

SYSTEMATIC MAPPING STUDY: STRATEGIC ENTREPRENEURSHIP IN MSME BUSINESS DEVELOPMENT



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Abstract

Micro, Small, and Medium Enterprises (MSMEs) have an important role in driving the economy in Indonesia. However, in the dynamic business development and technological developments that occur, to survive in the flow of business competition, the right strategy pattern is needed, to maintain existence in competition and business development. This study aims to provide an overall picture of the results of systematic mapping from strategic entrepreneurship studies based on articles obtained from the Scopus electronic database. This research is a secondary study using the systematic mapping study (SMS) method. Based on the results of systematic mapping, provides findings that the number of publications on strategic entrepreneurship studies is still small and has not varied in its development. The publication of strategic entrepreneurship only started in 2001 as many as 1 scientific article, the highest increase occurred in 2019 and 2020 as many as 6 articles each. The country that dominates the publication is Europe, namely France. The most widely used approach is the quantitative approach with survey methods. The type of research studied is evaluation research with the most focus being small-medium firms, namely MSME actors who are defined as organizations that have the potential to develop sustainably. This research can be useful for academics and practitioners as a first step in conducting research on strategic entrepreneurship and in setting this strategy for MSME actors for business development which ultimately can also help the country's economy.

Keywords: Strategic Entrepreneurship, Systematic Mapping Study, Business Development, Sustainable Business, MSME

INTRODUCTION

The development of Micro, Small, and Medium Enterprises (MSMEs) has a very vital role in supporting the Indonesian economy. As the backbone of a dynamic economy, the MSME sector has a broad positive impact, covering various aspects of people's lives and national economic growth (Setyanto et al., 2015). According to Sarfiah (2019) in the era of globalization, with economic integration in Southeast Asia, such as economic unification (Economic Union), this region is developing into an economic community with a focus on single production, this situation requires MSMEs to be able to maintain the continuity of their existence amid global economic challenges.

The current condition of MSMEs has a positive trend with the number continuing to grow every year which has a positive impact on the Indonesian economy. Quoting from data from the Ministry of Cooperatives and SMEs of the Republic of Indonesia in terms of the number of units, in 2017 MSMEs dominated as much as 99.99% (62.9 million units), while large businesses only reached 0.01% or around 5400 units. Micro enterprises showed a significant contribution by absorbing around 107.2 million workers (89.2%), while small enterprises reached 5.7 million (4.74%), and the number of medium enterprises was as much as 3.73 million (3.11%). Meanwhile, large businesses absorb a workforce of around 3.58 million people. From this data, it can be concluded that in total, MSMEs in Indonesia play a role in absorbing around 97% of the national workforce, while large businesses account for around 3% of the total national workforce. This proves that the impact and contribution of MSMEs are very large in reducing the unemployment rate in Indonesia. With the increasing involvement of workers in MSMEs, it will help reduce the amount of unemployment in Indonesia (Marlinah, 2020).

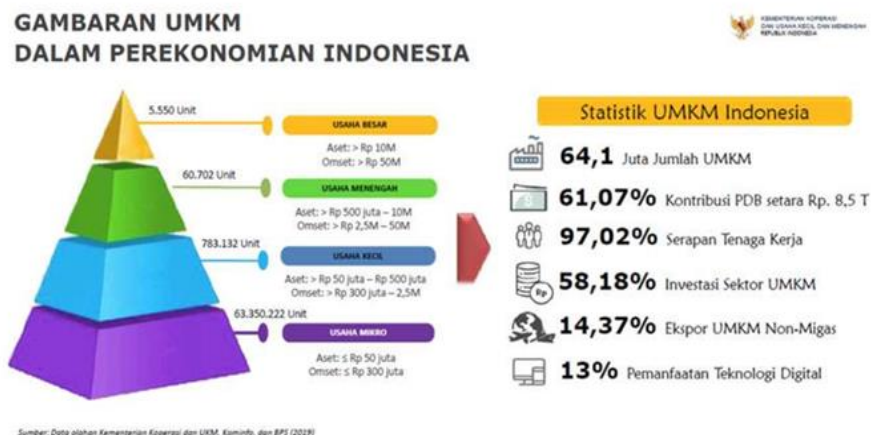


Figure 1
The Role of MSMEs in the State Economy

Source: Processed Data Ministry of Cooperatives and SMEs, Ministry of Communication and Information, dan BPS (2019)

Figure 1 shows data on the role of MSMEs in 2019, it can be interpreted that MSMEs can build the Indonesian economy, but the sustainability of this growth needs to be maintained and continued with a sustainable strategy. In the face of increasingly complex and rapidly changing market dynamics, such as one of the events that affect the world, namely the Corona Virus Disease-19 (COVID-19) pandemic which greatly disrupts the country's economic growth, causing social restrictions and lockdowns, declining economic activity, negative economic growth, labor crises, budget and debt deficits, global uncertainty, and business paradigm shifts that are one of the focuses main in maintaining the economic growth of the Indonesian state and of course direct MSME players who experience a decline in profits (Yuliaty et al., 2020).

