



Systematic Review of Sustainable Competitive Advantage Factors of SMEs in The Creative Industry

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Abstract

A sustainable competitive advantage refers to a combination of characteristics and capabilities that allow a business to fulfill customer needs more effectively than its competitors. It encompasses elements that enable a company to produce goods or services of superior quality or at a lower cost than others. These advantages help businesses achieve higher sales or profit margins in the market. This literature review aims to examine and identify various factors contributing to the development of sustainable competitive advantage in the creative industry, a topic that has gained significant importance and widespread attention. This research employs a systematic literature review (SLR) approach to investigate these factors in the context of creative industries. Using the SLR approach and the PRISMA framework, this research identified, evaluated, and synthesized 27 relevant articles from the Scopus and IEEE Xplore databases, published between 2014 and 2024. These articles contain results about the factors and problems that can influence sustainable competitive advantage in creative industries with relevant fields, such as social, economic, and technical. A total of 19 factors were found that influence sustainable competitive advantage. All these factors are important, but production quality, environmental friendliness, finance, innovation, consumer behavior, and human resources are the most prominent. This meta-analysis provides valuable insights and serves as a foundation for advancing efforts to promote the implementation of competitive advantage practices.

Keywords: *Factors, Sustainable Competitive Advantage, Creative Industries, PRISMA, Quality, Finance*

INTRODUCTION

A sustainable competitive advantage refers to a combination of characteristics and capabilities that allow a business to fulfill customer needs more effectively than its competitors. It encompasses elements that enable a company to produce goods or services of superior quality or at a lower cost than others. These advantages help businesses achieve higher sales or profit margins in the market. A competitive advantage can come from various things, from cost structure, branding, product quality, and customer service. Identify two basic types of competitive advantages that a company can enjoy: low cost or differentiation. These competitive advantages, combined with the scope of the company's activities (target market), create three generic competitive positions: low cost, differentiation, and focus. (Porter, 1985)

Small and medium enterprises (SMEs) in the creative industry sector play a crucial role in driving economic growth and innovation. SMEs not only make a major contribution to job creation and gross domestic product (GDP), and play an active role in stimulating creativity and preserving and developing culture. Collaboration between SMEs and the creative sector reflects various dynamics that can improve operational efficiency and expand market access. SMEs play a vital role in the economy, contributing approximately 10% to global gross domestic product (GDP), a figure equivalent to that of the agricultural sector (Kulmaganbetova et al., 2024). The process of classifying and operationalizing SMEs in the creative industry presents various challenges that

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impact the level of recognition and support received (Pratt & Virani, 2015). Managing creativity within these companies is complex because creativity is often influenced by internal organizational culture and external economic conditions (Banks et al., 2002). On the other hand, although SMEs are considered to play an important role in encouraging creativity, excessive focus on the creative aspect can sometimes actually hinder the achievement of commercial success. Therefore, a balanced management strategy is needed to overcome this.

The competitiveness of a product, company, or industry depends not only on production capability (the ability to produce products at low cost) but also on a combination of the goal (mission) and the efforts (policies) taken to achieve it. These efforts, often referred to as competitive strategy, involve aspects of manufacturing, product lines, research and development, as well as finance, marketing, target markets, sales, distribution, procurement, and workforce management (Marwan et al., 2019; Adamik & Nowicki, 2019).

A nation achieves a competitive advantage when its businesses are competitive. The competitive advantage of a country is determined by its capacity to innovate and enhance its capabilities. Companies develop competitive advantages because of pressures and challenges, the advantages of domestic competition, strong domestic suppliers, and robust local market demand. Competitive success is influenced by factors such as variations in national values, culture, economic structures, institutions, and historical context (Rifqi et al., 2024). Businesses can attain competitiveness through innovation, which encompasses advancements in technical production processes and product quality. Porter also proposed the diamond model (DM), which identifies four key determinants of a nation's competitive advantage: factor conditions, demand conditions, related and supporting industries, and the strategy, structure, and rivalry of firms (Porter & Suryanto, 2007)

