



# **Business Ecosystem Model in Sustainable Small Business Success**

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## ABSTRACT

This study aims to determine the extent to which creativity, innovation, and entrepreneurship influence the business success of small business owners. Utilizing a verification method, the research involved distributing questionnaires to 60 respondents who are small culinary business owners, and applying multiple linear regression analysis for data examination. The findings reveal that neither creativity nor innovation individually have a significant impact on the success of small businesses. However, entrepreneurial knowledge demonstrates a positive and significant effect on business success. Moreover, when evaluated collectively, creativity, innovation, and entrepreneurial knowledge together exhibit a substantial and positive influence on business success. The study concludes that a business can be deemed successful when it possesses high levels of creativity, continuous product innovation, and comprehensive entrepreneurial knowledge, all of which contribute to sustained business success over time.

**Keywords:** Creativity, Innovation, Entrepreneurship Knowledge, Business Success

## 1. INTRODUCTION

Empowering small businesses in the midst of globalization and high competition means that small businesses must pay attention to the business ecosystem, which includes creativity, innovation, knowledge of entrepreneurship, and the ability to face global challenges. Apart from that, unpredictable changes in people's tastes mean that small business actors are required to have creativity so they can continue to create works that have value and an identity (Harvie et al., 2013). Small businesses rely heavily on the creative thinking of each entrepreneur to develop a business opportunities and actively leverage existing capabilities to achieve significant success. This entrepreneurial creativity and innovation can serve as a foundation for the government to formulate strategies and regulations that support the success of small businesses, particularly in West Java (Dewi Anggadini et al., 2023).

Business success cannot be achieved just like that; it must go through several stages to achieve the goal. According to Husin & Haron (2020), in order to become an entrepreneur or a successful one, it is imperative to initially conceive an idea or business vision and subsequently demonstrate the determination and courage to confront risks associated with both time and finances. Indicators of business success, according to Isahak et al. (2017), include capital, income, sales volume, and workforce. West Java is a province with a thriving ecosystem of small businesses that drive the community's economic landscape. Most of these businesses are registered with the ministry, yet only a small fraction have received assistance and coaching. Small enterprises such as those run by tailors, coffee shops, handicraft makers, livestock breeders, cell phone repair shops, home-based enterprises, and food businesses producing meals and snacks by housewives are integral to this creative and entrepreneurial landscape.

Creativity encompasses the capacity to generate novel ideas, devise innovative problem-solving approaches, and identify opportunities to develop fresh and distinctive concepts, often stemming from consumer insights (Yuen & Ng, 2021). Apart from thinking

creatively, an entrepreneur must also have the ability to innovate in business development. In general, innovation is a unique talent inherent to entrepreneurs. Actions to innovate products will produce clear differences in the product itself. Entrepreneurs achieve success by innovating and implementing either novel ideas or existing concepts in innovative ways. Innovative thinking involves thoroughly analyzing a problem mentally (Damayanti et al., 2023). The problem is meticulously analyzed, and a thorough evaluation is performed for all steps taken towards developing a new idea or concept that is distinct from existing ones. This innovation capability entails converting opportunities into marketable ideas. In the business world, effective innovation is fundamentally straightforward and concentrates on achieving unique and differentiated outcomes. Thinking innovatively adds value and serves as a source of opportunity for entrepreneurs (Surtikanti et al., 2023).

Business success is also influenced by entrepreneurial knowledge, which can be acquired through a learning process involving observation and experience. This knowledge helps shape an individual's mindset and personality, fostering the skills necessary for effective business management and decision-making, ultimately contributing to the ability to succeed in business. The entrepreneurial learning process yields insights into effectively leveraging business opportunities for profitability, initiating new ventures, generating novel innovations, and developing new products and services as entrepreneurial assets.

Several studies conducted by scholars such as Siriphattrasophon (2017), Solina (2020), Tambunan (2019), and Tayibnapi et al., (2021) Research has indicated that creativity and innovation play significant roles in the success of small businesses. From these findings, it can be inferred that higher levels of creativity and innovation integrated into business operations correspond to greater business success. The research method used encompasses procedures and techniques to verify the data required to address and resolve research problems. In other words, the research method provides a systematic framework for conducting the research effectively. The research results show that business success cannot be separated from the factors of creativity, innovation and entrepreneurship knowledge, all of which support each other comprehensively in improving business in a sustainable manner.

