

Embracing the Innovative Entrepreneurship Culture by Omani SMEs: The Primary Barriers

Khalid Suraid Salim Alhattali

Universiti Teknologi Malaysia, 81310 Kuala Lumpur, Malaysia

National College of Automotive Technology, PC. 132 Al Khoudh, Oman

Rosmini Omar

Universiti Teknologi Malaysia, 81310 Kuala Lumpur, Malaysia

Sulaiyam Aziz Alrumaidhi

University of Business and Technology, Sari St, Jeddah, 21361, Saudi Arabia

Parisa Mohammadi

University of Tehran, Tehran, Iran

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Abstract

Many countries increasingly recognise innovative entrepreneurship as a key component that stimulates innovation, creates job opportunities, and improves long-term societal welfare. However, it faces numerous challenges in different countries, including the Sultanate of Oman, which may hinder its development or slow down its pace. Accordingly, this qualitative study aimed to identify the primary barriers preventing innovative entrepreneurship culture among Omani SMEs. The results introduced six primary barriers: Bureaucracy and inefficiency of government officers, COVID-19 pandemic, Negative mind-set and frustration with the market, Poor financial management, Financial burden, and No additional benefits or supports. The empirical findings of this study have both academic and practical contributions to the body of knowledge; they elaborate on the long-term performance of innovative

entrepreneurship and economic growth in Oman.

Keywords: Barriers, Innovative entrepreneurship, Omani small and medium enterprises

1. Introduction

Schumpeter's perspective on innovation led to some research confirming that instead of relying on conventions, entrepreneurs prefer to alter them. Such consistent curiosity that pushes entrepreneurs to identify new uncharted pathways to improve their offerings reflects the essence of innovative entrepreneurship. Invention and innovation reflect a process of creation, diffusion, knowledge use, and goods production. Therefore, innovative entrepreneurs play a significant role in fostering innovation, economic growth, employment creation, and welfare in the contemporary global economy (Bradly et al., 2021; Steven et al., 2021).

Crudu (2019) stated that the connection between innovation and entrepreneurship has grown as entrepreneurship gets more frequently linked to the capacity to innovate and develop new goods and services. Across different contexts and scenarios, the connections between entrepreneurship, innovation, and economic growth have been highlighted. This has boosted research on the growth of small and medium enterprise (SME) and, more crucially, the formal and informal characteristics of the business leaders who have effectively guided their organisations into the growth stage. Nonetheless, different factors have been found to motivate effectiveness and efficiency of entrepreneurs. Contexts and scenarios of a nation's culture and institutions might have direct and indirect influence on the rise of innovative entrepreneurship among SMEs.

SMEs are increasingly being seen as key drivers of economic growth and corporate success. Matt and Rauch (2020) reported that SMEs account for around 70% of total employment and are the main contributors to value creation, providing 50% to 60% of value added on average. However, the performance of SMEs in certain contexts has yet to be proven (Herlinawati, Ahman & Machmud, 2019; Viloría & Lezama, 2019; AlQershi, Mohd Mokhtar & Abas, 2022).

Regional and national capacity building models for SMEs innovation reflect contextual formulas and some still deliver unclear results. In Oman, SMEs account for up to 45% of total employment and 33% of GDP (Jaffar & Matriano, 2022). The key to accelerating economic growth is to invest in small enterprises. By controlling all modes of production and transportation both domestically and internationally, reducing costs, improving efficiency, and enabling compliance, internet technologies (such as supply chain, logistics, and trade management applications) may help SMEs obtain a competitive advantage.

