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Transformation Strategy of Omni-Channel Marketing (OCM) Based on Digital Innovation to Foster Sustainable Competitive Advantage for MSMEs

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ABSTRACT
Micro, Small, and Medium Enterprises (MSMEs) still rely on conventional marketing strategies that are less effective in enhancing competitiveness. According to data from the Ministry of Cooperatives and SMEs (KemenKopUKM), only 21% of MSMEs have adopted digital approaches, with remaining challenges including limited infrastructure, lack of digital skills, and minimal policy support. Omni-Channel Marketing (OCM) based on digital innovation emerges as a strategic solution to expand market reach, improve business efficiency, and create sustainable competitive advantage. In line with the President's Asta Cita Point 3, "promoting entrepreneurship," a transformative strategy for OCM driven by digital innovation is needed to help MSMEs survive and grow in an increasingly competitive global market. This study employs a quantitative approach. The sample consists of 1,000 MSMEs in Medan City, selected using purposive sampling. Data were collected through a questionnaire survey. The study uses Partial Least Squares (PLS) with SmartPLS software for data analysis. The findings indicate that the Omni-Channel Marketing (OCM) Transformation Strategy and Digital Innovation have a positive and significant effect on Sustainable Competitive Advantage. Moreover, the OCM Transformation Strategy influences Digital Innovation, and the OCM Transformation Strategy, mediated by Digital Innovation, also affects Sustainable Competitive Advantage.

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INTRODUCTION

The national economy heavily relies on the Micro, Small, and Medium Enterprises (MSMEs) sector, which contributes 60.5% to the Gross Domestic Product (GDP) and absorbs 97% of the workforce in Indonesia. According to data from the Ministry of Cooperatives and SMEs (KemenKopUKM), only 21% of MSMEs in Indonesia have transitioned to digital platforms, including those in Medan City, which still predominantly use conventional methods. Digital disruption and shifts in consumer behavior demand that MSMEs in Medan adapt to technology based marketing strategies in order to survive and grow amid increasingly fierce competition, both locally and globally.

Government Regulation No. 2 of 2021 on the digital transformation of MSMEs emphasizes the enhancement of technological capacity and market access for MSMEs, along

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with the *Proudly Made in Indonesia* (BBI) program aimed at increasing MSME engagement in the national digital ecosystem. In alignment with the President's *Asta Cita* Point 3, "promoting entrepreneurship," there is an urgent need to accelerate MSME digitalization.

However, digital illiteracy, inadequate infrastructure with limited internet access, and a lack of access to technology and financing continue to hinder MSMEs from fully leveraging digital transformation. The rapid development of the digital economy demands that MSMEs quickly adapt to the growing trend of online buying and selling (Hayes et al., 2025; Saghiri et al., 2021; Gao et al., 2024). With the proliferation of e-commerce platforms offering innovative features and services both via applications and websites MSMEs must harness technology to remain relevant and improve their competitiveness in an increasingly saturated digital market (Wang et al.,2021; Vinoth et al., 2024; Fathali et al., 2025; Zhang et al., 2024; Chaudhary et al., 2022).

The implementation of an integrated Omni-Channel Marketing (OCM) strategy based on digital innovation becomes key to enhancing operational efficiency and expanding MSMEs' market reach. By combining online and offline marketing channels, MSMEs can create more personalized and seamless customer experiences, strengthening their competitiveness in the digital era. Digital transformation significantly contributes to improving business efficiency and competitiveness (Chen et al., 2023; Jones et al., 2022; Kesenduran et al., 2024; Sorkun et al., 2020; Liu et al., 2024). Marketing strategies supported by digital tools can enhance customer experience and brand loyalty (Raza et al., 2021; Gustina et al., 2022; Killiam et al., 2024; Lazuardi et al., 2022). These digital strategies have been shown to increase revenue (Lazuardi, 2024; Nasution et al., 2023) and the integrated adoption of digital tools has a positive impact on the sustainability of MSMEs (Du et al., 2024; Arsawan et al., 2022; Pratono, 2022; Salehzadeh et al., 2024).

