

# Success Strategies for Womenpreneurs to Improve Innovative Performance and Competitive Advantage

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**Abstract** - This research examines challenges faced by women entrepreneurs, focusing on competitiveness, experience, innovation gaps, and education. Data from 57 female entrepreneurs in Medan City reveal key areas for improvement, including problem-solving, digitalization, branding, and access to training. The study proposes a Human Capital Transformation framework and Social Entrepreneur Strengthening strategies to enhance innovation and competitiveness. Recommendations include expanding training programs and fostering collaboration to empower women entrepreneurs, enabling them to transform their businesses and contribute to regional economic growth. These findings highlight the importance of innovative female entrepreneurship in promoting socioeconomic equity and resilience in emerging markets.

**Keywords** - Women entrepreneur, innovation, digitalization, competitiveness.

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## 1. Introduction

Women entrepreneurs play a crucial role in driving the local economy. The Ministry of Cooperatives and SMEs' Strategic Plan for 2020-2024 underscores the pivotal role of Micro, Small, and Medium Enterprises (MSMEs) in propelling Indonesia's economic growth. MSMEs employ 96.9% of Indonesia's workforce, approximately 138.21 million people, contributing 60.5% to the Gross Domestic Product (GDP) [1]. North Sumatra, particularly Medan, holds significant business potential, but its human resources are not fully harnessed for economic improvement. Medan, the region's largest population center, should be acknowledged as a hub for MSMEs, focusing on community-driven management to maximize benefits [2]. Entrepreneurship, with its high demand for creativity and innovation, is a crucial operator of business establishment and growth. Women's participation in entrepreneurship is a significant catalyst for Indonesia's economic growth, a trend that is gaining momentum. Key factors contributing to this trend include improved resource accessibility, labor availability, technological advancements, and easier acquisition of technological equipment. The increased presence of women entrepreneurs can help reduce unemployment, create jobs, and positively impact overall economic growth, underscoring their pivotal role in developing the SME sector across Indonesia [3]. Despite the existing studies on self-employment, there is a pressing need for in-depth research on the human resources (HR) characteristics necessary for resilient and competitive women entrepreneurs. This research is particularly relevant to enhancing women's entrepreneurial capacity in university settings.

Observations and interviews reveal several challenges: Low competitiveness, reflected in declining performance amid the COVID-19 pandemic; lack of business development experience, including financial management, HR management, digital marketing, and production efficiency; weaknesses in innovation capabilities, such as generating new ideas, risk-taking, and exploring new concepts; and low education levels and limited work experience among small entrepreneurs, driven only by motivation and passion for business [4]. Identified barriers include low HR quality, limited income, managerial skills, and entrepreneurship limitations. This research focuses on empowering female entrepreneurs by understanding the role of HR transformation in supporting entrepreneurial activities, improving family economic welfare, and optimizing local economic potential [5]. HR transformation involves restructuring HR functions with an integrated, innovative, and business-focused approach. HR professionals must understand change principles to implement them effectively and improve their positions. The benefits include redesigning HR functions to be integrated, aligned, and innovative, with a business focus [6]. The goal is to produce more qualified and creative women entrepreneurs who can create new ideas, take risks, make decisions, and explore new avenues of creativity. However, challenges remain, such as the lack of quality HR, limitations in creating product value, suboptimal product quality, and inadequate use of digital technology. Transforming HR within the women's business community is crucial to support social activities and enhance family financial well-being, effectively utilizing local economic resources. This research aims to improve the competitive advantage of small women entrepreneurs through HR transformation, ultimately fostering economic development.

## 2. Literature Review

This research is strengthened by various reference sources, including entrepreneurial readiness, human resource quality, digitalization, innovation performance and competitive advantage.

### 2.1. Entrepreneurial Readiness

Entrepreneurial readiness encompasses leadership, education, psychological capital, and institutional influences. Research highlights transformative leadership, mindfulness, and entrepreneurship education as significant contributors to individuals' preparedness for entrepreneurial endeavors [7].