In the current economic conditions, traditional industrial production has gradually declined. The swift advancement of new technologies and the growing impact of globalization are driving a significant transition from traditional production methods to a focus on services and innovation. This shift provides ample opportunities for the expansion of what is known as the "creative industries" (Pavlovaité, 2022; Proskurina et al., 2022). The creative industry, which encompasses art, business, and technology, has become a strategic approach to enhancing competitiveness, boosting productivity, creating employment opportunities, and fostering sustainable economic growth (Verhun & Bondarchuk, 2021; Yan & Lei, 2021). In principle, the creative industry develops human resources with high abilities that can be used for development. In the creative industry, labor and technology are two main factors that are used comprehensively to create high productivity (Satria, 2012; Koksharova et al., 2017; Yan & Lei, 2021). One sector with the potential to overcome the problems of unemployment and low community income is the creative industry sector (Marwan et al., 2019). Over the past 2 decades, research on and focus on cultural and creative industries have increased significantly. This is due to its potential for economic growth and its positive impact on innovation, regional competitiveness, and resilience (Gerlitz & Prause, 2021). Creative industries that transform and use creativity, skills, and intellectual property to produce goods and services by using Industry 4.0 digital technology (Deperindag Prov Banten, n.d.).

Strengthening knowledge-based creative industry clusters is seen as a basis for increasing welfare and reducing development gaps compared to developed countries (Savić et al., 2015; Verhun & Bondarchuk, 2021). SMEs can benefit from users to manage their operations, products, innovation, and growth, facilitate the achievement of goals, and implement innovation and sustainability (Lima et al., 2023; Bednár & Danko, 2020). Significant changes in the business environment have led many companies to face challenges in maintaining their competitive advantage. To regain this edge, SMEs with limited resources and a low likelihood of competing

independently must adopt strategic measures through alliance strategies. This approach is seen as the most effective solution for navigating an increasingly dynamic business landscape (Khouroh et al., 2019)

This research uses the Systematic Literature Review (SLR) method, which involves in-depth processing and analysis of previous studies. This step is an important part of conducting new research. A comprehensive and quality literature review of relevant studies provides a strong basis for researchers to make significant contributions to the development of science. By conducting this review, researchers can develop theories, map research areas better, and find gaps, limitations, and opportunities not revealed by previous studies. Therefore, a thorough literature review can be the right guide for future research development, resulting in new and valuable findings.

In the context of systematic literature reviews, it is important to consider the fundamental differences between the PRISMA method and the Narrative Review Method. PRISMA, with its structured and systematic approach, provides a clear framework for identifying, evaluating, and synthesizing evidence objectively, thereby minimizing the risk of bias and enhancing transparency (Moher et al., 2009). Conversely, the Narrative Review Method offers greater flexibility, allowing researchers to explore broader contexts and perspectives regarding the topic being studied, but with a higher risk of subjectivity and potential bias (Greenhalgh, 2014). Therefore, PRISMA was chosen for this research. PRISMA is characterized by its highly detailed and transparent structure, allowing researchers to consistently convey the study selection process, results, and interpretation in a way that is more accessible to readers. PRISMA helps improve the quality of reporting by providing a structured checklist, which minimizes bias and enhances replication.

This method identifies, evaluates, and analyzes all relevant findings related to a specific research topic to address the research questions. The research questions are as follows:

“What factors influence the sustainable competitive advantage of SMEs in the creative industry?” - RQ 1

“What factors significantly influence the sustainable competitive advantage of SMEs in the creative industry?” - RQ2

“What methods are used to collect data on sustainable competitive advantage factors of SMEs in the creative industries?” - RQ3

“What are the problems or issues found in research on the factors influencing the sustainable competitive advantage of SMEs in the creative industry?” - RQ4

“What are the results of the research on the factors influencing the sustainable competitive advantage of SMEs in the creative industry?” - RQ5

Literature review aims to explore and identify various factors that influence the development of sustainable competitive advantage in the creative industry, which is an important topic that has received widespread attention. This review attempts to collect, study, and synthesize findings from various related literature sources to identify and understand crucial factors that drive or hinder the implementation of competitive and sustainable advantages. The findings of this review are anticipated to deliver a thorough understanding of the key components that should be considered to enhance and evolve the concept of competitive and sustainable advantage in the future.

