

Business Innovation, Strategic Management Practices, and Growth Performance of Small and Medium Enterprises in Masbate Province

Ester A. Minierva

Municipal Agrarian Reform Program Officer, Department of Agrarian Reform, Masbate Provincial Office, Masbate, Philippines

Email of Corresponding Author: ester_aguilar86@yahoo.com

Publication history:

Received: September 25, 2026

Revised: October 21, 2026

Accepted: October 24, 2026

Published: October 25, 2026

International Journal of Sustainable and Integrated Studies, Vol. 1, No. 3, pp. 796–808, October 2026.

Abstract

This study examined business innovation, strategic management practices, and growth performance among small and medium enterprises (SMEs) in Masbate Province, Philippines. Anchored on Dynamic Capabilities Theory, Resource-Based View Theory, and Innovation Diffusion Theory, the study employed a descriptive-quantitative research design involving 100 SME owners or managers selected through convenience sampling. Data were collected using a structured questionnaire subjected to expert validation, pilot testing, and reliability assessment using Cronbach's Alpha. Frequency counts, percentages, weighted means, and one-way analysis of variance (ANOVA) were employed for data analysis. Findings revealed strong business innovation practices in product (3.31), process (3.30), marketing (3.32), and organizational innovation (3.32). Strategic management practices were generally implemented in planning (3.13), implementation (3.02), monitoring and evaluation (3.14), and decision-making (3.14). Growth performance was positively assessed in sales growth (3.15), profit growth (3.14), market expansion (3.11), and business sustainability (3.21). ANOVA indicated a statistically significant difference in growth performance among the groups examined ($F = 293.644$, $p < .05$). Identified areas for improvement included technology adoption, market exploration, needs-based planning, regular activity monitoring, evaluation utilization, and achievement of financial targets. The study recommends strengthening innovation, strategic management, resource utilization, and market development to support enterprise competitiveness and growth. The research aligns primarily with Sustainable Development Goal (SDG) 8, Decent Work and Economic Growth, and SDG 9, Industry, Innovation and Infrastructure, with an indirect connection to SDG 12, Responsible Consumption and Production. Its sustainability relevance lies in providing localized evidence that may inform managerial improvement, enterprise-support initiatives, operational continuity, and sustainable local economic development.

Keywords: Business Innovation, Business Sustainability, Growth Performance, Market Expansion, Masbate Province, Small and Medium Enterprises, Strategic Management Practices, Sustainable Development Goals

1. Introduction

Small and medium enterprises (SMEs) contribute significantly to economic development, employment generation, and local business activities. However, increasing competition, technological advancements, changing consumer preferences, and resource limitations require SMEs to continuously improve their operations and management practices. Business innovation and strategic management are important in helping enterprises

respond to these challenges, strengthen competitiveness, and sustain growth. Business innovation encompasses product, process, marketing, and organizational improvements, while strategic management involves planning, implementation, monitoring and evaluation, and decision-making. Together, these practices may influence business performance through increased sales, profitability, market expansion, and business sustainability. Previous studies have examined the relationships among innovation, managerial capabilities, technology adoption, and SME performance, emphasizing the importance of organizational adaptation and effective resource management. In this context, the present study examines the influence of business innovation and strategic management practices on the growth performance of selected SMEs in Masbate Province, particularly Masbate City. It seeks to provide localized evidence that may guide enterprise development, management improvement, and sustainable business practices.

SMEs operate in dynamic business environments characterized by technological changes, competitive pressures, and evolving market demands. Their ability to sustain operations depends on effective innovation, strategic planning, and organizational capabilities. Oldemeyer et al. (2025) identified implementation challenges associated with artificial intelligence in SMEs, while Peretz-Andersson et al. (2024) emphasized the importance of integrating organizational resources and capabilities when adopting emerging technologies. Similarly, Barbieri et al. (2024) highlighted technological compatibility, data security, and management commitment as essential considerations in implementing cloud-based enterprise systems. Bernal and Matriano (2025) further examined online business platform adoption among tourism SMEs in Oman and the Philippines, demonstrating the importance of technological preparedness. Operational efficiency and sustainability are equally important in enterprise development. Siegel et al. (2024) examined the systematic implementation of Green-Lean management and sustainability practices among SMEs, highlighting the importance of integrating operational improvement and environmental sustainability into enterprise management. Becerra-Bizarrón and Gomez-Bernal (2025) identified technological innovation, product development, strategic management, and economic, social, and environmental activities as important sustainability practices. Menina (2023) further examined business recovery, supply chains, financial management, and operational continuity during the COVID-19 pandemic. Managerial competence and organizational resilience also influence enterprise sustainability. Carpio (2025) identified leadership and management skills as predictors of business sustainability, while Moraga et al. (2024) established the relevance of organizational resilience to economic sustainability among selected SME restaurants. Francia et al. (2024) likewise examined the relationship between municipal competitiveness and business sustainability, emphasizing the relevance of economic conditions, infrastructure, and resilience. Despite these findings, limited localized evidence addresses how business innovation and strategic management practices jointly relate to SME growth performance in Masbate Province. This study therefore examines product, process, marketing, and organizational innovation alongside planning, implementation, monitoring and evaluation, and decision-making to determine their relationship with sales growth, profit growth, market expansion, and business sustainability.

Research on SME performance identifies business innovation, strategic management, financial capabilities, digital transformation, and organizational sustainability as interconnected areas of enterprise development. Business innovation and competitive performance. Innovation enables SMEs to improve their products, operating processes, marketing approaches, and organizational arrangements. Le et al. (2023) identified a positive relationship between innovation and SME performance, emphasizing the contribution of innovation strategies and improvements to existing products in strengthening enterprise performance and competitiveness. Asad et al. (2025) highlighted the relationships among entrepreneurial orientation, knowledge management, product innovation, and SME performance, emphasizing the importance of organizational knowledge and innovation capabilities in enterprise development. Similarly, Sipos et al. (2025) identified product uniqueness, marketing resources, distribution channels, and customer responsiveness as relevant factors in marketing innovation. Product and process innovation support improvements in business offerings and operational efficiency. Mmadubuko et al. (2025) examined the relationship between product innovation and export performance, considering institutional support and business conditions. Keelson et al. (2024) identified a positive relationship between market competition and SME performance, although the expected moderating role of process innovation was unsupported. Ta'Amnha et al. (2024) investigated green product and process innovation under technological change, while Aliasghar et al. (2023) associated external knowledge and absorptive capacity with process innovation and firm performance. Aliasghar et al. (2023) identified people, processes, and technology as important components of process innovation capabilities. In the Philippine context, Barroga et al. (2023) examined technological innovation adoption among micro, small, and medium food-processing enterprises in the Davao Region. Their findings indicated that technological innovation adoption had a significant positive impact on annual gross sales, employment, and workers' daily wage rates, demonstrating its potential contribution to enterprise growth and local economic development. Strategic management and organizational performance. Strategic management establishes business direction, supports resource allocation, and guides operational decisions. AIQershi (2024) linked strategic thinking, planning, and innovation with human capital and SME performance. AIQershi (2024) emphasized strategic management in business operations, while Lal et al. (2023) associated systematic strategic planning and business innovation with sustainable SME performance. Lal et al. (2023) identified organized planning as important for resource-constrained enterprises, and Molete et al. (2025)

