How to Cite:
Utomo, S., Sutrisno, J., Sinulingga, G., & Dachi, A. (2022). Achieving MSMEs business performances by innovation and value chain through competitive advantages. *Linguistics and Culture Review*, *6*(S1), 674-685. https://doi.org/10.21744/lingcure.v6nS1.2112

Achieving MSMEs Business Performances by Innovation and Value Chain Through Competitive Advantages

Susilo Utomo
Sekolah Tinggi Ilmu Ekonomi Manajemen Bisnis Indonesia (STIE MBI), Indonesia

Joko Sutrisno
Kementrian Koperasi dan UKM Republik Indonesia

Gairah Sinulingga
Sekolah Tinggi Ilmu Ekonomi Manajemen Bisnis Indonesia (STIE MBI), Indonesia

Anugerah Dachi
Sekolah Tinggi Ilmu Ekonomi Manajemen Bisnis Indonesia (STIE MBI), Indonesia

***Abstract*---**Based on data from CNBC Indonesia (2019) the fashion industry has recently become a lucrative industry in Indonesia because its growth always increasing, opposite to that the product fashion made by SMEs in Indonesia is experiencing a trend of decreasing demand in its business, the number of competing products from developed countries whose prices are lower and more trendy in terms of function and appearance makes consumers prefer mass-produced products, one proof is the fashion center in the city of Bandung that been decreasing in demand for last three year, declining in public purchasing power is one of the causes of MSME products experiencing a decrease in demand, it is felt by most MSME entrepreneurs starting in 2016 until now. This is consistent with the results of research from BPS that in the year 2017 40% of the population is under pressure or crisis and ensures low purchasing power, innovation strategies, and product value are needed to be able to compete with cheap but high-quality products in the market in order to remain competitive in the market.

***Keywords*---**competitive advantages, fashion industry, innovation, MSMEs, performance, value chain.

Corresponding author: *Utomo, S.; Email: susiloutomo637@gmail.com*
Manuscript submitted: 27 Sept 2021, Manuscript revised: 18 Dec 2021, Accepted for publication: 10 Jan 2022

Introduction

MSME and fashion industry in Bandung

In its initial development, fashion trends in Indonesia tended to imitate the western style both in the materials used and in the design. By age, young people in Indonesia are generally more comfortable with clothes that are simple and seem relaxed, especially for carrying out daily activities such as going to campus or just playing with friends. The development of fashion trends in Indonesia is driven by several factors, namely the mass media, the world of entertainment, the world of business, and the internet. The type of fashion that is the fastest growing in the fashion world is t-shirts because t-shirts change their models faster and are also the products mostly bought by the public compared to other products. Bandung is known for FO (Factory Outlet), Distribution (Distribution Outlet), and clothing line that has good quality and is famous for overseas. Therefore Bandung is known as a shopping destination, goods fashion for local and foreign tourists. This clothing line is arguably a clothing manufacturer that produces all of their own products with their own labels on the products they create FO or different distributions that have roles as a distributor (Rahadian & Urumsah, 2017). The products offered by the clothing line in Bandung are arguably very diverse. The clothing line in Bandung can sell shirts to shoes with the same brand or label but it's not uncommon for clothing lines to exist focus their products on one of the fashion items such as shoes, shirts, hats, or other fashion items (Rahadian & Urumsah, 2017). The price offered is very varied, the price can vary greatly depending on the brand or the material used by the manufacturer. Quality of fashion products at Bandung is also famous for being very good, this is inseparable from the support of third parties which helps the clothing line business process in Bandung like screen printing holy, shoe craftsmen in Cibaduyut, and also many other locations that become supporting vendors for clothing line businesses. The following are examples of Local Clothing Line in Bandung. There are ten types of creative industries in Bandung that are developing. One of which is developing a creative industry is the fashion industry contributed to GDP by 43.71% (data by Kompas, 3 July 2015). The fashion industry is increasing rapidly compared to other creative industries because fashion is a type of business that in recent years many have made as a field of business for the businessman. in the development of fashion products in the city of Bandung never left behind. Availability of textile product shopping facilities as well ready-made clothing in large quantities creates the image of a fashion city as one of the images of the city of Bandung (Fazri et al., 2018). MSME's fashion based on data from BPS in Bandung city 2017 there are 1,237 MSMEs and it is still growing rapidly until now, by increasing the number of business actors in MSME sector will certainly affect competition in business especially in similar businesses. One of the efforts of MSMEs to improve their competitiveness and performance is by implementing value chain and innovation through quality, design, and packaging (Birkinshaw & Mol, 2006; Darroch & McNaughton, 2002; Sharma et al., 2022).