According to Hendrati et al (2024), the economic crisis due to the Covid-19 pandemic will produce several different economic recovery patterns. The affected country is Indonesia, where MSMEs are the foundation of the country's economy. Based on information from the Ministry of Cooperatives and SMEs, there were 64,194,057 MSMEs in Indonesia in 2018 employing 116,978,631 people. Based on records in mid-April 2020, 37,000 MSMEs stated that this pandemic had a very negative impact on MSMEs.

Therefore, MSME entrepreneurs need to adopt an innovative and proactive approach to ensure the continuity, growth, sustainability, and business balance carried out by MSMEs

to help and contribute to the Indonesian economy. This requires MSME actors to be able to make strategies and find solutions to every obstacle they experience. One paradigm that has great potential to provide guidance in facing these challenges is the concept of strategic entrepreneurship (Hitt et al., 2011).

Strategic entrepreneurship is a company's effort to exploit current competitive advantages while exploring innovations that will be the foundation for future competitive advantage, this concept is important because effective strategic entrepreneurship practices produce companies that can form a balance between opportunity-seeking (exploration) and profit-seeking (exploitation) behavior (Ireland et al., 2003). In the context of MSMEs, strategic entrepreneurship can be the key to developing MSME businesses in a sustainable and balanced way.

Based on the above phenomenon, it can be understood that the concept of strategic entrepreneurship is a very important discussion of its existence as a strategic concept that every MSME must have to continue to survive, develop, and help the Indonesian economy. This is the main challenge for every MSME to be able to implement its strategy to grow. If MSMEs only focus on finding new businesses but ignore efficient exploitation in the context of real-life businesses, then such opportunities are very difficult to realize for future growth and profitability (Hitt et al., 2011).

A strategic entrepreneurship, strategy creates value through a balanced integration between the actions of seeking opportunities and seeking profits (Ireland & Webb, 2007). That is, since balanced actions, focused on growth, allow effective utilization of existing business opportunities, simultaneously creating new opportunities in the business world. To define balance, according to Ireland. R.D. & Webb (2007) define it as an approach in which companies simultaneously optimize the utilization of their current competitive advantages and explore future opportunities through actions that focus on exploitation and exploration.

The balance between the act of seeking opportunities and seeking profits in strategic entrepreneurship makes it a major factor in the continuity and welfare of a system in entrepreneurship (March 1991) and it is necessary to understand how this balance utilizes the company's resources and competencies related to internal and external factors. Therefore, a

decent balance between entrepreneurial strategy and action is something that every MSME must consider in running its business to be able to continue to develop and grow.

With all the above considerations, the study of strategic entrepreneurship is very important to know the latest developments from the results of existing scientific literature and because there is no systematic study research or review research on the concept of strategic entrepreneurship. Empirical research on the concept of strategic entrepreneurship is still limited due to the difficulty in operationalizing the concept and its theoretical ambiguity. For example, there is a lack of clarity about what organizational routines can be considered part of strategic entrepreneurship and how these elements can be objectively measured. Most research that has been done in the field of strategic entrepreneurship tends to focus on large companies, which causes minimal attention to small and medium enterprises (Shirokova et al., 2013). Overall, empirical research on strategic entrepreneurship requires further efforts to address its operational challenges and theoretical ambiguities. Increased focus on small and medium-sized enterprises and inclusivity in a variety of economic contexts can increase the generalization of research findings and their relevance.

This research aims to explore it, and identify strategic entrepreneurship that is effective in overcoming obstacles to MSME development and increasing their competitiveness. By understanding how the principles of entrepreneurship can be implemented practically in an MSME environment, we can develop a more comprehensive view of how micro and small entrepreneurs can be significant agents of change in the local economy. This research also aims to form a further research background and gain deeper insight into the study of strategic entrepreneurship. Researchers use the systematic mapping study method. To find articles about strategic entrepreneurship, researchers use the Scopus electronic database.

LITERATURE REVIEW

The study of strategic entrepreneurship is very important to know the latest developments from the results of existing scientific literature because there is no systematic study research or review research on the concept of strategic entrepreneurship. Empirical research on the concept of strategic entrepreneurship is still limited due to the difficulty in operationalizing the concept and its theoretical ambiguity. For example, there is a lack of

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On the other hand, strategic entrepreneurship is an integration of strategic management and entrepreneurship (Hitt et al., 2011). Previous research in strategic management has hardly addressed entrepreneurship as a strategic factor in an organizational context (Andrew, 1961; Ansoff, 1963; Chandler, 1962). However, these theories evolve through complexity in the competitive landscape in pursuit of competitive advantage (Porter, 1985), which today is increasingly coming into contact with the entrepreneurial perspective as a new domain in the business landscape. Strategic entrepreneurship is expected to explain value and wealth creation through the identification of opportunities, ultimately ensuring business development and competitive advantage (Hitt et al., 2011).