A positive orientation towards entrepreneurship and a firm grasp of self-employment concepts also enhance readiness [8].

Institutional factors such as political democracy, regulatory environment, financial capital availability, and market dynamics further bolster the link between preparedness and entrepreneurial behavior [9]. Additionally, entrepreneurial mental availability, encompassing physical, cognitive, and adaptive conditions for entrepreneurship, is crucial for readiness [10]. Entrepreneurship training enhances motivation and fosters entrepreneurial availability [11]. Students' self-conditioning and high confidence in their readiness predict entrepreneurial self-efficacy [12].

### 2.2. Human Resource Quality

The role of HR in globalization and technological advancement is pivotal, strategically influencing enterprise development [13]. Globalization and technological impacts heighten the importance of human capital, encompassing knowledge, education, training, skills, and competencies [14]. In today's business environment, Human Capital Transformation focuses on bridging digital literacy gaps among employees, significantly affecting job quality and productivity [15]. This transformation involves enhancing employees' adaptability to changes, achieved through collaboration between managers and skilled individuals for innovation, knowledge capacity, and effective change management [16]. Emphasizing HR quality denotes a shift towards a more strategic role within organizations, necessitating creativity, innovation, technology integration, and collaboration, particularly in entrepreneurship, to contribute to organizational success or societal advancement [17]. Optimizing HR management strategies becomes crucial in a competitive landscape where talent is critical to enterprise development. However, challenges persist in accurately measuring labor efficiency in the digital economy, highlighting imperfections in statistical approaches [18]. The moderating role of digital literacy in workplaces, especially in fostering employee engagement and innovative culture, is a significant research area. It underscores gaps in understanding the factors influencing employees' acceptance of digitalization and their behaviors post-adoption in new job designs [19].

### 2.3. Digitalization

The rapid development of digital technologies such as the internet, mobile devices, web and mobile applications, and social media has significantly boosted the growth of digital businesses. These technologies have particularly empowered both large enterprises and MSMEs to enhance their performance and resilience, which are crucial during the pandemic.

Digital tools enable MSMEs to enhance industry competitiveness, essential to economic stability and competitiveness [20]. However, MSMEs still confront challenges, including limited access to finance, management skills gaps, technology adoption barriers, and uneven relationships with larger firms [21]. Digital technology has also fostered the sharing economy, revolutionizing sectors like tourism, hospitality, financial services, and transportation through online platforms [22]. Meanwhile, the digitization of global trade has sparked significant economic transformation and technological disruption, impacting various sectors profoundly [23]. Adopting information and communication technology (ICT) has become indispensable, reshaping business-to-business operations and economic activity dynamics [23]. Digitalization's impact on international trade has sparked debate, particularly regarding changes in business models and operations among B2B enterprises [24]. Women entrepreneurs' ability to adapt to these digital shifts is pivotal for fostering innovative performance, involving creative business management, and leveraging past experiences to produce high-quality products through online marketing channels.

#### **2.4. Innovation Performance**

Innovation is a cornerstone of entrepreneurship, offering a critical edge in a volatile business environment [25]. The ability to innovate is pivotal for achieving organizational objectives and driving economic progress. However, obstacles like knowledge gaps, inadequate HR, and finding collaborative partners can impede innovation. Recognizing that innovation and entrepreneurship can be taught, active student engagement in learning is crucial [26]. Effective innovation hinges on adept product selection and business model decisions [27]. Assessing college students' innovation and entrepreneurship capabilities is essential for evaluating teaching effectiveness [28]. Financial innovation has positively influenced economic growth [29], yet the absence of structured planning and faculty expertise in innovation and entrepreneurship education may yield suboptimal results [30]. Addressing these challenges requires practical learning opportunities, robust tutor teams, and enhanced course offerings [31]. E-commerce's impact on economic growth has been extensively studied, highlighting its influence in Western Balkan countries [32]. The dynamic relationship between innovation and economic growth, rooted in Schumpeter's theories, underscores the role of competitive innovation and education in fostering economic development [33].

