KNOWLEDGE MANAGEMENT ADOPTION AND ENHANCEMENT OF COMPETITIVE ADVANTAGES OF MICRO, SMALL AND MEDIUM ENTERPRISES IN SOUTH-WEST, NIGERIA

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Abstract
The purpose of the study was to examine the extent to which knowledge management adoption influences the enhancement of competitive advantages of MSMEs in Southwest, Nigeria. The descriptive research design of the survey type was adopted in the study. The population of the study was 1,557,438, this comprised all the owners of MSMEs in Southwest, Nigeria. The study sample consisted of one thousand two hundred (1,200) respondents which was achieved through multi stage sampling techniques. The study adopted an instrument tagged 'Knowledge Management and Enhancement of Competitive Advantage in Southwest, Nigeria (KMCA). The instrument was subjected to face and content validity by some experts in entrepreneurial studies department. The reliability of the instrument was estimated at 0.80 using Chronbach's Alpha reliability method. The data collected for this study was analyzed using both descriptive and inferential statistics. Based on the findings of the study, it was concluded that: there is high level of adoption of knowledge management among MSMEs in Southwest, Nigeria; there is a positive and significant relationship between knowledge management adoption and identification of customers' 'pain points' by the MSMEs and there is significant relationship between knowledge management adoption and the development of the unique value proposition of MSMEs in Southwest, Nigeria. Based on the findings, it was recommended that MSME owners should strive to adopt knowledge management.

Keywords: Knowledge Management, Competitive Advantage, Unique Value Proposition, Customer's Pain Point, Competition

1.   INTRODUCTION

One of the factors that determine the strength of a business is the ability to beat competition and acquire a substantial share of the market. Competition beats industries at times in ways that some businesses exit prematurely or become insolvent. Just as it is applicable in real life situations that you need to know much about your enemy for victory in a fight, the same goes to businesses. Beyond understanding or having relevant information about a business' competitors, acquisition of adequate knowledge on the part of the business owner, management team as well as the employees of an enterprise are germane to the business's survival. Getting the awareness of the existence of competitor, understanding customers' pain point or unmet needs and leveraging and developing the unique value proposition of an enterprise could go a long way for its sustainability. Knowledge management ensures that an enterprise identifies, acquires, shares and applies useful policies, methods and procedure to facilitate the attainment of its pre-stated goals. Competitive advantage can be broadly described as the edge or advantage an enterprise has over its rivals or competitors in the industry. Competitive advantage can come in the form of price reduction, better delivery package, loan facility to customers, occupancy of a strategic business location, offer of after sales services among others. There are six states that make up Southwest, Nigeria, these are Lagos, Ogun, Osun, Oyo, Ondo and Ekiti States. Micro, Small and Medium Enterprises (MSMEs) in Nigeria, as reported by the National Bureau of Statistics and SMEDAN (2017), are over 41.5 million out of which about 27.9% were from the Southwest region. The three most common business sectors in the region are wholesale and retail trade which is numbered as 256,205, agriculture numbered 166,724 while manufacturing is totaled 108,076. In the Southwest region of Nigeria, MSMEs reportedly contributes to the gross domestic product (GDP) to the tune of 50.73% while accounting to 84.02% of the entire labor force. It is notable that business startups nowadays tend to follow the line of existing businesses thereby in no time turn a 'blue ocean market' into a 'red ocean'. Perhaps, this has birthed the worrisome rate at which MSMEs exit the business cycle prematurely these days. Acquiring the required human capital capability in terms of relevant knowledge and information about a business' competitors' strengths and weaknesses as well as understanding one's business's areas of need could be a saving grace. It is against this backdrop that this study had investigated the extent at which knowledge management adoption influences the enhancement of competitive advantage of MSMEs in Southwest, Nigeria.