Considering the lack of digital literacy, limited access to technology and financing, and infrastructure shortcomings that hinder MSMEs in Medan from undergoing digital transformation, these issues highlight the urgency for a transformation strategy based on Omni-Channel Marketing integrated with digital innovation to promote the sustainable competitive advantage of MSMEs.

The novelty of this study lies in the bibliometric analysis of recent literature, revealing that over the past five years, no research has specifically focused on a transformation strategy of Omni-Channel Marketing based on digital innovation aimed at driving sustainable competitive advantage for MSMEs. This underscores the high level of novelty and the absence of similar studies.

Previous studies (Gultekin et al., 2020; Hayes et al., 2022) highlight the importance of adopting omni-channel strategies to enhance customer engagement and loyalty but fail to consider the role of digital innovation as a catalyst for strategic transformation. Research conducted by (Olazo, 2023) shows that digital innovation can effectively expand the market reach of MSMEs, but it has not directly linked it to the integration of marketing channels into a unified, sustainable strategy. Study (Le et al., 2024) emphasizes the need for adaptation to changing consumer behavior but does not discuss a systematic approach through the modeling of a digital-based OCM strategy in building sustainable competitive advantage for

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MSMEs.

This research model is interdisciplinary in nature, integrating the transformation strategy of Omni-Channel Marketing (OCM) based on digital innovation to drive the sustainable competitive advantage of MSMEs.

Theoretical Studies

Omni-Channel Marketing (OCM)

Omni-Channel Marketing (OCM) is a strategic marketing approach that integrates various communication and distribution channels to create a consistent and holistic customer experience. This strategy goes beyond merely using multiple channels it emphasizes seamless integration that allows customers to move across platforms without losing consistency in service or information. According to a study by (Piotrowicz et al., 2014) OCM integrated with digital technologies and grounded in consumer behavior insights has been proven to increase customer satisfaction and loyalty, directly contributing to the achievement of sustainable competitive advantage.

H1: The Transformation Strategy of Omni-Channel Marketing (OCM) has a significant effect on Digital Innovation.

Transformation Strategy of Omni-Channel Marketing (OCM)

OCM transformation is not limited to adopting digital channels but includes reengineering marketing and service processes through technology. A study by (Verhoef et al., 2017) indicates that channel integration quality is a major determinant of customer brand perception, influencing brand loyalty and equity. Therefore, transforming OCM requires leveraging digital innovation to manage multiple customer touchpoints, optimize the customer journey, and enhance cross channel communication effectiveness.

H2: The Transformation Strategy of Omni-Channel Marketing (OCM) has a significant effect on Sustainable Competitive Advantage for MSMEs.

Digital Innovation

Digital Innovation involves the adoption and development of new technologies, including artificial intelligence (AI), the Internet of Things (IoT), and data management systems to enhance business processes. In the marketing context, digital innovation forms the backbone of OCM integration. A study by (Zhang, et al., 2022) emphasizes that sustainability oriented digital innovation including green digitalization not only improves operational efficiency but also adds social and environmental value, aligning with the principles of sustainable business.

H3: Digital Innovation has a significant effect on Sustainable Competitive Advantage for MSMEs.

Sustainable Competitive Advantage

Sustainable Competitive Advantage refers to an organization's ability to maintain its market position over the long term through strategic uniqueness, innovation, and efficiency. In the context of MSMEs, such advantage can be achieved by integrating a digital innovation based OCM strategy, which enables rapid adaptation to market changes and shifting consumer preferences.

H4: The Transformation Strategy of Omni-Channel Marketing (OCM) through Digital

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Innovation affects Sustainable Competitive Advantage.

METHODS

This study is a quantitative descriptive research that employs numerical data processing to examine and explore the phenomena under investigation. In this context, the research aims to investigate the impact of financial management and literacy on the performance of Micro, Small, and Medium Enterprises (MSMEs) in Medan City, North Sumatra.

The population of this study includes all MSMEs operating in Medan City. A sample of 1,000 MSME actors from the region was selected as the research subjects. The sampling method used is purposive sampling, selected based on specific criteria such as:

1. MSMEs registered in Medan City.
2. MSMEs engaged in the food, beverage, and service sectors that are connected to the local economy, including those in the manufacturing sector.
3. Operating for more than 5 years.
4. Possessing a Business Identification Number (NIB).