In the input dimension includes aspects of the environment, organization, and individual resources. The strategic entrepreneurship process requires companies to act entrepreneurship in managing resources, including protecting and optimizing the use of existing resources, as well as exploring new resources to create added value. The concept of resource orchestration is the focus of recent research, which suggests that effective strategic entrepreneurship requires organizational leadership capable of accessing, organizing, and optimizing resources for maximum benefit (Chirico et al., 2011; Ndofor et al., 2011; Sirmon et al., 2007).

This study expands the understanding that has been developed in strategic entrepreneurship related to strategic management that competitive advantage in business development, other research shows that the main factor in determining a company's ability to create wealth value in business development for stakeholders and society is an effective competitive position (Ketchen et al., 2007).

Kuratko et al., (2001) combined entrepreneurship with strategic management can improve and accelerate a firm's progress towards their goals, with both concepts potentially predicting better firm performance. While strategic management is focused on innovation and sustainable organizational growth, consisting of formulating plans to manage external opportunities and threats as well as internal strengths and weaknesses of the company, it also includes strategic thinking in search of new sources of competitive advantage that result in business development (Kuratko & Audretsch, 2009).

In strategic entrepreneurship, business development is seen as a process that involves combining innovative business strategies and measurable risk-taking skills. According to experts in strategic entrepreneurship, business development success indicators cover several aspects that are typical for a dynamic and challenging business environment. One of the main indicators is the company's ability to create significant added value through product or service innovation. This includes a firm's ability to identify new opportunities, develop unique solutions, and dominate the market in a profitable way (Hicks, N., & Streeten, P., 1979).

In addition, Hanusch, M. (2011) argues that in strategic entrepreneurship, business development success indicators also involve the company's ability to expand coverage and strengthen its competitive position. This could be reflected in market expansion, strategic acquisitions, or the development of mutually beneficial business alliances. In addition, success indicators also include rapid response and adaptation to changes in the business environment, including changes in technology, regulatory policies, and competitor behavior. By considering these factors, companies that succeed in strategic entrepreneurship will be able to generate long-term value and maintain their competitiveness amid intense competition.

RESEARCH METHOD

This research is secondary data using the systematic mapping study (SMS) method. SMS comes from a study literature review (SLR) (Tribis et al., 2018). SMS serves to describe research activities that have been carried out. SMS can be said to be a method that aims to get an overview of a particular research area (Zultaqawa et al., 2020).

Research Question

Research questions in SMS are much broader than in SLR to address the broader scope of the study (Kitchenham et al., 2007). The purpose of this systematic mapping study is to map the frequency of publications to determine research trends. This goal is seen in the research question (RQ) as shown (Castañer & Oliveira, 2020). The research questions of this study concentrate on categorizing topics in the field of strategic entrepreneurship.

Search Steps

The search process must be carried out as accurately as possible, the accuracy is characterized by selecting mapping data sources, creating appropriate search strings, and determining exclusion-inclusion criteria (Tahir et al., 2021). In this study, researchers used an electronic database Scopus conducted on January 22, 2024. Researchers search for keywords using the help of Boolean operators that function to synthesize into one search keyword (Ferrari et al., 2019). In this study, starting with the keyword "strategic entrepreneurship", 363 articles were found. Then this study uses the Boolean AND operator. The keywords used are "Strategy* Entrepre*" AND "SME*" with findings from 50 articles. Next, researchers determine exclusion and inclusion criteria aimed at sorting relevant articles (Petersen et al., n.d.). The inclusion and exclusion criteria formulated by the author can be seen in Table 1.

Table 1
Results of Systematic Mapping of Strategic Entrepreneurship Studies

No	Inclusion	Exclusion
1	Research that focuses on the field of strategic entrepreneurship	Papers that do not discuss the field of strategic entrepreneurship
2	English	Languages other than English
3	Only journals and "conference proceedings"	Books, book series, and trade journals
4	An article discussing strategic entrepreneurship in the context of MSMEs	Articles that discuss strategic entrepreneurship outside the context of MSMEs

Source: Data Processed, 2024

Furthermore, in Figure 2 can be seen about the stages of the research tracing process.