MSMEs in the fashion industry in Bandung are starting to realize that to provide cheap products, quality, and fast, internal improvements manufacturing and service companies are not enough. The participation of suppliers, companies'

transportation, and distributor networks is needed. Awareness of the existence of the product cheap, fast and good quality gave birth to a new concept in the 1990s Supply Chain Management (SCM). Network the company is jointly working for creating and delivering a product it is called end-users supply chain or supply chain (Mandasari & Pratama, 2020; Idawati & Sumartini, 2020; Plyth & Craham, 2020). These companies include suppliers, factories, distributors, stores or retail, as well as the company supporters such as logistics services. An approach that is emphasized in Supply Chain Management is integrated with the spirit of collaboration. Reinforce the need for the power of competitiveness that will give a competitive advantage in the presence of industry. To improve competitiveness on the creative industry, management is needed, both internally or externally company. The relationship between suppliers, the customer, and the company itself, must well managed. How to order suppliers partly responsible for product quality, good and long-term relationship with suppliers and customers, as well as distribution order products from upstream to downstream on time, get to the end-user. Implementation and supply chain management practices for the supply of goods and services is the very thing needed for the creative industry sector, in order to improve the competitiveness of industries which will have an impact on business performance (Hendrayati & Gaffar, 2016; Bailey & Francis, 2008; Nyandra et al., 2018).

Literature Study

Competitive advantage

Competitive advantage according to Powell (2001), is a company's ability to achieve an economic profit above the profit that can afford won by competitors in the market in that industry same. Companies that have advantages competitive always have the ability in understanding changes in market structure and able to choose effective marketing strategies. Competitive strategies are intended to maintain profitability and position that lasts when facing competition. Competitive advantage develops from the value that companies can create for customers or buyers. Li & Lin (2006), uses competitive measurement dimensions advantages in his research include using delivery dependability, innovation product and time to market. Porter & Smith (1995), said: "Competition is the core of success or failure of firms. Competition is the core of a company's success or failure. There are two sides caused by competition, namely the success side because it encourages companies to be more dynamic and compete in producing products and provide the best service for their markets, so that competition is seen as a motivating opportunity. While the other side is a failure because it will weaken companies that are static, afraid of competition, and unable to produce quality products, so competition is a threat to the company. According to Muhardi et al. (2020), competitiveness is a function of operations that is not only oriented internally but also exits externally, namely responding proactively to the target market. The dimensions of a company's competitiveness as stated by Muhardi et al. (2020), by quoting Ward et al. (2007), consist of cost, quality, delivery time, and flexibility.

Business performance

Performance is workability indicated by the work. Powell (2001), put forward the notion of performance as follows: "Performance is: (1) the process or manner of performing, (2) a notable action or achievement, (3) the performing of a player other entertainment". Company performance is something produced by a company within a certain period with reference to standards set. Company performance should be is a measurable result and describe an empirical condition. Companies of various sizes are agreed upon. Business performance refers to how well a company is oriented toward the market and its financial goals. Effective performance appraisal system should contain performance indicators, namely: (1) pay attention to every organizational activity and emphasize the customer perspective, (2) assess each activity using performance measurement tools that certify customers, (3) pay attention to all aspects of performance activities comprehensively influencing customers, and (4) provides information in the form of feedback to help members the organization recognizes problems and opportunities to make improvements. Performance assessment contains tasks to measure various organizational-level activities so that generate feedback information for carrying out the organizational improvement. Repair organization implies improvement organizational management which includes: (a) planning improvements, (b) process improvements, and (c) improvement of evaluation. Performance assessment company can be measured by size financial and non-financial. Financial measures to find out the results of actions that have been done in the past and financial measures This is supplemented by non-financial measures about customer satisfaction and cost-effectiveness business/internal processes and productivity. After the management is carried out on a business is expected to have such business performance will improve (Hendriarto, 2021; Malaviya & Wadhwa, 2005; Miller & Blais, 1993).

