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Determinants Of Competitive Advantage In Micro-Scale Ayam Penyet Businesses In Medan City: The Role Of Entrepreneurial Orientation And Creativity

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ABSTRACT

Micro-scale ayam penyet businesses in Medan City face increasingly intense competition, requiring business actors to develop capabilities that support competitive advantage. Entrepreneurial orientation and creativity are factors that can help business actors respond to market changes and create differences from competitors. This study aims to analyze the effects of entrepreneurial orientation and creativity on competitive advantage in micro-scale ayam penyet businesses in Medan City. The study uses a quantitative approach with a survey method. Respondents were owners or managers of micro-scale ayam penyet businesses in Medan City selected using purposive sampling. Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The results show that entrepreneurial orientation has a positive and significant effect on competitive advantage, with a path coefficient of 0.361, a t-statistic of 4.247, and a p-value < 0.001. Creativity also has a positive and significant effect on competitive advantage, with a path coefficient of 0.479, a t-statistic of 5.771, and a p-value < 0.001. The R-square value of 0.642 indicates that entrepreneurial orientation and creativity explain 64.2% of the variance in competitive advantage. These findings indicate that strengthening entrepreneurial orientation and creativity can support micro-scale ayam penyet businesses in developing and maintaining competitive advantage amid culinary business competition.

Keywords: Entrepreneurial Orientation, Creativity, Competitive Advantage, Micro-Scale Business, Ayam Penyet, Medan City

INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) support Indonesia's economy through their contributions to GDP, employment, and public welfare. They account for approximately 60.51% of national GDP and absorb nearly 97% of the workforce. Strengthening MSME competitiveness is therefore important for business continuity, entrepreneurship, and economic resilience, particularly amid uncertainty and intensifying competition (Badan Pusat Statistik, 2024; Barney, 1991; Kementerian Koordinator Bidang Perekonomian Republik Indonesia, 2024; Kiyabo, 2020; Petružis, 2018; Porter, 1985).

The culinary sector continues to grow as demand for ready-to-eat food, changing lifestyles, digital technology, and delivery applications reshape consumption. However, growth also intensifies competition. Statistics Indonesia (Badan Pusat Statistik, 2025a) reported approximately 5.28 million food and beverage businesses nationwide. In this

crowded market, firms must compete through differentiated customer value as well as price to sustain competitive advantage (Badan Pusat Statistik, 2025b; Barney, 1991; Perdana & Prasasti, 2023; Porter, 1985; Utami et al., 2023; Yuza et al., 2023).

Medan City is an important economic center in North Sumatra. Its economy grew by 5.07% in 2024, while Accommodation and Food and Beverage Provision grew by 14.50%, indicating strong prospects for culinary businesses. Yet, as more businesses enter the market, owners must do more than maintain product quality: they need strategies that help them stand out and remain competitive (Badan Pusat Statistik, 2025b; Barney, 1991; Porter, 1985).

Micro-scale ayam penyet businesses in Medan City often offer similar menus, spiciness levels, serving styles, and prices, making differentiation essential. A preliminary survey of 20 business actors assessed competitive advantage, entrepreneurial orientation, and creativity. The results are presented in Table 1.

Table 1.
Preliminary Survey Results

Statement	Yes (%)	No (%)
Competitive Advantage		
My business product has a clear characteristic compared with competitors.	40%	60%
Customers tend to choose my business over other ayam penyet businesses.	35%	65%
My business is able to retain customers amid increasing competition.	45%	55%
The value provided by my business is better than competitors.	40%	60%
Entrepreuneurial Orientation		
I actively seek new market opportunities.	50%	50%
I am willing to try business strategies involving measured risks.	60%	40%
I respond to changes faster than competitors.	45%	55%
Creativity		
I am able to generate different ideas to develop the business.	55%	45%
I am able to find new solutions when facing business problems.	60%	40%
I am able to find new solutions when facing business problems.	50%	50%

Source: Preliminary survey conducted by the researcher, 2026.

Table 1 suggests that competitive advantage remains a challenge for many surveyed businesses. Sixty percent reported that their products lacked a clear distinguishing feature, and 65% said customers did not particularly prefer their business over other ayam penyet sellers. A further 55% reported difficulty retaining customers in a more competitive market, while 60% did not believe their business offered better value than competitors. For entrepreneurial orientation, 50% did not actively seek new market opportunities and 55% did not respond to market changes faster than competitors. In relation to creativity, half of the respondents reported difficulty turning ideas into useful business improvements. Overall, the preliminary findings point to a need to strengthen entrepreneurial orientation and creativity as internal capabilities that may help businesses compete.