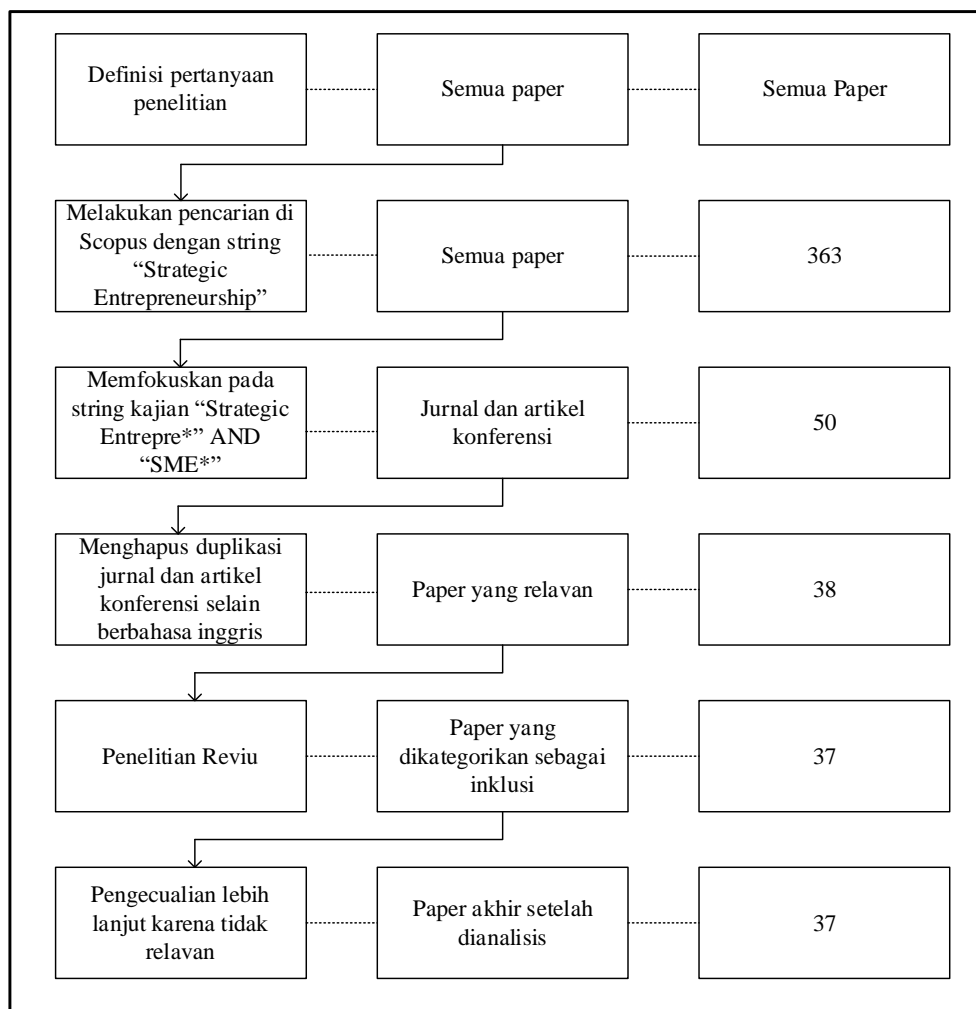


Figure 2
Stages of the Research Tracing Process
 Source: Primary Data Processed, 2024

Classification Scheme

To carry out the process of analyzing and classifying articles that are already in accordance with predetermined criteria, researchers develop a classification scheme (Petersen et al., n.d.). A clearer classification scheme process can be seen in Figure 2. There are three aspects used by researchers in classifying articles that meet the criteria. First, the author groups articles based on their research method. Second, researchers define the type of research (paper type) based on the classification presented in (R. Wieringa et al., 2006) (R.

J. Wieringa, 2014). Third, researchers identified using the keyword method (Petersen et al., 2008).

RESULTS AND DISCUSSION

Based on the results of the review that has been carried out by the author in accordance with predetermined criteria, the final findings of the literature mapping are as many as 37 articles. The author groups the results of mapping articles found using Microsoft excel with search categories focus, locus, country, methods, and paper type in Table 2.

Table 2
Results of Systematic Mapping of Strategic Entrepreneurship Studies

No	Category	Sub Category	Amount	Percentage (%)
1	Year	2001	1	3%
		2003	1	3%
		2011	1	3%
		2012	1	3%
		2013	1	3%
		2014	1	3%
		2015	2	5%
		2017	4	11%
		2018	2	5%
		2019	6	16%
		2020	6	16%
		2021	1	3%
		2022	5	14%
2023	5	14%		
2	Country	Europe	20	54%
		Asia	8	22%
		Australia	1	3%
		Africa	4	11%
		America	4	11%
3	Research focus	SE identification	19	51%
		SE Innovation	14	38%
		SE Conceptual Framework	4	11%
4	Research Locus	Small-medium enterprises (MSMEs)	28	76%
		Multinational Companies	3	8%

		IT Company	2	5%
		National Company	3	8%
		Institutions	1	3%
5	Article Type	Evaluation Research	22	59%
		Validation Research	13	35%
		Solution Proposal	2	5%
6	Research Approach	Quantitative	23	62%
		Qualitative	12	32%
		Mixed Methods	2	5%
7	Research methods	Survey	28	76%
		Case Study	7	19%
		Literature Study	2	5%

Source: Data Processed, 2024

Then in figure 3 illustrates the trend of previous strategic entrepreneurship research starting from 2001. It can be seen that the development of the concept of strategic entrepreneurship can be said to be still relatively new because it has only been widely researched starting in 2017. Based on the mapping results, research on strategic entrepreneurship continues to increase every year, although in 2018 and 2021 it had decreased, but in other years it seemed to consistently increase. The highest increase in strategic entrepreneurship research publications occurred in 2019 and 2020, which were 6 research articles each (Adel et al., 2020; Alshanty & Emeagwali, 2019; De Rosa et al., 2019; Lombardi et al., 2020; Zollo et al., 2020).