The data analysis technique employed in this study is Partial Least Squares (PLS), a multivariate statistical method capable of handling multiple response and explanatory variables simultaneously. PLS is considered a “soft modeling” approach as it does not require strict assumptions regarding measurement scale, data distribution, or sample size.

This research utilizes SmartPLS software for data analysis due to the limited sample size. Through SmartPLS, the researcher applies bootstrapping or random duplication techniques to ensure the reliability of the analytical results. SmartPLS supports two analytical models: the inner model (structural model) and the outer model (measurement model).

RESULTS AND DISCUSSION

Outer Model Test

1. Convergent Validity

Indicators are considered valid if the loading factor is > 0.7. Based on the PLS algorithm calculation results, several indicators had loading factors < 0.7, thus requiring elimination (see Figure 2). Indicators with outer loading < 0.7 do not meet the criteria for convergent validity and should be removed. After removing these indicators and rerunning the analysis, all remaining indicators had loading factors > 0.7, in accordance with SmartPLS 4.0 standards. The final results are shown in Figure 2.

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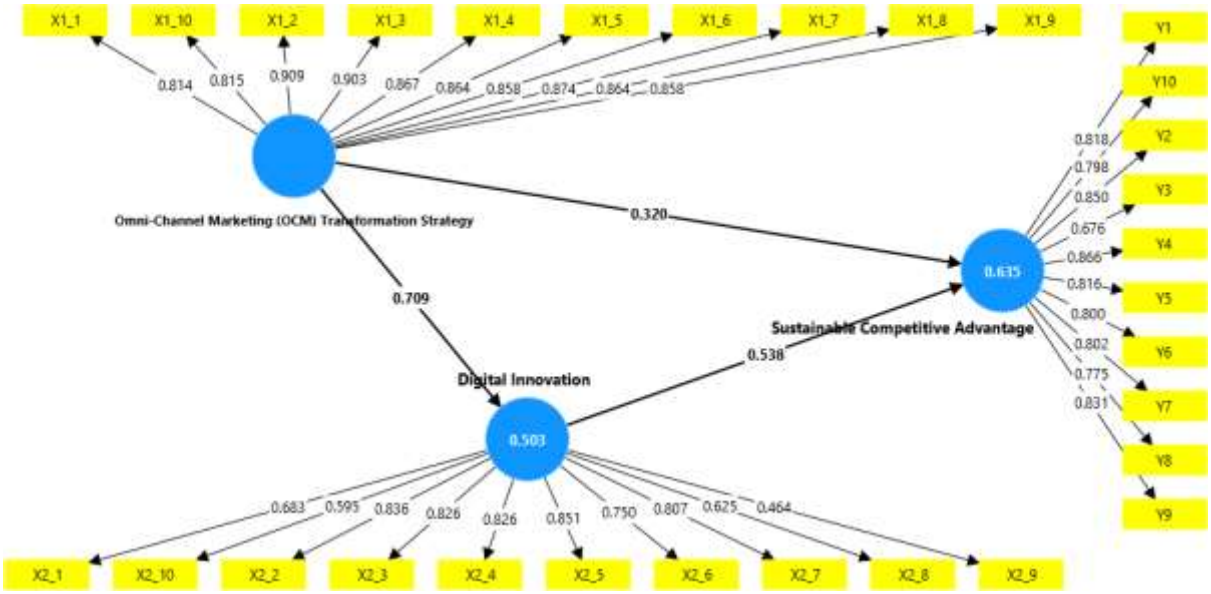

Figure 2. Factor Loading Test

2. Average Variance Extracted (AVE)

A construct is considered valid if it has an AVE value > 0.5.

Table 1. Composite Reliability

Construct	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)	Average Variance Extracted (AVE)
Digital Innovation	0.901	0.904	0.920	0.543
Omni-Channel Marketing (OCM) Transformation Strategy	0.962	0.969	0.967	0.745
Sustainable Competitive Advantage	0.940	0.945	0.948	0.648

Based on Table 1, all constructs have AVE values > 0.5, indicating that the indicators are valid for their respective constructs.