This research adopts the Resource-Based View (RBV), which explains competitive advantage in terms of a business's internal resources and capabilities (Barney, 1991). For micro-scale ayam penyet businesses, entrepreneurial orientation and creativity may help owners recognize opportunities, respond to market developments, and create value that differs from competitors. The RBV therefore provides a theoretical basis for examining how these two capabilities relate to competitive advantage.

Much of the existing research on competitive advantage has focused on MSMEs and culinary businesses in general (Parthasarathi & Ongkowijoyo, 2025; Verbyani &

Handoyo, 2021; Widyanti & Mahfudz, 2020). Evidence specifically addressing micro-scale ayam penyet businesses remains limited. These businesses operate in a setting where products, prices, and service concepts may be similar, making differentiation and internal strategic capabilities especially relevant.

Prior findings on entrepreneurial orientation and competitive advantage are mixed. Verbyani and Handoyo (2021), Widyanti and Mahfudz (2020), Yaskun et al. (2023), Yuza et al. (2023) reported positive and significant relationships, whereas Fedrerika and Ongkowijoyo (2024) found no significant effect. This inconsistency warrants further testing in specific business settings. Rigan and Parahiyanti (2022) also examined entrepreneurial orientation and innovation in relation to SME competitive advantage. Creativity research, meanwhile, has often focused on innovation and business performance (Hidayat et al., 2026; Runco & Jaeger, 2012), with less attention to its direct effect on competitive advantage in micro-scale culinary businesses. Ayu and Kaniawati (2024) also examined entrepreneurial orientation as a factor in competitive advantage among culinary MSMEs in Bandung.

Earlier studies have commonly linked entrepreneurial orientation with innovation or business performance, while creativity has often been examined in connection with innovation (Runco & Jaeger, 2012; Verbyani & Handoyo, 2021; Widyanti & Mahfudz, 2020). Fewer studies have treated entrepreneurial orientation and creativity as separate internal capabilities and tested their direct relationships with competitive advantage within one model. This study applies the RBV perspective to explain the potential contribution of both capabilities.

In practice, ayam penyet businesses operating in a similar market need ways to distinguish their offerings and respond to changing consumer preferences. The preliminary survey indicates weaknesses in perceived product uniqueness, customer preference, and responsiveness to market changes. These conditions make entrepreneurial orientation and creativity relevant factors to investigate, although evidence focused specifically on micro-scale ayam penyet businesses in Medan City remains scarce.

This study makes three contributions. Theoretically, it brings Entrepreneurial Orientation and Creativity together as distinct internal capabilities under the Resource-Based View framework to explain Competitive Advantage. Rather than examining entrepreneurial orientation mainly in relation to innovation or performance and creativity mainly in relation to innovation, it tests the direct effects of both variables on competitive advantage.

Empirically, the study adds evidence on the relationship of Entrepreneurial Orientation and Creativity with Competitive Advantage among micro-scale ayam penyet businesses in Medan City, a context that has received limited direct attention. It consequently extends the application of the RBV perspective to small culinary enterprises.

Practically, the findings may help ayam penyet business owners identify internal capabilities that can be developed to distinguish their products and offer greater customer value. The results can inform decisions about entrepreneurial behavior and the application of creative ideas in responding to competition.

In light of the market conditions, preliminary survey findings, and gaps in prior research, this study examines the effects of entrepreneurial orientation and creativity on competitive advantage among micro-scale ayam penyet businesses in Medan City, using the Resource-Based View as its theoretical foundation.

LITERATURE REVIEW

Resource-Based View

The Resource-Based View (RBV) proposes that firms can gain competitive advantage by effectively using resources and capabilities with strategic value (Barney, 1991). Resources that are valuable, rare, difficult to imitate, and difficult to substitute (VRIN) may support sustained advantage. However, resources do not automatically create such an advantage; their value depends on how effectively a business develops and applies them.

Within this study, Entrepreneurial Orientation and Creativity are treated as internal capabilities that may become strategically important when they are supported by business knowledge, experience, decision-making, market awareness, and the practical application of ideas. If these capabilities help create customer value that competitors cannot readily reproduce, they may contribute to competitive advantage. RBV thus explains why entrepreneurial orientation and creativity may matter for micro-scale ayam penyet businesses.