The objective of the study is to examine the extent at which knowledge management adoption influences the enhancement of competitive advantage of MSMEs in Southwest, Nigeria. Specifically, the study: Examined the level of adoption of knowledge management of SMEs in Southwest, Nigeria; Analyzed the extent at which the level of knowledge management adoption influences the awareness of competitors of MSMEs in Southwest, Nigeria; Examined the extent at which the level of knowledge management adoption influences the identification of customers' 'pain point' of MSMEs in Southwest, Nigeria; and Examined the extent at which the level of knowledge management adoption influences the development of unique value proposition of MSMEs in Southwest, Nigeria; .

The following research questions were raised to guide the study: What is the level of adoption of knowledge management of MSMEs in Southwest, Nigeria? To what extent does the level of knowledge management adoption influence the awareness of competitors of MSMEs in Southwest, Nigeria? To what extent does the level of knowledge management adoption influence identification of customers' 'pain point of MSMEs in Southwest, Nigeria? To what extent does the level of knowledge management adoption influence the development of the unique value proposition of MSMEs in Southwest, Nigeria.

The following hypotheses were formulated and tested at 0.05 level of significance:

   i.   There is no significant relationship between the level of adoption of knowledge management and enhancement of competitive advantage of MSMEs in Southwest, Nigeria;

   ii. There is no significant relationship between the level of knowledge management adoption and awareness of competitors of MSMEs in Southwest, Nigeria;

   iii. There is no significant relationship between knowledge management adoption and identification of customers' 'pain points' of MSMEs in Southwest, Nigeria;

   iv. There is no significant relationship between knowledge management adoption and development of unique value proposition of MSMEs in Southwest, Nigeria.

2.   LITERATURE REVIEW

Knowledge management (KM), due to the recognition of the significance of knowledge for an enterprise's survival and stability has evolved as a concept to reckon with. This has perhaps led to the definition of knowledge in line with two basic characteristics whic are according to Polanyi (1966) are tacit and explicit knowledge. In his submission, the involvement of tedious process in understanding and digesting information which is usually measured in terms of skills, ideas and capabilities is attributed to tacit knowledge. Coulson-Thomas (2004) buttressed this by stating that tacit knowledge is only transferrable through relationships within members of staff in an organization by practice, attitudes and experience among others. Meanwhile, Davidson & Voss (2000) described explicit knowledge as the information that one can transfer, share in manual form, diagrams, charts, pictures and code easily. Staniewski (2016) explained knowledge in three different states. According to him, knowing, which is the first state is when one gets familiar or used to, awareness of and recognition of techniques, rules, facts and principles. The state for capacity for action often referred to as the know how state is the second state, here, having the capability to put into appropriate use the grasped fact, methods and techniques is required. The third and last is the codification, capturing and accumulation of facts, principles, methods, techniques among others.

Knowledge Management, because it is multidimensional in nature has gotten series of operational definitions from various authors. One of them was Chawla and Joshi (2010) who believed that the act of recognizing and analyzing readily available knowledge required to facilitate the attainment of organizational goal is referred to as Knowledge Management. In the works of Darroch (2003), KM entails acquiring knowledge, disseminating knowledge and the utilization of available

knowledge. Also, Kiessling, Richey, Meng, & Dabic, (2009) argued that KM is a process which involves the acquisition, storage, understanding, sharing, implementation of knowledge and every other learning activities in conformity with the pre-stated organization's strategies. Meanwhile Mohammadyari and Singh (2015) stated that it is the policies, procedures and technologies employed for operating a continuously updated linked pair of networked databases, while Darroch (2003) believed that KM is the process of capturing a company's collective expertise wherever it resides, and distributing it to wherever it can help produce the biggest payoffs. Chirico (2008) described KM in line with its processes, stating that it is a process of knowledge creation, validation, presentation, distribution, and application. This was in tandem with Albert (1998)'s earlier submission that KM is the process of collecting, organizing, classifying and disseminating information throughout an organization, so as to make it purposeful to those who need it. Also with Bassi (1997) who believed that KM is the process of creating, capturing, and using knowledge to enhance organizational performance. Adams & Lamont (2003). submitted that it is a process by which an enterprise facilitates a better relationship with the stakeholders and also ensure that customers are satisfied, while Singh (2006) believed it is when an enterprise reuse information and knowledge.