LITERATURE REVIEW

Sustained competitive advantage (SCA) is critical for organizations seeking to maintain long-term success in the competitive landscape. Various factors contribute to achieving SCA, including organizational agility, innovation, and effective use of technology. The following sections outline these key aspects. Organizational agility refers to a company's ability to quickly adapt to market changes. Research shows that organizational agility significantly influences SCA, especially in the tourism sector, where adaptability is critical to responding to customer needs and market dynamics (Örücü et al., 2024). A culture of innovation is critical to maintaining a competitive advantage because it allows companies to differentiate their offerings and improve processes. The integration of advanced information technology improves operational efficiency and customer engagement, further strengthening the company's competitive position (Sinaga et al., 2022). Unique resources, such as intellectual property and brand reputation, are difficult for competitors to imitate, providing a lasting advantage in the marketplace. Companies must effectively combine resources to develop core competencies that support sustainable competitive advantage (Sokhan & Popovskiy, 2023).

A conceptual framework linking sustainable competitive advantage (SCA), creative industries, and small and medium enterprises (SMEs) highlights the importance of integration between intellectual capital, environmental innovation, and strategic alliance formation. This approach explains how SMEs can optimize their resources and unique capabilities to face competition more effectively. Intellectual capital, which includes human, structural, and relational assets, plays a key role in SMEs' achieving sustainable competitive advantage (SCA). The existence of this capital supports the ability of SMEs to innovate and adapt and encourages an entrepreneurial spirit within the company, which ultimately strengthens their competitiveness in the market (Vătămănescu et al., 2019; Kadir et al., 2018).

The PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analysis) framework is essential for improving the transparency and quality of systematic reviews in various fields. It provides a structured approach to reporting, ensuring that systematic reviews are comprehensive and reproducible. PRISMA offers a standardized checklist that guides researchers in reporting systematic reviews, which is critical for maintaining consistency across studies. By adhering to PRISMA guidelines, researchers can improve the quality of their reviews, making them more reliable for end users (Elsman et al., 2024). PRISMA was applied to analyze customer engagement in digital marketing, revealing the importance of relationship quality and technological innovation (Attaoui & Gaber, 2024).

The competitive advantage of creative industries is defined by several interrelated concepts that emphasize innovation, market orientation, and the role of creativity. These elements are critical for organizations to differentiate themselves and thrive in a rapidly changing marketplace. The following sections outline the key concepts that contribute to this competitive advantage. Innovation is critical for maintaining relevance in creative industries. Companies must develop unique and original products to attract consumers and differentiate themselves from competitors. Continuous innovation fosters a culture of creativity, which is critical to improving organizational performance and achieving competitive advantage (Anjaningrum & Sidi, 2018; Ribek et al., 2022). A system dynamics (SD) model for sustainability management was developed, guided by a dynamic capabilities (DC) perspective. DC has been suggested as a crucial organizational theory for achieving a sustainable competitive advantage (Bayu et al., 2022).

RESEARCH METHOD

This study is a systematic literature review on sustainable competitive advantage factors of the creative industry, employing the Systematic Literature Review (SLR) method and adhering to the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analysis) guidelines. This research method includes the following steps: Identifying relevant keywords and developing effective search strategies to gather related studies from Scopus and IEEE Xplore databases is crucial for conducting a comprehensive literature review. Conduct study selection based on established criteria by following the PRISMA process (identification, screening, eligibility, and inclusion). Factors that can influence sustainable competitive advantage in the Creative Industry. problems or issues found in research on sustainable competitive advantage factors in the creative industry, research results on sustainable competitive advantage factors in the creative industry by implementing these steps, a systematic literature review can be conducted in a comprehensive, transparent, and structured manner to explore and synthesize evidence from previous studies related to sustainable competitive advantage. The PRISMA approach will facilitate a clear and systematic reporting of the literature review process and its results (Page et al., 2021).

