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ORIGINAL SCIENTIFIC PAPER

Women's Empowerment in The Framework of Developing Innovative Behavior for Women's Entrepreneurial Success

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A B S T R A C T

The current study has several inconsistencies in the research findings regarding the association between structural and psychological empowerment and business success or performance. In addition, there is a gap phenomenon that occurs in Indonesia: although women's economic power is growing, their contribution to GDP is still relatively small, and their level of business innovation is low. By including the mediating variable of innovative behavior, this study seeks to close the research gap regarding the impact of psychological and structural empowerment on business success. 96 women entrepreneurs in Semarang City, Indonesia were the sample of this study. The data collection method is done by distributing questionnaires via Google Forms. Structural Equation Modeling (SEM) with the WrapPLS 8.0 software was the analysis technique employed. The

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findings demonstrated that innovative behavior and entrepreneurial success were significantly enhanced by psychological and structural empowerment. Additionally, there is a strong positive correlation between innovative behavior and entrepreneurial success. Innovative behavior may operate as a mediating variable in the relationship between structural empowerment and entrepreneurial success. However, regarding psychological empowerment in entrepreneurial success, innovative behavior fails to be a mediating variable.

KEYWORDS: *empowerment, innovative behavior, women's entrepreneurial success*

Introduction

The development of women entrepreneurs is aligned with the government's target of creating new entrepreneurs. In Indonesia, the economic power of women is increasingly growing, more than 60% of MSMEs are run by women (BPS-Statistics Indonesia, 2021). Even with the large percentage of female participation, women's economic contribution in Indonesia is still considered low. In 2021, women`s income contribution was only 37.22%, a decrease of 0.04% from the previous year which amounted to 37.26% (Sulisto et al., 2023; Zahra Wicaksana & Rahmawati, 2023). This figure decreased further in 2022 to 37.17% (BPS - Statistics Indonesia, 2024).

Table 1: Women's Income Contribution in Indonesia (2014 – 2021)

Year	Women's Income Contribution (%)
2018	36.70
2019	37.10
2020	37.26
2021	37.22
2022	37.17

Source: (BPS - Statistics Indonesia, 2024)

Women-owned businesses often face greater challenges than those owned by men (Hazudin et al., 2023). The empowerment program is one of the efforts carried out by the government to assist women entrepreneurs in facing the challenges of conducting business. The world's economic empowerment is now centered on women. Empowerment and women's entrepreneurship are two things that cannot be separated and are closely

related to each other (Sugiyanto et al., 2021; Sugiyanto & Wijayanti, 2023). One effective strategy for empowering women is women's entrepreneurship (Sharma et al., 2023).

Despite the large percentage of women's participation in MSMEs, women entrepreneurs still have a lower economic contribution compared to men. Gender equality can be achieved, and Indonesia can produce many successful women entrepreneurs who contribute to economic progress if the enormous potential of women entrepreneurs is accompanied by optimal empowerment. The goal of encouraging women to enter the workforce is to improve the economy at every level, from the individual and family to the state. The effect of empowerment, particularly psychological and structural empowerment on business performance or success has been the subject of several prior studies.

The issue that arises with this study is that there are still inconsistent research findings about how psychological and structural empowerment affect the success or performance of businesses. Some researchers state that psychological empowerment and structural empowerment are unable to influence or partially affect business success (Dewettinck & Buyens, 2014; García-Granero et al., 2018; Li et al., 2013; Mahama & Cheng, 2013; Ölçer & Florescu, 2015). On the other hand, some studies also state that psychological and structural empowerment affect business performance (Asif et al., 2019; Chiang & Hsieh, 2012; Demissie & Degago, 2014; Leigh, 2014; Narzary & Palo, 2020; Tuuli & Rowlinson, 2009; Wallace et al., 2011).