emphasized the relationship between IT strategic planning, efficiency, customer satisfaction, and innovation. Effective strategic management also depends on managerial decision-making and performance assessment. Ali et al. (2023) identified relationships among strategic planning, employee career development, and job performance. Kindström et al. (2024) emphasized business models, leadership, and people-related challenges in growing SMEs. Weerasekara and Bhanugopan (2023) associated entrepreneurial decision-making styles with financial performance, while Kim and Seo (2023) developed a strategic decision-making framework for artificial intelligence adoption. Tawil et al. (2024) identified opportunities and constraints associated with data-driven decision-making. Agyapong et al. (2024) found that monitoring and evaluation systems supported business resilience, sustainability, growth, and digitalization. Biswas et al. (2023) further examined decision-making frameworks for SME preparedness in adopting advanced quality-management technologies. Financial resources and enterprise growth. Financial management supports business continuity, investment decisions, and innovation implementation. Nkwinka and Akinola (2023) emphasized financial literacy, resource allocation, and management capabilities, while Romero Alvarez et al. (2026) examined financing alternatives for SME innovation. Widasari et al. (2024) identified cash-flow management, budgeting, access to credit, and financial literacy as recurring challenges. Serrasqueiro et al. (2023) examined the relationships among profitability, productivity, external debt, and SME growth. Bhat et al. (2026) associated financial technology adoption with business sustainability, while Molosiwa and Holland (2025) emphasized financial literacy as a contributor to enterprise performance. Al-Hattami (2024) and Al-Hattami (2024) further highlighted accounting information systems as tools for effective decision-making and sustainable operations. Digital transformation and technological innovation. Digital technologies support business communication, production, customer engagement, and organizational adaptation. Wang and Zhang (2025) connected digital adoption, digital culture, and digital capabilities with innovation performance. Melo et al. (2023) examined sustainable digital transformation across economic, social, and environmental dimensions, while Khan and Siddiqui (2023) emphasized digital transformation and innovation management in emerging economies. Al Omoush et al. (2025) linked digital transformation, organizational learning, and frugal innovation with resilience. Melo et al. (2023) demonstrated the application of digital technologies in production planning and control. Emerging technologies create further opportunities and implementation challenges. Shaik et al. (2024) examined artificial intelligence-driven business model innovation and sustainability, while Rajaram and Tinguely (2024) emphasized employee skills, leadership, and organizational culture in generative AI adoption. Cimino et al. (2025) considered AI adoption through a dynamic capability perspective, and Manzoor et al. (2024) examined cost-conscious cybersecurity solutions for SMEs. Chabalala et al. (2024) identified opportunities associated with digital technologies, while Agustian et al. (2023) and Mushi (2024) emphasized digital marketing approaches for customer engagement and sales performance. Martínez-Peláez et al. (2024) further highlighted strategic planning and stakeholder participation in sustainable digital transformation. In the Philippine setting, Cordova et al. (2025) examined the challenges and opportunities associated with digital innovation among micro, small, and medium enterprises. Their study revealed that enterprises increasingly adopted social media marketing, digital payment systems, and other digital tools, while the adoption of advanced technologies remained limited by financial constraints, insufficient technical expertise, and resistance to change. These findings emphasize the importance of technological capabilities and organizational preparedness in strengthening SME competitiveness and business performance. Human capital, organizational resources, and business sustainability. Employee capabilities and resource management influence the implementation of business strategies. Asad et al. (2025) emphasized employee training and knowledge management in product innovation. Serrasqueiro et al. (2023) identified capital investment, labor productivity, ownership, location, and cost management as relevant performance factors. Borazon et al. (2024) highlighted the importance of aligning enterprise resources with business conditions. Sustainability literature further demonstrates that business performance extends beyond financial outcomes. Elshaer et al. (2023) associated green management and employee environmental behavior with sustainable performance, while Setyaningsih et al. (2024) identified barriers to SME sustainability reporting. Mendoza and Tadeo (2023) emphasized the contribution of smaller enterprises to sustainable development. Kozubikova et al. (2023) examined social and environmental responsibilities among SMEs, while Kozubikova et al. (2023) identified financial, technological, regulatory, infrastructural, and managerial influences on enterprise sustainability. Xie et al. (2023) further emphasized monitoring business closure risks during disruptions. Green innovation and external cooperation provide additional sustainability perspectives. Figueiredo et al. (2024) highlighted cooperation with external organizations in environmental innovation. Sohns et al. (2023) examined green business process management, while Shahbaz and Malik (2025) linked green intellectual capital, business sustainability, and enterprise performance. Collectively, the literature suggests that SME growth involves interacting innovation, managerial, financial, technological, and organizational capabilities. These findings support examining business innovation and strategic management practices together rather than treating them as isolated determinants of growth performance.

International studies demonstrate that SME performance is influenced by strategic management, innovation, financial capabilities, technology, and business conditions. Kindström et al. (2024) examined sales performance among Malaysian SMEs, while Ghazwani and Alzahrani (2024) associated social media information sharing and innovation with business growth and profitability. Weerasekara and Bhanugopan (2023) emphasized

experimentation and decision-making in business model development. Caetano et al. (2026) examined international market expansion strategies, while Caetano et al. (2026) identified business relationships as important for accessing market information, distribution channels, and financial resources. Philippine studies similarly highlight the importance of strategic management and organizational capabilities. Lansangan (2023) emphasized strategic planning among agri-food processors in Bulacan, while Sumiati et al. (2023) examined business management assistance for MSMEs in Rizal. Famacion-Quinco (2023) identified management control practices among SMEs, and Calub (2026) associated management competencies with succession planning. Lansangan (2023) also examined business strengths, weaknesses, and sustainable strategy formulation. Financial and human resources influence enterprise development. Calumpiano (2025) identified the need to strengthen budgeting and management accounting practices, while Widasari et al. (2024) examined financing access and entrepreneurial growth motivation. Abellana and Alonzo (2025) considered marketing, financing, and entrepreneurial orientation in microenterprise performance. Calub (2026) emphasized resource and human capital synergies, while Borazon et al. (2024) associated human and social capital with business growth and competitiveness. Abellana and Alonzo (2025) examined entrepreneurial performance in the Bicol Region. Abellana and Alonzo (2025) and Rivera and Gozun (2024) further highlighted entrepreneurial capabilities, distribution channels, and market orientation in business expansion. Philippine evidence also demonstrates the relevance of innovation and technology. Agustian et al. (2023) associated social media utilization with organizational performance and sustainability, while Battung et al. (2025) examined SME distribution strategies in Indonesia and the Philippines. Bangonon and Murcia (2025) investigated strategic management, innovation capability, and firm performance. Lopez (2023) emphasized business planning and competitive advantage, while Bangonon and Murcia (2025) examined strategic management practices and business performance. Almendral et al. (2025) considered entrepreneurial orientation, innovation, and business strategies among Philippine fashion enterprises. Innovation-specific research provides further national evidence. Flaminiano (2024) identified relationships between entrepreneurial bricolage and product, process, and marketing innovation. Albert et al. (2023) examined innovation activities across Philippine industries, while Casimiro et al. (2024) investigated innovation strategies among cultural MSMEs. Malaya (2024) discussed the role of agri-aqua technology business incubators in fostering innovation and supporting micro, small, and medium enterprise development in the Philippines. The study highlights technology business incubation as an approach to supporting innovation and enterprise development, providing a relevant perspective on institutional support for SME innovation. Vo et al. (2025) emphasized investment, training, and business conditions in process innovation. Juharsah et al. (2024) examined creativity, digital transformation, and competitive advantage, while Martinez-Alba and Montaña (2025) identified digital market orientation and knowledge management as important performance predictors. Marketing and resilience are likewise relevant to Philippine SMEs. Olazo (2023) associated marketing competency and marketing innovation with sustainable competitive advantage, while Mascarinas and Campos (2023) examined entrepreneurial marketing strategies. Mendoza and Tadeo (2023) compared MSME contributions to employment and economic activity across selected Southeast Asian countries, while Navales and Badoy (2025) examined enterprise risk management and perceived organizational performance. Environmental sustainability has also received attention. Carpizo et al. (2025) identified relationships between organizational resilience and SME sustainability, while Erno (2026) examined sustainability-oriented entrepreneurial behavior. Empas et al. (2025) associated environmental practices with financial performance, and Cabellon et al. (2025) considered climate action in SME operations. Empas et al. (2025) found no statistically significant association between environmental regulatory burden and profit growth among the enterprises examined. Within this broader context, Masbate City serves as the commercial center and provincial capital of Masbate, where SMEs contribute goods, services, employment, and business opportunities. However, findings from other geographical settings may not fully represent the innovation practices, management capabilities, and growth conditions of SMEs in Masbate. This establishes the need for localized research examining these variables within the province.