Furthermore, literature affirmed a relationship between KM and business performance. For instance, in a study carried out by Bhatti and Qureshi (2007), it was reported that KM is the transformation of information into valuable assets usable for managerial decisions by exploring both tacit and explicit knowledge of members of staff and groups within the organization. KM was considered by Audretsch & Thurik (2004) as one of the best ways in which enterprises can beat competition in the industry, being a notable tool for innovation and competitive advantage improvement. Other authors in the likes of Seba and Rowley (2010) and Zack, McKeen & Singh (2009) agreed that adoption of appropriate KM can breed improvement in the performance of an enterprise and enhancement of capabilities. Ferraris, Mazzoleni, Devalle, & Couturier (2019) submitted on a study that achieving a competitive advantage for an enterprise involves having adequate knowledge of the status of system and resources by the use of modern analysis technologies and understanding the relatedness of the data base. This is emphasizing the importance of the enterprise's provision for knowledge improvements in a way to facilitate better performance of the business. Other authors like Friedrich, Becker, Kramer, Wirth, & Schneider (2020) also agreed that knowledge is essential to an enterprise performance. That is why they stated that knowledge management if added with digital innovation births new innovative business models that can help to improve the value delivery of an enterprise. Also, Schraw (2006) concurred that knowledge management assists in the optimum utilization of physical assets and resources of an enterprise. Ferraris (2012) asserted that competitive advantage can be improved by knowledge management as a result of its influence on the company's performance through innovation which favors the manipulation of new information with the existing one. Punie (2007) asserted that high level performance sustenance should facilitate integration, creation and knowledge transfer.

Part of the previous empirical studies that examined the relationship between KM and business performance were Wang and Lin (2013) and Noruzy, Dalfard, Azhdari, Nazari-Shirkouhi, & Rezazadeh (2013). Wang and Lin (2013) affirmed the positive roles KM orientation in enhancement of performances of organizations in China while Noruzy, Dalfard, Azhdari, Nazari-

Shirkouhi, and Rezazadeh (2013) noted the positive influence KM plays on manufacturing firms' performance. Meanwhile, Gholami, Asli, Nazari-Shirkouhi & Noruzy (2013) reported on SMEs that KM has a significant relationship with business performance. He stated further that sharing of knowledge had the highest factor loading while financial performance also had the highest factor loading in measuring the performance of organization. Liu and Abdalla (2013) found that SMEs performance is positively influenced by KM.

Competitive advantage can be described as the edge an enterprise has over its competitors in the same industry. In line with this, Gunasekaran, Rai & Griffin (2011) explained that competitive advantage means having potentials and resources that supersedes those of the others. Solesvik (2013) mentioned the factors that could be used in measuring the competitive advantage in an enterprise as communication mode, methods, markets, goods and services formation of the enterprise. He stated further that it has been the yardstick for determining the most efficient company in line with value delivery at a lower cost, achievement of large market share and profit margin. However, Bedford (2011) defined competitive advantage as the ability of a company to deliver goods and services in a distinct manner from its competitors; achievement of better performance overtime for a business in an industry. Also, Simpson, Taylor & Barker (2004) sees competitive advantage as the ability of an institution to deliver outputs that are different from its competitors in the same line of business. Observation has shown that the business world of today is predominantly "Red Ocean", that is, full of competition both at the national and international levels. Consequently, any business that fails to introduce innovation and adapt the various trending technologies would experience a fall in the profit and a loss of a good share of the market. Solesvik (2017) stated the two positions to stabilize competition edge in an organization. The industrial organization theory was the basis of the first one. This theory was introduced in the 1980s as the trending opinion by Michel Porter. It established that environmental opportunities are the main sources of competitive advantage, its analysis was based on value chain of institution, rate of competition, clusters, generally adopted strategies, nation's competitive advantage, among others. The resource-based theory is the second viewpoint. Here, it is believed that competitive advantage is created by individual companies through a self-created skills, capabilities and competencies. This theory focuses mainly on the strengths, weaknesses and the lasting competitive advantage of companies; adoption of technologies, collaboration with other companies and the potential of an organization determines the ability of each company to maintain its competitive advantage.