Moreover, new product development and innovative capabilities are crucial elements of competitive strategies for advanced manufacturing firms, underscoring the significance of innovation in maintaining a competitive edge [34].

#### **2.5. Competitive Advantage**

Businesses aiming to secure a competitive edge must continually innovate and align their offerings with evolving market demands, a critical factor for success. Key factors impacting business performance influence women entrepreneurs' competitive advantage, including management's ability to explore functional competencies, market orientation, innovation, differentiation strategies, information technology capabilities, and intellectual capital [35]. Interpersonal skills, Total Quality Management (TQM), and entrepreneurial orientation are pivotal in shaping competitive advantage [36]. However, gender discrimination and stereotypes pose significant barriers for women entrepreneurs, affecting their ability to initiate and manage businesses [37]. Moreover, their motivation often stems from limited employment opportunities, yet they face challenges related to family responsibilities, networks, and mobility [38]. Entrepreneurship empowers women by boosting self-confidence, decision-making skills, and control over their social, economic, and political lives [39]. Sustainable business practices are driven by innovation, which enhances long-term competitive advantage through leveraging unique resources, knowledge, skills, and management practices [40], [41]. Entrepreneurial orientation is crucial for women's involvement in developing knowledge-based MSMEs [42], and sustainable competitiveness is achieved through resource and capability focus [43]. Small business owners must embrace cultural, methodological, and technological factors to foster creativity, implement innovative work systems, and enthusiastically tackle challenges [44]. Women entrepreneurs excel in gaining new experiences and showcasing innovative performance by leveraging their creativity and willingness to learn, particularly in producing high-value products through online marketing. This research analyzes innovative strategies and competitive advantages, harnessing communities' economic, social, and cultural potential, especially for women entrepreneurs. It seeks to enhance HR quality, increase entrepreneurial readiness, improve digitalization capabilities, and boost innovation, impacting domestic and entrepreneurial women's engagement in social activities. This study aims to highlight how innovative performance influences gender roles, contributing significantly to competitive advantage creation.

### 3. Research Methodology

This study employs a descriptive-qualitative research design, utilizing secondary data from the Office of Cooperatives and Small Businesses in Provinces, Districts, and Cities, as well as data from the Central Bureau of Statistics. Conducted in Medan City from July 2023 to September 2023, the primary objective is to gain a deeper understanding of how women entrepreneurs can enhance their innovative performance and competitive advantage. Specifically, the study analyzes literature on entrepreneurial readiness, human resource quality, entrepreneurial digitalization, innovative performance, and competitive advantage among women entrepreneurs, while also identifying key factors influencing these areas.

The research sample consists of 57 women entrepreneurs operating in Medan City, selected based on predetermined criteria. The methodology was carried out in three stages: First, in-depth interviews were conducted with the entrepreneurs to collect detailed insights into their experiences and perceptions. Second, focus group discussions (FGDs) were organized, during which respondents were given questionnaires to fill out under guidance, ensuring efficient and unbiased data collection. Lastly, observations were made of the businesses to gather additional information on their operations and strategies.

This study contributes to the understanding of the potential for women entrepreneurs to either become new business owners or further develop existing enterprises.

The findings offer valuable insights for policymakers, entrepreneurs, and stakeholders, supporting the growth and success of women entrepreneurs in Medan City.

### 4. Results

This study uses a questionnaire with 31 statements for five variables. Research respondents are female entrepreneurs, members of the entrepreneurial community in Medan City, who are still active and have existed for the last three years. The primary data collection was conducted and then analyzed using descriptive analysis. The data presented in the results of this study are primary data that were collected at the time of the research, namely in August and September. Respondents in this study amounted to 57 women entrepreneurs in Medan City. The following are the results of the analysis of the characteristics of respondents, consisting of age, length of entrepreneurship, and business license.