The study is anchored on three complementary theories explaining how SMEs utilize resources, adapt to changing business environments, and implement innovations. Dynamic Capabilities Theory (Teece et al., 1997) explains how enterprises sense environmental changes, seize opportunities, and reconfigure organizational resources to maintain competitiveness. This theory supports the examination of product, process, marketing, and organizational innovation as adaptive business capabilities. It also relates to strategic planning, implementation, monitoring and evaluation, and decision-making, which enable enterprises to respond to market opportunities and operational challenges. Resource-Based View Theory (Barney, 1991) emphasizes the contribution of valuable, rare, difficult-to-imitate, and effectively organized resources to sustained organizational performance. SMEs differ in their financial, human, technological, and managerial capabilities, which may influence their innovation activities and strategic management practices. The theory explains how effective resource utilization may contribute to sales growth, profitability, market expansion, and business sustainability. Innovation Diffusion Theory (Rogers, 2003) explains how new ideas, products, technologies, and practices are communicated, adopted, and implemented within organizations. It supports the study's four innovation dimensions by explaining how SMEs recognize and integrate improvements into their business operations. Collectively, these theories establish that SME growth may depend on organizational adaptability, resource utilization, innovation adoption, and strategic management capabilities. They provide a basis for examining whether differences in business innovation

and strategic management practices are associated with differences in growth performance. The study also applies an input–process–output conceptual approach. The inputs consist of business innovation, strategic management practices, and growth performance indicators. Data will be collected through survey questionnaires and analyzed using percentages, weighted means, and one-way analysis of variance (ANOVA). The expected output is empirical evidence describing the innovation practices, management capabilities, and growth performance of selected SMEs in Masbate Province, which may inform recommendations for enterprise improvement.

The reviewed literature establishes relationships among innovation, strategic management, financial capabilities, digital transformation, organizational resilience, and SME performance. However, many studies examine these factors separately or focus on enterprises operating in different industries and geographical settings. Existing international research provides evidence on strategic planning, product and process innovation, technological adoption, and sustainability. Philippine studies similarly examine entrepreneurial capabilities, digital marketing, financial management, and organizational performance. Nevertheless, limited localized evidence directly examines business innovation and strategic management practices together in relation to the growth performance of SMEs in Masbate Province. The present study addresses this gap by assessing business innovation through product, process, marketing, and organizational innovation and strategic management through planning, implementation, monitoring and evaluation, and decision-making. Growth performance is assessed through sales growth, profit growth, market expansion, and business sustainability. Specifically, the study determines whether significant differences exist in SME growth performance when enterprises are grouped according to their business innovation and strategic management practices. Its findings may provide context-specific evidence for improving business operations, managerial decisions, and enterprise development initiatives in Masbate Province.

The study aligns primarily with SDG 8 – Decent Work and Economic Growth, which emphasizes sustained economic growth, productive employment, and enterprise development. By examining sales growth, profit growth, market expansion, and business sustainability, the research addresses business performance dimensions relevant to local economic activity and SME continuity. It also supports SDG 9 – Industry, Innovation and Infrastructure, particularly through its focus on product, process, marketing, and organizational innovation. These dimensions relate to enterprise modernization, technological adaptation, operational efficiency, and innovation capabilities that may strengthen SME competitiveness. The study has an indirect connection with SDG 12 – Responsible Consumption and Production through the reviewed literature on energy efficiency, resource management, green business processes, and environmentally responsible operations. Siegel et al. (2024) highlighted the systematic implementation of Green-Lean management and sustainability practices in SMEs, emphasizing the integration of operational efficiency and environmental considerations. Similarly, Elshaer et al. (2023) examined the relationship between green management and sustainable performance, while Empas et al. (2025) investigated environmental sustainability practices and financial performance among manufacturing MSMEs in the Philippines. Although the present study does not directly measure environmental impacts, its examination of business sustainability and operational innovation may provide information relevant to responsible enterprise management. Its primary SDG contributions therefore concern economic development and innovation, with environmental sustainability serving as a related consideration rather than a directly measured outcome.

The study contributes to multidisciplinary sustainability by examining how business innovation and strategic management practices relate to the growth and continuity of SMEs in Masbate Province. Its relevance extends across socio-economic, technological, organizational, institutional, and potentially environmental dimensions of sustainable development. Socio-economic sustainability is addressed through sales growth, profit growth, market expansion, and business continuity. Understanding the practices associated with these indicators may help SME owners and managers identify opportunities to strengthen enterprise performance and sustain local economic activities. Technological and innovation sustainability is reflected in product, process, marketing, and organizational innovation. The study may provide insights into how SMEs improve products, adopt more effective operating methods, strengthen customer engagement, and adjust organizational practices in response to changing market conditions. Organizational and institutional sustainability is supported through strategic planning, implementation, monitoring and evaluation, and decision-making. These practices may strengthen managerial effectiveness, resource utilization, operational resilience, and long-term business continuity. The findings may also assist local government units and the Department of Trade and Industry in developing relevant enterprise-support programs, management training, and innovation initiatives. Environmental sustainability provides an additional perspective through the related literature on resource efficiency, green innovation, and responsible business operations. Although environmental indicators are not directly measured, the study's findings on innovation and business sustainability may inform subsequent research integrating economic and environmental performance. Overall, the study may contribute to a better understanding of how innovation and strategic management practices support SME development within a local economic setting. Its findings may provide practical information for business owners, managers, policymakers, and future researchers seeking to strengthen enterprise performance, organizational resilience, and sustainable local development.

