

# Success Factors in Traditional, Digital, and Hybrid Startups of Micro, Small, and Medium-Sized Enterprises in the Retail Industry (Literature Review)

Mohd Anuar Arshad, Mohammad Khaled Azzam

<sup>1,2</sup>School of Management, Universiti Sains Malaysia, Gelugor 11800, Penang, Malaysia)

anuar\_arshad@usm.my

Corresponding Author Email: alzam906@gmail.com

To Link this Article: <http://dx.doi.org/10.6007/IJARBSS/v13-i12/20138> DOI:10.6007/IJARBSS/v13-i12/20138

**Published Date:** 19 December 2023

## Abstract

This exhaustive literature review explores the factors contributing to the prosperity of micro, small, and medium-sized enterprises (MSMEs) in the retail sector, focusing on traditional, digital, and hybrid startup models. The study addresses the trend of MSME failures, seeking to uncover pivotal success drivers tailored to the intricate landscape of retail startups.

Through a robust methodology, the review seamlessly integrates insights from diverse sources, including empirical studies and industry reports from 2012 to 2023. The presentation of core findings illuminates the interplay of factors shaping startup performance. These encompass essential components such as financial stability, entrepreneurial attributes, strategic marketing, technological integration, Government policies, customer-centric approaches, timing considerations, and foundational infrastructural support.

Building upon this comprehensive analysis, the study extends actionable recommendations to foster an ecosystem conducive to startup success. These encompass strategies ranging from establishing Entrepreneurship Development Programs and promoting Digital Literacy to facilitating Access to Financing and cultivating Collaborative Ecosystems. Gazing into the future, the study sets a research course, advocating for longitudinal studies, qualitative exploration, examination of emerging technology impacts, and inclusive assessments across sectors, sizes, and developmental stages. In summation, this all-encompassing review not only delves into the intricacies that drive startup triumph within the dynamic retail arena but also provides tangible guidance for fortifying the startup ecosystem. By shedding light on success factors, this review serves as a roadmap for stakeholders, policymakers, and entrepreneurs committed to nurturing the growth of MSMEs amidst the evolving landscape of the retail industry.

**Keywords:** Msmes, Retail Industry, Startup Success, Traditional Startups, Digital Startups, Hybrid Startups

**Introduction**

Micro, small, and medium-sized enterprises (MSMEs) play a pivotal role in global economies, propelling economic growth, driving innovation, and creating employment opportunities (Klimas et al., 2020). However, the persistent and concerning issue of MSME failure looms worldwide. Statistics highlight a disheartening trend: a substantial portion, up to 60 percent, of MSMEs struggle to survive beyond their first five years of establishment (Klimas et al., 2020). Moreover, the initial two years of operation witness a significant failure rate ranging from 30 to 80 percent, underscoring these enterprises' formidable challenges (Niemand and Nieuwenhuizen, 2014).

The ramifications of MSME failures extend beyond individual entities, impacting entrepreneurs, creditors, employment, ecosystems of entrepreneurship, and local communities. Such failures lead to personal job losses, reduced income, financial instability, and restricted access to credit while also stifling innovation and ingenuity within the business realm (Halabí & Lussier, 2014; Jenkins et al., 2014; Simmons et al., 2014; Ucbasaran et al., 2013).

However, establishing and maintaining thriving MSMEs in the dynamic retail landscape is challenging. Traditional businesses grapple with adapting to the digital domain, while digital counterparts may require additional resources and infrastructure to sustain their growth. Combining traditional and digital approaches, hybrid enterprises encounter distinct challenges in integrating methods to innovate products and services. The rise of digital technologies introduces new layers of complexity. Recognizing the significance of success factors in Traditional, Digital, and Hybrid Startups of MSMEs in the Retail Industry is vital for developing effective strategies and policies to facilitate their triumph (Niemand and Nieuwenhuizen, 2014).

Given the pivotal role of MSME startups globally, it is imperative to analyze the elements influencing their success comprehensively. A profound understanding of these factors is crucial for formulating strategies and policies that bolster the growth and resilience of these startups. This literature review aspires to illuminate common trends and challenges faced by MSME startups across diverse regions and sectors. Analyzing the global landscape of MSME startups from 2012 to 2023, this research strives to offer valuable insights, aiding policymakers, entrepreneurs, and stakeholders in fostering an environment conducive to the triumph of MSME startups worldwide. Furthermore, the findings of this study will enrich existing literature and pave the way for future research endeavors, ultimately benefiting economies and societies at large.

**Objectives of the Study**

1. Assess the impact of financial management strategies on the retail industry's traditional, digital, and hybrid startup success.
2. Examine the relationship between entrepreneurial skills and MSMEs business success in a variety of retail business formats.
3. Examine the effectiveness of the marketing tactics used by various startup kinds and how they affect the reach and engagement of customers.
4. Evaluate how digital technologies are integrated and used in traditional, digital, and hybrid startups, looking at how this affects operations and company expansion.
5. Examine how laws and rules from the government affect the ability of new businesses to succeed in the retail sector.

6. Examine the importance of CRM tactics and how they affect startup companies' business performance.
7. Analyse the periods required for stabilisation in various startup models, connecting these times to success.
8. Examine the ways in which obstacles or support from the infrastructure affect the ability of MSMEs in the retail sector to operate and succeed.

### **Literature review**

#### **Success Factors in Traditional, Digital, and Hybrid Startups of Micro, small, and medium-sized enterprises in the Retail Industry**

Defining Micro, small, and medium-sized enterprises (MSMEs) is crucial for creating a supportive framework, accessing support and tax incentives, evaluating policies and assistance, and accurately assessing their contribution to GDP. However, there is no universal definition for MSMEs as their characteristics vary across countries and sectors. Various quantitative criteria, such as the number of employees, capital size, production value, net value added, and energy use, define MSMEs, but no specific global standard exists. Qualitative criteria, including ownership, management, geographic area, and relative size compared to competitors, are also considered. The income levels determine the threshold for defining MSMEs.

The International Finance Corporation (IFC) provides a definition based on the number of employees, total assets, and annual sales. According to the IFC, micro-enterprises have fewer than ten employees, total assets of less than \$100,000, and annual sales below \$100,000. Small enterprises employ 10-49 individuals, possess total assets of \$100,000 to \$3 million, and generate annual sales between \$100,000 and \$3 million. Medium-sized enterprises employ 50-300 individuals, possess total assets of \$3 million to \$15 million, and achieve annual sales ranging from \$3 million to \$15 million. However, some institutions and countries require meeting only two criteria.

For instance, the European Union defines small and medium-sized enterprises based on employees, balance sheet total, or annual turnover. In the United States, micro-enterprises have 0-19 employees, small enterprises have 20-99 employees, and medium-sized enterprises have 100-499 employees. China classifies MSMEs based on employees and their activity nature.

#### **Overview of Traditional, Digital, and Hybrid Startups**

**Definition of Startups:** Startups are transient organizations leveraging advanced technology for innovative product or service creation (Santisteban & Mauricio, 2017; Spyros & Nickolaos, 2012). Operating in early development stages, they are dynamic, adaptable, and thrive in uncertain environments (Thiranagama & Edirisinghe, 2015). With reproducible business models, startups target new offerings and rely on external funding (Blank & Dorf, 2012; Festel et al., 2013; Sefiani & Bown, 2013).

Entrepreneurial teams drive startups, aiming for rapid growth through innovation and technology. They solve emerging challenges and generate demand with scalable, low-cost models (Petru et al., 2019). Amid the uncertainty, startups focus on growth-oriented business models (Konsek-Ciechońska, 2019). Under Forbes, startups are defined as enterprises aiming to address enigmatic issues with uncertain outcomes (Aminova & Marchi, 2021), fundamentally rooted in extreme uncertainty and a commitment to market-revolutionizing innovations (Isharyadi et al., 2022).

Traditional startups in retail typically involve a physical storefront where vendors interact with customers and display merchandise that can be examined, tried out, and purchased immediately (Enders & Jelassi, 2000; Andrea Payaro & Anna Rita Papa, 2017a)

While traditional startups have advantages over online competitors, such as an established brand name, a large customer base, strong bargaining power with suppliers, existing distribution infrastructure, and a physical shopping experience, they also face drawbacks, such as high investment in physical infrastructure, limited opening hours and days, and government and union regulations. However, customers often prefer brick-and-mortar retailers over online stores due to ease of access, immediacy, and the chance for personal interaction (Herhausen et al., 2015a ; Andrea Payaro & Anna Rita Papa, 2017a; Bejleri & Fishta, 2017). The retail industry has undergone a significant digital transformation in recent years, with the emergence of e-commerce, online shopping, and innovative technologies. To succeed, digital startups require a robust website design, an engaging user experience, effective online marketing strategies, efficient logistics, and establishing trust and credibility with new customers .Retailers are investing heavily in technological advancements to stay competitive However, these startups face several challenges, including intense competition in online marketplaces and the need to invest in technology and digital marketing capabilities. (S. & R., 2022 ;Bejleri & Fishta, 2017 ; Chen et al., 2012; ; Ioniță et al., 2016) Hybrid Startups in the Retail Industry refer to businesses that combine physical storefronts with an online presence. These businesses leverage traditional and digital marketing channels to reach (Berman & Thelen, 2018). Such businesses may have a physical storefront and an online store and face challenges related to inventory management, logistics, and customer service. Managing physical and digital inventory and maintaining consistency across different sales channels is also a challenge for hybrid startups (Berman & Thelen, 2018; Fornari et al., 2018 ; Verhoef et al., 2015;)

**The Definition of Success startups**

Success in the context of startups can be defined in multiple ways. The following table clarifies the definitions of success

Table 2  
*The Definition of Success startups*

<b>Definitions of Success</b>	<b>References</b>
Achieving the company's goals and objectives and demonstrating effective management	Vu et al., 2012; Yoo et al., 2012; Hyder & Lussier, 2016.
Attaining high financial performance (profitability, revenue, return on investment)	Morteza et al., 2013; Preisendörfer et al., 2012; Spiegel et al., 2015.
Increasing sales and profits to a level comparable to or surpassing the industry average	Hormiga et al., 2010; Strehle et al., 2010.
Creating jobs	Maine et al., 2010; Guzmán & Lussier, 2015.

