

This is an interesting project and the result of considerable effort. You need to work hard on improving the quality of your writing -- it has a long way to go before reaching publication quality. Focus on improving the organization of the ideas to create easy to understand flows. Concurrently, explore how to make your writing more efficient. A typical journal article might be 4,000 words which means there is much to cover in a small space. The explanation of coding is much better now and I'm clearer about how the results emerge. Focus your conclusion by linking your RQ to your findings and then into the literature.



國立成功大學管理學院國際經營管理研究所

National Cheng Kung University, College of Management, Institute of International Management

85%

INSTITUTE OF MANAGEMENT

DOCTOR OF PHILOSOPHY IN INTERNATIONAL MANAGEMENT

Course: Qualitative Research Methods

Final Report:

Determinants of Innovative Success: A Study of Small and Medium Enterprises

From the presentation

Do not forget to animate the points –

Reduce the words on the slides – aim for key points

Each slide needs a discrete heading (so no cont'd)

Do remember to turn off chat programs when screen sharing

Tainan – you are better to define by culture rather than geography

QU – RQ need to be motivated by the literature / narrow for this class

Qu – literature – use headings and points to bring structure

Qu -which paper closest to your study?

Qu – everything here including “kitchen sink” – narrow focus

Qu – interview guideline

Qu -where do these categories come from?

Qu – add quotes / data excerpts to qualify category meanings

By: Abebe Asfawu

ID: RA8117044

Under supervision of: Professor James Stanworth

June 2022

Tainan, Taiwan

Table of Contents

Abstract	III
1. Introduction	1
1.1 Background of the Study.....	1
1.2 Statement of the Problem and Motivation.....	2
1.3 Research Questions.....	3
1.4 Limitations research.....	4
2. Literature Review	4
2.1 Overview of SME.....	4
2.2 Empirical Studies.....	4
2.3. Knowledge Gap.....	7
3. Methodology	8
3.1 Description Study Area.....	8
3.2 Research Design	8
3.3 Sampling frame and sample size	8
3.4 Data Collection Method.....	9
3.4.1 Preliminary data collection.....	9
3.4.2 Recording process of Interviews	9
3.4.3 Transcribing Process.....	10
3.4.4 Coding of Interviews	10
3.5 Reliability and Validity of Finding for Qualitative Study	10
3.6 Ethical Consideration.....	11
4. Analysis.....	12
4.1 Demographic data.....	12
4.2 Findings on Business innovation and its importance	13
4.3. Innovation’s success of your company	15
4.4 Entrepreneurial orientation on innovation success.....	16
4.5 Risk taking and Proactiveness behaviors strategies	17
4.6 Findings on role of networks in innovation success.....	19
4.7 Findings on importance of education in enhancing a firm’s innovative success	20
4.8 Findings on Contribution of Marketing Information for the innovation success	20
5. Conclusion.....	22
6. Implication and future direction.....	22
Bibliography	23

Abstract

The main purpose of this study is to investigate the elements that influence the ability of small and medium-sized firms to innovate. To conduct the investigation, a qualitative research approach was used. Semi-structured interviews were employed to gather information. As a result, data was gathered through face-to-face interviews with thirteen owners/managers of small to medium businesses. Because of this research, many important aspects of innovative achievement were found, the most important of which were entrepreneurial attitude, market information processing, and network ties. Moreover, the necessity of utilizing market intelligence, entrepreneurial orientation and forming network links with other businesses has been significant. Until today, many small and medium businesses received and used market data for planning, competitive analysis, internal analysis, and product creation, but most marketing data was gathered informally. As a result, I urge that all the data be integrated to create a new product that would aid in the success of innovation. The main implications of this research for managers, scholars and policymakers should use the finding to solve and facilitating the determinants of SMEs in Taiwan to improve entrepreneurial orientation, encourage network ties, and increase the use of marketing information to bring a business's success. The research will contribute to fill the gap of literature on determinants of innovative business.

Keywords: SME success, entrepreneurial orientation, network links, market information

1. Introduction

1.1 Background of the Study

Small and medium-sized businesses (SMEs) with the ability to turn fresh ideas quickly and successfully into profitable ventures are important drivers of innovation and the evolution of countries' socioeconomic policies (Ejdys, 2015a, 2015b). The ability of small businesses to adopt new tools and procedures is much lower than that of huge corporations (Maravelakis et al., 2006).

citation odd position

(Maravelakis et al., 2006) "Innovation" comes from the Latin word "innovare," which means "to make something new". Innovations are associated with risk, failure, and new management thinking because they incorporate new ways of doing things. Innovation is the process of generating something new. It is crucial to realize that innovation requires more than just producing new concepts. According to the 2019 the White Book of small and medium-sized firms accounted for 97.64 percent of all businesses in Taiwan at the end of 2018. They also employ 78 percent of Taiwan's total workforce, which is the highest percentage since 2014.

Product innovation is the introduction of a new or significantly enhanced product or service in terms of its features or intended use (OECD, 2005). Product innovation by a business can include the invention of a new product, enhancements to existing product features, materials, and components, the development of a new product, and other aspects of product innovation by a business (OECD, 2005).

In this study, success in product development is defined as a company's commercial and financial success, as well as the number of creative things it has released to the market. Financial success and market success (market share size, customer acceptance of new product) are two different things of (sales volume and net profit growth)(Arief et al., 2013a; Theresia, 2015).

1.2 Statement of the Problem and Motivation

One of the primary causes of SMEs' low innovativeness is a lack of long-term strategy, and individual strategic orientation determines the manner of strategic management. Before embarking on long-term initiatives, the organization's strategic direction should be clearly defined (Ejdys, 2015a, Ejdys, 2015a). Entrepreneurial orientation, market information processing, and network ties are three basic approaches to dealing with the drivers of innovation. Furthermore, the experience and education levels of small business owners/managers are another key driver (Ejdys, 2015a; Theresia, 2015)

Recent research indicates that various aspects of the firm's internal environment have a direct impact on levels of innovation success: the firm's entrepreneurial orientation and information acquired from the external environment; network ties orientation and market information processing capability are the keys to innovative success (Yusliza et al., 2020). Furthermore, network connectivity and market information processing are critical outside-in capabilities that can assist businesses in achieving good innovative success and competitive advantage (Arief et al., 2013b; Larrán Jorge et al., 2015; Veldhuizen, n.d. 2015).

Entrepreneurial orientation (EO) refers to how a company makes decisions about how to innovate, be initiative-taking, and take risks (Cools & Vermeulen, 2008). According to current research, innovativeness is defined as a desire to encourage creativity and experimentation in the introduction of new products/services, as well as technological leadership and R&D in the development of new processes. Risk-taking is characterized as the tendency to take bold actions such as entering unknown new markets, devoting a sizable portion of one's resources to a risky venture, and/or borrowing heavily. Proactivity is a forward-thinking, opportunity-seeking mindset that involves launching new products or services ahead of the competition and acting in advance of future demand to generate change and influence the environment (Copeland & James, 2014a; Gathungu et al., 2014a).

The goal of this qualitative study was to investigate the strategies that some SME managers use to implement innovation in their organizations to meet performance targets. Furthermore, knowledge about the determinants of business innovation on SME in Taiwan is still lacking; the researcher sees this as a research opportunity in academic research and a contribution scope to be filled. Furthermore, a number of recent academics have suggested that future studies should continue to

look at the impact of combining entrepreneurial and non-entrepreneurial orientations (Arief et al., 2013b, 2013a; Justina, 2020), marketing information processing (Stam, 2011), network ties (Theresia, 2015), competitive strategy orientation (Gathungu et al., 2014a, 2014b; Makassar & Basuki, 2019; Razzaq et al., 2019) on the performance of SMEs in terms of innovation and to fill gaps in the literature.

The study undertaken in cross country has varieties of socio-cultural dimension which prejudices the result of social determinants of innovative success of SME. Each country is having unique culture under the society where the result of the study might give a different interpretation about determinants of innovative success of SME. In the early days when SMEs started, they were financed by government that have an employee opportunity. Although there are many studies have been undertaken in Asian context, no formal literature evidence is found in Tainan context over the issue of determinants of innovative success of SME while retaining the social objective of job opportunity goal. As a result, the study recognizes the knowledge gaps in the determinants of SME innovative success mentioned above and plans to conduct research in this field in the context of Tainan, which may have future policy implications for regulators and managers in the pursuit of a better, more peaceful society.

You need to make your literature more incisive
General opening paragraph citing familiar friends (in the field)
Second paragraph layout specific problem
Third paragraph come to focus in terms of what you want to do

1.3 Research Questions

Recent research has suggested that future studies should look into the impact of a combination of strategic orientation elements such as entrepreneurial orientation (Mohammad, 2013; Justina, Marcela, and Craig, 2014), marketing information processing (Erik, 2008; Sylvia and Kalsom, 2013), network ties (Theresia et al. 2015), competitive strategy orientation (Muhammad, 2010, and Craig, 2014) on the innovative success of SMEs. As a result, this work addresses the following basic research topics by revealing and filling gaps.

- How do small enterprises define and apply entrepreneurial orientation for their innovative success? Taiwan focus is not given here
- How do small enterprises define and use network ties for their innovative success?
- How do small enterprises define and apply marketing information processing for their innovative success?

1.4 Limitations research

You need to upgrade your writing. Get a software package to help

The survey was conducted in Tainan, it may not reflect the views and practices of SMEs in other place of Taiwanese. The study used only cross-sectional type of research. Language is another challenge for study. Few respondents are unwilling to put their answers and tones on the record. The difficulty of transcribing all interviews. The interview conducted by a translator is another challenge as it is difficult to get a direct picture of the interviewee.

Limitation come at the end

2. Literature Review

2.1 Overview of SME

Technology and innovation are major determinants of economic growth in today's global knowledge economy (OECD, 2004). Innovation is critical for economic growth since it leads to improved productivity and employment rates (European Commission, 2007). As a result, the degree to which enterprises innovate and effectively bring new products to market influences the economic development of many countries.

2.2 Empirical Studies

According to the most recent best practice survey, new goods released in the last five years account for 48 percent of revenues among the best performing companies (Calder et al., 2015). The following are the most common innovation factors: financial factor, firm size, institutional factor, technological capability, consumer preferences, economic factor, culture factor, management skills, market orientation, competitive advantage, learning capability (Rosenbusch et al., 2011a, 2011b).

The factors stated are the catalysts for innovation. They are universal and unaffected by the size or industry of the company; however, the relationship between size, innovation, and performance has long been debated. Many empirical studies have attempted to evaluate the theory that large enterprises have a resource advantage over smaller firms when it comes to the creation and marketing of novel technologies. To begin with, the development of a novel idea is the primary motivation for entrepreneurs to establish a new business. Second, "to compete against larger incumbents, the entrepreneur or small business management must have an inventive advantage", Third, "because to their nimbleness, lack of hierarchies, and quick decision-making," SMEs can

respond to environmental changes faster than larger organizations (Rosenbusch et al., 2011a, 2011b).

On the other hand, innovation is a high-risk venture. On the one hand, it needs resources that a small business could struggle to obtain. Small firms are notorious for having limited financial resources due to credit constraints, but they may also have other resource shortages, such as scarce management resources or limited human capital access (Akbar et al., 2020a, 2020b). On the other hand, the outcomes of those investments determinants of innovation can be unpredictable. As a result, it is no surprise that SMEs have a high rate of death.

2.2.1 Innovation Success

The use of a unique organizational plan, the use of new materials, the development of new techniques of production, the opening of new markets, and the use of new materials are all examples of innovation (Larrán Jorge et al., 2015). Scholars and practitioners have since agreed that evaluating the success of innovation is crucial (Griffin & Page, 1996). Determining the success of a new product, on the other hand, is challenging. New goods are an important indicator of innovative success since they demonstrate a company's capacity to react to changes in markets and technologies (Wang et al., 2016a, 2016b; Yoon, 2017). Market share, market value, and firm survival all have a significant impact (Kraus, 2013; Usman & Mat, 2017).

The degree to which organizational goals concerning new product profit, sales volume, and market share have been met is referred to as new product success (Stam, 2011). Product innovation success is defined as when many target customers and the company adopt a new product meets its sales targets (Griffin & Page, 1996).

Based on these empirical facts, this research project defines innovative success at the project level as the extent to which a new product has achieved its market success or consumer-based and financial-based objectives (Stam, 2011)

2.2.2 Entrepreneurial orientation

EO has been stressed as a core value of innovative businesses for decades and has been found to provide a competitive edge. Strategic practices that encourage entrepreneurial actions, such as recognizing and exploiting new business opportunities, are referred to as EO (Usman & Mat, 2017; Wang et al., 2016a; Yoon, 2017).

To put it another way, EO must be tied to strategic goals to get a competitive advantage. Despite the significance of EO in terms of competitiveness, EO theory does not look at how EO influences marketing concepts. The three sub-dimensions of proactiveness, innovation, and risk-taking intersected and had a significant impact on firm success (Robinson & Stubberud, 2014).

Entrepreneurial Orientation (EO) is a set of characteristics that an organization possesses because of managerial decisions, in which EO-using firms, products, and services are primarily looking for innovative ideas (Eckhardt & Shane, 2003). The identification of behavior and the creation of market opportunities, the appearance and growth of the organization, the initiative in the formation of teams, the healthy destructive creation, and organizational transformation are all part of EO, which can happen at the individual, team, organization, industry, and community level (Eckhardt & Shane, 2003)

2.2.3 Innovativeness in marketing

A gap between innovation and market positioning to produce a lasting competitive advantage is defined as an innovative marketing technique (Schindehutte & Morris, 2009). Later research has labeled innovative marketing as a subset of entrepreneurial marketing (Urban & Mothusiwa, 2014). As a result, one may conclude that entrepreneurial marketing actions can be used to assess marketing innovation. As a result, rather than relying on costly marketing initiatives, businesses are seeking for innovative ways to acquire a competitive advantage. Strategic alliances as a marketing tactic allow small organizations to act with the capacity of a major corporation, "increasing their resources, talents and abilities, and geographic distribution" as one means to get a competitive edge through an innovative approach (Kraus, 2013; Kraus et al., 2014).

Market Orientation (MO) is defined as the systematic search for information about clients to identify market demands and provide solutions to clients in a timely and satisfactory manner through the formation and information exchange of service value and products offered to improve organizational performance through the formation and information exchange of service value and products offered (Baker & Sinkula, 2005).

2.2.4 Network Ties

This section looked at network or cluster (intra and extra-cluster) linkages as drivers of SMEs' creative success. When the corporate framework encourages external collaboration and separate partners of individuals in the network are not the primary focus, a relational network perspective might arise (Bayraktar et al., 2017; Parkman et al., 2012).

A network structure that emphasizes dense and integrated networks of varied partnerships and relationships, where density refers to the ratio of actual to potential linkages (Pittaway, 2004) and integration refers to the degree of interaction among various partners, promotes this perspective (Copeland & James, 2014a, 2014b). Clusters matching to organizational traits will be inhibited by dense and integrated multiple relationships, which will raise the amount to which individuals regard themselves as relationship partners (Parkman et al., 2012). By forming temporary task coalitions and organizing tasks so that partners have separate but interconnected functions, such networks promote the exchange of ideas, information, and opinions across fluid relationship structures (Fayolle et al., 2019; Kraus et al., 2014). (Gebreeyesus & Mohnen, 2013) When local and non-local knowledge linkages are contrasted, the influence of business and knowledge networks on company innovation is compared, and when these variables are included independently in the model, the effect of business and knowledge networks on firm innovation is found to be positive. (Copeland & James, 2014a, 2014b) discovers a strong link between product innovation success and being connected to local or non-local networks.

2.3. Knowledge Gap

According to a review of the literature on the determinants of SME innovative success around the world, many research have been conducted on these topics in developed, developing, and low-income nations. However, the researcher has observed the following knowledge gaps over the captioned study.

1. Setting Gap: The study undertaken in cross country has varieties of socio-cultural dimension which prejudices the result of social determinants of innovative success of SME. Each country is having unique culture under the society where the result of the study might give a different interpretation about determinants of innovative success of SME. **Ok - direction here**
2. Conceptual Gap: In the early days when SMEs started, they were financed by government that have an employee opportunity. Although there are many studies have been undertaken in Asian context, no formal literature evidence is found in Tainan context overt the issue of determinants of innovative success of SME while retaining the social objective of job opportunity goal. As a result, the study recognizes the knowledge gaps in the determinants of SME innovative success mentioned above and plans to conduct research in this field in the context of Tainan, which may have future policy implications for regulators and managers in the pursuit of a better, more peaceful society.

3. Methodology

3.1 Description Study Area Introduction material

According to the Taipei Times (Nov 04, 2020), the number of small and medium-sized businesses (SMEs) increased by 1.72 percent last year to 1.49 million, accounting for 97.65% of all Taiwanese businesses. According to the report, both the number of SMEs and the number of people employed by them have achieved new highs in recent years. "SMEs are critical to economic stability and employment creation," says the report. "More than 100,000 SMEs were formed last year," according to the survey. In 2017, the number of SMEs in Taiwan reached a new high of 1,437,616 and accounted for 97.7% of all businesses. The study is conducted in Taiwan, Tainan city.