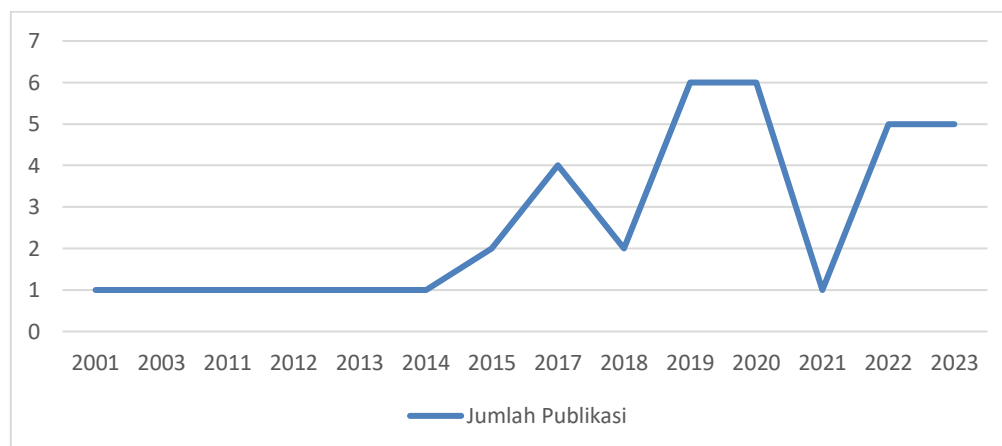


Figure 3
Results of Strategic Entrepreneurship Research Trend Mapping

Source: Primary Data Processed, 2024

Furthermore, Figure 4 illustrates the results of mapping the country of origin of scientific publications on strategic entrepreneurship dominated by countries from the European continent, including France, England, Russia, Girne-Cyprus, Spain, Germany, Norway, Ireland, Czech Republic, Finland, Italy, and Sweden. The European country that has the most scientific publications on strategic entrepreneurship is France with 4 articles. Furthermore, countries that do a lot of strategic entrepreneurship scientific publications come from Asia, namely Indonesia, Vietnam, Thailand, Malaysia, Pakistan, and Taiwan. Asian countries that publish the most strategic entrepreneurship scientific articles are Thailand and Malaysia with 2 scientific articles each (Awang et al., 2015; Sriboonlue, 2019; Sriboonlue & Puangpronpitag, 2019). Then followed by America and Africa each as many as 4 scientific articles. then the last, the country that contributes to the scientific publication of strategic entrepreneurship is Australia as much as 1 scientific article.

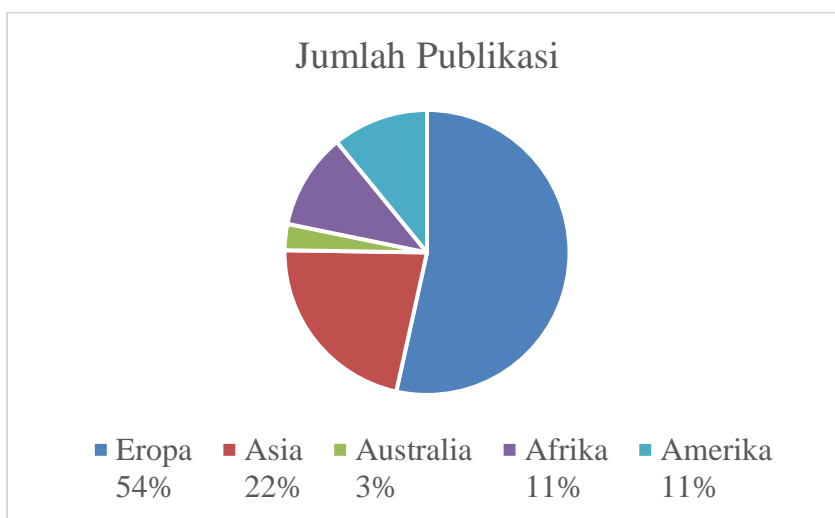


Figure 4
Results of Mapping the Country of Origin of Strategic Entrepreneurship Publication

Source: Primary Data Processed, 2024

Researchers conducted a mapping process of research focus on strategic entrepreneurship in Figure 5. The concept of strategic entrepreneurship is widely researched by focusing on identifying the concept of strategic entrepreneurship which is studied its relationship and influence with various existing variables. Details of the variables studied, namely managerial activities, business performance, entrepreneurial behaviors, psychological ownership, dynamic capabilities, competitive intensity, conceptual model,

strategic orientations, social media, strategic entrepreneurial awareness, sustaining innovation performance, entrepreneurial passion, strategic entrepreneurship practices, green entrepreneurship, strategic entrepreneurship mindset, strategic entrepreneurship leadership, and entrepreneurial value creation (Alshanty & Emeagwali, 2019; Messeghem, 2003; Shirokova et al., 2013). Other strategic entrepreneurship research focuses on innovation regarding the analysis of strategic orientation factors and sustaining innovation performance that can be maximized as an entrepreneurship strategy in accordance with the needs and conditions experienced by MSMEs. The least researched focus on strategic entrepreneurship is on the preparation of the conceptual framework of strategic entrepreneurship itself.

