



Creativity And Innovation In A Local Bakery Business: A Qualitative Case Study Of Roti And Brownies Daeng

Rismawati Natsir¹, Sultan Baa^{2*}, Khilqy Salsabila³, Awalia Haqqiya Bella⁴, Dwi Nur Aqidah⁵

¹English Education at Universitas Negeri Makassar, Indonesia

²English Education at Universitas Negeri Makassar, Indonesia

^{3,4,5} English Education at Universitas Negeri Makassar, Indonesia

Corresponding Author: ² sultan7304@unm.ac.id

Abstract

Entrepreneurial creativity and innovation are important practices for local businesses to respond to changing consumer preferences and market conditions. This study aims to explore the implementation of creativity, innovation practices, digital marketing activities, and business adaptation in Roti & Brownies Daeng, a local bakery enterprise in Makassar, Indonesia. This research employed a qualitative exploratory case study approach. Data were collected through semi-structured interviews, direct observation, and documentation. The main informant was the Human Resources Manager of Roti & Brownies Daeng, who provided information regarding business operations, product development, marketing practices, and adaptation processes. The data were analyzed using thematic analysis based on Braun and Clarke's framework. The findings identified four main themes: cultural-based product innovation practices, market-oriented product development, digital marketing practices, and business adaptation during external challenges. The study shows that Roti & Brownies Daeng implements creativity by integrating local cultural elements into bakery products, developing products based on consumer trends, utilizing digital platforms for marketing and distribution, and adjusting business practices in response to changing conditions. This study provides insights into how a local bakery enterprise implements creativity, innovation, and adaptation practices within its business context. The findings contribute to entrepreneurship studies by highlighting the process of innovation implementation in culinary enterprises and provide practical insights for businesses seeking to develop products, marketing activities, and adaptive strategies.

Keywords: Entrepreneurial creativity, Innovation practices, Digital marketing, Business adaptation, Bakery enterprise, Qualitative case study.





INTRODUCTION

1.1 Background and Research Context

Entrepreneurship plays an important role in supporting economic development by encouraging business creation, innovation, and value generation. In increasingly dynamic markets, entrepreneurs are required not only to establish businesses but also to continuously develop creative ideas, identify customer needs, and adapt their business practices to changing conditions. Creativity and innovation have become essential elements for small businesses to maintain relevance, particularly in industries characterized by changing consumer preferences and intense competition.

Innovation in entrepreneurship involves more than the development of new products. It also includes improvements in business processes, marketing approaches, organizational practices, and the ability to respond to external changes. Schumpeter (1934) emphasized that entrepreneurial activities are closely associated with innovation through the creation of new products, production methods, markets, and organizational arrangements. Similarly, Drucker (1985) viewed innovation as a systematic process of identifying opportunities and transforming ideas into valuable solutions.

For small businesses, creativity provides the foundation for developing innovative practices. Amabile (1996) explained that creativity involves generating and developing useful ideas within a specific context. These ideas become meaningful when organizations are able to implement them through appropriate strategies and business processes. Furthermore, Teece et al. (1997) highlighted the importance of dynamic capabilities, referring to the ability of organizations to adjust and reconfigure resources when facing environmental changes.

The food and beverage sector provides an important context for examining entrepreneurial creativity and innovation practices. Culinary businesses must continuously respond to changing customer preferences through product development, branding, digital marketing, and operational adaptation. Local culinary enterprises also face the challenge of maintaining cultural identity while adapting products and services to contemporary market expectations.

Roti & Brownies Daeng represents a relevant case for understanding these practices. The company is a local bakery enterprise located in Makassar, Indonesia, that has developed various bakery products by combining local characteristics with modern culinary concepts. The business has expanded its product range from bread products to brownies, traditional cakes, cookies, and other bakery products. Several products incorporate local cultural elements, such as Brownies Sarabba, which adapts a traditional local beverage into a modern bakery product, and Roti Biccu,





which modifies a small bread concept according to the company's identity.