Increasing market share and the number of clients	Kim & Heshmati, 2010
Being acquired by another company or going public, indicating the ability to attract investment and achieve liquidity events	Krejci et al., 2015; Hyder & Lussier, 2016; Krejčí et al., 2015.
Meeting the demands of employees and customers	Strehle et al., 2010; Pirolo & Presutti, 2010.
Developing high-quality products and services that address unmet needs and enhance people's lives	Hyder & Lussier, 2016; Sulayman et al., 2014; Kim & Heshmati, 2010; Yoo et al., 2012.
Providing a work environment that allows leisure time and promotes well-being	Chirjevskis & Dvortsova, 2012; Balboni et al., 2014.

Source: Researcher, 2023

### Success Factors

#### Financial Factors

Access to capital, financial resources, and practical financial management is crucial for the success and sustainability of startups in the retail industry (Kim et al., 2018; Lateef & Keikhosrokiani, 2022; Mattare et al., 2016). Adequate access to financial resources has been emphasized as a significant contributor to the performance of small-scale firms (Essel et al., 2019). Financial planning, fundraising, and partnerships with established companies have been identified as essential for startup success (Anh et al., 2012; Yoo et al., 2012; Hyder & Lussier, 2016). Additionally, support from investors, support associations, and public institutions is advantageous for startups (Marullo et al., 2018; Gerhardt et al., 2021). Access to capital and administrative services has been highlighted as crucial for micro-enterprises success (Mattare et al., 2016).

#### Entrepreneurial Competencies and Attributes Factors

Psychological factors, such as resilience and passion, play a significant role in SME success (Hartmann et al., 2022; Kadile, 2014). Additionally, entrepreneurial orientation, characterized by innovativeness, proactiveness, and risk-taking, has been consistently linked to better business performance (Herlinawati et al., 2019; Liu, 2022).

Traditional startups' success in the retail industry is associated with strong leadership, innovation, and a deep understanding of the target market (Freytag, 2019; Kim et al., 2018; Schwarzkopf, 2016;). Conversely, digital startups is associated with knowing the business and the market, being qualified, having a strategic vision, organizational and communication skills, intuition, experience, flexibility, adaptability to change, teamwork and mastering technologies (Pereira and Bernardo, 2016). (Skala, 2019; Santos & Torkomian, 2021; Acs et al., n.d.)

Entrepreneurial thinking positively influences business performance, driving action and profitable development (Alhnaity et al., 2016). Entrepreneurial orientation and innovative capacity are crucial for value creation and competitive advantage (Utama et al., 2020).

Entrepreneurial competencies, including risk management, communication, and problem-solving, positively impact SME performance (Hasanah et al., 2019). Entrepreneurs'

characteristics, such as responsibility, resilience, and leadership ability, digital self-efficacy, of contribute to business success (Chadwick & Raver, 2020; Malodia et al., 2023)

Moreover, networking, optimism, and strategic planning enhance entrepreneurial achievement and business performance (Zidan, 2023; Hui Lim & Ban Teoh, 2021). Access to a broad range of knowledge and entrepreneurial capabilities also contributes to startup success (Marullo et al., 2018). Crisis management skills, expertise, and individual factors impact the success of small businesses (Arasti et al., 2012).

Successful entrepreneurship relies on creativity, leadership, and other qualities (Devkota et al., 2022). Understanding and cultivating these factors significantly influence entrepreneurs' decision-making, innovation, adaptability, and overall performance, leading to long-term business success in the ever-evolving retail landscape.

According to a study by Ahmad Marei et al. (2023), the importance of entrepreneurial competencies and information technology capabilities has increased in recent decades due to the strategic role entrepreneurs play. The study investigated the impact of entrepreneurial competency and information technology capability on business success. The findings showed that entrepreneurial competencies have a positive effect on business success, and information technology, used as a mediating role, positively impacts both entrepreneurial competencies and business success. (Marei et al., 2023)

### **Marketing Strategies Factors**

The research highlights the critical role of marketing strategies, mainly digital marketing, and omnichannel approaches, in the success of startups and small businesses in the retail industry (Kim et al., 2019; Al-Bazaiah, 2022; S. & R., 2022). These strategies improve visibility, customer acquisition, and market penetration, with digital marketing proving effective in various aspects, such as supply chain management, communication enhancement, delivery optimization, customer education, and trust-building (Hartono et al., 2020; Standing & Mattsson, 2016).

Moreover, successful hybrid startups in the retail industry utilize omnichannel strategies, mobile commerce, and social media marketing to create a seamless shopping experience (Kim, J., & Choi, H. (2019).

Digital marketing plays a crucial role in the success of SMEs, with numerous studies supporting its effectiveness in enhancing various business aspects (Rizvanovi et al., 2023; Jacqueline Douglas et al., 2017; Santisteban et al., 2021). An integrated marketing approach encompassing entrepreneurial marketing, experience economy 4Es, brand image, and brand distinctiveness has been proven successful for small retail-related enterprises (Columbia, 2016b).

Utilizing social media effectively can provide valuable insights for enhancing marketing strategies (Kim & Choi, 2019). Hybrid startups have shown the value of combining online and offline retail approaches to gain a competitive edge (Bejleri & Fishta, 2017).

In transition economies, micro-enterprises in the retail industry should prioritize a seamless shopping experience through omnichannel strategies (Stojković et al., 2016). The impact of digital transformation on the retail sector is evident in changing customer behaviors and preferences, underscoring the importance of innovative concepts like self-checkout options (Sandhane, 2022).

The research by Lista Meria, Jihan Zanubiya, and Muhamad Alfi Duwi Juliansah (2023) emphasizes the increasing significance of digital marketing in the contemporary business landscape. It explores the gap between the growing adoption of digital marketing and its

practical implementation. The study uses an application-based approach to examine how exposure to digital marketing strategy concepts can enhance customer satisfaction. Through a descriptive research method and secondary data analysis, the study identifies critical elements of a successful digital marketing strategy, including audience understanding, platform selection, compelling content creation, SEO integration, consistent customer engagement, and comprehensive analysis. The research underscores the importance of aligning internal and external factors for a successful application-based digital marketing strategy that optimizes customer satisfaction.(Zanubiya et al., 2023).

### **Technological and Digitalization Factors**

Technological innovation is a critical factor for the success of businesses in the retail sector. Numerous studies emphasize the importance of embracing technological advancements to enhance organizational performance and competitiveness. Startups in the retail industry can leverage various technological innovations, such as Industry 4.0 technologies, digital transformation, and Retail 4.0, to stay relevant and competitive in the rapidly evolving retail landscape (Ali & Xie, 2021; Sakrabani et al., 2019).

IoT technologies offer numerous benefits for startups, including increased productivity, accuracy, and customer satisfaction through optimized inventory management and real-time information. Additionally, IoT enables startups to have better supply chain visibility, ensuring efficient operations and cost savings (Van Dyk & Van Belle, 2019;Li et al., 2022). Big Data Analytics (BDA) allows startups to make data-driven decisions and understand consumer behavior, enabling personalized services and optimizing inventory management (Ghani et al., 2019;Wassouf et al., 2020;Queiroz & Wamba, 2022).

Augmented Reality (A.R.) applications provide startups with opportunities to enhance the customer experience through interactive and immersive experiences, while the concept of the metaverse offers virtual experiences, transactions, and entrepreneurship ((Poncin & Ben Mimoun, 2014;Pangriya & Singh, 2020; Balqis Lim, 2019;Weking et al., 2023). Cloud computing has become a game-changer for startups by providing computing power, data storage, and I.T. resources, transforming the retail value chain and supporting digital transformation (Ali & Xie, 2021; Chen et al., 2017;Aktas & Meng, 2017;Caro & Sadr, 2019).

3D printing allows startups to offer personalized products and reduce inventory costs through on-demand production, promoting sustainability and enhancing customer satisfaction (Ali & Xie, 2021;Tjahjono et al., 2017). However, careful implementation and integration of these technological innovations into startup business strategies are crucial, as adapting to technological changes can result in setbacks and reduced competitiveness.

