

The Competitive Advantage of Micro-Businesses of Millennial Women in Medan, North Sumatra, Indonesia

Ritha F. Dalimunthe¹, Magdalena Linda Leonita Sibarani²
{ritha.fdalimunthe@gmail.com}

Faculty of Economics and Business, Universitas Sumatera Utara, Medan, Indonesia¹²

Abstract. The influences of SMEs have been established by young millennials (Generation Y) in Medan, North Sumatra. Women using digital technology is a supporting factor to the business market. Products' competitive markets have characteristics for novice entrepreneurs. This study aimed at describing the leadership and strategy of competitive advantages of micro-business products as the key to success for millennial women as beginners. This research was experimental design research using a qualitative and quantitative approach for beginner millennial entrepreneurs of culinary in Medan. The sample of this study was taken randomly by snowball principle, resulting in the representatives of millennial women of beginner entrepreneurs in Deli Serdang Regency who had meaningful micro-businesses in Medan City. A number of existing research samples were 117 people. The results showed that most micro-businesses in Medan had been established for more than 5 years, namely 65 respondents (55.6%). Meanwhile, entrepreneurs who had run their businesses for less than one year were 7 respondents (5.98%). The findings characterized those beginner entrepreneurs with a maximum capital of 10 million were as many as 45 million people (38.46%) and those located from over 1 million were 10 (8.54%). Also, using technology as a means of marketing development was 58.11%. Finally, leadership was evaluated and the results by the customer relations were mostly done by positive thinking of 93.16%. They create marketing strategies such as managing the finance, establishing a good relationship with consumers for business development. Therefore, the business can be accepted by the market.

Keywords: Business Strategies, Competitive Advantage, Leadership, Millennial Entrepreneurs

1 Introduction

Currently, unemployment has reached 5% of the population of Medan City, which is around 4 million. As for the majority of unemployed people who were born in the 80-90s era, it is called the millennial generation. Being an entrepreneur is one way to overcome unemployment. Millennial female entrepreneurs are a generation that is actively working, who is innovative by using digitalization, self-confidence and have a strong will to work. There is a difference between the millennial generation and the previous generation, namely the baby boom generation who were born in the 60-70s era.

There's a need for research on millennial beginner entrepreneur leadership. Beginner entrepreneurs have not entirely used information technology optimally (Dalimunthe,2019).

Therefore, it is necessary to do research on leadership and strategy seeks to the competitive advantage of micro-businesses women millennial in Medan. Currently Its unemployment has reached 5% of the population of Medan City, which is around 4 million. As for the majority of unemployed people who were born in the 80-90s era, it is called the millennial generation.

Being an entrepreneur is one way to overcome unemployment. Millennial female entrepreneurs are a generation that is actively working, who is innovative by using digitalization, self-confidence and have a strong will to work. There is a difference between the millennial generation and the previous generation, namely the baby boom generation who were born in the 60-70s era. There is a need for research on millennial beginner entrepreneur leadership. Beginner entrepreneurs have not entirely used information technology optimally (Dalimunthe,2019). It is necessary to do research on leadership and strategy seeks to advantage of micro-businesses women millennial in Medan.

The power that should be owned by entrepreneurs for featured products in order to compete to other similar businesses in the market. Entrepreneurship is the application of creativity and innovative in minimizing problems and being able to see opportunities every day (Thomas W Zimmerer,2013). The strength and potential of business to carry out operations including opening. The significant request and the consumer services with the pandemic situation give rise to numerous customer service demands used during the pandemic of Covid-19. Micro entrepreneurs make variety and good quality of products. Some of the startup entrepreneurs lack the ability to do online marketing to promote their business and do not get a larger market share (Dalimunthe, 2018).

Strategic management is a series of decisions and managerial actions that generated through the process of formulating and implementing plans with the aim of the company having a competitive advantage (Wheelen and Hunger, 2012). The management purposed a strategy to carry out the exploitation of the opportunities that have uniqueness and classic for the beginner entrepreneurs must have leadership so that they have a strategic view to becoming an economic buffer for an area.