Competitive advantage could be achieved in various ways. Porter (1980) reasoned that product's differentiation, centralization and cost leadership are the three ways of generating competitive advantage. In a latter development, Gunasekaran, Rai & Griffin (2011) posited that in evaluating the outcome of competitive advantage, the sources of competitive advantage and positional competitive advantage should be differentiated. He further noted superficial resources and skills as the two main sources of competitive advantage. Gassmann and Keupp (2007) on his own, noted provision of goods and services at an effective cost, well packaged and unique delivery of goods and services and meeting customers' need in terms of location and the interest groupings are the three different elements of competitive advantage. He emphasized the propensity of adaptability of the strategies of competitive advantage chosen for SMEs and new startups as a result of their dependency the factors that enhance notable competitive advantage such as the industry structure,

environmental forces and the trends in the market. Also, Pearce & Rice (2017) opined that devotion of resources, acquisition of adequate knowledge on business, having wide distribution collaborations would assist new enterprises to gain a competitive advantage throughout all value chain business processes. He also said that relative reduction of cost of production, innovating and uniqueness of production strategies are ways a company can develop meaningful competitive advantage, this involves dealing with the different market segments and managing both the company's physical and social environments. This method is in agreement with the suboptimal utilisation of resources school of thought for strategy on product market differentiation. Also, likely challenges of substitution of products are aborted and the ability of an enterprise to identify and separate from its competitors would be enhanced. One of the factors that tend to enhance the stability of business owners is competitive advantage. This was concurred to by Zaridis (2009), he stated that for young entrepreneurs to develop capabilities to stand the test of time, business growth and effective management of both its financial and human resources, competitive advantage is very germane. He suggested thereafter that all the internal and external macroeconomic factors related to startup businesses should be closely monitored for effective performance. On this, Barney and Hesterly (2010) posited that enterprises must, in a bid to beat competition, add value economically to their personal goods and services. However, emphasis should be laid on customer-driven value delivery system for the overall business development and promote competitive advantage; customers should be able to differentiate a company's product from that of the others in the same industry. The business environment of an enterprise would be a major determinant for attainment of competitive advantage for startups in a tensed and highly competitive market.

Furthermore, literature affirmed the principles that underpin competitive advantage. Sultan and Mason (2010) reported while developing his principles on competitive advantage of SMEs in developing countries, that since the economic growth of an enterprise can best be achieved through competitive advantage, incorporation of customers' needs as well as their satisfaction should be at the business plan. The new competitive model may have emerged from these thoughts and others, that both the new and existing customers should be served a company's new goods and services at cheaper and reasonable prices. In the market segmentation components or markets where customers' interest is prioritized as against the operations of others in the same industry, the new competitive model is usually incorporated. Jones (2003), while developing the characteristics of competitive advantage that are key, paid special focus on value propositions formation mentioned basic cost leadership process, differentiation of long term product/ services and products/services focus as the three generic competitive strategies in an enterprise. Several studies have been carried out on the relationship between competitive advantage and business performance. For instance, Honig & Hopp (2016)., did a survey in China on the effects of electronic businesses on several real estate agencies. The result revealed that electronic businesses were positively and significantly effective in performance and competitive advantages of businesses and resulted in differentiation from the rivals. Chuang (2004), after a study concluded that the competitive advantage of a business can be enhanced by the implementation of knowledge management. Recommendation was made by Adams and Lamont (2003) that knowledge management, organizational resources, innovation and differentiation of products, and organization learning is most likely to improve

