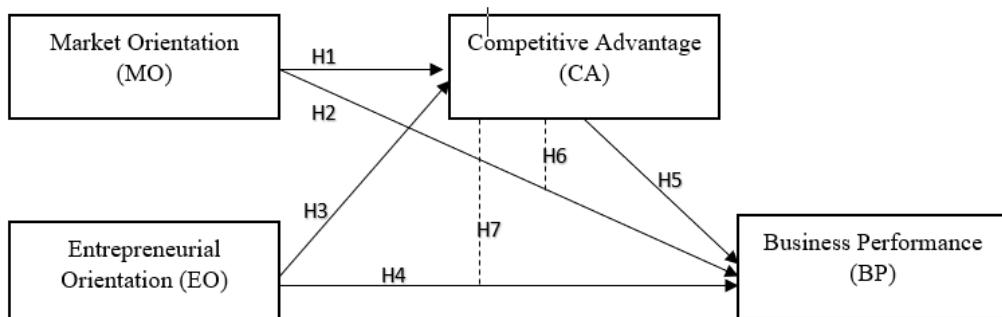


Fig 1.Conceptual Fondation

III. METHODS

Respondents

This study examines the relationship between connected variables like competitive advantage and business success and two independent components, market orientation and, entrepreneurial orientation. This study was done on MSMEs in the Cilacap district, and the owners and managers of these businesses were given questionnaires to fill out. According to data from the Central Java Department of Cooperatives and MSMEs, there are 1232 employees and 2098 MSMEs in Cilacap Regency (Cooperatives and MSMEs Service, 2022). The Slovin formula was used to determine the sample size in this investigation. And the percentage of sampling limitations that still be tolerated is (0.1). So that obtained a minimum sample of 96 responders.

Data Analysis

Partial Least Square (PLS) model analysis is used in this study. Using descriptive statistics, the research data were examined to determine the age, gender, and education backgrounds of respondents or

MSME business players. The questionnaire also includes information about the business identity including the industry it operates in, where it is located, how long it has been in operation, how much initial capital it required, how many employees it has, how much money it turns over each month, where it gets its funding, and whether it has any business licenses. The MSME business actors in Cilacap district were given a questionnaire with a likert scale and five possible replies. Validity test with success criteria of Average variance Extracted (AVE) > 0.5 and loading factor. The composite reliability parameter > 0.6 is used by the reliability test to determine whether it was successful [55]. The PLS SEM approach was used to evaluate the hypothesis. By measuring the inner model, calculating the R-Square value, and calculating the path coefficient, the relationship between latent variables was examined. A statistical test using bootstrapping was used to continue the test. To address all study issues, the outcomes of the data processing were next examined.

IV. RESULT AND DISCUSSION

Characteristics of Respondents

There were 104 business people participated in the study; the majority of them were women (71.2%), and the majority of them were between the ages of 20 and 40. 52% of respondents have an undergraduate degree or less, and 75% of respondents said they have been operating of business for between two and six years. The majority of respondents (48%) acknowledged that their business was launched with a manager investment of less than 5 million, with their redundant funds accounting for 85.6% of the total capital. Table 1 lists all of the respondents' attributes in full.

Table 1. Respondent Details

Variable	Classification	Total	Percentage
Gender	Man	30	71.20%
	Woman	74	28.80%
Age (year)	20-30	38	36.50%
	31-40	37	35.60%
	41-50	24	23.10%
	Over 50	5	4.80%
Education	Elementary School (SD)	0	0%
	Junior High School (SMP)	2	1.90%
	Senior High School (SMA)	33	31.70%
	Diploma (D3)	15	14.40%
	Bachelor (S1)	54	51.90%
Length of Business (year)	1-5 years	78	75%
	6-10 years	17	16.30%
	10-15 years	6	5.80%
	over 15 years	3	2.90%
Start-up capital (Million Rupiah)	< 5	50	48.10%
	5-10	23	22.10%
	11-20	11	10.60%
	21-30	3	2.90%
	> 30	17	16.30%
Official business license	Available	43	41.30%
	Unavailable	61	58.70%
Source of venture capital	Personal	89	85.60%
	Loan	6	5.70%
	Loans and Personal	9	8.70%

Source: data processed

Measurement

By measuring the exterior model, the first stage is to ascertain the accuracy and dependability of the indicators. If the correlation value is 0.7, the indication is removed, and the loading factor value must be $>$

0.7. Table 2 demonstrates that numerous indicators are eliminated from the model because they have corelation of less than 0.7. It may be concluded that the concept has strong convergent validity because the test is then repeated and at loading factor 2, all indicators are > 0.7 .