## **2. LITERATURE REVIEW**

### **2.1. Creativity**

Creativity are the capacity to generate unique ideas and apply them to addressing challenges or problem issues. According to Kramoliš et al. (2020), creative thinking, also called "creative thinking", is the ability to see various potential solutions to a problem, as well as one's own thoughts, such as remembering or absorbing knowledge and the use of logical reasoning. Ilmafa'ati (2021) Creativity is a person's ability to generate new ideas to solve new or existing problems. It is hoped that creativity in running a business can be oriented towards good things and the business can develop.

### **2.2. Innovation**

Innovation is the process of realizing the most promising ideas and fostering creative concepts that result in innovative initiatives. It engenders fresh value. Innovation entails

amalgamating ideas and insights to generate novel value. Without innovation, businesses face rapid decline over time. Innovation serves as the foundation for competitive advantage, facilitating the anticipation and fulfillment of customer needs, and the strategic utilization of technology (Sumiati, 2020). Customers demand innovative products based on their needs. For companies, successful innovation means they are one step ahead of their competitors. This requires organizational intelligence to recognize customer preferences and ensure that innovation ultimately meets customer needs. Therefore, innovation must be planned and implemented carefully (Hardilawati et al., 2019). If the company is unable to retain customers, it is difficult to survive in competition. In an era of faster change, various departments must create something new in terms of products, marketing, and sustainable promotions so that their companies remain competitive Yan & Yan (2016). The concept of innovation is very important as a tool to bring creativity to business success. Personal innovation can be seen along the way. This concept shows how creativity influences business (Fellnhofner, 2017).

### **2.3. Entrepreneurship Knowledge**

Entrepreneurship embodies an inventive and imaginative capacity that serves as a cornerstone, roadmap, and asset in identifying avenues for success. At its core, entrepreneurship epitomizes creative thought and the aptitude to conceive distinct and novel concepts through innovation (Amato et al., 2017). Act to create opportunities. Entrepreneurs cannot succeed without knowledge, ability, and will. Keith et al. (2015) argue that entrepreneurial knowledge is the foundation of entrepreneurial resources that are invested in individuals. Several knowledge clauses that entrepreneurs must have (Scarborough & Cornwall, 2016): (1) Disseminate information about the business domain that requires development and the surrounding business environment; (2) Disseminate information regarding roles and duties; and (3) Disseminate information regarding management and organization.

### **2.4. Business Success**

Business success depends on many elements. The performance of a small industrial enterprise can be understood as the degree of success in achieving predetermined goals or planned targets. The measure of a business's business success can be seen in its financial performance, company image, and so on. Turner & Endres (2017), business success is a company priority so that all business activities can be successful. Success usually refers to dominance or dominance status in the previous period. Success is used as a benchmark for effort and effort in one or more activities (Mohamad Radzi et al., 2017). The goals set by the organization are to increase profits, increase productivity, and increase competition (Barkhatov et al., 2016).

## **3. METHODOLOGY**

This study approach makes use of a verification technique. There are sixty small companies in West Java that make up the population of this study. This study looks at how entrepreneurial expertise, creativity, and inventiveness affect small business success. Because this study had a small (limited) population size, the researcher used multiple linear

regression to process data from a sample of equivalent population size, also known as a census, including 60 small businesses in West Java.

## 4. DISCUSSION

### 4.1. Validity test

Validity testing evaluates the extent to which the instrument accurately measures the intended concepts. It determines whether the measurement tools used in the study are appropriate to collect the desired information. Before being implemented as a data collection tool, the questionnaire used in this study was subjected to rigorous testing for validity and reliability. The results of the validity check are presented in Table 1:

**Table 1:** Test the Validity of Variables

Indicator	Corrected Item-Total Correlation	r table	Information
Creativity 01	0.486	0.2638	Valid
Creativity 02	0.742		
Creativity 03	0.805		
Creativity 04	0.671		
Creativity 05	0.753		
Innovation 01	0.625		
Innovation 02	0.718		
Innovation 03	0.651		
Knowledge 01	0.814		
Knowledge 02	0.863		
Knowledge 03	0.798		
Knowledge 04	0.736		
Business Success 01	0.774		
Business Success 02	0.687		
Business Success 03	0.776		
Business Success 04	0.546		

*Source: Processed primary data, 2024*

Table 1 displays the validity test results for different variables in the study. It includes the Corrected Item-Total Correlation values alongside the critical r-table value (0.2638). All indicators for Creativity, Innovation, Knowledge, and Business Success variables show values exceeding the critical r-table value, indicating their validity.