Studies also emphasize the importance of information technology capabilities, innovation, and digital business models for startup success. Enhancing information technology capabilities positively influences entrepreneurial competencies and business success (Ahmad Mareia et al., 2022). Individual-level behaviors driving digital transformation affect startups' success and are critical factors influencing digital transformation (Jafari-Sadeghi et al., 2023;Allagiannis et al., 2021;(Елина & Elina, 2022)).

Innovation is crucial for fostering startup success, improving performance, and developing new products and patents (Aminova & Marchi, 2021; Bae & Wooldridge, 2020). Retail technologies like Artificial Intelligence (A.I.) enable seamless integration of omnichannel operations and improved customer experience (Talwar & Wells, 2018). Embracing digitalization enhances organizational performance and competitiveness (Marr, 2019 ;Jabil & dimensional research, 2021;Angevine et al., 2021;Das et al., 2018)

The impact of technological innovation factors on startup success is explored in various contexts, including the significance of e-commerce adoption and its positive effects on business performance (Wu et al., 2015; Tao, 2013.;Huang et al., 2014). Additionally, micro-enterprises can learn from technology-based startups' experiences by considering critical elements such as strategic planning, team building, and financial management (Santisteban & Mauricio, 2017).

Studies in different regions reveal the importance of e-commerce in the new business landscape and its impact on entrepreneurship and organizational performance (Ahmad & Alayan, 2022;Hussein & Baharudin, 2017). The adoption of Industry 4.0 technologies can significantly influence the organizational performance of retail industries (Ali & Xie, 2021).

### **Government Policies Factors**

Government policies and support play a crucial role in shaping the success of startups and micro-enterprises in the retail industry. Siswati (2021) emphasizes the importance of collaboration models for online marketing to help micro-businesses remain competitive in the digital era, aligning with the findings of Wirapraja & Aribowo (2018).(Endang Siswati, 2021)

Business incubators have been identified as critical factors in startup success, creating a nurturing environment that fosters collaboration, mentorship, and access to resources(Kumbhat & Sushil, 2018; Santisteban et al., 2021;). Access to entrepreneurship education and investment services also significantly shapes startup success, providing entrepreneurs with the knowledge and skills needed to thrive (Essel et al., 2019). Facilitating access to funding sources and investment opportunities empowers startups to excel in a competitive market.

For micro-enterprises, access to formal financial institutions and supportive mechanisms is crucial. (Rifai et al., 2016) recommend that traditional financial institutions finance new innovative startups, which is relevant to micro-enterprises in the retail industry. Supportive government structures can facilitate the adoption of digital payments by small retail stores (Seethamraju & Diatha, 2019).

Legal and managerial support is essential for startups to navigate regulatory complexities and ensure compliance, with government policies playing a critical role in providing this support (Mikle, 2020).

Furthermore, access to supportive infrastructures, logistics, and supply chain networks is essential for startups to efficiently deliver products and services, enhancing their competitiveness in the retail landscape (Shaikh et al., 2022; Kim et al., 2019). Government agencies like SEDA and SEFA can educate and train new micro-enterprise owners on bootstrapping strategies, fostering resilience and resourcefulness (Fatoki, 2014).

### **Customer Relations Factors**

Customer relations play a critical role in both the success of startups and micro-enterprises in the retail industry. Building strong customer relationships, providing excellent customer service, and understanding consumer preferences is essential for startups to retain customers and gain a competitive advantage (Mattare et al., 2016;). Similarly, micro-enterprises in the retail industry should prioritize customer satisfaction and adopt customer-centric measures to succeed (Santisteban et al., 2021; Rizvanović et al., 2023). Successful traditional startups in the retail sector also demonstrate customer focus and prioritize in-store shopping experiences to gain valuable insights into consumer behavior ( Freytag, 2019; Kim, 2018;).



Maintaining good customer relationships is highlighted as a critical success factor for SMEs in Kenya (Douglas et al., 2017). For startups and micro-enterprises in the retail industry, adopting customer-centric strategies and brand management techniques is essential for enhanced marketability, customer engagement, and loyalty (Andrea Payaro & Anna Rita Papa, 2017). Additionally, understanding the implications of different channels on customer behavior and preferences is crucial for startups to maximize revenue and customer satisfaction (Pauwels & Neslin, 2015).

In e-commerce sustainability, educating customers and strengthening security measures are essential factors (Amornkitvikai et al., 2022). Engaging customers through social media is also vital for startups (Kim & Choi, 2019).

Possible benefits to an omnichannel marketing include incremental sales due to new channels and devices, higher average sales to existing customers, a higher proportion of consumers making a purchase, promotional synergies across channels, lower inventory costs, reduced shipping costs due to in-store pickup and lower product returns. Costs include hardware and software (both centralized customer and inventory management systems), employee training, additional employee incentives for cross-selling, additional market research expenditures and costs associated with hiring cross-channel managers and IT personnel (Berman & Thelen, 2018).

### **Time Frame and Its Impact on Success**

The time frame and firm age are crucial factors influencing the success of micro-enterprises in the retail industry. The findings reveal that the leading causes of failure in the initial year of startup life are the need for a well-defined business model and development. As the startup progresses into the second and third years, challenges related to the business model, product/market fit, and funding availability become more significant. In the fourth and fifth years, problems among founders emerge as a prominent contributing factor to failure. These insights underscore the importance of addressing critical issues at each stage of a startup's journey to increase the chances of sustainable success. (Cantamessa & Gatteschi, 2018).

The research by Giorgio Barba Navaretti, Davide Castellani, and Fabio Pieri examines the connection between firm age and growth rates, considering survival. Using data from European manufacturing firms in France, Italy, and Spain from 2001 to 2008, the study employs quantile regression analysis. Key findings include: younger firms grow faster, especially in high-growth quantiles; young and old firms have similar decline probabilities; these trends hold even when considering factors like labor productivity and capital intensity; strong growth associated with younger CEOs and attitudes favoring growth; and the age effect on growth is consistent across countries. This study provides insights into how firm age influences growth across different growth levels and nations. (Barba Navaretti et al., 2014)

The study by Alex Coda, Agustí Segarra, and Mercedes Teruel in 2012 investigates the relationship between firm performance and age using data from Spanish manufacturing firms between 1998 and 2006. The research reveals that firm performance changes with age. Aging firms demonstrate increasing levels of productivity, higher profits, larger size, lower debt ratios, and higher equity ratios. They also exhibit the ability to convert sales growth into subsequent profit and productivity growth. However, the study also identifies negative aspects of aging, as older firms tend to have lower expected growth rates for sales, profits, and productivity. They exhibit lower profitability levels, particularly when accounting for size,

and show less efficiency in converting employment growth into growth in sales, profits, and productivity. (Coad, Segarra, et al., 2013)

Moreover, the study by Alex Coad, Julian Frankish, Richard G. Roberts, and David J. (2013) Storey explores the relationship between new firm survival and growth, specifically focusing on growth patterns. They propose a framework based on Gambler's Ruin theory, suggesting that new firm performance follows a random walk while the accumulated resource stock influences survival. Resources either exist at the outset or are generated through prosperous periods. Analyzing data from 6247 UK startups over six years, the research finds that various growth paths occur with similar probability and impact subsequent survival. Even when controlling for size, longer growth lags and startup size significantly affect survival. (Coad, Frankish, et al., 2013)

The studies on the time frame and its impact on success in the retail industry revealed complex relationships between firm size, age, technical efficiency, and loss causes. found that failure is often attributed to internal and external causes, with larger firms being more susceptible to disappointment for internal and external reasons. On the other hand, older firms are more likely to fail due to external factors, supporting the liability of obsolescence perspective. This suggests that micro-enterprises in the retail industry may be less susceptible to failure from both internal and external causes due to their smaller size. However, they should focus on adapting to changing environmental conditions to avoid obsolescence as they age. (Lukason & Hoffman, 2015)

In conclusion, studies conducted after 2012 underscore the importance of considering firm age and time frame in analyzing the success of micro-enterprises in the retail industry. Policymakers and entrepreneurs can use this knowledge to develop targeted initiatives that cater to the specific needs of young and mature micro-enterprises, fostering a sustainable and competitive retail sector. Understanding the factors influencing failure and continuous learning can aid in achieving long-term success and competitiveness for micro-enterprises in the retail industry (Cantamessa et al., 2018; Kücher et al., 2018).

### **Infrastructural Factors**

The synthesis of the results and citations highlights the crucial role of infrastructure in the success and growth of startups and MSMEs-enterprises in the retail industry. Access to supportive infrastructures, logistics, and supply chain networks is essential for efficiently delivering products and services (Ramírez-Asís et al., 2022; Kim et al., 2019). Moreover, effective e-commerce platforms and modernizing business models are significant factors for micro-businesses (Mattare et al., 2016). Embracing digital transformation and overcoming barriers to digital payments are also critical for success (Sandhane, 2022; Seethamraju & Diatha, 2019).

The studies collectively emphasize that a well-developed and supportive infrastructure, encompassing logistics, digitalization, and access to technology, is vital for micro-enterprises and startups to thrive in the competitive retail industry (Cantamessa et al., 2018; Majali et al., 2022; Yaseen et al., 2017). This includes innovation adoption, pioneer strategies, and the ability to navigate uncertain environments (Savastano & Anagnoste, 2020); Vinícius Gerhardt et al., 2021). By focusing on these infrastructural success factors, startups, and micro-enterprises can improve their competitiveness and achieve sustainable growth in the ever-evolving retail landscape.