3.2 Research Design

The research used a qualitative interpretive approach. A qualitative interpretative approach is defined as "an inductive or theory-building approach." It helps to understand how things work in Innovative Success. Only business owners and managers were chosen for the study because they had in-depth knowledge of innovation and the strategies they utilize to succeed. A cross-sectional field study was also used to achieve the study's goal.

3.3 Sampling frame and sample size What type of sampling? Purposive - so no sampling frame

The sample size of thirteen owners and managers of the small and medium enterprise taken including several types of businesses. Choosing Criteria of Managers/Owners with sample of thirteen owners/managers seemed best to limit the research to the types of organization and the position of in organization. Type of organization is the criteria of selection. Small to Medium size in various Industries are involved. Organizations of several types were chosen (Hotels, Manufacturing, Schools, Trade etc.). The position of the within the organization is another criterion of Selection. Managers/owners chosen for as the subject for study because it is easy to understand the status and success history of the organization. The samples were chosen using a non-probability purposive sampling approach. According to Miles and Huberman (1994), qualitative study sampling should be "purposive" rather than random. The researcher first

contacted an entrepreneur whose business is known, and information was published in a newspaper; the others can be assessed through person who know very well the enterprises.

3.4 Data Collection Method

Things are much clearer here. Flow could still be more

The information is gathered through semi structured interview questions, which allow respondents to express their thoughts on their issues, experiences, and support during their entrepreneurial journey. If the objective of the study is to understand an event, activity, process in-depth interviews are recommended as a form of data collecting (Creswell, 2002). A semi-structured interview is a method of data collection in which questions are asked within a predetermined thematic framework. It helps to understanding how and why things happen: exposing meaning (Creswell, 2002,). The interviewer prepared a list of questions but may not ask them all or address them in any order. Instead, interviewers used these questions to direct the discussion. In addition, the researcher focused on the appropriate respondents which were Owner/Managers and chose a face-to-face interviewing strategy. I hired one individual to assist me in overcoming the language barrier and providing entrepreneurs with access.

The following are some of the stages in the field of study: Preliminary data gathering, recording of interviews, transcribing process, and interview coding:

3.4.1 Preliminary data collection

For each manager or owner of SME, Preliminary data was collected before the actual interview began. Information about the organization collected which include organizational charts, Annual reports, and status of their success. This helps me to select the sampling frame for successful and innovative companies. The researcher specifies the objectives of the interview, prepares interview questionnaires, and chooses a semi-structured interview approach to conduct the interview.

3.4.2 Recording process of Interviews

Potential interviewees were contacted via phone to arrange a time and location. The researcher chosen a place where the respondent was most comfortable and convenient. Respondents answered in their own words in a semi-structured interview with a set of preset questions. Interviews are an effective way to get in-depth information about people's ideas, beliefs, experiences, and feelings for this study. A face-to-face interview was used. Time allots were chosen to suit respondents' needs. Initially, interviews took around 25 minutes, but later some respondents were extended to

30 minutes. The interview space was selected to facilitate uninterrupted communication between the interviewer and the interviewee. Interviews were conducted in a coffee shop, a workplace, and at the home of an interviewer. A mobile phone was used as a recorder. It was imperative that I probed the interviewee for a further explanation since words can have multiple meanings and can sometimes be too vague; I needed to make sure what the interviewee meant. SME's 13 respondents were interviewed, and I recorded it. **This paragraph is a jumble of ideas. Try to organize into a smoother flow**

3.4.3 Transcribing Process **repeat**

The interview was recorded and then transcribed. Transcripts include not only the words said by respondents, but also how they said them. Audio recordings were transcribed on the same day or later. The transcript contains the complete interviewer questions. Each interview transcript was saved as a separate word processing, Microsoft Word file with a confidential filename. When I conducted a sample of thirteen interviews, it was easy to remember who each respondent was. To differentiate between the interviewer and the participant in the transcript, the interviewer's name was used, and all participants had an identifier of "respondent A to M." Later, I compiled all transcripts into one file for easy management. **ok -good**

3.4.4 Coding of Interviews

For each interview, a separate word processing document was created with newly created codes and their units of data (number of words, a line of transcript). Self-memos were made to keep track of my thoughts on code and how they tie in with other codes. I had extended discussions about appropriateness of certain code inclusion under the same category. The researcher also investigated the most appropriate category names. A total of **496 codes** were obtained from thirteen individual interviews. Under the **seven key subtopics** identified by the researcher, **thirty-five main** categories emerged.

Tables can be used to analyze data.

3.5 Reliability and Validity of Finding for Qualitative Study

To ensure reliability, triangulation can be employed. Triangulation refers to the use of two or more data sources, investigators, and analysis methodologies in the investigation of a single phenomenon, and then evaluating the similarities between them utilizing interview and observation. The reliability and validity of a study are improved by combining observations from

Some confusion here - there is no clear process of triangulation. See paper by Denzin on triangulation.

many case studies, video-audio recording of interviews, and document analysis (Patton, 2002). Data credibility and dependability are also ensured in qualitative research by gathering data from numerous sources for cross-checking, a process called as triangulation (Riege, 2003). To avoid biases and erroneous information, the acquired data was cross-checked by gathering required information from the enterprises' personnel, enquiring referral responders, and evaluating published information of their entrepreneurial stories and achievements from the internet and press.

A more viable approach would be interater analysis

3.6 Ethical Consideration

There are ethical concerns in qualitative research regarding keeping respondents' identities confidential and secret so that they feel free to provide to the researcher with all the information they require. The research takes care of ethical attitude while distributing the interview to the managers and owner of the sampled SMEs as respondents. Since the result of the research is to ascertain whether the effort of SMEs to reach Innovation Success, many respondents might be reluctant to give their opinion for fear of losing confidentiality of official information or might be biased if they do so. So, it is essential to maintain confidentiality, security and safety of the respondents while dealing with them during research.

They informed them that the research was conducted strictly for academic purposes and obtained their willing agreement prior to the interview. They should also be confident in their ability to present the study findings so that they are willing to participate in research activities. The manager of the SMEs should be briefed in advance and assure them to deliver the results of the research which might guide them in making policy ramification. During the interview, a few respondents felt uneasy about some of the questions. "Respondents should not be pushed beyond a point that makes them uncomfortable," according to interview ethics, therefore researcher did not go any farther in those circumstances.

4. Analysis

This section summarizes the findings from thirteen owners/managers of small to medium-sized firms who participated in semi-structured interviews. One of the main goals of the interviews was to acquire a better knowledge of the crucial factors of small and medium sized businesses' innovative success, as well as to investigate the role of network links and entrepreneurial orientation in their innovation success.

4.1 Demographic data

Thirteen interviews were taped and transcribed thereafter. Two of the owner/interviewees' managers refused to allow the interview to be recorded. The demographic of respondents was written down:

Table 4.1: Respondents Information

Align sampling criteria to respondents

I do not understand the relevance of some categories e.g., marital status

Res p.	Respondent Name	Gender	Marital Status	Education	Place	Year of Exper.	Enterprise type	Length of Interview (Min)
1	Education Sector (Respondent A)	M	Married	MA	Tainan	8	Education Sector	24:10
2	General Merchandise (Respondent B)	M	Married	MA	Tainan	18	Trade Sector	25:25
3	Wood and Metal Manufacturing (Respondent C)	M	Married	BA	Tainan	8	Manufacturing Sector	26:10
4	Shop (Respondent D)	M	Married	BA	Tainan	10	Trade	30:10
5	Construction (Respondent E)	M	Married	MA	Tainan	12	Construction	29:15
6	Construction Material (Resp. F)	M	Married	BA	Tainan	11	Manufacturing	25:15
7	Plastic Products (Respondent G)	M	Married	MA	Tainan	13	Manufacturing	29:15
8	Hotel (Respondent H)	M	Single	High school	Tainan	6	Service Sector	35:10

9	Trade (Respondent I)	M	Married	College	Tainan	5	Trade	27:10
10	Wood Manufacturing (Respondent J)	M	Married	BA	Tainan	16	Manufacturing	25:30
11	Mobile Software (Respondent K)	M	Married	MA	Tainan	12	Software Dev't	29:10
12	Mobile Shop (Respondent L)	M	Married	BA	Tainan	5	Trade	28:20
13	Shop (Respondent M)	M	Married	BA	Tainan	8	Trade	29:10

Source: Interview result of 2022

Thirteen of the acquired samples, or 100 percent of the respondents were male. Females were found to be less involved in a variety of activities in the organization based on the sample taken. According to the respondents' educational backgrounds, many creative entrepreneurs are university graduates (46%), followed by master's graduates (38%). Diverse types of businesses are included in the research. A total of 92 percent of the respondents were married. The interview lasted between 24 and 35 minutes. According to the findings, many respondents who are active in creative business are males, and the majority of innovative business owners have a bachelor's degree or higher.

4.2 Findings on Business innovation and its importance

The owners and managers of small businesses were asked what they consider to be the key features of successful product innovation, how they measure its success, and how important it is to their business. The respondents inquired about the overall concept of business innovation and as a result, many of the frequent outcomes were described as follows:

Table 4.2: Business Innovation and its importance

I think your analysis could probably start with more detail (more open codes). However, you do you have quite a breadth of objectives which spreads your data more thinly. This code, for example, really feels like one codes

Identify Themes with a range of dimensions to it.	Code	Frequency distribution	
		Number	Percent
Technical knowledge about how things can be done better than existing	a	9	69%
Create new products/service	b	8	62%
Improvements in specification, materials, and components of goods and service	c	9	69%
Doing things in unusual way	d	5	38%
Changes of the Quality use of product	e	3	23%
Total		13	

Source: Interview results of 2022

According to table 4.2, the majority of respondents (69%) defined innovation as specific technical knowledge about how things can be done better than before, and followed by a significant improvement in technical specifications, components, or other functional characteristics was described by 69 percent of respondents. Some respondents (62%) defined innovation as the development of new products or services, while others (38%) defined it as unusual business practices. **Direction is good here. However, do not use percentage.**

As directly quoted from *one of the Education sector respondents*, "Innovation is defined by particular technical knowledge about how things might be done better than the existing state of the art." In another way, product innovation is the introduction of a new or significantly improved good or service in terms of its quality or intended uses, including major advances in technical specifications, components, or other functional aspects (**Respondent A**)

On the other side, the *managers of hotel of small firms* were asked about innovation. According to one trader interviewed, "an innovation consists of some technical understanding about how things might be done better than the existing state of the art." "Innovation business" is described as "developing something new and offering it in a unique way," according to one hotel owner. Thanks to inventive enterprise, an innovation is a new or improved service or product Modifications to the product's technical specifications, components, or other functional features, as well as changes in the product's quality or intended usage (**Respondent H**).

To summarize, innovation is technical knowledge about how things can be done better than before, and a considerable improvement in technical specifications, components, or other functional qualities as indicated by respondents.

4.3. Innovation’s success of your company

Small and medium business owners and managers were interviewed on what they consider to be the most significant aspects of their company's innovation success.

Table 4:3 Innovation success of their company

Identify Themes	Code	Frequency distribution	
		Number	Percent
Operated indifferently and adding additional value by improving Specification	A	12	92%
Create new products/service	B	2	15%
Improvements in service quality, reduction in production cost	C	11	85%
Create strong interaction between the firm and customers/suppliers	D	3	23%
Growth and expansion into new areas	E	11	85%
Total		13	

Source: Interview result of 2022

The above table 4.3, shows that most respondents said their company's key business success is due to operating indifferently and adding additional value by improving Specification (92 percent), followed by improved service quality and reduced production cost (85 percent), and growth and expansion into new areas (85 percent). In addition, 23 percent of their company's success was due to Create good engagement between the firm and customers/ suppliers. To summarize, many successful businesses are the result of operating businesses indifferently and adding more value through improved specifications and improved service quality.

4.4 Entrepreneurial orientation on innovation success

Small and medium-sized firm owners and managers were asked on the importance/impact of entrepreneurial orientation (EO) on innovation performance:

Table 4:4 Entrepreneurial orientation on innovative success

Identify Themes	Code	Frequency distribution	
		Number	Percent
know detailed information about the management of business, finance, business plan, HRM	A	12	92%
Creating a suitable perception from market in various parts of organization	B	7	54%
Creation of a mood	C	8	62%
updating the organization's assets and abilities	D	4	31%
Having known about the business	E	6	46%
determine the cost and benefit of the organization.	F	1	8%
Total		13	

Source: Interview results summary 2022

According to Table 4.4, the majority of respondents believe that entrepreneurial orientation is important for knowing detailed information about business management, finance, business plans, and HRM (92%) and followed by the creation of a good mood (62%) to start and succeed in a business. According to 54 percent of respondents, entrepreneurial orientation is vital in creating an appropriate market view in various sectors of the business.

As directly quoted from the [General Merchandise](#) interviewers, "entrepreneurial orientation" means "viewing customers in the market as tremendously valuable through innovation and the creation of products, processes, and strategies that satisfy customer needs." As a result, entrepreneurial orientation necessitates the formation of a market-oriented mindset in various firm departments, as well as the creation of a mood that is receptive to environmental changes. Because it includes thorough information on business management, strategic planning, financial

requirements and management, and human resource management, entrepreneurial orientation is beneficial for innovation success. **(Respondent B).**

According to **Mobile owner** responses, "an entrepreneurial mentality is beneficial for innovation success since it provides broad information on business administration, strategic planning, financial requirements and management, and human resource management." In the market, customers are extremely valuable, and entrepreneurship orientation refers to treating them as such through innovation and the development of products, processes, and strategies that suit their needs **(Respondent L).**

Try to bring out at the start. You do not have space to repeat.

To conclude, entrepreneurial orientation is needed for innovation success to get detailed knowledge of business management, finance, business plan, HRM, and the creation of a mood that is responsive to environmental changes, as well as creating a suitable market perception in various parts of the organization. This conclusion demonstrates that investing more in entrepreneurial orientation leads to more innovation, more success, and superior corporate performance. This finding suggests that increasing investment in entrepreneurial orientation will not only improve innovation but also the performance of a company.

4.5 Risk taking and Proactiveness behaviors strategies

Owners and managers of small and medium-sized businesses were interviewed on proactiveness, risk-taking, and the role of innovation in the company's success.

Table 4.5: Proactiveness and risk-taking behaviors

		Frequency distribution	
Identify Themes	Code	Number	Percent
Being a first mover.	a	7	54%
Pursuing new opportunities	b	8	62%
Participating in developing markets/ expanding into unknown new markets	c	7	54%
Being leader rather than a follower in the market	d	8	62%
To take bold action	e	3	23%
Total		13	

Source: Interview results of 2022

Table 4:5 indicates that many innovative business respondents were risk takers and aggressive in the market because they waited (62%) leaders rather than followers in the market, and (62%) investigating new opportunities. Some of the respondents were told how crucial it is to be a risk taker and take initiative to Participating in developing markets/ expanding into unknown new markets (54 percent) and followed by being a first mover (54 percent).

As directly quoted from respondents of the [Plastic Products Managers](#), "proactiveness behaviors" include "knowing everything or moving first," "exploring new prospects," and "engaging in emerging marketplaces." Proactiveness is defined as being proactive rather than reactive to their surroundings, competing actively, and being a market leader rather than a follower. Taking risks and being initiative-taking are unquestionable in business. **(Respondent G)**

To conclude that, many respondents admitted to taking risks for being an early mover, pursuing new opportunities, and investing in emerging markets. According to several responders, it is preferable to be a market leader rather than a follower. The findings demonstrated that proactiveness and risk-taking behaviors have an impact on innovation success.

4.6 Findings on role of networks in innovation success.

Small and medium-sized business owners and managers were interviewed about the role of network links (both outside and inside the cluster) in innovation success.

Table 4:6 Role of network ties

		Frequency distribution	
Identify Themes	Code	Number	Percent
Gaining access to new markets and facilitate sharing	a	11	85%
altering competition and smooth coordination	b	9	69%
access to assets and reduce delivery cost	c	9	69%
add valuable knowledge on the local information.	d	5	38%
Total		13	

Source: interview results of 2022

According to table 4.6, many respondents used network linkages (both outside and inside the cluster) in their innovation success to gain access to new markets and encourage sharing (85%), followed by altering competition and smooth coordination (69%) and access to assets and lower delivery costs (69 percent). Some respondents agreed to have network relationships to offer relevant information about the local area (39 percent).

As it quoted directly from Some of the [owners of Construction](#) said, "We learn efficiently from local and proximate sources because we promote sharing of resources and market knowledge; minimize supply and distribution costs through a smooth coordination of logistical operations; and eliminate partner opportunism." **(Respondent E)**

Owners/managers agreed that "firms tend to go to partners outside the cluster rather than inside the cluster." "I develop external ties with outside of the cluster (our geographic border) to acquire access to new markets, improve market power, change competition, share research and expenses, and decrease risks," said one of the responders, the [Plastic Product Manager](#). **(Respondent G)**

As a result, many respondents of SME used network linkages (both outside and inside the cluster) in their innovation success are more likely to innovate successfully to obtaining access to new

markets, facilitating sharing, and changing competition, and ensuring smooth coordination and access to assets, as well as lowering delivery costs. They also suggest that network ties can help a firm's innovation success. As a result, SMEs with more network connections are more likely to pursue a successful innovation.

4.7 Findings on importance of education in enhancing a firm’s innovative success

The significance of education and experience in improving a firm's creative performance of SME was investigated with small and medium-sized business owners and managers.