3. Discriminant Validity

Discriminant validity assesses whether each construct is uniquely related to its indicators and not to indicators of other constructs. Good discriminant validity is indicated when the cross-loading of each indicator is higher for its own construct than for other constructs.

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Table 2. Cross Loadings

	Digital Innovation	Omni-Channel Marketing (OCM) Transformation Strategy	Sustainable Competitive Advantage
X1_1		0.814	
X1_10		0.815	
X1_2		0.909	
X1_3		0.903	
X1_4		0.867	
X1_5		0.864	
X1_6		0.858	
X1_7		0.874	
X1_8		0.864	
X1_9		0.858	
X2_1	0.783		
X2_10	0.895		
X2_2	0.836		
X2_3	0.826		
X2_4	0.826		
X2_5	0.851		
X2_6	0.750		
X2_7	0.807		
X2_8	0. 25		
X2_9	0.764		
Y1			0.818
Y10			0.798
Y2			0.850
Y3			0. 76
Y4			0.866
Y5			0.816
Y6			0.800
Y7			0.802
Y8			0.775
Y9			0.831

From Table 2, it can be seen that the cross-loading values for each indicator are higher on their respective constructs than on other constructs. In addition to cross-loading, the Fornell-Larcker criterion is also used. A construct has good discriminant validity if the square root of its AVE is greater than its correlations with other constructs.

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Table 3. Fornell-Larcker Criterion

Construct	Digital Innovation	OCM Strategy	Sustainable Competitive Advantage
Digital Innovation	0.737		
OCM Strategy	0.709	0.863	
Sustainable Competitive Advantage	0.764	0.701	0.805

All diagonal values (square roots of AVE) are greater than the correlations with other constructs, indicating good discriminant validity.

4. Composite Reliability

Composite reliability assesses the internal consistency of each construct. A construct is considered reliable if the composite reliability > 0.7. Table 1 shows that all constructs meet this criterion.

5. Cronbach's Alpha

In addition to composite reliability, Cronbach's Alpha is used to assess reliability. A construct is considered reliable if Cronbach's Alpha > 0.6. All constructs in Table 1 exceed this threshold.

Inner Model Test

1. R-Square

R-Square values indicate how much of the variance in the dependent variable is explained by the independent variables.

Table 4. R-Square

Construct	R-Square	Adjusted R-Square
Digital Innovation	0.461	0.461
Sustainable Competitive Advantage	0.592	0.591

This shows that 46.1% of the variance in Digital Innovation is explained by OCM Strategy, while 59.2% of the variance in Sustainable Competitive Advantage is explained by both OCM Strategy and Digital Innovation.

Hypothesis Testing

Hypothesis testing is conducted using path coefficient and p-values obtained through bootstrapping with a 0.05 significance level.

Table 5. Path Coefficient

Path	Original Sample (O)	Sample Mean (M)	Std. Dev (STDEV)	T Statistic	P Value
OCM Strategy → Digital Innovation	0.679	0.680	0.021	33.122	0.000
OCM Strategy → SCA	0.667	0.667	0.022	30.582	0.000
Digital Innovation → SCA	0.522	0.522	0.026	19.924	0.000
OCM Strategy → Digital Innovation → SCA	0.381	0.397	0.111	3.422	0.001

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Interpretation:

1. OCM Strategy significantly influences Digital Innovation ($p < 0.05$).
2. OCM Strategy significantly influences Sustainable Competitive Advantage ($p < 0.05$).
3. Digital Innovation significantly influences Sustainable Competitive Advantage ($p < 0.05$).
4. OCM Strategy has an indirect effect on Sustainable Competitive Advantage through Digital Innovation ($p < 0.05$).

