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## The Influence of Competitive Advantage, Entrepreneurial Orientation and Product Innovation on Business Success

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**Abstract:** This study aims to examine the influence of competitive advantage, entrepreneurial orientation, and product innovation on the business success of snack food MSMEs in Sukabumi City. The phenomenon observed is the importance of innovation and competitive advantage in facing intense business competition. The problem identified is that it is unclear how much each of these factors contributes to the success of MSME businesses. This study used quantitative method with descriptive approach and associative analysis. Data were collected through questionnaires distributed to 67 snack food MSMEs in Sukabumi City. Validity and reliability of the instruments were tested using SPSS, and multiple linear regression analysis was used to test the research hypotheses. The results showed that competitive advantage had a positive and significant influence on business success with a significance value of 0.022. In contrast, entrepreneurial orientation and product innovation do not have a significant influence on business success, with a significance value of 0.118 and 0.695, respectively. It is concluded that competitive advantage is a key factor in determining business success of snack food MSMEs in Sukabumi, while entrepreneurial orientation and product innovation have no significant influence. Therefore, it is recommended that MSMEs in Sukabumi should focus more on developing competitive advantage to achieve better business success.

**Keywords:** Competitive Advantage, Entrepreneurial Orientation, Product Innovation, Business Success.

### INTRODUCTION

A company's competitive advantage involves quality products, superior service, product variety, availability, and competitive pricing. To achieve this, it is necessary to focus on the internal environment (organization, marketing, finance, personnel) as well as being responsive to the external environment (Arizona Nainggolon, 2023).

The growth of Micro, Small and Medium Enterprises (MSMEs) is strongly influenced by the ability of entrepreneurs to run businesses in various fields. Business success is the main goal for entrepreneurs as a result of the achievements of the businesses they are engaged in. An entrepreneur needs to have creativity and innovation in managing his business, with the

ability to create interesting ideas to achieve the desired goals. One of the potential business sectors in Indonesia is in the field of public interest (Nugraha, 2023).

A snack is a term for processed food that is not part of the main meal (breakfast, lunch or dinner). It is food that is used to temporarily relieve a person's hunger, provide energy to the body or something that is eaten to enjoy the taste. Snacks have become an integral part of people's lives, both in urban and rural areas. Snacks are favored by both children and adults. The craze for snacks is so high based on the nature of the product that is in accordance with the development of the current era, which is practical and can be consumed immediately.

In business success confirms that innovation has a significant impact on new product development. This finding indicates that the success rate of new products tends to increase as the quality of innovation carried out by the company increases. The results of this study are in line with the findings of Darmawan et al (2023), which show that innovation and new products have a direct influence on consumer satisfaction. Thus, it can be concluded that innovative efforts in product development have an important relevance in achieving customer satisfaction.

Innovation plays a crucial role in shaping customer satisfaction, according to results that show a significant relationship between innovation and customer satisfaction. The better the level of innovation implemented by an entity, the higher the level of satisfaction obtained by its consumers. Better innovation not only creates a superior product or service, but also provides a positive experience to consumers, making it an important factor in building customer loyalty.

Product innovation is the creation of new products that can meet the needs of consumer desires, thus generating interest and purchasing decisions. The goal is to attract consumer interest and realize it through purchasing decisions. Product innovation must be able to form a sustainable competitive advantage amid rapid environmental changes and towards a global market. The success of product innovation requires alignment between the process and the enabling environment. In addition, the success of implemented innovations should be sustainable rather than happen by chance.

This finding is in line with Sukriani's research (2022), which concluded that innovation has a significant impact on customer satisfaction. Therefore, innovation is not only seen as a company's effort to remain competitive, but also as an effective means to meet consumer expectations and achieve sustainable satisfaction. By prioritizing innovation, companies are able to build positive relationships with consumers, create added value, and maintain a strong position in the market.

According to Damilano et al (2021), the periodic use of competitive advantages can be an indicator that a company has achieved dividend champion status. This indicates that the company has managed to earn profits above the weighted average cost of capital (WACC) level. This success, as mentioned, reflects the application of open innovation, which can have a positive impact on dividend payments.

The use of excellence through innovation is the right move as described in the text. Innovation strategies not only increase the competitiveness of the company, but can also generate substantial operating profits. Thus, innovation is not only an effort for business growth, but also a means to provide added value to sellers.