Table 4.7 Importance of education on innovative Success

Identify Themes	Code	Frequency distribution	
		Number	Percent
More productive	a	9	69%
Able to plan my work	b	5	38%
Calculate accurately the costs of the product	c	4	31%
Handle and attract customers	d	8	62%
Diversify the product	e	2	15%
Total		13	

Source: Interview result of 2022

The above table 4.7 illustrates that many respondents believe education is especially important for company success because the most common responses were to become more productive in business (69 percent), handle and attract clients (62 percent) and be able to plan the work, stated 38 percent of respondents. To conclude, education and experience is particularly useful for the improving a firm's creative performance of SME.

4.8 Findings on Contribution of Marketing Information for the innovation success

The entrepreneur enquired about the significance of market information processing, which includes the collection, distribution, and application of market data. The respondents were curious about the importance of marketing data in the success of an innovation. These findings highlight the significance of market information processing for small and medium-sized businesses:

Table 4:8 Marketing Information

	Frequency distribution	
	Number	Percent
Contact with some daughter enterprises and some customers	6	46%
The way of collecting information indifferent method	11	85%
Cooperation between different employees within an organization	3	23%
Asses how to produce and at what price they sale	9	69%
To gather info of Product innovation plan and marketing plan	2	15%
Total	13	

Source: Interview result of 2022

According to table 4.8, the majority of respondents used marketing information in their innovation success for the purpose of collecting information in a variety of ways (85%), followed by Asses ^{what is this?} how to make and at what price they sell (69 percent). The majority of respondents claimed marketing information was used in 46 percent of cases for contact with companies and customers, and 23 percent of cases for collaboration between different employees inside an organization. Finally, marketing information is valuable to their innovation success because that helps them to gather data in a variety of methods.

"Marketing orientation is the way of acquiring market information through various methods such as meetings and conversations with clients and trade partners," according to the [school owner's manager](#). Obtaining market information benefits a company's performance in both direct and indirect ways (**Respondent A**).

To summarize, many respondents used marketing information in their innovation success for the collecting information in a variety of ways and knowing how to create and sell at what price. Finally, marketing information is valuable to their innovation success because that helps them to gather data in a variety of methods.

Your conclusion needs to tightly connect with your RQs. You then want to relate your findings back to literature. U

5. Conclusion

The major goal of this research is to learn more about small and medium-sized business innovation and entrepreneurial inclinations. Because of this study, more investment in entrepreneurial orientation will lead to improved inventive success and performance. Entrepreneurial orientation is used to comprehend business management, finance, business strategy, HRM, and the construction of a mood that is responsive to environmental changes, as well as establishing a proper market perception in various sectors of the firm. More money invested in an entrepreneurial orientation leads to more innovation, success, and enhanced organizational performance, according to this finding. The study showed a strong link between proactiveness, risk-taking behaviors, and the efficacy of innovation. Customers and network ties, according to the research, are crucial in achieving creative success with other firms. Many SME respondents said network links (both outside and inside the cluster) helped them innovate more successfully by gaining access to new markets, allowing collaboration, and changing competition, as well as assuring smooth coordination and access to assets and cutting delivery costs. Many small enterprises, according to the research, used market information for planning, competitive analysis, internal analysis, and product development. As a result, the study advises that all the data be combined to create a new product that will aid in product innovation success.

6. Implication and future direction

The main implications of this research for managers, scholars and policymakers should use the finding to solve and facilitating the determinants of SMEs in Taiwan to improve entrepreneurial orientation, encourage network ties, and increase the use of marketing information to bring a business's success. The research will contribute to fill the gap of literature on determinants of innovative business. Future research should look on the role of the banking sector in small and medium-sized business finance, as well as other facilities that are related to internal and external issues and they should use longitudinal research method to know the progress of innovative success.

Bibliography

Use software. Why are some in capital letters?

- Ajibola, I. M., Saheed, D. O., & Adedoyin, L. (2021). IMPACT OF MICROFINANCE INSTITUTIONS ON FINANCIAL LITERACY IN NORTH CENTRAL GEO-POLITICAL ZONE NIGERIA. *Copernican Journal of Finance & Accounting*, 9(4). <https://doi.org/10.12775/cjfa.2020.019>
- Akbar, F., Khan, R. A., Wadood, F., & Bon, A. T. bin. (2020a). Entrepreneurial orientation dimension affects firm performance: a perspective from the Malaysian furniture industry. *Entrepreneurial Business and Economics Review*, 8(4), 157–181. <https://doi.org/10.15678/EBER.2020.080409>
- Akbar, F., Khan, R. A., Wadood, F., & Bon, A. T. bin. (2020b). Entrepreneurial orientation dimension affects firm performance: a perspective from the Malaysian furniture industry. *Entrepreneurial Business and Economics Review*, 8(4), 157–181. <https://doi.org/10.15678/EBER.2020.080409>
- Arief, M., Thoyib, A., Sudiro, A., & Rohman, F. (2013a). The Effect of Entrepreneurial Orientation on the Firm Performance through Strategic Flexibility: A Study on the SMEs Cluster in Malang. *Journal of Management Research*, 5(3). <https://doi.org/10.5296/jmr.v5i3.3339>
- Arief, M., Thoyib, A., Sudiro, A., & Rohman, F. (2013b). The Effect of Entrepreneurial Orientation on the Firm Performance through Strategic Flexibility: A Study on the SMEs Cluster in Malang. *Journal of Management Research*, 5(3). <https://doi.org/10.5296/jmr.v5i3.3339>
- Arief, M., Thoyib, A., Sudiro, A., & Rohman, F. (2013c). The Effect of Entrepreneurial Orientation on the Firm Performance through Strategic Flexibility: A Study on the SMEs Cluster in Malang. *Journal of Management Research*, 5(3). <https://doi.org/10.5296/jmr.v5i3.3339>
- Asoka Gunaratne, K. (2008). *TITLE CONCEPTUALISING A MODEL TO PROMOTE POST START-UP SMALL BUSINESS GROWTH IN SRI LANKA*.
- Baker, W. E., & Sinkula, J. M. (2005). Market orientation and the new product paradox. *Journal of Product Innovation Management*, 22(6). <https://doi.org/10.1111/j.1540-5885.2005.00145.x>
- Bayraktar, C. A., Hancerliogullari, G., Cetinguc, B., & Calisir, F. (2017). Competitive strategies, innovation, and firm performance: an empirical study in a developing economy environment. *Technology Analysis and Strategic Management*, 29(1). <https://doi.org/10.1080/09537325.2016.1194973>
- Cools, E., & Vermeulen, S. (n.d.). *What is in a name? An inquiry on the cognitive and entrepreneurial profile of the social entrepreneur*. <http://hdl.handle.net/20.500.12127/2750>
- Copeland, P., & James, S. (2014a). Policy windows, ambiguity, and Commission entrepreneurship: explaining the relaunch of the European Union's economic reform agenda. *Journal of European Public Policy*, 21(1), 1–19. <https://doi.org/10.1080/13501763.2013.800789>
- Copeland, P., & James, S. (2014b). Policy windows, ambiguity, and Commission entrepreneurship: explaining the relaunch of the European Union's economic reform agenda. *Journal of European Public Policy*, 21(1), 1–19. <https://doi.org/10.1080/13501763.2013.800789>

- Eckhardt, J. T., & Shane, S. A. (2003). Opportunities and Entrepreneurship. *Journal of Management*, 29(3).
<https://doi.org/10.1177/014920630302900304>
- Ejdys, J. (2015a). Marketing orientation vs. innovativeness of SMEs of the Podlaskie Province. *Business: Theory and Practice*, 16(4), 353–361. <https://doi.org/10.3846/btp.2015.563>
- Ejdys, J. (2015b). FUTURE ORIENTED STRATEGY FOR SMES. *ECONOMICS AND MANAGEMENT*, 19(4).
<https://doi.org/10.5755/j01.em.19.4.8098>
- Gathungu, J. M., Aiko, D. M., Candidate, E., & Machuki, V. N. (2014a). ENTREPRENEURIAL ORIENTATION, NETWORKING, EXTERNAL ENVIRONMENT, AND FIRM PERFORMANCE: A CRITICAL LITERATURE REVIEW. In *European Scientific Journal March* (Vol. 10, Issue 7).
- Gathungu, J. M., Aiko, D. M., Candidate, E., & Machuki, V. N. (2014b). ENTREPRENEURIAL ORIENTATION, NETWORKING, EXTERNAL ENVIRONMENT, AND FIRM PERFORMANCE: A CRITICAL LITERATURE REVIEW. In *European Scientific Journal March* (Vol. 10, Issue 7).
- Gebreeyesus, M., & Mohnen, P. (2013). Innovation Performance and Embeddedness in Networks: Evidence from the Ethiopian Footwear Cluster. *World Development*, 41(1).
<https://doi.org/10.1016/j.worlddev.2012.05.029>
- Griffin, A., & Page, A. L. (1996). PDMA Success Measurement Project: Recommended Measures for Product Development Success and Failure. *Journal of Product Innovation Management*, 13(6).
<https://doi.org/10.1111/1540-5885.1360478>
- Justina, O. (2020). EFFECT OF CREATIVITY ON HUMAN CAPITAL DEVELOPMENT OF NIGERIA GRADUATES ENTREPRENEURS. In *Academy of Entrepreneurship Journal* (Vol. 26, Issue 3).
- Kraus, S. (2013). The role of entrepreneurial orientation in service firms: Empirical evidence from Austria. *Service Industries Journal*, 33(5). <https://doi.org/10.1080/02642069.2011.622373>
- Kraus, S., Filser, M., O'Dwyer, M., & Shaw, E. (2014). Social Entrepreneurship: An exploratory citation analysis. In *Review of Managerial Science* (Vol. 8, Issue 2). <https://doi.org/10.1007/s11846-013-0104-6>
- Larrán Jorge, M., Herrera Madueño, J., Martínez-Martínez, D., & Lechuga Sancho, M. P. (2015). Competitiveness and environmental performance in Spanish small and medium enterprises: is there a direct link? *Journal of Cleaner Production*, 101, 26–37. <https://doi.org/10.1016/j.jclepro.2015.04.016>
- Loikkanen, T., Konttinen, J., Hyvönen, J., Ruotsalainen, L., Tuominen, K., Waris, M., Hyttinen, V. P., & Ilmarinen, O. (2009). Acquisition, Utilization and the impact of patent and market information on innovation activities. *VTT Tiedotteita - Valtion Teknillinen Tutkimuskeskus*, 2484.
- Makassar, U. M., & Basuki, B. (2019). The Effect of Market Orientation, Innovation, Organizational Learning, and Entrepreneurship on Firm Performance Digital Technology and Financial Inclusion View project Anastasia View project Ismail. In *Article in Journal of Entrepreneurship Education*.
<https://www.researchgate.net/publication/333972675>

- Maravelakis, E., Bilalis, N., Antoniadis, A., Jones, K. A., & Moustakis, V. (2006). Measuring and benchmarking the innovativeness of SMEs: A three-dimensional fuzzy logic approach. *Production Planning and Control*, 17(3), 283–292. <https://doi.org/10.1080/09537280500285532>
- Parkman, I. D., Holloway, S. S., & Sebastiao, H. (2012). Creative industries: Aligning entrepreneurial orientation and innovation capacity. *Journal of Research in Marketing and Entrepreneurship*, 14(1). <https://doi.org/10.1108/14715201211246823>
- Razzaq, M., Fitriyah, N., & Faisal, M. (2019). Fungsi Komunikasi Pariwisata Pada Kelompok Sadar Wisata di Teluk Seribu dalam Pengembangan Destinasi Wisata Bahari Manggar Baru. *EJournal Ilmu Komunikasi*, 7(3).
- Riege, A. M. (2003). Validity and reliability tests in case study research: A literature review with “direct” applications for each research phase. *Qualitative Market Research: An International Journal*, 6(2). <https://doi.org/10.1108/13522750310470055>
- Robinson, S., & Stubberud, H. A. (2014). Elements of entrepreneurial orientation and their relationship to entrepreneurial intent. *Journal of Entrepreneurship Education*, 17(2).
- Rosenbusch, N., Brinckmann, J., & Bausch, A. (2011a). Is innovation always beneficial? A meta-analysis of the relationship between innovation and performance in SMEs. *Journal of Business Venturing*, 26(4). <https://doi.org/10.1016/j.jbusvent.2009.12.002>
- Rosenbusch, N., Brinckmann, J., & Bausch, A. (2011b). Is innovation always beneficial? A meta-analysis of the relationship between innovation and performance in SMEs. *Journal of Business Venturing*, 26(4), 441–457. <https://doi.org/10.1016/j.jbusvent.2009.12.002>
- Schindehutte, M., & Morris, M. H. (2009). Advancing strategic entrepreneurship research: The role of complexity science in shifting the paradigm. *Entrepreneurship: Theory and Practice*, 33(1). <https://doi.org/10.1111/j.1540-6520.2008.00288.x>
- Stam, E. (2011). Entrepreneurship and Innovation Policy. *SSRN Electronic Journal*. <https://doi.org/10.2139/ssrn.1115262>
- Theresia. (2015). *The determinants of innovative performance: a study of SMEs in a developing country*. www.tue.nl/taverne
- Urban, B., & Mothusiwa, M. (2014). Planning flexibility and entrepreneurial orientation: A focus on SME performance and the influence of environmental perceptions. *Management Dynamics*, 23(1).
- Usman, M., & Mat, A. (2017). Assessing The Importance of Entrepreneurial Orientation on Innovation in Service Sector. *International Journal of Business and Management Invention ISSN (Online)*.
- Veldhuizen, E. (n.d.). *MARKET INTELLIGENCE for PRODUCT EXCELLENCE*.

Wang, M., Chien, S., & Ke, Y. (2016a). Market Turbulence, Entrepreneurial Orientation and Explorative Innovation: The Role of Organizational Capabilities. *Review of Integrative Business & Economics Research*, 5(1), 94–105.

Wang, M., Chien, S., & Ke, Y. (2016b). Market Turbulence, Entrepreneurial Orientation and Explorative Innovation: The Role of Organizational Capabilities. *Review of Integrative Business & Economics Research*, 5(1).

Yoon, H. J. (2017). Entrepreneurial Orientation and Innovative Performance of Small and Medium-sized Business Ventures. *Academy of Management Proceedings*, 2017(1).
<https://doi.org/10.5465/ambpp.2017.11790abstract>

Appendix I: Interview Guide Interview with owners in the Tainan SME sectors.

1. Could you tell me something about yourself?
2. How would you describe your job?
 - I. How long you have been working at this place?
 - II. Do you have any national and international experience?
3. what are your views about Business innovation in general?
 - I. In your career, did you come across ‘Business innovation’?
 - II. What is the importance of Business innovation success for you?
4. Does the Entrepreneurial orientation influence the innovation success? What is Contribution of Entrepreneurial orientation for the innovation success?
5. What do you think the importance of education, experience, and technical capability in enhancing a firm’s innovative success?
6. What do you think about the role of networks ties (outside and inside the cluster) in innovation success?
7. What proactiveness and risk-taking behaviors do mean? Are they important for enhancing innovation success in your firm?
8. What is Contribution of Marketing Information for the innovation success?
9. Finally, do you want to add something about innovation success of SME if we missed something?