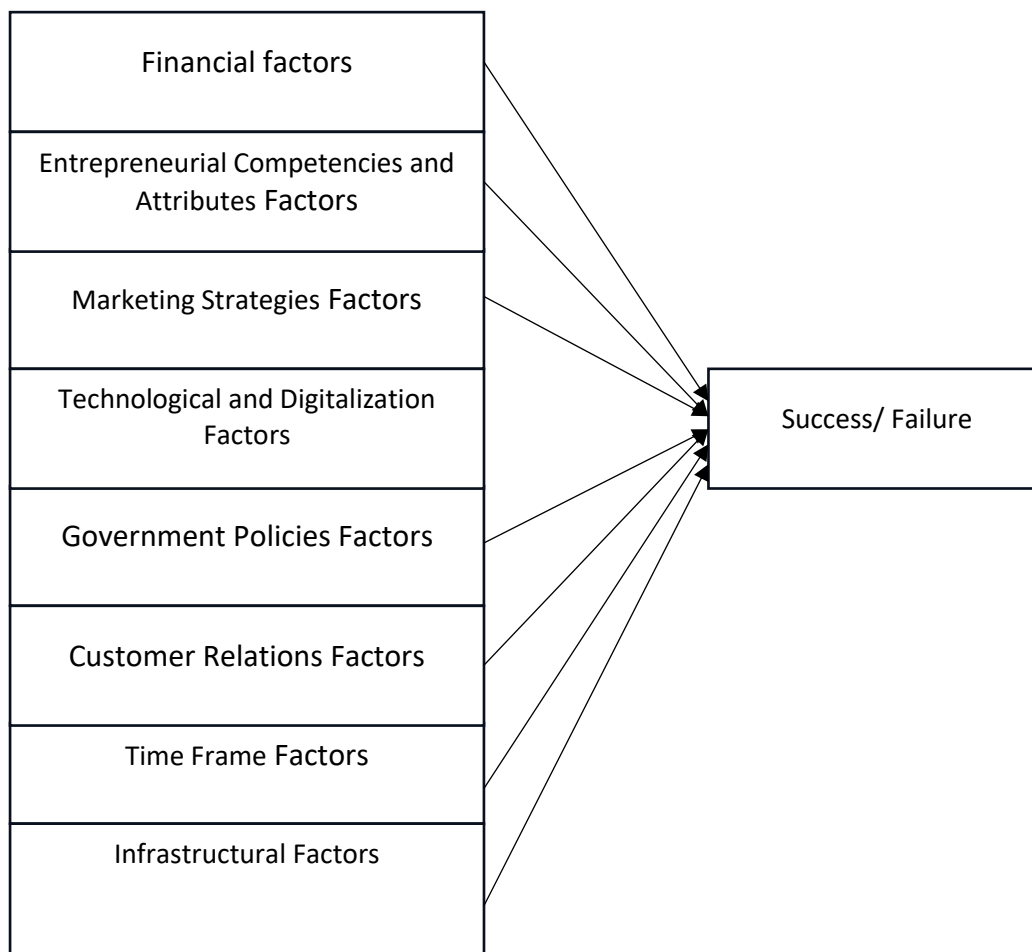
Small retail stores may also need help adopting digital technologies due to poor physical and digital infrastructure, limited access to digital technologies, and associated costs (Seethamraju & Diatha, 2018)

The comparative analysis demonstrates small businesses' common challenges in different regions and emphasizes the importance of robust physical and digital infrastructure to facilitate technology adoption and improve business performance (Seethamraju & Diatha, 2018; Seethamraju & Diatha, 2019).

**Conceptual Framework of The Study**

Conceptual framework of the study From the above literature reviews, the following conceptual framework is developed for the current study. The Success Factors in Traditional, Digital, and Hybrid Startups of Micro, small, and medium-sized enterprises in the Retail Industry included in the conceptual framework are; financial factors, Entrepreneurial Competencies and Attributes Factors, marketing strategies factors, Technological and Digitalization Factors, Government policies Factors, Customer relations Factors, Time Frame Factors, infrastructural factors (Fig. 1).

Fig. 1 Conceptual framework.



Source: Researcher, 2023

**Methodology**

The methodology employed in this literature review paper entails conducting a systematic and comprehensive search of relevant academic literature from the period of 2012 to 2023 to explore the success factors of traditional, digital, and hybrid startups in micro-enterprises within the retail industry. The search encompassed reputable databases such as PubMed, Scopus, Web of Science, and Google Scholar, utilizing appropriate keywords and search terms related to startup success, MSMEs-enterprises, retail industry. The inclusion criteria for the study consisted of peer-reviewed journal articles and academic publications published within the specified timeframe to ensure that we incorporate current and relevant findings.

Data extracted from the selected studies synthesized to identify common themes and trends related to MSMEs performance. The review critically evaluated the quality and credibility of the sources while recognizing potential limitations and biases. Ultimately, the literature review identified gaps in the existing research, providing a comprehensive overview of the success factors of MSMEs in the retail industry, and offering insights for future research and practical implications.

**Conclusion**

The literature review conducted on the success factors of traditional, digital, and hybrid startups in MSME-enterprises within the retail industry, from 2012 to 2023, has provided valuable insights into the various dynamics influencing MSMEs performance. Throughout the review, it became evident that several factors play a pivotal role in determining the success of enterprises.

Critical success factors include financial (Access to capital, financial resources, and practical financial management, Financial planning, fundraising, and partnerships with established companies, support from investors, support associations, and public institutions, Access to capital and administrative services), Entrepreneurial Competencies and Attributes (Psychological factors, such as resilience and passion, entrepreneurial orientation, characterized by innovativeness, proactiveness, and risk-taking, strong leadership, innovation, and a deep understanding of the target market, experience and adaptability to market changes, Entrepreneurial thinking, Developing an entrepreneurial identity, Entrepreneurial competencies, including risk management, communication, and problem-solving, Entrepreneurs' characteristics, such as responsibility, resilience, and leadership ability, networking, optimism, and strategic planning, Access to a broad range of knowledge and entrepreneurial capabilities, Crisis management skills, expertise, and individual factors, creativity, decision-making, adaptability, information technology capabilities, digital self-efficacy).

marketing factors (digital marketing with proving effective in various aspects, such as supply chain management, communication enhancement, delivery optimization, customer education, and trust-building, omnichannel approaches, mobile commerce, and social media marketing, Marketing differentiation, prioritizing customer satisfaction, and cultivating motivated teams, seeking external support, such as mentorship or advisory services, An integrated marketing approach encompassing entrepreneurial marketing, experience economy 4Es, brand image, and brand distinctiveness, innovative concepts like self-checkout options, audience understanding, platform selection, compelling content creation, SEO integration, consistent customer engagement, and comprehensive analysis)

Technological and Digitalization (Industry 4.0 technologies, digital transformation, and Retail 4.0, IoT technologies, Augmented Reality, 3D printing, information technology capabilities,

innovation, and digital business models, Individual-level behaviors driving digital transformation, e-commerce adoption)

Government policies (provide funding opportunities and entrepreneurship programs, fostering the growth and contribution of startups to the economy, collaboration models for online marketing, Business incubators, Access to entrepreneurship education and investment services, Facilitating access to funding sources and investment opportunities, access to formal financial institutions and supportive mechanisms, Supportive government structures can facilitate the adoption of digital payments, modifying government programs, Legal and managerial support, access to supportive infrastructures, logistics, and supply chain networks, Government agencies)

Customer relations(Building strong customer relationships, providing excellent customer service, and understanding consumer preferences, prioritize customer satisfaction and adopt customer-centric measures, demonstrate customer focus and prioritize in-store shopping experiences to gain valuable insights into consumer behavior, Maintaining good customer relationships, adopting customer-centric strategies and brand management techniques, understanding the implications of different channels on customer behavior and preferences, educating customers and strengthening security measures, Engaging customers through social media, Leveraging technology to enhance online presence and interactions to improve customer experience and loyalty).

Time Frame(firm age, effective management, consider the potential risks and rewards of expanding to physical stores as they gain experience, younger firms in the retail industry to have a higher potential for growth than older firms, young firms face potential risks associated with rapid growth, necessitating a supportive environment for both young and mature retail micro-enterprises, stability and experience gained over time, complex relationships between firm size, age, technical efficiency, and loss causes, obsolescence perspective, adapting to changing environmental conditions to avoid obsolescence as they age), and infrastructural(Access to supportive infrastructures, logistics, and supply chain networks, effective e-commerce platforms and modernizing business models, Embracing digital transformation and overcoming barriers to digital payments, digitalization, and access to technology, innovation adoption, pioneer strategies, and the ability to navigate uncertain environments). factors are instrumental in fostering an enabling environment for MSMES growth.