#### 4.1. Analysis of Respondent Characteristics

This section presents an in-depth analysis of the characteristics of the respondents involved in the study. By analysing factors such as age, length of entrepreneurship and business legalization, we can better understand how these variables affect innovative performance and competitive advantage. The insights gained from this analysis form the basis for interpreting the relationship between the respondents' characteristics and the main objectives of the study.

Table 1. Description of respondent characteristics

	Characteristics	Frequency	Percentage
<b>Age</b>	≤20 Years	1	1.75
	21-30 Years	6	10.53
	31-40 Years	10	17.54
	41-50 Years	22	38.60
	≥51 Years	18	31.58
<b>Duration of entrepreneurship</b>	<2 Years	4	7.02
	2-5 Years	26	45.61
	6-10 Years	16	28.07
	>10 Years	11	19.30
<b>Business license</b>	PIRT	0	59.65
	OSS	16	0.00
	Halal Certificate	34	28.07
	None	7	12.28

*Questionnaire*

Based on the data in Table 1, most respondents (38.60%) are aged 41–50 years, followed by those aged ≥ 51 years (31.58%).

Only 1.75% are ≤ 20 years old, and 10.53% are aged 21–30. This indicates that most respondents are in the middle to older age groups, likely due to older entrepreneurs' more fantastic experience and comprehensive business knowledge. Regarding entrepreneurial experience, 45.61% of respondents have been in business for two to five years, 28.07% for six to ten years, 7.02% for less than two years, and 19.30% for more than ten years, reflecting a predominance of medium-term entrepreneurial experience. Regarding business licenses, 59.65% of respondents lack a Pangan Industri Rumah Tangga (PIRT) license, while 28.07% have a halal certificate. None has an Online Single Submission (OSS) license, and 12.28% has no business license.

This shows a significant number of people without PIRT permits but with a notable awareness and acquisition of halal certificates, likely due to government programs like the Free Halal Certification Program (SEHATI) for Micro and Small Enterprises (MSEs). These insights come from respondents' answers to questionnaires and in-depth interviews, reflecting the characteristics and regulatory awareness of the surveyed entrepreneurs.

**4.2. Description Analysis**

The description of the answers to the results of the questionnaire and the in-depth interviews conducted with respondents illustrate the distribution of respondents' answers to the questions in the questionnaire. The following are the results of the distribution of respondents' answers, which can be observed in the following table (Table 2).

*Table 2. Entrepreneurial readiness*

Entrepreneurial readiness	1	2	3	4	5	Total	Mean
	F	F	F	F	F	F	
	%	%	%	%	%	%	
I have a sense of achievement in carrying out entrepreneurial activities.	0	0	10	39	8	57	3.96
	0	0	17,54	68,42	14,04	100	
I can find business opportunities.	0	1	7	39	10	57	4.02
	0	1,75	12,28	68,42	17,54	100	
I can find a way out of the problems I face in running my entrepreneurial activities.	0	0	3	42	12	57	4.16
	0	0	5,26	73,68	21,05	100	
I can be responsible for carrying out entrepreneurial activities.	0	0	1	37	19	57	4.32
	0	0	1,75	64,91	33,33	100	
I continue to train myself to develop my potential by diligently carrying out entrepreneurial activities.	0	0	11	33	23	57	4.39
	0	0	1,75	57,89	40,35	100	
I can associate with successful people.	0	1	3	32	21	57	4.28
	0	1,75	5,26	56,14	36,84	100	
I can cooperate and respect everyone's words.	0	0	1	33	23	57	4.39
	0	0	1,75	57,89	40,35	100	
I have come up with new ideas for my business.	0	1	4	35	17	57	4.19
	0	1,75	7,02	61,40	29,82	100	

The data presented in the table indicates that most respondents (73.68%) reported their capability to resolve entrepreneurial challenges. This high percentage suggests a robust ability among entrepreneurs to tackle difficulties effectively, underscoring its pivotal role as a cornerstone for entrepreneurial readiness and success.

Beyond problem-solving skills, confidence is crucial in women entrepreneurs' ventures. A notable 68.42% of respondents affirmed their confidence in managing entrepreneurial activities, reflecting a strong belief in their capabilities and willingness to take risks to pursue their entrepreneurial goals [45].