competitive advantages of businesses. Adeniyi, B.C. (2022) digital skills acquisition enhances economic development while Davidson, & Voss (2002) concluded that utilization of IT based strategies attenuated costs of company, differentiated the products, and created innovation which could bring considerable competitive advantages to the organization. From a study, Kanayo, Jumare & Nancy (2013) submitted management of skills and organizational performance could be promoted through learning and development with the resultant effect on the promotion of competitive advantage. This study was supported by the Knowledge-based theory (KBT), which according to Grant 1996 assumes that value creation within the firm comes through knowledge utilization by transforming input to output. Christmann (2000) noted that through innovation, business performance can be improved by creating exceptional capabilities if knowledge is well managed. Gupta & Govindarajan (2000) argued that due to immobility, knowledge is one of the tools to achieving sustainable differentiations as accurate predictions could be made on the nature and potential changes in the business environment as well as deciding on the appropriate actions and strategies to take without which the enterprise might miss out in opportunities. Gupta and Govindarajan (2000) agreed that technology and market knowledge have the potential of influencing business performance as a result of the propensity to identify and exploit business opportunities. They create awareness of the unmet needs of customers, thereby, generate business opportunity, facilitate the measurement of market worth of changes in technology and new scientific discoveries and the enhancement of collaborations among firms in the same industry especially on areas that require attention for solutions. In support of this, Shane (2000) found that having a prior knowledge of customer problems determines what to serve to the market and means of solving the problems. Not familiarizing with customers and ways of solving such problems will bring difficulty to introducing new product and services to the market. Discovery and exploitation of opportunities can also be enhanced through knowledge. Technological knowledge according to McEvily and Chakravarthy (2002) assists in tapping into the economic impact of exploiting opportunities by dictating the most effective product design with cost minimization. Cohen and Levinthal (1990) affirmed that for an enterprise to react to customers' request ahead of its competitors and exploit opportunities, technological knowledge is inevitable. This implies that the combination of technological knowledge and market, make up the required knowledge-based resources useful for identification and utilization of opportunities. However, several studies have been carried out on this subject matter, but none has been found to have established the extent at which knowledge management adoption influences the enhancement of competitive advantage in MSMEs in Southwest, Nigeria, with the specific variables of the study, this therefore represents the gap the study intends to fill.

3.   METHODOLOGY

The descriptive research design of the survey type was adopted in the study. The population of the study was one million, five hundred and fifty five thousand, four hundred and thirty eight (1,557,438), (national survey of SMEDAN, 2022). This comprised all the owners of MSMEs in Southwest, Nigeria. The sample of the study consisted of one thousand two hundred (1,200) respondents which was achieved through multi stage sampling techniques. The first stage involved the use of simple random sampling technique to select four (4) out of the six (6) states in the region. The selected states were Ondo, Ekiti, Oyo and Osun States. The second stage involved the use of

proportional stratified random sampling technique to select respondents from each of the sampled states. Three hundred and eight five (385) respondents were selected from Ondo State, two hundred and thirty five (235) from Ekiti State, three hundred and ten (310) from Oyo State and two hundred and seventy (270) from Osun State. The study adopted an instrument tagged 'Knowledge Management and Enhancement of Competitive Advantage in Southwest, Nigeria (KMCA). The questionnaire was structured on a five-point Likert scale as follows: Strongly Agreed (SA), Agreed (A), Strongly Disagreed (SD) Disagreed (DA) and Neutral (N). The instrument was subjected to face and content validity by some experts in entrepreneurial studies department. The reliability of the instrument was estimated at 0.80 using Chronbach's Alpha reliability method. The data collected for this study was analyzed using both descriptive and inferential statistics. All hypotheses was tested at 0.05 level of significance.

4. RESULTS AND DISCUSSION

Table 1: Respondent Respond Rate

Population Category	Sample size	Responses	Respond Rate %
Private Schools	314	297	94.74
Computer and other related Services	129	089	68.97
Food and Beverages	363	328	90.47
Agro Allied	154	128	83.33
Artesian and Traders	240	184	76.92
Total	**1200**	**1,026**	**85.5**

Source: Field Survey (2023)

Table 1 revealed that, 297 of the respondents which represents (94.74%) out of 314 samples from privates schools filled and returned the questionnaire, 089 which represents (68.97%) out of 129 questionnaire distributed for Computer and other related Services. 328 which represents (90.47%) out of samples distributed for Food and Beverages, 128 which represents (83.33%) out of 154 questionnaire distributed for Agro Allied, while 184 which represents (76.92%) out of 240 questionnaire distributed for Artesian and Traders, the overall response rate is 85.5% which is a good representation of the population.