In addition to product development, Roti & Brownies Daeng applies digital marketing activities through social media platforms and online delivery services. The company also adjusts its business practices when facing external challenges, including changes in consumer behavior and disruptions during the COVID-19 pandemic. These activities provide an opportunity to explore how creativity, innovation, marketing practices, and adaptation are implemented within a local culinary enterprise.

1.2 Previous Empirical Studies

Previous studies have explored innovation practices in small and medium enterprises (SMEs) from various perspectives, emphasizing the importance of product development, organizational capabilities, and market orientation in supporting business growth. Innovation capability enables SMEs to generate new ideas, improve existing products, and respond to changing market demands. In the culinary sector, studies have shown that product innovation and digital transformation are important strategies for developing businesses, as digital platforms allow enterprises to communicate with customers, promote products, and expand distribution channels. Furthermore, cultural branding studies highlight that local identity can become a valuable resource for culinary businesses by integrating cultural elements into products and branding strategies to create distinctive offerings. Digitalization has also become an important aspect of SME development, as businesses need to develop internal capabilities to effectively adopt digital technologies and improve customer interaction, operational processes, and market access (Eller et al., 2020).

Similarly, Ramdani et al. (2022) emphasize that digital innovation in SMEs requires the integration of technological adoption with business processes to create new opportunities and strengthen business competitiveness. However, many previous studies mainly focus on examining the relationship between innovation activities and business outcomes, such as sales growth, competitiveness, and market performance. Therefore, limited attention has been given to understanding how innovation practices are developed, implemented, and adapted within specific local business contexts.

1.3 Research Gap and Novelty

Although previous research has provided valuable knowledge regarding innovation, digital marketing, and SME development, several aspects remain insufficiently explored. First, limited attention has been given to the process through which local culinary enterprises





implement creativity and innovation practices in their daily business activities. Second, previous studies often examine innovation through quantitative relationships between variables, while fewer studies explore the experiences and practices underlying innovation implementation.

This study addresses this gap by examining how creativity, innovation practices, digital marketing activities, and business adaptation are implemented within a local bakery enterprise. Using Roti & Brownies Daeng as a case study, this research provides contextual understanding of entrepreneurial practices within a specific culinary business environment.

The novelty of this study lies in its process-oriented perspective. Rather than measuring the effect of innovation on business performance, this research explores how innovation practices are developed, organized, and adapted by a local bakery enterprise.

1.4 Research Questions

This study addresses the following research questions:

1. How does Roti & Brownies Daeng implement creativity and innovation practices in developing bakery products?
2. How does Roti & Brownies Daeng implement digital marketing and business development practices?
3. How does Roti & Brownies Daeng adapt its business practices when facing changing market conditions and external challenges?

1.5 Research Objectives and Contributions

This study aims to explore the implementation of entrepreneurial creativity, innovation practices, digital marketing activities, and business adaptation at Roti & Brownies Daeng. Theoretically, this study contributes to entrepreneurship literature by providing contextual insights into how innovation practices are implemented within a local culinary enterprise. The findings extend understanding of entrepreneurial processes by emphasizing the role of creativity, cultural-based product development, digital marketing, and adaptive practices.

Practically, this study provides insights for culinary entrepreneurs regarding the development of innovative products, utilization of digital marketing channels, and adjustment of business practices according to changing conditions.

LITERATURE REVIEW

2.1 Entrepreneurial Creativity as a Foundation of Innovation

Creativity represents an important capability in entrepreneurship because it enables entrepreneurs to identify opportunities, generate ideas, and develop new approaches to



address business challenges. In entrepreneurial contexts, creativity is not limited to producing original ideas but also involves transforming ideas into practical solutions that create value for customers and organizations.

