



Remodelling Business UMK “Bakso Sip”: Ten Types of Innovation

Anysya Nur Hidhayah*¹, Vembri Aulia Rahmi², Aries Kurniawan³, Hadi Ismanto⁴

¹²³⁴Fakultas Ekonomi dan Bisnis, Universitas Muhammadiyah Gresik

E-mail: anisanh41@gmail.com, vembriaulia@umg.ac.id

Article Info	Abstract
Article History Received: Sept 19, 2023 Revised: Okt 09, 2023 Published: Nov 30, 2023	This study aims to determine how the innovation was used <i>Business model canvas</i> and Ten Types Innovation methods. The research uses a qualitative-descriptive method. Data collection by interview, observation and documentation with data analysis techniques used the Ten Types innovation method approach. "Bakso SIP" is located in Pekauman Village, South Banjarmasin District, Banjarmasin City, South Kalimantan Province. The results showed that the owner of "Bakso SIP" has made three innovations in ten types of innovation, namely process innovation, channel innovation, and customer engagement, so that the business model of "Bakso SIP" has changed (remodeling) the <i>Business model canvas</i> on the element of <i>Customer segments</i> which used to only reach residents of the Pekauman area, Banjarmasin then more widely reach residents of Banjarmasin City. <i>Customer relationships</i> that used to be only with direct transactions then make reservations in advance via WhatsApp Business, Instagram. The value proposition is a change in service <i>online</i> and key partners also joined with <i>online</i> application.
Keywords: <i>Business model canvas, Innovation Business, Ten Types innovation</i>	
Doi: http://dx.doi.org/10.23960/E3J/v6i2.153-161	

1. INTRODUCTION

Micro, Small and Medium Enterprises (MSMEs) are a pillar of economic strength and a contributor to the national gross domestic product (GDP) that plays an important role in the economic recovery of the Indonesian state, through creating jobs, increasing production, and domestic consumption. The performance of the small and medium sectors influences indicators of economic success. MSEs have a strategic and significant role in influencing the wheels of the Indonesian economy, (Maziyah & Rahmi, 2023).

Business actors until now still have a dominance of narrow thinking by only focusing on income. Therefore, this thinking needs to change because the level of business competition and competition factors are getting higher. Even in today's millennium era, where technology is changing rapidly, many business people still ignore this long-term thinking. Entrepreneurs are important to innovate business for business sustainability. Innovation capabilities are the core needed in today's business competition.

Innovation is used not only to be able to compete and grow, but even more so to survive in global competition. Every business needs to innovate as the leading jargon "Innovate or Die" (Nasution & Kartajaya, 2018). Business competition in all sectors is getting tighter, this also happens to the culinary business "Bakso SIP". Every business actor must maintain and develop a business, so business people need to pay attention and innovate business to retain their business customers.

Entrepreneurs have the opportunity to innovate. Consumer behavior is changing from in-person purchases to online which encourages entrepreneurs to innovate. Whatever human activities are helped by the technology that exists today. Sales move to buyer markets due to local and regional market shifts to global markets. Thus, innovation will determine the defense of the business and also see victory in the competition. If it does not have business innovation, it will lag behind and lose to competitors.

Entrepreneurs have the potential and risk of requiring innovation by utilizing technology, such as: e-commerce. Online food ordering services benefit all parties, including MSME players or e-commerce users. E-commerce is an important aspect that can be developed to support products from

production to consumers. Entrepreneurs should pay attention to competitors and business trends so as not to lag behind competitors. Figure 1., the following is Indonesia's E-commerce Data 2022 in the Year of the Pandemic, Nurdian (2022) which shows the consumer's encouragement in making purchases online.