Table 2. Exterior Model

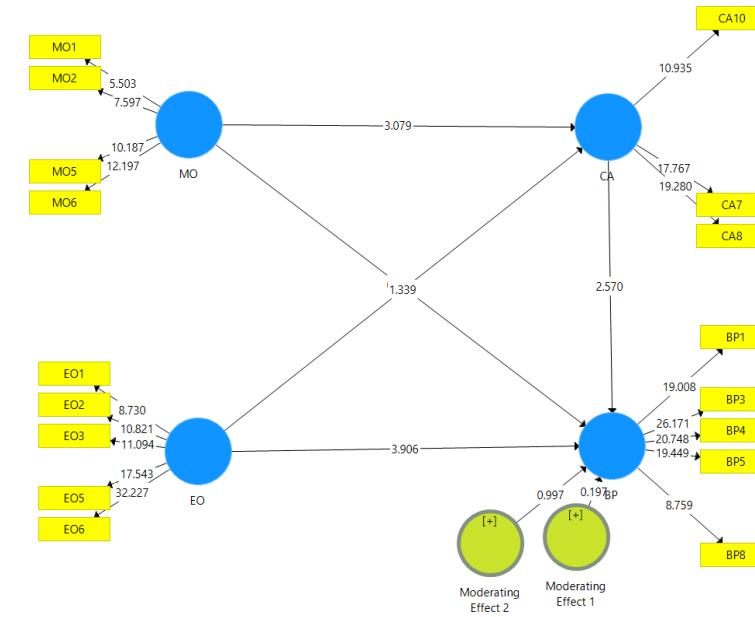
Variables	Indicators	Running 1	Running 2	Cronbach's Alpha	AVE	Composite Reliability
Market Orientation	MO_1	0.743	0.752	0.823	0.632	0.873
	MO_2	0.792	0.812			
	MO_3	0.631	Rejected			
	MO_4	0.591	Rejected			
	MO_5	0.803	0.823			
	MO_6	0.731	0.791			
Entrepreneurial Orientation	EO_1	0.700	0.709	0.862	0.642	0.899
	EO_2	0.744	0.774			
	EO_3	0.773	0.792			
	EO_4	0.616	Rejected			
	EO_5	0.813	0.823			
	EO_6	0.878	0.898			
Competitive Advantage	CA_1	0.565	Rejected	0.806	0.722	0.866
	CA_2	0.374	Rejected			
	CA_3	0.615	Rejected			
	CA_4	0.383	Rejected			
	CA_5	0.623	Rejected			
	CA_6	0.475	Rejected			
	CA_7	0.735	0.891			
	CA_8	0.774	0.901			
	CA_9	0.684	Rejected			
	CA_10	0.717	0.749			
Business Performance	BP_1	0.821	0.830	0.877	0.670	0.910
	BP_2	0.430	Rejected			
	BP_3	0.839	0.861			
	BP_4	0.808	0.820			
	BP_5	0.822	0.849			
	BP_6	0.687	Rejected			
	BP_7	0.609	Rejected			
	BP_8	0.730	0.723			

The R-Square is then used to assess the precision of the relationship among latent variables or structural equations. The market orientation and entrepreneurial orientation parameters can, respectively, be held responsible for 26.5% and 26.7% of the variance in the competitive advantage and firm performance variables. Figure 1 displays the structural model, while Table 3 display the R-Square value as the R-Square business performance value of 0.267.

Table 3. R Square

	R-Sq.	Adjusted R-Sq.
Business Performance	0.267	0.228
Competitive Advantage	0.265	0.250

Source: data processed

**Fig 2.** Structural Equation Model

The results of the statistical test utilizing booth strapping are shown in Table 4 where H1, H4, and H5 are not rejected and H2, H3 are. CA does not, however, stop MO or EO directed at BP.