This research begins with the planning stage to conduct a systematic literature review, followed by the implementation stage, and ends with the reporting stage, which produces a research report (Kitchenham & Brereton, 2013). Limitations and Entry Criteria data can be said to be accurate or not if it meets the following criteria: The data used uses the time range 2014-2024. Data were obtained from Scopus and IEEE Xplore sources. Data only correspond to research topics with fields of study: Social, economic, and engineering, and the selected data are in the form of articles and proceedings. The inclusion and exclusion criteria can be seen in Table 1.

Table 1. Inclusion and exclusion criteria

	Criteria	Rationale of the criteria
1	The publication that has researched the sustainable competitive advantage of the creative industry in SMEs	These criteria provide a more thorough understanding of the concept of sustainable competitive advantage for SMEs in the creative industry, enabling them to achieve greater success.
2	Articles that focus on the creative industry encompass areas such as the engineering field	Engineering provides important technological knowledge that supports creative industries, enabling the development of innovative products and services (Thongmuang, 2019).
3	Articles discussing the creative industry include: the social field	The creative sector encourages community participation and involvement, addressing social problems through innovative practices. It plays an important role in the transformation of sociocultural practices by adapting to technological advances and societal needs (Kopievska et al., 2023).
4	Articles discussing the creative industry include: the economics	Ongoing research shows the need for further exploration of the role of creative industries in economic resilience and cultural preservation (Gubanov, 2024).

FINDINGS AND DISCUSSION

This process identifies the latest keywords in the literature and helps researchers understand trends and advances in their respective fields (Wang et al., 2020). Keywords are

essential for situating research within a broader scientific discourse and facilitating connections between related studies (Kagan, 2024). Therefore, the formulated keyword string consists of two categories of keywords currently identified in the literature, namely: Sustainable» and its synonyms and «Competitive Advantage» and its components or synonyms, and «Creative Industries» or its components or synonyms, «SMEs». This method attempts to obtain search results that are not separate. The choice of this search engine was intended to obtain scientific literature with a reputation indexed by Scopus, as shown in Figure 1.