Figure 1. Online Purchase Drivers
 Sumber: <https://grahanurdian.com/data-e-commerce-indonesia-2022/>

E-commerce has created vast market opportunities and great opportunities for MSEs. In 2003 in 2021. "Bakso SIP" sells only, through: offline stores only, then joined the e-commerce application "GoFood" in 2020, "Grabfood" and joined "Shopefood" in 2022. E-commerce helps sellers, through the support of promotional means to make it easier to reach potential customers. The promo offers offered are very attractive to make consumers more interested in buying, through e-commerce rather than buying directly. Potential customers make purchases by looking at sales rating before making a purchase.

Sales rating is a review of customer satisfaction after buying products in the store. Offers held by e-commerce make MSME sales increase than sales through offline stores. Based on (Fatah, 2021), there is a maximum income that can be seen from the number of visitors making purchases. E-commerce helps businesses founded by Mr. Jamal that see many online consumers, such as: "Grabfood". (Mahbubah & Putri, 2021) stated that the COVID-19 pandemic resulted in changes in consumer behavior and affected the increase in sales of e-commerce businesses, when compared to before COVID-19 occurred.

In today's digital and globalization era, a deep understanding of business models and innovation is a crucial element for entrepreneurs to survive and thrive. One popular approach in the world of entrepreneurship is the Business Model Canvas (BMC). According to Osterwalder & Pigneur, (2015), BMC is a visual representation of the nine essential elements that make up a business, aimed at facilitating more concise business planning and strategy. From customer segments to revenue streams, BMC provides a comprehensive framework that enables entrepreneurs to understand, design, and optimize their business models.

However, simply having a strong business model is not enough. To truly innovate and create differentiation in a competitive marketplace, entrepreneurs need to broaden their views beyond traditional business models and consider other possible types of innovation. As explained by Doblin, there are ten types of innovation, ranging from profit model innovation to innovation involving consumers. In addition, Hutagalung & Hermawan (2018) emphasizing that innovation is a different invention, while (Sutirna (2018) defines it as the application of a new idea. By combining BMC's approach with these ten types of innovation, entrepreneurs have a better chance of building sustainable and relevant businesses in an ever-changing environment.

"Baksosip" uses a business model canvas and applies ten types of innovation to analyze businesses and competitors. The purpose of this study is to understand how to survive in the midst of increasingly fierce business competition. The development of technology through e-commerce supports

"Bakso SIP" to get offline sales. Next is to find out how the application of business innovations carried out by "Bakso SIP" in Banjarmasin City.

2. METODE PENELITIAN

This research uses observational research in the field with qualitative research methods that are descriptive. Sugiyono in (Abdussamad, 2021) qualitative research method is a research method based on the philosophy of postpositivism or enterpretivism, to examine the conditions of natural objects, where researchers are the key instrument of data collection carried out by triangulation (combined observation, interviews, documentation), the data obtained tend to be qualitative data, data analysis is inductive or qualitative, and qualitative research results are to understand meaning. Understand the uniqueness of contributing phenomena and find hypotheses. Data sources are all things that provide information about the research to be carried out (Sugiyono, 2019). The source of data in this study was obtained from the results of interviews that had been conducted previously. The location or place of this research is at the shop "Bakso SIP" on the street October 9 Rt 002 Rw 012 Pekauman Village, Banjarmasin City, South Kalimantan Province.

Data collection techniques are the most important step in research, because the main purpose of research is to obtain data. Without knowing data collection techniques, the research will not get data that meets the data standards set (Abdussamad, 2021). Data collection techniques carried out by researchers in the field in the form of observations, interviews, and documentation of Miles and Huberman in (Abdussamad, 2021) suggests that activities in qualitative data analysis are carried out interactively and take place continuously until complete, so that the data is saturated. Data analysis techniques used by researchers are data reduction, data display and data verivication. Test the validity of the data conducted by researchers using Triangulation (Abdussamad, 2021) In qualitative research, data are obtained from various sources, using various data collection techniques (triangulation), and carried out continuously until the data is saturated.