Value chain

A value chain is a model that consists of a collection of activities or specific business activities that occur within a company to design, produce, market, ship, and support a product. Value chains can create value and a competitive advantage for the company. The analysis is based on efficiency and effectiveness. The value chain consists of a set of main and supporting activities. In the chain general value, supporting activities consist of company infrastructure, management of resources human resources, technological development, and efforts to obtain it. While inactivity The main consists of inbound logistics, operations, outbound logistics, marketing, and sales as well service. Each step taken in a segment will have an overall impact process. So it can be said that all segments are interdependent (Fauziyah et al., 2022; Liyanage et al., 1999; Roper et al., 2008).

Value chain porter

Value Chain Porter (Porter, 1990), is the model used to help analyze specific activities that can create value and competitive advantage for the organization. These activities are divided into 2 types, namely: Main Activities (Primary Activities)

- Inbound Logistics, is the activity or activities that are linked by receiving, storing, and distributing inputs/raw materials, such as handling raw materials, warehousing, inventory control, vehicle schedules, and returns to the supplier
- Operational is an activity that is associated with changing inputs or raw materials into the form of final products, such as machining, packaging, assembly, equipment maintenance, testing, printing and other related matters by operating or production process.
- Outbound Logistics, is an activity associated with the collection, storage, and distribution of products to buyers, such as warehousing finished products, material handling, shipping operations, order processes, and scheduling.
- Marketing and sales (Marketing and Sales), is an activity in persuading or attracting buyers to buy, such as advertising, promotions, salespeople, quota, and price.

Porter (1990), presents a useful model for understanding competitiveness in a better way. Porter identified four determinants that are necessary to create and sustain the competitiveness of firms. These are: 1) Factor conditions: The factor condition includes human resources, physical resources, knowledge resources, capital resources, and infrastructure. 2) Demand conditions: Porter stressed the importance of the home market: the home market gives local firms a clearer or earlier picture of buyer needs than foreign rivals can have (p.86). 3) Co-localised and support industries: This gives the advantages of cheap inputs, better coordination between steps in the value chain, and access to innovation and upgrading (p.101). 4) Firm strategy, structure, and rivalry: Nations or districts can have advantages in having clearer goals, being better organized, and being more competitive due to competition in the home market (p.107).

Value chain approach to microsmall medium enterprise development

The value chain approach is fast emerging as a tool for small enterprise development (Jones, 2011). The focus of interventions is on creating an inclusive value chain system. Inclusive business models or chains are those that do not leave behind smallholders (Harper, 2010). A similar view is expressed by Pastakia & Oza (2011), who consider an inclusive value chain, as a market-based arrangement that provides an opportunity to generate livelihoods for the poor through creating value by producing and delivery of quality products and services to the end-user/customer. According to Harper (2010), inclusiveness comes from the type of value identification, value creation, and value capture but more importantly, from value sharing with smallholders or smaller links in the chain.

