

STRATEGIC BUSINESS INNOVATION AND ORGANIZATIONAL SUCCESS IN BREWERY COMPANIES IN RIVERS STATE**Dr. N. A. Agabe¹ & Obichebe, D. I.²****agabenlemaa@gmail.com, 08035079290****^{1&2}Department of Business Administration, Faculty of Administration and Management, Ignatius Ajuru University of Education, Rumuolumeni, P.M.B. 5047, Port Harcourt, Rivers State.****Abstract**

The study examined strategic business innovation and organizational success in brewery companies in Rivers State. The objectives of the study were to investigate the relationship between strategic alignment and sustainable growth and to determine the relationship between process innovation and customer satisfaction in brewery companies in Rivers State. A descriptive survey design was adopted, and data were collected via a structured questionnaire from 95 managerial staff across 12 breweries. The data were analysed using descriptive statistics. Spearman's rank order correlation was used to test the hypotheses. The findings revealed a positive relationship between strategic alignment and sustainable growth. Furthermore, a stronger positive and significant relationship was found between process innovation and customer satisfaction. The study concluded that strategic business innovation, manifested through coherent strategic alignment and continuous process improvement, was a critical driver for achieving sustainable growth and enhancing customer satisfaction in the competitive brewery industry. It was recommended that brewery firms intensify efforts to align their strategies with long-term objectives and adopt modern technologies to optimize operational processes.

Keywords: Strategic Business Innovation, Organizational Success, Strategic Alignment, Process Innovation, Sustainable Growth, Customer Satisfaction, Brewery Companies.

Background to the Study

Organizational success is often measured by the ability of a firm to achieve its set objectives, sustain profitability, maintain competitive advantage, and adapt to the dynamics of the business environment. For breweries, success extends beyond financial performance to include operational efficiency, product quality, market expansion, consumer satisfaction, and compliance with industry regulations (Akinola & Olatunji, 2022). In an industry characterized by intense competition, shifting consumer preferences, and strict regulatory frameworks, breweries must constantly innovate and strategically position themselves to ensure long-term survival and growth (Eze & Chinedu, 2023). Strategic business innovation plays a pivotal role in driving organizational success. Innovation refers to the deliberate process of developing new ideas, processes, products, or business models that create value and enhance competitive performance (Gunday et al., 2011). In the brewery industry, this may include the introduction of novel beer flavours, adoption of environmentally sustainable brewing technologies, digitalization of supply chains, and creative marketing approaches aimed at strengthening customer loyalty (Okorie & Uche, 2021). Strategic innovation is not merely about invention but about aligning innovative practices with the overall goals and strategies of the organization (Teece, 2018). By integrating innovation into core business operations, breweries are better positioned to meet evolving consumer demands while differentiating themselves from competitors.

The Nigerian brewery sector, for instance, has witnessed significant transformation in recent years due to technological advancements, globalization, and increased consumer health consciousness (Olowe & Adeniran, 2020). To remain competitive, breweries have adopted strategic innovations such as low-alcohol and non-alcoholic beverages, eco-friendly packaging, and digital platforms for distribution and consumer engagement. These innovations have not only improved organizational performance but also strengthened brand positioning in a saturated market (Iroanwusi & Olai,

2024). Similarly, international brewery firms continue to leverage strategic innovation to expand market share, improve operational efficiency, and respond to sustainability concerns (PwC, 2023). Therefore, the relationship between strategic business innovation and organizational success in breweries cannot be overemphasized. While organizational success depends on effective resource management and market responsiveness, strategic innovation provides the mechanism through which breweries can enhance productivity, achieve sustainable growth, and secure long-term competitiveness. This study seeks to explore the dimensions of strategic business innovation and how they contribute to the organizational success of breweries in today's dynamic business environment.

Statement of the Problem

Breweries in Port Harcourt face significant challenges including intense competition, changing consumer preferences, rising production costs, and regulatory pressures making organizational success increasingly dependent on strategic innovation rather than traditional business approaches. Although innovation is widely acknowledged as essential for achieving profitability, customer loyalty, operational efficiency, and market share, many breweries in the region struggle to implement innovative practices effectively or align them with organizational goals. Additionally, the impact of innovations such as new product development, eco-friendly packaging, and digital distribution on organizational success remains unclear. Existing research has not sufficiently focused on breweries in Port Harcourt, creating a knowledge gap regarding how strategic business innovation influences their performance. This study therefore aims to address this gap by examining the relationship between strategic innovation practices and organizational success within the region.