### Reliability Test

Output of the reliability test on the research variable assessment questionnaire using the Cronbach's alpha method is table 2:

**Table 2:** Reliability Test Results

Variable	Cronbach's alpha	Limitation	Information
Creativity (X1)	0.872	0.60	Reliable
Innovation (X2)	0.816		
Knowledge (X3)	0.906		
Business Success (Y)	0.845		

*Source: Processed primary data, 2024*

The results from Table 2 show that all Cronbach's alpha values calculated using SPSS are higher than the accepted standard of 0.60. This suggests that the research tools used in the study are reliable, as they consistently measure the variables effectively. In other words, the questionnaires or indicators used for each variable are dependable for assessing the intended concepts.

#### 4.2. Linear Regression Test

**Table 3:** Results of Multiple Regression Analysis and Partial T Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	5,781	2,584		2,240	.031
Creativity	,174	,172	,190	,995	,326
Innovation	,158	,184	.131	,800	,429
Knowledge	,339	.111	,437	2,728	,010

*Source: Processed primary data, 2024*

Based on the data presented in Table 3, the regression equation derived as follows:

$$Y=5.781+0.174X1+0.158X2+0.339X3$$

Where:

- Y represents Business Success,
- X1 represents Creativity,
- X2 represents Innovation,
- X3 represents Knowledge,
- 5.781 is the constant term, and
- 0.174, 0.158, and 0.339 are the regression coefficients for Creativity, Innovation, and Knowledge respectively.

**Table 4:** Analysis of Simultaneous Test Results (F-Test)  
ANOVA b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	76,410	3	25,470	8,577	,000a
	Residual	106,690	36	2,964		
	Total	183,100	39			

a. Predictors: (Constant), Knowledge, Innovation, Creativity

b. Dependent Variable: Business Success

Table 4 shows that the F-test coefficient is 8.577, which is higher than the critical F-value of 4.113 at a significance level of 0.05. This indicates a significant simultaneous influence of the variables. In simpler terms, the results support the hypothesis, suggesting that the variables collectively have a notable impact.

**Table 5:** Coefficient of Determination Test Results (R2)  
Model Summary

No	R	R Square	AdjustedR Square	Std.Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.648a	,423	,369	1.72151	,417	8,594	3	36	,000

a. Predictors: (Constant), Knowledge, Innovation, Creativity

Table 5 shows that the R coefficient value is 0.648, meaning that 64.8% of the relationship between creativity, innovation, and knowledge with business success is substantial. Additionally, the R-squared (R2) value of 0.423 indicates that 42.3% of the variation in business success can be explained by these variables. This suggests that creativity, innovation, and knowledge collectively explain 42.3% of the variability in small business success, leaving 57.7% attributed to other unidentified factors. These results underscore the significant roles played by creativity, product innovation, and entrepreneurial knowledge in contributing to small business success, highlighting the interconnectedness of these factors in shaping business outcomes.

### 4.3. The Influence of Creativity on Business Success

The findings from hypothesis 1 testing reveal that the regression coefficient lacks statistical significance, indicating that the impact of the creativity variable on Business Success (Y) is limited when examined in isolation. This outcome contrasts with the assertions made by Höllen et al. (2020), who emphasize the critical role of creativity in fostering competitive advantage and ensuring the longevity of businesses. Similarly, the study conducted by Juliana et al. (2021) suggests that creativity significantly influences the success of micro, small, and medium enterprises in West Java. Thus, it can be inferred that higher levels of creativity integration in business practices correlate with increased business

success. However, it is important to acknowledge that creativity entails fostering novel thinking and devising innovative strategies to address challenges and seize opportunities within a business context.

In small businesses in West Java, the majority of respondents are engaged in the culinary sector, comprising 67.5% of the sample. Additionally, the duration of businesses is relatively new, with most businesses being less than three years old, accounting for 65% of the respondents, so small businesses still lack experience, insight, and competence to always be creative in creating new products and tend to be less creative in developing their products. This can be seen from the responses of respondents who still lack a flexible attitude in developing new products following developments in technology and the business world, and are still lacking. This aligns with the findings of Munizu & Hamid (2018), the success of a business is not solely determined by its size but is rather influenced by effective management and the ability of business actors to recognize existing opportunities. To achieve success as an entrepreneur, it is crucial to establish a clear business idea or vision. Subsequently, one must demonstrate the determination and courage to confront the risks associated with investments of both time and financial resources.