To create a development model and increase competitive advantage that is built in the long term in the millennial generation Even though they encountered obstacles on the business road, they developed a business that produces income, offers job prospects and rewards for everyone, and is profitable enough that a small culinary business becomes a major business in the immediate future. For the competitiveness of the results of the descriptive analysis, it was found that there is a need for value creation in SME products in order to attract consumers. When the value of the product is good and got consumer belief, the products have been purchased currently; SMEs can build and improve their business, so they can compete in the market (Dalimunthe, 2019).

The startup entrepreneur must have the entrepreneurial variables at their disposal, and it has an impact on increasing business competitiveness. The respondents entrepreneurial have good skills due to the intensity of respondents getting a good understanding of entrepreneurship seminars or training it can strengthen the ability of entrepreneurs. The entrepreneurial skills in training or seminars, respondents often get new experiences that improve the quality of their business leads to increased business competitiveness (Dalimunthe, 2017).

The potential of beginner entrepreneurs in an area needs to be researched, especially for millennial entrepreneurs. So that the government can make policies for the millennial generation who have a business in the culinary field. In addition, Universities Sumatera Utara as a State University in Medan City must have a role in improving the welfare of the millennial generation in society. The efforts must be made the role of SMEs very important so

that an increase in the regional economic and community empowerment can be realized (Dalimunthe,2018). Entrepreneurs as business leader need to increase creativity, business strategies by using digital marketing to advance their business to gain a larger market share.

1.1 Competitive Advantage

Every company that competes in a certain industrial environment basically has a desire to be superior to its competitors. To achieve this advantage, companies generally implement strategies regarding what policies used to achieve these goals. Competition Advantage is the strategies implemented by companies to create or provide more value to their customers compared to other competitors. Moreover, competitive advantage is the ability of a company to formulate a strategy that places it in a more profitable position compared to its competitors. The competitive advantage arises when consumers feel they receive more value than their transactions with competitors (Setiawan, Ine Agustin,2008).

According (Barney, 2008) a company achieves a competitive advantage a value creating strategy that is not carried out by other companies at the same time. The competitive advantages will be ability to understand changes in market structure and are able to choose effective and efficient marketing strategies. (Porter,1998). Argues it can be achieved if the company has a competitive strategy, and the competitive strategy is a combination of the final goals the company wants to achieve with the tools (policies) that the company tries to get there.

The excellence strategy was then graded by Porters (David: 2006) into three groups, namely cost leadership, distinction, and emphasis. The excellence strategy was then graded by Porters (David: 2006) into three groups, namely cost leadership, differentiation, and concentrate. Cost leadership is how a company provides the lowest price compared to its competitors without reducing the quality of the product / service offered. The difference is a company's strategy to create or provide products / services that are different from competitors.

Meanwhile, the focus is that the company only focuses on certain segments so that it can identify in more detail the market it wants to target. The factors of competitive advantage that every company must have in order to compete in the world market are mastery of technology, creative and innovative level of entrepreneurship and having a broad vision of the product and the environment. An innovation is a key that leads to competitive advantage, therefore innovation and its relationship with organizational resources and capabilities require further research.

According to David (2006) Competitive advantage is everything; a company does very well-compared to its competitors. When one company can do something and another company cannot, or has something its competitors want, it represents a competitive advantage. Having and maintaining a competitive advantage is essential to the long-term success of an organization. Generally, a company is able to maintain a competitive advantage only for a certain period because of being imitated by competitors and weakening these advantages.

Besides that, the competitive strategy itself is a combination of the end (goal) that is fought for by the company with the policy in which the company tries to reach its goal (Porter, 1980). The development a competitive strategy is developing a general formula for how the business will compete, what the goals should be and what policies will be needed to achieve these goals.

In formulating a company's strategy, it must consider four main factors that determine the boundaries that a company can achieve properly, namely (Porter, 1980): 1) The company's strengths and weaknesses are a profile of its wealth and skills relative to competitors, including financial resources, technology, brand identification and others. 2) The personal

values of the organization are the motivations and needs of key executives and other personnel who must implement the strategies chosen. 3) Strengths and weaknesses combined with these values determine the internal boundaries of the competitive strategy that a company can implement to succeed. 4) External boundaries are determined by the industry and its wider environment. Industry opportunities and threats determine the competitive environment, with the risks and potential rewards associated with it. In this case, external boundaries, for example, government policies, social interests, are developing customs, etc.