Appendix II. Transcript and coding

No	Transcript	Coding
	Individual interviews transcripts	
	1. Interviewee (School Owner)	
1	Interview #1	
2	Interviewer: Abebe Asfawu	
3	Respondent: School Owner	School owner
4	Conducted on: 9.05.17	Time of Interview
5	Total Interview Time: 24 Minutes 10 Seconds	Duration of Interview
6	Interviewer: Hello, thank you for participating in this interview. So, I think.... let us begin. I am Abebe Asfawu (PhD student of NCKU). Firstly, I would like to appreciate your willingness. I am conducting a study on “Determinants of Innovation Success of SME.” The general aim of the study is to understand of major determinants of innovative success of small to medium enterprises. Therefore, your genuine contribution by giving correct information is highly valuable in achieving the aim of this research. The information collected from you was be kept confidential. Thus, please feel free to convey the required information honestly. Participating in this survey is voluntary, but it will be immensely helpful to receive your response.	Introduction
7	Do you have any questions about this conversation?	
8	Interviewee: No, go on	
9	I genuinely appreciate your help in supplying important insights related to this topic.	
10	We will need around 20-30 minutes for this interview. Is that okay with you?	
11	Interviewee: Yes, it is.	
12	Interviewer: Great. Also, may I record this interview?	
13	Interviewee: That is fine with me.	
14	Interviewer: Great, so let us first talk about your background. Where are you from?	
15	Interviewee: Taiwan, Tainan.	
16	Interviewer: Okay, cool. So where do you live currently?	
17	Interviewee: I live in Tainan, Taiwan now.	
18	Interviewer: Okay, Good. Could you tell me about yourself?	
19	Interviewee: I am 61-years old Taiwan guy from Tainan, Taiwan.	61 years old
20	I am Working in education sector for 8 years.	8 years of related experience

21	Nationality: Taiwan, Tainan City	Tainan city
22	Gender: Male	Male
23	Position: Principal and Owner of Salesian technical school	Manager
24	Occupation: Principal	
25	Education: MA	MA
26	Type of Business: Education Sector	Education Sector
27	Interviewer: Well, may I ask you what business innovation for you is?	
28	Interviewee: Uh, innovation consists of certain technical knowledge about how the things can be done better than existing state of the art. a product innovation is the introduction of a good or service that is new or significantly improved regarding its characteristics or intended uses, including significant improvements in technical specifications, components and or other functional characteristics.	technical knowledge about how the things can be done, the introduction of a good or service that is new, improvements in technical specifications
29	Interviewer: Ok, nice, so what type of Business Innovation you have and why your success?	
30	Interviewee: Yeah, I just have Education Sector. Which operated indifferently. the importance of innovations is in general to meet such marketing goals as improvement in service quality, reduction in production cost, increase in market share, creation of new markets and increase in flexibility. Innovation products present opportunities for our firms in terms of growth and expansion into new areas as well as allow firms to gain competitive advantage.	operated indifferently, improvement in service quality, reduction in production cost, increase in market share, creation of new markets and increase in flexibility, growth and expansion into new to gain competitive advantage
31	The Importance of the business innovation is gives opportunities for our firms in terms of growth and expansion into new areas, innovative business can help the owners to being competitive in every aspect, increased customer satisfaction and increased production speed.	
32	Interviewer: How long have you working this Business?	
33	Interviewee: Oh, I have been in working for about eight years.	8 years of related experience
34	Interviewer: could you have experience (National and International) company?	
35	Interviewee: Yeah, I have been working in different education sector for an extended period. But this education sector is different from others in terms of quality, service, technology.	Different education sector experience
36	Interviewer: What is Contribution of Entrepreneurial orientation for the innovation success?	
37	Interviewee: uhhhh, entrepreneurship orientation refers to its considering customers in market as highly valuable through innovation and the creation of products, processes and strategies that satisfy needs of customers. So, entrepreneurial orientation needs creating a suitable perception from market in various parts of organization and the creation of a mood which is responsive to environmental changes. Therefore, the thing that can be expected is that entrepreneurship orientation is a strategy that will cause commitment to learn to be strengthened in organization and market. Entrepreneurial orientation for the innovation success useful to know detail information about the management of business, strategic plan preparation, finance requirement and management, Human resource management. Entrepreneurial orientation contributes for innovative success because Entrepreneurial behaviors are important for innovation and without those behaviors the firms will not grow. A lack of entrepreneurial behaviour will make firms suffer in terms of revenue, innovation, product quantity and quality; it will be difficult for them to move forward and get a step ahead of their competitors.	To know detail information about the management of business, strategic plan preparation, finance requirement and management, Human resource management, innovation, and the creation of products, creating a suitable perception from market in various parts of organization, creation of a mood

38	Interviewer: Nice, what do you think the importance of education, experience, and technical capability in enhancing a firm's innovative success?	
39	Interviewee: Education: I attended a master's degree in university and my education bring the change on my work after that I was able to plan my work and calculate the cost of my products more accurately. Prior to attending the program, I had used others to estimate the cost of the work and over all activities. I might have lost some customers due to this before (through charging too high a price) and my new services had not enough customers. the course I have taken is related to the needs of my businesses. I am more productive in my enterprise; the existence of such attitudes is also a reason for the high usage of available training and high educated.	More productive in my enterprise, able to plan my work and calculate the cost of my products more accurately
40	Past work experience: Responding to the question on the importance of past work experience on the innovative success of their current business, I acknowledge that the experience had a positive impact in successfulness certain aspects of the new product and services. I agree my experience was extremely useful for my business success of today.	More productive in my enterprise, able to plan my work and calculate the cost of my products more accurately
41	Technical capability experience: The question innovative a technical capability has effect on their innovative success is yes. the technical capabilities by itself have direct effect on innovative success. I have experience of technical as well as theoretical. This makes me successful.	have experience of technical
42	Interviewer: Oh, nice. What do you think about the role of networks ties (outside and inside the cluster) in innovation success?	
43	Interviewee: ohhh, the firm network important particularly for services that help my firm stay ahead of our competitors, bringing in critical resources. Similarly, I learn efficiently from local and proximate sources because I facilitate sharing of resources and market wisdom; reduce supply and distribution costs through a smooth coordination of logistical efforts and minimize partner opportunism.	to gaining access to new markets, increasing power in the market, altering competition, sharing research and expenses, and reducing risks.
44	I make external relations with outside of the cluster (our location boarder) to gaining access to new markets, increasing power in the market, altering competition, sharing research and expenses, and reducing risks. I create social network with outside of the boarders to change my innovation by taking new idea, strategies from other firms, access to assets they could hardly have achieved alone and to add valuable knowledge on the local information.	create social network to taking new idea, strategies from other firms, access to assets they could hardly have achieved alone and to add valuable knowledge on the local information.
45	Interviewer: What proactiveness and risk-taking behaviors do mean for you? Are they important for enhancing innovation success in your firm?	
46	Interviewee: risk-taking behaviors is a means a tendency to take bold actions such as venturing into unknown new markets, committing a generous portion of resources to ventures with uncertain outcomes and/or borrowing heavily. it is difficult to become an entrepreneur if I cannot to take a risk and my enterprise does not want to anticipate future competition.	first mover, pursuing new opportunities and participating in developing markets
47	In addition to this, proactiveness behaviors as being a first mover, pursuing new opportunities and participating in developing markets. proactiveness is being active rather than reactive to their environment, compete aggressively and being a leader rather than a follower in the market. in Business proactiveness and risk taking is unquestionable really. I am going through all difficult and challenging way.	being active rather than reactive to their environment, compete aggressively and being a leader rather than a follower in the market
48	Interviewer: What is Contribution of Marketing Information for the innovation success?	

49	Interviewee: acquiring market information is the way of collecting information indifferent methods such as meetings and discussions with customers and trade partners. For example, information can be gathered through methods in which all members of the product development team or workers come in direct contact with the customer and observe product of other enterprises. Gathering market information directly and indirectly is useful for the success of the business. people can hardly say what they will do with something new and are unbelievably bad in predicting their own behaviour. It is difficult to ask people whether they are going to use something or not. This shows that it is sometimes difficult to determine which type of information is necessary at which stage of the development process. It is rare to use formal research survey to acquire market information.	Contact with some daughter enterprises and some customers, the way of collecting information indifferent methods,
50	The internal information that must be acquired is the technical possibilities of all the machines and the skill of each of employees producing new product described. The external information that must be acquired is contact with some daughter enterprises and some customers. Information from other daughter enterprises may have information about the knowledge and technologies necessary for the new product development. Informally, from large competitors' information is acquired about the markets and products how to produce and at what price they sale.	communication and co-operation between different employees within an organization
52	2. Interviewee (General Merchandise)	
53	Interview #2	
54	Interviewer: Abebe Asfawu	
55	Respondent: General Merchandise	Trade
56	Conducted on: 09.40.17	
57	Total Interview Time: 25 Minutes 25 Seconds	Duration of Interview
58	Interviewer: Hello, thank you for participating in this interview. So, I think.... let us begin. I am Abebe Asfawu (PhD student of NCKU). Firstly, I would like to appreciate your willingness. I am conducting a study on “Determinants of Innovation Success of SME.” The general aim of the study is to understand of major determinants of innovative success of small to medium enterprises. Therefore, your genuine contribution by giving correct information is highly valuable in achieving the aim of this research. The information collected from you was be kept confidential. Thus, please feel free to convey the required information honestly. Participating in this survey is voluntary, but it will be immensely helpful to receive your response.	Introduction
59	Do you have any questions about this conversation?	
60	Interviewee: No, go on	
61	I genuinely appreciate your help in supplying important insights related to this topic.	
62	We will need around 20-30 minutes for this interview. Is that okay with you?	
63	Interviewee: Yes, it is.	
64	Interviewer: Great. Also, may I record this interview?	
65	Interviewee: That is fine with me.	
66	Interviewer: Great, so let us first talk about your background. Where are you from?	
67	Interviewee: Taiwan.	
68	Interviewer: Okay, cool. So where do you live currently?	
69	Interviewee: I live in Tainan, Taiwan now.	
70	Interviewer: Okay, cool. Could you tell me about yourself?	
71	Interviewee: I am 52-years old Taiwan guy from Tainan, Taiwan.	52 years

72	I am Working for 18 years.	18 related experiences
73	Nationality: Taiwan, Tainan City	Tainan city
74	Gender: Male	male
75	Position: Principal and Owner of General merchandise(trader)	Owner
76	Occupation: Trader	
77	Education: BA	BA
78	Type of Business: Principal and Owner of General merchandise(trader)	
79	Interviewer: Well, what is business innovation for you?	
80	Interviewee: Innovation defined how things can be done better than they are currently. A product innovation is the creation of a new and significantly improved service or product in terms of its qualities or intended uses, including considerable changes in technical specifications, components, and or other functional characteristics. Generally, Innovation is doing things in unusual way.	how things can be done better than they are currently, creation of a new and significantly improved service or product, Innovation is doing things in unusual way
81	Interviewer: Ok thank you, what type of business innovation you have?	
82	Interviewee: yes, I have the trade Sector which functioned in an ad hoc manner. Innovations are important in general to accomplish production and marketing goals such as improving product quality, lowering manufacturing costs, increasing market share, opening new markets, and increasing flexibility. Our companies can benefit from innovation goods/services in terms of growth and expansion into new industries, as well as gaining a competitive advantage. the trade sector does not make innovate but, providing services or product by adding additional value and satisfying the customers.	improving product quality, lowering manufacturing costs, increasing market share, opening new markets, and increasing flexibility, growth and expansion into new industries, providing services or product by adding additional value and satisfying the customers.
83	Interviewer: How long have you working this Business?	
84	Interviewee: Oh, I have been working for about 18 years.	18 years
85	Interviewer: could you have experience (National and International) on company?	yes
86	Interviewee: I have extensive marketing expertise in Japan, the Netherlands, and China, which has aided my success in this industry.	extensive marketing expertise
87	Interviewer: What is Contribution of Entrepreneurial orientation for the innovation success?	
88	Interviewee: entrepreneurial orientation necessitates the establishment of an appropriate market perception in various sectors of the organization, as well as the creation of a mood that is responsive to every activity of the company. Entrepreneurial orientation is beneficial for innovation success because it provides detailed information on business management, strategic planning, financial requirements and management, and human resource management.	establishment of an appropriate market perception, creation of a mood, provides detailed information on business management
89	Interviewer: So, what do you think the importance of education, experience, and technical capability in enhancing a firm's innovative success?	
90	Interviewee: Education: I attended university which highly help me to succeed in business. I attended business degree that may bring significant impact on my job and communicate the right way to attract my customers and able to understand the overall activities of the business from planning to controlling activities.	communicate the right way to attract my customers and able to understand the overall activities of the business.

91	Past work experience: I have a lot of experience in different countries. In response to the question of the importance of previous work experience to the innovative success of their current business, my experience helped and had a positive impact on the success of certain aspects of their new product. I did everything before starting my business. The experience was especially useful to diversify into new product areas to achieve growth.	useful to diversify into new product areas to achieve growth.
92	Technical capability experience: Yes, technical skills have a direct impact on innovation success. This could be explained by the fact that it is not easy for SMEs to have higher levels of knowledge and few exceptional companies have such skills. However, the experience and technical skills of workers have a significant impact on their innovation success.	higher levels of knowledge
93	Interviewer: Oh, Nice. What do you think about the role of networks ties (outside and inside the cluster) in innovation success?	
94	Interviewee: Yes, preliminary company network is important, especially for assets that help my company stay ahead of our competitors and bring in important resources. I learn efficiently from local and nearby sources because I facilitate the sharing of resources and market knowledge; Reduce delivery and distribution costs through smooth coordination of logistical effort and minimize partner opportunism.	to gain access to new markets, increase market power, facilitate the sharing of resources and market knowledge, Reduce delivery and distribution costs through smooth coordination of logistical effort
95	I make external relationships with outside the cluster (our site boundary) to gain access to new markets, increase market power, transform competition, share research, and spend, and reduce risk. I create an out-of-bounds social network to transform my innovation by adding innovative ideas, strategies from other companies, access to assets they could hardly have achieved on their own, and valuable knowledge to the local information. Network ties is mandatory for the successful business innovative.	
96	Interviewer: What proactiveness and risk-taking behaviors do mean? Are they important for enhancing innovation success in your firm?	
97	Interviewee: risk-taking behaviors is a means a tendency to take bold actions such as venturing into unknown new markets, committing a substantial portion of resources to ventures with uncertain outcomes and/or borrowing heavily. risk taking is making decisions and acting without certain knowledge of probable outcomes, sometimes taking risk is good but substantial risk is difficult.	tendency to take bold actions such as venturing into unknown new markets
98	Furthermore, it is difficult to become an entrepreneur if I cannot to take a risk and my enterprise does not want to anticipate future competition. Pro activeness on business is needed. At every business risk taking and ability to decide based on cost benefit is mandatory.	
99	Interviewer: What is Contribution of Marketing Information for the innovation success?	
100	Interviewee: acquisition of market information in terms of their enterprise, how was market information acquired during the new product development and from where did market information came into their enterprises. I defined as 'acquiring market information is the way of collecting information indifferent methods such as meetings and discussions with customers and trade partners. For example, information can be gathered through methods in which all members of the product development team or workers come in direct contact with the customer and observe product of other enterprises. One major problem regarding the acquisition of market information for new products of SMEs is that it may be difficult for customers to tell in advance, what they think about a new product.	Taking information about current and future needs of customers, the way of collecting information indifferent methods, through communication and co-operation between different employees within an organization
105	3. Interviewee (Wood and Metal Manufacturing)	

106	Interview #3	
107	Interviewer: Abebe Asfawu	
108	Respondent: Wood and Metal Manufacturing Owner	
109	Conducted on: 10.10.17	
110	Total Interview Time: 26 Minutes 10 Seconds	
111	Interviewer: Hello, thank you for participating in this interview. So, I think.... let us begin. I am Abebe Asfawu (PhD student of NCKU). Firstly, I would like to appreciate your willingness. I am conducting a study on “Determinants of Innovation Success of SME.” The general aim of the study is to understand of major determinants of innovative success of small to medium enterprises. Therefore, your genuine contribution by giving correct information is highly valuable in achieving the aim of this research. The information collected from you was be kept confidential. Thus, please feel free to convey the required information honestly. Participating in this survey is voluntary, but it will be immensely helpful to receive your response.	Introduction
112	Do you have any questions about this conversation?	
113	I genuinely appreciate your help in supplying important insights related to this topic.	
114	We will need around 20-30 minutes for this interview. Is that okay with you?	
115	Interviewee: Yes, it is.	
116	Interviewer: Great. Also, may I record this interview?	
117	Interviewee: Yes.	
118	Interviewer: Great, so let us first talk about your background. Where are you from?	
119	Interviewee: Taiwan.	
120	Interviewer: Okay, cool. So where do you live currently?	
121	Interviewee: I live in Tainan, Taiwan now.	
122	Interviewer: Okay, cool. Could you tell me about yourself?	
123	Interviewee: I am 48-years old Taiwan guy from Tainan, Taiwan.	48 years
124	I am Working in wood and metal Manufacturing Sector for 8 years.	8 years of related experience
125	Nationality: Taiwan, Tainan City	Tainan city
126	Gender: Male	male
127	Position: Manager and owner of Wood and Metal Manufacturing	Owner
128	Occupation: Wood and Metal Manufacturing	wood
129	Education: BA	BA
130	Type of Business: Wood and Metal Manufacturing	
131	Interviewer: Well, may I ask what business innovation for you is?	