3. RESULTS AND DISCUSSION

Result

Bisnis Model Canvas

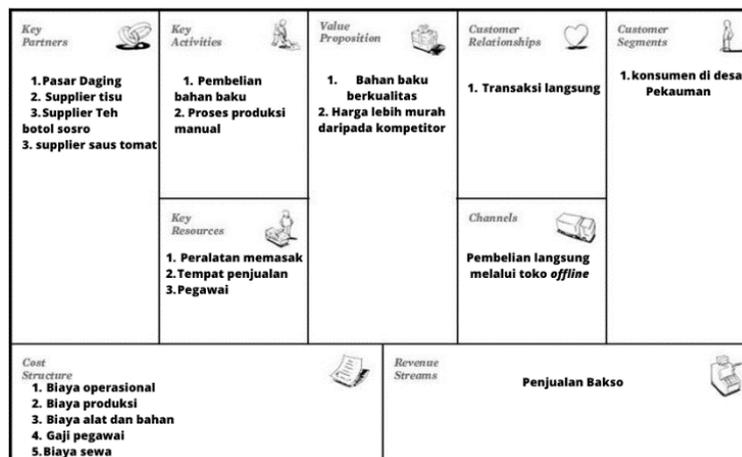


Figure 2. Business Model Canvas "BaksoSip"

Osterwalder & Pigneur (2012) mendefinisikan *Business model canvas* sebagai sembilan blok bangunan dengan bahasa yang sama untuk menggambarkan, membisualisasikan, menilai dan mengubah model bisnis yang digambarkan dalam selembar kertas yang panjang untuk melakukan rancangan, sehingga mudah dipahami sebagai strategi pengusaha. Rancangan bisnis bertujuan untuk menjelaskan, menilai dan menggambarkan apa saja yang dimiliki oleh sebuah pengusaha. *Business model canvas* bisa berubah model bisnis pengusaha agar kinerja dari semua pihak bisa menjadi lebih baik atau maksimal. Metode bisnis model kanvas membuat penulisan rencana bisnis lebih ringkas, dulu pengusaha membuat perencanaan bisnis mulanya merupakan alat perencanaan perusahaan yang berguna dalam dunia

industri, selain itu, digunakan sebagai alat bantu pembuatan keputusan dalam pengelana program baru di lembaga pendidikan.

SWOT Analysis

Febriantoro (2016) stated "SWOT analysis is an analysis of internal or external conditions in entrepreneurs which will then be used as a basis for designing strategies" in facilitating business, entrepreneurs need careful planning.

Table 1. SWOT Analysis

Internal and External Factors	<i>Strength</i>	<i>Weakness</i>
	1. Products are relatively popular with many people 2. Has many Variants in the product 3. The atmosphere of the stall is comfortable so that it becomes a place to eat meatballs of choice for families.	1. Rarely promote through social media 2. Just joined e-commerce.
<i>Opportunity</i>	<i>S-O Strategy</i>	<i>W-O Strategy</i>
1. Located on a public road and close to the market. 2. Technological advances that change consumer purchasing behavior,	1. Memaksimalkan penggunaan teknologi berbagai jalur-jalur pemasaran seperti media sosial dan e-commerce.	1. Melakukan promo pada aplikasi e-commerce 2. Melakukan promosi dengan membuat konten setiap hari untuk menarik pelanggan.
<i>Threat</i>	<i>S-T Strategy</i>	<i>W-T Strategy</i>
1. Various menus owned by other meatball stalls. 2. Many have joined e-commerce earlier than "Bakso SIP" 3. Emerging business competitors	1. Keep innovating by adding new variations.	1. Vigorous in advertising, discounts, promotions and other marketing strategies.

Ten Types Of Innovation

1. Process Innovation

Process innovation, innovation in introducing processes in making products by conducting new production or production activities in a different way than before. Process innovation describes changes in the way companies produce products with modern technology and in making this process does not take time so as to save energy, in this case the owner of "Bakso SIP" has made changes. "SIP meatballs" in the process of making pentolnya with the use of meatball making machine tools with this provides more efficient time and can do other activities.