According to Porter (David: 2006) strategy enables organizations to gain competitive advantage from three bases: price leadership, differentiation and focus. Porter mentions these basic generic strategies. However, various kinds of obstacles are still faced by MSME factors. Internal constraints include Human Resources (HR), capital, accountability and law. On the other hand, external constraints include access, business climate and infrastructure (LPPI & Bank Indonesia, 2015).

Some of these factors are the emergence of competitive advantage from businesspeople. In order to bring out the competitiveness of MSMEs, it is necessary to apply the concept of competitive advantage to see the increasing number of competitors with the same type of business. This was done to grow the economic and end in business resilience (Zultaqawa, Alexandri, & Hardinata, 2019). One of the efforts to increase competitive advantage, especially in the MSME business, is to maximize the potential of its Human Resources (HR) in increasing the competitiveness of the company. It focuses on human resources because one of the resources that have the ability to improve and develop the Bandung economy is human resources, both on a regional, national and global scale (Bandung City Central Statistics Agency, 2017).

This is supported by previous research which states that HR is one of the resources related to knowledge and its contribution to performance and competitive advantage (Ismail, Domil, & Isa, 2014). In business, HR or MSME players are required to be able to innovate, increase business growth, create differentiated products and services and the ability to reduce costs in business activities supported by the use of technology to gain competitive advantage (Xuhua et al, 2019).

However, seeing the current situation, MSMEs are still constrained in terms of capacity and quality, especially in terms of competence and limited productive resources such as information, knowledge, skills and technology (BAPPENAS, 2014). In line with this, the data showed that 36% of MSME players in Indonesia are still doing business offline. In addition, 37% of MSME players have very basic online skills, 18% have intermediate online skills and 9% are already running a sustainable online business (Deloitte, 2015). As explained in research Vieru et al (2015) states that Micro, beginner and intermediate enterprises still lack human resources who have adequate digital competency capabilities. This showed that the human resources at MSMEs are still not optimal in mastering technology, information, and communication.

According to Kotler and Armstrong (2014), competitive advantage is an advantage over competitors obtained by offering lower value or by providing greater benefits because of a higher price. The company occupies a position of competitive advantage due to its comparative advantage in resources that produce superior value at lower costs, and competitive advantage cannot be understood by looking at the company as a whole. The competitive advantage is the company's ability to make decisions in business to create a safe position over its competitors. Outperforming competitors not only in terms of providing products or services, but in terms of providing more competitive prices, giving more advantages even though the products offered are the same (Xuhua et al., 2019).

These companies tend to have a sustainable competitive advantage and can improve their operational activities more efficiently (Chamsuk, Fongsuwan, & Takala, 2017). The competitive advantage developed from the value it can create for its buyers, which exceeds the cost of the company in creating it. Competitive advantage comes from the many different activities that companies undertake in designing, producing, marketing, delivering and supporting their products. Each of these activities can support the company's relative cost position and create differentiation.

The era of globalization, it has been a new generation called the millennial generation or Generation Y. This generation taking possession of the ability to communicate openly as well as with social media users in their various life activities and has the ability and willingness to always follow technological developments from a political, social and economic perspective. Thus, the millennial generation looked reactive to environmental changes that occurred around them. They discussed technological advancements, millennial, creativity, information, passion, and productivity, among other topics.