Since evidence is needed for decision-making, inconsistent research findings on the variables under study will be a stimulus for further investigation and exploration in this study. The inconsistencies in the research results may be due to the presence of other variables that moderate the relationship between empowerment and business success. This study employs novel behavior variables in an attempt to fill the research gap. The idea behind this variable is that empowerment allows a person's potential for innovative behavior to emerge. Innovative behavior is a source for the sustainability and development of an organization or business, so empowerment programs need to be developed to shape innovative behavior to support business success. On the other hand, the phenomenon indicates once more that women innovate at a rate of about 6% less than men do globally (Elam et al., 2018) or in other words, women are less innovative than men (Women's innovation rate is 12.6% compared to men's 18.7%).

Globally, women are said to be less innovative than men, with differences ranging between 2% and 7%. No nation, regardless of income level, has higher rates of innovation among women compared to men (Elam et al., 2018). Data from the Global Entrepreneurship Monitor indicates that no more than 2.5 percent of innovations in Indonesia are provided by female entrepreneurs (Elam et al., 2018). It indicates that although women make up a large number of MSMEs, their level of creativity and innovation is still below that of men. This strongly underpins the importance of innovative behavior in supporting women's business success. Entrepreneurial success depends on efficient management, meeting customer expectations, product development, and innovation (Taskin et al., 2023). Taskin's statement also shows the importance of innovation in achieving business success. For this reason, the problem in this study aligns with the research gap, focusing on the phenomenon where the growing economic power of women contrasts with their still relatively small contribution to GDP and the low level of women's business innovation.

This research generally aims to close the research gap by including innovative behavior mediation variables. The practical contribution of the research results will also be useful for business managers, especially women entrepreneurs and the government to develop empowerment programs in supporting women's business success.

Literature Review and Hypothesis Development

A set of cognitive experiences that show up as a sense of purpose, ability, influence, and self-determination is known as psychological empowerment (Al-Bsheish et al., 2019; Tuuli & Rowlinson, 2009). The congruence of an individual's values with those of a task, job, unit, or organization is known as meaning (Ochoa Pacheco & Coello-Montecel, 2023). One way to understand meaning is as someone's dedication or commitment to their work (Lim et al., 2022). The conviction that one can carry out tasks at work successfully and skillfully is known as competence (Echebiri et al., 2020). The idea that one is free to decide how to carry out work tasks is known as self-determination (Mathew & Nair, 2022). Impact measures a person's ability to have an impact on operational, administrative, and strategic decisions made by the company or at work (Juyumaya, 2022). The aforementioned four cognitive processes signify an engaged approach to one's professional role, wherein the person is ready and able to mold their

role and work environment (Sugiyanto et al., 2021). While the absence of any one component won't completely eradicate feelings of empowerment, it may lower perceived empowerment overall (Spreitzer, 1995). According to empowerment theory, a person with greater empowerment can complete tasks more quickly than a person with less empowerment (Al-Bsheish et al., 2019).

Power is the ability to obtain knowledge, organize resources, and gain support to accomplish professional objectives (Kanter, 1977). A person who is structurally empowered will possess six strengths: formal and informal power, opportunity, resources, access to information, and the support needed to accomplish goals (Dan et al., 2018; Kanter, 1977). When someone has access to information, they can increase their productivity at work by learning professional knowledge and skills (Asif et al., 2019). The ability to obtain time, money, materials, and supplies to accomplish work goals is referred to as one's resource (Al-Hammouri et al., 2021). Opportunity is the capacity to develop, grow, advance, and pick up new abilities to take on difficult tasks (Al-Hammouri et al., 2021). Support is the assistance that leaders, subordinates, and coworkers provide to accomplish objectives (Monje Amor et al., 2021). A person with formal power holds a position within the organization (Dan et al., 2018). Peers, networks, coworkers, and alliances that help achieve objectives provide informal power (Fragkos et al., 2020). The theory of structural power in organizations, developed by Kanter, is where the idea of structural empowerment originated. According to the theory, employees' work activities will rise in an empowered work environment. With an empowered environment, workers will be more satisfied and more successful in completing work (Yang et al., 2013). Prior research has demonstrated a positive relationship between structural empowerment and commitment, job performance, and job satisfaction.