Figure 3. The Making Process of "SIP Meatballs"

2. Channel Innovation

The channel innovation used in "Bakso SIP" is an innovation related to all channels where consumers and potential customers can know the business and offers that will be provided, and how to communicate and maintain relationships with customers.

3. Customer Engagement Innovation

Customer engagement behavior has an influence in marketing and refers to the driving force in supporting the motivation to realize consumer behavior towards the company. The role of customer engagement in creating experiences and values that increase "Bakso SIP" indirectly this strategy is supported by customer engagement because it has an important role in improving the relationship between consumers and "Bakso SIP". The use of "Instagram" and "WhatsApp Business" is done by direct interaction with consumers or creating content about "SIP Meatballs".

Remodeling Business model canvas

The business model canvas has a difference, namely: remodeling the business model canvas "Bakso SIP". Some factors that cause remodeling in the canvas business model are due to new innovations.



Gambar 4 .Remodeling Business Model Canvas

Discussion

Business Model Canvas

Nine important elements in running a business can be done quickly on one sheet of paper in the form of a canvas. In addition, the business ideas owned by "Bakso SIP" become more structured and easy to create/review because the order of the business model canvas makes it easier to create business ideas. Here is the business model canvas on "SIP Meatballs":

1. Customer segment: the target market carried out by "Bakso SIP" is consumers in Pekauman Village later
2. Customer relationship: making sales with consumers through direct transactions.
3. Channels: direct purchases through store sales outlets (offline).
4. Value proposition: the raw materials used by "SIP meatballs" are quality ingredients, with quality ingredients in selling meatballs at lower prices than competitors.
5. Key Activities: activities carried out by the owner and employees of "Bakso SIP" are buying quality ingredients to make meatballs by making meatballs manually.
6. Key Resources: cooking equipment, point of sale, employees

7. Key Partnership: raw material supplier, tissue supplier, ketchup supplier, online application
8. Cost Structure: cost of tools and materials, operational costs, production costs, labor costs, transportation costs, rental costs.
9. Revenue Streams: "Baksosip" sales revenue.

SWOT Analysis

1. Strength: Social Meatballs' assessment in internal strength compared to other competitors indicated:
 - a. "SIP meatballs" have a good taste and have a meatball flavor more meat than flour.
 - b. The atmosphere of the stall is interesting and comfortable so that it becomes a place to eat meatballs of choice for families.
 - c. "Bakso SIP" is already known for its distinctive meatball flavor among residents of Banjarmasin, South Kalimantan. So that there is a chance for more consumers to come.
 - d. "Bakso SIP" has joined e-commerce (Grabfood, Shopee Food, and Gofood) in making online orders to make it easier to reach consumers.
2. Weakness internal factors regarding weaknesses associated with "SIP meatballs". The weakness factors are as follows:
 - a. "Bakso SIP" has a parking lot that is not large so that consumers find it difficult to park vehicles.
 - b. "Bakso SIP" rarely conducts promotions and discounts for consumers in order to retain consumers.
 - c. "Bakso SIP" has just joined e-commerce (Grabfood, Shopee Food, and Gofood) so it still has a little rating.
3. Opportunities: opportunities that "Baksosp" can use to continue to develop and maintain a business based on ability. The opportunities that can be obtained and created are as follows:
 - a. Located on 9 October street which is a public street and close to the market so that many people pass by, then "Bakso SIP" has an opportunity.
 - b. The number of wedding organizers and event organizers is increasing because many people are making celebrations, increasing so that "SIP Meatballs" have the opportunity to get consumers with cooperation.
 - c. Technological advances that change consumer purchasing decision behavior through e-commerce.
4. Threats threats that arise for internal "Bakso SIP" are as follows:
 - a. The large number of meatball sellers on 9 October street and among them have a larger parking lot is a threat to "SIP meatballs".
 - b. Many have already joined e-commerce and have a higher rating than "SIP Meatballs"
 - c. The variety of menus produced by other meatball stalls so that it becomes a competitive advantage, "Bakso SIP" needs to develop innovative products so that it becomes a strong competitiveness to overcome the threat of products produced by competitors so that "Bakso SIP" is able to survive in the midst of increasingly fierce competition.