According to Saiman (2014: 125) beginner entrepreneurs in order to have competitiveness, a beginner entrepreneur must be able to recognize various basic elements to achieve competitive advantage, namely as follows: a. Price or value. Pleasing consumers' c. Consumer experience d. Notable product attributes and e. Unique service privileges. The description of the competitive advantages of beginner culinary entrepreneurs in Medan is as follows:

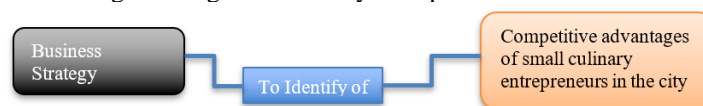


Fig 1. Competitive Advantages of Beginner Culinary Entrepreneurs in Medan City

1.2 Millennial Generation

- a. This generation has the capacity and desire to engage freely, as well as in social media platforms, in the various social activities, and to always follow technological advances from a political, social, and economic viewpoint. As a result, the millennial generation seemed to be extremely reactive to environmental changes. The millennial generation has many job characteristics, including they strive not only to earn a living but also to achieve a goal.
- b. Millennials want to learn something different at work, such as skills, improve their attitude, get to know the world, and take advantage of opportunities to achieve predetermined objectives.
- c. Millennial: prefer subordinates and team members who have the freedom to carry out activities without having to be ordered or supervised.
- d. Millennial; carry out activities without the need for annual reviews but millennial hope for continuous improvement.
- e. Millennial; think more about increasing their strengths.
- f. Millennial: work is a part of life.

The prevalence of generational groups in the workplace will result in changes in human resource management; Mannheim (1952) looked at generational gaps. Generation, in his view, is a social construct that consists of a group of people who are the same age and have shared historical experiences. To recognize someone who belongs to a generation by comparing birth years over a 20-year period and having similar social and historical dimensions. Ryder (1965) added that generation is an aggregate that comes from a group of people who experience various events simultaneously at the same time.

Meanwhile, William Strauss and Neil in their book entitled 'Millennial Rising: The Next Great Generation (2000) divided generations by means of birth equality and the similarity of historical events over time. Furthermore, Kupperschmidt (2000) classified individuals based on the year of birth, age, location, and events experienced by a group of individuals who are influential in their lives. According to Elwood Carlson in his book entitled 'The Lucky Few: Between the Greatest Generation and the Baby Boom' (2008), millennial generation is generation Y.

This is also stated by Sezin Baysal Berkup, Gediz University, İzmir, Turkey (2014) that the millennial generation or generation Y is someone who was born between 1980 and 2001. According to Hasanuddin et al. (2017) millennial generation is someone who born from 1981 to 2000. The population of North Sumatra, millennial generation born in 1981 to 2000 aged 20 to 39 years is 4,394,564 people or 30.18% of the total population in North Sumatra. The number of millennial generation workforce in North Sumatra is quite large as people who can work productively

1.3 Millennial Leadership

Millennial leadership used the millennial generation's communication pattern it leads; for example, millennial leaders do not hesitate to use social media such as Twitter, Facebook, Integra, and the latest communication channels that have become the mainstream in the life of the new generation. Millennial leadership needs to encourage innovation, creativity, and the spirit of the new generation of entrepreneurship.

All channels of innovation, creativity and entrepreneurship must be designed and concrete. Don't just contain discourse but build a process that can truly be enjoyed by this millennial generation to develop themselves. For example, millennial leaders need to build a center of creativity in every city with the latest equipment and technology, the most advanced computer graphics, free high-speed internet networks, Millennial leadership needs independence and an entrepreneurial spirit.

1.4 Leadership Character

Millennial leaders should have high creativity, dare to take all risks for actions that have been taken, and be responsible for decisions and implementation of activities. The leaders must also be able to see out of the box, think tactically at all costs and build integrity to face a problem (Ali & Waqar, 2013 sets Setyaningrum, 2017).

According to Bass (1997), Transformational leadership is leadership that goes beyond just exchanges and rewards for the performance shown by subordinates. There are four dimensions of transformational leadership, namely: charismatic, personal care, individual consideration, and mentoring and stimulus intellectual property.