Another approach to understanding innovative behavior is as a cognitive and motivational process (Janssen, 2005) of an individual or group of people, expressed in specific activities. Innovative behavior is characterized by an individual's capacity to generate and pursue novel concepts, as well as their endeavors to gain support for their performance (M. Singh & Sarkar, 2012; S. K. Singh & Singh, 2019). Idea generation, collaboration, idea realization, and idea transfer or diffusion—at the individual or group level—are all necessary for innovation. Innovative behavior is not only the ability to create and capture new value but also the

ability to apply new methods in business practices, organizations as well as in external relationships to cope with change (Akgün et al., 2014). Organizations or individuals that cannot innovate will need more time and resources to learn the market. An organization or business can survive and grow through innovative behavior. The goal of innovative behavior is to initiate and implement novel and practical concepts, methods, products, or processes. Therefore, it is possible to view the concept of innovative behavior as multifaceted, providing a general term that encompasses all possible actions that an individual may take to further the process of innovation.

One definition of "success" is an undertaking that is profitable or prosperous. It indicates that one person's definition of profitable may differ from another's. Prosperity indicators will differ depending on the domain, metrics, and perspective. Because of this, achieving any kind of success can be assessed both subjectively and objectively (Fisher et al., 2014). The success of a business venture or activity is referred to as entrepreneurial success. Having wealth is often a sign of success (Fisher et al., 2014; Mullens, 2013), however, additional study reveals that a lot of business owners don't always view accumulating wealth as a sign of success (Alstete, 2008). Perceptions of success are also impacted by gender differences. Women define success internally, such as whether they accomplished their goals, while men define success externally, such as receiving recognition or status for accomplishments (Fisher et al., 2014). Several metrics are used to assess the success of entrepreneurs, such as goal attainment, financial performance, lifestyle success, and business expansion (De Jong & Den Hartog, 2007; Fisher et al., 2014). The identification of opportunities, the development of business concepts, the acquisition of resources, and the maintenance and expansion of the venture are additional aspects of entrepreneurial success (Henao-Zapata & Peiró, 2018).

Based on the literature review, the five hypotheses developed in this study include:

Hypothesis 1: Psychological Empowerment affects Innovative Behavior

Hypothesis 2: Structural Empowerment Affects Innovative Behavior

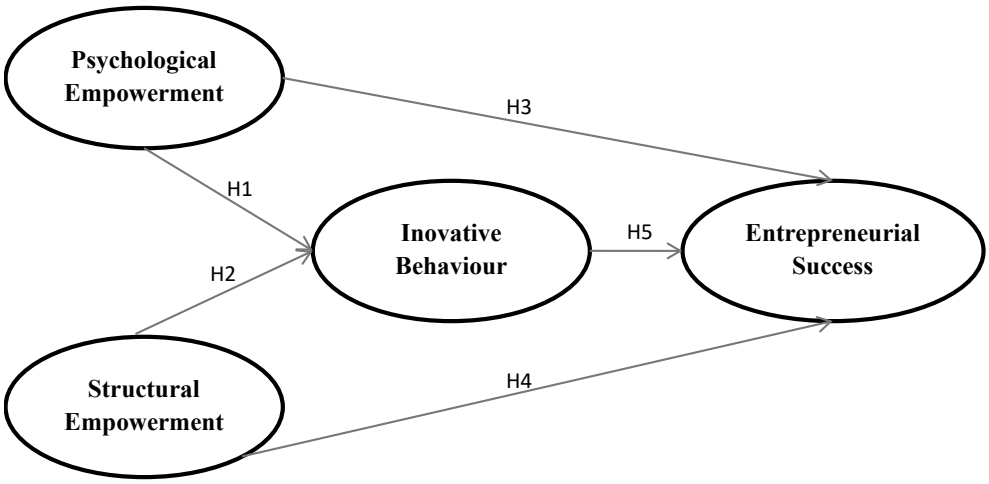
Hypothesis 3: Psychological empowerment Affects Entrepreneurial Success

Hypothesis 4: Structural Empowerment Affects Entrepreneurial Success

Hypothesis 5: Innovative behavior Affects Entrepreneurial Success

The research framework of the five hypotheses can be seen in Figure 1.