According to Kholipah Al Mugni, et al (2022) that based on the results of the calculation, it can be concluded that the success of MSME businesses in the snack food industry in Sukabumi City is strongly influenced by two main factors, namely innovation and collaboration. The strong correlation between innovation and collaboration suggests that competitive advantage will tend to be positive if product innovation is carried out and supported by solid collaboration. In particular, innovation in the products of MSMEs in the snack industry in Sukabumi City has a positive and significant influence on competitive advantage.

From a managerial perspective, successfully utilizing competitive advantages through innovation not only creates significant profits, but also ensures the sustainability and sustainable growth of a business. Managers who are able to effectively implement open innovation prove their ability to steer towards financial success and deliver satisfactory results for sellers.

Intrepreneurial orientation includes the ability to identify market opportunities, take measured risks, and innovate in carrying out tasks and responsibilities is closely related to business success because it encourages entrepreneurial-like attitudes and behaviors within the organization. This can include the ability to identify new opportunities, take measured risks, and actively innovate.

The growth of the food and beverage industry has become an important pillar in supporting the national economy and manufacturing sector. In 2019, the sector played a major role, particularly in the tourism industry which increasingly focused on developing culinary tourism. From this perspective, it is apparent that MSMEs in the culinary sector face intensive competition. To overcome this challenge, optimal business performance is key. Business Performance refers to a general assessment of how a business organization utilizes all of its resources to achieve maximum results (Nasution, 2020).

Thus, MSMEs in the culinary sector need to face intense competition in an effort to achieve business success. This involves efficiency in resource use, innovation in product presentation, and adaptability to market changes. Amidst the rapid growth of the food and beverage industry, MSMEs that have good business success have a greater chance of thriving and becoming an integral part of positively contributing to national economic growth.

**Table 1. Interview Results Instrument**

No.	Question	Yes	No
1.	Does capital structure affect the performance of your MSME success?	8	3
2.	Will your business be able to increase its production, if it receives additional capital utilization?	9	2
3.	Is there anything you would have done differently or something you would have liked to know when you first started your business?	6	5
4.	Has your business always been favorable for business success?	7	4
5.	Are your MSMEs reliable as the main access to economic growth in Sukabumi City?	10	1
6.	Are there any risks or challenges to be aware of in your business?	8	3

Source: Processed by the author 2024

From the results of interviews located in Sukabumi City with a sample of 11 people, there is an interesting picture of the views of business actors in the snack food MSME sector regarding the role of competitive advantage, entrepreneurial orientation, and product innovation on the success of their business. Most of the respondents (60%) believed that having a competitive advantage plays an important role in achieving business success of their snack food MSMEs, while 40% considered it less significant. The problem discussed according to the text above is the extent to which the role of competitive advantage, entrepreneurial orientation, and product innovation in achieving business success of snack food MSMEs in Sukabumi City.

Entrepreneurial orientation is also a focus in MSMEs' culinary business management strategies, but there are different views among respondents. While most (60%) stated that entrepreneurial orientation is a key cornerstone in their strategy, around 40% felt that its influence on business success is less dominant. When it comes to product innovation, the majority of respondents (80%) believe that product innovation plays a key role in attracting customers and contributes positively to the success of their MSME food business, while 20% are still unsure of its impact.

In the context of integrating competitive advantage, entrepreneurial orientation and product innovation, most respondents (70%) see this combination as an effective measure in achieving their business success goals, but around 30% feel that the combination may be less effective. In conclusion, these views illustrate the complexity and variation of opinions among snack food MSME entrepreneurs regarding the factors that influence their business success.

Based on the background and problems described, the authors are interested in conducting research with the title "The Effect Of Competitive Advantage, Entrepreneurial Orientation And Product Innovation On Business Success (Survey on snack food MSMEs in Sukabumi)".

Strategic management is a process that aims to achieve future goals with a focus on developing and implementing strategies. This approach is supported by strategies that can be implemented to identify opportunities and anticipate potential threats that may arise in the organizational environment. Through strategic management, an organization can be proactive in responding to changes and ensuring that the steps taken are in accordance with the long-term goals that have been set. (Jusniati, 2022). Meanwhile, according to (Adam, 2021) the definition or definition of strategic management in the management science literature is very broad, and there is no universally recognized standard definition.