1.5 Business Strategy

There are three business strategies to develop a micro-business as a beginner entrepreneur:

a. Product quality

Sudaryono (2011: 240) a product is something it can be offered to the market to get attention, to be purchased, used, or consumed, product quality is the overall characteristics of a product or service on the ability to satisfy stated/implied needs.

b. Product value

Product value is a set of benefits expected by customers from a particular product or the total costs are a set of costs that consumers expect to spend on evaluating, obtaining, using, and disposing of a product or service. The performance is below expectations, the customer is

not satisfied and if it meets expectations, the customer will be satisfied and if the performance exceeds expectations, the customer will be very, very satisfied and come back to buy the products produced by the company. A company can increase value to be offered to consumers in several ways as follows; increase usability (benefit), reduce costs, increase usability, and reduce costs, increase usability is greater than enhancing costs, and Increase usability is smaller and reduces costs.

c. Online Marketing

The majority of Medan's entrepreneurs lack adequate expertise and skills in the field of e-commerce. This is one of the barriers to business growth, given that any company forced to engage in online marketing in order to boost competitiveness and extend market reach to national and even foreign markets at a low cost.

It is not difficult for small businesses in Medan to compete in the online market; but, due to their limited capacity and faith in the use of media and technology. they focused on offline marketing and are not as successful as they could be. An optimal online platform needed accommodate for startup entrepreneurs to expand their value chain networks, it is needed by entrepreneurs to expand their value chain networking, where generally women entrepreneurs are less aggressive than male entrepreneurs in terms of network expansion are. Several factors affect entrepreneurs, including cultural factors.

The value chain network can assist entrepreneurs in developing goods that are more cost efficient by providing more alternative supply of production factors as well as increased market opportunities through specific platforms, with network expansion being one of the most important issues in business growth in order to gain access to more production factors. In terms of cost efficiency and additional product advantages, the product's value would be moderately influenced by the complex and competitive outside territorial market. Collaboration with other, more developed entrepreneurs who already have a network may be a choice for expanding the network.

In terms of cost efficiency and additional product benefits, the diverse and competitive outside territorial will then influence the value of the product moderate. An option to expand the network may be to collaborate with other, more established entrepreneurs who already have a wide spectrum. This research was conducted to see how the influence of leadership and business strategy on the competitive advantage of millennial small entrepreneurs in Medan. The purpose of this study was to find and analyze the influence of leadership on competitive advantage and the influence of business strategy on the competitive advantage of millennial generation beginner entrepreneurs in Medan.

2 Material and Method

This research is an experimental design research using a qualitative and quantitative approach for beginner millennial entrepreneurs of culinary in Medan. The population and sample of this study were community administrators in Medan City and Deli Serdang Regency. The number of existing research samples is 117 people. The sampling method is carried out with the snowball principle so that the sample processed will be more accurate with the recommendation of the previous sample. Sampling was also carried out by taking administrators who were members of a community.

Data is obtained by the research questionnaire contains questions on human resource empowerment and the use of social media in community activities in Medan and its surroundings. In-depth interviews designed to refine qualitative data. Conducting a Focus Group Discussion (FGD) was conducted to obtain information on the empowerment of human resources and the use of social media in community activities. As for the FGD activity, the participants were from the head of the community and related agencies. In this case the Women's Empowerment Office of North Sumatra Province. The data analysis of this research is a qualitative analysis using content analysis based on the results of the FGD.

3 Result and Discussion

This research was analyzed with the following results. Based on Table 1, it can be seen that the majority of the respondents studied had the latest education in Senior High School as many as 50 respondents. This was analyzed that many high school graduates preferred focusing more on improving their finance through entrepreneurship to continuing their higher education in universities.

Table 1. Description of Small Firm Based on Recent Education

| | Frequency | Percent |
|-------------|-----------|---------|
| Junior high | 6 | 5.12% |
| High school | 50 | 42.73% |
| Diploma | 14 | 11.96% |
| S1 | 41 | 35.04% |
| S2 | 6 | 5.12% |
| Total | 117 | 100% |

Table 2. Description of Beginner Entrepreneurs by Year of Business

| | Frequency | Percent |
|-----------|-----------|---------|
| < 1 years | 7 | 5.98% |
| 1-5 years | 45 | 38.46% |
| > 5 years | 65 | 55.6% |
| Total | 117 | 100% |

Based on Table 2, it can be seen that the number of businessmen who have been established in > 5 years, namely 65 respondents from entrepreneurs or 55.6, while entrepreneurs who are standing under one year are 7 respondents from entrepreneurs or 5.98%.