Conceptual Framework

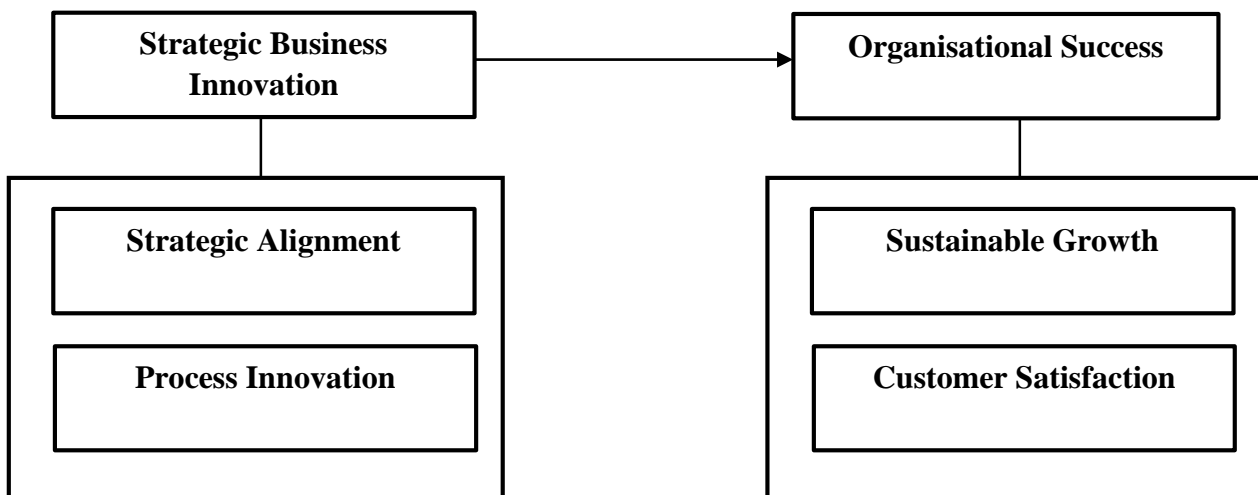


Fig. 1.1: Conceptual framework showing strategic business innovation and organizational success.

Source: Dimensions of strategic business innovation was adopted from Kaplan & Palmer, (2020) while measures of organization success was adopted from Rao, (2024)

Objectives of the Study

The main objective of the study is to examine the relationship between strategic business innovation and organisational success in brewery companies in Rivers State. Specifically, the study seeks to:

1. investigate the relationship between strategic alignment and sustainable growth in brewery companies in Rivers State.
2. determine the relationship between process innovation and customer satisfaction in brewery companies in Rivers State.

Research Questions

The following research questions guided the study:

1. What is the relationship between strategic alignment and sustainable growth in brewery companies in Rivers State?
2. What is the relationship between process innovation and customer satisfaction in brewery companies in Rivers State?

Research Hypotheses

The following research hypotheses were formulated and tested:

- H0₁: There is no significant relationship between strategic alignment and sustainable growth in brewery companies in Rivers State.
- H0₂: There is no significant relationship between process innovation and customer satisfaction in brewery companies in Rivers State.

Review of Related Literature

Strategic Business Innovation

Strategic business innovation refers to the deliberate process of developing and implementing new ideas, products, services, or business models that align with an organization's long-term strategic goals to create and sustain competitive advantage (Tidd & Bessant, 2021). It involves rethinking business processes, leveraging emerging technologies, and adapting to changes in the market environment to enhance organizational performance and value creation. Unlike routine innovation, which focuses on incremental improvements, strategic innovation is holistic and transformative, integrating innovation into the organization's strategic planning and decision-making processes (Davila et al., 2019). In today's dynamic business landscape, strategic business innovation has become essential for firms seeking to remain relevant and competitive. Globalization, technological disruption, and shifting consumer preferences demand that businesses continuously innovate to meet evolving market needs (Ojo & Adedeji, 2022). Organizations that embed innovation within their strategic framework are better positioned to anticipate industry trends, capitalize on emerging opportunities, and mitigate competitive threats (Grant, 2021).

Furthermore, strategic innovation requires a culture that encourages creativity, knowledge sharing, and risk-taking among employees (Hamel & Prahalad, 2019). It also entails aligning innovation initiatives with organizational capabilities and resources to ensure feasibility and impact. According to Akpan and Ibidunni (2023), Nigerian firms that integrate innovation into their business strategy experience higher productivity, improved customer satisfaction, and stronger market positioning. Therefore, strategic business innovation is not merely about adopting new technologies but about creating a systemic approach that harmonizes innovation with strategy, leadership, and organizational learning.