Innovation

Innovation is generally recognized as key to financial improvement since it conceivably prompts efficiency and focused increases. There are a few meanings of development. As per Schumpeter (1983) "development is the business or mechanical use of something new another item, processor strategy for a generation; another market or wellsprings of supply; a new type of business or monetary association. The European Commission characterizes development as

the recharging and expansion of the scope of items and administrations, what's more, the related markets; the foundation of new techniques of generation, supply, and appropriation; the presentation of changes in the board, work association, and the working conditions and aptitudes of the work power (CEC, 1995). In basic terms, advancement includes the abuse of new thoughts. Advancement is a term that may allude to a process, a property, or a final product. There is a distinction between advancement and creation. Innovation should not be likened to creation; development may not really lead to development. This differentiation is clarified by Freeman (1982), at the point when he notes that: "innovation is a thought, a sketch or model for another or improved gadget, item, procedure or framework" though "advancement in the financial sense is cultivated as it were with the primary business exchange including the new item, procedure, framework or gadget.." Various meanings of advancement are remembered for the writing. "Innovation has been reliably characterized as the appropriation of thought or conduct that is new to the association (Bon & Mustafa, 2013). In this way, development doesn't only result from R&D; it is a multidimensional procedure, with various sources, more often than not originating from complex collaborations among people, association and the institutional setting.

Research framework

Recent studies on micro and small enterprise value chains confirm that firm-level upgrading is a key component of inclusive development strategy for increasing the participation, contribution, and benefits of small enterprises in value chains (Ernst, 2004; Kaynak et al., 2005; McAdam et al., 2014; Lusby & Derks 2006; Bloom et al., 2007). Authors conclude that, upgrading creates opportunities for small enterprises when lead firms begin to specialize away from production. There are several factors are associated with enterprise innovation and upgrading. It is found that upgrading is facilitated by encouraging strong vertical linkages to buyers, fostering effective horizontal relationships among the producers, and improving producers' access to information about costs and benefits throughout the value chain (Bloom et al., 2007; Martin et al., 2001). A recent study by Ponte (2019), shows that chain governance, types of value chain drivers, and the quality of domestic regulation as the main factors for upgrading. By innovating, organizations react to dynamic market changes and create or maintain their competitiveness. It can be said that "Innovation is an almost obligatory survival strategy" (Drucker, 2014). The organization that successfully created a competitive advantage is a company that is able to create innovation and creativity through an effective and planned innovation process (Gupta & McDaniel, 2002). Therefore, ways or are needed new strategies for creating and producing products new or making improvements (tangible or intangible) by increasing creative abilities from company employees or members of the organization. With the development of innovation in terms of focus macro research by experts, there are two different approaches regarding the concept of innovation they put forward as the approach taken by the company in creating innovation. The first approach is "innovation as a process", where innovation is defined with more emphasis on the innovation process in organizations and social processes that produce innovation as individual creativity, organizational culture,

environmental conditions (environment context), and socioeconomic factors (social and economic factors) (Xu et al., 2007).

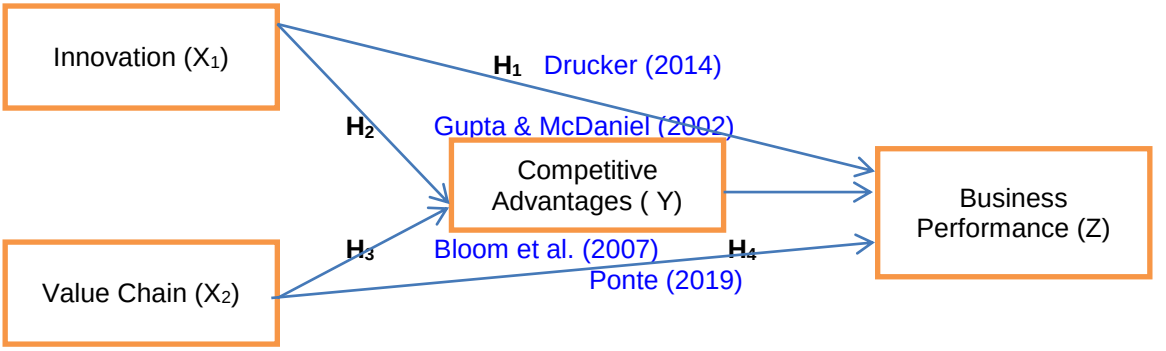

Figure 1. Research Framework

Based on the framework chart above, a hypothesis can be drawn as follows:

H1: There is an achievement of using innovation to Business Performance
H2: There is an achievement of using innovation to Business Performance Through Competitive Advantages
H3: There is an achievement of using value chain to Business Performance Through Competitive Advantages
H4: There is an achievement of using value chain to Business Performance

Methodology

The populations in this study were all MSMEs in the fashion sector in Bandung as many as 724 MSMEs (Data by Cooperative and MSMEs Departemen City of Bandung, 2017). The sampling method uses calculating sample size using Slovin technique with alpha 5%, so that the research sample is 99 MSME's. This is descriptive explorative research with a qualitative approach, data analysis use path analysis. The method of data collection in this study is to use a questionnaire. The questionnaire was used as a data collection tool in this study by using a list of statements, and the research instruments were directed according to the variables used in the research model. With the equation as follows:

Y = a + b1X1 (1)
Z = a + b2X2 (2)
Y = a + b3X3 (3)
Z = a + b4X4 (4)

Result and Discussion

The Innovation variable (X_1) and Value Chain (X_2) has an indirect relationship to the Performance variable (Z), namely through the Competitiveness variable (Y) or the total effect of variable $X_{1,2}$ on variable Z indirectly is b4 (b1 x b3) and b5 (b2 x

b3). To find out how much the regression coefficient of each variable, can be seen in Table 1 below:

Table 1
Regression coefficient value

Model	Unstandardized Coefficients		t	Sig.
	B	Std. Error		
Innovation → Performance (b1)	0,467	0,090	4,764	0,000
Value Chain → Performance (b2)	0,795	0,103	3,785	0,000
Competitiveness → Performance (b3)	0,576	0,075	6,035	0,000

(Source: Data processed by researchers, 2019)

From table 1 above, it can be concluded that:

- The direct effect of $X_1 \rightarrow Z$ = b1 = 0.467
- The direct effect of $X_2 \rightarrow Z$ = b2 = 0.795
- The direct effect of $Y \rightarrow Z$ =b3 = 0.576
- Indirect effect $X_1 \rightarrow Y \rightarrow Z$ = b4 = b1 x b3 = 0.467 x 0,576 = 0,264
- Indirect effect $X_2 \rightarrow Y \rightarrow Z$ = b5 = b2 x b3 = 0,795 x 0,576 = 0,457

The first hypothesis (H_1) states that the probability value (Sig.) Relationship of the Innovation to Performance is 0,000 smaller than the significance level of 5% (0.05). So, the null hypothesis (H0) is rejected and the alternative hypothesis (Ha) is accepted. That is, the relationship between the Innovation has a positive and significant effect on Performance with a regression coefficient of 0.467. The results of this research are in line with the research conducted by Nurjanah (2015); Johne & Rowntree (1991); Barker et al. (2020); Pratten (2004); Berry & Taggart (1994); Dodgson (1991); Xu et al. (2007), which shows that the Innovation has a positive and significant effect on Performance. The remarks in the first segment clarify that while the writing we have inspected doesn't enable us to recognize segments as far as MSME's R&D power nor even the level of development, there is generous research proof that quantities of MSMEs in an assortment of divisions do take part in imaginative exercises; and that these exercises are probably going to be a significant the determinant of their prosperity (SBRC, 1992), (See Rothwell, 1991; Smith et al., 1991; Joyce, Seaman & Woods, 1994; Keeble, 1992).

The fourth hypothesis (H_4) states that the probability value (Sig.) Relationship of the Value Chain to Performance is 0,000 smaller than the significance level of 5% (0.05). So, the null hypothesis (H0) is rejected and the alternative hypothesis (Ha) is accepted. That is, the relationship between the Value Chain has a positive and significant effect on Performance with a regression coefficient of 0.795. The results of this hypothesis are in line with the research conducted by Lee & Pesaran (1993); Philpott (1995), which shows that the Value Chain has a positive and significant effect on Performance.