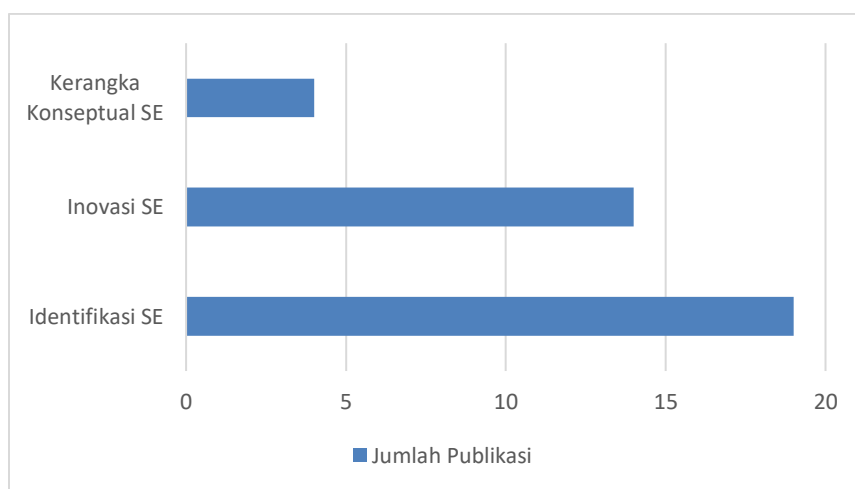


Figure 5
Results of Strategic Entrepreneurship Research Focus Mapping
Source: Primary Data Processed, 2024

Research mapping on the concept of strategic entrepreneurship based on the locus of research can be seen in Figure 6. The most researched locus on the concept of strategic entrepreneurship is small-medium enterprises (MSMEs) (De Rosa et al., 2019; Madsen, 2012; Sriboonlue & Puangpronpitag, 2019), which are MSME players who have the potential to develop sustainably using the concept of strategic entrepreneurship so that it can also help the economic growth of the Indonesian state. Furthermore, the locus of strategic entrepreneurship research is also widely carried out in organizations in various sectors, namely multinational companies and national companies, which are at least found in institutions.

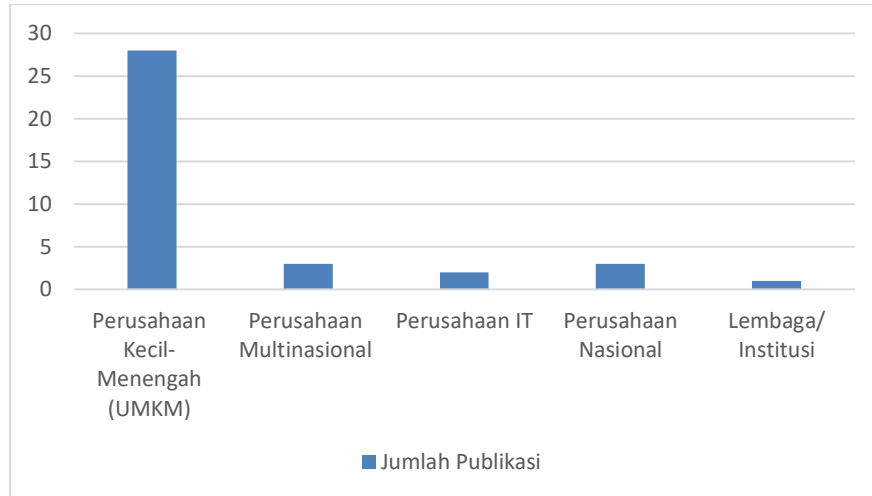


Figure 6
Results of Strategic Entrepreneurship Research Locus Mapping
Source: Primary Data Processed, 2024

An overview of mapping the types of research articles on strategic entrepreneurship can be seen in Figure 7. Based on the mapping results, the most widely carried out type of article is evaluation research (Awang et al., 2015; Madsen, 2012; Shirokova et al., 2013). In this type of research article, researchers mostly conduct research on the implementation of practice using existing theories and provide evaluations of the results of the study. Furthermore, the next type of research that is widely used is validation research, where this type of research aims to test the use of new methods that have not been implemented in practice. The type of research that is still very rarely done is a solution proposal.