Competitive Advantage

Competitive advantage refers to a firm's ability to deliver greater value or establish a distinctive position compared with its competitors (Porter, 1985). Barney (1991) similarly emphasizes strategies that create value and are not simultaneously adopted by competing firms. Competitive advantage should therefore be assessed in relation to competitors, rather than inferred simply from a business's internal activities.

For micro-scale ayam penyet businesses, competitive advantage concerns the ability to provide value that customers perceive as superior or different from competing options. Product quality, price, and uniqueness may contribute to this position, but the central issue is whether the business delivers comparatively greater value. Previous research has connected MSME competitive advantage with value creation and the ability to maintain a favorable position in the market (Verbyani & Handoyo, 2021; Widyanti & Mahfudz, 2020).

This study defines Competitive Advantage as the ability of micro-scale ayam penyet businesses to provide differentiated and superior value relative to competitors. Based on Barney (1991) and Porter (1985), it is measured through product uniqueness, product quality, price/value competitiveness, and customer preference. These indicators capture differentiation, quality, competitive value, and customer appeal in comparison with competing businesses in Medan City.

Entrepreneurial Orientation

Entrepreneurial orientation describes a business's strategic tendency to innovate, act proactively, and accept risks when pursuing business opportunities (Lumpkin & Dess, 1996). This study considers three dimensions: innovativeness, proactiveness, and risk-taking. Innovativeness concerns openness to change, experimentation, and improvements; proactiveness refers to anticipating opportunities and market shifts; and risk-taking reflects a willingness to make decisions despite uncertainty.

From an RBV standpoint, entrepreneurial orientation may function as an internal capability that helps owners recognize opportunities, respond to market changes, and make strategic choices. When reinforced through experience and routine business practices, it can support competitive advantage. Previous studies have reported

associations between entrepreneurial orientation and competitive advantage in MSMEs and culinary businesses (Verbyani & Handoyo, 2021; Widyanti & Mahfudz, 2020; Yuza et al., 2023).

Entrepreneurial Orientation in this study follows the three dimensions proposed by Lumpkin and Dess (1996): innovativeness, proactiveness, and risk-taking. The researcher developed nine questionnaire items to represent these dimensions in micro-scale ayam penyet businesses in Medan City. The wording was then refined in response to the academic supervisor's feedback to improve its suitability for the research setting.

Creativity

Creativity is the capacity to produce ideas that are both original and useful. Runco and Jaeger (2012) identify novelty and usefulness as central elements of its definition. In business, creativity can help owners develop fresh ideas, consider alternative ways to address problems, and apply improvements to daily operations.

In small culinary businesses, creativity may help owners respond to competition by developing distinctive ideas and practical solutions. Rahadhini et al. (2025) found that creativity positively and significantly influenced the performance of culinary MSMEs in Surakarta. Their study, however, focused on business performance rather than competitive advantage. Since direct evidence on creativity and competitive advantage in micro-scale culinary businesses remains limited, further investigation in the ayam penyet sector in Medan City is warranted.

For this research, Creativity refers to the ability of ayam penyet business owners to generate new ideas, solve problems in original ways, and develop ideas that benefit the business and its customers. It is measured through three indicators: generating new ideas, creative problem-solving, and the usefulness of ideas. The measurement items were adapted from Zhou and George (2001) creativity scale and tailored to the study context.

Studies examining creativity and competitive advantage have produced different findings across contexts. Setyaningrum and Muafi (2022), for example, investigated creativity and innovative behavior among women entrepreneurs and found that creativity did not have a significant direct effect on competitive advantage. This suggests that the relationship may depend on the type of business and its operating conditions. The present study therefore tests this relationship among micro-scale ayam penyet businesses in Medan City.

Hypothesis Development

Entrepreneurial orientation may enhance competitive advantage when business owners identify opportunities, respond to market developments, introduce improvements, and make considered decisions under uncertainty. These behaviors can help create customer value and strengthen a business's position against competitors. Positive effects have been reported by Verbyani and Handoyo (2021), Widyanti and Mahfudz (2020), Yuza et al. (2023). However, Fedrerika and Ongkowijoyo (2024) reported an insignificant relationship, making it important to test the proposed relationship in the current setting.

H1: Entrepreneurial Orientation positively affects Competitive Advantage in micro-scale ayam penyet businesses in Medan City.

Creativity may contribute to competitive advantage by enabling owners to develop new ideas, find alternative solutions, and apply ideas that benefit customers and the business.