2. Material and methods

2.1 Research Design

The study employed a descriptive-quantitative research design to assess business innovation, strategic management practices, and growth performance among SMEs in Masbate Province. Business innovation was examined in terms of product, process, marketing, and organizational innovation, while strategic management practices were assessed through planning, implementation, monitoring and evaluation, and decision-making. Growth performance was measured through sales growth, profit growth, market expansion, and business sustainability. Data were collected using a structured questionnaire and analyzed through statistical techniques to describe the variables and determine whether significant differences existed in growth performance when SMEs were grouped according to their business innovation and strategic management practices.

2.2 Locale of the Study

The study was conducted in San Pascual, Masbate Province, Philippines. The locale was selected to facilitate data collection within the limited time available for the research, considering the accessibility and homogeneity of the target respondents. The investigation focused on selected SMEs operating within the study area, particularly their business innovation activities, strategic management practices, and growth performance.

2.3 Respondents of the Study

The respondents consisted of 100 selected SME owners or managers in Masbate Province. They were considered appropriate participants because of their direct involvement in business operations and their knowledge of enterprise innovation, strategic management, and growth performance. They provided information on product, process, marketing, and organizational innovation; planning, implementation, monitoring and evaluation, and decision-making; and sales growth, profit growth, market expansion, and business sustainability. Participation was limited to individuals who met the study requirements and voluntarily agreed to answer the questionnaire.

2.4 Sample and Sampling Procedure

The study utilized convenience sampling to select 100 SME owners or managers who were available, accessible, and willing to participate. This non-probability sampling approach enabled the researcher to gather information from qualified respondents within the available data collection period. Participants were informed of the study's purpose and provided with instructions before completing the questionnaire. The responses collected from the selected participants constituted the primary data for examining business innovation, strategic management practices, and SME growth performance.

2.5 Research Instrument

The study utilized a structured questionnaire developed according to its research objectives and questions. The instrument consisted of three major parts covering business innovation, strategic management practices, and growth performance. The first part assessed product, process, marketing, and organizational innovation. The second examined planning, implementation, monitoring and evaluation, and decision-making, while the third measured sales growth, profit growth, market expansion, and business sustainability. Each indicator consisted of five statements, and responses were measured using appropriate Likert-type scales. The questionnaire underwent expert validation to establish the clarity, relevance, completeness, and appropriateness of its items. The initial instrument was evaluated by a panel consisting of a language teacher, a local government official, and an education research adviser with relevant research and management experience. Their recommendations were incorporated into the revised questionnaire to improve item clarity and alignment with the research objectives. A pilot test was subsequently conducted among SME owners who were excluded from the actual study respondents. The pilot responses were analyzed using Cronbach's Alpha to assess the internal consistency reliability of the instrument and identify possible difficulties in interpreting questionnaire items. Based on expert validation and reliability testing, the questionnaire was considered valid, reliable, and appropriate for data collection.

2.6 Data Gathering Procedure

Data collection commenced after the thesis proposal was approved by the school thesis committee. The researcher secured the necessary permit, which was noted by the thesis adviser and submitted to the local government unit for approval before coordinating with SME owners regarding questionnaire distribution. The research instrument was prepared under the adviser's supervision, subjected to expert validation, revised according to the evaluators' recommendations, and finalized for administration. Following approval, 100 copies of the questionnaire were reproduced and distributed to qualified SME owners or managers who agreed to participate. Respondents were informed of the study's purpose and instructed on how to complete the instrument. The retrieval of questionnaires extended beyond the intended one-month period, resulting in delays in data processing. After retrieval, responses were organized, tallied, and subjected to statistical treatment with the assistance of an expert statistician. The results were subsequently analyzed and interpreted to establish findings and implications, while the completed manuscript was submitted to the thesis adviser for review and revisions.

2.7 Data Analysis Techniques

The collected data were analyzed using frequency count, percentage, weighted mean, and One-Way Analysis of Variance (ANOVA). Frequency count and percentage were used to describe the demographic profile of the respondents by determining the number and proportion of participants within each category. Percentages were calculated by dividing the frequency of a particular category by the total number of respondents and multiplying the result by 100. The weighted mean was employed to determine the numerical representation of respondents' assessments of business innovation, strategic management practices, and growth performance. It was computed by multiplying the frequency of each response by its corresponding numerical weight, summing the products, and dividing the result by the total response frequency. This technique provided a basis for interpreting the respondents' assessments across the indicators of the study. One-Way Analysis of Variance (ANOVA) was utilized to determine whether significant differences existed in the growth performance of SMEs when grouped according to business innovation and strategic management practices. The analysis examined variations between and within groups to assess differences in growth performance. The resulting statistical findings served as the basis for interpreting the relationships examined in the study and developing conclusions regarding SME growth performance in Masbate Province.

3. Results and Discussion

3.1 Business Innovation of Small and Medium Enterprises

3.1.1 Product Innovation

The findings revealed a composite mean of 3.31 (Strongly Agree), indicating that product innovation was strongly practiced among SMEs. The highest weighted mean was recorded for using customer feedback to improve products (3.39), followed by improving existing products to increase customer satisfaction (3.34), developing innovative product features (3.32), and introducing new products (3.27). Regularly updating product designs based on market demand received the lowest mean of 3.24 (Agree). These findings indicate that SMEs prioritize customer feedback and product improvement to respond to consumer needs. However, regular product design updates receive relatively less emphasis. This supports Asad et al. (2025), who emphasized the importance of entrepreneurial orientation and knowledge management in developing product innovation and improving SME performance.

3.1.2 Process Innovation

Process innovation obtained a composite mean of 3.30 (Strongly Agree). Continuous improvement of service delivery processes received the highest weighted mean (3.37), followed by regular operational improvements (3.34), simplifying work processes to reduce time and cost (3.31), and employee training in new procedures (3.29). Adoption of new technologies to improve productivity received the lowest mean of 3.21 (Agree). The findings suggest that SMEs emphasize operational efficiency and service improvement, although technological adoption remains comparatively less practiced. Aliasghar et al. (2023) similarly highlighted the importance of external knowledge and absorptive capacity in supporting process innovation and improving firm performance.

3.1.3 Marketing Innovation

Marketing innovation recorded a composite mean of 3.32 (Strongly Agree). The use of digital platforms for marketing received the highest weighted mean (3.42), followed by creative promotional activities (3.35), new promotional strategies (3.33), and adjustments based on customer trends (3.28). Exploring new market segments received the lowest mean of 3.22 (Agree). These results indicate that SMEs strongly utilize digital platforms and promotional strategies to reach customers, while exploring additional market segments remains comparatively less emphasized. Flaminiano (2024) similarly identified a significant positive relationship between entrepreneurial bricolage and product, process, and marketing innovation, emphasizing creative problem-solving and effective resource utilization among Philippine SMEs.

3.1.4 Organizational Innovation

Organizational innovation obtained a composite mean of 3.32 (Strongly Agree). Encouraging employees to suggest new ideas received the highest weighted mean (3.41), followed by strengthening departmental collaboration (3.38), improving work structures (3.33), and introducing new management practices (3.28). Flexible work arrangements received the lowest mean of 3.19 (Agree). The findings suggest that SMEs encourage employee participation and organizational collaboration as important innovation practices, although flexible working arrangements are relatively less emphasized. Asad et al. (2025) emphasized that innovation capabilities, openness to new ideas, and external knowledge utilization help SMEs adapt to challenging business conditions.