Table 2: Level of adoption of knowledge management among MSMEs in Southwest, Nigeria

Items	N	Mean	Std. Dev	T	df	Sig.
Applied knowledge to tasks processing	1,026	4.017	0.812	57.509	1,025	0.002
Adapt to new Technology	1,026	4.022	0.756	47.741	1,025	0.000
Shared information with relevant peers	1,026	3.795	0.788	58.500	1,025	0.003
Cultivating culture of knowledge adoption	1,026	4.032	0.859	57.153	1,025	0.003
Openness to new ideas	1,026	4.640	0.744	52.199	1,025	0.001

Mean cut-off is (2.5)
Table 2: Descriptive Statistics for adoption of knowledge management among MSMEs in Southwest, Nigeria
Source: Field Survey (2023)

Table 2 revealed the adoption of knowledge management among MSMEs in Southwest, Nigeria, which was measured using the dimensions of applied knowledge to tasks processing, adapt to new technology, shared information with relevant peers, cultivating culture of knowledge adoption, openness to new ideas. The results in Table 2 revealed that on a Likert scale of 1 to 5 (1 for strongly disagree and 5 for strongly agree) the means for adoption of knowledge management ranged between 3.795 and 4.640. The actual means were 4.017, 4.022, 3.795, 4.032 and 4.640 respectively for applied knowledge to tasks processing, adapt to new technology, shared information with relevant peers, cultivating culture of knowledge adoption, openness to new ideas accordingly, the means revealed that openness to new ideas was the most adopted knowledge management, followed by the cultivating culture of knowledge adoption were majorly initiated among the MSMEs in Southwest, Nigeria. Since all these items of adoption of knowledge management's means is above the average of 2.5 cut-off mean, it can therefore be concluded that, there is high level of adoption of knowledge management among MSMEs in Southwest, Nigeria.

Test of Hypotheses
The following hypotheses were tested at a 0.05 significant level.

Hypothesis One
H₀1: There is no significant relationship between knowledge management adoption and awareness of competitors in the industry among MSMEs in Southwest, Nigeria

Table 3: Model Summary of relationship between knowledge management adoption and awareness of competitors among MSMEs

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.347	.406	.298	.5074

a Predictors: (Constant), knowledge management adoption

b. Dependent Variable: awareness of competitors

Source: Field Survey (2023)

Table 4: Analysis of Variance in knowledge management adoption and awareness of competitors

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	122.473	1	17.376	74.392	.0002
	Residual	228.838	1,025	.368		

	Total	351.311	1,026			

- Predictors: (Constant), in knowledge management adoption
- Dependent Variable: awareness of competitors by MSMEs

Source: Field Survey (2023)

The model summary table 4.2 shows the evidence that, 40.6% of the variations in the knowledge management adoption in the operations of MSMEs in Southwest, Nigeria were accounted for by awareness of competitors.

Hypothesis one, which stated that there is no significant relationship between knowledge management adoption and awareness of competitors in the industry among MSMEs in Southwest, Nigeria is rejected at R=..347, R^2=..406, p = (.0002) <.05. This implies that knowledge management adoption significantly affects the awareness of competitors MSMEs in Southwest, Nigeria.

Hypothesis Two
H$_0$2: There is no significant relationship between knowledge management adoption and identification of customers' 'pain points' by the MSMEs in Southwest, Nigeria.