Ten Types Of Innovation

Innovations made by "Bakso SIP" to update business by adding new ideas, creativity that will increase opportunities and can solve existing problems. Process innovation, is an innovation that encourages the innovation model applied by "Bakso SIP" in its business to improve meatball making with more efficient time. Channel innovation is used by "Bakso SIP" to promote and see the buying behavior of consumers now who have made many purchases online. Meanwhile, Customer relationship innovation is used "Bakso SIP" in improving and greeting consumers so that they are closer to consumers.

1. Process Innovation

Process Innovation: Innovation that involves activities in operations that form the value offering carried out by entrepreneurs. Three years ago "SIP meatballs" in the product process only used manual methods which took a long time and were not efficient so it took one or two hours to make this pentol, very time-

consuming for an entrepreneur. "Bakso SIP" releases new innovations in its production process. In this case, "Bakso SIP" uses sophisticated tools so that it forms a pentol product by itself. Implementing this process innovation makes "SIP Meatballs" more efficient in time.

Process innovation, which focuses on operational activities, is one of the crucial elements to improve production efficiency. The application of technology in the product manufacturing process by "Bakso SIP" proves how innovation can have a significant impact on production time, reduce losses, and improve product quality (Smith et al., 2019). The change from manual processes to automation allows production time savings of up to 50% (Jones & Suh, 2018). This creates an opportunity to increase production capacity without increasing workload.

2. Channel Innovation

Technological advances have resulted in changes in consumer behavior in making purchases. This perilhal makes "Bakso SIP" innovate, the innovation carried out by "Bakso SIP" is by innovating channels. Channel innovation is an innovation related to all channels where consumers and potential customers can know the business and offers that will be provided, and how to communicate and maintain relationships with customers. Innovate the "Bakso SIP" channel by joining e-commerce (Grabfood, Gofood and Shopee food). Joining e-commerce helps "Bakso SIP" because it can do promotions for free, besides joining the application is an advantage for all parties, both consumers or owners of "Bakso SIP" because the application often holds promos to loyal customers so that consumers of "Bakso SIP" can benefit from discounts. The small administrative deduction fee is not a problem for "SIP Meatballs".

With the development of technology and changes in consumer behavior, the use of e-commerce has become an essential strategy (Chen et al., 2020). "Bakso SIP" identified this opportunity and managed to maximize its potential by joining several popular digital platforms. Joining an e-commerce platform not only helps in promotion but also facilitates easier transactions (Liu et al., 2017). Presence in various e-commerce platforms allows "SIP Meatballs" to reach a wider audience and increase sales (Wang et al., 2019).

3. Customer Relationship Innovation

Customer relationship is a strategy used to pamper customers so as not to turn to competitors. In this case, "Bakso SIP" provides personalized service by treating consumers as kings. This provides good reciprocity between "Bakso SIP" and konumen which is very important for the sustainability of the "Bakso SIP" business. Customer engagement behavior has an influence in marketing and refers to the driving force in supporting the motivation to realize consumer behavior towards entrepreneurs. The role of customer engagement in creating experiences and values that increase "Bakso SIP" indirectly this strategy is supported by customer engagement because it has an important role in improving the relationship between consumers and "Bakso SIP". In this case "Bakso SIP" uses Instagram and WhatsApp Business.

Relationship with customers is one of the key factors for business success (Kim et al., 2021). By implementing a personalization strategy through Instagram and WhatsApp Business, "Bakso SIP" has succeeded in creating a closer relationship with its customers. This approach not only increases loyalty but also provides an opportunity for businesses to get immediate feedback that can be used for further improvement and innovation (Lee & Choi, 2016).