In recent years, innovation and entrepreneurship have been considered as the potential major drivers of economic growth in the Sultanate of Oman (Shukaili, Mohd Kassim, Ravi & Muneerali, 2021). The industrialised nations, have encouraged innovation-driven entrepreneurship or implemented regulations to aid innovative start-ups in growing more quickly (Khan et al., 2022). This is because innovative entrepreneurship is now recognised as an important component of modern economic development, which improves long-term

societal welfare, fosters innovation, and creates job opportunities (Edeh et al., 2020). The Omani government is dedicated to reducing reliance on non-renewable energy resources to 5% of the current Omani GDP, improving other revenue streams to raise annual national revenues, privatising and liberalising the economy, and achieving self-sufficiency. Empowering SMEs through innovation is one of the programmes being used to accomplish the aforementioned objectives.

As it has been observed that Omani SMEs have poor adoption of innovative entrepreneurship culture, this paper aims to explore the key factors contributing to this problem. Recognising the main obstacles facing Omani SMEs would help the government and other relevant stakeholders to improve the cultural and institutional architecture in order to foster innovative entrepreneurship in the right ecosystem. Exploring the causes and effects of these barriers may have positive impacts on the long-term performance of enterprises and the overall economic growth of the country. Some barriers are easily overcome, while others require considerable time and effort and some are unlikely to be removed entirely.

This paper aims to explore the innovative entrepreneurship culture of Omani SMEs. Consequently, the main research question is: What elements frequently hamper Omani SMEs to perform innovatively? The rest of the paper is structured in several sections. First, the literature on innovative entrepreneurship is reviewed. Then, the research methodology adopted to answer the research question is elaborated. Lastly, the findings are presented followed by discussion and conclusion.

1.1 Innovative Entrepreneurship

According to Gunday, Ulusoy, Kilic and Alpkın (2011), owing to the fierce worldwide competition, enterprises have to focus more on their business strategies, which leads to competitive advantages. Numerous studies have demonstrated how innovation helps SMEs become more competitive in the global market. Sener, Savrul and Aydin (2014) assert that emphasising the supply of innovative, high-value products and services improves SMEs' competitiveness on a worldwide scale. By expanding innovation in crucial value-added products necessary to succeed in global marketplaces, SMEs may experience greater business success. Different researchers have defined innovation differently (Chen, Lin & Chang, 2009). In earlier studies, innovation was defined as "an activity that adds new value to the value chain by generating a new type of product or service by introducing and implementing new technologies."

Innovative entrepreneurship, as described by Bradley et al. (2021), is the development of new goods, services, manufacturing techniques, or business models. It is essential for business, industry, and economic growth, as well as a major factor in societal well-being. Innovative entrepreneurship can also lead to breakthroughs for unresolved economic and societal issues such as poverty reduction, climate change, access to healthcare, and other grand challenges, as well as remedies to sudden social catastrophes (Bryan, Lemus & Marshall, 2020; Leach et al., 2012). Innovative entrepreneurship can therefore be a catalyst for sustained economic growth and advancements in the welfare of society. The world gains from fresh discoveries

and innovations that advance humanity with each passing era. Numerous of these achievements can be credited to entrepreneurs who work hard to introduce new innovations into society and get over the barriers that have frequently prevented such efforts.

There are three types of innovation capability. First, it can refer to a technological competence that increases the economic value of a company's goods and services (Crudu, 2019, Zawislak et al., 2012; Yam, Lo, Tang & Lau 2011), for instance, by improving product quality or enabling higher levels of production and commercialisation. Second, information that has a favourable impact on a business' strategy or decision-making may be regarded as innovation capability. It relates to a company's learning capability, or its absorptive capacity, or its power to engage, comprehend, transform, and apply knowledge (Yam et al., 2011, Patterson & Ambrosini, 2015, Santoro, Bresciani & Papa, 2020). Finally, it could be a marketing skill that increases a business's sales. It refers to a marketing mix strategy that aims either to acquire the personnel and infrastructure needed to enter local and worldwide markets and sell goods and services or to comprehend customer needs in order to provide the best value (Santoro, Bresciani & Papa, 2020; Vorhies & Morgan, 2005). The typical examples in this regard are global attitudes or a global market orientation intended to diversify beyond the limited domestic market (Küster & Vila 2011; Kim, Kim & Jeon, 2018). Economic advancement can be significantly aided by entrepreneurship. It can have such contribution through innovation, which comprises developing new goods, methods, and sources of supply and also investigating untapped markets.