Amabile (1996) explains that creativity involves the production of ideas that are both novel and useful within a specific context. This perspective highlights that creativity requires not only imagination but also the ability to apply ideas according to environmental conditions and organizational needs. In small businesses, entrepreneurial creativity becomes an important mechanism for developing products, responding to customer preferences, and identifying market opportunities.

Recent studies have expanded the understanding of entrepreneurial creativity by emphasizing the role of knowledge, digital technology, and entrepreneurial learning. Hisrich and Soltanifar (2021) argue that digital technologies provide new opportunities for entrepreneurs to enhance creativity by supporting idea generation, experimentation, and market exploration.

For culinary enterprises, creativity is closely connected with the ability to transform local resources, cultural values, and consumer preferences into meaningful products. Therefore, entrepreneurial creativity should be understood as an ongoing process through which entrepreneurs develop and implement ideas within specific business contexts.

2.2 Innovation Practices in Small and Medium Enterprises

Innovation is a continuous process through which businesses develop and implement new ideas, products, processes, marketing approaches, and organizational practices. The Oslo Manual defines innovation as the implementation of new or improved products, processes, marketing methods, or organizational methods that create value for organizations and users (OECD & Eurostat, 2018).

In small and medium enterprises (SMEs), innovation practices are often shaped by limited resources, entrepreneurial knowledge, customer feedback, and market conditions. Unlike large companies that may have formal research and development departments, SMEs frequently develop innovation through daily operational improvements, experimentation, and adaptation to customer needs.

Recent studies highlight that innovation practices are essential for SME survival and development. Adam and Alarifi (2021) found that innovation practices support SMEs in responding to environmental uncertainty, particularly during periods of crisis. Similarly, Pertuz and Pérez (2021) emphasize that innovation management practices in SMEs involve strategic decision-making, resource utilization, and continuous improvement processes.



However, previous SME innovation research often focuses on the relationship between innovation activities and measurable outcomes such as business performance, competitiveness, or growth. Although these studies provide important insights, they provide limited understanding of how entrepreneurs develop, implement, and adapt innovation practices in specific local business environments.

Therefore, this study focuses on innovation as an implementation process by exploring how a local bakery enterprise transforms creative ideas into practical business activities.

2.3 Cultural-Based Innovation in Culinary Entrepreneurship

Cultural identity represents an important resource for culinary entrepreneurs because food products are closely connected with traditions, local knowledge, and community values. By utilizing cultural resources, culinary businesses can develop distinctive products that differentiate them from competitors while maintaining connections with local identity. Cultural-based innovation occurs when entrepreneurs transform cultural elements into new products, services, or brand experiences that are relevant to contemporary consumers, such as adapting traditional recipes, incorporating local ingredients, and modifying traditional concepts.

Recent research shows that culinary innovation extends beyond product modification by involving the interaction between cultural heritage, creativity, and entrepreneurial practices. Galarraga et al. (2025) explain that innovation in gastronomy involves developing new concepts through the combination of cultural resources, creativity, and innovation processes. However, previous studies have mainly discussed culinary identity and cultural branding, while limited attention has been given to how small culinary businesses practically implement cultural elements as part of their innovation processes. Therefore, examining cultural-based innovation provides important insights into how local enterprises create value by combining cultural heritage with contemporary market demands.

2.4 Digital Marketing Practices in Small Culinary Enterprises

Digital transformation has significantly changed how small businesses communicate with customers, promote products, and manage market relationships. Digital marketing provides SMEs with accessible tools to improve customer interaction, strengthen brand awareness, and develop alternative marketing channels.

Digital marketing practices include social media marketing, online marketplaces, digital communication platforms, and online delivery services. These platforms enable small businesses to directly communicate with customers, collect feedback, and adjust their marketing strategies





according to consumer behavior.

For culinary enterprises, digital marketing has particular importance because food purchasing decisions are strongly influenced by visual presentation, online reviews, customer engagement, and promotional content. Social media platforms allow culinary businesses to display products, communicate brand identity, and build relationships with consumers.