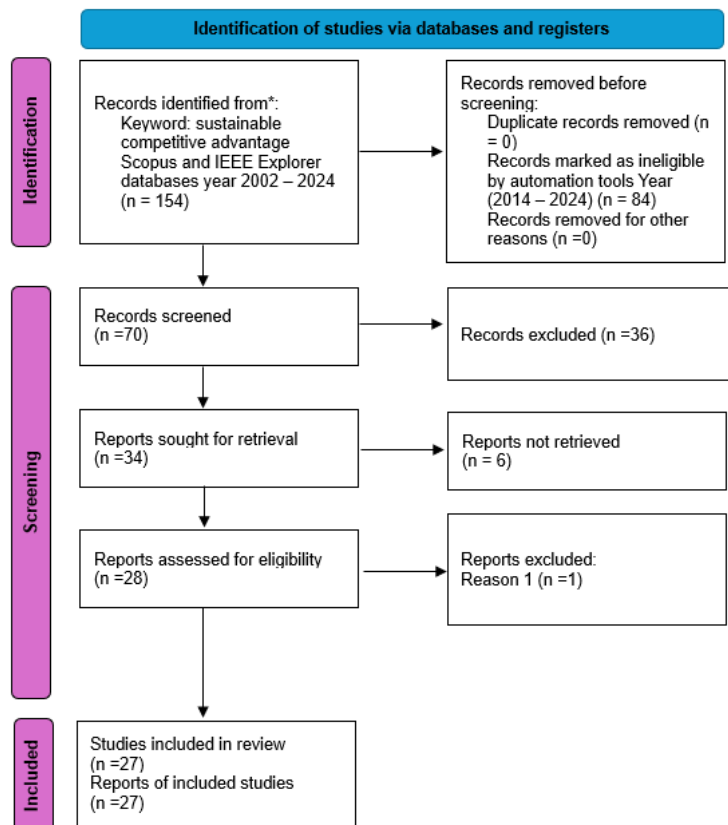


Figure 1. The Process of searching, retrieving, and selecting information

From Figure 1, it can be explained that the articles relevant to the theme of this research are 154 articles that come from Scopus and IEEE Xplore. They were screened using the years 2014 - 2024, and as many as 84 did not meet the requirements. Therefore, the data obtained for that year included 70 articles. Of the 70 articles analyzed and assessed to identify the most relevant articles to the research objective of small and medium-sized creative industry businesses, 34 articles were found to be appropriate. The Report Search was not taken, 6 articles were obtained that were not appropriate because the object being studied was not a small and medium business, and there was 1 article that was excluded because the research conducted was only the ability of small and medium businesses (SMEs) to utilize value so that the total articles reviewed in this study were 27 articles on table 2. The Vos viewer results obtained using the Vos viewer application showed that there were 40 keyword items in the publication titles that had been researched. From the items obtained, the 10 largest items from the existing research are shown in Figure 2.

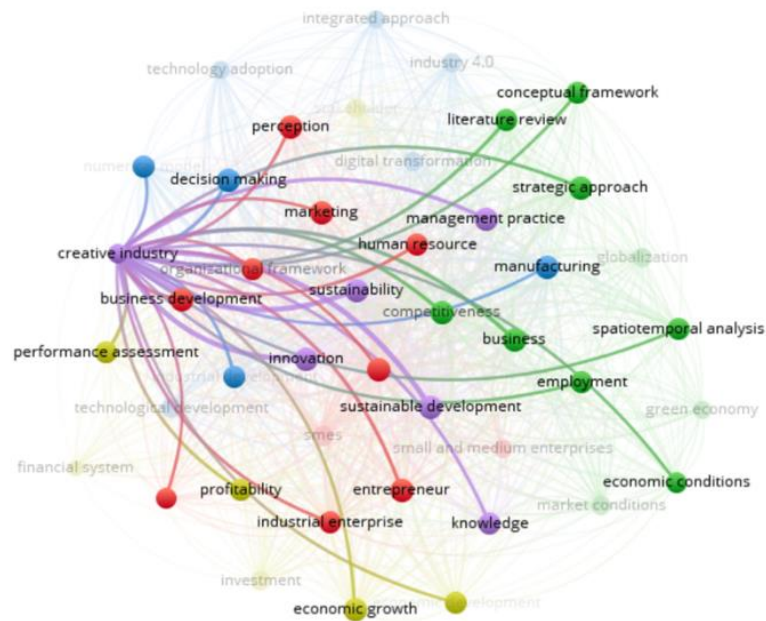


Figure 2. Bibliographic coupling of journals
Source: Vosviewer

Table 2. Grouping Results Based on Journal/Proceeding Type

No	Year	Journal/Proceedings	Amount
1	2014	Social Responsibility Journal	1
2	2016	International Journal of Applied Business and Economic Research	1
3	2016	Journal of Global Mobility	1
4	2018	Textile Industry	1
5	2018	International Conference on High Technology for Sustainable Development	1
6	2019	Journal of Management Information and Decision Sciences	1
7	2019	Sustainability (Switzerland)	2
8	2019	International Journal of Scientific and Technological Research, 117,	1
9	2020	Sustainability (Switzerland)	1
10	2020	Emerald Emerging Markets Case Studies	1

No	Year	Journal/Proceedings	Amount
11	2020	The Proceedings of the Annual Hawaii International Conference on System Sciences	1
12	2020	Journal of Management Information and Decision Sciences	1
13	2020	International Journal of Tourism Research	1
14	2021	IEEE Transactions on Engineering	1
15	2021	Current Tourism Issues	1
16	2021	IOP Conference Series: Earth and Environmental Science	1
17	2022	IEEE Transactions on Engineering	1
18	2022	Journal of Environmental Protection and Ecology	1
19	2022	International Journal of Sustainable Development and Planning	1
20	2022	LocalEnvironment	1
21	2023	Heritage and Sustainable Development	1
22	2023	Journal of Law and Sustainable Development	1
23	2024	IEEE Transactions on Engineering	2
24	2024	IEEE Access	1
25	2024	Uncertain Supply Chain Management	1

The results of the study using 27 journals showed that the factors that influence sustainable competitive advantage in the creative industry include market trends, production quality, online presence, use of technology, environmental friendliness, finance, creativity, innovation, consumer behavior, product design, government policy, development strategy, education, strategic alliances, organizational culture, human resources, sales, and business perception. The 19 factors are proven to have a significant and positive influence on sustainable competitive advantage in the creative industry, on Table 3.