Table 3. Human resource quality

Human resource quality	1	2	3	4	5	Total	Mean
	F	F	F	F	F	F	
	%	%	%	%	%	%	
I include employees in training that can improve work quality.	0	9	7	32	9	57	3.72
	0	15,79	12,28	56,14	15,79	100	
I conduct SOP refreshments for employees.	1	10	8	24	14	57	3.70
	1,75	17,54	14,04	42,11	24,56	100	
I train my employees to improve business production.	1	8	3	33	12	57	3.82
	1,75	14,04	5,26	57,89	21,05	100	
I was able to increase my potential to improve the product.	1	11	8	29	8	57	3.56
	1,75	19,30	14,04	50,88	14,04	100	
I have soft skills.	0	10	4	30	13	57	3.81
	0	17,54	7,02	52,63	22,81	100	

Questionnaire

Based on the findings from Table 3 in the HR quality analysis, women entrepreneurs exhibit a solid commitment to enhancing employee development and improving work quality within their organizations. Most respondents (57.89%) prioritize training programs to strengthen business production, highlighting their dedication to skill enhancement that directly impacts final product outcomes. Furthermore, 56.14% of women entrepreneurs actively engage employees in training initiatives to elevate overall work quality. This proactive approach underscores the importance of integrating employees into developmental efforts to optimize human resources (HR) capabilities.

Improving HR quality involves strategic measures such as educational planning, training sessions, and effective personnel management to align employee skills with job demands [46]. The study confirms that many respondents actively pursue initiatives to bolster HR quality in their businesses. These efforts include entrepreneurship training, regular SOP updates, and a focus on continuous self-improvement. While participation levels may vary, these findings provide a solid foundation for developing targeted strategies to further enhance HR quality in the workplace.

Table 4. Digitization of entrepreneurship

Digitization of entrepreneurship	1	2	3	4	5	Total	Mean
	F	F	F	F	F	F	
	%	%	%	%	%	%	
I can accept changes and developments in information technology.	0	1	3	27	26	57	4.37
	0	1,75	5,26	47,37	45,61	100	
I can use social media, such as Instagram, TikTok, and Facebook, to sell products.	0	0	10	22	25	57	4.26
	0	0	17,54	38,60	43,86	100	
I can utilize existing technology to develop my business.	0	0	3	25	29	57	4.46
	0	0	5,26	43,86	50,88	100	
I can brand my business both online and offline.	1	1	9	29	17	57	4.05
	1,75	1,75	15,79	50,88	29,82	100	
I expanded my network by using digital marketing.	1	4	9	26	17	57	3.95
	1,75	7,02	15,79	45,61	29,82	100	

Based on the Table 4 insights, most respondents (50.88%) affirm the crucial role of digitalization in business development, highlighting their adeptness in leveraging technology for strategic business growth.

This proficiency underscores their capability to harness existing technologies effectively, aligning with the principles of society 5.0, where societal progress is driven by advanced information utilization [47]. Regarding business branding, an equal proportion of respondents (50.88%) emphasize their competence in offline and online branding, recognizing the pivotal role of branding across diverse marketing platforms, including digital channels.

Overall, the analysis indicates a positive outlook among respondents towards entrepreneurial digitalization. They demonstrate strong technology integration across various business facets, from marketing strategies to business expansion. The consistently high average scores across all variables reflect robust knowledge and skills among respondents in navigating the challenges posed by digitalization, thereby establishing a solid foundation for business growth and sustainability in the digital era.