Table 4. Variables, Indicators, Loading Factors, AVEs, and Composite Reliability

Hypothesis	Relationships	Original Sample	T.Statistics	P-Value	Result
1	MO → CA	0.404	3.079	0.002	Supported
2	MO → BP	-0.002	0.015	0.988	Not Supported
3	EO → CA	0.162	1.339	0.181	Not Supported
4	EO → BP	0.428	3.906	0.000	Supported
5	CA → BP	0.323	2,570	0.010	Supported
6	Moderating effect one → BP	0.024	0.197	0.844	Not moderating
7	Moderating effect two → BP	0.137	0.997	0.319	Not moderating

Source: data processed

Discussion

The initial hypothesis (H1), according to which MO positively affects CA, is supported. According to the findings, MO had a favorable impact on CA, which was in line with findings from [56];[57]. In this instance, market orientation refers to customer orientation, competitor orientation, and functional coordination, all of which are research indicators. The results demonstrate that a company may survive in the competition during the pandemic if it is dedicated to meeting customer needs and is willing to take customer criticism and ideas. A company can become outstanding in the face of shifting market conditions brought on by the COVID-19 epidemic by keeping an eye on competitors and using them as a reference for improvement. Business actors that put their attention on sales or the market will have a competitive advantage that helps their company perform well [58].The second hypothesis (H2) which asserts that MO has a favorable impact on business performance not supported. The study's findings go counter to those of studies by [34];[35];[30] that claim market-oriented businesses perform well. The findings of this study also contradict those of (Narver & Slater, 1990)[8], organizations with strong organizational performance promote company sustainability. The fact that market orientation has no direct impact on enhancing MSME firm performance can be used to explain the discrepancy in research findings. Small-scale MSMEs find it exceedingly challenging to accomplish business performance during the pandemic, which is defined as the rise in output and the increase in net profit obtained by the company.

The pandemic conditions have altered the market and customer behavior, and MSMEs' shortcoming is that they have a hard time swiftly responding to shifting market competition. As a result, it is challenging to boost business performance [4]. Numerous studies undertaken by [59];[15]; [16] that claim there is no

meaningful connection between and BP support this research. Market inclination does not forecast MSMEs [60]. The third hypothesis (H3) according to which EO has a beneficial impact on CA, is not supported. The findings of this study demonstrate that EO has an impact on CA, in contrast to [61];[62]; [63] who assert that it does not. The discrepancy in the study's results can be due to small-scale MSMEs failing to consider competitive advantage. In order to boost competitiveness-which has not been the emphasis of MSMEs, particularly in the context of the COVID-19 pandemic- a strategy must be able to foresee changes in the market. MSMEs only attempt to survive in the current environment because of internal vulnerabilities, including poor technological and informational capabilities that prevent them from quickly adapting to market changes [64]. MSMEs are unable to compete because they have not been able to adjust to changes in customer behavior and culture brought on by the epidemic. Which has caused a shift in behavior from direct to indirect transactions. The fourth hypothesis (H4), according to which EO influences BP favorably is approved. Higher organizational performance necessitates an entrepreneurial mindset, according to [18];[19];[3]; who support the study's conclusion.

MSMEs can thrive under a variety of circumstances, like during the Covid-19 pandemic, because of their inventiveness in identifying market opportunities. This study makes use of traits of innovation, proactivity, and risk-taking, which are the major drivers of performance improvement in MSMEs [42]. In order for MSMEs to survive even in the most trying circumstances during the pandemic, an inventive and creative mentality as well as the bravery to take chances are required. The findings of this study corroborate those of (Mukoffi & As'adi, 2021) who found that by preserving entrepreneurial traits and financial resources, MSMEs' performance may be maintained or even improved during the COVID-19 pandemic. The fifth hypothesis (H5) that CA has a beneficial impact on BP is not disproved. According to Miller (1988), CA has a positive impact on blood pressure, and research by Usvita (2019), dkk, all supports the conclusions of this study. The result of this study also supports Porters (1985) thesis, which holds that a company can enhance organizational performance by maximizing its potential and resources in order to obtain a competitive edge. Excellence is highly dynamic, especially during a pandemic, and maintaining the advantages used in competitive strategies calls for a lot of work. The benefits of information and technology are viewed in this study as the key elements that motivate MSMEs to develop competitive advantages during the pandemic. The sixth hypothesis (H6), according to which competitive advantage moderates the link between market orientation and company success, is refuted. The results of moderating effect one demonstrate that CA does not make the association between MO and BP stronger. MSMEs have suffered a great deal as a result of the COVID-19 pandemic since they are unable to perform at their best.