Table 3. Factor Affect

No	Factors affecting	Article Source
1	Market Trends	(Chrysakis et al., n.d. ; Pasaribu et al., 2023)

No	Factors affecting	Article Source
2	Production Quality	(Kauffmann et al., 2019; Li et al., 2022; Pasaribu et al., 2023; Shu, 2022)
3	Online Presence	(Pasaribu et al., 2023)
4	Technology Utilization	(Khomah et al., 2021; Kusuma et al., 2023)
5	Environmentally friendly	(Khouroh et al., 2019b; Kusuma et al., 2023; Muafi & Roostika, 2022)
6	Financial	(Ginting, 2020; Khouroh et al., 2019b; Kusuma et al., 2023; Li et al., 2022)
7	Creativity	(Elidemir et al., 2020; Robertson et al., 2020)
8	Innovation	(Elidemir et al., 2020; Fan & Feng, 2019; Li et al., 2022; Silva et al., 2021; Tronvoll, 2020; Vafaei-Zadeh et al., 2024)
9	Consumer Behavior	(Chrysakis et al., n.d.; Elidemir et al., 2020; Kauffmann et al., 2019)
10	Product Design	(Shu, 2022)
11	Government policy	(Fan & Feng, 2019; Khomah et al., 2021)
12	Development Strategy	(Blind & Mangelsdorf, 2013; Muafi & Roostika, 2022; Robertson et al., 2020)
13	Education	(Curda, 2021)
14	Strategy Alliance	(Khouroh et al., 2019b)
15	Organizational culture	(Ginting, 2020; Muafi & Roostika, 2022)
16	Human Resources	(Ginting, 2020; Muafi & Roostika, 2022; Tronvoll, 2020)
17	Sale	(Chrysakis et al., n.d.)
18	Business Perception	(Khomah et al., 2021; Li et al., 2022)
19	Supply Chain	(Li et al., 2022; Nayal et al., 2024)

Market trends, production quality, online presence, use of technology, environmental friendliness, finance, creativity, innovation, consumer behaviors, product design, government policy, development strategy, education, strategic alliances, organizational culture, human resources, sales and business perception are significant factors in sustainable competitive advantage in the creative industry. However, the most significant factors state that production quality, environmental friendliness, finance, innovation, consumer behaviors and human resources are factors that can be said to provide the best contribution and where it was found from 3 journals that stated that they had a significant or positive influence on sustainable competitive advantage in the creative industry, as seen in figure 3.



Figure 3. Worldcloud Of Significant Factors

Source: Google Colab

The results of the 27 reviewed journals show that all studies used quantitative methods. Data collection for each study was conducted using a questionnaire. Descriptive statistics and structural models were used for data analysis. In addition, the role of Big Data analytical capabilities, Internet-of-Things capabilities, and innovation capabilities is a key factor supporting the achievement of excellence (Vafaei-Zadeh et al., 2024). The combined effect of Lean Six Sigma practices, dynamic capabilities, and Industry 4.0 adoption on sustainable competitive advantage (Rifqi et al., 2024). Attempts to combine two operational research/management science methods—cognitive mapping and Choquet integral (CI) (as a non-additive measure and information integrator)—to identify and prioritize relevant criteria in evaluating SMEs' propensity toward open innovation (OI), as well as strengthening organizational ambidexterity (Silva et al., 2021).

The results of the 25 journals reviewed showed that the research used quantitative methods. Data collection for each study was carried out using a questionnaire.