### **Theoretical Contribution**

By examining the success factors unique to traditional, digital, and hybrid startups in the retail sector among Micro, Small, and Medium-Sized Enterprises (MSMEs), this study considerably expands the body of theoretical knowledge. Through customization of known theoretical frameworks to these many startup kinds' distinct operational structures and challenges, it improves upon current constructs to better reflect the dynamic changes in today's digitally altered business environment. This more complex way of thinking about success determinants helps us understand how MSMEs use these various models. Additionally, it fills in important gaps in our understanding of the success variables that MSMEs in the retail sector face, greatly adding to the body of knowledge already in existence. This research recognises the different needs and challenges of startups, going beyond the traditional focus on larger firms and providing customised tactics and useful implications. These insights have the potential to enhance the entrepreneurial climate and foster economic growth across a number of sectors in addition to contributing to the body of knowledge in academia

### **Contextual Contribution**

By offering a thorough understanding of the success factors for a variety of startup models, including traditional, digital, and hybrid businesses among Micro, Small, and Medium-Sized Enterprises (MSMEs), this research significantly advances the retail industry. This study broadens its relevance beyond particular places by filling in important knowledge gaps about success variables in the retail sector and provides insights applicable to different entrepreneurial climates worldwide. Its focus on tailored approaches for certain startup categories is globally relevant, with potential benefits for similar areas navigating similar possibilities and obstacles in respective retail entrepreneurial domains.

### **Recommendations**

Based on the comprehensive review of the literature, several vital recommendations are proposed to foster the success of MSMEs startups in the retail industry:

1. **Establish Entrepreneurship Development Programs:** Implement specialized training and development programs to equip aspiring entrepreneurs with the necessary skills and knowledge to navigate startup venture challenges successfully. Providing targeted education and mentorship can empower entrepreneurs to tackle obstacles they may encounter during their startup journey.
2. **Promote Digital Literacy:** Enhance digital literacy among entrepreneurs to enable them to leverage digital marketing tools effectively, optimize online presence, and harness technology for business growth. Equipping startups with digital skills can allow them to reach a broader audience and capitalize on the growing digital landscape.
3. **Facilitate Access to Financing:** Develop accessible and tailored financing options for startups, including grants, loans, and angel investments, to alleviate financial constraints and support their growth aspirations. Ensuring adequate financial resources can enable startups to focus on innovation and business development.
4. **Foster Collaborative Ecosystems:** Encourage collaboration and partnerships between startups, micro-enterprises, established retailers, and industry experts to share knowledge, resources, and best practices. Creating a supportive network can provide startups with valuable insights and opportunities for growth.
5. **Support Research and Innovation:** Invest in research and development initiatives to foster innovation and technological advancements in the retail industry, helping startups stay competitive and relevant. Promoting innovation can drive new business ideas and solutions.
6. **Enhance Government Support:** Governments should formulate policies that encourage entrepreneurship, provide tax incentives, streamline regulatory procedures, and foster a conducive business environment. A favorable regulatory environment can attract and nurture startups, contributing to economic growth.
7. **Encourage Data-Driven Decision Making:** Promote data analytics and market research to guide startups in making informed decisions, understanding customer preferences, and identifying emerging market trends. Data-driven insights can guide startups toward effective strategies and customer-centric approaches.
8. **Build Industry-Specific Incubators:** Establish industry-specific incubators and accelerators to nurture startups in the retail sector, providing mentorship, networking opportunities, and access to industry experts. Incubators can offer valuable support and guidance during the early stages of startup development.

By implementing these recommendations, stakeholders, can collectively contribute to a thriving startup ecosystem that encourages innovation, sustains economic growth, and enhances the retail industry's overall competitiveness. Entrepreneurs, policymakers, and support organizations must work together cohesively to create an environment that fosters the growth and prosperity of startups in the region.

### **Limitations of the Study**

It's important to note several limitations inherent to this study. Firstly, the research is centered on the retail industry and primarily pertains to startups falling within the micro, small, and medium-sized enterprise (MSME) category. As a result, the applicability of the study's findings to different industries or larger enterprises may be limited. Additionally, the study's temporal scope spans from 2012 to 2023, potentially excluding factors that emerge beyond this timeframe, such as technological advancements, shifting market dynamics, or economic changes that could significantly impact startups' success trajectories. Despite efforts to analyze success factors across various regions, the study may need to fully account for nuanced regional variations that could influence startup outcomes.

Furthermore, the study's primary focus revolves around identifying success factors during the startup phase without delving extensively into the exploration of the long-term sustainability and challenges that might arise beyond the initial years of operation. This lack of in-depth examination of startups' post-establishment phase could limit the comprehensive understanding of the broader trajectory and potential hurdles these businesses may encounter. While the study contributes valuable insights into startup success within its defined parameters, these limitations should be considered when interpreting and applying its findings.

### **Future Research Directions**

To address the limitations and contribute further to the understanding of success factors in startups within the retail industry, several future research directions are recommended. Longitudinal studies that track the performance of startups over an extended period can offer valuable insights into the dynamic nature of success and failure factors and how they evolve. Complementing the existing literature with qualitative research, such as interviews or case studies, can provide a more in-depth and nuanced understanding of the challenges and opportunities faced by startups in the retail industry.

Given the fast-paced nature of technological advancements, future research should explore the impact of emerging technologies, such as artificial intelligence, blockchain, and virtual reality, on the success and failure of startups in the retail sector. Additionally, conducting more inclusive studies that explore the success and failure factors of startups across various sectors, business sizes, and stages of development can provide a comprehensive view of the factors that influence their performance. Comparative studies that compare the success and failure factors of traditional, digital, and hybrid startups within the same region can shed light on the advantages and disadvantages of different business models in the retail industry. Moreover, future research should investigate the impact of government policies and support mechanisms on startup success and failure in the retail industry, identifying the most effective approaches to foster a conducive environment for entrepreneurship.

By addressing these limitations and exploring future research directions, scholars can further enrich the understanding of success and failure factors in startups within the retail industry,

contributing to developing more robust strategies and policies to support the growth and sustainability of startups in this sector.

## References

- Ahmad, M., & Alayan, A. (2022). *The Impact of Business Intelligence on Employee Empowerment, the Mediating Role of Information and Communication Technology (ICT)* (Master Thesis, Zarqa University).
- Afiqah, N., Ishak, M., Abidin, N. B., & Rajadurai, J. (2018). New Wave of Businesses: Brick to Click Approach in Malaysia. *International Journal of Engineering and Technology (UAE)*, 7(4), 777-781.
- Aktas, E., & Meng, Y. (2017). An Exploration of Big Data Practices in Retail Sector. *Logistics*, 1(2), 12. <https://doi.org/10.3390/logistics1020012>.
- Al-Bazaiah, S. (2022). Impact of Entrepreneurial Bricolage on Performance of E-Commerce: Case Study in Jordan. *Journal of Digitainability, Realism & Mastery (DREAM)*, 1(01), 49–54. <https://doi.org/10.56982/journalo.v1i01.22>.
- Alhnaity, H., Mohamad, A. B., & Awaniskuishak, A. (2016). Entrepreneurial Thinking and Small Business Performance: The Case of Beneficiary Companies of Jordanian Erada Program. *Journal of Management and Sustainability*, 6(3), 68. <https://doi.org/10.5539/jms.v6n3p68>.
- Ali, S., & Xie, Y. (2021). The impact of Industry 4.0 on organizational performance: the case of Pakistan's retail industry. *European Journal of Management Studies*, 26(2/3), 63-86. <https://doi.org/10.1108/EJMS-01-2021-0009>.
- Allagiannis, I., Lohiya, A., & Mirijamdotter, A. (2021). Omnichannel Retail and Business Model Transformation. In *Linnaeus Student Conference on Information Technology (LSCIT)*.
- Aminova, M., & Marchi, E. (2021). The Role of Innovation on Startup Failure vs. Its Success. *International Journal of Business Ethics and Governance*, 4(1), 41–72. <https://doi.org/10.51325/ijbeg.v4i1.60>.
- Amornkitvikai, Y., Tham, S. Y., Harvie, C., & Buachoom, W. W. (2022). Barriers and factors affecting the e-commerce sustainability of Thai Micro-, Small-and Medium-Sized Enterprises (MSMEs). *Sustainability*, 14(14), 8476.
- Andrea Payaro, & Anna Rita Papa. (2017). Products Suitable for E-commerce: A Proposed Model for Click and Bricks Companies. *Management Studies*, 5(3), 205–211. <https://doi.org/10.17265/2328-2185/2017.03.005>.
- Angevine, C., Keomany, J., Thomsen, J., & Zimmel, R. (2021). *Implementing a digital transformation at industrial companies*. McKinsey & Company.
- Arasti, Z., Zandi, F., & Talebi, K. (2012). Exploring the Effect of Individual Factors on Business Failure in Iranian New Established Small Businesses. *International Business Research*, 5(4), 2–11. <https://doi.org/10.5539/ibr.v5n4p2>.
- Balba Navaretti, G., Castellani, D., & Pieri, F. (2014). Age and firm growth: Evidence from three European countries. *Small Business Economics*, 43(4), 823–837. <https://doi.org/10.1007/s11187-014-9564-6>.
- Balqis, L. (2019, July 26). *AR tool for your online makeup shopping*. New Straits Times.
- Balboni, B., Bortoluzzi, G., Tivan, M., Tracogna, A., & Venier, F. (2014). The growth drivers of startup firms and business modeling: A first step toward a desirable convergence. *Management*, 9(2), 131-154.