This is evident from the responses to the questionnaire, where it is shown that seven CA indicator values below 0.7, deeming them invalid and necessitating their removal from the model. The benefits of product differentiation, the benefits of market segmentation, and the benefits of joining the market are these indications. These three tasks are thought to be exceedingly challenging for MSMEs to complete during a pandemic. The only component that can be done is the superiority of information and technology, especially, the MSME market orientation during the pandemic needs to be reinforced by technology and other superiority-related capabilities. The sixth hypothesis (H6) that competitive advantage moderates the relationship between market orientation and business performance is rejected. The finding of moderating effect one shows that CA does not strengthen the relationship between MO and BP. The COVID-19 pandemic has greatly impacted MSMEs where organizations cannot achieve optimal performance. This can be seen from the answers to the questionnaire where there are seven CA indicators that have a loading factor value of <0.7 so that they are declared invalid and must be removed from the model. These indicators are the advantages of product differentiation, the advantages of market segmentation and the advantages of entering the market. These three aspects are considered very difficult for MSMEs to do in a pandemic. The superiority of information and technology is the only aspect that can be done, namely by means of online marketing and introducing products through social media. MSMEs also use delivery orders to send products to customers and make online payments for every transaction made.

More precisely, the MSME market orientation during the pandemic needs to be supported by capabilities from the technological aspect in addition to other aspects of excellence. Contrary to the seventh

hypothesis, the claim that CA moderates the EO relationship is refuted (H7). The outcome of moderating effect two shows that CA does not strengthen the relationship between EO and BP. This demonstrates that MSMEs prefer a survival strategy during the pandemic in order to keep their business operating in the face of ambiguous circumstances. MSMEs sometimes wait and see if they can survive in the face of unstable economic conditions brought on by the epidemic and changes in customer behavior. If circumstances allow, make a plan of action. According to Hardilawati(2020) [65]. MSMEs must undertake online transactions, use e-commerce, engage in digital marketing, and enhance quality in order to respond to environmental changes brought on by the pandemic. MSMEs must build the best possible relationships with customers and expand their offerings, particularly by switching from traditional to online services.

V. CONCLUSION

The performance of MSMEs was significantly impacted by the Covid-19 epidemic, with 63.9% of them seeing a decrease in turnover of more than 30% during the pandemic. However, MSME business actors are still making a number of efforts to sustain their company circumstances during the epidemic. According to the study's findings, MO plays a significant role in the formation of CA but MO has no direct effect on BP. During the Covid-19 epidemic, MSME business actors used several effective measures to restrict production so that BP could not be obtained. However, in order to reach CA and be able to survive in the midst of the Covid-19 pandemic, a number of MSMEs have put a strategy into place by adding market channels. Due to the epidemic, many MSMEs are having trouble covering their operating expenses and paying their staff. Reducing the workforce and operating hours is the second measure MSMEs have taken to maintain their business performance amid the Covid-19 pandemic.

The findings demonstrating that EO does not affect CA, but has a direct impact on BP suggest that business actors continue to exercise critical and innovative thought as well as search for market opportunities in an effort to continue making money even during a highly challenging pandemic. However, due to concentrating on developing a competitive advantage. To develop innovation that beat their competition, MSEMs must adapt to shifting economic conditions, develop successful tactics, and keep an eye on their rivals. The MSMEs with low middle-class business actors are the ones most impacted by the Covid-19 epidemic. MSMEs that can adjust to changing market conditions are MSMEs that will survive the pandemic. To manufacture goods or services that meet market demands, MSME company actors must innovate. MSME business players must be able to create fresh concepts or concepts that can assist the community in resolving socio-economic issues that have arisen as a result of the Covid-19 pandemic. It is advised to conduct more research to go into greater detail about areas of technical superiority that are CA variables that MSMEs are focusing on when managing their business during the pandemic.

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