3.2 Strategic Management Practices of Small and Medium Enterprises

3.2.1 Planning

Planning obtained a composite mean of 3.13 (Agree), indicating that strategic planning practices were generally implemented. Aligning plans with organizational vision and mission received the highest weighted mean (3.31), followed by setting clear goals and objectives (3.22), involving stakeholders (3.21), and considering available

resources (3.05). Developing plans based on organizational needs received the lowest mean of 2.86. These findings indicate that SMEs prioritize aligning strategic plans with organizational direction, although developing plans according to specific organizational needs receives less emphasis. This supports Lansangan (2023), who highlighted the importance of identifying organizational strengths, weaknesses, opportunities, and threats when developing strategies for business growth.

3.2.2 Implementation

Implementation recorded a composite mean of 3.02 (Agree). Proper utilization of resources received the highest weighted mean (3.22), followed by effective plan implementation (3.19), carrying out activities according to established plans (3.18), and employees' understanding of their responsibilities (2.93). Regular monitoring of implementation received the lowest mean of 2.57. The results suggest that SMEs generally translate strategic plans into business activities and utilize available resources, but regular monitoring of implementation remains comparatively less emphasized. Bangonon and Murcia (2025) similarly emphasized the importance of clear organizational direction, strategy development, and implementation, identifying a positive relationship between strategic management and financial performance.

3.2.3 Monitoring and Evaluation

Monitoring and evaluation obtained a composite mean of 3.14 (Agree). Establishing monitoring systems for ongoing activities received the highest weighted mean (3.20), followed by gathering feedback from employees and stakeholders (3.18), regular performance evaluation (3.14), and implementing corrective actions (3.13). Using evaluation results for improvement received the lowest mean of 3.07. These findings indicate that SMEs generally maintain monitoring systems and evaluate organizational activities, although the application of evaluation results for improvement receives comparatively less emphasis. Agyapong et al. (2024) similarly found that monitoring and evaluation systems significantly influenced business resilience and sustainability among SMEs.

3.2.4 Decision-Making

Decision-making recorded a composite mean of 3.14 (Agree). Timely decision-making received the highest weighted mean (3.20), followed by stakeholder participation (3.19) and using reliable data and information (3.15). Considering alternative solutions and ensuring that decisions support organizational goals received the lowest mean of 3.07 each. The results suggest that SMEs emphasize timely decision-making and stakeholder participation, although evaluating alternative solutions and aligning decisions with organizational objectives receive relatively less emphasis. Weerasekara and Bhanugopan (2023) highlighted the importance of combining information, managerial intuition, experimentation, and opportunity identification in strategic decision-making during business model development.

3.3 Growth Performance of Small and Medium Enterprises

3.3.1 Sales Growth

Sales growth obtained a composite mean of 3.15 (Agree), indicating that respondents generally perceived improvements in sales performance. Continuous increases in sales received the highest weighted mean (3.18), followed by revenue improvement and effective sales strategies (3.17 each), and customer base expansion (3.13). Meeting organizational sales targets received the lowest mean of 3.08. These findings indicate that SMEs generally experience increasing sales and improving revenue generation, although consistently achieving sales targets remains comparatively less evident. Kindström et al. (2024) emphasized that SME growth involves not only increasing sales but also managing business models, leadership, and people-related challenges.

3.3.2 Profit Growth

Profit growth recorded a composite mean of 3.14 (Agree). Proper expense management received the highest weighted mean (3.17), followed by improving financial performance (3.16), consistent profit growth (3.15), and maintaining revenue above operating costs (3.12). Regularly meeting profit targets received the lowest mean of 3.09. The results suggest that SMEs emphasize expense management and financial improvement to support profitability, although consistently meeting profit targets remains comparatively less evident. Ghazwani and Alzahrani (2024) similarly found that using social media for customer information and knowledge sharing positively influenced innovation, which was associated with business growth and profitability.

3.3.3 Market Expansion

Market expansion obtained a composite mean of 3.11 (Agree). Marketing efforts that attract new clients received the highest weighted mean (3.19), followed by expanding customer reach (3.18). Wider product and service recognition and effective competition in new markets both recorded 3.09, while successful entry into new markets received the lowest mean of 3.02. These findings suggest that SMEs generally expand their customer reach through marketing activities, although successful entry into new markets remains comparatively less evident. Caetano et al. (2026) emphasized that business and political relationships can facilitate market expansion by

providing access to distribution channels, market information, business knowledge, financing, and government contracts.

3.3.4 Business Sustainability

Business sustainability recorded a composite mean of 3.21 (Agree), the highest among the growth performance dimensions. Adapting to market changes received the highest weighted mean (3.24), followed by maintaining long-term stability (3.22), remaining competitive over time (3.21), and continuing operations despite challenges (3.20). Sustainable resource management received the lowest mean of 3.18. The findings indicate that SMEs generally demonstrate adaptability, operational continuity, and long-term stability, although sustainable resource management receives comparatively less emphasis. Shahbaz and Malik (2025) similarly identified a strong relationship between green intellectual capital and firm performance, with business sustainability serving as a mediating factor.

3.4 Significant Differences in SME Growth Performance According to Business Innovation and Strategic Management Practices

The reported One-Way Analysis of Variance (ANOVA) indicated a statistically significant difference in SME growth performance among the groups examined. The computed F-value was 293.644, exceeding the F-critical value of 3.026 at the 0.05 significance level. The statistical output also reported a p-value of approximately 8.216×10^{-71} , which is below 0.05. Accordingly, the null hypothesis was rejected, indicating a statistically significant difference among the analyzed groups. The findings suggest that the growth performance measures examined differed significantly across the groups included in the analysis. The original manuscript interprets this result as indicating that differences in business innovation and strategic management practices are associated with differences in SME growth performance. However, the statistical output does not clearly establish how the groups were formed. Therefore, the reported significance should be interpreted according to the stated analysis without extending it to causal conclusions.

4. Conclusion & Recommendations

The study concluded that small and medium enterprises (SMEs) in Masbate Province demonstrated strong business innovation practices in product, process, marketing, and organizational innovation, with composite means ranging from 3.30 to 3.32. Strategic management practices were generally implemented in planning, implementation, monitoring and evaluation, and decision-making, with composite means ranging from 3.02 to 3.14. Similarly, growth performance was positively perceived in terms of sales growth, profit growth, market expansion, and business sustainability, with composite means ranging from 3.11 to 3.21. However, areas requiring improvement included product updates, technology adoption, market exploration, flexible work arrangements, needs-based planning, activity monitoring, evaluation utilization, and achievement of financial targets. The findings further revealed a significant difference in SME growth performance when grouped according to business innovation and strategic management practices, highlighting the importance of these practices in business development and sustainability.

SME owners and managers should continuously improve their products and services according to customer needs and market demands, adopt appropriate technologies, explore new markets, and implement flexible work arrangements when feasible. Strategic management practices should be strengthened through needs-based planning, regular monitoring of activities, effective utilization of evaluation results, and careful consideration of alternative solutions in decision-making. Enterprises should also improve marketing activities, manage expenses, expand their customer base, and utilize resources efficiently to achieve sales and profit targets. Strengthening business innovation and strategic management practices is recommended to support sustained business growth and competitiveness. Future researchers are encouraged to conduct similar investigations involving larger sample sizes.