- Bachmann, J., Newman, A., & Brykman, K. M. (2022). Psychological resilience of entrepreneurs: A review and agenda for future research. *Journal of Small Business Management*, 60(5), 1041–1079. <https://doi.org/10.1080/00472778.2021.2024216>.
- Bejleri, E., & Fishta, A. (2017). Toward Virtual Business. *Mediterranean Journal of Social Sciences*, 8(3), 275–280. <https://doi.org/10.5901/mjss.2017.v8n3p275>.
- Berman, B., & Thelen, S. (2018). Planning and implementing an effective omnichannel marketing program. *International Journal of Retail and Distribution Management*, 46(7), 598–614. <https://doi.org/10.1108/IJRDM-08-2016-0131>.
- Blank, S., & Dorf, B. (2012). *The Startup Owner's Manual: The Step-by-Step Guide for Building a Great Company*. Diateino.
- Caro, F., & Sadr, R. (2019). The Internet of Things (IoT) in retail: Bridging supply and demand. *Business Horizons*, 62(1), 47–54. <https://doi.org/10.1016/j.bushor.2018.08.002>.
- Cantamessa, M., Gatteschi, V., Perboli, G., & Rosano, M. (2018). Startups' roads to failure. *Sustainability*, 10(7), 2346. <https://doi.org/10.3390/su10072346>.
- Chadwick, I. C., & Raver, J. L. (2020). Psychological Resilience and Its Downstream Effects for Business Survival in Nascent Entrepreneurship. *Entrepreneurship: Theory and Practice*, 44(2), 233–255. <https://doi.org/10.1177/1042258718801597>.
- Chen, J., Reilly, R. R., & Lynn, G. S. (2012). New product development speed: Too much of a good thing? *Journal of Product Innovation Management*, 29(2), 288–303. <https://doi.org/10.1111/j.1540-5885.2011.00896.x>
- Chirjevskis, A., & Dvortsova, A. (2012). Assessment of qualitative success factors of innovative E-business startups. *Social Science Letters*, 2(2), 51-56.
- Coad, A., Frankish, J., Roberts, R. G., & Storey, D. J. (2013). Growth paths and survival chances: An application of Gambler's Ruin theory. *Journal of Business Venturing*, 28(5), 615–632. <https://doi.org/10.1016/j.jbusvent.2012.06.002>.
- Coad, A., Segarra, A., & Teruel, M. (2013). Like milk or wine: Does firm performance improve with age? *Structural Change and Economic Dynamics*, 24(1), 173–189. <https://doi.org/10.1016/j.strueco.2012.07.002>.
- Columbia, B. (2016). Vancouver, British Columbia. 1–2.
- Das, K., Tamhane, T., Vatterott, B., Wibowo, P., & Wintels, S. (2018). *The digital archipelago: How online commerce is driving Indonesia's economic development*. McKinsey & Company.
- Devkota, N., Shreebastab, D. K., Korpysa, J., Bhattarai, K., & Paudel, U. R. (2022). Determinants of successful entrepreneurship in a developing nation: Empirical evaluation using an ordered logit model. *Journal of International Studies*, 15(1), 181–196. <https://doi.org/10.14254/2071-8330.2022/15-1/12>.
- Douglas, J., Douglas, A., Muturi, D., & Ochieng, J. (2017, September). An exploratory study of critical success factors for SMEs in Kenya. In *Toulon-Verona Conference" Excellence in Services* (pp. 223-234).
- Endang Siswati. (2021). Model kolaborasi pemasaran online untuk meningkatkan daya saing usaha mikro dalam menghadapi era digital di Kota Surabaya. *Majalah Ekonomi*, 26(1), 95–100. <https://doi.org/10.36456/majeko.vol26.no1.a3958>.
- Enders, A., & Jelassi, T. (2000). The Converging Business Models of Internet and Bricks-and-Mortar Retailers. *European Management Journal*, 18(5), 542–550. [https://doi.org/10.1016/S0263-2373\(00\)00043-8](https://doi.org/10.1016/S0263-2373(00)00043-8).

- Essel, B. K. C., Adams, F., & Amankwah, K. (2019). Effect of entrepreneur, firm, and institutional characteristics on small-scale firm performance in Ghana. *Journal of Global Entrepreneurship Research*, 9(1). <https://doi.org/10.1186/s40497-019-0178-y>.
- Festel, G., Wuermseher, M., & Cattaneo, G. (2013). Valuation of early-stage high-tech startup companies. *International Journal of Business*, 18(3), 216–231.
- Filardi, F., Barros, F. D., & Fischmann, A. A. (2014). From the homo entrepreneur to the contemporary entrepreneur: the evolution of the entrepreneurial characteristics from 1848 to 2014. *Revista Ibero-Americana de Estrategia*, 13(3), 123–141. <https://doi.org/10.5585/riae.v13i3.2130>.
- Freytag, R. (2019). On a growth track with startups: How established companies can pursue innovation. *Strategy and Leadership*, 47(4), 26–33. <https://doi.org/10.1108/SL-05-2019-0070>.
- Gerhardt, V., Dos Santos, J., Rubin, E., Neuenfeldt, A., & Siluk, J. C. M. (2021). Stakeholders' perception to characterize the startup's success. *Journal of Technology Management and Innovation*, 16(1), 38–50. <https://doi.org/10.4067/s0718-27242021000100038>.
- Ghani, N. A., Hamid, S., Targio Hashem, I. A., & Ahmed, E. (2019). Social media big data analytics: A survey. *Computers in Human Behavior*, 101(July 2018), 417–428. <https://doi.org/10.1016/j.chb.2018.08.039>.
- Guo, Y., & Barnes, S. (2011). Purchase behavior in virtual worlds: An empirical investigation in Second Life. *Information and Management*, 48(7), 303–312. <https://doi.org/10.1016/j.im.2011.07.004>.
- Guzmán, J. B., & Lussier, R. N. (2015). Success Factors for Small Businesses in Guanajuato. *Mexico Department of Business Management*, 6(11), 1–7.
- Halabí, C. E., & Lussier, R. N. (2014). A model for predicting small firm performance: Increasing the probability of entrepreneurial success in Chile. *Journal of Small Business and Enterprise Development*, 21(1), 4–25. <https://doi.org/10.1108/JSBED-10-2013-0141>.
- Hartmann, S., Backmann, J., Newman, A., Brykman, K. M., & Pidduck, R. J. (2022). Psychological resilience of entrepreneurs: A review and agenda for future research. *Journal of small business management*, 60(5), 1041-1079.
- Hasanah, N., Utomo, M. N., & Hamid, H. (2019). Hubungan Kompetensi Kewirausahaan Dan Kinerja Usaha: Studi Empiris UMKM Di Kota Tarakan. *Management Insight: Jurnal Ilmiah Manajemen*, 13(2), 27–38. <https://doi.org/10.33369/insight.13.2.27-38>
- Herlinawati, E., Suryana, Ahman, E., & Machmud, A. (2019). The effect of entrepreneurial orientation on SMEs business performance in Indonesia. *Journal of Entrepreneurship Education*, 22(5).
- Huang, S., Ding, D., & Chen, Z. (2014). Entrepreneurial leadership and performance in Chinese new ventures: A moderated mediation model of exploratory innovation, exploitative innovation, and environmental dynamism. *Creativity and Innovation Management*, 23(4), 453–471. <https://doi.org/10.1111/caim.12085>.
- Hui, L. C., & Ban, T. K. (2021). Factors influencing the SME business success in Malaysia. *Annals of Human Resource Management Research*, 1(1), 41–54. <https://doi.org/10.35912/ahrmr.v1i1.380>.
- Hartono, B., Diponegoro, A., & Yuliawan, I. (2021). The advantages of the micro equity model for MSME business resilience in Yogyakarta during a pandemic. *Jurnal Manajemen dan Kewirausahaan*, 23(2), 167-176. <https://doi.org/10.9744/jmk.23.2.167-176>.