132	<p>Interviewee: Thank you, Innovation providing service and products in unusual way. innovation consists of certain technical knowledge about how the things can be done better than existing state of the art. a product innovation is the introduction of a good or service that is new or significantly improved regarding its characteristics or intended uses, including significant improvements in technical specifications, components and or other functional characteristics.</p>	<p>Innovation providing service and products in unusual way, innovation consists of certain technical knowledge about how the things can be done better than existing state of the art, the introduction of a good or service that is new, significant improvements in technical specifications, components and or other functional characteristics.</p>
133	<p>Interviewer: Ok, what type of Business Innovation you have?</p>	
134		
135	<p>Interviewee: Yes, I just have Wood and Metal Manufacturing. Which operated indifferently by adding value and contemporary design. the importance of innovations is in general to meet such marketing goals as improvement in service quality, reduction in production cost, increase in market share, creation of new markets and increase in flexibility. Innovation products present opportunities for our firms in terms of growth and expansion into new areas as well as allow firms to gain competitive advantage. Product innovation is the introduction of a good or service that is new or significantly improved regarding its characteristics or intended uses, including significant improvements in technical specifications, components and materials, or other functional characteristics.</p>	<p>operated indifferently by adding value and contemporary design, improvement in service quality, reduction in production cost, growth and expansion into new areas and improvements in technical specifications, components and materials</p>
136	<p>Interviewer: How long have you working this Business?</p>	
137	<p>Interviewee: Oh, I have been for about eight years.</p>	
138	<p>Interviewer: could you have experience (National and International) company?</p>	
139	<p>Interviewee: Yes, I have been working in different Wood and Metal Manufacturing for an extended period. But this Wood and Metal Manufacturing is different from others in terms of production quality and design.</p>	
140	<p>Interviewer: What is Contribution of Entrepreneurial orientation for the innovation success?</p>	
141	<p>Interviewee: entrepreneurial orientation is playing a fundamental role in updating the organization's assets and abilities. Entrepreneurial orientation needs creating a suitable perception from market in various parts of organization and the creation of a mood which is responsive to environmental changes. Entrepreneurial orientation for the innovation success useful to know detail information about the management of business, strategic plan preparation, finance requirement and management, Human resource management. entrepreneurial orientation needs creating a suitable perception from market in various parts of organization and the creation of a mood which is responsive to environmental changes.</p>	<p>updating the organization's assets and abilities, Entrepreneurial orientation needs creating a suitable perception from the market, the creation of a mood, useful to know detail information about the management of the business,</p>
142	<p>Interviewer: Nice, what do you think the importance of education, experience, and technical capability in enhancing a firm's innovative success?</p>	
143	<p>Interviewee: Education: Yes, Education is especially important, and I might have lost some customers due to lack of education before and my new services had not enough customers. the course I have taken is related to the needs of my small businesses to satisfy their needs and bring new product.</p>	<p>to satisfy their needs and bring new product.</p>

144	Past work experience: I acknowledge that my experience before I started this business has a positive impact in successfulness certain aspects of the new product and services. I agree my experience was extremely useful.	certain aspects of the new product and services
145	Technical capability experience: The question innovative a technical capability has effect on their innovative success is yes. the technical capabilities by itself have direct effect on innovative success. It brings remarkable success for my business.	brings remarkable success for my business
146	Interviewer: Oh, nice. What do you think about the role of networks ties (outside and inside the cluster) in innovation success?	
147	Interviewee: nice, the firm network important particularly for my business that help my firm stay ahead of our competitors, bringing in critical raw materials and searching new customers. I learn efficiently from local and proximate sources because I facilitate sharing of resources and market wisdom; reduce supply and distribution costs through a smooth coordination of logistical efforts and minimize partner opportunism.	to gaining access to new markets, increasing power in the market, altering competition, facilitate sharing of resources and market wisdom.
148	I make external relations with outside of the cluster to gaining access to new markets, increasing power in the market, altering competition, sharing research and expenses, and reducing risks. I create social network with outside of the borders to change my innovation by taking new idea, strategies from other firms, access to assets they could hardly have achieved alone and to add valuable knowledge on the local information.	reduce supply and distribution costs through a smooth coordination
149	Interviewer: What proactiveness and risk-taking behaviors do mean? Are they important for enhancing innovation success in your firm?	
150	Interviewee: The tendency to take risks is a means of engaging in bold actions, such as venturing into new markets, investing heavily in ventures with uncertain outcomes, and borrowing money. It is hard to become an entrepreneur if I cannot take risks and my company does not want to anticipate future competition. By being initiative-taking, you will be able to take advantage of new opportunities and develop new markets. Being initiative-taking means being active in the face of challenges, competing aggressively, and leading the way in the market.	knowing everything or moving first, pursuing new opportunities and participating in developing markets,
151	In addition to this, proactiveness behaviors as being a knowing everything or moving first, pursuing new opportunities, and participating in developing markets. proactiveness is being active rather than reactive to their environment, compete aggressively and being a leader rather than a follower in the market. So, in Business proactiveness and risk taking is unquestionable really. I am going through all difficult and challenging way.	being active rather than reactive to their environment,
152	In addition to pursuing new opportunities and participating in developing markets, proactiveness behaviors can also be seen as being a first mover. Being initiative-taking means being active and responding to events in an initiative-taking way, rather than reacting to them. Competing aggressively and being a leader in the market are also important aspects of being initiative-taking.	
153	Interviewer: What is Contribution of Marketing Information for the innovation success?	
154	Interviewee: The internal information that must be acquired is the technical possibilities of all the machines and the skill of each of employees producing new product described. The external information that must be acquired is contact with some daughter enterprises and some customers. Information from other daughter enterprises may have information about the knowledge and technologies necessary for the new product development. Informally, from large competitors' information is acquired about the markets and products how to produce and at what price they sale.	Contact with some daughter enterprises and some customers, acquired about the markets and products how to produce and at what price they sale

155	Dissemination of market information occurs through communication and co-operation between different employees within an organization and may occur formally or informally, from owner/manager to employees or sometimes from workers to owner. Two sources of information will disseminate: product innovation plan and marketing plan about the industrial market from a competitor. These sources delivered information about the products of the competitor and the price levels and margins. They have also indicated that there is a good dissemination of information among the employees that are directly involved.	
156	4. Interviewee (Shop)	
157	Interview #4	
158	Interviewer: Abebe Asfawu	
159	Respondent: Shop Owner	Trade
160	Conducted on: 10.50.17	
161	Total Interview Time: 30 Minutes 10 Seconds	Duration of Interview
162	Interviewer: Hello, thank you for participating in this interview. So, I think.... let us begin. I am Abebe Asfawu (PhD student of NCKU). Firstly, I would like to appreciate your willingness. I am conducting a study on “Determinants of Innovation Success of SME.” The general aim of the study is to understand of major determinants of innovative success of small to medium enterprises. Therefore, your genuine contribution by giving correct information is highly valuable in achieving the aim of this research. The information collected from you was be kept confidential. Thus, please feel free to convey the required information honestly. Participating in this survey is voluntary, but it will be immensely helpful to receive your response.	
163	Do you have any questions about this conversation?	
164	I genuinely appreciate your help in supplying important insights related to this topic.	
165	We will need around 20-30 minutes for this interview. Is that okay with you?	
166	Interviewee: Yes, it is.	
167	Interviewer: Great. Also, may I record this interview?	
168	Interviewee: NO.	
169	Interviewer: Great, so let us first talk about your background. Where are you from?	
170	Interviewee: Taiwan.	
171	Interviewer: Okay, cool. So where do you live currently?	
172	Interviewee: I live in Tainan, Taiwan now.	Tainan city
173	Interviewer: Okay, Thank you. Could you tell me about yourself?	
174	Interviewee: I am 38-years old Taiwan guy from Tainan.	38 years
175	I am Working in in this sector for more than 10 years.	10 years' Experience
176	Nationality: Taiwan, Tainan City	
177	Gender: Male	Male
178	Position: Principal and Owner (trader)	Owner
179	Occupation: Trader	
180	Education: BA	BA
181	Type of Business: Mobile Shop	Mobile Shop
182	Interviewer: Well, what is business innovation for you?	

183	Interviewee: Innovation is not only creating a new thing but, providing in a separate way also innovation business. Innovative business helps us do things better than we currently can. An innovation is the creation of a new or significantly improved service or product. This could mean changes in the quality or intended uses of the product, including changes in its technical specifications, components, or other functional characteristics.	providing in a separate way also innovation business, Innovative business helps us do things better than we currently can, the creation of a new or significantly improved service or product, changes in the quality or intended uses of the product
184	Interviewer: Ok, so you are producing Business Innovation.	
185	Interviewee: Yes, I have a mobile trade sector that operates in different manner. Innovations are important for achieving marketing goals, such as improving product quality, lowering manufacturing costs, increasing market share, opening new markets, and increasing flexibility. Our companies can benefit from innovation goods/services in terms of growth and expansion into new markets, as well as gaining an advantage over competitors.	operates in different manner, improving product quality, lowering manufacturing costs, growth, and expansion into new markets
186	Interviewer: How long have you working this Business?	
187	Interviewee: Oh, I have been in Taiwan for about more than 10 years.	
188	Interviewer: could you have experience (National and International) company?	
189	Interviewee: I have been working in family business, the trade business does not need more experience, but I have experience during my family business. This gives me wonderful opportunity how to manage all activities of the business.	Highly help me to succeed in business
190	Interviewer: What is Contribution of Entrepreneurial orientation for the innovation success?	
191	Interviewee: An entrepreneurial orientation requires setting up a good market perception in different sectors of the organization and creating a mood that is appropriate to every activity. Entrepreneurial orientation is beneficial for innovation success because it provides detailed information on business management, strategic planning, financial requirements and management, and human resources management.	setting up a good market perception, creating a mood, provides detailed information on business management, strategic planning
192	Interviewer: So, what do you think the importance of education, experience, and technical capability in enhancing a firm's innovative success?	
193	Interviewee: Education: I attended electrical engineering from the university which highly help me to succeed in business. Having education is influencing the achievement of innovative success.	To the achievement
194	Past work experience: I have a lot of experience in other business of family which encourage me to produce new commercial market. Even if my experience is not related to Mobile trade, my previous work experience helped me to succeed in certain aspects of my business. The experience was extremely useful in helping him to diversify into new product areas to achieve growth.	encourage me to produce new commercial market
195	Technical capability experience: Yes, having the right technical skills can help you be more successful with your innovation efforts. I learned Engineering and I have technical skills on hardware and software application. This makes more successful my Business Innovation. Workers' experience and technical skills have a substantial impact on their innovation success.	technical skills have a substantial impact
196	Interviewer: Oh Really, nice. What do you think about the role of networks ties (outside and inside the cluster) in innovation success?	

197	Interviewee: Yes, a strong network of preliminary company resources is important, especially for the trade sectors without network with outside it is impossible. I have linkage from inside of the country customers and suppliers and international company network available. Owners of small businesses say that I learn effectively from local and nearby sources because I work well with others to share resources and market knowledge, and because I use efficient delivery and distribution systems to reduce costs. I make external relationships with other organizations to gain access to new markets, increase market power, transform competition, share research, and spend, and reduce risk. I am building a closed social network to transform my innovation by adding innovative ideas, other companies' strategies, access to assets they might not have been able to achieve on their own, and valuable knowledge to local information.	use efficient delivery and distribution systems to reduce costs, to gain access to new markets, increase market power, transform competition, share research, and spend, and reduce risk
198	Interviewer: What proactiveness and risk-taking behaviors do mean? Are they important for enhancing innovation success in your firm?	
199	Interviewee: Risk-taking is the tendency to take bold actions, such as entering unknown new markets, investing most of your resources in businesses with uncertain outcomes, and/or borrowing heavily. Always in business calculated risk will be accepted. Risk-taking is making decisions and acting without certain knowledge of the outcomes,' sometimes taking risk is good, but substantial risk is difficult. Also, it is difficult to become an entrepreneur if I cannot take risks and if I do not want my business to get ahead of future competition.	being a moving in advance a head, pursuing new opportunities and participating in developing markets.
200	proactiveness behaviors as being a moving in advance a head, pursuing new opportunities s and participating in developing markets. proactiveness is being active rather than reactive to their environment t, compete aggressively and being a leader rather than a follower in the market.	being active rather than reactive to their environment, compete aggressively and being a leader rather than a follower in the market.
201	Interviewer: What is Contribution of Marketing Information for the innovation success?	
202	Interviewee: Acquiring market information is the way of collecting information through any methods, such as meetings and discussions with customers and trade partners. information can be gathered through methods in which all members of the product development team or workers come in direct contact with the customer and observe the products of other enterprises. marketing information is key for the success of the business and to win your competitors it is best option you must have. Before I set my price to sell and buy, I am going to gather the information directly and indirectly from dissimilar sources.	the way of collecting information, set my price to sell and buy
203	5. Interviewee (Construction)	
204	Interview #5	
205	Interviewer: Abebe Asfawu	
206	Respondent: Construction Manager	
207	Conducted on: 11.40.17	
208	Total Interview Time: 29 Minutes 15 Seconds	Duration of Interview

209	Interviewer: Hello, thank you for participating in this interview. So, I think... let us begin. I am Abebe Asfawu (PhD student of NCKU). Firstly, I would like to appreciate your willingness. I am conducting a study on “Determinants of Innovation Success of SME.” The general aim of the study is to understand of major determinants of innovative success of small to medium enterprises. Therefore, your genuine contribution by giving correct information is highly valuable in achieving the aim of this research. The information collected from you was be kept confidential. Thus, please feel free to convey the required information honestly. Participating in this survey is voluntary, but it will be immensely helpful to receive your response.	Introduction
210	Do you have any questions about this conversation?	
211	I genuinely appreciate your help in supplying important insights related to this topic.	
212	We will need around 20-30 minutes for this interview. Is that okay with you?	
213	Interviewee: Yes, it is.	
214	Interviewer: Great. Also, may I record this interview?	
215	Interviewee: NO.	
216	Interviewer: Great, so let us first talk about your background. Where are you from?	
217	Interviewee: Taiwan.	
218	Interviewer: Okay, cool. So where do you live currently?	
219	Interviewee: I live in Tainan, Taiwan now.	Tainan city
220	Interviewer: Okay, cool. Could you tell me about yourself?	
221	Interviewee: I am 45-years old Taiwan guy from Tainan, Taiwan.	45 years
222	I am Working in Construction for 12 years.	12 years' experience
223	Nationality: Taiwan, Tainan City	
224	Gender: Male	male
225	Position: Manager and owner of (Meng Hui Construction Co Ltd)	manager
226	Occupation: Manager of Meng Hui Construction Co Ltd	
227	Education: BA	BA
228	Type of Business: Meng Hui Construction Co Ltd (Construction)	
229	Interviewer: Well, what is business innovation for you?	
230	Interviewee: Thank you for your study on this issue. Business innovation is technical skills that allow us to do things better than what is currently available means that bringing a new business with new delivery to the customers. An innovation is the introduction of a new or improved product that has significant benefits for its characteristics or intended use. This could include improvements in the product's technical specifications, components, or other functional features and bringing new products or services.	technical skills that allow us to do things better than what is currently available, the introduction of a new or improved product that has significant benefits, improvements in the product's technical specifications,
231	Interviewer: Ok, could you have any Business Innovation?	
232	Interviewee: Yes, I have a construction company called Meng Hui Construction Co Ltd. Innovation is important for a variety of reasons, including improving service quality, reducing production costs, increasing market share, and creating new markets. Innovative business can help the company grow and expand its reach into new markets and can also give you a strategic advantage over your competitors. So, innovative business can help the owners to being competitive in every aspect.	improving service quality, reducing production costs, increasing market share, and creating new markets, grow and expand its reach into new markets
233	Interviewer: How long have you working this Business?	
234	Interviewee: Oh, I have been in Taiwan for about twelve years.	

235	Interviewer: could you have experience (National and International) company?	
236	Interviewee: Yes, I have been working in different construction company for an extended period. But this construction company is different from others in terms of production quality, capacity and service delivered.	increase production quality, capacity and service delivered.
237	Interviewer: What is Contribution of Entrepreneurial orientation for the innovation success?	
238	Interviewee: entrepreneurial orientation having knowhow about the service and products in related to the company. This information can help you understand the management of business, prepare a strategic plan, understand financial requirements, and manage human resources. Frankly speaking Entrepreneurial orientation help me to know the detail activities of the business starting from planning to Managing the business.	having knowhow about the service and products in related to the company, help you understand the management of business, prepare a strategic plan, understand financial requirements, to know the detail activities of the business starting from planning to Managing the business.
239	Interviewer: Nice, what do you think the importance of education, experience, and technical capability in enhancing a firm's innovative success?	
240	Interviewee: Education: yes, Education is especially important, and I have benefited from my education which is related to my work of area specially engineering course. the course I have taken is related to the needs of my small businesses to satisfy their needs and bring new product. I understand how to lead, plan, calculate cost benefit analysis.	to satisfy their needs and bring new product, understand how to lead, plan, calculate cost benefit analysis.
241	Past work experience: I acknowledge that the experience had a positive impact in successfulness certain aspects of the new product and services. I agree my experience was extremely useful.	
242	Technical capability experience: The question innovative a technical capability has effect on their innovative success is yes. the technical capabilities by itself have direct effect on innovative success. I am practicing construction individually before I started this business.	effect on their innovative success is yes
243	Interviewer: Oh, nice. What do you think about the role of networks ties (outside and inside the cluster) in innovation success?	
244	Interviewee: The strong network of firms is especially important to my business, helping us stay ahead of our competitors and bringing in vital raw materials and new customers. I make external interactions to gain access to new markets, increase my power in the market, alter competition, and share research and expenses. In doing so, I reduce risks. I create a social network with other companies to learn latest ideas and strategies and to access valuable assets they could not have achieved alone. I have linkage with government bodies, national and international companies.	gain access to new markets, increase my power in the market, alter competition, and share research and expenses.
245	Interviewer: What proactiveness and risk-taking behaviors do mean? Are they important for enhancing innovation success in your firm?	
246	Interviewee: The tendency to take risks is a way of engaging in bold actions, such as venturing into new markets, investing heavily in ventures with uncertain outcomes, and borrowing money. Especially my business has considerable risk and high profit because of related to the inflation of materials. It is hard to become an entrepreneur you must take the risk. Being initiative-taking will allow you to take advantage of new opportunities and develop new markets. Being initiative-taking means being active in facing challenges, competing aggressively, and leading the way in the market.	engaging in bold actions, take advantage of new opportunities, leading the way in the market
247	proactiveness behaviors thinking and performing every activity in advance. I am going through all difficult and challenging way.	

