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Enhancing MSMEs' Innovation Capacity Based on the ISO 56002:2019: A Case Study of the XYZ Perfume Company in Yogyakarta

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ABSTRACT

Micro, Small, and Medium Enterprises (MSMEs) play a vital role in Indonesia's economy, contributing 60.5% to the Gross Domestic Product (GDP) in 2024. These facts underscore the importance of MSME development as a priority in the Asta Cita of the President of the Republic of Indonesia. However, alongside financial constraints, researchers contend that MSMEs face challenges in competitiveness due to a lack of innovation and creativity. To address this, a standard for innovation capacity needed and ISO 56002:2019 can serve it. Nevertheless, research in this field remains limited, highlighting the need for studies focused on enhancing innovation capacity based on ISO 56002:2019 for Indonesian MSMEs. This qualitative study employs semi-structured interviews with XYZ Perfume Company in Yogyakarta, an MSME actor. The assessment is based on eight factors from the development of ISO 56002:2019 by researchers: (1) Transformative Leadership; (2) Strategic Intention to Innovate; (3) Weight Management for Information; (4) Customer and Market Knowledge; (5) Strategic Technology Management; (6) Organizational Structure; (7) Project Management; and (8) Innovation Performance. The results indicate that XYZ Perfume Company's innovation capacity achieves a qualitatively good rating in Transformative Leadership, Weight Management for Innovation, Customer and Market Knowledge, and Project Management; a moderate rating in Strategic Intention to Innovate and Organizational Structure; and a below-average rating in Strategic Technology Management and Innovation Performance. Strategies for enhancing the innovation capacity of XYZ Perfume Company were formulated. These findings and the proposed strategies serve as a valuable foundation for MSMEs in developing new products.

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Introduction

According to Suhendi et al. (2024), Micro, Small, and Medium Enterprises (MSMEs) are essential to Indonesia's economy and significantly contribute to the Gross Domestic Product (GDP). Bakrie et al. (2024) further state that MSMEs contributed 60.5% to GDP and 96.9% to employment absorption. Limanseto (2024) notes that MSMEs contributed approximately 15.7% to national exports in 2024. These achievements have garnered support from the Indonesian government. As reported by TEMPO digital newspaper (Siagian, 2025), the Ministry of Investment and Downstream Industry, or the Investment Coordinating Board (BKPM), recorded agreements worth 3.9 trillion IDR from 579 partnerships between MSMEs and large enterprises during the new cabinet period of President Prabowo Subianto. These agreements involved 158 large enterprises and 389 MSMEs across Indonesia (Suprayogi et al., 2025). Additionally, President Prabowo Subianto supports MSME development through the eight missions of Asta Cita's President, as outlined in Presidential Regulation No. 139 of 2024 on the Restructuring of Duties and Functions of State Ministries in the Red and White Cabinet for the 2024-2029 period. As part of these efforts, President Prabowo Subianto plans to waive the debts of one million MSME actors nationwide in 2025 (Syamsudin & Yahya, 2025). This policy is a green light for MSMEs to continue developing their businesses and contributing to GDP.

Despite government support, MSMEs must enhance their competitiveness independently amid global competition and market dynamics (Zaki et al., 2024a). Research by (Zakik et al., 2022) reveals that micro-enterprises economic capital and performance, analyzed through economic capital and balanced scorecard methods, fall significantly below optimal standards. Darwanto (2013) emphasizes that economic competitiveness now stems from innovation and creativity, not just technology and natural resources. Sasono & Yuliana (2014) argue that innovation management is crucial for improving the innovation capacity of small and medium enterprises (SMEs), ensuring long-term innovation and competitive success. According to the Resource-Based View (RBV), innovation can directly enhance firm performance, particularly in SMEs, by acting as a catalyst for dynamic capabilities (Freeman et al., 2021).

The capacity for innovation is crucial in overseeing the Product Life Cycle (PLC). Similar to a capacitor that accumulates energy, innovation capacity disseminates energy as new goods and is replenished through the creation of novel ideas. Generating new ideas is tough due to their subjective character and the necessity for an organizational structure that enhances ideation (Kant, 2024; Suprapti, 2015). Therefore, a uniform framework is vital for evaluating the quality of a company's innovation capacity. (Fauzi et al., 2024) highlights the alignment between innovation capacity and ISO 56002:2019, making it a suitable foundation for evaluating organizational innovation capacity. Although ISO 56002:2019 is one of the earliest standards released by the International Organization for Standardization (ISO), ISO 56002:2019 has gained significant acceptance among prominent Indonesian corporations. For instance, Bank Mandiri achieved ISO 56002 Kitemark certification for implementing an innovation management system aligned with international standards (Rahmi, 2024). Thus, research on the integration of innovation capacity within organizational frameworks, particularly in MSMEs, using the ISO 56002:2019 standard, is essential.

Several studies have explored the relationship between innovation capacity, ISO 56002:2019, and MSMEs. Research by Cerezo-Narváez et al. (2019) highlights the positive impact of innovation on growth and performance in SMEs, evaluating innovation based on ISO 56002:2019 and R&D+i management using UNE 166.002:2014. Nurfidah et al. (2022) found that ISO 56002 enhances organizational innovation capacities, while Hidayawanti et al. (2024) demonstrated its influence on innovation culture, alongside Lean Six Sigma, in Indonesia's precast concrete industry. Özkan (2024) further revealed that innovation

management systems based on ISO 56002:2019 principles positively affect company performance from the perspective of R&D employees.

Nevertheless, current research remains limited in linking ISO 56002:2019 in Indonesian MSMEs, despite the essential role of international standards in fostering sustainability and competitiveness, especially in crucial industries. While large organizations have widely adopted ISO 56002:2019, MSMEs have not yet been the focus of comprehensive studies regarding their applicability and adaptability. Therefore, this study aims to fill this gap by analyzing the implementation of ISO 56002:2019 in Indonesian MSMEs and proposing solutions to enhance their innovation capacity. Such efforts are essential to enhancing the competitiveness of MSMEs on both national and international levels.