Table 3. Description of Beginner Entrepreneurs Based on The Amount of Business Capital

| | Frequency | Percent |
|--------------|-----------|---------|
| <1 million | 10 | 8.54% |
| 1-5 million | 43 | 36.75% |
| 5-10 million | 19 | 16.23% |
| > 10 million | 45 | 38.46% |
| Total | 117 | 100% |

Based on the data above, it can be seen that the most members have a capital of more than 10 million as many as 45 people or 38.46%, while the least members are those who are less than 1 million, which is 10 or 8.54%.

Table 4. Description of Beginner Entrepreneurs Based on Leadership

| Q U E S T I O N | Choices | | | | | | | | A V E R A G E | C A T E G O R Y |
|--------------------------------------|--------------|----------|---------------|----------|------------------|----------|--------------|----------|---------------------------------|--------------------------------------|
| | <i>Never</i> | | <i>Seldom</i> | | <i>Sometimes</i> | | <i>Often</i> | | | |
| | <i>F</i> | <i>%</i> | <i>F</i> | <i>%</i> | <i>F</i> | <i>%</i> | <i>F</i> | <i>%</i> | | |
| Forward oriented | 0 | 0 | 8 | 6.8 | 10 | 8.5 | 99 | 84.6 | 3.78 | Often |
| Have creativity | 0 | 0 | 11 | 9.4 | 12 | 10.25 | 94 | 80.34 | 3.7 | Often |
| Dare to take risks | 0 | 0 | 15 | 12.82 | 10 | 8.54 | 92 | 78.63 | 3.65 | Often |
| Think tactically | 0 | 0 | 8 | 6.83 | 18 | 15.39 | 91 | 77.8 | 3.7 | Often |
| Have integrity | 0 | 0 | 7 | 5.99 | 14 | 11.96 | 96 | 82.05 | 3.7 | Often |
| Dare to innovate | 1 | 0.85 | 10 | 8.54 | 10 | 8.54 | 96 | 82.05 | 3.71 | Often |
| To be responsible | 0 | 0 | 4 | 3.41 | 6 | 5.12 | 107 | 91.45 | 3.89 | Often |
| Quickly deal with problems | 1 | 0.85 | 24 | 20.51 | 19 | 16.23 | 73 | 62.39 | 3.4 | Often |
| Positive thinking | 0 | 0 | 2 | 1.7 | 6 | 5.12 | 109 | 93.16 | 3.91 | Often |
| Work hard | 0 | 0 | 2 | 1.7 | 5 | 4.27 | 110 | 94.01 | 3.92 | Often |
| Have principles | 0 | 0 | 1 | 0.85 | 8 | 6.83 | 108 | 92.3 | 3.91 | Often |

The results of the research in table 4 are about the leadership carried out by the management, which is the thing that is most often done is working hard, which is equal to 94.01%, after that the thing that is done is positive thinking which is 93.16%. Meanwhile, the least number of things done by the management is to quickly handle problems, namely 62.39%.

Table 5. Description of Beginner Entrepreneurs Based on Social Media

| Q U E S T I O N | Choices | | | | | | | | A V E R A G E | C A T E G O R Y |
|--------------------------------------|--------------|----------|---------------|----------|------------------|----------|--------------|----------|---------------------------------|--------------------------------------|
| | <i>Never</i> | | <i>Seldom</i> | | <i>Sometimes</i> | | <i>Often</i> | | | |
| | <i>F</i> | <i>%</i> | <i>F</i> | <i>%</i> | <i>F</i> | <i>%</i> | <i>F</i> | <i>%</i> | | |
| Get information | 1 | 0.85 | 13 | 11.11 | 13 | 11.11 | 90 | 76.9 | 3.64 | Often |
| Can use the internet | 1 | 0.85 | 4 | 3.41 | 7 | 5.98 | 105 | 89.74 | 3.85 | Often |
| Become a promotional tool | 3 | 2.56 | 8 | 6.83 | 14 | 11.96 | 92 | 78.63 | 3.67 | Often |
| Wearing fees | 2 | 1. | 14 | 11.96 | 10 | 8.54 | 91 | 77.8 | 3.62 | Often |
| Entrepreneurial page | 2 | 1.7 | 9 | 7.69 | 15 | 12.8 | 91 | 77.8 | 3.67 | Often |
| Determine the target market | 6 | 5.12 | 22 | 18.8 | 21 | 17.95 | 68 | 58.11 | 3.29 | Often |

The result of the research showed that 89.74% of the board members can use the internet. As many as 78.63% of respondents used social media as a promotional tool. Meanwhile, only 58.11% of respondents use social media to determine their target market. It was analyzed that most of these entrepreneurs were technology-literate and had actually realized the positive impacts of employing social media in their businesses.