248	proactiveness behaviors a first mover in every aspect of activity. So being proactiveness is nice for business and to overwin on competitors. being leader rather than a follower in the market.	
249	Interviewer: What is Contribution of Marketing Information for the innovation success?	
250	Interviewee: to compete for bid the marketing information play key role. Without marketing information, it is difficult win over competitors. In addition to pursuing new opportunities and participating in developing markets, proactiveness behaviors can also be seen as being a first mover. Being initiative-taking means being active and responding to events in an initiative-taking way, rather than reacting to them. Competing aggressively and being a leader in the market are also important aspects of being initiative-taking.	Compete for bid the marketing information
251		
252	6. Interviewee (Construction material, Wal Heng Industrial Co., Ltd)	
253	Interview #6	
254	Interviewer: Abebe Asfawu	
255	Respondent: Construction material Manager	
256	Conducted on 12.40.17	
257	Total Interview Time: 32 Minutes 15 Seconds	duration of interview
258	Interviewer: Hello, thank you for participating in this interview. So, I think.... let us begin. I am Abebe Asfawu (PhD student of NCKU). Firstly, I would like to appreciate your willingness. I am conducting a study on “Determinants of Innovation Success of SME.” The general aim of the study is to understand of major determinants of innovative success of small to medium enterprises. Therefore, your genuine contribution by giving correct information is highly valuable in achieving the aim of this research. The information collected from you was be kept confidential. Thus, please feel free to convey the required information honestly. Participating in this survey is voluntary, but it will be immensely helpful to receive your response.	Introduction
259	Do you have any questions about this conversation?	
260	I genuinely appreciate your help in supplying important insights related to this topic.	
261	We will need around 20-30 minutes for this interview. Is that okay with you?	
262	Interviewee: Yes, it is.	
263	Interviewer: Great. Also, may I record this interview?	
264	Interviewee: NO.	
265	Interviewer: Great, so let us first talk about your background. Where are you from?	
266	Interviewee: Taiwan.	
267	Interviewer: Okay, cool. So where do you live currently?	
268	Interviewee: I live in Tainan, Taiwan now.	
269	Interviewer: Okay, cool. Could you tell me about yourself?	
270	Interviewee: I am 40-years old Taiwan.	40 years
271	I am Working in construction material sector for 11 years.	11 years' experience
272	Nationality: Taiwan, Tainan City	Tainan city
273	Gender: Male	male
274	Position: Manager Construction material, Wal Heng Industrial Co., Ltd	manager
275	Occupation: Manager	

276	Education: MA	MA
277	Type of Business: Construction material, Wal Heng Industrial Co., Ltd	Type of business
278	Interviewer: Well, what is business innovation for you?	
279	Interviewee: Innovation is a body of knowledge that helps us do things better than we currently can or providing services in best way. An innovation is the creation of a new or significantly improved service delivered to customers.	body of knowledge that helps us do things better than we currently can, creation of a new or significantly improved service delivered to customers.
280	Interviewer: Ok, so you are producing Business Innovation.	
281	Interviewee: Yes, I have a Construction material, Wal Heng Industrial Co., Ltd that operates in construction material which is modified in design and type manner. Innovations are important for achieving production and marketing goals, such as improving product quality, lowering manufacturing costs, increasing market share, opening new markets, and increasing flexibility. Our companies can benefit from innovation goods/services in terms of growth and expansion into new markets, as well as gaining an advantage over competitors.	improving product quality, lowering manufacturing costs, increasing market share, growth and expansion into new markets
282	Interviewer: How long have you working this Business?	
283	Interviewee: Oh, I have been in Taiwan for about 11 years.	
284	Interviewer: could you have experience (National and International) company?	
285	Interviewee: I have experience in national and international company. I have working in industry in other industry for 9 years of company, which may help me to start this business. Having experience related to your company work is highly recommendable as to me to start business.	help me to start this business
286	Interviewer: What is Contribution of Entrepreneurial orientation for the innovation success?	
287	Interviewee: An entrepreneurial orientation about getting overall information about the entrepreneurship that requires setting up a good market perception in different sectors of the organization and creating a mood that is appropriate to every activity. Entrepreneurial orientation is beneficial for innovation success because it provides detailed information on business management, strategic planning, financial requirements and management, and human resources management.	getting overall information about, creating a mood that is appropriate to every activity, provides detailed information on business management, strategic planning
288	Interviewer: So, what do you think the importance of education, experience, and technical capability in enhancing a firm's innovative success?	
289	Interviewee: Education: I attended university which highly help me to succeed in business. Not only having good education not sufficient. It needs initiation and proactiveness.my education help for my business success.	succeed in certain aspects of our new product, helping him to diversify into new product areas to achieve growth.
290	Past work experience: I have almost 9 years' experience in different countries including Taiwan experience. My previous work experience helped me to succeed in certain aspects of our new product. I am starting a business that is remarkably like the one I previously worked for. The experience was extremely useful in helping him to diversify into new product areas to achieve growth.	experience helped me to succeed in certain aspects of our new product.

291	Technical capability experience: Yes, having the right technical skills can help me more successful with your innovation efforts. Workers' experience and technical skills have a substantial impact on their innovation success. When I was in industry, I have generated more technical capability experience which really help me for the success of this business.	help me more successful with your innovation efforts
292	Interviewer: Oh, Nice. What do you think about the role of networks ties (outside and inside the cluster) in innovation success?	
293	Interviewee: Yes, a strong network of preliminary company resources is important, for all company network ties are mandatory but my company have strong network and linkage with internally and externally. I make external relationships with other organizations to gain access to new markets, increase market power, transform competition, share research, and spend, and reduce risk. I am building a closed social network to transform my innovation by adding innovative ideas, other companies' strategies, access to assets they might not have been able to achieve on their own, and valuable knowledge to local information.	to gain access to new markets, increase market power, transform competition, share research, and spend, and reduce risk, to transforms my innovation by adding innovative ideas, access to assets they might, and valuable knowledge to local information.
294	Interviewer: What proactiveness and risk-taking behaviors do mean? Are they important for enhancing innovation success in your firm?	
295	Interviewee: Risk-taking is the tendency to take bold actions, such as venturing into unknown new markets, investing most of your resources in businesses with uncertain outcomes, and/or borrowing heavily and decide to be investing for unknown outcome. Risk-taking is making decisions and acting without certain knowledge of the outcomes, but substantial risk is difficult. Also, it is difficult to become an entrepreneur if I cannot take risks and if I do not want my business to get ahead of future competition.	tendency to take bold actions, such as venturing into unknown new markets, being leader rather than a follower in the market
296	Interviewer: What is Contribution of Marketing Information for the innovation success?	
297	Interviewee: Acquiring market information is the way of collecting information through any methods, such as meetings and discussions with customers and trade partners. For example, information can be gathered through methods in which all members of the product development team or workers come in direct contact with the customer and observe the products of other enterprises. One of the major difficulties for small businesses when acquiring market information about new products is that it can be difficult for customers to predict what they will think about the new product.	The way of collecting information, acquiring market information about new products
298	7. Interviewee (Plastic Products, Hsinpow Machinery Co., Ltd)	
299	Interview #7	
300	Interviewer: Abebe Asfawu	
301	Respondent: Plastic products Manager	
302	Conducted on: 13.40.10	
303	Total Interview Time: 29 Minutes 15 Seconds	duration of interview
304	Interviewer: Hello, thank you for participating in this interview. So, I think.... let us begin. I am Abebe Asfawu (PhD student of NCKU). Firstly, I would like to appreciate your willingness. I am conducting a study on “Determinants of Innovation Success of SME.” The general aim of the study is to understand of major determinants of innovative success of small to medium enterprises. Therefore, your genuine contribution by giving correct information is highly valuable in achieving the aim of this research. The information collected from you was be kept confidential. Thus, please feel free to convey the required information honestly. Participating in this survey is voluntary, but it will be immensely helpful to receive your response.	Introduction

305	Do you have any questions about this conversation?	
306	I genuinely appreciate your help in supplying important insights related to this topic.	
307	We will need around 20-30 minutes for this interview. Is that okay with you?	
308	Interviewee: Yes, it is.	
309	Interviewer: Great. Also, may I record this interview?	
310	Interviewee: NO.	
311	Interviewer: Great, so let us first talk about your background. Where are you from?	
312	Interviewee: Taiwan.	
313	Interviewer: Okay, cool. So where do you live currently?	
314	Interviewee: I live in Tainan, Taiwan now.	
315	Interviewer: Okay, cool. Could you tell me about yourself?	
316	Interviewee: I am 48-years old guy from Tainan, Taiwan.	48 years
317	I am Working in sector for 13 years.	13 years
318	Nationality: Taiwan, Tainan City	Tainan city
319	Gender: Male	male
320	Position: Manager of Plastic Products, Hsinpow Machinery Co., Ltd	sector
321	Occupation: Manager	
322	Education: MA	MA
323	Type of Business: Plastic Products, Hsinpow Machinery Co., Ltd	
324	Interviewer: Well, what is business innovation for you?	
325	Interviewee: Thank you for asking me on the idea of Innovation. An innovation is the introduction of a new or improved product that has significant benefits for its characteristics or intended use. It is about introducing new products or providing services in separate ways. This could include improvements in the product's technical specifications, components, or other functional features.	introduction of a new or improved product, improvements in the product's technical specifications, components, or other functional features.
326	Interviewer: Ok, could you have any Business Innovation?	
327	Interviewee: Yes, I have a company called Plastic Products, Hsinpow Machinery Co., Ltd. Innovation is important for a variety of reasons, including improving service quality, reducing production costs, increasing market share, and creating new markets. It is also important for companies to be able to adapt more easily to changing markets. Innovation products can help your company grow and expand its reach into new markets and can also give you a strategic advantage over your competitors. I started to produce plastics products which will be different in design and make consideration of green supply chain management.	improving service quality, reducing production costs, increasing market share, and creating new markets, grow and expand its reach into new markets
328	Interviewer: How long have you working this Business?	
329	Interviewee: Oh, I have been in Taiwan for about thirteen years.	13 years
330	Interviewer: could you have experience (National and International) company?	
331	Interviewee: Yes, I have been working in different Plastic Products company for an extended period. But my plastics company is different from others in terms of production quality and items of product which is highly considering for environment.	company is different from others in terms of production quality
332	Interviewer: What is Contribution of Entrepreneurial orientation for the innovation success?	

333	Interviewee: well, Entrepreneurial orientation is about to know how or information about the operation of enterprise. Creating an entrepreneurial orientation requires creating a favourable perception from customers in various parts of the organization and creating a mood that is in tune with the changing environment. This information can help you understand the management of business, prepare a strategic plan, understand financial requirements, and manage human resources. Entrepreneurial orientation is very necessary and important to determine the cost and benefit of the organization.	about to know how or information about the operation of enterprise, creating a favourable perception from customers, creating a mood that is in tune, understand the management of business, prepare a strategic plan,
334	Interviewer: Nice, what do you think the importance of education, experience, and technical capability in enhancing a firm's innovative success?	
335	Interviewee: Education: yes, Education is especially important, and I might have lost some customers due to this before and my new services had not enough customers. the course I have taken is related to the needs of my small businesses to satisfy their needs and bring new product.	small businesses to satisfy their needs and bring new product.
336	Past work experience: I acknowledge that the experience had a positive impact in successfulness certain aspects of the new product and services. I agree my experience was extremely useful.	successfulness certain aspects of the new product and services
337	Technical capability experience: The question innovative a technical capability has effect on their innovative success is yes. the technical capabilities by itself have direct effect on innovative success.	yes
338	Interviewer: Oh, nice. What do you think about the role of networks ties (outside and inside the cluster) in innovation success?	
339	Interviewee: The strong network of firms is especially important to my business, helping us stay ahead of our competitors and bringing in vital raw materials and new customers. I learn effectively from local and proximate sources because I work efficiently to share resources, market wisdom, and reduce costs by coordinating coordination efforts and minimizing partner opportunism. I make external interactions to gain access to new markets, increase my power in the market, alter competition, and share research and expenses. In doing so, I reduce risks. I create a social network with other companies to learn latest ideas and strategies and to access valuable assets they could not have achieved alone. I make external relations with outside of the cluster (our location boarder) to gaining access to new markets, increasing power in the market, altering competition, sharing research and expenses, and reducing risks.	bringing in vital raw materials and new customers, work efficiently to share resources, market wisdom, and reduce costs by coordinating coordination efforts and minimizing partner opportunism. interactions to gain access to new markets, increase my power in the market
340	Interviewer: What proactiveness and risk-taking behaviors do mean? Are they important for enhancing innovation success in your firm?	
341	Interviewee: The tendency to take risks is a way of engaging in bold actions, such as venturing into new markets, investing heavily in ventures with uncertain outcomes, and borrowing money. It is hard to become an entrepreneur if you do not have the risk-taking skills and your company does not want to be prepared for future competition. Being initiative-taking will allow you to take advantage of new opportunities and develop new markets. Being initiative-taking means being active in facing challenges, competing aggressively, and leading the way in the market.	advantage of new opportunities and develop new markets. Being initiative-taking means being active in facing challenges, competing aggressively, and leading the way in the market.
342	Interviewer: What is Contribution of Marketing Information for the innovation success?	

343	Interviewee: In addition to pursuing new opportunities and participating in developing markets, proactiveness behaviors can also be seen as being a first mover. Being initiative-taking means being active and responding to events in an initiative-taking way, rather than reacting to them. Competing aggressively and being a leader in the market are also important aspects of being initiative-taking.	pursuing new opportunities and participating in developing markets
344	8. Interviewee (Hotel)	
345	Interview #8	
346	Interviewer: Abebe Asfawu	
347	Respondent: Hotel Manager and owner	
348	Conducted on: 14.30.10	
349	Total Interview Time: 35 Minutes 10 Seconds	duration of interview
350	Interviewer: Hello, thank you for participating in this interview. So, I think... let us begin. I am Abebe Asfawu (PhD student of NCKU). Firstly, I would like to appreciate your willingness. I am conducting a study on “Determinants of Innovation Success of SME.” The general aim of the study is to understand of major determinants of innovative success of small to medium enterprises. Therefore, your genuine contribution by giving correct information is highly valuable in achieving the aim of this research. The information collected from you was be kept confidential. Thus, please feel free to convey the required information honestly. Participating in this survey is voluntary, but it will be immensely helpful to receive your response.	Introduction
351	Do you have any questions about this conversation?	
352	I genuinely appreciate your help in supplying important insights related to this topic.	
353	We will need around 20-30 minutes for this interview. Is that okay with you?	
354	Interviewee: Yes, it is.	
355	Interviewer: Great. Also, may I record this interview?	
356	Interviewee: NO.	
357	Interviewer: Great, so let us first talk about your background. Where are you from?	
358	Interviewee: Taiwan.	
359	Interviewer: Okay, cool. So where do you live currently?	
360	Interviewee: I live in Tainan, Taiwan now.	
361	Interviewer: Okay, cool. Could you tell me about yourself?	
362	Interviewee: I am 36-years old Taiwan guy from Tainan, Taiwan.	36 years
363	I am Working in sector for 6 years.	6 years related exp.
364	Nationality: Taiwan, Tainan City	Tainan city
365	Gender: Male	male
366	Position: Manager and owner of hotel	owner
367	Occupation: Manager	
368	Education: High School complete	High school
369	Type of Business: Hotel Business (family business)	
370	Interviewer: Well, what is business innovation for you?	

371	Interviewee: This comes with a certain set of technical skills that allow us to do things better than what is currently available. An innovation is the introduction of a new or improved product that has significant benefits for its characteristics or intended use. This could include improvements in the product's technical specifications, components, or other functional features.	certain set of technical skills that allow us to do things better than, the introduction of a new or improved product that has significant benefits, improvements in the product's technical specifications
372	Interviewer: Ok, could you have any Business Innovation?	
373	Interviewee: Yes, I have a hotel. It is also important for companies to be able to adapt more easily to changing markets. Innovation products can help your company grow and expand its reach into new markets and can also give you a strategic advantage over your competitors.	adapt more easily to changing markets, expand its reach into new markets
374	Interviewer: How long have you working this Business?	
375	Interviewee: Oh, I have been working about 6 years.	
376	Interviewer: could you have experience (National and International) company?	
377	Interviewee: Yes, I have been working only this business.	
378	Interviewer: What is Contribution of Entrepreneurial orientation for the innovation success?	
379	Interviewee: Creating an entrepreneurial orientation requires creating a favourable perception from customers in various parts of the organization and creating a mood that is in tune with the changing environment. It is important to have an entrepreneurial orientation when it comes to innovation success. This information can help you understand the management of business, prepare a strategic plan, understand financial requirements, and manage human resources. entrepreneurship orientation refers to its considering customers in market as highly valuable through innovation and the creation of products, processes and strategies that satisfy needs of customers.	creating a favourable perception, creating a mood, understand the management of business, prepare a strategic plan, understand financial requirements, creation of products, processes, and strategies
380	Interviewer: Nice, what do you think the importance of education, experience, and technical capability in enhancing a firm's innovative success?	
381	Interviewee: Education: yes, Education may be important, but in case my business it does not bring any problem. I am running my business effectively with help of my father. I have learnt only until high school, I have not received any training from anybody, but I have a good knowledge of what I must do, I have learnt by doing it.	have a good knowledge of what I must do
382	Past work experience: I acknowledge that the experience had may bring successfulness certain aspects of the new product and services. But I have not any experience before, the business itself is my family business.	bring successfulness certain aspects of the new product
383	Technical capability experience: no, from my side the technical capabilities by itself have no direct effect on innovative success. The only way is ability to managing your human resource and know the needs of customers.	ability to managing your human resource and know
384	Interviewer: Oh, nice. What do you think about the role of networks ties (outside and inside the cluster) in innovation success?	
385	Interviewee: The network of firms is important to my business because hotel business is customer oriented it needs the networks for suppling raw materials and sell the products. I make external interactions to gain access to new markets, increase my power in the market, alter competition, and share research and expenses. In doing so, I reduce risks. I create a social network with other companies to learn latest ideas and strategies and to access valuable assets they could not have achieved alone.	to gain access to new markets, increase my power in the market, alter competition, and share research and expenses.