Literature Review

Product Development

According to Kotler & Armstrong (2018), the product development process is defined as the outcome of creating customer value, achieved when marketers or companies successfully identify and analyze the needs and desires of their target market. Ulrich et al. (2020) describe it as a series of activities that begin with recognizing market opportunities and culminate the production, sale, and delivery. Griffin & Hauser (2015) emphasize that marketing bridges the gap between customer needs and product development by providing actionable insights. Product Life Cycle (PLC) was an important aspect in product development. From an operational perspective, Fairlie Clarke and Muller (2003), as cited in Tajvidi & Karami (2016), identify three main phases: (1) Acquisition, (2) Operation and Maintenance, and (3) Disposal and Replacement. From a marketing perspective, the PLC includes four stages: (1) Introduction, (2) Growth, (3) Maturity, and (4) Decline (Tajvidi & Karami, 2016). Competing through product innovation is essential. Gmelin & Seuring (2014) outline five fundamental strategies: (1) Product proliferation, (2) Value-based competition, (3) Design-driven competition, (4) Innovation-driven competition, and (5) Service-oriented competition. This aligns with Trott (2017), who highlights that product development involves knowledge management, creativity, and cross-functional collaboration to create innovative products.

Cerezo-Narváez et al. (2019) conducted a study examining the relationship between innovation and growth, as well as innovation and performance in SMEs. The research also evaluated SME innovation practices using the ISO 56002:2019 standard and assessed Research, Development, and Innovation (R+D+i) management using the UNE 166.002:2014 standard focused on innovative SMEs in Spain. Key findings include: (1) a positive correlation between innovation and growth, (2) a positive correlation between innovation and SME performance, (3) the adoption of ISO 56002:2019 by Spanish SMEs, and (4) the implementation of UNE 166.002:2014 standards in these SMEs. Metris et al. (2025) performed a study on the significance of innovation and technology in improving customer satisfaction as a crucial determinant for the success of MSMEs. The research adopted a qualitative approach, utilizing a case study design, with data collected through in-depth interviews involving 20 MSME owners in the food and beverage sector. The results indicated that the implementation of digital technologies, including e-commerce platforms and social media for marketing, markedly enhanced customer experiences.

Innovation Capacity

According to Tidd & Bessant (2021), innovation management is defined as an organized process that spans from the creation of new ideas to their successful implementation, aimed at delivering added value. It is realized through a management system where organizations systematically apply practices

designed to enhance innovation outcomes. (Wijayanti et al., 2020) state that the connection between product development and innovation is evident in how firms systematically manage innovation to generate new goods, encompassing market demand identification, concept generation, and product execution. A study conducted by (Ryandono, Kusuma, et al., 2022) indirectly defines innovation capacity as a company's potential to generate and implement new ideas to improve products or services and, ultimately, better performance.

In line with the statement above, a previous study conducted by (Qosim et al., 2023) believes that innovation capacity strongly influences the success of entrepreneurial organizations, especially SMEs. Cohen & Levinthal (1990) argue that companies can enhance their innovation capacity by accumulating and leveraging existing knowledge. Based on the literature above, innovation capacity can generally be described as an organization's ability to generate and implement new ideas, which can then be developed into new products. Innovation capacity functions like a battery (capacitor), storing ideas to produce innovation before releasing them as new products. Companies must establish a conducive environment and organizational system to generate and save more ideas (Iman et al., 2022; Juliansyah et al., 2021; A. K. Wardhana, 2023). However, generating new ideas is challenging due to their subjective nature and the need for an organizational environment that optimizes ideation (Pratiwi et al., 2022; Rahman et al., 2022; Ryandono, Mawardi, et al., 2022). Therefore, a standardized framework is necessary to assess how "effective" an organization's innovation capacity is.

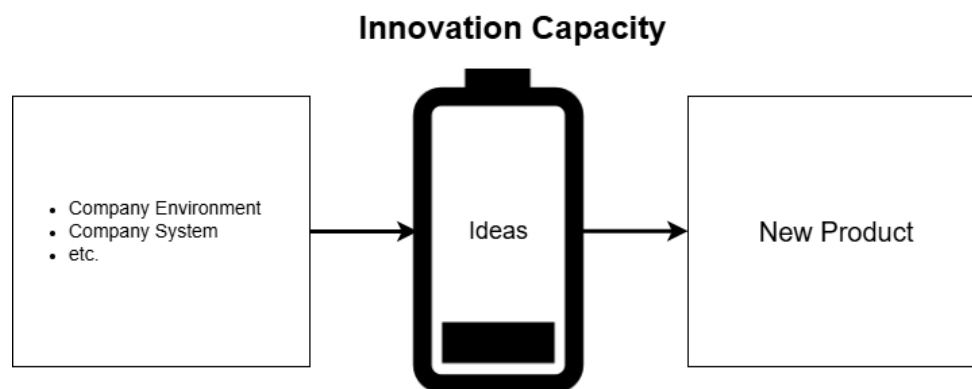


Figure 1. Conceptual Framework of Innovation Capacity

Source: Arranged by authors (2025)

Yusnita & Wahyudin (2019) investigated the impact of innovation capacity on the competitive advantage of MSMEs in Bangka Regency. The study employed interviews and questionnaires using the Mann-Whitney Test as data analysis. The results revealed that innovation capacity positively influences the competitive advantage of MSMEs in Bangka Regency. Saunila (2020) performed a literature review to examine the correlation between innovation capacity and SMEs. Research suggests that, according to existing literature, small enterprises are more inclined to seek advanced innovation capabilities, and particular design breakthroughs yield greater effectiveness in the short term compared to the long term. Singh & Hanafi (2020) investigated the correlation between innovation capability and business performance in Malaysian SMEs. The research employed a quantitative methodology PLS-SEM.

The findings indicated that innovation capability significantly and positively influences overall company performance. A study conducted by (Mendo et al., 2023) examined the impact of innovative capacity, entrepreneurial orientation, adaptability, and environmental factors on SMEs in Ecuador's industrial sector. The research employed a qualitative methodology, conducting interviews with three SMEs

in Ecuador. The findings illustrated the influence of innovative capacity, entrepreneurial attitude, adaptability, and environmental factors on these SMEs, and a theoretical model linking innovation capacity and internationalization was established, offering customized development strategies for each SME.