Discussion

OCM Strategy → Digital Innovation

The results indicate that the Omni-Channel Marketing (OCM) Transformation Strategy has a significant positive influence on Digital Innovation in MSMEs. This supports the notion that a structured and synchronized multi-channel marketing approach (both online and offline) enhances not only customer experience but also encourages MSMEs to innovate digitally. OCM includes the use of e-commerce platforms, social media, digital POS systems, and mobile apps, fostering the adoption of adaptive digital solutions such as big data analytics, chatbots, integrated inventory, and real-time dashboards.

This finding aligns with (Verhoef et al., 2015), who argue that omni-channel strategies are key drivers of technological innovation in commerce due to the demand for service speed, consistency, and convenience.

The statistically significant p-value (< 0.05) confirms that MSMEs implementing OCM systematically exhibit higher digital innovation readiness. OCM demands integrated information systems, cloud-based back-end operations, and real-time multi-channel customer analytics. Digital innovation here includes business model innovation, customer service strategies, and value delivery, making OCM a driver of digital mindset shifts among MSMEs.

OCM Strategy → Sustainable Competitive Advantage

OCM Strategy significantly and positively affects Sustainable Competitive Advantage (SCA) in MSMEs. This indicates that MSMEs effectively integrating multi-channel strategies gain long-term competitive strength. OCM ensures seamless customer experience across all interaction points, increasing loyalty and creating service differentiation that's hard to imitate an essential element of competitive advantage per Resource-Based View (Barney, 1991).

Operationally, OCM improves supply chain efficiency, real-time customer data processing, and better integration across marketing, finance, and logistics, enabling MSMEs to respond swiftly to market changes. The significant influence ($p < 0.05$) reflects stronger long-term competitiveness among MSMEs with higher OCM implementation, as seen in sales growth, cost efficiency, customer loyalty, and brand strength. Chen et al. (2021) support these findings, highlighting how OCM drives sustainable technology and customer relationship-based advantages.

Digital Innovation → Sustainable Competitive Advantage

Digital Innovation significantly contributes to Sustainable Competitive Advantage (SCA). MSMEs that actively develop and implement digital innovations strengthen their long-term competitive edge. Digital innovation includes using technology to enhance processes,

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expand markets, enrich customer experience, and innovate business models. Examples include digital POS, CRM systems, e-commerce, cloud accounting, and data analytics.

As per the Dynamic Capabilities Theory (Teece et al., 1997), digitally innovative firms demonstrate the ability to reconfigure competencies in response to environmental changes creating advantages difficult to replicate. Statistically significant results ($p < 0.01$) show that higher levels of digital innovation correlate with improved operational efficiency, customer loyalty, product innovation, and modern brand image.

Yoo, Henfridsson & Lyytinen (2010) emphasize that digital innovation not only entails new technologies but also value reconfiguration and process redesign for adaptive, sustainable competitive advantage.

OCM Strategy → Digital Innovation → Sustainable Competitive Advantage

The study reveals that OCM Strategy indirectly affects Sustainable Competitive Advantage through Digital Innovation. This indicates that well-executed OCM strategies catalyze digital innovation, which strengthens MSMEs' sustainable competitiveness. Such innovations improve operational efficiency, service differentiation, and personalized customer experience factors that contribute to long-term, hard-to-imitate advantages (VRIN-based).

Statistical mediation analysis ($p < 0.001$) confirms that the impact of OCM on SCA is enhanced via Digital Innovation. OCM becomes not just a marketing approach but a gateway to internal digital transformation and long-term dynamic capabilities. This aligns with Bharadwaj et al. (2013)'s Digital Business Strategy Framework, which positions digital innovation as a strategic bridge between marketing activities and competitive advantage creation. In today's digital economy, marketing channels serve not only as distribution tools but as data hubs and value delivery engines.

CONCLUSION

This study concludes that the transformation of the Omni-Channel Marketing (OCM) strategy drives the creation of digital innovation, which significantly strengthens the sustainable competitive advantage (SCA) of MSMEs. OCM functions not only as a marketing approach but also as a catalyst for technological innovation that directly impacts operational efficiency, service differentiation, and customer loyalty. These findings affirm that the competitive advantage of MSMEs in the digital era is largely determined by their ability to continuously and adaptively integrate cross-channel marketing strategies with digital innovation.

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