386	Interviewer: What proactiveness and risk-taking behaviors do mean? Are they important for enhancing innovation success in your firm?	
387	Interviewee: yes, taking risks is mandatory in business but the risks are different from business to business. My business risk is not that much serious risk but there is risk. It is hard to become an entrepreneur if you do not have the risk-taking skills and your company does not want to be prepared for future competition. Being initiative-taking will allow you to take advantage of new opportunities and develop new markets. Being initiative-taking means being active in facing challenges, competing aggressively, and leading the way in the market. I am not willing to take high risks, but well calculated ones. for example, I choose a low-risk marketing activity to advertise their product such as social media.	to take advantage of new opportunities, develop new markets, being active in facing challenges, competing aggressively, and leading the way in the market.
388	Interviewer: What is Contribution of Marketing Information for the innovation success?	
389	Interviewee: marketing information is good for business to decide your price, market, any activities. In addition to pursuing new opportunities and participating in developing markets, proactiveness behaviors can also be seen as being a first mover. Being initiative-taking means being active and responding to events in an initiative-taking way, rather than reacting to them. Competing aggressively and being a leader in the market are also important aspects of being initiative-taking.	good for business to decide your price, market, any activities,
390	9. Interviewee (Trade)	
391	Interview #9	
392	Interviewer: Abebe Asfawu	
393	Respondent: Trade Owner	
394	Conducted on: 17.30.10	
395	Total Interview Time: 27 Minutes 10 Seconds	duration of interview
396	Interviewer: Hello, thank you for participating in this interview. So, I think.... let us begin. I am Abebe Asfawu (PhD student of NCKU). Firstly, I would like to appreciate your willingness. I am conducting a study on “Determinants of Innovation Success of SME.” The general aim of the study is to understand of major determinants of innovative success of small to medium enterprises. Therefore, your genuine contribution by giving correct information is highly valuable in achieving the aim of this research. The information collected from you was be kept confidential. Thus, please feel free to convey the required information honestly. Participating in this survey is voluntary, but it will be immensely helpful to receive your response.	
397	Do you have any questions about this conversation?	
398	I genuinely appreciate your help in supplying important insights related to this topic.	
399	We will need around 20-30 minutes for this interview. Is that okay with you?	
400	Interviewee: Yes, it is.	
401	Interviewer: Great. Also, may I record this interview?	
402	Interviewee: NO.	
403	Interviewer: Great, so let us first talk about your background. Where are you from?	
404	Interviewee: Taiwan.	
405	Interviewer: Okay, cool. So where do you live currently?	
406	Interviewee: I live in Tainan, Taiwan now.	
407	Interviewer: Okay, cool. Could you tell me about yourself?	
408	Interviewee: I am 33-years old Taiwan guy from Tainan, Taiwan.	33 years

409	I am Working in education sector for 5 years.	5 years
410	Nationality: Taiwan, Tainan City	Tainan city
411	Gender: Male	Male
412	Position: Owner (trader)	Trader
413	Occupation: Trader	
414	Education: College	College
415	Type of Business: stationary	stationary
416	Interviewer: Well, what is business innovation for you?	
417	Interviewee: Innovation is a body of knowledge that helps us do things better than others. An innovation is the creation of a new or significantly improved service or product.	body of knowledge that helps us do things better than others, significantly improved service, or product.
418	Interviewer: Ok, so you have innovative Business?	
419	Interviewee: Yes, I have a stationary sector that operates multipurpose.	
420	my companies can benefit from this innovation goods/services in terms of growth and expansion into new markets, as well as gaining an advantage over competitors.	help your company grow and expand its reach into new markets
421	Interviewer: How long have you working this Business?	
422	Interviewee: Oh, I have been in Taiwan for about 5 years.	
423	Interviewer: could you have experience (National and International) company?	
424	Interviewee: I have not experience before. Which highly bringing my success to this level because I have many experiences how to manage customers and create innovative ideas.	experiences help create innovative ideas.
425	Interviewer: What is Contribution of Entrepreneurial orientation for the innovation success?	
426	Interviewee: Entrepreneurial orientation is beneficial for innovation success because it provides detailed information on business management, strategic planning, financial requirements and management, and human resources management. I have received Entrepreneurial orientation from government body. I benefited from the orientation.	detailed information on business management, strategic planning, financial requirements
427	Interviewer: So, what do you think the importance of education, experience, and technical capability in enhancing a firm's innovative success?	
428	Interviewee: Education: I attended college degree in university. Education is particularly good for the business specially to provide best service and attract the customers. Education is in parallel to experience it bring success to the business.	to provide best service and attract the customers
429	Past work experience: My previous work experience not related to this work. I am starting a business which is demanded by the customers 5 years ago.	
430	Technical capability experience: Yes, having the right technical skills can help you be more successful with your innovation efforts. But my work does not need any technical knowledge, but it is productive business. But Workers' experience and technical skills have a substantial impact on their innovation success.	technical skills can help you be more successful with your innovation
431	Interviewer: Oh, Nice. What do you think about the role of networks ties (outside and inside the cluster) in innovation success?	

432	Interviewee: Yes, a strong network useful for every business and the same thing for my business. I make external relationships with other organizations to gain access to new markets, increase market power, transform competition. I am building a social network to transform my innovation by adding innovative ideas.	to gain access to new markets, increase market power, transform competition, by adding innovative ideas.
433	Interviewer: What proactiveness and risk-taking behaviors do mean? Are they important for enhancing innovation success in your firm?	
434	Interviewee: Risk-taking is not an easy word. At start up talking risks are mandatory. I did the same thing. substantial risk is difficult. Also, it is difficult to become an entrepreneur if I cannot take risks and if I do not want my business to get ahead of future competition.	get ahead of future competition.
435	Interviewer: What is Contribution of Marketing Information for the innovation success?	
436	Interviewee: market information is the way of collecting information through any methods, such as simple meetings and informal communication with customers and trade partners. One of the major difficulties for small businesses when acquiring market information about new products is that it can be difficult for customers to predict what they will think about the new product.	way of collecting information through any methods, acquiring market information about new products
439	10. Interviewee (Wood Manufacturing)	
440	Interview #10	
441	Interviewer: Abebe Asfawu	
442	Respondent: Wood Manufacturing owner	
443	Conducted on: 17.10.10	
444	Total Interview Time: 25 Minutes 10 Seconds	duration of interview
445	Interviewer: Hello, thank you for participating in this interview. So, I think.... let us begin. I am Abebe Asfawu (PhD student of NCKU). Firstly, I would like to appreciate your willingness. I am conducting a study on “Determinants of Innovation Success of SME.” The general aim of the study is to understand of major determinants of innovative success of small to medium enterprises. Therefore, your genuine contribution by giving correct information is highly valuable in achieving the aim of this research. The information collected from you was be kept confidential. Thus, please feel free to convey the required information honestly. Participating in this survey is voluntary, but it will be immensely helpful to receive your response.	Introduction
446	Do you have any questions about this conversation?	
447	I genuinely appreciate your help in supplying important insights related to this topic.	
448	We will need around 20-30 minutes for this interview. Is that okay with you?	
449	Interviewee: Yes, it is.	
450	Interviewer: Great. Also, may I record this interview?	
451	Interviewee: NO.	
452	Interviewer: Great, so let us first talk about your background. Where are you from?	
453	Interviewee: Taiwan.	
454	Interviewer: Okay, cool. So where do you live currently?	
455	Interviewee: I live in Tainan, Taiwan now.	Tainan
456	Interviewer: Okay, cool. Could you tell me about yourself?	
457	Interviewee: I am 44-years old Taiwan guy from Tainan, Taiwan.	44 years
458	I am Working in sector for 16 years.	16 years

459	Nationality: Taiwan, Tainan City	
460	Gender: Male	Male
461	Position: Manager and owner of Wood Manufacturing	manager
462	Occupation: Wood Manufacturing manager	wood
463	Education: BA	BA
464	Type of Business: Wood Manufacturing	
465	Interviewer: Well, may I ask what business innovation for you is?	
466	Interviewee: innovation consists of certain technical knowledge about how the things can be done in unique way. product innovation is the introduction of a good that is modern design, specification which fulfil the customers need.	certain technical knowledge about how the things can be done in unique way, the introduction of a good that is modern design, specification which fulfil the customers need.
467	Interviewer: Ok, so are involved to Business Innovation?	
468	Interviewee: Yes, I just have Wood Manufacturing. Which operated in modern design and new product. Innovation products is good to present opportunities for our firms in terms of growth and expansion into new areas as well as allow firms to gain competitive advantage.	growth and expansion into new markets
469	Interviewer: How long have you working this Business?	
470	Interviewee: Oh, I have been in Taiwan for about 16 years.	
471	Interviewer: could you have experience (National and International) company here before, right?	
472	Interviewee: Yes, I have been working in different Wood Manufacturing for an extended period. But this Wood and Metal Manufacturing is different from others in terms of production quality.	different from others in terms of production quality.
473	Interviewer: What is Contribution of Entrepreneurial orientation for the innovation success?	
474	Interviewee: uhhhh, Entrepreneurial orientation for the innovation success useful to know how I plan overall the activities of the business about the management of business, strategic plan preparation, finance requirement and management, Human resource management.	plan overall the activities of the business about the management of business, strategic plan preparation, finance requirement and management, Human resource management
475	Interviewer: Nice, what do you think the importance of education, experience, and technical capability in enhancing a firm's innovative success?	
476	Interviewee: Education: No, Education may be important but for my case college education is not that much significant technical experience is good.	Good
477	Past work experience: I acknowledge that the experience had profound influence on my business how the wood can be manufactured, and distinctive design will be made. I agree my experience was extremely useful.	helpful
478	Technical capability experience: the technical capabilities by itself have direct effect on innovative success. I have technical capability of wood manufacturing and brings good thing for the success of my Business.	helpful
479	Interviewer: Oh, nice. What do you think about the role of networks ties (outside and inside the cluster) in innovation success?	

480	Interviewee: I have network with external and internal. I make external relations with outside of the cluster to gaining access to new markets, increasing power in the market, altering competition. I create social network with outside of the boarders to change my innovation by taking new idea, strategies from other firms, access to assets they could hardly have achieved alone and to add valuable knowledge on the local information.	to gaining access to new markets, increasing power in the market, altering competition
481	Interviewer: What proactiveness and risk-taking behaviors do mean? Are they important for enhancing innovation success in your firm?	
482	Interviewee: taking risks and be proactiveness unquestionable in business. It is hard to become an entrepreneur if I cannot take risks and my company does not want to anticipate future competition.	anticipate future competition .and leading the way in the market
483	Interviewer: What is Contribution of Marketing Information for the innovation success?	
484	Interviewee: marketing information is generated formal way and informal way from the customers and employees. The internal information that must be acquired is the technical possibilities of all the machines and the skill of each of employees producing new product described. The external information that must be acquired is contact with some daughter enterprises and some customers. Information from other daughter enterprises may have information about the knowledge and technologies necessary for the new product development. Informally, from large competitors' information is acquired about the markets and products how to produce and at what price they sale.	contact with some daughter enterprises and some customers, how to produce and at what price they sale, product innovation plan and marketing plan
485	Dissemination of market information occurs through communication and co-operation between different employees within an organization and may occur formally or informally, from owner/manager to employees or sometimes from workers to owner. Two sources of information will disseminate: product innovation plan and marketing plan about the industrial market from a competitor. These sources delivered information about the products of the competitor and the price levels and margins. They have also indicated that there is a good dissemination of information among the employees that are directly involved.	
489	11. Interviewee (Kdan Mobile software ltd)	
490	Interview #11	
491	Interviewer: Abebe Asfawu	
492	Respondent: Kdan Mobile software manager	
493	Conducted on: 16.50.10	
494	Total Interview Time: 29 Minutes 10 Seconds	Duration of interview
495	Interviewer: Hello, thank you for participating in this interview. So, I think.... let us begin. I am Abebe Asfawu (PhD student of NCKU). Firstly, I would like to appreciate your willingness. I am conducting a study on “Determinants of Innovation Success of SME.” The general aim of the study is to understand of major determinants of innovative success of small to medium enterprises. Therefore, your genuine contribution by giving correct information is highly valuable in achieving the aim of this research. The information collected from you was be kept confidential. Thus, please feel free to convey the required information honestly. Participating in this survey is voluntary, but it will be immensely helpful to receive your response.	
496	Do you have any questions about this conversation?	
497	I genuinely appreciate your help in supplying important insights related to this topic.	
498	We will need around 20-30 minutes for this interview. Is that okay with you?	
499	Interviewee: Yes, it is.	

500	Interviewer: Great. Also, may I record this interview?	
501	Interviewee: No, I have no time.	
502	Interviewer: Great, so let us first talk about your background. Where are you from?	
503	Interviewee: Taiwan, Tainan	Tainan
504	Interviewer: Okay, cool. So where do you live currently?	
505	Interviewee: I live in Tainan, Taiwan now.	
506	Interviewer: Okay, cool. Could you tell me about yourself?	
507	Interviewee: I am 45-years old Taiwan.	45 years
508	I am Working in sector for more than 10 years.	10 years
509	Nationality: Taiwan	
510	Gender: Male	Male
511	Position: Nicky Szmala - Global Growth & Partnerships Team Lead	
512	Occupation: Team leader	manager
513	Education: MA	MA
514	Type of Business: Mobile software	
515	Interviewer: Well, what is business innovation for you?	
516	Interviewee: innovation is creation of new thing in terms of service or products. An innovation is the creation of a new or significantly improved service or product.	innovation is creation of new thing in terms of service or products, innovation is the creation of a new or significantly improved service or product.
517	Interviewer: Ok, are you produce new Business Innovation.	
518	Interviewee: Yes, we have a mobile kdan software that operates in different manner. Innovations are important for achieving production and marketing goals, such as improving service quality. Our companies can benefit from innovation goods/services in terms of growth and expansion into new markets, as well as gaining an advantage over competitors.	modern design and new product. Innovation products is good to present opportunities for our firms in terms of growth and expansion into new areas
519	Interviewer: How long have you working this Business?	
520	Interviewee: Oh, I have been in Taiwan for about 8 years.	
521	Interviewer: could you have experience (National and International) company?	
522	Interviewee: I have experience before in different countries from international company.	
523	Interviewer: What is Contribution of Entrepreneurial orientation for the innovation success?	
524	Interviewee: Yes, orientation is genuinely nice how to operate and who is your target customers. Entrepreneurial orientation is beneficial for innovation success because it provides detailed information on business management, strategic planning, financial requirements and management, and human resources management.	it provides detailed information on business management, strategic planning, financial requirements and management, and human resources management.
525	Interviewer: So, what do you think the importance of education, experience, and technical capability in enhancing a firm's innovative success?	
526	Interviewee: Education: I attended university which highly help me to succeed in business	

527	Past work experience: I have a lot of experience in different countries. My previous work experience helped me to succeed in certain aspects of our new product. I am starting a business that is remarkably like the one I previously worked for. The experience was extremely useful in helping him to diversify into new product areas to achieve growth.	helped me to succeed in certain aspects of our new product.
528	Technical capability experience: Yes, having the right technical skills can help me be more successful with my innovation efforts. Workers' experience and technical skills have a substantial impact on their innovation success.	
529	Interviewer: Oh, Nice. What do you think about the role of networks ties (outside and inside the cluster) in innovation success?	
530	Interviewee: Yes, a strong network with national and international company is essential. I make external relationships with other organizations to gain access to new markets, increase market power, transform competition, share research, and spend, and reduce risk. I am building a closed social network to transform my innovation by adding innovative ideas, other companies' strategies. I create social network with outside of the boarders to change my innovation by taking new idea, strategies from other firms, access to assets they could hardly have achieved alone and to add valuable knowledge on the local information.	to gain access to new markets, increase market power, transform competition, share research, and spend, and reduce risk
531	Interviewer: What proactiveness and risk-taking behaviors do mean? Are they important for enhancing innovation success in your firm?	
532	Interviewee: Every business has risk especially the risk of software is different. There are high risks which difficult to overcome it. Risk-taking is making decisions and acting without certain knowledge of the outcomes,' sometimes taking risk is good, but substantial risk is difficult. it is difficult to become an entrepreneur if I cannot take risks and if I do not want my business to get ahead of future competition.	Being a first mover, get ahead of future competition.
533	Interviewer: What is Contribution of Marketing Information for the innovation success?	
534	Interviewee: information about the market and customers are very essential to know where you are heading to. Really without marketing information it is difficult. One of the major difficulties for small businesses when acquiring market information about new products is that it can be difficult for customers to predict what they will think about the new product.	acquiring market information about new products, contact with some daughter enterprises and some customers, how to produce and at what price they sell
535	The internal information that must be acquired is the technical possibilities of all the machines and the skill of each of employees producing the new product described. The external information that must be acquired is as per responses of interviewees, the owner/manager wants to have contact with some daughter enterprises and some customers. Information from other daughter enterprises may have information about the knowledge and technologies necessary for the new product	
536	development. Informally, from large competitors' information is acquired about the markets and	
537	products, how to produce and at what price they sell. This process is completed as first, for	
538	every competitor is observed in what markets they are present. And second what new product	
539	they produce in the industrial markets that could be relevant to innovative success. Also, for the	