2. Methodology

The data for this study were obtained from qualitative research conducted over a five-month period, from January 2022 to May 2022. Semi-structured interviews were conducted with 15 registered Omani SMEs from various industries. The rationale for selecting interview for data collection is that this method provides an opportunity to find clear answers for research questions by probing the emerging topics (Alshenqeti, 2014).

This study adopted the purposive sampling technique in approaching the Omani SMEs' informants. According to Lapan, Quartaroli and Riemer (2011), finding people who can provide the best responses for each type of query is critical, and key informants with the most excellent knowledge should be actively pursued. There are two rationales for selecting purposive sampling. The first rationale is both cost- and time-efficiency (Tongco, 2007). The second rationale is that this technique justifies making generalisations from the sample studies, such as theoretical, analytical, or logical ones (Sharma, 2017). To estimate suitable sample size, the saturation technique was used as suggested by Guest et al. (2020). Saturation refers to a point during data analysis at which interviews produce little or no new useful information relative to the study objectives.

The main question asked of the informants was, "In your opinion, what are the barriers to becoming an innovative entrepreneur?" This question was asked to directly understand their challenges as innovative entrepreneurs.

2.1 Data Analysis

This study employed a qualitative research approach centred on semi-structured interviews and additionally five phases of thematic analysis as described by Braun and Clarke (2006) in analysing the qualitative findings. The first phase is to familiarise the study with the data. The data in this study refer to the written transcripts obtained from semi-structured interviews with 15 Omani SMEs' representatives. This study reviewed the transcripts critically as it became acquainted with the data.

The second phase involves the generation of initial codes. Coding is the process of analysing data and producing answers about the relationships between and within the data. It entails data reduction through the development of concepts (categories) that represent the meanings inherent in certain data segments. Observing relevant occurrences in the context of the study objectives results in concept creation. Coding is a cyclical activity. It requires the study to go back and forth between data analysis phases as needed until the ultimate themes are satisfied. This research also investigates whether it is possible to define codes by combining, deleting, adding, or separating potential codes. The informants produce codes from the words they use in their answers during the semi-structured interviews. These codes serve as a point of reference for their encounters. Because the informants use precise codes based on voice and description, the dependability of this study will improve. When the researcher employs these codes, it will be easier for them to discover and explain data points later in the process. Initial coding, when done correctly, prepares the researcher for more in-depth analysis later on by reorganising the data in accordance with the ideas that have arisen throughout the process.

The third phase is to look for themes. The provision of a detailed widely agreed-upon definition of the investigation concept is a crucial part of a data topic. By studying and discussing the coding methods, this study explores and interprets the themes. Looking for parallels, differences, and patterns across programmes is one way to become acquainted with programming. The fourth phase is the review of themes. By investigating the relationships between the highlighted topics, the data are given a deeper context. Some of the recognised themes merge at this time, while others must be condensed into smaller portions. Connections between overlapping themes provide important information regarding the possibilities of new patterns arising. Finally, the fifth phase is the presentation of the findings.

The NVivo software was used throughout the data analysis process in this study since it aids in data organisation and management (Tobi, 2019). NVivo is a data analysis and popular discovery-query tool. The NVivo application includes an unstructured qualitative research analysis tool that supports this study by analysing and providing codes for qualitative data obtained from interviews and secondary sources. As a computer-based tool, Nvivo, according to Yin (2009), can assist this study in coding and categorising a huge amount of text gathered through interviews and document reviews.