- Hormiga, E., Batista-Canino, R. M., & Sánchez-Medina, A. (2010). The role of intellectual capital in the success of new ventures. *International Entrepreneurship and Management Journal*, 7, 71-92.
- Hussein, L., & Baharudin, A. (2017). A case study of e-commerce adoption in Jordanian small and medium enterprises (SMEs). *International Journal of Business and Management Invention*, 6(9), 88–93.
- Hyder, S., & Lussier, R. N. (2016). Why businesses succeed or fail: a study on small businesses in Pakistan. *Journal of Entrepreneurship in Emerging Economies*, 8(1), 82–100. <https://doi.org/10.1108/JEEE-03-2015-0020>.
- Ioniță, F., Shuleski, D., & Cristina, A. M. (2016). From Click-and-Mortar to Clicks-and-Bricks: Challenges of Business Transformation Management. *Management International Conference*, 1(4), 193–205.
- Irshaidat, R. (2022). Interpretivism vs. Positivism in Political Marketing Research. *Journal of Political Marketing*, 21(2), 126–160. <https://doi.org/10.1080/15377857.2019.1624286>.
- Irshaidat, R. (2022). Interpretivism vs. Positivism in Political Marketing Research. *Journal of Political Marketing*, 21(2), 126–160. <https://doi.org/10.1080/15377857.2019.1624286>.
- Jafari-Sadeghi, V., Amoozad Mahdiraji, H., Alam, G. M., & Mazzoleni, A. (2023). Entrepreneurs as strategic transformation managers: Exploring micro- foundations of digital transformation in small and medium internationalizes. *Journal of Business Research*, 154(January 2022), 113287. <https://doi.org/10.1016/j.jbusres.2022.08.051>.
- Jenkins, A. S., Wiklund, J., & Brundin, E. (2014). Individual responses to firm failure: Appraisals, grief, and the influence of prior failure experience. *Journal of Business Venturing*, 29(1), 17-33. doi:10.1016/j.jbusvent.2012.10.006.
- Kim, B., Kim, H., & Jeon, Y. (2018). Critical Success Factors of a Design Startup Business. *Sustainability*, 10(9), 2981.
- Kim, J., Hwang, E., Phillips, M., Jang, S., Kim, J.-E., Spence, M. T., & Park, J. (2018). Mediation analysis revisited: Practical suggestions for addressing common deficiencies. *Australasian Marketing Journal (AMJ)*, 26(1), 59–64. <https://doi.org/10.1016/j.ausmj.2018.03.002>.
- Kim, J., & Choi, H. (2019). Value co-creation through social media: A case study of a start-up company. *Journal of Business Economics and Management*, 20(1), 1-19.
- Konsek-Ciechońska, J. (2019). Startup Companies, Challenges in Poland. *Knowledge International Journal*, 30(6), 1621–1626. <https://doi.org/10.35120/kij30061621k>.
- Krejčí, M., Strielkowski, W., & Čabelková, I. (2015). Factors that influence the success of small and medium enterprises in ICT: A case study from the Czech Republic. *Business: Theory and Practice*, 16(3), 304–315. <https://doi.org/10.3846/btp.2015.521>.
- Kumbhat, A., & Sushil. (2018). *Development Stages and Scaling Issues of Startups*. Springer Singapore. [https://doi.org/10.1007/978-981-10-8926-8\\_1](https://doi.org/10.1007/978-981-10-8926-8_1).
- Klimas, P., Czakon, W., Kraus, S., Kailer, N., & Maalaoui, A. (2020). Entrepreneurial failure: a synthesis and conceptual framework of its effects. *European Management Review*, 18(1), 167-182.
- Kim, Y. & Heshmati, A. (2010). Analysis of Korean IT startups' initial public offering and their post-IPO performance. *Journal of Productivity Analysis*, 34, 133–149.

- Knapp, C. A., & Knapp, M. C. (2001). The effects of experience and explicit fraud risk assessment in detecting fraud with analytical procedures. *Accounting, Organizations and Society*, 26(1), 25-37.
- Kücher, A., Mayr, S., Mitter, C., Duller, C., & Feldbauer-Durstmüller, B. (2018). Firm age dynamics and causes of corporate bankruptcy: age-dependent explanations for business failure. *Review of Managerial Science*, 14(3), 633–661. <https://doi.org/10.1007/s11846-018-0303-2>.
- Lateef, M., & Keikhosrokiani, P. (2022). Predicting Critical success factors of business intelligence implementation for improving SMEs' performances: a case study of Lagos State, Nigeria. *Journal of the Knowledge Economy*, 1-26. <https://doi.org/10.1007/s13132-022-00961-8>.
- Li, L., Kartini, U., Te, L., Choon, S., & Yin, L. (2022). Revolution of Retail Industry: From Perspective of Retail 1.0 to 4.0. *Procedia Computer Science*, 200(2019), 1615–1625. <https://doi.org/10.1016/j.procs.2022.01.362>
- Liu, S. (2022). *Entrepreneurship, Innovation and Regional Economic Development: Spatial Variations and Empirical Analyses of Firm Formation, Small Business Innovation and Income Inequality* (Doctoral dissertation, Northeastern University).
- Lukason, O., & Hoffman, R. C. (2015). Firm failure causes A population-level study. *Problems and Perspectives in Management*, 13(1), 45–55. [https://doi.org/10.21511/ppm.13\(1\).2015.05](https://doi.org/10.21511/ppm.13(1).2015.05).
- Marei, A., Abou-Moghli, A., Shehadeh, M., Salhab, H. A., & Othman, M. D. (2023). Entrepreneurial competence and information technology capability as indicators of business success. *Uncertain Supply Chain Management*, 11(1), 339–350. <https://doi.org/10.5267/j.uscm.2022.9.008>
- Majali, T., Alsoud, M., Yaseen, H., Almajali, R., & Barkat, S. (2022). The effect of digital review credibility on Jordanian online purchase intention. *International Journal of Data and Network Science*, 6(3), 973–982. <https://doi.org/10.5267/j.ijdns.2022.1.014>.
- Malodia, S., Mishra, M., Fait, M., Papa, A., & Dezi, L. (2023). To digit or head? Designing digital transformation journey of SMEs among digital self-efficacy and professional leadership. *Journal of Business Research*, 157(February 2022), 113547. <https://doi.org/10.1016/j.jbusres.2022.113547>.
- Marullo, C., Casprini, E., Di Minin, A., & Piccaluga, A. (2018). 'Ready for Take-off': How Open Innovation influences startup success. *Creativity and Innovation Management*, 27(4), 476–488. <https://doi.org/10.1111/caim.12272>.
- Marr, B. (2016). *Big Data in Practice: How 45 Successful Companies Used Big Data Analytics to Deliver Extraordinary Results* (1st ed.). John Wiley & Sons.
- Mattare, M., Monahan, M., & Shah, A. (2016). The Utility of Entrepreneurial Resource in Microbusinesses in Maryland: A Comparison of Retail and Non-Retail Business. *Management and Organizational Studies*, 3(4), 26–35. <https://doi.org/10.5430/mos.v3n4p26>.
- Morteza, S., Pitts, B., Ehsani, M. & Kordnaeij, A. (2013). The vital factors for small and medium-sized sports enterprises startups. *Asian Social Science*, 9(5), 243–253.
- Maine, E., Shapiro, D. & Vining, A. (2010). The role of clustering in the growth of new technology-based firms. *Small Business Economics*, 34, 127–146.
- Mikle, L. (2020). Startups and reasons for their failure. In *SHS Web of Conferences* (Vol. 83, p. 01046). EDP Sciences. <https://doi.org/10.1051/shsconf/20208301046>.
- Nieman, G., & Nieuwenhuizen, C. (2014). *Entrepreneurship: South African Perspective*. Juta.

- Pangriya, R., & Singh, A. P. (2020). Automation in Retail: Modern Ways of Customer Engagement. *PalArch's Journal of Archaeology of Egypt/Egyptology*, 17(7), 10507–10533.
- Pauwels, K., & Neslin, S. A. (2015). Building with bricks and mortar: The revenue impact of opening physical stores in a multichannel environment. *Journal of Retailing*, 91(2), 182–197. <https://doi.org/10.1016/j.jretai.2015.02.001>.
- Petru, N., Pavlák, M., & Polák, J. (2019). Factors impacting startup sustainability in the Czech Republic. *Innovative Marketing*, 15(3), 1–15. [https://doi.org/10.21511/im.15\(3\).2019.01](https://doi.org/10.21511/im.15(3).2019.01).
- Poncin, I., & Ben Mimoun, M. S. (2014). The impact of "e-atmospherics" on physical stores. *Journal of Retailing and Consumer Services*, 21(5), 851–859. <https://doi.org/10.1016/j.jretconser.2014.02.013>.
- Preisendörfer, P., Bitz, A., & Bezuidenhout, F. J. (2012). Business Startups and Their Prospects of Success in South African Townships. *South African Review of Sociology*, 43(3), 3–23. <https://doi.org/10.1080/21528586.2012.727542>.
- Pirolo, L., & Presutti, M. (2010). The impact of social capital on the startups' performance growth. *Journal of Small Business Management*, 48(2), 197–227.
- Pereira, J. A., & Bernardo, A. (2016). Empreendedorismo Digital: estudo do Projeto Negócios Digitais desenvolvido pelo SEBRAE-PR em Maringá. *Desenvolvimento Em Questão*, 14(37), 293–327. <https://doi.org/10.21527>
- Queiroz, M. M., & Wamba, S. F. (2022). *Managing the Digital Transformation: Aligning Technologies, Business Models, and Operations*. CRC Press.
- Rifai, F., & Yousif, A. S. H. (2016). The effect of management policy & process on adopting entrepreneurship aspects by Jordanian universities. *Journal of Management and Sustainability*, 6(3), 127. <https://doi.org/10.5539/jms.v6n3p127>.
- Rizvanović, B., Zutshi, A., Grilo, A., & Nodehi, T. (2023). Linking the potentials of extended digital marketing impact and start-up growth: Developing a macro-dynamic framework of start-up growth drivers supported by digital marketing. *Technological Forecasting and Social Change*, 186, 122128. <https://doi.org/10.1016/j.techfore.2022.122128>.
- S., D., & R., S. (2022). Digital transformation in Retail Industry. *Cardiometry*, 24, 859–866. <https://doi.org/10.18137/cardiometry.2022.24.859866>.
- Santisteban, J., & Mauricio, D. (2017). Systematic literature review of critical success factors of Information Technology startups. *Academy of Entrepreneurship Journal*, 23(2), 1–23.
- Savastano, M., & Anagnoste, S. (2020). Pioneering Strategies in Retail Settings: An Empirical Study of Successful Practices. *Management and Marketing*, 15(4), 643–663. <https://doi.org/10.2478/mmcks-2020-0037>.
- Sakrabani, P., Teoh, A. P., & Amran, A. (2019). Strategic impact of retail 4.0 on retailers' performance in Malaysia. *Strategic Direction*, 35(11), 1-3.
- Schwarzkopf, C. (2016). *Fostering innovation and entrepreneurship: Entrepreneurial ecosystem and entrepreneurial fundamentals in the USA and Germany*. Springer. [https://doi.org/10.1007/978-3-658-13512-6\\_7](https://doi.org/10.1007/978-3-658-13512-6_7)
- Spiegel, O., Abbassi, P., Zylka, M., Schlagwein, D., Fischbach, K., Schoder, D. (2015). Business model development, founders' social capital and the success of early internet startups: a mixed-method study. *Information Systems Journal*, 26(5), DOI: 10.1111/isj.12073.
- Spyros, J.V. & Nickolaos, G.T. (2012). Factors influencing the entrepreneurial process and firm startups: evidence from central Greece. *Journal of the Knowledge Economy*, 3(3), 1-15