Conclusion

Certainly, the exactly based, calculated examinations contributed by a few creators have added incredibly to the comprehension of the connection between advancement and MSME's execution. (See for instance Goss, 2015; Oakey et al., 1990; Rothwell, 1989; Rothwell & Dodgson, 1993; Smallbone et al., 1993; Pratten, 2004). Be that as it may, in a large number of the exact and auxiliary examinations audited here, the diagnostic treatment of advancement inside the MSME's setting is disappointing hypothetically and methodologically. These investigations for the most part don't embark to quantify completely, and afterward to interface, imaginative information sources (watched either legitimately or as a substitute) to creative yields, nor to investigate if the imaginative exertion has had a quantifiable sway on firm execution (yield, work, sends out, advertise share and so on). In Opinion with Thompson et al. (2005), that performance can be achieved in many ways, including the development of product innovation, technical superiority, product quality and reliability, comprehensive customer service, and unique competitive capabilities. The innovation has additionally gotten extensive consideration as having a vital job in verifying supportable upper hand. Innovation can be characterized as anything new or novel about how an organization works or the items it produces. Thus, innovation includes advances in the products, production processes, management systems, organizational structures, and strategies developed by a firm. Accomplishing competitive advantages starts with a push to create further authoritative mastery in playing out certain intensely basic worth chain exercises, purposely endeavoring to outfit those abilities that fortify the company's technique and aggressiveness (Prajogo et al., 2008). It can be concluded that the activities in the value chain are key in achieving a competitive advantage.

References

Bailey, K., & Francis, M. (2008). Managing information flows for improved value chain performance. *International Journal of Production Economics*, *111*(1), 2-12. https://doi.org/10.1016/j.ijpe.2006.11.017

Baker, H. K., Kumar, S., & Rao, P. (2020). Financing preferences and practices of Indian SMEs. *Global Finance Journal*, *43*, 100388. https://doi.org/10.1016/j.gfj.2017.10.003

Barney, J. B., & Clark, D. N. (2007). *Resource-based theory: Creating and sustaining competitive advantage*. Oxford University Press on Demand.

Berry, M. M., & Taggart, J. H. (1994). Managing technology and innovation: a review. *r&d Management*, *24*(4), 341-353.

Birkinshaw, J. M., & Mol, M. J. (2006). How management innovation happens. *MIT Sloan management review*, *47*(4), 81-88.

Bloom, N., Bond, S., & Van Reenen, J. (2007). Uncertainty and investment dynamics. *The review of economic studies*, *74*(2), 391-415.

Bon, A. T., & Mustafa, E. M. (2013). Impact of total quality management on innovation in service organizations: Literature review and new conceptual framework. *Procedia Engineering*, *53*, 516-529. https://doi.org/10.1016/j.proeng.2013.02.067

Darroch, J., & McNaughton, R. (2002). Examining the link between knowledge management practices and types of innovation. *Journal of intellectual capital*.

Dodgson, M. (1991). Technology learning, technology strategy and competitive pressures. *british Journal of Management*, *2*(3), 133-149.

Drucker, P. (2014). *Innovation and entrepreneurship*. Routledge.

Ernst, U. F. (2004). Hidden Sources of Growth? Looking at Microenterprises through the Competitiveness Lens: A Review of Evidence.

Fauziyah, A., Sulastri, S., & Nadya R., N. (2022). Financial education for MSMEs: What is the best financial education delivery method?. *Linguistics and Culture Review*, *6*(S1), 391-396. https://doi.org/10.21744/lingcure.v6nS1.2066

Fazri, E., Hanifah, I. A., & Lestari, T. (2018, December). Business Strategy, Culture Control and Organizational Performance. In *International Conference on Issues in Social and Education Research (ICISER 2017)* (pp. 1-5). Atlantis Press.

Freeman, C. (1982). Innovation and long cycles of economic development. *INTERNATIONAL SEMINAR. State University of Campinas, Campinas* , 1-13.

Goss, D. (2015). *Small Business and Society (Routledge Revivals)*. Routledge.