Remodeling Business Model Canvas

1. Customer segment: Consumers are the reason they still survive today and the key to this business is running until the sale of "SIP Meatballs" is profitable. The target market chosen by "Bakso SIP" is consumers of all ages and circles and the main customers of "Bakso SIP" are all meatball culinary enthusiasts.
2. Customer relationship: "Bakso SIP" maintains and establishes relationships with old and new consumers with good communication. "SIP meatballs" in sales by coming to the store in person. Consumers can communicate asking for "SIP Meatballs" via Instagram and WhatsApp. In addition, consumers can see online information on Instagram.
3. Channels: "Bakso SIP" provides direct purchases through sales outlets (offline stores) and can now make purchases through e-commerce (Grabfood, Shopee Food and Gofood)

4. Value proposition: "SIP meatballs" provide meatballs with quality raw materials and provide cheaper prices than competitors. The service can be accessed online so you can reserve in advance.
5. Key Activities: activities carried out by "Bakso SIP" to support the running of the business include buying quality ingredients to make delicious meatballs and using the production process with machines in addition, maintenance of the machine is also considered.
6. Key Resources (main resources): assets owned by "Bakso SIP" in the continuity of its sales so that the business can run well, namely: cooking equipment, points of sale, employees.
7. Key Partnership: the running of the "Bakso SIP" business is not only independent but has partnerships to support the sustainability of "Bakso SIP" operations and can provide affordable prices, namely raw material suppliers, suppliers of sosro and tebs bottled tea, e-commerce (Grabfood, Shopee Food and Gofood)
8. Cost Structure: the costs incurred by "Bakso SIP" to operate its business to keep it running are as follows: tools and materials, operational costs, production costs, labor costs, machine pet costs, rental costs.
9. Revenue Streams: sales revenue of "SIP meatballs".

4. CONCLUSION

In an era of intensifying business competition, "Bakso SIP" has demonstrated adaptability and innovation as a strategic approach to maintain and increase its presence in the market. The advantage of the product "Bakso SIP" lies in the quality of raw materials in the form of meat that guarantees superior taste, different from competitors who use a lot of flour-based raw materials. Further, the adoption of the remodeling Business Model Canvas (BMC) facilitates the creation of holistic innovations, paying attention to aspects such as process innovation, sales funnels, and customer engagement. Meatball making machines used as part of process innovation improved production efficiency, while expansion into e-commerce expanded market coverage. The customer engagement strategy, through the creation of engaging content and promotion, demonstrates the commitment of "Bakso SIP" to continuously meet consumer expectations. Social media such as Instagram and WhatsApp Business have proven effective in promoting brands and increasing interaction with customers. Through these innovative approaches, "Bakso SIP" not only retains its customers but also manages to attract a wider audience in Banjarmasin, with special note for meatball culinary enthusiasts. Thus, "SIP meatballs" have established themselves as a vivid example of how adaptability, innovation, and deep customer understanding can lead to business success in a competitive environment. In an era of intensifying business competition, "Bakso SIP" has demonstrated adaptability and innovation as a strategic approach to maintain and increase its presence in the market. The advantage of the product "Bakso SIP" lies in the quality of raw materials in the form of meat that guarantees superior taste, different from competitors who use a lot of flour-based raw materials. Further, the adoption of the remodeling Business Model Canvas (BMC) facilitates the creation of holistic innovations, paying attention to aspects such as process innovation, sales funnels, and customer engagement. Meatball making machines used as part of process innovation improved production efficiency, while expansion into e-commerce expanded market coverage. The customer engagement strategy, through the creation of engaging content and promotion, demonstrates the commitment of "Bakso SIP" to continuously meet consumer expectations. Social media such as Instagram and WhatsApp Business have proven effective in promoting brands and increasing interaction with customers. Through these innovative approaches, "Bakso SIP" not only retains its customers but also manages to attract a wider audience in Banjarmasin, with special note for meatball culinary enthusiasts. Thus, "Bakso SIP" has established itself as a vivid example of how adaptability, innovation, and deep customer understanding can lead to business success in a competitive environment.