Figure 1: Empirical Model



Source: Authors' research

Research Methodology

This explanatory quantitative research aims to explain the relationship between variables in the research hypothesis. It focuses on explaining the efforts to build women's business success through empowerment and innovative behavior. Furthermore, the research data is primary data obtained through questionnaires, while the indicators of the research variables are based on previous research.

Population and Samples

The population in this study were all female entrepreneurs in Semarang City Indonesia. Sampling was conducted using a purposive technique with the following criteria 1) Women entrepreneurs in Semarang City who have been operating their businesses for more than three years. By operating a business for more than three years, these entrepreneurs have likely

experienced the benefits of both psychological and structural empowerment, In addition, after more than three years of business journey, someone has also experienced the rise and fall of business life. 2) Women entrepreneurs who are members of specific associations that support business activities. By joining certain associations, such as the Indonesian Women Entrepreneurs Association, the Womenpreneur Community, and the Indonesian Chamber of Commerce, one has many opportunities to receive empowerment programs, both structurally and psychologically. These empowerment programs include access to information, support in developing skills and expertise, networking, cooperation opportunities, etc. Someone who meets these criteria is considered relevant to completing the questionnaire.

Data Collection and Participants

The data collection period was held from June to August 2023. The respondents filled out the questionnaire via Google form with a response rate of 80%. A total of 130 questionnaires were distributed and 104 answers were collected. Out of the 104 responses, only 96 could be used, as the remaining did not meet the requirements for data processing. The majority of female entrepreneurs who responded were, on average, 43 years old with an average length of business tenure of 5 years. Their businesses are primarily in the culinary sector (63%), followed by crafts (31%), fashion (3%) and agriculture (3%). 30% of the women entrepreneurs are the main breadwinners in the family and 70% are entrepreneurs to help their husbands. The respondents' education level consists of junior high school (3%), high school (41%), diploma (13%), and bachelor's degree (43%).

Measurement

Psychological empowerment has four dimensions: competence, self-determination, meaning, and impact, encompassing a total of 12 indicators (Spreitzer, 1995). Structural empowerment is measured using Zhen He`s 2019 framework (He et al., 2019), which consists of 4 dimensions and 11 indicators. Innovative behavior was measured using the Innovative Behavior questionnaire from Onne Janssen (Janssen, 2005), which consists of 9 items. Entrepreneurial Success was measured using 12 indicators from Chiayu Tu in 2014 (Tu et al., 2014). A five-point Likert scale, with 1 denoting "strongly disagree" and 5 denoting "strongly agree," was used to rate each

item. All statements in the indicator can be seen in the appendix of this paper.

Analysis Procedure

Structural Equation Modeling (SEM) was employed in the variable data analysis procedure with the WrapPLS software. Procedures for SEM testing are:

1. Measurement Model (outer model): This model examines the relationship (loading value) between indicators and constructs (latent variables). Purpose: to determine the validity and reliability of indicators used to measure latent variables, and to assess whether the indicators used can measure the constructs of Psychological Empowerment, Structural Empowerment, Innovative Behavior, and Entrepreneurial Success.
2. Structural Model (inner model): The Structural Model assesses the relationship between independent (exogenous) and dependent (endogenous) constructs. Purpose: to test the significance of parameters previously formulated in hypotheses or to answer questions, such as:
    a) How does Psychological Empowerment affect Innovative Behavior?
    b) How does Structural Empowerment influence Innovative Behavior?
    c) How does Psychological Empowerment affect Entrepreneurial Success?
    d) How does Structural Empowerment affect Entrepreneurial Success?
    e) How does Innovative Behavior influence Entrepreneurial Success?

SEM using the WraPLS program in this study includes three steps: making a path diagram, testing the outer model, and testing the inner model.

Result and Discussion

Model Fit Test Results

Ten measures of Good of Fit (GoF) can be used with WrapPLS 8.0 to assess the model's overall fit. It is clear from the overall results that the model fits the data properly. Table 2 displays the fit model test results for this investigation.