2.2 Ethical Considerations

This study also took five ethical considerations into account. First, the informants were asked to

give their consent before participating in this investigation through an informed consent form distributed to all of them. Second, the informants were assured that their participation in this study is entirely voluntary and that they can leave at any time without incurring any costs or repercussions. Third, informants were ensured that they would receive enough information about the investigation's objectives or purposes. Fourth, the identity of the informants were guaranteed to be kept confidential before, during, and after the data gathering procedure. This study offers the study's conclusions anonymously, without revealing the identities of the informants or their companies. And the final ethical consideration is that this investigation adheres to the cultural norms of the informants. Above all, prior to data collection, this study received ethical approval from the Institutional Review Board of the Universiti Teknologi Malaysia (UTM).

3. Findings and Discussion

3.1 Organisational Profile of the Omani SMEs

The SMEs are from a variety of industries, including information technology (IT), marketing, oil and gas, construction, agriculture, food and drinks, electrical, commercial, and legal. One of them has been in operation since 2009, while the majority were formed between 2011 and 2018. The majority of these SMEs received no prizes or plaudits other than certificates of appreciation or gratitude and invitation to local exhibitions. Only one of them, SME 9 (in the electrical sector), made one million dollars, while the other SMEs made less than 300,000 OMR. However, some participants refused to reveal their earnings. The maximum number of employees hired by them was 22, which belonged to SME 15. Appendix 1 depicts the organisational profiles of all the Omani SMEs that participated in this study.

3.2 Barriers to Embracing an Innovative Entrepreneurial Culture

As mentioned earlier, the identification of the barriers to becoming innovative entrepreneurs experienced by Omani SMEs is one of the initial and crucial steps in embracing the innovative entrepreneurship culture and boosting the economy of the country. According to information obtained from interviews, six factors were identified as barriers that hinder the SMEs from becoming innovative entrepreneurs, which are: (i) bureaucracy and inefficiency of government officers; (ii) COVID-19 pandemic; (iii) negative mind-set and frustration with the market; (iv) poor financial management; (v) no additional benefits or supports; and (vi) financial burden (see Figure 1).

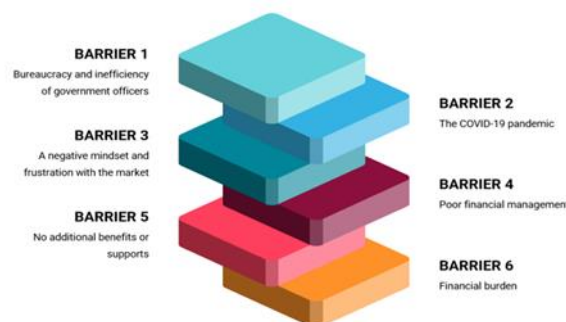


Figure 1. Barriers to Embracing an Innovative Entrepreneurship Culture in Omani SMEs

Barrier 1: Bureaucracy and Inefficiency of Government Officers

In the interviews held, the most frequently mentioned barrier was bureaucracy. Three informants, Omani SMEs 2, 9, 10 and 13 complained about their previous experience with government bureaucracy. The examples given included long procedures or processes, delayed payment clearance, and incompetent government officers, who are sluggish and unwilling to delegate their duties while on leave. All of these challenges have the potential to disrupt the focus and operation of their businesses, resulting in a disruption in adopting innovation. These informants stated that:

Yes (currently we do have these factors), with lots of procedures and a long wait for payment after work completion. (Omani SME 2)

Bureaucratic government orders, [...] complication of procedures to win a tender or to register your company. Government workers are lazy and not interested in delegating their work while on leave. [...] Yes, we suffer a lot to register our company and accomplish our tasks on time. [...] We worked hard to follow their procedures and be patient. (Omani SME 9)

Due to the complicated requirements and limitations of support, I was discouraged from applying [...] Overly complicated government processes, such as registering a business or making changes to it, should be made easier and digitalized. [...] yes, it takes on average a month, sometimes more, to approve changes to existing registrations and apply for new registrations. (Omani SME 10)