Table 5. Innovation performance variables

Innovation performance	1	2	3	4	5	Total	Mean
	F	F	F	F	F	F	
	%	%	%	%	%	%	
I think the entrepreneurial mindset dramatically influences the development of the business.	0	0	0	7	50	57	4.88
	0	0	0	12,28	87,72	100	
I think innovation can improve business.	0	0	0	15	42	57	4.74
	0	0	0	26,32	73,68	100	
I think using social media can increase business revenue.	0	0	0	15	41	57	4.72
	0	0	0	28,07	71,93	100	
I am always looking for new and better methods and ways of working.	22	34	1	0	0	57	1.63
	38,60	59,65	1,75	0	0	100	
In the business I run, I can be innovative and creative.	0	1	3	36	17	57	4.21
	0	1,75	5,26	63,16	29,82	100	
I have come up with new ideas for my business.	0	0	4	30	23	57	4.33
	0	0	7,02	52,63	40,35	100	
I always try to develop new ideas for running my business.	0	0	2	33	22	57	4.35
	0	0	3,51	57,89	38,60	100	

Questionnaire

Based on the findings from the Table 5, nearly all respondents (96.49%) express a strong commitment to exploring innovative ideas, highlighting their proactive approach to business development. The high average score of 4.35 underscores their dedication and proactive stance in fostering creativity and inventiveness [48]. Entrepreneurs with innovative, solid performance continuously seek new ideas, technologies, processes, and techniques, demonstrating a capacity to create and support novel solutions with careful planning. Despite these strengths, the survey reveals that the pursuit of new and improved working methods remains relatively low, potentially due to the dual roles these women entrepreneurs often manage-balancing business responsibilities with domestic duties [49].

This challenge underscores the need for better integration and balance between entrepreneurial and household roles. Moreover, the survey indicates a robust belief among women entrepreneurs in the positive impact of an entrepreneurial mindset on business development, with 87.72% endorsing its importance. This level of agreement underscores their deep awareness and application of innovative thinking in managing their businesses effectively. Overall, these findings illustrate that respondents not only grasp the essence of innovation in business but actively apply it in their daily operations. This proactive mindset, high confidence, and active engagement form a resilient foundation for sustaining and expanding their businesses amidst evolving market conditions.

Table 6. Competitive advantage variables

Competitive advantage	1	2	3	4	5	Total	Mean
	F	F	F	F	F	F	
	%	%	%	%	%	%	
I can make innovations in my business to compete with other companies.	0	2	2	26	27	57	4.37
	0	3,51	3,51	45,61	47,37	100	
I offer lower prices than my competitors.	5	22	10	14	6	57	2.89
	8,77	38,60	17,54	24,56	10,53	100	
I provide the best quality of the products I sell.	0	1	1	15	39	57	4.65
	0	1,75	1,75	26,32	68,42	100	
I can plan product marketing.	0	0	5	20	32	57	4.47
	0	0	8,77	35,09	56,14	100	
I can see business opportunities.	0	0	1	34	22	57	4.37
	0	0	1,75	59,65	38,60	100	
I take maximum responsibility for the business I do.	0	0	0	26	31	57	4.54
	0	0	0	45,61	54,39	100	

Questionnaire

Based on the insights from the Table 6, it is evident that the vast majority of women entrepreneurs (92.98%) maintain a positive stance towards innovation as a means to compete effectively in the market. This underscores their understanding of innovation's critical role in achieving competitive advantage. Innovation capabilities, comprising interconnected processes within companies, are vital for sustaining competitiveness in a dynamic market environment. Additionally, nearly all respondents (97.37%) highlight their strong commitment to assuming maximum responsibility for their businesses. This commitment underscores responsibility as a pivotal element in their competitive strategy for business development. It reflects their heightened awareness of employing diverse competitive strategies effectively. Furthermore, the strategic factors women entrepreneurs emphasize include innovation, product quality, marketing planning, opportunity recognition, and business responsibility. These elements collectively establish a robust framework for navigating and succeeding in a competitive marketplace. In conclusion, while prioritizing low-price offerings may not always be their primary approach, the strategies adopted by women entrepreneurs exhibit a solid foundation aimed at achieving and sustaining business success amidst challenging market dynamics.

#### 4.3. Focus Group Discussion (FGD) Findings

The focus group discussion (FGD) conducted in Medan City, involving 30 women entrepreneurs and stakeholders from non-government and government sectors, revealed several key insights regarding strategies for maintaining competitiveness amidst market changes.