- Seethamraju, R., & Diatha, K. S. (2019). Digitalization of small retail stores - Challenges in digital payments. *Proceedings of the Annual Hawaii International Conference on System Sciences*, 5175–5184. <https://doi.org/10.24251/hicss.2019.621>.
- Shaikh, A. A., Lakshmi, K. S., Tongkachok, K., Alanya-Beltran, J., Ramirez-Asis, E., & Perez-Falcon, J. (2022). Empirical analysis in analyzing the major factors of machine learning in enhancing the e-business through structural equation modeling (SEM) approach. *International Journal of System Assurance Engineering and Management*, 13(January), 681–689. <https://doi.org/10.1007/s13198-021-01590-1>.
- Stojković, D., Lovreta, S., & Bogetić, Z. (2016). Multichannel strategy - The dominant approach in modern retailing. *Economic Annals*, 61(209), 105–127. <https://doi.org/10.2298/EKA1609105S>.
- Strehle, F., Katzy, B. R., & Davila, T. (2010). Learning capabilities and the growth of technology-based new ventures. *International Journal of Technology Management*, 52(1–2), 26–45. <https://doi.org/10.1504/IJTM.2010.035854>
- Simmons, S. A., Wiklund, J., & Levie, J. (2014). Stigma and business failure: implications for entrepreneurs' career choices. *Small business economics*, 42, 485-505.
- Sefiani, Y., & Bown, R. (2013). What influences the success of manufacturing SMEs? A perspective from Tangier. *International Journal of Business and Social Science*, 4(7), 297-309.
- Standing, C., & Mattsson, J. (2018). "Fake it until you make it": business model conceptualization in digital entrepreneurship. *Journal of Strategic Marketing*, 26(5), 385-399. <https://doi.org/10.1080/0965254X.2016.1240218>.
- Sulayman, M., Mendes, E., Urquhart, C., Riaz, M., & Tempero, E. (2014). Towards a theoretical framework of SPI success factors for small and medium web companies. *Information and Software Technology*, 56(7), 807–820. <https://doi.org/10.1016/j.infsof.2014.02.001>.
- Tjahjono, B., Esplugues, C., Ares, E., & Pelaez, G. (2017). What does industry 4.0 mean to supply chain?. *Procedia manufacturing*, 13, 1175-1182. <https://doi.org/10.1016/j.promfg.2017.09.191>.
- Tao, E. W. (2013). Industrial Management & Data Systems Article information: To cite this document: Social Media Models, Technologies, and Applications. *An Academic Review and Case Study*, 115(5), 769–802.
- Thiranagama, R. & Edirisinghe, K. (2015). Factors affecting small business startup of engineers and accountants in Sri Lanka. *NSBM Business & Management Journal*, 6(1): 84–107.
- Urban, B. & George, J. (2018). An empirical study on measures relating to impact investing in South Africa. *International Journal of Sustainable Economy*, 10(1). Inderscience Enterprises Ltd.: 61-77. DOI: 10.1504/IJSE.2018.088622.
- Utama, L., Widjaja, O. H., & Lego, Y. (2020). Pengaruh orientasi kewirausahaan terhadap keunggulan kompetitif pada UKM industri kreatif dengan kapasitas inovatif sebagai faktor mediasi dalam masa pandemik Covid-19. *Jurnal Bina Manajemen*, 9(1), 30–43. <https://doi.org/10.52859/jbm.v9i1.113>
- Ucbasaran, D., Shepherd, D. A., Lockett, A. & Lyon, S. J. (2013). Life after business failure is the process and consequences of business failure for entrepreneurs. *Journal of Management* 39(1), 163–202.
- Van Dyk, R., & Van Belle, J. P. (2019). Factors influencing the intended adoption of digital transformation: A South African case study. *Proceedings of the 2019 Federated*

- Conference on Computer Science and Information Systems, FedCSIS 2019, 18, 519–528. <https://doi.org/10.15439/2019F166>.
- Vu, D. A., Bui, Q. H., & Pham, T. Q. (2012). Critical Success Factors for Vietnamese Software Companies: A Framework for Investigation. *Journal of Sociological Research*, 3(2), 160–169. <https://doi.org/10.5296/jsr.v3i2.2307>.
- Verhoef, P. C., Kannan, P. K., & Inman, J. J. (2015). From Multichannel Retailing to Omnichannel Retailing. *Introduction to the Special Issue on Multichannel Retailing. Journal of Retailing*, 91(2), 174–181. <https://doi.org/10.1016/j.jretai.2015.02.005>.
- Wassouf, W. N., Alkhatib, R., Salloum, K., & Balloul, S. (2020). Predictive analytics using big data for increased customer loyalty: Syriatel Telecom Company case study. *Journal of Big Data*, 7(1). <https://doi.org/10.1186/s40537-020-00290-0>.
- Weking, J., Desouza, K. C., Felt, E., & Kowalkiewicz, M. (2023). Metaverse-enabled entrepreneurship. *Journal of Business Venturing Insights*, 19(January), e00375. <https://doi.org/10.1016/j.jbvi.2023.e00375>.
- Wu, S. P., Straub, D. W., & Liang, T. (2015). How information technology governance mechanisms and strategic alignment influence organizational performance: Insights from a matched survey of business and I.T. managers. *MIS Quarterly*, 39(2), 497–518.
- Wirapraja, A., & Aribowo, H. (2018). Pemanfaatan E-Commerce Sebagai Solusi Inovasi Dalam Menjaga Sustainability Bisnis. *Teknika*, 7(1), 66-72.
- Yoo, C., Yang, D., Kim, H., & Heo, E. (2012). Key value drivers of startup companies in the new media industry- The case of online games in Korea. *Journal of Media Economics*, 25(4), 244–260. <https://doi.org/10.1080/08997764.2012.729546>.
- Yaseen, H., Al-Adwan, A. S., & Al-Madadha, A. (2019). Digital marketing adoption among SMEs in Jordan: a mixed-method approach. *Journal of Theoretical and Applied Information Technology*, 97(4), 1396-1407.
- Yoo, Y., Henfridsson, O., & Lyytinen, K., (2010). Research Commentary-The New Organizing Logic of Digital Innovation: An Agenda for Information Systems Research. *Information System Research*, 21(4), 724-735.
- Zailani, S., & Rajagopal, P. (2005). Supply chain integration and performance: U.S. vs. Japanese companies. *Supply Chain Management*, 10(5), 379–394.
- Zeng, S. X., Xie, X. M., Tam, C. M., & Tam, V. W. Y. (2010). Relationship between cooperation networks and innovation performance of SMEs. *Technovation*, 30(3), 181–194.
- Zhang, J., Duan, Y., & Bantock, J. (2022). Business Strategy and Performance of Agricultural Cooperatives: Evidence from China. *Sustainability*, 14(5), 1–22. <https://doi.org/10.3390/su14052218>
- Zhang, S., Jiang, W., Zeng, Y., & Zhang, G. (2020). Business model innovation in China: Exploratory case studies. *Journal of Engineering and Technology Management - JET-M*, 56, 101536. <https://doi.org/10.1016/j.jengtecman.2020.101536>
- Zhang, X., & Agarwal, N. (2015). An examination of the impact of website quality on the performance of Chinese e-retailers. *Industrial Management and Data Systems*, 115(2), 225–246.
- Zhao, Z., Gu, W., & Zhang, X. (2022). Entrepreneurial orientation, strategic orientation, and SME performance: The moderating effect of entrepreneurial management. *International Small Business Journal*, 40(1), 34–55.
- Zhou, L., Wu, W. P., & Luo, X. (2007). Internationalization and the performance of born-global SMEs: The mediating role of social networks. *Journal of International Business Studies*, 38(4), 673–690.

Zurbruegg, R., & Wenger, S. (2018). *Different Market Entry Strategies of Retailers in the Fashion Industry: A Multiple Case Study Analysis*. 1–17.