REFERENCES

- Abdussamad, Z. (2021). *Metode Penelitian Kualitatif* (P. Rappana, Jalsan Fahmi, & K. Syakir, Eds.; 1st ed.). CV. Syakir Media Press.
- Chen, L., & Co-authors. (2020). The Rise of E-commerce in Developing Countries. *Journal of Digital Economy*, 10(1), 20-35.
- Chen, M., & Zhang, Y. (2018). Innovations in Food Business. *Food Business Review*, 14(1), 15-29.
- Data E-commerce Indonesia 2022 (2 Tahun Pandemi)*. (2022, February 22). Graha Nurdian. [online] Tersedia di <https://grahanurdian.com/data-e-commerce-indonesia-2022/> (Diakses pada tanggal 20 Juli 2023)
- Fatah, S. (2021). Strategi Pemasaran Melalui E-commerce dalam Peningkatan Pendapatan Rumah Makan Pondok Asmara Pak Jamal. *EcoSocio : Jurnal Ilmu Dan Pendidikan Ekonomi-Sosial*.
- Febriantoro, W. (2016). Kajian Dan Strategi Pendukung Perkembangan E-. *Manajerial*, 3(5), 184–207
- Gupta, V., & Sharma, R. (2017). Evolving Business Models with Technological Advancements. *Business Innovation Journal*, 20(3), 300-315.
- Hutagalung, S. S., & Hermawan, D. (2018). *Menbangun Inovasi Pemerintah Daerah* (D. Novidiantoko & E. R. Fadilah, Eds.; 1st ed.). Deepublish.
- Jones, M., & Suh, T. (2018). Process Automation in Modern Business. *Business Technology Quarterly*, 12(3), 101-115.
- Kim, Y., & Co-authors. (2021). Customer Relationship Management in the Digital Age. *Journal of Service Management*, 27(6), 650-668.
- Lee, O., & Choi, B. (2016). Digital Platforms and Customer Engagement. *Digital Marketing Review*, 4(2), 80-96.
- Liu, Z., & Co-authors. (2017). E-commerce Platforms and SMEs: Opportunities and Challenges. *International Journal of Trade Studies*, 18(4), 230-248.
- Mahbubah, I., & Putri, S. Y. (2021). Dampak Perubahan Perilaku Konsumen saat Pandemi Covid-19 pada Peningkatan Penjualan e-Commerce pada Kab. Sumenep. *BAJ: Behavioral Accounting Journal*, 4(1), 239–248.
- Maziyah, E. N., & Rahmi, V. A. (2023). Analisis Usaha Produk Kerupuk “Abidzar” Di Desa Ujungpangkah Dengan Metode Smart Business Map. *Jurnal Riset Entrepreneurship*, 6(1), 9. <https://doi.org/10.30587/jre.v6i1.5145>
- Nasution, A. H., & Kartajaya, H. (2018). *Inovasi*. Penerbit Andi.
- Osterwalder, A., & Pigneur, Y. (2012). *Business Model Generation*. PT Elex Media Komputindo KOMPAS GRAMEDIA.
- Osterwalder, A., & Pigneur, Y. (2015). *Business Model Generation*. PT. Elex Media Komputindo.
- Park, S., & Kim, H. (2020). Digital Strategy and Customer Relationship Enhancement. *Journal of Digital Strategy*, 15(4), 400-420.
- Smith, J., & Co-authors. (2019). Operational Innovation in SMEs: A Global Perspective. *International Journal of Business Innovation*, 25(2), 45-60.
- Sugiyono. (2019). *Metode Penelitian Kuantitatif dan Kualitatif dan R&D*. ALFABETA.
- Sutirna, H. (2018). *Inovasi dan Teknologi Pendidikan* (Sutirna & E. R. Fadilah, Eds.; 1st ed.). Deepublish
- Wang, C., & Co-authors. (2019). Digital Transformation and Business Growth. *Global Business Review*, 30(5), 500-517.