ISO 56002:2019

ISO 56002:2019, titled *Innovation Management – Innovation Management System – Guidance*, is an international standard issued in 2019 by the International Organization for Standardization (ISO). It offers a thorough framework for the establishment, implementation, maintenance, and ongoing enhancement of an innovation management system suitable for all organizational kinds (International Organization for Standardization, 2019). As part of the ISO 56000 series on organizational innovation, ISO 56002:2019 is structured into six clauses (Clauses 4 to 10). Clause 4, *Context of the Organization*, underscores the necessity of comprehending the organization's internal and external concerns, stakeholder requirements and expectations to establish the innovation management system. Clause 5, *Leadership*, addresses leadership commitment, vision, and strategy for innovation. Clause 6, *Planning*, focuses on actions to address opportunities and risks, innovation objectives, organizational structure, and innovation portfolios. Clause 7, *Support*, encompasses general resources such as human, temporal, intellectual, financial, and infrastructural resources, in addition to competences. Clause 8, *Operation*, covers operational planning and control, the commencement of innovation, and innovation processes. Clause 9, *Performance Evaluation*, includes monitoring, measurement, analysis, evaluation, internal audits, and management reviews. Finally, Clause 10, *Improvement*, emphasizes the enhancement of the innovation management system's efficacy and efficiency and promotes continuous improvement. ISO 56002:2019 is part of the ISO 56000 family of standards on organizational innovation, as illustrated in Table 1 below:

Table 1. ISO 56000 Family.

Year	Title	Sub-Title
2019	ISO 56002:2019	Innovation Management - Innovation Management System – Guidance
2019	ISO 56003:2019	Innovation Management — Tools and Methods for Innovation Partnerships
2019	ISO/TR 56004:2019	Innovation Management — Assessment Guidance
2020	ISO 56000:2020	Innovation Management — Fundamentals and Vocabulary
2020	ISO 56005:2020	Innovation Management — Tools and Methods For Intellectual Property Management — Guidance
2021	ISO 56006:2021	Innovation Management — Tools and Methods For Strategic Intelligence Management — Guidance
2023	ISO 56007:2023	Innovation Management — Tools and Methods for Managing Opportunities and Ideas — Guidance
2023	ISO/TS 56010:2023	Innovation Management — Illustrative Examples of ISO 56000
2024	ISO 56001:2024	Innovation Management System — Requirements
2024	ISO 56008:2024	Innovation Management — Tools and Methods For Innovation Operation Measurements — Guidance

Source: International Organization for Standardization (2019).

Despite being one of the earliest standards introduced by the International Organization for Standardization (ISO), ISO 56002:2019 has seen substantial adoption among leading Indonesian corporations, exemplified by Bank Mandiri's attainment of ISO 56002 Kitemark certification for its

internationally aligned innovation management system (Rahmi, 2024). Furthermore, the adoption of ISO 56002:2019 in SMEs has demonstrated a positive impact on innovation, growth, and performance, as evidenced by Cerezo-Narváez et al., (2019). According to Benraouane & Harrington (2021), similar to quality management systems, ISO 56002 guides best practices for managing innovation activities, projects, and programs. Silva (2021) highlights the alignment between ISO 56002:2019 and the innovation capacity model proposed by Valladares et al. (2014), which includes eight key factors that became the basis for establishing innovation capacity standards.

Table 2. The Relationship Between Innovation Capacity and ISO 56002:2019.

Factors	Clauses	Similarities
Transformative Leadership	Leadership – 5 Improvement – 10	Demonstrating commitment to the innovation management system. Establishing a strategic intent to innovate
Strategic Intention to Innovate	Planning – 6 Improvement – 10	Defining objectives and determining necessary actions to address opportunities and risks.
Weight Management for Innovation	Support – 7 Operation – 8 Improvement – 10	Executing planned activities related to support and operations.
Customer and Market Knowledge	Organization context – 4	Understanding the context and scenarios to formulate strategies.
Strategic Technology Management	Support – 7 Operation – 8 Improvement – 10	Understanding the context and scenarios to formulate strategies.
Organizational Structure	Support – 7 Operation – 8 Improvement – 10	Understanding the context and scenarios to formulate strategies.
Project Management	Support – 7 Operation – 8 Improvement – 10	Understanding the context and scenarios to formulate strategies.
Innovation Performance	Performance Evaluation – 9 Improvement – 10	Monitoring and, where applicable, measuring outcomes against objectives.

Source: Silva (2021).

Khan et al., (2021) investigated the impact of adopting Green Innovation Reporting (GIR) and ISO 56002:2019 on enhancing firm Sustainable Development Goal (SDGs) performance. The study examined companies across various sectors, including the chemical industry (particularly oil and gas), information technology (IT), and manufacturing. The findings reveal that adopting GIR through ISO 14001 has enhanced transparency in business activities and ISO 56002:2019 certification boosting a company's innovative image to generate higher revenue and long-term opportunities in an era of rapid advancement. Nurfidah et al. (2022) performed literature research regarding the influence of ISO 56002 on the advancement of organizational innovation. The study utilized a literature review methodology, employing data collection techniques that involved documenting diverse literary sources. The findings showed that: (1) standards assess organizational progress, while innovation applies new ideas to create value; (2) innovation management standards enhance efficiency, performance, and legitimacy; (3) adopting ISO 56002 strengthens innovation capabilities.

Hidayawanti et al. (2024) examined the effect of ISO 56002:2019 on innovation culture and the influence of Lean Six Sigma on innovation culture in Indonesia's precast concrete sector. The research employed a quantitative methodology utilizing SEM. The findings revealed that: (1) There is a positive correlation between ISO 56002:2019 and innovation culture; (2) There is a positive correlation between Lean Six Sigma and innovation culture. Özkan (2024) examined the impact of an innovation management system based on ISO 56002:2019 principles on company performance from the perspective of R&D employees. The study utilized a questionnaire focusing on nine factors (Profitability, Productivity, Productiveness, Effectiveness, Efficiency, High Quality, Customer Satisfaction, Expectation and Attitude, Strategic and Operational Success, and Human Resources Behavioral Dimensions). The findings revealed a significant positive correlation between the nine factors of the ISO 56002:2019-based innovation management system and organizational performance.