Such practices may distinguish a business from competitors and improve the value it offers. Because direct evidence concerning micro-scale culinary businesses is limited, this study tests the relationship in the context of ayam penyet businesses in Medan City.

H2: Creativity positively affects Competitive Advantage in micro-scale ayam penyet businesses in Medan City.

Grounded in RBV and prior research, this study proposes that Entrepreneurial Orientation and Creativity may serve as internal capabilities for creating value beyond that offered by competitors. It therefore examines their relationships with Competitive Advantage among micro-scale ayam penyet businesses in Medan City. The proposed relationships are shown in Figure 1.

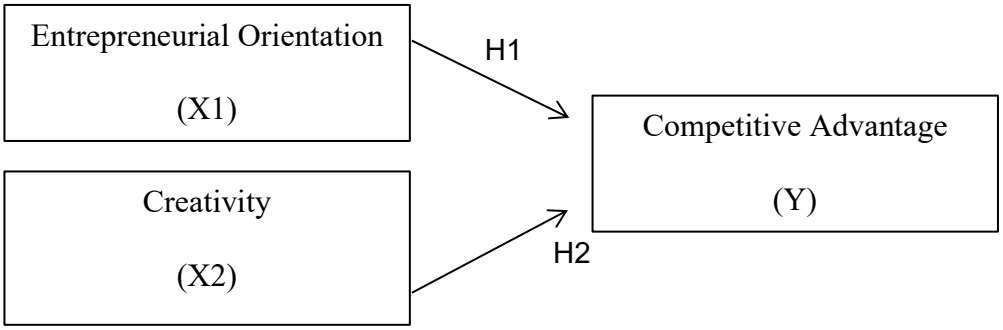


Figure 1. Conceptual Framework

RESEARCH METHOD

This research employed a quantitative survey design to examine relationships among the study variables using data collected from respondents. A questionnaire-based approach has also been used in research on culinary MSMEs, including Rezeki et al. (2025). Primary data were collected from owners or principal managers of micro-scale ayam penyet businesses in Medan City who participated directly in decisions about products, marketing, prices, and business development.

Respondents were selected through purposive sampling. Eligible participants were owners or principal managers involved in business decisions; operated a business in Medan City that met the applicable micro-enterprise criteria; had been operating for at least one year; sold ayam penyet as one of its main menu items; and agreed to complete the questionnaire.

The definition of a micro-enterprise followed Government Regulation No. 7 of 2021 on the Facilitation, Protection, and Empowerment of Cooperatives and Micro, Small, and Medium Enterprises. Under this regulation, a micro-enterprise has annual sales of no more than IDR 2 billion. Annual sales were therefore used during respondent screening to check whether each business met the study's micro-enterprise criterion.

The questionnaire used a five-point Likert scale, from 1 (strongly disagree) to 5 (strongly agree). The instrument contained 30 statements across three variables. Entrepreneurial Orientation was measured with nine items covering innovativeness, proactiveness, and risk-taking. Creativity was assessed using nine items across idea generation, creative problem-solving, and idea usefulness. Competitive Advantage was measured with 12 items covering product uniqueness, product quality, price/value competitiveness, and customer preference. Rezeki et al. (2025) also used a Likert-scale questionnaire to assess perceptions of culinary MSME research variables.

The minimum sample size was estimated with G*Power 3.1.9.7 using an a priori power analysis for multiple regression (fixed model, R^2 deviation from zero). The settings were two predictors, $\alpha = 0.05$, statistical power of 0.80, and a medium effect size ($f^2 = 0.15$) following Cohen's guidelines. The calculation indicated a minimum of 68 respondents and an actual power of 0.8044. The study ultimately included 100 respondents to allow for incomplete responses and ensure that participants met the eligibility criteria.

All variables were specified as first-order reflective constructs. SmartPLS was used to conduct Partial Least Squares Structural Equation Modeling (PLS-SEM), with Entrepreneurial Orientation and Creativity specified as exogenous variables and Competitive Advantage as the endogenous variable.

Following Sarstedt et al. (2022), the measurement model was evaluated for convergent validity, discriminant validity, and reliability. Convergent validity required outer loadings ≥ 0.70 and AVE ≥ 0.50. Reliability was assessed using Cronbach's alpha ≥ 0.70 and composite reliability of 0.70–0.95. Discriminant validity was evaluated using HTMT values below 0.90. Structural-model assessment included VIF, path coefficients, R^2, f^2, and Q^2 or PLSpredict. Hypotheses were tested through bootstrapping using t-statistics, p-values, and confidence intervals (Sarstedt et al., 2022).