The study was limited to 100 SME owners in Masbate Province and focused specifically on business innovation, strategic management practices, and growth performance. Its findings were based on respondents' assessments of product, process, marketing, and organizational innovation; planning, implementation, monitoring and evaluation, and decision-making; and sales growth, profit growth, market expansion, and business sustainability. The sample size and defined research variables limit the scope of the findings, which reflect the experiences and perceptions of the selected respondents. The recommendation for future studies involving larger samples further acknowledges the need to examine these practices among a broader population of SMEs.

5. Compliance with ethical standards

The study observed the established institutional procedures for conducting research. Data collection was undertaken following the approval of the thesis proposal by the school thesis committee and the securing of the necessary research permit submitted to the local government unit for approval. Participation was voluntary, and

the selected small and medium enterprise owners and managers were informed of the study's purpose and provided with appropriate instructions before completing the questionnaire. The research process was conducted under the supervision of the thesis adviser, with the research instrument subjected to expert validation and reliability testing before administration.

REFERENCES

- Abellana, J. J., & Alonzo, A. (2025). Factors influencing business growth among micro, small, and medium-sized (MSMEs) bakery enterprises in Northern Mindanao Philippines.
- Agustian, K., Hidayat, R., Zen, A., Sekarini, R. A., & Malik, A. J. (2023). The influence of influencer marketing in increasing brand awareness and sales for SMEs. *Technology and Society Perspectives (TACIT)*, 1(2), 68–78.
- Agyapong, D., Agyapong, G., & Agyei-Poku, B. (2024). Implications of monitoring and evaluation systems for SMEs in some selected metropolises in Ghana. *Journal of Business and Enterprise Development (JOBED)*, 12(1).
- Al Omoush, K., Lassala, C., & Ribeiro-Navarrete, S. (2025). The role of digital business transformation in frugal innovation and SMEs' resilience in emerging markets. *International Journal of Emerging Markets*, 20(1), 366–386.
- Al-Hattami, H. M. (2024). Impact of AIS success on decision-making effectiveness among SMEs in less developed countries. *Information Technology for Development*, 30(3), 472–492.
- Albert, J. R. G., Quimba, F. M. A., Serafica, R. B., Vizmanos, J. F. V., Moreno, N. I. S., Andrada, A. E., ... Hernandez, A. C. (2023). The extent of innovation in Philippine business and industry: Results of the 2021 PIDS survey of innovation activities (No. 2023-11). PIDS Discussion Paper Series.
- Ali, A. A. A., AlZgool, M., Alzoraiki, M., Milhem, M., & Al-Absy, M. S. M. (2023). Moderating effect of strategic planning on the relationship between career path planning and job performance. *Sustainability*, 15(11), 8490.
- Aliasghar, O., Sadeghi, A., & Rose, E. L. (2023). Process innovation in small-and medium-sized enterprises: The critical roles of external knowledge sourcing and absorptive capacity. *Journal of Small Business Management*, 61(4), 1583–1610.
- Almendral, R. A., Chua, I. N., Chun, J. K., Martin, P. Y., & Ong, H. (2025). Understanding success in Philippine fashion: Role of entrepreneurial orientation, competitive advantage, product innovation, technological innovations, and business strategies. *Review of Integrative Business and Economics Research*, 14(3), 41443.
- AlQershi, N. (2024). Strategic thinking, strategic planning, strategic innovation and the performance of SMEs: The mediating role of human capital. *Management Science and Education Innovations*, 1(19).
- Asad, M., Hafeez, M. H., Saleem, I., Asif, M. U., Sulaiman, M. A. B. A., & Awain, A. M. B. (2025). Product innovation: A mediator between entrepreneurial orientation, knowledge management, and performance of SMEs. *Journal of the Knowledge Economy*, 16(4), 15381–15403.
- Bangonon, B., & Murcia, J. V. (2025). Strategic management, innovation capability, and firm performance among small and medium enterprises: A moderation analysis. *Business and Organization Studies e-Journal*, 3(2), 47–72.
- Barbieri, L. M., Sott, M. K., & Monticelli, J. M. (2024). Critical success factors for implementing cloud ERP in SMEs: A systematic review. *International Journal of Innovation and Technology Management*, 21(02), 2430003.
- Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99–120. <https://doi.org/10.1177/014920639101700108>
- Barroga, K. D., Rola, A. C., Depositario, D. P. T., & Digal, L. N. (2023). The extent of technological innovation adoption among micro, small and medium food processing enterprises and its effects on poverty reduction. *International Journal of Entrepreneurship and Small Business*, 50(1), 35–65.
- Battung, M. P., Galvez, A. F., & Lajaria, R. T. (2025). SME's distribution strategy implementing among Indonesia and Philippines (a comparative analysis). *The Journal of Distribution Science*, 23(5), 113–118.
- Becerra-Bizarrón, M. E., & Gomez-Bernal, J. R. (2025). Business sustainability practices in micro and small enterprises: A systematic review. *PLOS Sustainability and Transformation*, 4(11), e0000140.
- Bernal, E., & Matriano, M. T. (2025). Adoption of online business platform among small and medium enterprises (SMEs) in the tourism industry in Muscat, Sultanate of Oman and Bicol Region, Philippines.
- Bhat, M. A., Khan, S. T., Alkhwalidi, A. F., & Abdulmuhsin, A. A. (2026). Investigating the critical drivers of Fintech adoption to promote business sustainability of SMEs. *Global Knowledge, Memory and Communication*, 75(7–8), 3558–3580.
- Biswas, S., Božanić, D., Pamučar, D., & Marinković, D. (2023). A spherical fuzzy based decision making framework with Einstein aggregation for comparing preparedness of SMEs in quality 4.0. *Facta Universitatis, Series: Mechanical Engineering*, 21(3), 453–478.