Table 6. Description of Beginner Entrepreneurs Based On Business Strategy

| Q U E S T I O N | Choices | | | | | | | | A V E R A G E | C A T E G O R Y |
|--|--------------|----------|---------------|----------|------------------|----------|--------------|----------|---------------------------------|--------------------------------------|
| | <i>Never</i> | | <i>Seldom</i> | | <i>Sometimes</i> | | <i>Often</i> | | | |
| | <i>F</i> | <i>%</i> | <i>F</i> | <i>%</i> | <i>F</i> | <i>%</i> | <i>F</i> | <i>%</i> | | |
| Quality products | 0 | 0 | 0 | 0 | 6 | 5.13 | 111 | 94.9 | 3.94 | Often |
| Quickly Make a decision | 1 | 0.85 | 18 | 15.39 | 28 | 23.93 | 70 | 59.83 | 3.42 | Often |
| Has a product value in terms of price | 2 | 1.7 | 14 | 11.96 | 6 | 5.12 | 95 | 81.19 | 3.65 | Often |
| Pay attention to customer satisfaction | 0 | 0 | 0 | 0 | 5 | 4.27 | 112 | 95 | 3.95 | Often |
| Have Integrity | 0 | 0 | 6 | 5.12 | 9 | 7.69 | 102 | 87.17 | 3.82 | Often |
| Motivate Employees | 3 | 2.56 | 4 | 3.4 | 7 | 5.98 | 103 | 88.03 | 3.09 | Often |
| Experience serving consumers | 1 | 0.85 | 7 | 5.98 | 6 | 5.12 | 103 | 88.03 | 3.8 | Often |

The results showed that as many as 95% of respondents from entrepreneurs pay attention to customer satisfaction and 94.9% of respondents have quality products. Meanwhile, 59.83% of respondents were quick to make decisions.

Table 7. Description of beginner entrepreneurs based on competitive advantage

| Q U E S T I O N | Choices | | | | | | | | A V E R A G E | C A T E G O R Y |
|--------------------------------------|--------------|----------|---------------|----------|------------------|----------|--------------|----------|---------------------------------|--------------------------------------|
| | <i>Never</i> | | <i>Seldom</i> | | <i>Sometimes</i> | | <i>Often</i> | | | |
| | <i>F</i> | <i>%</i> | <i>F</i> | <i>%</i> | <i>F</i> | <i>%</i> | <i>F</i> | <i>%</i> | | |
| Consumers give good value | 2 | 1.7 | 7 | 5.98 | 8 | 6.83 | 100 | 85.4 | 3.76 | Often |
| Consumers are happy | 1 | 0.85 | 3 | 2.56 | 9 | 7.69 | 107 | 88.8 | 3.84 | Often |
| Find out about consumer experiences | 5 | 4.25 | 9 | 7.69 | 10 | 8.5 | 93 | 79.48 | 3.63 | Often |
| Has a unique service | 7 | 5.98 | 26 | 22.2 | 31 | 26.49 | 53 | 45.29 | 3.11 | Sometimes |
| Satisfied consumers | 7 | 5.98 | 19 | 16.23 | 9 | 24.78 | 62 | 52.99 | 3.24 | Sometimes |
| Low-cost advantage | 22 | 18.8 | 30 | 25.64 | 40 | 34.18 | 28 | 23.93 | 2.68 | Sometimes |

The results showed that respondents most often made consumers happy, namely 88.8%. Meanwhile, there are 85.4% of respondents who make consumers give good value to their products. Then only 45.29% of respondents have unique services. From the data on Table 7, it was understood that most respondents, as entrepreneurs, paid a careful attention to their relationships with their customers, both directly and indirectly.