Business success is the increase in company growth, sales, company assets, and the number of employees. So that there is harmony between plans, operations and goals. (Lai & Widjaja, 2023). Meanwhile, according to Sumarsono (2021) explains that business success includes the maximum achievement of business activities, where the real success of the entrepreneur is reflected in material improvement. The success of this business can be identified through five aspects, namely increasing sales of increased production, increasing profits, rapid development, and satisfactory business growth. According to (Nur Wahyuni. et al, 2023) it is stated that the dimensions of business success are business capital, creativity, and business location.

According to Damilano et al, (2021) the concept of competitive advantage that is used regularly can be an indicator that a company has reached dividend champion status. This status indicates that the company has succeeded in making a profit above the weighted average cost of capital (WACC) level. This means that the company is able to generate operating profit that exceeds the cost of capital used to fund its operations. Meanwhile, according to Widiastuti et al. (2022), competitive advantage can be interpreted as the organization's ability in the process of increasing product benefits, these benefits can produce differences from competitors who will imitate the product will have difficulty. According to Battisti et al. (2020) that the dimensions of competitive advantage in business success can be understood through two main aspects, namely open innovation strategies, and a positive influence on dividends.

According to (Henelya & Wijaya, 2020) that this opinion emphasizes the significance of Entrepreneurial Orientation in managing risk. By focusing on careful risk management, companies can identify opportunities and pursue innovation without being overly exposed to unnecessary risks. This strategy plays an important role in making a positive contribution to the success of the venture. By adopting an Entrepreneurial Orientation approach, companies can operate efficiently and be responsive to market changes, creating an environment that supports business growth and sustainability. Meanwhile, according to Bismala. et al (2022) Entrepreneurial Orientation is an approach or mental attitude based on the spirit of innovation, creativity, and courage to take risks in developing new ideas, creating value, and running and managing businesses with the aim of achieving business success and growth. According to (Henelya & Wijaya, 2020) that the dimensions of entrepreneurial orientation are risk management and operational efficiency and responsiveness to market changes.

Innovation is a crucial element in an organization, with a significant impact on the overall results of the organization. It can be defined as the organization's tendency to implement new

ideas, discoveries, and innovations that result in the development of new products or services, managerial strategies, procedures, work methods, and technology (Iqbal et al., 2019). Meanwhile, according to Putri & Arif (2023), product innovation is a process or activity of creating and developing new products or improving existing products with the aim of providing added value, meeting customer needs, or creating differences that can provide a competitive advantage for the company. According to (Aydin, 2020) the dimensions of Product Innovation include product innovation and product competitiveness in the market.

**METHODS**

The method applied in this research is a quantitative method with a descriptive approach and associative analysis (Sedarmayanti et al, 2021). The population and sample of this study were using a saturated sample technique, namely (Sugiyono, 2020) Snack food MSMEs in Sukabumi City totaling 67 snack food MSMEs. This research data collection used a questionnaire using *google form* as a *platform* to distribute the questionnaire, observation, and documentation in the form of documents, archives, pictures and things that have to do with the research conducted.

In the validity test of each questionnaire question item, compare r count and r table using the point of *Pearson Product Moment* with the number of samples (n) and a significance level of 0.05. Before the validity test is carried out, the data obtained from the questionnaire is calculated and tested on *Sofaware* SPSS 20. The test results are presented in the table below:

**Table 1. Validity Test Results X1, X2, X3, and Y**

Variables	Item No.	R Count	R Critical	Description
<b>Competitive Advantage X1</b>	X1.1	0.692	0.3	Valid
	X1.2	0.645	0.3	Valid
	X1.3	0.764	0.3	Valid
	X1.4	0.812	0.3	Valid
	X1.5	0.749	0.3	Valid
	X1.6	0.799	0.3	Valid
	X1.7	0.744	0.3	Valid
	X1.8	0.782	0.3	Valid
	X1.9	0.826	0.3	Valid
	X1.10	0.654	0.3	Valid
	X1.11	0.728	0.3	Valid
	X1.12	0.738	0.3	Valid
<b>Entrepreneurial Orientation X2</b>	X2.1	0.842	0.3	Valid
	X2.2	0.796	0.3	Valid
	X2.3	0.715	0.3	Valid
	X2.4	0.755	0.3	Valid
	X2.5	0.835	0.3	Valid
	X2.6	0.778	0.3	Valid
<b>Product Innovation X3</b>	X3.1	0.81	0.3	Valid
	X3.2	0.751	0.3	Valid
	X3.3	0.786	0.3	Valid
	X3.4	0.709	0.3	Valid
	X3.5	0.66	0.3	Valid
	X3.6	0.813	0.3	Valid
	X3.7	0.709	0.3	Valid
	X3.8	0.788	0.3	Valid
	X3.9	0.774	0.3	Valid
<b>Business Success Y</b>	Y1	0.804	0.3	Valid
	Y2	0.767	0.3	Valid
	Y3	0.807	0.3	Valid
	Y4	0.803	0.3	Valid
	Y5	0.731	0.3	Valid

Y6	0.705	0.3	Valid
Y7	0.82	0.3	Valid
Y8	0.748	0.3	Valid
Y9	0.794	0.3	Valid

Source: Data Processing Results, Processed by the Author 2024

The reliability test is determined by *Cronbach's Alpha*. This test determines the consistency of respondents' answers to a research instrument. To calculate reliability using *Cronbach's Alpha* according to Sugiyono (2020). Reliability testing was carried out by the author with the SPSS 20 application. The test results are presented in the table below:

**Table 2. Reability Test Results X1, X2, X3, and Y**

Variables	Cronbach's Alpha	N of Items
Competitive Advantage (X1)	0,927	12
Entrepreneurial Orientation (X2)	0,877	6
Product Innovation (X3)	0,907	9
Business Success (Y)	0,917	9

Source: Data Processing Results, Processed by the Author 2024

The classic assumption tests used in this study are normality test, multicollinearity test, heteroscedasticity test, autocorrelation test, correlation coefficient, coefficient of determination, stimulant significant test (f test), multiple linear regression analysis, and partial test (t-test).

## RESULTS AND DISCUSSION

### Results

#### Multiple Correlation Analysis

Multiple correlation is a statistical technique used to measure the relationship between one dependent variable and two or more independent variables in multiple regression analysis. Multiple correlations provide information on how strong the relationship is between the dependent variable and each independent variable, as well as the direction and significance of the relationship.

Multiple correlations are an important tool in multiple regression analysis as they aid in the understanding of the relationship between the variables in the regression model and allow for more accurate predictions of the dependent variable based on the independent variables.

**Table 3. Multiple Correlation Analysis Results**

Model Summary <sup>b</sup>					
Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	,321 <sup>a</sup>	,103	,061		3,46353
a. Predictors: (Constant), Product Innovation, Entrepreneurial Orientation, Competitive Advantage					
b. Dependent Variable: Business Success					

Source: Data Processing Results, 2024

The table above shows that the independent variables are only able to explain the dependent variable by 10.8%, while the remaining 89.2% is explained by other variables that are not included in this model.

#### Results of Determination Coefficient Analysis

In the context of interpretation, ( $R^2$ ) is between 0 and 1. The closer to 1, the better your model predicts the data. A value of 0 means the model does not explain the variation in the data at all, while a value of 1 means the model fully explains the variation in the data. However,

keep in mind that ( $R^2$ ) can also be artificially inflated when irrelevant independent variables are added to the model, so its interpretation needs to be done with caution.

**Table 4. Coefficient of Determination Analysis Results Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,321 <sup>a</sup>	,103	,061	3,46353

a. Predictors: (Constant), Product Innovation, Entrepreneurial Orientation, Competitive Advantage  
 b. Dependent Variable: Business Success

Source: Data Processing Results 2024

So after knowing the value of the correlation coefficient is 0.321 so that it can be calculated:

$$Kd = 321 \times 100\%$$

$$R = 32,1\%$$

From the table data above, the coefficient of determination of variables, product innovation, entrepreneurial orientation and competitive advantage is 32.1%. So it can be interpreted that the contribution of the independent variable to the dependent variable in this study is 32.1%.

**Simultaneous Hypothesis Testing Results (F-test)**

The F test assumes the null hypothesis (H0) that there is no significant effect of at least one independent variable on the dependent variable. In contrast, the alternative hypothesis (H1) is that at least one independent variable has a significant effect on the dependent variable. The F test value is calculated as the ratio of the variability explained by the model divided by the variability not explained by the model, with appropriate degrees of freedom.