[...] wasting time and making it more time-consuming to approve certain documents. (Omani SME 13)

Barrier 2: COVID-19 Pandemic

One of the informants, Omani SME 8, stated that the COVID-19 pandemic is one of the challenges his company has encountered as an innovative entrepreneur. He added that the epidemic caused financial problems for his company because his customers were unable to pay on time. Furthermore, because of the lockdown, these overdue payments were difficult to pay after 10 months. Indeed, the researcher believes that this financial difficulty has inhibited his organisation from growing and sustaining itself, including having an appropriate fund to undertake business innovation. He explained:

COVID-19 Pandemic Challenges. We are small enterprises, and it is difficult to wait for companies' payments for 90 days and sometimes more [...] not paying on time. It is so difficult to be paid after 10 months. (Omani SME 8).

Barrier 3: Negative Mind-set and Frustration with the Market

Another barrier to being an innovative entrepreneur mentioned by the informants is giving up due to a negative outlook and disillusionment with the market. This barrier was highlighted by

Omani SMEs 1 to 7 and 12 to 14. These informants expressed their negative outlook and unhappiness with the market, which has caused them to face numerous difficulties in maintaining their businesses. They stated that:

Mind-set changes and how fast you are changing with global market demands [...] Yes, if I were back, I would close my shop in March 2020 before losing my products. There were fewer demands, and when I went online shopping, I found Ali Express and Amazon far cheaper than my products, so I lowered their prices with less profit. Working with the minimum of the minimum. (Omani SME 1)

Negativity, spreading bad news, and moving on social media to fight and be negative. Some entrepreneurs are having bad experiences because they are surrounded by negative and toxic business people [...] No (barriers in my company now). (Omani SME 2)

Sometimes innovative entrepreneurs fail because of the market itself: they don't want innovative solutions; they prefer traditional ones, especially when we are working with governmental companies in the oil and gas field (client specifications), so they don't give you a chance to provide innovative solutions to their environmental issues. Entrepreneurs are sometimes unaware of modern innovative technology. My workplace encourages creativity and innovation, and most innovative solutions come from my engineers (employees). We tried to convince our clients of our innovative solutions, and we succeeded. We show our clients our experiments in reality via videos in our labs and our findings, and they sometimes accept our innovative solutions (ideas). (Omani SME 3)

Lazy, not accurate time to enter market, less cash flow, stubborn and not able to change. I advised my friends who are in the same field to free their labours as early as possible but they refused thinking that government would not go further with its health protections policies [...] I am now working smarter with less profit as I am not planning. (Omani SME 4)

Poor resolution of problems and poor strategic planning. (Omani SME 5)

There is a social obstacle, which is a dead environment that causes a small number of customers to buy our products, and that's because of global economic crises. The entire world is unstable in terms of the economy, starting in 2018 and continuing into 2019, so customers are afraid of the future since it is not obvious enough what we are going through. However, despite all these obstacles, they are all temporary, and entrepreneurs must not give up. They have to confront them and ensure that they may disappear one day. Especially in Oman, I encourage entrepreneurs to open their businesses because our country is stable and they can be successful. Society is another obstacle because it does not support you sometimes, and they still have this mentality of having stable jobs and getting your salary

by the end of the month. Some parents prevent their children from doing this sort of business because they consider it a shame. Yes, we experience these barriers now. (Omani SME 6)

I am not concentrating on the business as I have a full-time job. Yes, we experience these barriers now. (Omani SME 7)

We don't have an encouraging market for entrepreneurs as we don't have actual and direct suppliers, data, or anything to work on. (Omani SME 9)

Lazy, giving up, relying on investors, ignoring real customers, no customer feedback, not up-to-date knowledge (Omani SME 12)

Lazy, not open-minded, relying more on your employees, overconfidence. Estimating others' work [...] (Omani SME 13).