Table 4. Method Use

No	Year	Journal/Proceedings	Method
1	2014	Social Responsibility Journal	Quantitative

No	Year	Journal/Proceedings	Method
2	2016	International Journal of Applied Business and Economic Research	Quantitative
3	2016	Journal of Global Mobility	Quantitative
4	2018	Textile Industry	Quantitative
5	2018	International Conference on High Technology for Sustainable Development	Quantitative
6	2019	Journal of Management Information and Decision Sciences	Quantitative
7	2019	Sustainability (Switzerland)	Quantitative
8	2019	International Journal of Scientific and Technological Research, 117,	Quantitative
9	2020	Sustainability (Switzerland)	Quantitative
10	2020	Emerald Emerging Markets Case Studies	Quantitative
11	2020	The Proceedings of the Annual Hawaii International Conference on System Sciences	Quantitative
12	2020	Journal of Management Information and Decision Sciences	Quantitative
13	2020	International Journal of Tourism Research	Quantitative
14	2021	IEEE Transactions on Engineering	Quantitative
15	2021	Current Tourism Issues	Quantitative
16	2021	IOP Conference Series: Earth and Environmental Science	Quantitative
17	2022	IEEE Transactions on Engineering	Quantitative
18	2022	Journal of Environmental Protection and Ecology	Quantitative
19	2022	International Journal of Sustainable Development and Planning	Quantitative
20	2022	LocalEnvironment	Quantitative

No	Year	Journal/Proceedings	Method
21	2023	Heritage and Sustainable Development	Quantitative
22	2023	Journal of Law and Sustainable Development	Quantitative
23	2024	IEEE Transactions on Engineering	Quantitative
24	2024	IEEE Access	Quantitative
25	2024	Uncertain Supply Chain Management	Quantitative

The results of the study of 27 journals related to problems or issues show that this study identified 19 main strategies, including market trends, product quality, and online presence, to increase competitive advantage. (Chrysakis et al., n.d.; Pasaribu et al., 2023). Companies can improve the quality of product design by using indicators of customer-perceived value. Industries can achieve sustainable development through evaluation (Kauffmann et al., 2019; Pasaribu et al., 2023; Shu, 2022). Exploring factors that influence the sustainable performance of MSMEs in the creative industry. These factors include the adoption of green IT, green innovative behavior, and financial resources. (Ginting, 2020; Khourouh et al., 2019; Kusuma et al., 2023). exploring innovative behavior, creativity, and competitive advantage in the industry (Elidemir et al., 2020; Fan & Feng, 2019; Tronvoll, 2020). Emphasizing the importance of government support and industrial innovation (Fan & Feng, 2019; Khomah et al., 2021). This the study examines Green Human Resources, competitive strategies, and the impact of organizational culture (Ginting, 2020; Muafi & Roostika, 2022; Tronvoll, 2020). Studies emphasize the importance of human, relational, and organizational capital (Ginting, 2020; Muafi & Roostika, 2022). Researchers and practitioners have emphasized the importance of analytical capabilities in the supply chain to manage risk while maintaining a competitive advantage (Nayal et al., 2024). Structured introduction and development of digital capabilities in the Digital Era is crucial for companies to achieve a sustainable competitive advantage (Li et al., 2022).

The results of this study explain several factors, such as market trends, product quality, online channels, and the TOWS matrix, that generate 11 new strategies with priorities for XYZ. These findings are supported by previous studies (Kauffmann et al., 2019; Pasaribu et al., 2023; Shu, 2022). The PSO-BP neural network effectively assesses the perceived value of clothing by customers. Enterprises can improve product design quality using customer-perceived value indicators. China's new-style clothing industry can achieve sustainable development through evaluation. The proposed framework improves the recommendation system using customer opinions. New scores based on consumer sentiment improve product rankings. Classify products based on positive, neutral, or negative features.

In the research by (Khourouh et al., 2019; Kusuma et al., 2023; Muafi & Roostika, 2022), Green IT implementation has a positive effect on green innovative behavior and competitive advantage. Strategic alliance mediates the relationship between environmental dynamics and competitive advantage, whereas environmental dynamics have no significant relationship with sustainable competitive advantage. SMEs in Indonesia have shown strength in facing economic changes. Green Human Resources, competitive strategy, and the impact of organizational culture.