However, digital marketing adoption is influenced not only by technological availability but also by organizational readiness, entrepreneurial capability, and knowledge. Eller et al. (2020) highlight that SME digitalization depends on internal capabilities and organizational conditions that determine how businesses integrate digital technologies into their activities. Ramdani et al. (2022) further explain that digital innovation in SMEs requires strategic integration between technology adoption and business processes.

Therefore, understanding digital marketing practices requires examining how entrepreneurs implement digital tools within their daily operations rather than only measuring technology adoption.

2.5 Business Adaptation and Dynamic Capabilities

Business environments are continuously influenced by technological developments, changing consumer behavior, economic uncertainty, and unexpected disruptions. These conditions require businesses to develop adaptive capabilities to maintain operational continuity and respond effectively to change.

The concept of dynamic capabilities introduced by Teece et al. (1997) explains that organizations need the ability to integrate, develop, and reconfigure resources according to environmental changes. Dynamic capabilities emphasize that adaptation is not a one-time response but an ongoing process involving learning, adjustment, and transformation.

For SMEs, business adaptation may involve product modification, changes in marketing approaches, adoption of digital platforms, development of partnerships, and operational adjustments. These practices are often influenced by entrepreneurial experience and available resources.

Recent studies show that adaptation capability has become increasingly important for SMEs facing uncertainty. Eggers (2020) highlights that SMEs need flexibility and strategic adjustment capabilities when responding to crisis situations. In culinary enterprises, adaptation practices are closely related to innovation and customer responsiveness. Therefore, qualitative exploration is valuable for understanding how entrepreneurs experience and implement adaptive practices within real business contexts.





2.6 Research Gap and Conceptual Positioning

Previous research has provided significant knowledge regarding creativity, innovation, digital marketing, and business adaptation. However, several research gaps remain.

First, many previous studies examine innovation through quantitative relationships between innovation activities and business outcomes. These studies provide valuable evidence regarding innovation performance but provide limited explanation of how innovation practices are developed and implemented within daily business activities.

Second, previous research often examines product innovation, digital transformation, or business adaptation as separate areas. Limited attention has been given to how these practices interact within a single local culinary enterprise.

Third, local culinary businesses represent unique contexts where cultural identity, entrepreneurial creativity, innovation practices, and market adaptation are interconnected. However, the implementation process of these practices remains underexplored, particularly among local bakery enterprises.

This study addresses these gaps by exploring how Roti & Brownies Daeng implements entrepreneurial creativity, innovation practices, digital marketing activities, and business adaptation through a qualitative exploratory case study approach. Rather than examining whether innovation improves business performance, this study focuses on understanding the processes and practices through which innovation is developed and implemented within a local culinary enterprise.

RESEARCH METHODOLOGY

3.1 Research Design

This study employed a qualitative exploratory case study approach to explore the implementation of creativity, innovation practices, digital marketing activities, and business adaptation at Roti & Brownies Daeng. This approach was selected because the study aims to understand business practices and experiences within a real organizational context rather than measure causal relationships between variables.

3.2 Research Site and Informant

The research was conducted at Roti & Brownies Daeng, a local bakery enterprise located in Makassar, Indonesia. The company was selected because it implements product innovation, digital marketing activities, and adaptive business practices.

The study involved one key informant, namely the Human Resources Manager of Roti &





Brownies Daeng. The informant was selected purposively due to approximately ten years of experience and knowledge regarding the company's operational activities, product development, marketing practices, and business adaptation processes.

3.3 Data Collection

Data were collected through semi-structured interviews, direct observation, and documentation. The interview consisted of 46 questions and lasted more than 60 minutes. The interview was documented through audio recording and written notes. The recorded information was reviewed and summarized into structured notes for analysis.

Direct observation was conducted for approximately 1 hour and 17 minutes to understand the business environment and operational activities. Documentation used in this study consisted of product photographs and store photographs.