Gupta, A., & McDaniel, J. (2002). Creating competitive advantage by effectively managing knowledge: A framework for knowledge management. *Journal of knowledge Management practice*, *3*(2), 40-49.

Harper, M. (2010). *Inclusive value chains: A pathway out of poverty* (Vol. 4). World Scientific.

Hendrayati, H., & Gaffar, V. (2016). Innovation and marketing performance of womenpreneur in fashion industry in Indonesia. *Procedia-Social and Behavioral Sciences*, *219*, 299-306. https://doi.org/10.1016/j.sbspro.2016.04.034

Hendriarto, P. (2021). Understanding of the role of digitalization to business model and innovation: economics and business review studies. *Linguistics and Culture Review*, *5*(S1), 160-173. https://doi.org/10.21744/lingcure.v5nS1.1347

Idawati, I. A. A. ., & Sumartini , A. R. . (2020). The role of development entrepreneurial orientation and market orientation in improving the performance of creative industry SMEs in Denpasar. *International Research Journal of Management, IT and Social Sciences*, *7*(6), 116-123. https://doi.org/10.21744/irjmis.v7n6.1021

Johne, A., & Rowntree, S. (1991). High technology product development in small firms: a challenge for marketing specialists. *Technovation*, *11*(4), 247-259. https://doi.org/10.1016/0166-4972(91)90037-5

Jones, N. (2011). *Structural impact*. Cambridge university press.

Joyce, P., Seaman, C., & Woods, A. (1994). The economic growth implications of control and innovation strategies in small businesses. *London Central Training and Enterprise Council*, *28*, 9-31.

Kaynak, E., Tatoglu, E., & Kula, V. (2005). An analysis of the factors affecting the adoption of electronic commerce by SMEs: Evidence from an emerging market. *International marketing review*.

Keeble, S. P. (1992). *The ability to manage: A study of British management, 1890-1990*. Manchester University Press.

Lee, K. C., & Pesaran, M. H. (1993). Persistence profiles and business cycle fluctuations in a disaggregated model of UK output growth. *Ricerche Economiche*, *47*(3), 293-322. https://doi.org/10.1016/0035-5054(93)90032-X

Li, S., & Lin, B. (2006). Accessing information sharing and information quality in supply chain management. *Decision support systems*, *42*(3), 1641-1656. https://doi.org/10.1016/j.dss.2006.02.011

Liyanage, S., Greenfield, P. F., & Don, R. (1999). Towards a fourth generation R&D management model-research networks in knowledge management. *International journal of technology management*, *18*(3-4), 372-393.

Lusby, F., & Derks, E. (2006). Shea kernels from Mali: a value chain case study. *Enterprise development & microfinance*, *17*(2), 36-46.

Malaviya, P., & Wadhwa, S. (2005). Innovation management in organizational context: an empirical study. *Global Journal of Flexible Systems Management*, *6*(2), 1-14.

Mandasari , I. C. S. ., & Pratama , I. G. S. . (2020). The use of e-commerce during COVID-19 pandemic towards revenue and volume of MSMEs sales. *International Research Journal of Management, IT and Social Sciences*, *7*(6), 124-130. https://doi.org/10.21744/irjmis.v7n6.1022

Martin, A. F., Romero, F. P., Valle, C. R., & Dolan, S. L. (2001). Corporate business strategy, career management and recruitment: Do Spanish firms adhere to a contingency model?. *Career Development International*.

McAdam, M., McAdam, R., Dunn, A., & McCall, C. (2014). Development of small and medium-sized enterprise horizontal innovation networks: UK agri-food sector study. *International Small Business Journal*, *32*(7), 830-853.

Miller, R., & Blais, R. A. (1993). Modes of innovation in six industrial sectors. *IEEE Transactions on engineering management*, *40*(3), 264-273.

Nurjanah, S. (2015, May). Peranan Manajemen inovasi dalam meningkatkan kinerja organisasi pendidikan. In *Conference In Business, Accounting, And Management (CBAM)* (Vol. 2, No. 1, pp. 27-33).