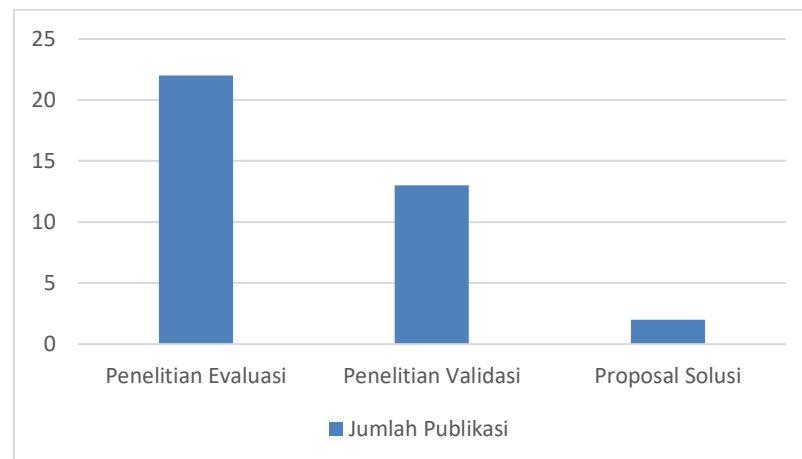


Figure 7
Results of Mapping Strategic Entrepreneurship Article Types
Source: Primary Data Processed, 2024

Mapping the concept of strategic entrepreneur based on the approach used by researchers can be seen in Figure 8. The most widely used research approaches are quantitative approaches and qualitative approaches. Researchers mostly use quantitative approaches to the concept of strategic entrepreneurship because many studies aim to examine the influence of the relationship between the concept of strategic entrepreneurship and other variables (Adel et al., 2020; Alshanty & Emeagwali, 2019; Sahaym et al., 2021). While the mixed method approach is still slightly used, which is only 5% or as many as 2 articles. In the qualitative approach to strategic entrepreneur research, as much as 35% or 12 articles show that research aimed at depth of understanding mindset is still quite a bit done compared to the qualitative approach as many as 23 articles.

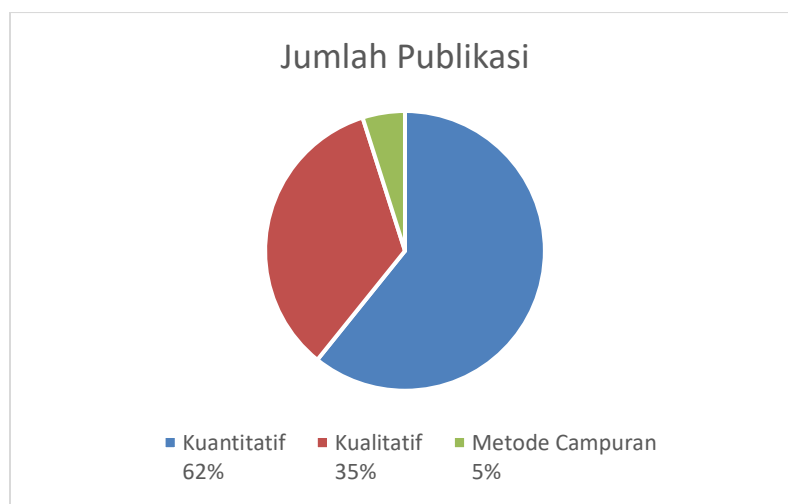


Figure 8
Results of Mapping Strategic Entrepreneurship Research Approach
Source: Primary Data Processed, 2024

Furthermore, the research describes the research mapping based on the research method in Figure 9. Based on the results of the analysis, the most widely carried out method is the survey method, which is as many as 28 articles (Adel et al., 2020; Alshanty & Emeagwali, 2019; Messeghem, 2003). While other methods, namely case studies and literature studies are still very little used, only 7 and 2 articles. Most research on the concept of strategic entrepreneurship aims to determine the influence of relationships and provide evaluations of various variables, so researchers mostly use survey methods which are then processed quantitatively to obtain research results.