Strategic Alignment: Strategic alignment refers to the process of ensuring that an organization's structure, resources, and activities are harmonized with its strategic objectives to achieve optimal performance (Luftman et al., 2021). It involves aligning business strategies with operational processes, information systems, human resources, and organizational culture to ensure that every component of the enterprise contributes toward the achievement of long-term goals (Venkatraman & Henderson, 2020). Essentially, strategic alignment bridges the gap between strategy formulation and execution, ensuring that organizational efforts are coordinated and mutually reinforcing. Strategic alignment has become a critical determinant of organizational success. It enables firms to respond effectively to environmental changes, optimize resource utilization, and enhance coordination among business units (Nwachukwu & Nnadi, 2022). When strategies are properly aligned across departments and levels, organizations can achieve greater agility, efficiency, and market responsiveness. According to Kaplan and Norton (2020), firms with strong strategic

alignment tend to outperform their competitors because their internal processes, employee goals, and performance measurement systems are directly connected to their strategic vision.

Process Innovation: Process innovation refers to the implementation of new or significantly improved production or delivery methods that enhance efficiency, reduce costs, or improve product and service quality (OECD, 2018). It involves changes in techniques, equipment, or software used in production or service delivery to achieve better organizational outcomes (Schumpeter, 2017). Unlike product innovation, which focuses on what is offered to customers, process innovation emphasizes *how* products or services are created and delivered (Crossan & Apaydin, 2022). It is a key driver of productivity, competitiveness, and sustainability in both manufacturing and service-oriented organizations. In contemporary business environments, process innovation is crucial for firms seeking to adapt to rapid technological change and evolving customer expectations. According to Akinyele and Oladipo (2023), Nigerian manufacturing firms that embrace process innovation experience enhanced operational efficiency, waste reduction, and higher customer satisfaction. Process innovation often entails adopting digital technologies such as automation, artificial intelligence, and data analytics to streamline operations and improve decision-making (Hammer, 2021). These technologies allow businesses to optimize resource utilization, improve workflow, and respond more effectively to market demands.

Concept of Organisational Success

Organisational success refers to the achievement of an organization's goals and objectives through effective utilization of resources, efficient operations, and sustained competitive advantage (Daft, 2021). It encompasses financial performance, employee satisfaction, customer loyalty, innovation, and social responsibility (Robbins & Coulter, 2022). An organization is considered successful when it consistently delivers value to its stakeholders, adapts to environmental changes, and maintains long-term viability. Organisational success is thus multidimensional, involving both quantitative indicators such as profitability and market share and qualitative measures like reputation, innovation, and leadership effectiveness (Adeniyi & Igbokwe, 2023).

Sustainable Growth: Sustainable growth refers to the ability of an organization or economy to expand its operations, increase profitability, and enhance stakeholder value over the long term without depleting natural, human, or financial resources (Elkington, 2018). It emphasizes balancing economic performance with environmental stewardship and social responsibility to ensure continuity for future generations (Dyllick & Muff, 2020). In the corporate context, sustainable growth entails developing business models that integrate sustainability principles into strategic decision-making, thereby aligning profitability with ethical and ecological considerations (Grewatsch & Kleindienst, 2022).

Customer Satisfaction: Customer satisfaction refers to the degree to which a company's products or services meet or exceed customer expectations, leading to repeat patronage and brand loyalty (Kotler & Keller, 2022). It is a crucial indicator of business performance and long-term competitiveness, as satisfied customers are more likely to engage in positive word-of-mouth and remain loyal to a brand (Zeithaml et al., 2020). Customer satisfaction reflects the overall perception of value customers derive from their interactions with an organization across various touchpoints, including product quality, service delivery, and post-purchase support (Oliver, 2019).

Theoretical Review

Schumpeter's Innovation Theory: Schumpeter's Innovation Theory was propounded by Joseph A. Schumpeter in 1934. The theory posits that innovation is the fundamental driver of economic development and organizational growth. According to Schumpeter, entrepreneurs are agents of change who introduce new combinations of production factors such as new products, processes,

markets, or organizational structures that disrupt the status quo and create competitive advantages. Innovation, therefore, serves as the engine of progress by enabling firms to enhance productivity, outperform competitors, and achieve long-term success (Schumpeter, 1934). The theory emphasizes five types of innovation: introduction of new products, adoption of new production methods, opening of new markets, discovery of new sources of supply, and reorganization of industry structure.