Lazy, relying on others to help, scared of market entry, not practical in getting more tenders, and not forming partnerships with others. Yes, I lost my business because of the low flow of customers and the COVID-19 pandemic. (Omani SME 14)

Barrier 4: Poor Financial Management

Poor financial management is the next barrier, which was highlighted by Omani SME 11 based on his observations of other SMEs. He remarked that some business owners failed to prepare their funds and spend them properly. As a result of their inadequate financial management, they are unable to attain financial stability and growth and make some innovations in their businesses. He stated that:

Time, infrastructure, and cash liquidity. They start, and immediately they want revenues. So, they spent their profit on luxury stuff, not to improve their companies. They purchase cars at a high price and spend more than they win. Also, they are not keen on financial sustainability and business growth. They always blame the government. Yes, because we have a shortage of these elements. (Omani SME 11)

Barrier 5: No Additional Benefits or Supports (Financial, Moral, Training, Workshops, or Mentorship)

Three informants, Omani SMEs 2, 12, and 15, said their business path to becoming innovative entrepreneurs was difficult because they had no further benefits from their annual membership and received no financial, moral, training, workshops, or mentorship assistance. The absence of these benefits or supports discourages them from adopting the culture of innovative entrepreneurs. They explained:

We are paying money for annual membership with our commercial register with no benefits such as annual membership in the Riyada card, champers, or commercial council. (Omani SME 2)

No updated procedures and clear guidance; complicated rules; no online data to measure market needs; slow progress in establishing new rules,

especially in Sanad offices. (Omani SME 12)

No financial support; no moral support; no training, workshops, or centres; no direct mentorship in our profession to help us with different aspects like marketing; no centre for consultation; it's a solo journey to be successful. We have general people who are supporting you. As an example, I attended one workshop with one consultant who is general guidance, and after one year, I was surprised he was giving the same workshop with no knowledge update, a scarcity of consultants in the same field, no coaching, and no guidance [...] Yes, absolutely. (Omani SME 15)

Barrier 6: Financial Burden

Omani SME 15 also emphasised the financial strain imposed by the government in order to divert entrepreneurs from developing an innovative culture. He added that the implementation of the recruitment security payment makes it harder for SMEs to achieve financial stability after paying taxes. This study also feels that budgetary constraints prevent them from focusing on innovation. He mentioned the following:

Killing SMEs by establishing recruitment security payments that all have to contribute Aside from this, we are paying taxes through the tax office. The government is not assisting us to overcome these barriers. (Omani SME 15)

4. Conclusion

Innovation and entrepreneurship have been identified as two possible key drivers of economic growth in the Sultanate of Oman. While entrepreneurship can greatly promote economic progress, one way it does so is through innovation, as practised by the Sultanate of Oman. The country fostered innovation-driven entrepreneurship or put policies in place to help innovative start-ups expand faster. The Sultanate of Oman is able to support innovation-driven entrepreneurship or put rules in place to help innovative start-ups expand more quickly by removing the barriers identified in this study. These barriers are: (i) bureaucracy and inefficiency of government officers; (ii) COVID-19 pandemic; (iii) negative mind-set and frustration with the market; (iv) poor financial management; (v) no additional benefits or supports; and (vi) financial burden.

Theoretically, this study contributes to the body of knowledge based on the fortified evidence obtained from the participants. This study adds in-depth information to the body of knowledge about Omani SMEs by unravelling the barriers that prevent them from adopting an innovative entrepreneurship culture. This study contributed to close the knowledge gap on Omani SMEs, particularly regarding the barriers preventing them from embracing the innovative entrepreneurship culture.

The findings of this study help the government and business owners make corrective efforts to remove such barriers and create an innovative entrepreneurship culture among Omani SMEs. In other words, the causes and effects of the six identified barriers can be addressed

and eliminated to optimize the long-term performance of SMEs and Oman's economic growth at large. Governments, future researchers, and the management of SMEs can refer to the scientific findings of this study to understand further about the barriers that may hinder innovation in SMEs.