However, the adoption of ISO 56002:2019 in organizations or MSMEs faces challenges, as organizational changes often lead to uncertainty and resistance to cultural shifts (Rexy, 2023). This aligns with Kaswan's (2019) theory stated that cultural changes frequently encounter resistance at both individual levels and organizational levels. According to Kaswan's (2019), minimizing resistance resulting from organizational cultural changes requires several approaches: (1) employing ceremonies and dramatic symbols, (2) communicating information about the changes, and (3) involving key stakeholders who will be affected.

Micro, Small, and Medium Enterprises (MSMEs)

Article 1, Chapter I of Law No. 20 of 2008 of the Republic of Indonesia about Micro, Small, and Medium Enterprises defines MSMEs as follows: (1) Micro Enterprises are productive businesses owned by individuals or sole proprietorships; (2) Small Enterprises are independent productive economic activities undertaken by individuals or business entities that are neither subsidiaries nor branches of medium or large enterprises; (3) Medium Enterprises are independent productive economic activities conducted by individuals or business entities that are not subsidiaries or branches of small or large enterprises (Febriyanti et al., 2022; A. kusuma Wardhana et al., 2023). The Bank Indonesia dan LPPI (2015), classifies MSMEs based on employee numbers: (1) Micro Enterprises: 1-10 employees; (2) Small Enterprises: 11-30 employees; (3) Medium Enterprises: 31-300 employees. Article 6, Chapter IV of Law No. 20 of 2008 further specifies the criteria for MSMEs, as detailed in Table 3.

Table 3. Criteria for Micro, Small, and Medium Enterprises (MSMEs) Based on Income.

Enterprise	Criteria for Net Income (Assets)	Criteria for Gross Income (Revenue)
Micro	50.000.000 IDR (maximum)	300.000.000 IDR (minimum)
Small	50.000.000 - 500.000.000 IDR	300.000.000 - 2.500.000.000 IDR
Medium	500.000.000 - 10.000.000.000 IDR	2.500.000.000 - 50.000.000.000 IDR

Source: Law No. 20 of 2008 of the Republic of Indonesia about Micro, Small, and Medium Enterprises, (2008).

MSMEs are one of the fundamental pillars of Indonesia's economy, representing 60.5% of GDP, 96.9% of employment absorption, and approximately 15.7% of national exports in 2024 (Loestefani et al., 2022; A. K. Wardhana, 2020; Zaki et al., 2024b). These facts have prompted strong support from the Indonesian government, with President Prabowo Subianto prioritizing MSME development through the eight missions of Asta Cita's President, as detailed in Presidential Regulation No. 139 of 2024 on the Restructuring of Duties and Functions of State Ministries in the Red and White Cabinet for the 2024-2029

period. As the initiative, the President plans to waive the debts of one million MSME actors nationwide in 2025, while also directing the Ministry of Investment and Downstream Industry and Investment Coordinating Board (BKPM), to facilitate agreements worth 3.9 trillion IDR from 389 MSMEs and 158 large enterprises during the new cabinet period (Siagian, 2025; Syamsudin & Yahya, 2025).

Despite government support, MSMEs must independently strengthen their competitiveness to navigate global competition and market dynamics. Micro-enterprises economic capital and performance often fall below optimal levels, with economic competitiveness increasingly driven by innovation and creativity rather than technology and natural resources (Ghifara et al., 2022; A. K. Wardhana & Ratnasari, 2022; Zaki et al., 2024a). These findings collectively indicate that the current challenge for MSMEs lies in improving innovation capacity to drive new product development and maintain relevance in competitive markets.

Meltareza et al. (2024) conducted a mentoring program five-day training session to enhance e-commerce utilization among 50 MSMEs in Cililin, Bandung. The result indicates that the adoption of e-commerce by MSMEs in Cililin offered advantages such as ease of access and time flexibility and innovation in payment technologies. Mulyana & Muttaqin (2024) developed a new business strategy for the Sundanese cuisine MSME, Warung Nasi Teh Imas, using SWOT analysis and the Business Model Canvas. The findings revealed that Warung Nasi Teh Imas possesses authentic flavors and competitive pricing but faces challenges in operational management and digital marketing. The proposed strategy, focuses on product enhancement, streamlined management, and strengthening customer relationships through digital platforms.

Recky et al. (2024) effectively enhanced the welfare and economic autonomy of local communities in Cibaduyut by employing a participatory and collaborative methodology that engaged stakeholders, especially MSMEs. The findings indicated notable enhancements in the technical and management competencies of craftsmen, expanded access to markets and finance, elevated income levels, and diminished unemployment. Maulana et al. (2025) formulated a business growth strategy for PD Rai Raka, a MSME focused on the sale of fresh beef at Caringin Market, Bandung. Research indicated that PD Rai Raka's company advancement can be realized through the integration of digital technologies, product diversification, effective inventory management, and contemporary marketing tactics.

Methodology

This study employs a qualitative methodology, primarily utilizing semi-structured interviews as an approach. The qualitative method, specifically interviews were selected due to the small sample size of 12 members, including the Director and Manager in XYZ Perfume Company, thus not meeting the sample size requirements for quantitative methods such as questionnaires (Yudha et al., 2024). The research began with a comprehensive literature review of previous studies on innovation capacity, ISO 56002:2019, and MSMEs. Following this, interviews were conducted with one Manager and one Employee from XYZ Perfume Company in Yogyakarta under study in January 2025.

XYZ Perfume Company was selected as the research subject based on the Author's observation of its rapid product launches, with 39 products released from August 2023 - January 2025, making it a suitable reference as an innovative MSME worthy of studying its innovation capacity. The interview with the employee focused on evaluating the factor of *Transformative Leadership*, while the interview with the Manager aimed to assess the rest of the factors. The responses from the interviews were subsequently analyzed using ISO 56002:2019 and relevant literature within the research scope, employing a descriptive approach to formulate strategies for enhancing innovation capacity in MSMEs.