Table 5: Model Summary of knowledge management adoption and identification of customers' 'pain points' by the MSMEs

Model	R	R Square	Adjusted R Square	Std. Error of theEstimate
1	.318	.514	.148	.5316

a. Predictors: (Constant), knowledge management adoption

b. Dependent Variable: identification of customers' 'pain points' by the MSMEs

Source: Field Survey (2023)

Table 6: Summary of Analysis of Variance in knowledge management adoption and identification of customers' 'pain points' by the MSMEs

Model		Sum ofSquares	Df	Mean Square	F	Sig.
1	Regression	132.473	1	15.303	65.101	.0003
	Residual	248.834	1,025	.314		
	Total	381.307	1,026			

- Predictors: (Constant), knowledge management adoption
- Dependent Variable: identification of customers' 'pain points' by the MSMEs

Source: Field Survey (2023)

The model summary table 6 reveals that 51.4% of the variations in the knowledge management adoption identification of customers' 'pain points' by the MSMEs is accounted for by knowledge management adoption.

Based on these results, hypothesis two, which stated that there is no significant relationship between knowledge management adoption and identification of customers' 'pain points' by the MSMEs in Southwest, Nigeria was rejected at R=.318, R^2= .514, p = (.0003) <.05. This means that there is significant relationship between knowledge management adoption and identification of customers' 'pain points' by the MSMEs in Southwest, Nigeria.

Hypothesis Three

H03:   There is no significant relationship between knowledge management adoption and the development of the unique value proposition of MSMEs in Southwest, Nigeria

Table 7: Model Summary of knowledge management adoption and the development of the unique value proposition of MSMEs

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.481	.569	.354	.6335

a Predictors: (Constant), knowledge management adoption

b. Dependent Variable: development of the unique value proposition by MSMEs

Source: Field Survey (2023)

Table 8: Summary of Analysis of Variance in knowledge management adoption and the development of the unique value proposition of MSMEs

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	213.261	1	3.812	20.747	.000
	Residual	218.834	1,025	.277		
	Total	432.095	1,026			

•   Predictors: (Constant), knowledge management adoption
•   dependent Variable: development of the unique value proposition of MSMEs

Source: Field Survey (2023)

The model summary table 8 reveals important confirmations. Firstly, 56.9% discrepancy in development of the unique value proposition of MSMEs is brought about by knowledge management adoption.

Hypothesis three, which stated that, there is no significant relationship between knowledge management adoption and the development of the unique value proposition of MSMEs in Southwest, Nigeria was rejected at R=.481, R^2= .569, p = (.000) <.05 revealed that knowledge management adoption affects development of the unique value proposition of MSMEs

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5.   CONCLUSION

This study examined knowledge management adoption and enhancement of competitive advantage of micro, small and medium enterprises in South-West, Nigeria. Based on the findings of the study, it was concluded that: there is high level of adoption of knowledge management among MSMEs in Southwest, Nigeria; there is a positive and significant relationship between knowledge management adoption and identification of customers' 'pain points' by the MSMEs and there is significant relationship between knowledge management adoption and the development of the unique value proposition of MSMEs in Southwest, Nigeria. In line with the findings of the study, knowledge management adoption is the prerequisite of awareness of competitors among MSMEs, which serve as the fortress for MSMEs to be able to stand tall among the contemporaries. However, knowledge management adoption is a powerful instrument for organizations to be able to withstand the test of time, most especially during this period of fuel subsidy removal and economic downtown in Nigeria. Knowledge management adoption effectively will help the organization to be able to gain competitive advantage over the competitors. Development of the unique value proposition by MSMEs is deeply root in the knowledge management adoption, it will be very difficult for any organization, who could not manage knowledge to be able to develop any unique value that can be of benefit to the customers and general public at large. It is therefore imperative to know that, knowledge management adoption is essential for the MSMEs to be able to thrive among the competitors. It can therefore be concluded that knowledge management adoption enhances competitive advantage of micro, small and medium enterprises over their contemporary in South-West, Nigeria.

Based on the findings of this study the following recommendations were made:
    i.   MSMEs are encouraged to strive for adoption of knowledge management, in other to remain relevant
    ii.   MSMEs operators should cultivate the habit of attending seminars, vocational study, on-job training so as to gain necessary knowledge need for the contemporary demand.

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