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Appendix A

Organisational Profile of the Omani SMEs Participated in This Study

Informant	Sector	Year of Establishment	Services Provided	Award/Accolades Received	Revenue	No. Of Employees	Recruiting Period
SME 1	Mobile phone accessories	2013	Selling phone and laptops accessories	Nil	OMR 5,000	0 employees (previously 4 employees)	2013–2018
SME 2	Mint marketing	2013	Working with the creativity community in marketing and visual services, visual identity for branding, website, company profile, and videos talking about company products and services, besides preparing consulting for strategic marketing, budgets, and balance sheets in Muscat and Azaiba	Only appreciation and participation certificates	OMR 30,000	0 employees	No, only freelancers with profit and commission pace.
SME 3	Environmental and oil and gas field.	2014	Services like counseling, recycling environmental waste,	Only appreciation certificates.	OMR 300,000	6 employees, 4 of which are Omani.	2014–2022

			exporting chemical products, inspections, and chemical solutions for environmental issues in Muscat and Oman				
SME 4	Construction company	2012	Service providing for maintenance, constructions, and refurbishment in Muscat and Al Batinah North	Nil	OMR 8,000	39 employees before COVID-19, but currently only 2 employees	2012–2018
SME 5	Agriculture sector	2017	Trading of flowers, plants, agricultural tools, garden design, implementation, and related works all over Oman	Sponsorship appreciation and certificates to some governments and private sector.	OMR 2,000	Recruiting freelancers based on commission, and working per hour, so there is no a fixed number of employees. It differs as per non-permanent contracts.	2017–2022
SME 6	Food and beverages.	2017	Providing coffee (Cafes)	Nil	OMR 300,000	7 employees	2017–2022
SME 7	Manufacture of cakes, brioche, and tarts	2018	Cake and sweets from home	Nil	Not disclosed	1 employee (himself)	2018–2022
SME 8	Tire retailer from China to be sold as whole and retail, delivery	2014	Shipping and selling heavy vehicle tyres to oil and gas companies	Nil	OMR 20,000	0 employees	No recruitment
SME 9	Electrical sector	2018	Providing connection to electrical projects with an electrical distributor in Oman, Riyaada Company in Oman, No rewards	Nil	OMR 1,000,000	Approximately 27 employees from different nationalities	2018–2022
SME 10	Commercial	2018	Design services, property management, real estate, and F&B provide services in Oman and the GCC regions	Certificates of gratitude	Not disclosed	12 employees	2019–2022
SME 11	Legal	2009	Legal consultancy in Muscat and all around Oman	Nil	OMR 30,000	6 employees	Once every 5 years

SME 12	SPACE and Rehab Consultancy	2012	Training services and staff development programmes	Online workshops Muscat alro`ya Newspaper Appreciation in 2021	Approximately OMR 10,000 only here because of pandemic.	One employee	Not applicable
SME 13	Electrical services	2011	Facilitating the process for all citizens to finish their essential governmental documents easily, with legal access from the Omani government to finish and ease the process of governmental documents from the Oman Royal Police and all ministries in all over Oman, mainly in Muscat	Appreciation certificates.	Approximately OMR 10,000	Annually 15 employees working in and out as we do not have financial stabilities. Open working contracts, mostly job seekers.	2011–2022
SME 14	Gym hall	2015	Providing hall for sports practices and exercises in Muscat, Al Amerat	Nil	Zero, Lost all tools and equipment	1 employee	2019–2022
SME 15	Industrial sector	2018	Designing and manufacturing for labs, and dentist clinics for tooth refabrication in addition to working in the jewellery industry in Gala, Oman, with products expanded to Sudan, the UAE, KSA, and Bahrain.	Invited to SME entrepreneurship exhibition in the KSA, and incubated at SME Reyada.	OMR 200,000	22 employees	2018–2022

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