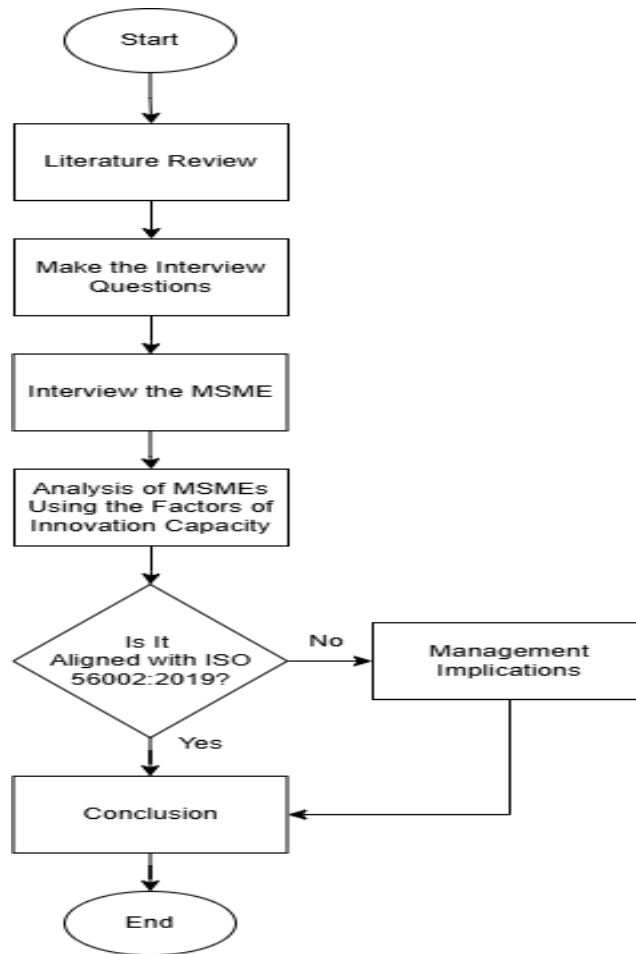


Figure 2. Flowchart of this Research.

Source: Arranged by authors (2025)

The interview questions are formulated according to the eight-factor model established by Valladares et al. (2014), in conjunction with ISO 56002:2019 by Silva (2021). The factors are listed in Table 4 below.

Table 4. Assessment of Innovation Capacity.

Factors	Clauses	Criteria	Assessment
Transformative Leadership	Leadership – 5 Improvement – 10	Availability of Leadership in the Research Object	Available/ Not Available
		Availability of Inspirational Leadership	Available/ Not Available
		Availability of Leadership that Motivates Teams	Available/ Not Available
		Availability of Leadership that Fosters a Creative Environment/Culture	Available/ Not Available
		Availability of Leadership Willing to Take Risks	Available/ Not Available

Factors	Clauses	Criteria	Assessment
Strategic Intention to Innovate	Planning – 6 Improvement – 10	Availability of SWOT	Available/ Not Available
		Nationally/Internationally Recognized SWOT Standards	Excellent
		Availability of IFE-EFE Matrix	Available/ Not Available
		Availability of SWOT Matrix	Available/ Not Available
		Availability of Customer Contact Media	Available/ Not Available
		1 – 3 Media	Moderate
		4- 6 Media	Good
		7 – 9 Media	Very Good
		> 9 Media	Excellent
		Availability of Employee Recruitment SOP	Available/ Not Available
		Average Time Required for Recruitment	-
		> 4 weeks	Below Average
		3 – 4 weeks	Moderate
		1 – 2 weeks	Good
		< 1 week	Very Good
Weight Management for Innovation	Support – 7 Operation – 8 Improvement – 10	Nationally/Internationally Recognized Employee Recruitment SOP Standards	Excellent
		Average Attendance Performance of Recruited Employees	-
		> 4 absences per month	Below Average
		3 absences per month	Moderate
		2 absences per month	Good
		1 absence per month	Very Good
		Full attendance for one month	Excellent
		Availability of Job-Specific Training for Employees	Available/ Not Available
		Average Time to Achieve Job Proficiency Post-Training	-
		> 4 weeks	Below Average
		3 – 4 weeks	Moderate
		1 – 2 weeks	Good
		< 1 week	Very Good
		Nationally/Internationally Recognized Employee Training SOP Standards	Excellent
		Average Employee Retention Rate Within One Year	-
		> 3 employees resigned	Below Average
		3 employees resigned	Moderate
		2 employees resigned	Good
		1 employee resigned	Very Good
		No employee resignations	Excellent

Factors	Clauses	Criteria	Assessment
Customer and Market Knowledge	Organization context – 4	Availability of a Customer Satisfaction Feedback System	Available/ Not Available
		Percentage of Returning Customers Within One Month of Purchase	-
		1 – 3 Customers	Moderate
		4 – 6 Customers	Good
		7 – 9 Customers	Very Good
Strategic Technology Management	Support – 7 Operation – 8 Improvement – 10	> 9 Customers	Excellent
		Availability of Technological Facilities for Market Research	Available/ Not Available
		Availability of Budget for Technological Facilities	Available/ Not Available
		Average Number of New Product Launches Annually	-
		1 – 3 New Products	Moderate
Organizational Structure	Support – 7 Operation – 8 Improvement – 10	4 – 6 New Products	Good
		7 – 9 New Products	Very Good
		> 9 New Products	Excellent
		Availability of Organizational Structure in the Research Object	Available/ Not Available
		Nationally/Internationally Recognized Organizational Structure Standards	Excellent
Project Management	Support – 7 Operation – 8 Improvement – 10	Availability of a Division/Team for Research on New Products	Available/ Not Available
		Availability of Discussions/Deliberations/Meetings to Review Research Findings from All Employees	Available/ Not Available
		Average Number of Discussions/Deliberations/Meetings in the Past Year	-
		1 – 3 Meetings	Moderate
		4 – 6 Meetings	Good
Innovation Performance	Performance Evaluation – 9 Improvement – 10	7 – 9 Meetings	Very Good
		> 9 Meetings	Excellent
		Availability of Key Performance Indicators (KPI)	Available/ Not Available
		Achievement of Minimum Monthly Product Sales Target	Achieved / Not Achieved
		Achievement of Minimum Annual New Product Development Target	Achieved / Not Achieved

Sources: Silva (2021); Arranged by authors (2025)

In addition, to obtain a broad understanding of the SMEs being researched, general questions were developed.