4 Conclusion

The results showed that the micro businesses in the surrounding Medan city were the longest-established businesses, at most > 5 years, namely 65 respondents from entrepreneurs or 55.6%, while businesses that were established under one year were 7 respondents from the business or 5.98%. From the results of the description, it turned out that another characteristic of a beginner entrepreneur is showed that its members have a maximum capital of more than 10 million as many as 45 people or 38.46% while the smallest are those with less than 1 million, namely 10 or 8.54%. The most recent education of the majority of respondents studied was high school as many as 50 people or 42.73%.

From the results of the description of leadership carried out by management, the most done is hard work, which is 94.01%, and who is done with positive thinking, namely 93.16%. Then management did was fast problem solving, namely 62.39%. Finally, the results of the description of the use of social media showed that managers who can use the internet are 89.74% of business members. As many as 78.63% of respondents use social media as a promotional tool. Meanwhile, only 58.11% of respondents use social media to determine their target market. From the description of the business strategy, it showed that as many as 95% of respondents from entrepreneurs pay attention to customer satisfaction and 94.9% of respondents have quality products, and 59.83% of respondents were quick to make decisions.

While the results of the description of competitive advantage showed that the respondents most often make consumers happy, namely 88.8%. There are 85.4% of respondents who make consumers give good value to their products. Then only 45.29% of respondents have unique services. Overall, these millennial entrepreneurs should be great examples for other women entrepreneurs in Medan, especially the beginners. They create marketing strategies such as managing the finance, establishing a good relationship with consumers for business development. Therefore, their businesses can be accepted by the market and thrive during this globalization era.

References

- [1] Ali, U., & Waqar, S. (2013). Teachers' organizational citizenship behavior working under different leadership styles. *Pakistan Journal of Psychological Research*, 28(2), 297–316
- [2] Dalimunthe, R. F. (2019). The strengthening of social entrepreneurship within the women cadre group of posyandu (Maternal and child health services) in Medan City. *Asian Journal of Economics, Business and Accounting*, 11.
- [3] Dalimunthe, R. F. (2019). The effect of entrepreneurial mindset, digital training and supervision on the competitiveness of small and medium enterprises (SME) for women. *Journal of International Women's Studies*, 20(9), 121–131.
- [4] Dalimunthe, R. F. 2017. Factors supporting digital marketing of competitive rattan products in Medan City. *Advances in Economics, Business and Management Research (AEBMR)*, 46.
- [5] Hendro. (2011). *Basic of entrepreneurs*. Jakarta: Erlangga.
- [6] Hunger, J. D., & Wheelen, T. L. (2012). *Strategic management and business policy*, 9th edition. New Jersey: Pearson Prentice Hall
- [7] Kotler, P. (2003). *Marketing Management*. Salemba empat. Jakarta
- [8] Kotler, P. (2005). *Marketing management volume II*, 11th edition (Translation of Benyamin Molan). Jakarta: Indeks.
- [9] Kotler, K. (2012). *Marketing management*. Jakarta: Erlangga.
- [10] Kotler, P., & Armstrong, G. (2014). *Principle of marketing*, 15th edition. New Jersey: Pearson Pretice Hall.

- [11] Kurnianto, H. et al. (2018). Transformational leadership in organizational citizenship behavior and affective commitment. *Journal of Service Management and Marketing*, 11(2). <http://dx.doi.org/10.25105/jmpj.v11i2.2771>
- [12] Saiuman, L. (2014). *Theory of entrepreneurs, practice, and cases*. Jakarta: Salemba Empat.
- [13] Setyaningrum, R. P. (2017). Relationship between servant leadership in organizational culture, organizational commitment, organizational citizenship, behavior, and customer satisfaction. *European Research Studies Journal*, 20(3), 554–569. Retrieved from <https://www.scopus.com/inward/record.uri?eid=2-s2.0-85028028298&partnerID=40&md5=3cb8423750e59ad03660ad8bb0fbf300>