- Borazon, E., Liu, J. M., & Okumus, F. (2024). Human capital, growth, and competitiveness of Philippine MSMEs: The mediating role of social capital. *Asia Pacific Business Review*, 30(5), 894–923.
- Cabellon, J. Q., Andrade, A. M., Bautista, D. P., Gutierrez, K. Z., Nabo, D. J. B., Nuarin, A. A. R., ... Barrera, R. N. (2025, September). Integrating climate action into business operations: Perspectives from city SMEs in the Philippines. In *World Conference on Information Systems for Business Management* (pp. 309–318). Springer Nature Switzerland.
- Caetano, I. Q., Simões, J., Pacheco, A. I. G., Ialá, L., Ambrósio, E. C., & Touré, D. (2026). Strategies for entry and expansion in the international market: Challenges and opportunities for small and medium-sized enterprises (SMEs). *Marketing Management for Competitive Internationalization*, 201–218.
- Calub, F. D. (2026). Resource and human capital synergies as determinants of MSME growth: Evidence from Bislig City, Philippines. *Small*, 35, 15.
- Calumpiano, D. A. C. (2025). Management accounting practices and profitability of microbusinesses in Borongan City, Eastern Samar, Philippines. *Open Journal of Business and Management*, 13(6), 3904–3917.
- Carpio, R. A. P. (2025). Small and medium sized enterprises (SMEs) entrepreneurs' leadership, management skills, and motivation in relation to business sustainability. *United International Journal for Research & Technology*, 5(4), 1–25.
- Carpizo, R., Balila, J., & Mutia, T. (2025). Organizational resilience and sustainability of small and medium enterprises in the Philippines. In *12th International Scholars Conference 2025* (Vol. 12, No. 5, pp. 1148–1156).
- Casimiro, J. A. J., Romualdo, K. B., & Santiago, V. S. R. (2024). Innovation strategies in traditional cultural expressions MSMEs in the Philippines: A case study (No. 202448). *PIDS Discussion Paper Series*.
- Chabalala, K., Boyana, S., Kolisi, L., Thango, B., & Lerato, M. (2024). Digital technologies and channels for competitive advantage in SMEs: A systematic review. Available at SSRN 4977280.
- Cimino, A., Corvello, V., Troise, C., Thomas, A., & Tani, M. (2025). Artificial intelligence adoption for sustainable growth in SMEs: An extended dynamic capability framework. *Corporate Social Responsibility and Environmental Management*, 32(5), 6120–6138.
- Cordova, W., Lim, C. T. N., Ong, H. T., Caraan, H. S., Cruz, G. A. R. D., & Jimenez, E. F. C. (2025). Digital innovation and entrepreneurial success in the Philippine MSME sector: Challenges and opportunities. *Economics*, 13(3), 69–82.
- Elshaer, I. A., Azazz, A. M., & Fayyad, S. (2023). Green management and sustainable performance of small-and medium-sized hospitality businesses: Moderating the role of an employee's pro-environmental behaviour. *International Journal of Environmental Research and Public Health*, 20(3), 2244.
- Empas, K. C. S., Olavides, A. P., Tambis, V. B. B., & Flores, J. M. N. (2025). Environmental sustainability practices and financial performance of manufacturing MSMEs in Tagum City, the Philippines. *Discourse and Communication for Sustainable Education*, 16(2), 92–109.
- Erno, G. Y. L. (2026). Linking sustainability-oriented entrepreneurial behaviors to SME performance: A survey of SMEs in Surigao del Sur, Philippines.
- Famacion-Quinco, D. (2023). Management control systems practices in small and medium enterprises. *Journal of Education, Management, and Development Studies*, 3(4), 11.
- Figueiredo, N., Patrício, L. D., & Reis, M. (2024). Innovation for environmental sustainability: Business models for SMEs. *Journal of Small Business and Enterprise Development*, 31(3), 532–551.
- Flaminiano, J. P. C. (2024). Entrepreneurial bricolage: A key to innovation for SMEs in a developing economy. *Small Business International Review*, 8(1), e645–e645.
- Francia, R., Maria, N., Teresa, N., & Marie Paul, E. (2024). Competitive index of municipalities in Bulacan, Philippines: A framework towards sustainable business development. *J. Electrical Systems*, 20(7s), 3753–3764.
- Ghazwani, S. S., & Alzahrani, S. (2024). The use of social media platforms for competitive information and knowledge sharing and its effect on SMEs' profitability and growth through innovation. *Sustainability*, 16(1), 106. <https://doi.org/10.3390/su16010106>
- Juharsah, J., Hadisantoso, E., Putera, A., Mahrani, S. W., Hamid, W., Saguinsin, I. D., ... Syahrudin, D. N. F. (2024). Improving business performance through creativity, innovation and digital transformation of micro, small and medium enterprises: Mediated by competitive advantage. *International Journal of Management and Education in Human Development*, 4(02), 1169–1184.
- Keelson, S. A., Cúg, J., Amoah, J., Petráková, Z., Addo, J. O., & Jibril, A. B. (2024). The influence of market competition on SMEs' performance in emerging economies: Does process innovation moderate the relationship? *Economics*, 12(11), 282.
- Khan, M. E., & Siddiqui, M. Z. (2023). Evaluating the impact of digital transformation & innovation management strategies on SMEs performance in the emerging economies. *Journal of Social Sciences Development*, 2(2), 297–305.
- Kim, J. S., & Seo, D. (2023). Foresight and strategic decision-making framework from artificial intelligence technology development to utilization activities in small-andmedium-sized enterprises. *Foresight*, 25(6), 769–787.

- Kindström, D., Carlborg, P., & Nord, T. (2024). Challenges for growing SMEs: A managerial perspective. *Journal of Small Business Management*, 62(2), 700–723.
- Kozubikova, L., Kubalek, J., Rowland, Z., & Palcak, L. (2023). The significant factors of sustainability of SME in the V4 countries. *Transformations in Business & Economics*, 22(1), 98.
- Lal, S., Mani, H., KL, M., Sharma, A., Sasidharan, A., & Radha, T. (2023). Developing a strategic planning framework for small and medium enterprises (SMEs). *European Chemical Bulletin*, 12(5), 460–469.
- Lansangan, E. V. (2023). Developing strategic plan for agri-food processors in Bulacan, Philippines using SWOT analysis. *Review of Integrative Business and Economics Research*, 12(4), 238–247.
- Le, D. V., Le, H. T. T., Pham, T. T., & Vo, L. V. (2023). Innovation and SMEs performance: Evidence from Vietnam. *Applied Economic Analysis*, 31(92), 90–108.
- Lopez, M. O. (2023). Strategic management and competitive advantage of microenterprises in the province of Batangas, Philippines. *Journal of Technology Management and Business*, 10(1), 30–42.
- Malaya, V. N. (2023). Fostering innovation and micro, small and medium enterprise development in the Philippines through agri-aqua technology business incubators. In *ICEETE Conference Series* (Vol. 1, No. 1, pp. 62–71).
- Manzoor, J., Waleed, A., Jamali, A. F., & Masood, A. (2024). Cybersecurity on a budget: Evaluating security and performance of open-source SIEM solutions for SMEs. *PLOS ONE*, 19(3), e0301183.
- Martinez-Alba, M. A., & Montaña, V. S. (2025). Digital market orientation, knowledge management orientation, and innovativeness in SMEs: A structural model of business performance. *International Journal of Multidisciplinary Studies in Higher Education*, 2(3), 33–57.
- Martínez-Peláez, R., Escobar, M. A., Félix, V. G., Ostos, R., Parra-Michel, J., García, V., ... Mena, L. J. (2024). Sustainable digital transformation for SMEs: A comprehensive framework for informed decision-making. *Sustainability*, 16(11), 4447.
- Mascarinas, R., & Campos, K. P. (2023). Small and medium-sized enterprises (SMEs) entrepreneurial marketing in Davao City, Philippines. *Asian Journal of Management, Entrepreneurship and Social Science*, 3(03), 1–6.
- Melo, I. C., Queiroz, G. A., Junior, P. N. A., de Sousa, T. B., Yushimito, W. F., & Pereira, J. (2023). Sustainable digital transformation in small and medium enterprises (SMEs): A review on performance. *Heliyon*, 9(3).
- Mendoza, X. L. D., & Tadeo, J. B. (2023). Analysis of micro, small, medium enterprises: The cases of Singapore, Malaysia, Philippines, Thailand and Vietnam. *Journal of Management, Economics, and Industrial Organization*, 7(1), 1–15.
- Menina, J. P. (2023). Sustainability of SMEs during COVID-19 pandemic. *Journal of Social Entrepreneurship Theory and Practice*, 2(1), 55.
- Mmadubuko, M., Gyan-Amponsah, P., & Sousa, C. (2025). Product innovation and SME export intensity: The moderating role of government support business environment and quality certification. *The International Journal of Entrepreneurship and Innovation*, 26(3), 210–223.
- Moleté, O. B., Mokhele, S. E., Ntombela, S. D., & Thango, B. A. (2025). The impact of IT strategic planning process on SME performance: A systematic review. *Businesses*, 5(1), 2.
- Molosiwa, T., & Holland, J. (2025). The impact of financial literacy on the performance of small and medium-sized enterprises (SMEs): A review of literature. *International Journal of Research in Business and Social Science* (2147-4478), 14(3), 320–332.
- Moraga, M., Abalos, J. S., Molina, A. D., Ortiz, P. A., & Vinluan, A. R. (2024). Organizational resilience and its effect on economic sustainability of selected SME restaurants in Makati City, Philippines. *Review of Integrative Business and Economics Research*, 13(2), 268–282.
- Mushi, H. M. (2024). Digital marketing strategies and SMEs performance in Tanzania: Insights, impact, and implications. *Cogent Business & Management*, 11(1), 2415533.
- Navales, M. L. L., & Badoy, R. C. D. (2025). Influence of enterprise risk management on perceived organizational performance of SMEs in Davao del Norte, Philippines. *Review of Integrative Business and Economics Research*, 14(3), 288306.
- Nkwinika, E., & Akinola, S. (2023). The importance of financial management in small and medium-sized enterprises (SMEs): An analysis of challenges and best practices. *Technology Audit and Production Reserves*, 5(4 (73)), 12–20.
- Olazo, D. B. (2023). Marketing competency, marketing innovation and sustainable competitive advantage of small and medium enterprises (SMEs): A mixed-method analysis. *Asia Pacific Journal of Marketing and Logistics*, 35(4), 890–907.
- Oldemeyer, L., Jede, A., & Teuteberg, F. (2025). Investigation of artificial intelligence in SMEs: A systematic review of the state of the art and the main implementation challenges. *Management Review Quarterly*, 75(2), 1185–1227.
- Peretz-Andersson, E., Tabares, S., Mikalef, P., & Parida, V. (2024). Artificial intelligence implementation in manufacturing SMEs: A resource orchestration approach. *International Journal of Information Management*, 77, 102781.
- Rajaram, K., & Tinguely, P. N. (2024). Generative artificial intelligence in small and medium enterprises: Navigating its promises and challenges. *Business Horizons*, 67(5), 629648.