Results and Discussion

General Overview of the MSME: XYZ Perfume Company Yogyakarta

XYZ Perfume Company is a subsidiary of another MSME primarily engaged in providing in-game currency top-up services for various *gacha* games. The company was established as part of a business diversification strategy into the *gacha* game top-up sector, which began in August 2023. Located in the Special Region of Yogyakarta, XYZ Perfume Company offers products such as perfumes, tea, and coffee. The uniqueness of these products lies in their "Inspired by" labels, which feature characters from Anime (Japanese cartoons), Japanese games, or VTubers, making them particularly appealing to this section of the market. Daily operations run from 10:00 to 18:00, Monday to Saturday, focusing on sales through online marketplaces and social media. Monthly operational activities include restocking, scheduled based on stock availability and product demand.

Additionally, special restocking occurs every six months, coinciding with the Comic Frontier (CF) event, usually held in May and November. The company employs 4 permanent staff and 8 contract workers during restocking periods. The company's monthly gross revenue, including CF-related activities, ranges between 8.000.000-10.000.000 IDR. Based on collective information, XYZ Perfume Company remains classified as a Micro Enterprise (Bank Indonesia dan LPPI, 2015). The perfumes are alcohol-free, making them suitable for Muslim customers. As of January 2025, XYZ Perfume Company offers 23 perfume variants, 14 tea products, and 2 coffee products, and expected to expand further due to the increasing number of Anime, Game, and VTuber characters. This demonstrates the company's innovative approach to product development.

Innovation Capacity Evaluation of XYZ Perfume Company Based on ISO 56002:2019

Data collected from interviews with XYZ Perfume Company are summarized in Table 5.

Table 5. Innovation Capacity Assessment of XYZ Perfume Company.

Factors	Clauses	Criteria	Assessment
Transformative Leadership	Leadership – 5 Improvement – 10	Availability of Leadership in the Research Object	Available
		Availability of Inspirational Leadership	Available
		Availability of Leadership that Motivates Teams	Available
		Availability of Leadership that Fosters a Creative Environment/Culture	Available
		Availability of Leadership Willing to Take Risks	Available
		Availability of SWOT National/Internationally	Available
Strategic Intention to Innovate	Planning – 6 Improvement – 10	Recognized SWOT Standards	-
		Availability of IFE-EFE Matrix	Not Available
		Availability of SWOT Matrix	Not Available
		Availability of Customer Contact Media (Media: 5)	Available; Good
Weight Management for Innovation	Support – 7 Operation – 8 Improvement – 10	Availability of Employee Recruitment SOP	Available
		Average Time Required for Recruitment (1 – 2 weeks)	Good

Factors	Clauses	Criteria	Assessment
Customer and Market Knowledge	Organization context – 4	Nationally/Internationally Recognized Employee Recruitment SOP Standards	-
		Average Attendance Performance of Recruited Employees (Full attendance for one month)	Excellent
		Availability of Job-Specific Training for Employees	Available
		Average Time to Achieve Job Proficiency Post-Training (< 1 week)	Very Good
		Nationally/Internationally Recognized Employee Training SOP Standards (1 employee resigned)	Very Good
		Availability of a Customer Satisfaction Feedback System	Available
		Percentage of Returning Customers Within One Month of Purchase (6 Customers)	Good
		Availability of Technological Facilities for Market Research	Not Available
		Availability of Budget for Technological Facilities	Not Available
		Average Number of New Product Launches Annually (8 Products)	Very Good
Strategic Technology Management	Support – 7 Operation – 8 Improvement – 10	Availability of Organizational Structure in the Research Object	Available
		Nationally/Internationally Recognized Organizational Structure Standards	-
		Availability of a Division/Team for Research on New Products	Available
		Availability of Discussions/Deliberations/Meetings to Review Research Findings from All Employees	Available
Organizational Structure	Support – 7 Operation – 8 Improvement – 10	Average Number of Discussions/Deliberations/Meetings in the Past Year (5 Meetings)	Good
		Availability of Key Performance Indicators (KPI)	Not Available
		Achievement of Minimum Monthly Product Sales Target	- (Because there are no KPIs)
Project Management	Support – 7 Operation – 8 Improvement – 10	Achievement of Minimum Annual New Product Development Target	- (Because there are no KPIs)

Source: Interview.

Table 5 shows that based on the factor of *transformative leadership*, XYZ Perfume Company scores an "Excellent " average. This is attributed to the availability of leaders who are inspirational, capable of motivating teams, fostering a creative environment, and willing to take risks. In the model of the *Strategic Intention to Innovate Factor*, the company scores a "Moderate" average. While it conducts SWOT analyses and maintains five contactable media channels, it has yet to adopt nationally/internationally standardized SWOT frameworks or develop these analyses into IFE-EFE and SWOT matrices. Based on the factor of *weight management for innovation*, XYZ Perfume Company achieves a "Very Good" average. This is supported by the availability of SOPs for employee recruitment and training. An efficient recruitment process lasting 1–2 weeks. An "Excellent" average employee performance, new employees mastering their roles in less than a week, and an annual employee retention rate of only one individual. On the other hand, based on the factor of *customer and market knowledge*, the company scores a "Good" on average. This is due to the availability of feedback mechanisms for customer satisfaction and a consistent base of six repeat customers purchasing products monthly.

In the *Strategic Technology Management* factor, XYZ Perfume Company scores a "Low" average due to the lack of specialized technological facilities for research and insufficient budget allocation for such resources. Despite these limitations, the company demonstrates strength by consistently launching 8 new products annually. On the other hand, based on the factor of *organizational structure*, the company achieves a "Moderate" average, as it has an established organizational structure, albeit not aligned with national or international standards. Based on the factor of *project management*, XYZ Perfume Company scores a "Good" average. This is supported by the presence of dedicated research teams and the organization of large-scale discussions or meetings involving all employees, held five times annually, to facilitate research initiatives. Regarding the *Innovation Performance* factor, the company scores a "Low" average due to the absence of Key Performance Indicators (KPIs) for both product sales standards and new product development benchmarks.