540	most relevant new product, some extra specifications are described. Several of the respondents pointed out that information acquisition is strongly related to social networking. The employees/owner contact potential customers to enter the market as soon as possible.	
541	The disseminated information can be separated into two groups. First information is disseminated between members of the new product development, including the owner/manager. The other is that the owner/manager gives information to the other members about the reason for the activities and the intended results and the enterprise members deliver the results to the owner/manager. This includes market information about the main competitors and internal information about the machine possibilities. Two sources of information were disseminated: product innovation plan and marketing plan about the industrial market from a competitor. These sources delivered information about the products of the competitor and the price levels and margins.	
542	12. Interviewee (Mobile Center)	
543	Interview #12	
544	Interviewer: Abebe Asfawu	
545	Respondent: Mobile Shop owner	
546	Conducted on: 15.10.10	
547	Total Interview Time: 28 Minutes 10 Seconds	Duration of interview
548	Interviewer: Hello, thank you for participating in this interview. So, I think... let us begin. I am Abebe Asfawu (PhD student of NCKU). Firstly, I would like to appreciate your willingness. I am conducting a study on “Determinants of Innovation Success of SME.” The general aim of the study is to understand of major determinants of innovative success of small to medium enterprises. Therefore, your genuine contribution by giving correct information is highly valuable in achieving the aim of this research. The information collected from you was be kept confidential. Thus, please feel free to convey the required information honestly. Participating in this survey is voluntary, but it will be immensely helpful to receive your response.	Introduction
549	Do you have any questions about this conversation?	
550	I genuinely appreciate your help in supplying important insights related to this topic.	
551	We will need around 20-30 minutes for this interview. Is that okay with you?	
552	Interviewee: Yes, it is.	
553	Interviewer: Great. Also, may I record this interview?	
554	Interviewee: That is fine with me.	
555	Interviewer: Great, so let us first talk about your background. Where are you from?	
556	Interviewee: Taiwan.	
557	Interviewer: Okay, cool. So where do you live currently?	
558	Interviewee: I live in Tainan, Taiwan now.	Tainan
559	Interviewer: Okay, cool. Could you tell me about yourself?	
560	Interviewee: I am 30-years old Taiwan guy from Tainan, Taiwan.	
561	I am Working for 5 years.	5 years
562	Nationality: Taiwan, Tainan City	
563	Gender: Male	Male
564	Position: Principal and Owner of mobile trader	Owner
565	Occupation: Trader	
566	Education: BA	BA

567	Type of Business: Principal and Owner of mobile trader	
568	Interviewer: Well, what is business innovation for you?	
569	Interviewee: thank you for asking me, Innovation defined doing things better than the previous business. Generally, Innovation is doing things in unique way.	Innovation defined doing things better than the previous business, doing things in unique way.
570	Interviewer: Ok thank you, what type of business innovation you have?	
571	Interviewee: yes, I have the mobile trade Sector which is operated different manner. Innovations are important in general to accomplish production and marketing goals such as improving product quality, lowering manufacturing costs, increasing market share, opening new markets, and increasing flexibility. Companies providing services or product by adding additional value and satisfying the customers.	operates in different manner, improving service quality, growth and expansion into new markets
572	Interviewer: How long have you working this Business?	
573	Interviewee: Oh, I have been working for about 5 years.	
574	Interviewer: could you have experience (National and International) on company?	
575	Interviewee: I have been working in family business for almost two years that aided my success in this industry.	
576	Interviewer: What is Contribution of Entrepreneurial orientation for the innovation success?	
577	Interviewee: Entrepreneurial orientation is beneficial for innovation success because it provides detailed information on business management, strategic planning, financial requirements and management, and human resource management. entrepreneurial orientation is playing a fundamental role in updating the organization's assets and abilities. entrepreneurship orientation refers to its considering customers in the market as highly valuable through innovation and the creation of products, processes and strategies that satisfy the needs of customers.	updating the organization's assets and abilities, considering customers in the market as highly valuable through innovation and the creation of products, processes and strategies that satisfy the needs of customers.
578	Interviewer: So, what do you think the importance of education, experience, and technical capability in enhancing a firm's innovative success?	
579	Interviewee: Education: I attended university which highly help me to succeed in business. I attended business degree that may bring significant impact on my job. I attended a course in university and after that I was able to calculate the cost of my products and plan the overall activities more accurately. I might have lost some customers due to this before (through charging too high a price) and my new products had not enough customers.	calculate the cost of my products and plan the overall activities more accurately.
580	Past work experience: I have a lot of experience in different countries. In response to the question of the importance of previous work experience to the innovative success of their current business, my experience helped and had a positive impact on the success of certain aspects of their new product. I did everything before starting my business. The experience was especially useful to diversify into new product areas to achieve growth.	helpful
581	Technical capability experience: Yes, technical skills have a direct impact on innovation success. This could be explained by the fact that it is not easy for SMEs to have higher levels of knowledge and few exceptional companies have such skills. However, the experience and technical skills of workers have a significant impact on their innovation success.	helpful

582	Interviewer: Oh, Nice. What do you think about the role of networks ties (outside and inside the cluster) in innovation success?	
583	Interviewee: Yes, preliminary company network is important, especially for assets that help my company stay ahead of our competitors and bring in important resources. I learn efficiently from local and nearby sources because I facilitate the sharing of resources and market knowledge; Reduce delivery and distribution costs through smooth coordination of logistical effort and minimize partner opportunism.	stay ahead of our competitors, facilitate the sharing of resources and market knowledge. Reduce delivery and distribution costs through smooth coordination of logistical effort
584	I make external relationships with outside the cluster (our site boundary) to gain access to new markets, increase market power, transform competition, share research, and spend, and reduce risk. I create an out-of-bounds social network to transform my innovation by adding innovative ideas, strategies from other companies, access to assets they could hardly have achieved on their own, and valuable knowledge to the local information. Network ties is mandatory for the successful business innovative.	
585	Interviewer: What proactiveness and risk-taking behaviors do mean? Are they important for enhancing innovation success in your firm?	
586	Interviewee: risk-taking behaviors is a means a tendency to take bold actions such as venturing into unknown new markets, committing a substantial portion of resources to ventures with uncertain outcomes and/or borrowing heavily. risk taking is making decisions and acting without certain knowledge of probable outcomes, sometimes taking risk is good but substantial risk is difficult.	being active rather than reactive to their environment, compete aggressively and being a leader rather than a follower in the market.
587	Furthermore, it is difficult to become an entrepreneur if I cannot to take a risk and my enterprise does not want to anticipate future competition. Pro activeness on business is needed. At every business risk taking and ability to decide based on cost benefit is mandatory.	
588	Interviewer: What is Contribution of Marketing Information for the innovation success?	
589	Interviewee: acquisition of market information in terms of their enterprise, how was market information acquired during the new product development and from where did market information came into their enterprises. I defined as 'acquiring market information is the way of collecting information indifferent methods such as meetings and discussions with customers and trade partners. For example, information can be gathered through methods in which all members of the product development team or workers come in direct contact with the customer and observe product of other enterprises. One major problem regarding the acquisition of market information for new products of SMEs is that it may be difficult for customers to tell in advance, what they think about a new product.	the way of collecting information indifferent methods, workers come in direct contact with the customer, some daughter enterprises and some customers, communication and co-operation between different employees
590	The internal information that must be acquired is the technical possibilities of all the machines and the skill of each of employees producing new product described. The external information that must be acquired is contact with some daughter enterprises and some customers. Information from other daughter enterprises may have information about the knowledge and technologies necessary for the new product development. Informally, from large competitors' information is acquired about the markets and products how to produce and at what price they sale.	

591	Dissemination of market information occurs through communication and co-operation between different employees within an organization and may occur formally or informally, from owner/manager to employees or sometimes from workers to owner. The disseminated information can be separated into two groups. First information is disseminated between members of the new product development, including the owner/manager. The other is that the owner/manager gives information to the other members about the reason for the activities and the intended results. And the enterprise members deliver the results to the owner/manager. This includes market information about the main competitors and internal information about the machine possibilities.	
592	The use of market information as taking information about current and future needs of customers and external factors that impact those needs into account when making product innovation	
593	decisions.	
594	13. Interviewee (Shop)	
595	Interview #13	
596	Interviewer: Abebe Asfawu	
597	Respondent: Shop owner	
598	Conducted on: 16.10.10	
599	Total Interview Time: 29 Minutes 10 Seconds	Duration of interview
600	Interviewer: Hello, thank you for participating in this interview. So, I think... let us begin. I am Abebe Asfawu (PhD student of NCKU). Firstly, I would like to appreciate your willingness. I am conducting a study on “Determinants of Innovation Success of SME.” The general aim of the study is to understand of major determinants of innovative success of small to medium enterprises. Therefore, your genuine contribution by giving correct information is highly valuable in achieving the aim of this research. The information collected from you was be kept confidential. Thus, please feel free to convey the required information honestly. Participating in this survey is voluntary, but it will be immensely helpful to receive your response.	Introduction
601	Do you have any questions about this conversation?	
602	I genuinely appreciate your help in supplying important insights related to this topic.	
603	We will need around 20-30 minutes for this interview. Is that okay with you?	
604	Interviewee: Yes, it is.	
605	Interviewer: Great. Also, may I record this interview?	
606	Interviewee: NO.	
607	Interviewer: Great, so let us first talk about your background. Where are you from?	
608	Interviewee: Taiwan.	
609	Interviewer: Okay, cool. So where do you live currently?	
610	Interviewee: I live in Tainan, Taiwan now.	
611	Interviewer: Okay, Thank you. Could you tell me about yourself?	
612	Interviewee: I am 32-years old Taiwan guy from Tainan.	32 years
613	I am Working in in this sector for more than 8 years.	8 years
614	Nationality: Taiwan, Tainan City	Tainan
615	Gender: Male	Male
616	Position: Principal and Owner (trader)	Owner
617	Occupation: Trader	

618	Education: BA	BA
619	Type of Business: Mobile Shop	
620	Interviewer: Well, what is business innovation for you?	
621	Interviewee: Innovation is creating a new thing and, providing in unique way also innovation business. Innovative business helps us do things better than we currently can. An innovation is the creation of a new or significantly improved service or product. This could mean changes in the quality or intended uses of the product, including changes in its technical specifications, components, or other functional characteristics.	creating a new thing and, providing in unique way, do things better than we currently can, the creation of a new or significantly improved service or product, changes in the quality or intended uses of the product, including changes in its technical specifications,
622	Interviewer: Ok, so you are producing Business Innovation.	
623	Interviewee: Yes, I have a trade sector that operates in different manner. Innovations are important for achieving marketing goals, such as improving product quality, lowering manufacturing costs, benefit from innovation goods/services in terms of growth and expansion into new markets, as well as gaining an advantage over competitors.	operates in different manner, achieving marketing goals, such as improving product quality, lowering manufacturing costs, benefit from innovation goods/services in terms of growth and expansion into new markets
624	Interviewer: How long have you working this Business?	
625	Interviewee: Oh, I have been in Taiwan for about more than 8 years.	8 years
626	Interviewer: could you have experience (National and International) company?	
627	Interviewee: I have been working in family business and got experience of trade especially how to handle customer, generate information and creating networks.	
628	Interviewer: What is Contribution of Entrepreneurial orientation for the innovation success?	
629	Interviewee: An entrepreneurial orientation requires setting up a good market perception in different sectors of the organization and creating a mood that is appropriate to every activity. Entrepreneurial orientation is beneficial for innovation success because it provides detailed information on business management, strategic planning, financial requirements and management, and human resources management.	good market perception in different sectors of the organization, creating a mood that is appropriate to every activity, and it provides detailed information on business management, strategic planning
630	Interviewer: So, what do you think the importance of education, experience, and technical capability in enhancing a firm's innovative success?	
631	Interviewee: Education: I attended degree from the university which highly help me to succeed in business. Having education is influencing the achievement of innovative success. I attended a course in university and after that I was able to calculate the cost of my products and plan the overall activities more accurately. I might have lost some customers due to this before (through charging too high a price) and my new products had not enough customers.	able to calculate the cost of my products and plan the overall activities more accurately, handle customer
632	Past work experience: I have an experience in other business of family which encourage me to produce new commercial market. Even if my experience is not related to Mobile trade, my previous work experience helped me to succeed in certain aspects of my business. The experience was extremely useful in helping him to diversify into new product areas to achieve growth.	

633	Technical capability experience: Yes, having the right technical skills can help you be more successful with your innovation efforts. I learned Engineering and I have technical skills on hardware and software application. This makes more successful my Business Innovation. Workers' experience and technical skills have a substantial impact on their innovation success.	
634	Interviewer: Oh Really, genuinely Nice. What do you think about the role of networks ties (outside and inside the cluster) in innovation success?	
635	Interviewee: Yes, a strong network of preliminary company resources is important, especially for the trade sectors without network with outside it is impossible. I have linkage from inside of the country customers and suppliers and international company network available. Owners of small businesses say that I learn effectively from local and nearby sources because I work well with others to share resources and market knowledge, and because I use efficient delivery and distribution systems to reduce costs. I make external relationships with other organizations to gain access to new markets, increase market power, transform competition, share research, and spend, and reduce risk. I am building a closed social network to transform my innovation by adding innovative ideas, other companies' strategies, access to assets they might not have been able to achieve on their own, and valuable knowledge to local information.	building a closed social network to transform my innovation, adding innovative ideas, to get companies' strategies, access to assets
636	Interviewer: What proactiveness and risk-taking behaviors do mean? Are they important for enhancing innovation success in your firm?	
637		
638	Interviewee: Risk-taking is the tendency to take bold actions, such as entering unknown new markets, investing most of your resources in businesses with uncertain outcomes, and/or borrowing heavily. Always in business calculated risk will be accepted. Risk-taking is making decisions and acting without certain knowledge of the outcomes, sometimes taking risk is good, but substantial risk is difficult. Also, it is difficult to become an entrepreneur if I cannot take risks and if I do not want my business to get ahead of future competition.	the tendency to take bold actions, being active in facing challenges, competing aggressively, and leading the way in the market.
639	proactiveness behaviors as being a moving in advance a head, pursuing new opportunities and participating in developing markets. proactiveness is being active rather than reactive to their environment, compete aggressively and being a leader rather than a follower in the market.	
640	Interviewer: What is Contribution of Marketing Information for the innovation success?	
641	Interviewee: Acquiring market information is the way of collecting information through any methods, such as meetings and discussions with customers and trade partners. information can be gathered through methods in which all members of the product development team or workers come in direct contact with the customer and observe the products of other enterprises. marketing information is key for the success of the business and to win your competitors it is best option you must have. Before I set my price to sell and buy, I am going to gather the information directly and indirectly from various sources.	way of collecting information, set my price to sell and buy, to bring up ideas for new product development

Appendix III. Process of identify themes and analysis results

Q1	what is business innovation for you?				
Respondent	Response/Coding	Code Response			
1	Certain technical knowledge about how the things, Introduction of goods and service that is new	a	b		
2	how things can be done better than they are currently, creation of a new and significantly improved service or product, Innovation is doing things in unusual way	a	b	d	
3	providing service and products in unusual way, technical knowledge about how the things can be done better than existing state of the art, the introduction of a good or service that is new, improvements in technical specifications, components and or other functional characteristics.	a	c	d	e
4	providing in a separate way also innovation business, do things better than we currently can, the creation of a new or significantly improved service or product, changes in the quality or intended uses of the product	b	d	e	
5	technical skills that allow us to do things better than what is currently available, the introduction of a new or improved product that has significant benefits, improvements in the product's technical specifications,	a	c		
6	body of knowledge that helps us do things better than we currently can or provide services in best way, an innovation is the creation of a new or significantly improved service delivered to customers.	a	c		
7	introduction of a new or improved product, improvements in the product's technical specifications, components, or other functional features.	b	c		
8	certain set of technical skills that allow us to do things better than, the introduction of a new or improved product that has significant benefits, improvements in the product's technical specifications	a	b	c	
9	body of knowledge that helps us do things better than others, significantly improved service, or product.	a	c		
10	certain technical knowledge about how the things can be done in unique way, the introduction of a good that is modern design, specification which fulfils the customers need.	a	b	c	
11	creation of new thing in terms of service or products, improved service or product.	b	c		
12	doing things better than the previous business, doing things in unique way.	a	d		
13	creating a new thing and, providing in unique way, Innovative business helps us do things better than we currently can, the creation of a new or significantly improved service or product, changes in the quality or intended uses of the product, including changes in its technical specifications,	b	c	d	e

Identify Themes	Code
Technical knowledge about how things can be done better than existing	a
Create new products/service	b
Improvements in specification, materials, and components of goods and service	c
Doing things in unusual way	d
Changes of the Quality use of product	e

		Frequency distribution	
Identify Themes	Code	Number	Percent
Technical knowledge about how things can be done better than existing	a	9	69%
Create new products/service	b	8	62%
Improvements in specification, materials, and components of goods and service	c	9	69%
Doing things in unusual way	d	5	38%
Changes of the Quality use of product	e	3	23%
Total		13	