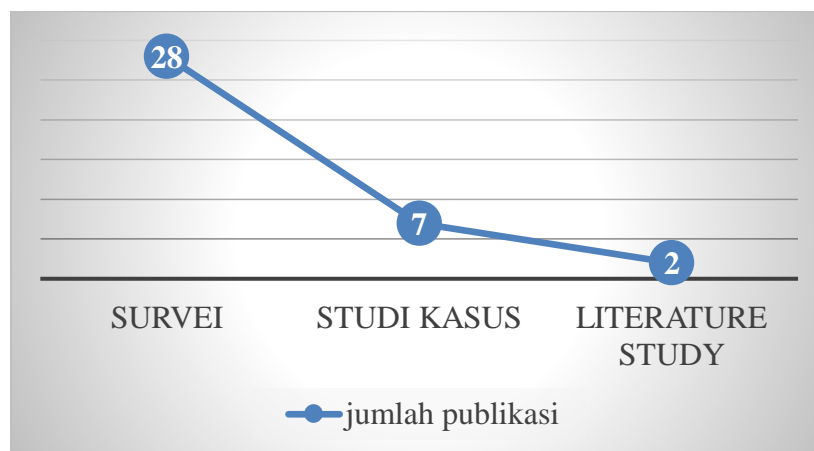


Figure 9
Results of Strategic Entrepreneurship Research Method Mapping

Source: Primary Data Processed, 2024

Based on the overall mapping results described above, the systematic mapping study (SMS) describes strategic entrepreneurship as a whole. Researchers from academia and practitioners can make this research the initial foundation of research. This study has analyzed 50 research articles from the Scopus database. After analysis, 37 articles were found to be relevant to the criteria that had been determined, and then the classification scheme was based on focus, type, and research method.

Based on these findings, research on the topic of strategic entrepreneurship is still small. The initial findings obtained by the author using the electronic Scopus database conducted on January 22nd, 2024, were 363 articles, then after being analyzed according to the criteria of inculcation and exclusion and further analyzed 37 articles were obtained. This may be because the research trend on strategic entrepreneurship only started in 2001 with as many as 1 scientific articles. Based on the mapping results, research on strategic entrepreneurship continues to increase every year, although in 2018 and 2021 it had decreased, but in other years it seemed to consistently increase. The highest increase in strategic entrepreneurship research publications occurred in 2019 and 2020, which was 6 research articles each. Countries that do a lot of research on strategic entrepreneurship are countries in Europe, some countries in Asia, and a few from Africa, America, and Australia.

From the results of the mapping as a whole, it is known that research on strategic entrepreneurship mostly uses survey methods with the dominant research objective being to

identify the relationship between strategic entrepreneurship and other variables to determine the resulting causal relationship. In addition, the survey method is also widely used in strategic entrepreneurship research which aims to analyze the factors of strategic entrepreneurship, namely utilizing current business opportunities in the most effective way and, simultaneously, MSMEs can create new business opportunities in the sense of exploiting current competitive advantages while exploring innovations that will become the foundation for future competitive advantages to further help MSMEs set innovation in strategies that generate sustainable growth and are ready to face the challenges that will occur.

This supports the findings of the most widely used approach mapping, namely the quantitative approach. Because most of the research conducted is research that aims to identify the causal relationship and influence of strategic entrepreneurship associated with other variables, researchers mostly use quantitative approaches using statistical techniques in conducting their research.

From the type of article, research on strategic entrepreneurship is dominated by the type of evaluation research. Most of the research carried out uses existing theories and provides an evaluation of the research carried out based on each existing research phenomenon. The dominant locus of destination in strategic entrepreneurship research is medium-small companies, namely MSME actors who are defined as organizations that have the potential to develop sustainably.

CONCLUSION

The business world will continue to evolve with the development of time and technology. All business organizations (MSMEs) will continue to face increasingly dynamic challenges. To be able to survive and adapt, all MSMEs will compete in finding opportunities and creating innovations as their main strategy in competing. On the other hand, MSMEs have an important role in driving the economy in Indonesia. Strategic entrepreneurship is a strategy that must be formed by every MSME in facing all these challenges.

This study aims to provide an overall picture of the study of strategic entrepreneurship based on articles obtained from the electronic database, Scopus. This research can be useful

for academics and practitioners as a first step in conducting research on strategic entrepreneurship in determining its strategies for an MSME organization.

Based on the results of the study, research on strategic entrepreneurship can be said to be still little done. The final number of articles systematically mapped by researchers amounted to 37 articles. Research on strategic entrepreneurship itself only began in 2001 as many as 1 scientific article, the highest increase occurred in 2019 and 2020 as many as 6 articles each. Countries that research a lot of the concept of strategic entrepreneurship come from Europe. Then followed by Asian countries and the rest are only slightly studied by African, American, and Australian countries.

In addition to the small number of studies, research on strategic entrepreneurship is also very dominated by survey methods, quantitative approaches, and types of evaluation research articles. While the most widely used research focus is the identification of the concept of strategic entrepreneurship itself which is associated with various other variables to determine the relationship of causal influence. The most dominant locus is small-medium companies, namely MSME actors who are defined as organizations that have the potential to develop sustainably.

The results of this systematic mapping research provide findings that research on the concept of strategic entrepreneurship still needs to be developed. Research with this type of solution proposal is still very little done. With the importance of the concept of strategic entrepreneurship for the sustainability of MSME organizations in the future which can greatly affect the country's economic growth, studies on strategic entrepreneurs will certainly be more developed in the future.

Then regarding the limitations and future research, in the process, of course, there are limitations to this study, namely the search for articles carried out by researchers is only sourced from Scopus so it does not include various other electronic databases of articles. In addition, researchers also only use articles from journals and articles from conferences in English. For this reason, researchers suggest that other researchers use various other electronic database sources so that the resulting research is more comprehensive and representative of the actual situation.

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