In the research(Elidemir et al., 2020; Fan & Feng, 2019; Tronvoll, 2020), Employee innovative behavior mediates the impact of high-performance work practices on competitive advantage. Creativity moderates the effect of high-performance work practices on innovative behavior and competitive advantage. Su-style furniture during the Ming Dynasty had competitive

advantages in terms of style, material, and quality. Government support and consumer demand are critical to the success of the industry. A framework linking innovation platforms to business renewal, the role of actors in service innovation, resource recombination and value propositions, Complexity in defining service innovation platforms, and collaboration with other disciplines.

An innovation platform organizes collaboration between various actors for service innovation. The study's findings suggest that the business sustainability model for creative MSMEs, which considers Green HRM, personal values, environmentally conscious organizational culture, and competitive strategies, has not yet been implemented. In addition, intellectual capital plays a role in helping VCD businesses attain a sustainable competitive advantage. The knowledge management system (KMS) mediates the relationship between intellectual capital and SCA. KMS activities include the acquisition, conversion, application, and protection of information and knowledge (Ginting, 2020; Muafi & Roostika, 2022; Tronvoll, 2020).

CONCLUSION

Based on the results of the research that has been conducted, it can be concluded that the systematic literature review can analyze and provide comprehensive information for the creative industry. Several factors that influence sustainable competitive advantage were found, namely: Market trends, production quality, online presence, use of technology, environmental friendliness, finance, creativity, innovation, consumer behaviors, product design, government policies, development strategies, education, strategic alliances, organizational culture, human resources, sales, business perception, and supply chain. All these factors are important, but production quality, environmental friendliness, finance, innovation, consumer behavior, and human resources are the most prominent. Quantitative methods are used to examine the factors determining sustainable competitive advantage in the creative industry. There are several problems, such as product quality, environmentally friendly, environmentally friendly innovative behavior's Importance of Government Support, and the Industrial Innovation Environmentally Friendly Human Resources.

This systematic literature review has limitations, mainly because the keywords used are limited, and only the Scopus and IEEE Xplore databases are used for journal collections from 2014-2024. For further research, it is recommended to use a larger sample by expanding the range of keywords and journal search time. This literature review also shows that there has been no research on factors that increase sustainable competitive advantage in various sectors in the creative industry, so it is recommended that further research study this topic to provide a valid source of information to develop research on sustainable competitive advantage factors.

LIMITATION AND FURTHER RESEARCH

This study has several limitations that should be noted. First, data coverage is limited to articles indexed in Scopus during the 2013–2024 period; therefore, there may be relevant literature outside this period or a database that has not been accommodated. Second, the use of specific keywords such as “sustainable competitive advantage,” “creative,” and “industry” can limit search results, potentially excluding studies that use alternative terminology for similar topics. Third, this research only focuses on the quantitative methods used in the journals reviewed, and it does not include qualitative or mixed-methods perspectives that can provide more holistic insights.

Future research could integrate approaches from various disciplines, such as sociology, innovation management, and the digital economy, to comprehensively understand the impact of competitive advantage in the Industry 4.0 era. Since government policies were found to be one of the factors influencing sustainable competitive advantage, further studies could explore the effectiveness of these policies in different countries and regions. To deepen the findings, future studies could use specific case studies of creative SMEs in various countries to compare the

implementation of competitive advantage strategies. While these concepts highlight the strengths of creative industries, it is also important to consider potential challenges, such as the need for consistent investment in innovation and the risk of market saturation, which may hinder sustainable competitive advantage.

Several recommendations can be considered. First, we expanded the scope of the database by including other databases, such as Web of Science, ProQuest, and Google Scholar, to gain more comprehensive insights. Second, we add a longer time frame or even include literature older than 2013 to identify long-term trends in sustainable competitive advantage factors. Third, future research can integrate qualitative methods such as in-depth interviews or case studies to investigate significant factors such as creativity, innovation, and government policy in the creative industry. In addition, a mixed-methods approach can link quantitative and qualitative analyses to obtain more robust results. Finally, investigating the relationships between factors using a cross-disciplinary approach can make a significant contribution to enriching the understanding of the dynamics of sustainable competitive advantage in creative industries.

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