- Rivera, J. P. R., & Gozun, B. C. (2024). Pursuing venture growth through external participation among entrepreneurs in the Philippines: Evidence from the Global Entrepreneurship Monitor. *Journal of Entrepreneurship and Innovation in Emerging Economies*, 10(2), 206–223.
- Rogers, E. M. (2003). *Diffusion of innovations* (5th ed.). Free Press.
- Romero Alvarez, Y. P., Salas-Navarro, K., Martínez, L. B., & Zamora-Musa, R. (2026). Financing innovation in SMEs: A systematic review of financing channels. *International Journal of Innovation Science*, 18(2), 524–563.
- Serrasqueiro, Z., Pinto, B., & Sardo, F. (2023). SMEs growth and profitability, productivity and debt relationships. *Journal of Economics, Finance and Administrative Science*, 28(56), 404–419.
- Setyaningsih, S., Widjojo, R., & Kelle, P. (2024). Challenges and opportunities in sustainability reporting: A focus on small and medium enterprises (SMEs). *Cogent Business & Management*, 11(1), 2298215.
- Shahbaz, M. H., & Malik, S. A. (2025). Driving firm performance with green intellectual capital: The key role of business sustainability in SMEs. *Journal of Intellectual Capital*, 26(3), 691–715.
- Shaik, A. S., Alshibani, S. M., Jain, G., Gupta, B., & Mehrotra, A. (2024). Artificial intelligence (AI)-driven strategic business model innovations in small-and medium-sized enterprises. Insights on technological and strategic enablers for carbon neutral businesses. *Business Strategy and the Environment*, 33(4), 2731–2751.
- Siegel, R., Antony, J., Govindan, K., Garza-Reyes, J. A., Lameijer, B., & Samadhiya, A. (2024). A framework for the systematic implementation of Green-Lean and sustainability in SMEs. *Production Planning & Control*, 35(1), 71–89.
- Sipos, N., Rideg, A., Al Najjar, A. S., & Lukovszki, L. (2025). Resource-based view of marketing innovation in SMEs: A multi-country empirical analysis based on the global competitiveness project. *Journal of Innovation and Entrepreneurship*, 14(1), 94.
- Sohns, T. M., Aysolmaz, B., Figge, L., & Joshi, A. (2023). Green business process management for business sustainability: A case study of manufacturing small and medium-sized enterprises (SMEs) from Germany. *Journal of Cleaner Production*, 401, 136667.
- Sumiati, S., Nayve Jr, R. M., & Pejegria, A. M. (2023). Business management assistance for small micro enterprises (MSMEs), and entrepreneurial strategies in the Barangay San Isidro area, Rodriguez Rizal Philippines. *International Journal of Community Service*, 3(3), 199–204.
- Ta'Amnha, M. A., Al-Qudah, S., Asad, M., Magableh, I. K., & Riyadh, H. A. (2024). Moderating role of technological turbulence between green product innovation, green process innovation and performance of SMEs. *Discover Sustainability*, 5(1), 324.
- Tawil, A. R. H., Mohamed, M., Schmoor, X., Vlachos, K., & Haidar, D. (2024). Trends and challenges towards effective data-driven decision making in UK small and medium-sized enterprises: Case studies and lessons learnt from the analysis of 85 small and medium-sized enterprises. *Big Data and Cognitive Computing*, 8(7), 79.
- 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)
- Vo, T. H. C., Hong-Hue, T. H., Bui, T. D., & Tran, M. L. (2025). Cross-level assessment of process innovation practices: An empirical approach to small and medium manufacturing enterprises in Southeast Asia. *Journal of Small Business & Entrepreneurship*, 37(1), 1–31.
- Wang, S., & Zhang, H. (2025). Digital transformation and innovation performance in smalland medium-sized enterprises: A systems perspective on the interplay of digital adoption, digital drive, and digital culture. *Systems*, 13(1), 43.
- Weerasekara, S., & Bhanugopan, R. (2023). The impact of entrepreneurs' decision-making style on SMEs' financial performance. *Journal of Entrepreneurship in Emerging Economies*, 15(5), 861–884.
- Widasari, E., Paniran, P., Furniawan, F., & Mufidah, F. (2024). Financial management practices in SMEs: Challenges and solutions. *Journal of Multidisciplinary Sustainability Asean*, 1(4), 184–193.
- Xie, X., Jin, X., Wei, G., & Chang, C. T. (2023). Monitoring and early warning of SMEs' shutdown risk under the impact of global pandemic shock. *Systems*, 11(5), 260.