Assumptions of the Theory:

1. Innovation is central to economic and organizational growth.
2. Entrepreneurs play a critical role as innovators who initiate change within industries.
3. Continuous innovation leads to “creative destruction,” where old practices are replaced by more efficient and productive ones.
4. Organizations that fail to innovate risk decline or obsolescence.
5. Market competition stimulates innovation, which in turn enhances overall industry performance.

Relevance of the Theory to This Study

Schumpeter’s Innovation Theory is relevant to the study of strategic business innovation and organizational success of brewery companies because it underscores the importance of innovation as a strategic tool for achieving growth and sustainability. In the competitive brewery industry, firms must continuously innovate in product development, production processes, packaging, and marketing strategies to meet evolving consumer preferences and maintain market relevance.

Empirical Review

Ojo and Adedeji (2022) investigated the relationship between strategic business innovation and firm performance among 150 manufacturing companies in Lagos and Rivers States, Nigeria. Using a survey research design and multiple regression analysis, the study found a significant positive relationship between strategic innovation practices such as process improvement, product development, and market innovation and organisational performance indicators like profitability, productivity, and customer satisfaction. The findings revealed that firms that strategically integrated innovation into their corporate strategy were more adaptive to environmental changes and demonstrated higher competitiveness in the marketplace. The study concluded that strategic business innovation is a vital determinant of organisational success, particularly in highly competitive and technology-driven industries. It recommended that manufacturing firms continuously invest in innovation-oriented leadership and employee creativity to achieve sustainable growth.

Ibidunni, et al. (2021) examined how innovation strategy influences organisational success among selected consumer goods companies in Nigeria, including brewery firms. The study adopted a quantitative approach, collecting data from 250 managerial staff using structured questionnaires. Employing structural equation modelling (SEM), the study revealed that innovation strategies particularly product innovation, technological advancement, and marketing innovation significantly enhance organisational performance, market share, and long-term sustainability. The authors argued that firms that embed innovation into their strategic framework are better positioned to respond to dynamic market demands and achieve superior results. The study recommended that brewery companies should create an enabling environment that supports creativity, technology adoption, and strategic partnerships to enhance innovation-driven success.

Methodology

The study adopted a descriptive survey design. The population of the study comprised 12 breweries firms in Rivers State. Census sampling technique was adopted to study the entire population. Hence, the population is not large. The study purposively selected 115 respondents, made up of managers and supervisors. Structured questionnaire was used as instrument for data collection. Hypotheses were tested using Spearman’s rank order correlation coefficient at significance level of 0.05 through

SPSS. The tool was also considered appropriate for data that is scaled on the ordinal as well as interval scale. A total of 115 questionnaires were administered to management staff, of which 95 were successfully retrieved, representing an overall retrieval rate of 83%.

Results

H0₁: There is no significant relationship between strategic alignment and sustainable growth in brewery companies in Rivers State.

Table 5: Correlations between strategic alignment and sustainable growth

			Strategic Alignment	Sustainable Growth
Spearman's rho	Strategic Alignment	Correlation Coefficient	1.000	.228*
		Sig. (2-tailed)	.	.027
		N	95	95
	Sustainable Growth	Correlation Coefficient	.228*	1.000
		Sig. (2-tailed)	.027	.
		N	95	95

*. Correlation is significant at the 0.05 level (2-tailed).

The results presented in Table 5 reveal a positive and statistically significant relationship between strategic alignment and sustainable growth among brewery companies in Rivers State. The Spearman's correlation coefficient ($r = 0.228$, $p = 0.027$) indicates a weak but meaningful positive association, suggesting that as strategic alignment improves, sustainable growth also tends to increase. Since the p-value (0.027) is less than the 0.05 level of significance, the null hypothesis (H_{01}), which states that there is no significant relationship between strategic alignment and sustainable growth, is rejected. This implies that aligning organizational goals, resources, and policies with strategic objectives contributes to achieving long-term and sustainable business performance. The finding highlights the importance of coherent strategic direction in enhancing growth and sustainability among brewery firms.

H0₂: There is no significant relationship between process innovation and customer satisfaction in brewery companies in Rivers State.