In summary, XYZ Perfume Company, a Micro Enterprise, shows “Good” innovation capacity. It fosters a family-like culture with strong leadership and effective employee management, offering flexible workloads and high welfare, as seen in its low turnover and lack of individual KPIs. Despite limited technology, budget, and only five annual research meetings, the company innovates effectively, launching 8 new products yearly.

Managerial Implications

From the summary, the top priority for boosting innovation capacity at XYZ Perfume Company is to fix factors rated as "Below Average" and improve those rated as "Moderate." The immediate focus should be on *Strategic Technology Management* and *Innovation Performance*, followed by enhancing *Strategic Intention to Innovate* and *Organizational Structure*.

Improvement of Strategic Technology Management Factor

To improve the management of strategy for technology in a business, XYZ Perfume Company should address the lack of research technology and budget. According to BINUS Center (2024), SMEs typically allocate 6% to 8% of their revenue to Information Technology (IT) expenses, while large corporations spend around 2% to 4%. Organizations with high IT demands, such as cloud service providers, may allocate 15% to 20%. As an MSME, XYZ Perfume Company can allocate 6% of its revenue to IT facilities. Assuming a monthly revenue of 8.000.000 IDR, 6% amounts to 480.000 IDR. With this budget, the company's immediate priority should be purchasing an internet quota for office-based research.

Assuming a monthly internet expense of 100.000 IDR, the remaining 380.000 IDR can be saved for purchasing a tablet, which costs approximately 3.000.000 IDR. This target can be achieved within an average of 10 months.

Improvement of Innovation Performance Factor

To improve Innovation Performance, XYZ Perfume Company needs to establish Key Performance Indicators (KPIs) at a minimum for product sales standards and new product development benchmarks. Research by Aditya et al. (2024) highlights that KPIs positively impact employee and overall company performance by enhancing motivation and aligning efforts with organizational goals. Sawang (2011) identifies several KPIs that can optimize innovation performance in non-manufacturing companies: (1) Return on investment; (2) Various profit margin measures; (3) Sales and sales growth; (4) Cash flow; (5) Customer satisfaction; (6) Quality of products and/or services; (7) Lead time; (8) Delivery reliability and/or speed; (9) Process time; (10) Employee development; (11) Employee knowledge.

Enhancement of Strategic Intention to Innovate Factor

To improve Strategic Intention to Innovate, XYZ Perfume Company should develop IFE-EFE and SWOT matrices and align its SWOT analysis with international standards like ISO 9001:2015. Although it does not directly provide a SWOT analysis framework, Clause 4 (Context of the Organization) and Clause 6 (Planning) serve as key references for analyzing strengths, weaknesses, opportunities, and threats (QMS Certification, 2018). Clause 4.1 requires organizations to identify internal and external factors affecting strategic objectives, Clause 4.2 emphasizes understanding stakeholder needs for quality compliance, and Clause 6.1 mandates integrating these insights to identify risks and opportunities within the quality management system. The SWOT analysis, IFE-EFE matrix, IFE-EFE quadrant, and SWOT matrix for XYZ Perfume Company are consecutively displayed in Table 6, Table 7, Figure 3, and Table 8.

Table 6. SWOT Analysis of XYZ Perfume Company.

Internal Factor	
Strengths	Weaknesses
1. Possesses an exceptional transformative leader proficient in all areas.	1. Has no Key Performance Indicators (KPIs) in place.
2. Demonstrates excellent human resource management.	2. Has no allocated budget for technology resources.
3. Exhibits good innovation capacity, evidenced by the launch of 8 new products within a year.	
4. Sells perfumes in relatively small packaging, with affordable pricing around Rp50,000 (considered economical).	
External Factor	
Opportunities	Threats

1. Support from the President of the Republic of Indonesia through Asta Cita's President to advance MSMEs.
 2. A growing market for Anime, Japanese games, and VTuber-inspired products, particularly with miHoYo games, which have a large and expanding player base.
 3. No competitors in Anime, Japanese games, or VTubers-inspired tea and coffee products.
1. Several companies operate in similar niches, offering perfume products inspired by Anime, Japanese games, or VTubers.

Sources: Interview; Arranged by authors (2025)

Table 7. IFE-EFE Matrix of XYZ Perfume Company.

Internal Factor	Weight	Rating	Score
Strengths			
Possesses an exceptional transformative leader proficient in all areas	0,08	4	0,33
Demonstrates excellent human resource management.	0,08	4	0,33
Exhibits good innovation capacity, evidenced by the launch of 8 new products within a year.	0,33	4	1,33
Sells perfumes in relatively small packaging, with affordable pricing around Rp50,000 (considered economical).	0,25	3	0,75
Weaknesses			
Has no Key Performance Indicators (KPIs) in place.	0,17	4	0,67
Has no allocated budget for technology resources.	0,08	1	0,08
Subtotal	1,00		2,00
External Factor	Weight	Rating	Score
Opportunities			
Support from the President of the Republic of Indonesia through Asta Cita's President to advance MSMEs.	0,38	3	1,13
A growing market for Anime, Japanese game, and VTuber-inspired products, particularly with miHoYo games, which have a large and expanding player base.	0,25	4	1,00
No competitors in Anime, Japanese games, or VTubers-inspired tea and coffee products.	0,13	3	0,38

Threats

Several companies operate in similar niches, offering perfume products inspired by Anime, Japanese games, or VTubers

Subtotal	1,00	2	0,50
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Sources: Interview; Arranged by authors (2025)