If the F test value is large enough that the probability is less than the pre-set significance level (usually 0.05), then we reject the null hypothesis and conclude that the overall regression model is significant.

The F test is used together with the coefficient of determination ( $R^2$ ) to provide information about the fit of the regression model to the data.

**Table 5. F-test Results ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	87,112	3	29,037	2,421	,074 <sup>b</sup>
	Residuals	755,750	63	11,996		
	Total	842,862	66			

a. Dependent Variable: Business Success

b. Predictors: (Constant), Product Innovation, Entrepreneurial Orientation, Competitive Advantage

Source: Data Processing Results, 2024

**Multiple Linear Regression Analysis**

Multiple linear regression analysis is a statistical technique used to understand the relationship between one dependent variable and two or more independent variables. It is a useful tool in scientific research, economics, finance, and many other fields where you want to understand how independent variables contribute to variations in the dependent variable.

**Table 6. Multiple Linear Regression Analysis Results Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
		1	(Constant)	11,197		
	Competitive Advantage	,296	,126	,285	2,350	,022
	Entrepreneurial Orientation	,303	,191	,191	1,583	,118
	Product Innovation	,033	,085	,048	,394	,695

Source: Data Processing Results, 2024

Based on the table above, it can be seen that the value of the multiple linear regression equation in this study is as follows:

$$a = 11,197$$

$$b_1 = 0.296$$

$$b_2 = 0.303$$

$$b_3 = 0.033$$

Then to get a multiple linear regression equation in three predictors (*Competitive Advantage*, *Entrepreneurial Orientation*, and *Product Innovation*), namely:

$$Y^* = 11, 197 + 0.296 X_1 + 0,303 X_2 + 0,033 X_3$$

From the multiple linear regression value equation above, it can be concluded:

1. The constant value of 11.197 means that the *Competitive Advantage*, *Entrepreneurial Orientation* and *Product Innovation* variables are worth (0), then *Business Success* is 11.197.
2. If *Competitive Advantage* has an increase of (1) unit with the assumption that the *Entrepreneurial Orientation* and *Product Innovation* variables remain, then *Competitive Advantage* will decrease by 0.296.
3. If *Entrepreneurial Orientation* increases or increases by (1) unit with the assumption that the *Competitive Advantage* and *Product Innovation* variables are fixed, then *Entrepreneurial Orientation* will increase by 0.303.
4. If *Product Innovation* increases or increases by (1) unit with the assumption that *Competitive Advantage* and *Entrepreneurial Orientation* variables remain, then *Product Innovation* will increase by 0.033.

**Partial Hypothesis Test T-Test**

This test is used to test whether or not the relationship between the independent variables of talent management and non-physical work environment with the dependent variable of employee retention is significant. If the relationship between variables is partially significant, the sample can be generalized to the population where the sample is taken. The test results that have been analyzed will be compared with the attached table of provisions to then draw conclusions Surjaweni 2020

1. If T count > T table then Ho is rejected and Ha is accepted (significant)
2. If T count < T table then Ho is accepted and Ha is rejected (not significant)

The results of testing the research hypothesis (t-test) calculated using the SPSS program are as follows:

**Table 7. T-Test Results Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	11,197	6,355		1,762	,083
	Competitive Advantage	,296	,126	,285	2,350	,022
	Entrepreneurial Orientation	,303	,191	,191	1,583	,118
	Product Innovation	,033	,085	,048	,394	,695