RESULTS

The study involved 100 micro-scale ayam penyet business actors in Medan City. Data obtained through questionnaire distribution were processed and analyzed using SmartPLS. The analysis included measurement-model evaluation through convergent validity, discriminant validity, and reliability tests, as well as structural-model evaluation through R^2, f^2, Q^2, and bootstrapping of path coefficients.

Table 2.
Convergent Validity Test Results

Variable	Indicator	Outer
Entrepreneurial Orientation (X1)	EO1	0.812
	EO2	0.746
	EO3	0.835
	EO4	0.791
	EO5	0.864
	EO6	0.778
	EO7	0.823
	EO8	0.851
	EO9	0.804
Creativity (X2)	C1	0.794
	C2	0.835
	C3	0.761
	C4	0.871
	C5	0.812
	C6	0.735
	C7	0.847
	C8	0.786
	C9	0.824

Competitive Advantage (Y)	CA1	0.815
	CA2	0.782
	CA3	0.846
	CA4	0.731
	CA5	0.868
	CA6	0.804
	CA7	0.837
	CA8	0.759
	CA9	0.882
	CA10	0.821
	CA11	0.793
	CA12	0.854

Source: Smart PLS, 2026

All indicators achieved outer loading values above 0.70, ranging from 0.746–0.864 for Entrepreneurial Orientation, 0.735–0.871 for Creativity, and 0.731–0.882 for Competitive Advantage. Therefore, all indicators met the convergent validity criteria and were retained.

Table 3.
HTMT Test

Code	Entrepreneurial Orientation	Creativity	Competitive Advantage
Entrepreneurial Orientation		0.716	0.741
Creativity	0.716		0.778
Competitive Advantage	0.741	0.778	

Source: Smart PLS, 2026

HTMT values ranged from 0.716 to 0.778 and remained below 0.90, indicating adequate discriminant validity among the three constructs.

Table 4.
Reliability Test

Code	Cronbach's alpha	Rho_A	Composite reliability (rho_c)	Average variance extracted (AVE)
Entrepreneurial Orientation	0.919	0.925	0.932	0.611
Creativity	0.922	0.928	0.935	0.613
Competitive Advantage	0.946	0.951	0.953	0.636

Source: Smart PLS, 2026

Cronbach's Alpha, Rho_A, and Composite Reliability exceeded 0.70 for all constructs, while AVE values were above 0.50. These results indicate satisfactory reliability and convergent validity.

Table 5.
Bootstrapping Test

Code	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
EO -> CA	0.361	0.365	0.085	4.247	<0.001
C -> CA	0.479	0.483	0.083	5.771	<0.001

Source : Smart PLS, 2026

Entrepreneurial Orientation had a positive and significant effect on Competitive Advantage (β = 0.361, p < 0.001). Creativity also had a positive and significant effect on Competitive Advantage (β = 0.479, p < 0.001).

Table 6.
Results of Structural Model Evaluation

Code	Inner VIF	f²	Effect Size
EO -> CA	1.987	0.177	Medium
C -> CA	1.987	0.312	Medium

Source : Smart PLS, 2026

All inner VIF values were below the commonly used threshold of 5.00, indicating no concerning multicollinearity among the structural predictors. The f² values indicated medium effect sizes for both Entrepreneurial Orientation and Creativity on Competitive Advantage.

Table 7.
Coefficient of Determination Test Results

Code	R-square	R-square adjusted
Competitive Advantage	0.642	0.635

Source: Smart PLS, 2026

Entrepreneurial Orientation and Creativity jointly explain 64.2% of the variance in Competitive Advantage, while the remaining 35.8% is explained by other factors outside the research model.

Table 8.
Predictive Relevance Test Results

Code	Q²predict	RMSE	MAE
Competitive Advantage	0.401	0.782	0.604

Source: Smart Pls, 2026

The Q²predict value of 0.401 indicates predictive relevance for Competitive Advantage. The model's predictive performance should also be assessed by comparing PLS-SEM prediction errors with the LM benchmark.

DISCUSSION

The Effect of Entrepreneurial Orientation on Competitive Advantage

The results indicate that Entrepreneurial Orientation has a positive and significant effect on Competitive Advantage (β = 0.361, p < 0.001). This suggests that micro-scale ayam penyet businesses can strengthen their competitive position when owners are willing to introduce improvements, respond proactively to market opportunities, and take calculated risks. In a competitive culinary market where similar products are widely available, these behaviors can help business owners adjust their offerings to customer preferences, improve business practices, and respond to competitors more effectively.