3.4 Data Analysis

The collected data were analyzed using thematic analysis developed by Braun and Clarke (2006). The analysis involved several stages: familiarizing with the data, initial coding, grouping codes into categories, reviewing patterns, defining themes, and reporting findings.

The coding process focused on identifying information related to creativity, innovation practices, digital marketing, and business adaptation. The analysis resulted in four main themes:

1. Cultural-based product innovation practices.
2. Market-oriented innovation and product development practices.
3. Digital marketing and business development practices.
4. Business adaptation practices during external challenges.

The coding and interpretation process was conducted by the research team. Differences in interpretation were discussed by referring back to the collected data to ensure that the identified themes represented the informant's responses.

3.5 Research Trustworthiness and Ethics

The credibility of this study was supported through data triangulation by comparing information from interviews, observations, and documentation. The researchers maintained organized records of the data collection and analysis process.

Before the interview, the informant was informed about the research purpose and agreed to participate. Permission was obtained for audio recording and the use of information for academic purposes. The identity of the informant was kept confidential.



FINDINGS AND DISCUSSION

The thematic analysis identified four main themes related to the implementation of creativity, innovation practices, digital marketing activities, and business adaptation at Roti & Brownies Daeng. The themes include: (1) cultural-based product innovation practices, (2) market-oriented innovation and product development practices, (3) digital marketing and business development practices, and (4) business adaptation practices during external challenges.

4.1 Cultural-Based Product Innovation Practices

The findings show that Roti & Brownies Daeng develops innovation by transforming local cultural elements into modern bakery products. Brownies Sarabba represents the adaptation of Sarabba, a traditional South Sulawesi beverage, into a contemporary bakery product, while Roti Biccu demonstrates the modification of an existing bread concept by incorporating local identity. The informant explained:

"Kreativitas yang paling menonjol itu membuat produk baru tapi tetap mempertahankan ciri khas Roti Daeng, misalnya brownies sarabba yaitu brownies yang menggunakan rasa sarabba, minuman khas daerah, ada juga roti biccu, produk ini terinspirasi dari roti unyil khas Bogor kemudian dimodifikasi dan disesuaikan dengan ciri khas roti Daeng, nama biccu juga diambil dari Bahasa Bugis yaitu kecil."

(HR Manager, Interview, August 25, 2026)

This finding indicates that cultural elements function as innovation resources rather than merely serving as branding attributes. The company creates value by combining local culinary knowledge with modern bakery techniques to develop products that maintain cultural characteristics while responding to contemporary consumer preferences.

This finding supports the cultural perspective of innovation, which emphasizes that culture can influence how entrepreneurs identify opportunities, generate ideas, and create new value. Therefore, the innovation process at Roti & Brownies Daeng is not only based on product modification but also involves the reinterpretation of cultural heritage into commercially relevant products.

4.2 Market-Oriented Innovation and Product Development Practices

The findings reveal that Roti & Brownies Daeng applies market-oriented innovation through continuous product development and diversification. The company expands its product

portfolio from bread products into brownies, traditional cakes, cookies, snack boxes, and other bakery products to respond to changing consumer preferences.

The informant explained:

"Awalnya hanya menjual roti, kemudian berkembang menjadi brownies, kue tradisional, cookies, Japanese green tea atau matcha, snack box, brownies sarabba, dan roti unyil versi roti Daeng yang disebut roti biccu."

(HR Manager, Interview, August 25, 2026)

This indicates that innovation emerges through a continuous process of identifying opportunities, developing ideas, and transforming them into applicable products.

The informant further explained the source of product ideas:

"Ide biasanya diperoleh dari melihat perkembangan tren yang sedang diminati konsumen dan masukan dari tim produksi."

(HR Manager, Interview, August 25, 2026)

The product development process involves the interaction between external market information and internal organizational knowledge. Consumer trends provide insights regarding customer expectations, while the production team contributes technical knowledge related to product feasibility and development.