Table 4.14: Correlations between process innovation and customer satisfaction

			Process Innovation	Customer Satisfaction
Spearman's rho	Process Innovation	Correlation Coefficient	1.000	.325**
		Sig. (2-tailed)	.	.001
		N	95	95
	Customer Satisfaction	Correlation Coefficient	.325**	1.000
		Sig. (2-tailed)	.001	.
		N	95	95

**.. Correlation is significant at the 0.01 level (2-tailed).

The correlation results in Table 4.14 show a positive and statistically significant relationship between process innovation and customer satisfaction in brewery companies in Rivers State. The Spearman's correlation coefficient ($r = 0.325$, $p = 0.001$) indicates a moderate positive relationship, implying that improvements in process innovation are associated with higher levels of customer satisfaction. Since the p-value (0.001) is less than the 0.01 significance threshold, the null hypothesis (H_{02}), which states that there is no significant relationship between process innovation and customer satisfaction, is rejected. This result suggests that breweries that continuously improve their production processes, reduce waste, and enhance operational efficiency are more likely to deliver quality products and services that meet or exceed customer expectations. Thus, process innovation serves as a key driver of customer satisfaction and competitive advantage in the industry.

Discussion of Findings

Strategic Alignment and Sustainable Growth

The findings from table 5 indicate a positive and statistically significant relationship between strategic alignment and sustainable growth among brewery companies in Rivers State, with a correlation coefficient of 0.228 and a p-value of 0.027. This suggests that organizations that align their goals, resources, and operations with their strategic objectives are more likely to achieve sustainable growth. The result aligns with the study of Alhassan and Agyapong (2022), who found that strategic alignment enhances long-term business performance and organizational sustainability in manufacturing firms. Similarly, Ogunleye and Lawal (2021) reported that firms with well-aligned strategies experience improved operational efficiency, resource utilization, and long-term competitiveness. These findings reinforce the notion that aligning strategic objectives with business practices fosters organizational adaptability and resilience, both of which are essential for sustained growth. In addition, Kamau and Wanyoike (2020) emphasized that strategic alignment promotes clarity in vision, ensures consistency in policy implementation, and enhances innovation capacity all of which contribute to continuous growth. Therefore, the current study supports existing literature by confirming that strategic alignment serves as a foundation for sustainable growth, particularly within the dynamic and competitive brewery sector where effective coordination of strategy and execution determines long-term success.

Process Innovation and Customer Satisfaction

The findings from Table 6 reveal a positive and statistically significant relationship between process innovation and customer satisfaction among brewery companies in Rivers State, with a Spearman's correlation coefficient of 0.325 and a p-value of 0.001. This indicates that improvements in organizational processes such as production efficiency, waste reduction, and quality enhancement contribute significantly to higher customer satisfaction. The result corroborates the findings of Adeleke and Oyeniyi (2022), who established that process innovation positively influences customer satisfaction and retention in the Nigerian beverage industry by improving product quality and delivery consistency. Similarly, Nwachukwu and Eke (2021) found that innovative operational processes enhance responsiveness to customer needs, thereby strengthening brand loyalty and consumer trust. Furthermore, Rahman and Rahim (2020) observed that firms that integrate continuous process improvements achieve superior customer experiences, especially in competitive markets. The consistency between these findings and the present study suggests that process innovation plays a crucial role in meeting and exceeding customer expectations. In the context of brewery firms, adopting innovative production techniques not only improves efficiency but also enhances product appeal and service reliability, thereby fostering sustained customer satisfaction and long-term competitiveness in the industry.

Conclusion

The study concluded that strategic business innovation is a critical determinant of organizational success for brewery companies in Rivers State. The research establishes a significant positive

relationship between strategic alignment and sustainable growth, indicating that when organizational goals, resources, and operations are cohesively directed toward strategic objectives, it fosters long-term viability and performance. Furthermore, a strong and significant link was found between process innovation and customer satisfaction, demonstrating that enhancements in production efficiency, waste reduction, and quality directly contribute to meeting and exceeding customer expectations. These findings underscore that innovation is not merely an operational tactic but a strategic imperative. For breweries operating in a dynamic and competitive environment, embedding innovation into their core strategy ensuring processes are continuously improved and aligned with the overarching business vision is essential for achieving sustainable growth, building customer loyalty, and maintaining a competitive edge. Therefore, a deliberate focus on strategic innovation is paramount for long-term success.

Recommendations

1. Brewery companies should strengthen strategic alignment by ensuring that their organizational goals, policies, and resource allocations are consistently linked to long-term sustainability objectives.
2. Brewery companies should intensify efforts toward process innovation by adopting modern technologies and continuous improvement practices that enhance production efficiency and product quality.

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