Nyandra, M., Kartiko, B.H., Susanto, P.C., Supriyati, A., Suryasa, W. (2018). Education and training improve quality of life and decrease depression score in elderly population. *Eurasian Journal of Analytical Chemistry*, *13*(2), 371-377.

Oakey, R., Faulkner, W., Cooper, C., & Walsh, V. (1990). *New firms in the biotechnology industry: their contribution to innovation and growth*. Pinter.

Pastakia, A., & Oza, S. (2011). *Livelihood augmentation in rainfed areas: A strategy handbook for the practitioner*. Development Support Centre.

Philpott, T. (1995, June). The banking relationship with the high technology small business customer. In *I: SIRC/Royal Rank of Scotltand hanks and Small Firms Seminar, Stirling, Scotland*.

Plyth, P. S., & Craham, C. P. (2020). Translation affects literary and cultural systems: how to observe the features of translation?. *Applied Translation*, *14*(1), 29–37. Retrieved from https://appliedtranslation.nyc/index.php/journal/article/view/1141

Ponte, S. (2019). *Business, power and sustainability in a world of global value chains*. Zed Books Ltd.

Porter, D. P., & Smith, V. L. (1995). Futures contracting and dividend uncertainty in experimental asset markets. *Journal of Business*, 509-541.

Porter, M. E. (1990). What is national competitiveness?. *Harvard Business Review*, *68*(2), 84-85.

Powell, T. C. (2001). Competitive advantage: logical and philosophical considerations. *Strategic management journal*, *22*(9), 875-888.

Prajogo, D. I., McDermott, P., & Goh, M. (2008). Impact of value chain activities on quality and innovation. *International Journal of Operations & Production Management*.

Pratten, J. D. (2004). Examining the possible causes of business failure in British public houses. *International journal of contemporary hospitality management*.

Rahadian, H. F., & Urumsah, D. (2017). Factors Influencing Business Intelligence Data Collection Strategies. *The Indonesian Journal of Accounting Research*, *20*(2).

Roper, S., Du, J., & Love, J. H. (2008). Modelling the innovation value chain. *Research policy*, *37*(6-7), 961-977. https://doi.org/10.1016/j.respol.2008.04.005

Rothwell, R. (1989). Small firms, innovation and industrial change. *Small Business Economics*, 51-64.

Rothwell, R. (1991). External networking and innovation in small and medium-sized manufacturing firms in Europe. *Technovation*, *11*(2), 93-112.

Rothwell, R., & Dodgson, M. (1993). Technology-based SMEs: their role in industrial and economic change. *International Journal of Technology Management*, *8*(2), 8-8.

Sharma, P., Shah, J., & Patel, R. (2022). Artificial intelligence framework for MSME sectors with focus on design and manufacturing industries. *Materials Today: Proceedings*. https://doi.org/10.1016/j.matpr.2021.12.360

Smallbone, D., North, D., & Leigh, R. (1993). The growth and survival of mature manufacturing SMEs in the 1980s: an urban-rural comparison. *Small firms in urban and rural locations*, 79-131.

Smith, H. L., Dickson, K., & Smith, S. L. (1991). "There are two sides to every story": Innovation and collaboration within networks of large and small firms. *Research Policy*, *20*(5), 457-468. https://doi.org/10.1016/0048-7333(91)90069-3

Thompson, D. V., Rust, R. T., & Rhoda, J. (2005). The business value of e-government for small firms. *International Journal of Service Industry Management*.

Ward, P. T., McCreery, J. K., & Anand, G. (2007). Business strategies and manufacturing decisions: an empirical examination of linkages. *International Journal of Operations & Production Management*.

Xu, Q., Chen, J., Xie, Z., Liu, J., Zheng, G., & Wang, Y. (2007). Total Innovation Management: a novel paradigm of innovation management in the 21st century. *The Journal of Technology Transfer*, *32*(1), 9-25.