These findings are consistent with recent discussions on product innovation, which emphasize that innovation processes involve collaboration between knowledge, experimentation, and improvement activities. Digital and organizational changes have also influenced how businesses develop and refine new products by improving flexibility throughout the innovation process (Marion & Fixson, 2021). Therefore, product innovation at Roti & Brownies Daeng can be understood as an ongoing capability to adapt products according to market demands while maintaining business identity.

4.3 Digital Marketing and Business Development Practices

The findings reveal that Roti & Brownies Daeng integrates digital technology into its marketing and business development activities.

The informant stated:

"Roti Daeng memiliki akun IG, Tik Tok, Website Roti Daeng, Grab, Gojek, dan lain-lain. Platform yang paling utama digunakan adalah IG."

(HR Manager, Interview, August 25, 2026)



The company utilizes social media platforms, including Instagram, TikTok, Facebook, and WhatsApp, as well as online delivery platforms such as Gojek and Grab to support promotion, communication, and product distribution.

The implementation of digital marketing demonstrates the company's adaptation from conventional marketing methods toward digital-based communication channels. Digital platforms are not used to replace existing business activities but to complement physical outlets and expand customer accessibility.

This finding supports previous discussions on digital transformation in small and medium enterprises, where technology adoption enables businesses to develop new approaches for customer interaction and market access. However, this study focuses on describing digital marketing practices rather than measuring their direct impact on sales performance or business growth.

4.4 Business Adaptation Practices During External Challenges

The findings indicate that Roti & Brownies Daeng developed adaptive responses when facing external challenges, particularly during the COVID-19 pandemic.

The informant explained:

"Tantangan yang terbesar pada tahun 2019/2020 saat virus covid-19 merebak. Saat itu outlet Roti Daeng harus tutup karena kebijakan social distancing."

(HR Manager, Interview, August 25, 2026)

The company experienced operational disruptions due to limitations on direct customer interactions, which required adjustments in business activities.

The informant described one adaptation practice:

"Misalnya ketika menghadapi pandemi, solusinya melakukan penjualan menggunakan mobil keliling, dan saat pendapatan menurun kita mencari solusi yaitu dengan menjalin kerja sama."

(HR Manager, Interview, August 25, 2026)

To overcome these challenges, the company implemented alternative sales methods, including mobile selling and partnership development. These actions demonstrate the company's ability to modify existing resources, adjust operational processes, and explore alternative business channels according to environmental conditions.

This finding reflects the concept of dynamic capabilities proposed by Teece et al. (1997), where organizations maintain competitiveness through the ability to sense changes, utilize





opportunities, and reconfigure resources. Recent research on business resilience also emphasizes that adaptation capability enables SMEs to respond to uncertainty through strategic adjustments and operational flexibility (Malik & Terzidis, 2025).

Thus, the adaptation practices of Roti & Brownies Daeng demonstrate that resilience in small businesses is not only related to surviving external disruptions but also involves reorganizing resources and developing new approaches to maintain business continuity.

CONCLUSION

This study explored the implementation of creativity, innovation practices, digital marketing activities, and business adaptation at Roti & Brownies Daeng using a qualitative exploratory case study approach. The findings identified four main practices: cultural-based product innovation, market-oriented product development, digital marketing implementation, and business adaptation during external challenges.

The study shows that Roti & Brownies Daeng utilizes local cultural resources to develop innovative bakery products, such as Brownies Sarabba and Roti Biccu, while maintaining local identity. Product innovation is implemented through continuous product diversification based on consumer trends and market needs. The company also adopts digital marketing through social media and online distribution platforms to improve customer interaction and expand market access. Furthermore, business adaptation is demonstrated through operational adjustments, alternative sales strategies, and partnerships when facing external challenges. This study contributes to entrepreneurship and SME innovation literature by showing that innovation is a continuous process involving cultural resources, creativity, digital technology, and adaptive capabilities. However, this study is limited to a single case study with one key informant, so the findings provide contextual insights rather than general conclusions. Future research may involve multiple culinary enterprises and apply mixed-method approaches to further examine innovation practices and their relationship with business outcomes.