This finding is consistent with Widyanti and Mahfudz (2020), Verbyani and Handoyo (2021), and Yuza et al. (2023), who reported a positive relationship between Entrepreneurial Orientation and Competitive Advantage. However, it differs from Fedrerika and Ongkowijoyo (2024), who found no significant effect. This difference

suggests that the contribution of entrepreneurial orientation may depend on the business context and how effectively owners translate their entrepreneurial intentions into actual business practices.

From the Resource-Based View (RBV) perspective, entrepreneurial orientation represents an internal capability that can help businesses identify opportunities and create value for customers (Barney, 1991). For micro-scale ayam penyet businesses in Medan City, this capability may support competitive advantage when owners use their market knowledge and experience to develop improvements that distinguish their businesses from competitors. Therefore, entrepreneurial orientation contributes to competitive advantage not merely through the willingness to take action, but through the effective use of that orientation to create valuable business practices.

The Effect of Creativity on Competitive Advantage

The results show that Creativity has a positive and significant effect on Competitive Advantage ($\beta = 0.479$, $p < 0.001$). This indicates that the ability to generate new ideas, find creative solutions to business problems, and develop useful ideas can help micro-scale ayam penyet businesses differentiate themselves in a market where many competitors offer similar products. Creativity may be reflected in improvements to menu presentation, packaging, promotional approaches, customer service, or practical solutions for maintaining product quality and customer satisfaction. Such ideas can strengthen competitive advantage when they provide benefits that customers recognize and value.

This finding complements Rahadhini et al. (2025), who found that creativity positively and significantly affects the performance of culinary MSMEs in Surakarta. Although their study examined business performance rather than competitive advantage, it supports the broader importance of creativity in culinary businesses. The present study extends this discussion by examining competitive advantage directly in micro-scale ayam penyet businesses in Medan City, where differentiation is important because competing businesses may offer similar products. The use of the creativity concept developed by Zhou and George (2001) also emphasizes the generation of ideas that are both new and useful, rather than ideas that are merely different.

From the RBV perspective, creativity can be understood as an internal capability that enables business owners to develop useful ideas and turn them into value-creating business practices (Barney, 1991). In micro-scale ayam penyet businesses, creative ideas can support competitive advantage when they improve customer value or create differentiation that competitors cannot easily replicate. The path coefficient for Creativity ($\beta = 0.479$) is also higher than that for Entrepreneurial Orientation ($\beta = 0.361$), suggesting a stronger direct relationship with Competitive Advantage in this model. This highlights the potential importance of useful and context-appropriate creative ideas in helping these businesses compete. However, creativity creates competitive advantage most effectively when ideas are implemented and provide meaningful benefits to customers.

CONCLUSION

The findings show that Entrepreneurial Orientation has a positive and significant effect on Competitive Advantage among micro-scale ayam penyet businesses in Medan City. Innovativeness, proactive behavior, and calculated risk-taking may help business owners respond to competition and strengthen their market position.

Creativity also has a positive and significant effect on Competitive Advantage. The ability to generate new ideas, approach problems creatively, and apply useful ideas can help businesses differentiate their offerings and deliver value to customers.

The model's R^2 of 0.642 indicates that Entrepreneurial Orientation and Creativity explain 64.2% of the variation in Competitive Advantage, while 35.8% is associated with factors outside the model. The Q^2predict value of 0.401 indicates predictive relevance for Competitive Advantage based on the analysis conducted.

RECOMMENDATION

Micro-scale ayam penyet business owners in Medan City should strengthen entrepreneurial orientation by regularly identifying market opportunities, introducing improvements that respond to customer needs, and assessing risks before making business decisions. Monitoring changes in consumer preferences may also help ensure that products and strategies remain relevant.

Creativity can be encouraged through practical improvements in menu options, product presentation, packaging, promotion, and customer service. Business owners should select ideas that fit customer expectations and available resources, and then implement them in ways that provide clear value and distinguish the business from competitors.

Future studies could examine additional factors associated with competitive advantage, including product quality, service quality, digital marketing, customer orientation, pricing strategies, and business experience. Researchers may also include other types of culinary MSMEs or expand the geographic scope to develop a broader understanding of competitive advantage.

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