Participants unanimously agreed that product diversification and innovation are crucial factors in staying competitive. They highlighted specific examples, such as introducing new packaging and stickers for Aceh's culinary specialty, redfish, which significantly enhanced product appeal. During the pandemic, the pivotal role of social media platforms, particularly Instagram, in expanding business reach was underscored. Engaging in communities like Forum Muslimah and Ikatan Wanita Pengusaha Indonesia (IWAPI) also provided valuable networking opportunities and support for business growth. Collaboration among SMEs and involvement in cooperatives were seen as strengths, enabling collective problem-solving and fostering business development across diverse sectors—from culinary and knitting to laundry and salted fish processing. Flexibility emerged as a critical attribute for adapting to market challenges and seizing new opportunities during the pandemic.



Discussions highlighted the importance of obtaining halal certification, with participants expressing challenges in accessing it and urging government support as the October 2024 deadline approaches. Product quality, including packaging and durability, was identified as pivotal for success, with suggestions emphasizing the use of quality oil and improved packaging to attract consumers. Challenges unique to SMEs in Medan, such as lower product durability compared to counterparts in Java, were acknowledged. Participants discussed solutions like adopting vacuum frying technology to enhance product quality and competitiveness. They emphasized the government's role in providing equipment assistance and entrepreneurship training to boost productivity and competitiveness among local SMEs. Motivational messages encouraging persistence, consistency, and seeing challenges as opportunities resonated throughout the discussion. Participants also advocated closer collaboration with universities and related institutions to access tools and deepen their business understanding. Overall, the FGD underscored the significance of collaboration, innovation, and robust government support in advancing the SME sector in North Sumatra. Addressing challenges related to halal certification and improving product quality were identified as critical steps toward achieving sustainable business growth in the region.

## 5. Discussion

This study examines the attitudes and behaviors of women entrepreneurs towards innovation, new idea development, digitalization, HR development, and problem-solving. Findings indicate that women entrepreneurs display positive attitudes towards innovation, show commitment to developing new ideas, support digitalization, and prioritize employee development. These findings align with existing literature underscoring the importance of innovation, technology, and human capital in enhancing business competitiveness [50], [51], [52], [53], [54]. Moreover, the study reveals that women entrepreneurs possess adept problem-solving skills, demonstrating adaptability and creativity crucial for navigating business challenges. The implications suggest enhanced governmental and stakeholder support to improve women entrepreneurs' access to education, training, and technological resources, bolstering their innovative and digital capabilities.

However, the study is limited by its focus on specific geographical areas and using questionnaires for data collection. Future research could benefit from employing more in-depth qualitative approaches to delve into women entrepreneurs' nuanced experiences and perspectives.

Additionally, future studies might explore factors influencing innovative attitudes, practical strategies to facilitate the innovation process, and the long-term impact of innovation on business performance [55], [56], [57]. This study contributes significantly to understanding the vital role of women entrepreneurs in driving innovation and economic growth. It provides a foundation for future research to advance knowledge in this critical area.

## 6. Conclusion

The study confirms the significant role of women entrepreneurs in advancing MSMEs and family economies. It analyzes innovative strategies and competitive advantages leveraging economic, social, and cultural potential, especially among female-led businesses. Women entrepreneurs exhibit high readiness, demonstrating confidence, opportunity identification, problem-solving skills, and responsibility. They prioritize human resources quality by involving employees in training and focusing on self-development. Regarding entrepreneurial digitalization, women entrepreneurs show a positive attitude towards technology, effectively using social media and leveraging technology for business growth. Innovation performance is evident through their engagement with innovation concepts, creativity, and the development of new ideas. Competitive advantage strategies include prioritizing innovation, product quality, marketing planning, opportunity recognition, and business responsibility. Overall, women entrepreneurs display a favorable profile in readiness, HR quality, technology adoption, innovation, and competitive strategies. Government support and collaboration are seen as crucial for sustainable business growth.

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