REFERENCES

- Adam, N. A., & Alarifi, G. (2021). Innovation practices for survival of small and medium enterprises (SMEs) in the COVID-19 times: The role of external support. *Journal of Innovation and Entrepreneurship*, 10, Article 15. <https://doi.org/10.1186/s13731-021-00156-6>
- Amabile, T. M. (1996). *Creativity in context: Update to the social psychology of creativity*. Westview Press.





- Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative Research in Psychology*, 3(2), 77–101. <https://doi.org/10.1191/1478088706qp0630a>
- Drucker, P. F. (1985). *Innovation and entrepreneurship: Practice and principles*. Harper & Row.
- Eggers, F. (2020). Masters of disasters? Challenges and opportunities for SMEs in times of crisis. *Journal of Business Research*, 116, 199–208. <https://doi.org/10.1016/j.jbusres.2020.05.025>
- Eller, R., Alford, P., Kallmünzer, A., & Peters, M. (2020). Antecedents, consequences, and challenges of small and medium-sized enterprise digitalization. *Journal of Business Research*, 112, 119–127. <https://doi.org/10.1016/j.jbusres.2020.03.004>
- Galarraga, A., Zulaika, A., & Rodríguez, A. (2025). Innovation and creativity in gastronomy beyond haute cuisine restaurants: Towards an innovation ecosystem in Gastronomytech in the Basque Country. *Creativity and Innovation Management*. <https://doi.org/10.1111/caim.12624>
- Hisrich, R. D., & Soltanifar, M. (2021). Unleashing the creativity of entrepreneurs with digital technologies. In M. Soltanifar, M. Hughes, & L. Göcke (Eds.), *Digital entrepreneurship: Impact on business and society* (pp. 23–49). Springer. https://doi.org/10.1007/978-3-030-53914-6_2
- Malik, F. S., & Terzidis, O. (2025). Thriving in turbulence: Resilience and strategic adaptation in global business. *Review of Managerial Science*. <https://doi.org/10.1007/s11846-025-00940-8>
- Marion, T. J., & Fixson, S. K. (2021). The transformation of the innovation process: How digital tools are changing work, collaboration, and organizations in new product development. *Research-Technology Management*, 64(1), 12–20. <https://doi.org/10.1080/08956308.2021.1843331>
- OECD, & Eurostat. (2018). *Oslo Manual 2018: Guidelines for collecting, reporting and using data on innovation* (4th ed.). OECD Publishing. <https://doi.org/10.1787/9789264304604-en>
- Pertuz, V., & Pérez, A. (2021). Innovation management practices: Review and guidance for future research in SMEs. *Management Review Quarterly*, 71, 177–213. <https://doi.org/10.1007/s11301-020-00183-9>
- Ramdani, B., Raja, S., & Kayumova, M. (2022). Digital innovation in SMEs: A systematic review, synthesis and research agenda. *Information Technology for Development*, 28(3), 563–584. <https://doi.org/10.1080/02681102.2021.1893148>
- Schumpeter, J. A. (1934). *The theory of economic development: An inquiry into profits, capital, credit, interest, and the business cycle*. Harvard University Press.





Teece, D. J., Pisano, G., & Shuen, A. (1997). Dynamic capabilities and strategic management. Strategic Management Journal, 18(7), 509–533. [https://doi.org/10.1002/\(SICI\)1097-0266\(199708\)18:7%3C509::AID-SMJ882%3E3.0.CO;2-Z](https://doi.org/10.1002/(SICI)1097-0266(199708)18:7%3C509::AID-SMJ882%3E3.0.CO;2-Z)