a. Dependent Variable: Business Success

Source: Data Processing Results, 2024

1. Based on the table, it can be seen that the T value of the *Competitive Advantage* variable is 2.350. The calculated T value that has been obtained is then compared with the T table value, numerator = k and denominator dk = (n-1) or dk = (67-1) = 66, with an error rate of 5% or 0.05, then the T table value is 1.997. Thus, based on this description, it can be seen that T count is greater than T table with a value of 2.350 > 1.996. Therefore, H0 is rejected and H1 is accepted. The explanation is that *Competitive Advantage has a positive and significant effect on Business Success.*
2. Based on the table, it can be seen that the calculated T value of the *Entrepreneurial Orientation* variable is 1.583. The calculated T value that has been obtained is then compared with the T table value, numerator = k and denominator dk = (n-1) or dk = (67-1) = 66, with an error rate of 5% or 0.05, then the T table value is 1.997. Thus, based on this description, it can be seen that T count is greater than T table with a value of 1.583 < 1.996. Therefore, H0 is accepted and H1 is rejected. The explanation is that *Entrepreneurial Orientation does not have a positive and significant influence on Business Success.*
3. Based on the table, it can be seen that the T value of the *Product Innovation* variable is 0.394. The calculated T value that has been obtained is then compared with the T table value, numerator = k and denominator dk = (n-1) or dk = (67-1) = 66, with an error rate of 5% or 0.05, then the T table value is 1.997. Thus, based on this description, it can be seen that T count is greater than T table with a value of 0.394 < 1.996. Therefore, H0 is accepted and H1 is rejected. The explanation is that *Product Innovation does not have a positive and significant influence on Business Success.*

## DISCUSSION

### The Effect of *Competitive Advantage* on Business Success

Based on the results of the significance test, the overall result is that *Competitive Advantage has a positive and significant effect on the dependent variable or Business Success.* Or in other words, it means that *Competitive Advantage has a good impact on Business Success.* The significance value obtained is 0.022. it can be concluded as a whole that the *Competitive Advantage* variable t count shows 2.350 greater than t table 1.996 variable X1 or *Competitive Advantage* has a significance value of 0.022 (<0.05) based on the p-value, it concludes that the *Competitive Advantage* variable has an effect and is significant on the *Business Success* variable of SMEs Snacks in Sukabumi City, then H0 is accepted and H1 is accepted. Interpretation, overall, *Competitive Advantage* has a significant ability to interpret variations in Business Success.

### **The Effect of Entrepreneurial Orientation on Business Success**

Based on the results of the significance test, the overall result is that Entrepreneurial Orientation does not have a positive and significant influence on the dependent variable or Business Success. Or in other words, it means that Entrepreneurial Orientation has a good impact on Business Success. The significance value obtained is 0.118. It can be concluded overall that the Entrepreneurial Orientation variable  $t$  count shows 1.583 smaller than  $t$  table 1.996 variable X1 or Entrepreneurial Orientation has a significance value of 0.118 ( $<0.05$ ) based on the  $p$ -value, it concludes that the Entrepreneurial Orientation variable does not have a positive and insignificant effect on the Business Success variable of Snack Food MSMEs in Sukabumi City, then  $H_0$  is accepted and  $H_1$  is rejected. Interpretation, overall, Entrepreneurial Orientation does not have the ability to interpret the Business Success variable.

### **The Effect of Product Innovation on Business Success**

Based on the results of the significance test, the overall result is that Product Innovation has no effect and is not significant to the dependent variable or Business Success. Or in other words, it means that Entrepreneurial Orientation has no influence on Business Success. The significance value obtained is 0.695. It can be concluded overall that the Product Innovation variable  $t$  count shows 0.394 smaller than  $t$  table 1.996 variable X1 or Product Innovation has a significance value of 0.695 ( $<0.05$ ) based on the  $p$ -value, it concludes that the Entrepreneurial Orientation variable has no influence and is insignificant on the Business Success variable of the Sukabumi City Snack Food MSMEs, so  $H_0$  is rejected and  $H_1$  is rejected. Interpretation, overall, Product Innovation does not have the ability to interpret the Business Success variable.

## **CONCLUSIONS**

The main result of this study shows that competitive advantage has a positive and significant influence on business success with a significance value of 0.022. This suggests that MSMEs with competitive advantage are more likely to achieve success in their businesses. In contrast, entrepreneurial orientation and product innovation, although important, did not show a significant effect on business success. The significance value for entrepreneurial orientation is 0.118 and for product innovation is 0.695, which means that there is no statistically significant relationship with the business success of MSMEs in Sukabumi. The main conclusion of this study is that competitive advantage is a key factor in determining the business success of snack food MSMEs in Sukabumi. Although entrepreneurial orientation and product innovation are also considered important by most businesses, the results show that they do not have a significant influence on business success in this context. Thus, MSMEs in Sukabumi are advised to focus more on developing their competitive advantage to achieve better business success.

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