#### **4.4. The Influence of Innovation on Business Success**

The findings from hypothesis 2 testing suggest that the regression coefficient for the innovation variable lacks statistical significance, indicating that when innovation is considered independently, it does not exhibit a discernible impact on Business Success (Y). This conclusion aligns with the findings of Herrera (2016), whose research similarly indicated that innovation does not significantly contribute to the success of small businesses. In fact, the absence of innovation may serve as a hindrance to business success, emphasizing the importance of maintaining and enhancing both the quantity and quality of innovation efforts to meet the expectations of small business stakeholders.

However, these results diverge from the theory proposed by Harel et al. (2021), which underscores the significance of product innovation as a critical driver of business success. According to this theory, the fate of a business largely hinges on the ability of its stakeholders to make sound decisions and formulate effective policies. A judicious utilization of internal resources, particularly through product innovation, is deemed essential for enhancing business prospects. Despite the theoretical importance of product innovation, small business actors often exhibit a reluctance to engage in product development activities due to their limited experience and competence in this domain. Many are content with the performance of their existing products in the market and are disinclined to pursue changes or innovations. However, neglecting product innovation can lead to stagnation and eventual decline in consumer interest. Reasons for the failure to innovate products may encompass several factors. These include a propensity towards short-term thinking, a deficiency in fostering an innovation-centric mindset, insufficient comprehension of customer needs, financial constraints, an excessive focus on technological aspects, and errors in identifying target markets.



#### **4.5. The Influence of Entrepreneurship Knowledge on Business Success**

The results of hypothesis test 3 reveal a significant and positive relationship between the entrepreneurial knowledge variable and Business Success (Y). This aligns with the findings of Latif et al. (2020), who underscored the pivotal role of knowledge, skills, and determination in entrepreneurial endeavors. Successful entrepreneurs must possess a diverse knowledge base, including a deep understanding of the business landscape, their roles, and management principles. This knowledge is often acquired through experiential learning, shaping one's mindset and personal attributes. Moreover, as noted by Soomro et al. (2019), successful entrepreneurs exhibit competence, combining knowledge, skills, and personal qualities like attitudes and motivation. These findings emphasize the necessity of a comprehensive skill set and personal attributes for effective entrepreneurial activities and overcoming business challenges.

#### **4.6. The Simultaneous Influence of Creativity, Innovation and Entrepreneurial Knowledge on Business Success.**

The findings from hypothesis 4 testing suggest that Creativity (X1), Innovation (X2), and Entrepreneurship Knowledge (X3) collectively wield a significant and positive impact on the Business Success (Y) of small business operators in West Java. This indicates that an augmentation in creativity, innovation, and entrepreneurship knowledge concurrently bolsters the success of small businesses, while a decrement in these factors results in reduced success levels. These results are in line with previous research on business success (Garousi et al., 2022; Scaringella & Radziwon, 2018), which underscores the pivotal role of creativity and innovation in fostering greater business achievements, particularly in Micro, Small, and Medium Enterprises, as emphasized by Bachri & Setiani (2017).

Moreover, the examination of the coefficient of determination unveils an R coefficient value of 0.648, denoting a substantial influence of 64.8% between creativity, innovation, and knowledge on business success. Additionally, the R-squared (R<sup>2</sup>) value is 0.423, implying that 42.3% of the variability in the success of small businesses can be elucidated by creativity, innovation, and knowledge. However, the remaining 57.7% of the variance is ascribed to other unaccounted variables. Hence, it is imperative to integrate supplementary variables to comprehensively support the advancement of small business success in the West Java Province.

## **5. CONCLUSION AND RECOMMENDATION**

Based on the findings of the research, it's evident that while creativity and product innovation may not significantly impact the success of small businesses, entrepreneurial knowledge plays a crucial role in driving success in West Java. A higher level of entrepreneurial knowledge correlates with greater success for small businesses, highlighting the importance of continuous learning and training programs to enhance this knowledge among operators. Moreover, when considering creativity, product innovation, and entrepreneurial knowledge collectively, they exhibit a positive and substantial effect on small business success. Therefore, fostering a culture of innovation, promoting collaboration, and providing financial incentives for innovative practices are recommended

strategies to enhance business success. Additionally, it is suggested to conduct further research to explore additional factors influencing small business success in West Java, such as market dynamics, regulatory frameworks, and socio-economic factors.

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