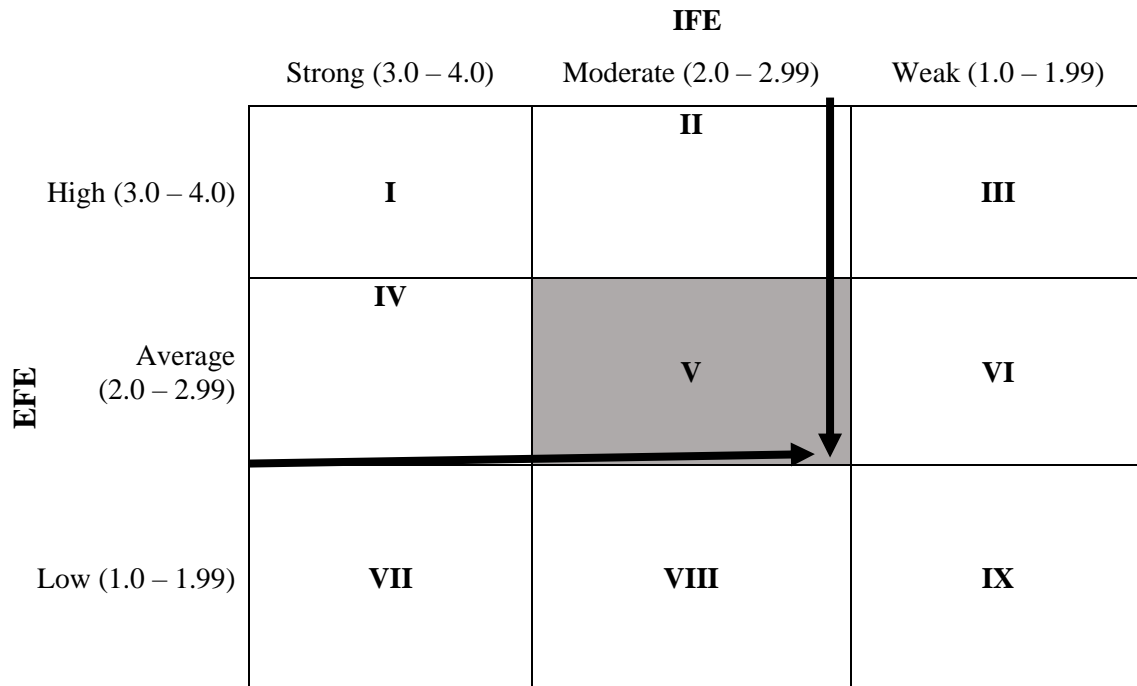


Figure 3. IFE-EFE Quadrant of XYZ Perfume Company.

Sources: Interview; Arranged by authors (2025)

Description:

I, II, and IV: Focus on growth and development

III, V, and VII: Maintain and sustain current performance

VI, VIII, and IX: Consider selling or divesting

Outcomes:

V Quadrant → Maintain and sustain current performance

Table 8. SWOT Matrix of XYZ Perfume Company.

	Strengths	Weaknesses
	<ul style="list-style-type: none"> • Possesses an exceptional transformative leader proficient in all areas. • Demonstrates excellent human resource management. • Exhibits good innovation capacity, evidenced by the launch of 8 new products within a year. • Sells perfumes in relatively small packaging, with affordable pricing around Rp50,000 (considered economical). 	<ul style="list-style-type: none"> • Has no Key Performance Indicators (KPIs) in place. • Has no allocated budget for technology resources.
Opportunities	S-O Strategies	W-O Strategies
<ul style="list-style-type: none"> • Support from the President of the Republic of Indonesia through Asta Cita's President to advance MSMEs. • A growing market for Anime, Japanese games, and VTuber-inspired products, particularly with miHoYo games, which have a large and expanding player base. • No competitors in Anime, Japanese games, or VTubers-inspired tea and coffee products. 	<ul style="list-style-type: none"> • Leverage the absence of competitors in the tea and coffee market by capitalizing on the company's strong innovation capacity to develop new tea and coffee products continuously 	<ul style="list-style-type: none"> • Utilize the growing player base of Japanese games by establishing KPIs related to new customer acquisition and customer retention rates. • Take advantage of government support for MSMEs to secure funding for business expansion.
Threats	S-T Strategies	W-T Strategies
<ul style="list-style-type: none"> • Several companies operate in similar niches, offering perfume products inspired by Anime, Japanese games, or VTubers. 	<ul style="list-style-type: none"> • Use the company's strengths, such as exceptional leadership, effective human resource management, and strong innovation capacity, to enhance market competitiveness. • Compete in the market by leveraging the advantage of affordable perfume pricing. 	<ul style="list-style-type: none"> • Address competition from similar companies by developing and implementing KPIs related to product sales, such as various profit margin measures, sales growth, and product/service quality.

Sources: Interview; Arranged by authors (2025)

Enhancement of Organizational Structure Factor

To improve structure of organization, XYZ Perfume Company should align its structure with national or international standards, such as ISO 9001:2015. According to ISO DOCS (V., 2023), ISO 9001:2015 outlines three types of organizational structures: (1) Functional Organization Chart; (2) Product/Service Organization Chart; (3) Divisional Organization Chart. Given its similarity to conventional organizational structures, XYZ Perfume Company can adopt the Functional Organization Chart model. An efficient organizational structure for XYZ Perfume Company is presented in Figure 4.

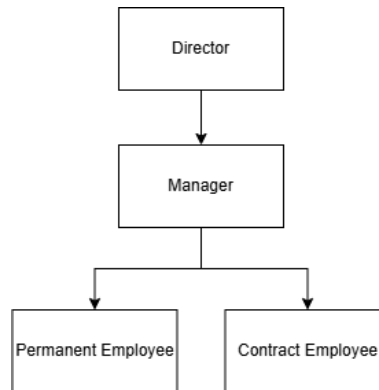


Figure 4. Functional Organizational Structure of XYZ Perfume Company.

Sources: Interview; Arranged by authors (2025)

Conclusion

According to the result above, it can be concluded that XYZ Perfume Company demonstrates “Good” innovation capacity, excelling in *Transformative Leadership* and *Weight Management for Innovation*. Improvement priorities include: (1) Allocating 6% of revenue for research technology; (2) Establishing KPIs for innovation performance; (3) Advancing SWOT analysis into IFE-EFE and SWOT matrices using ISO 9001:2015; (4) Adopting ISO 9001:2015 for organizational structure. The boundaries of this study are defined by its focus on qualitative methods, specifically interviews, due to the limited sample size. Therefore, future research should explore more about the utilization of other leadership in Indonesian MSMEs.

Author’s Contribution

All authors who have contributed to the final manuscript are responsible for conceptualizing the article, conducting interviews with sources, and writing the article. and are responsible for mentoring and providing direction for the content and structure of the article. Ali is responsible for plagiarism checks, grammar checks, and proofreading. is responsible for conducting research on the study object, including product testing. All authors discussed the results and contributed to the final manuscript.

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Declaration of Competing Interest

The authors declare that they have no competing interests.

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