Table 2: Model Fit Testing Results

Criteria	Value	Rule of Thumb	Description
APC	0,305, P < 0.001	P-Value ≤ 0,05	Accepted
ARS	0,394, P < 0.001	P-Value ≤ 0,05	Accepted
AARS	0,377, P < 0.001	P-Value ≤ 0,05	Accepted
AVIF	1,328	≤ 5	Accepted
AFVIF	1,517	≤ 5	Accepted
GoF	0,438	≥ 0,36	Medium Predictive Power
SPR	1,000	≥0,7 ideally 1	Ideal
RSCR	1,000	≥ 0,7 ideally 1	Ideal
SSR	1,000	≥ 0,7	Accepted
NLBCDR	1,000	≥ 0,7	Accepted

Source: Authors' research

Inner Model Test Results

Indicators that form latent constructs are evaluated for validity and reliability using an outer model, or measurement model (Ghozali & Latan, 2014). Composite reliability and loading factor are the measurement tools to assess reliability. The Average Variance Extracted (AVE) is the metric used to assess validity. The loading factor value for each indicator is displayed in Table 3. The loading value satisfies the requirements for indicator reliability. A loading factor value between 0.4 and 0.5 is considered adequate, and above 0.7 is deemed good (Ghozali & Latan, 2014). A few indicators were eliminated from the model because they did not meet the indicator reliability threshold (<0.4). Psychological empowerment (PE 11

and 12) and Entrepreneurial Success (ES1, ES3, and ES4) are among these signs.

Table 3: Indicators and Loading Factors

Psychological Empowerment		Structural Empowerment		Entrepreneur Success		Innovative Behaviour	
PE1	0.475	SE1	0.770	ES2	0.490	IB1	0.619
PE2	0.550	SE2	0.823	ES5	0.604	IB2	0.703
PE3	0.536	SE3	0.686	ES6	0.702	IB3	0.636
PE4	0.624	SE4	0.777	ES7	0.875	IB4	0.772
PE5	0.729	SE5	0.779	ES8	0.816	IB5	0.705
PE6	0.760	SE6	0.847	ES9	0.816	IB6	0.725
PE7	0.724	SE7	0.878	ES10	0.742	IB7	0.737
PE8	0.593	SE8	0.821	ES11	0.576	IB8	0.599
PE9	0.637	SE9	0.814	ES12	0.652	IB9	0.541
PE10	0.617	SE10	0.609				
		SE11	0.479				

Source: Authors' research

Table 4: Latent Variable Coefficient

	PE	SE	ES	IB
R-squared			0.350	0.437
Adj. R-squared			0.329	0.425
Composite reliab	0.869	0.937	0.900	0.881
Cronbach's alpha	0.832	0.924	0.872	0.848
Avg.var.extrac	0.404	0.580	0.507	0.455
Full collin.VIF	1.385	1.620	1.395	1.669
Q-squared			0.347	0.420

Source: Authors' research

The latent variable coefficient demonstrates that all variable composite reliability values and Cronbach alpha values are above 0.7, indicating that internal consistency reliability has been fulfilled (refer to Table 4). Convergent validity is met for structural empowerment and entrepreneur success variables (> 0.5), but not for psychological empowerment and innovative behavior variables. There are no issues with vertical or lateral collinearity in the model because each variable's full collinearity VIF value is very good, all being at <3.3. Each dependent or endogenous variable's

resulting Q-squared value is greater than > 0, indicating the predictive relevance of the model.

Table 5: View Correlation Among Latent Variables with Square Roots of AVE

	PE	SE	ES	IB
PE	(0.636)	0.462	0.394	0.395
SE	0.462	(0.761)	0.375	0.557
ES	0.394	0.375	(0.712)	0.479
IB	0.395	0.557	0.479	(0.675)

Source: Authors' research

Table 5 displays the high discriminant validity of the three latent variables when viewing the Correlation Among Latent Variables with Square Roots of AVE. There is good discriminant validity for the latent variables because the square root value of AVE is greater than the correlation between the variables.

Outer Model Test Result

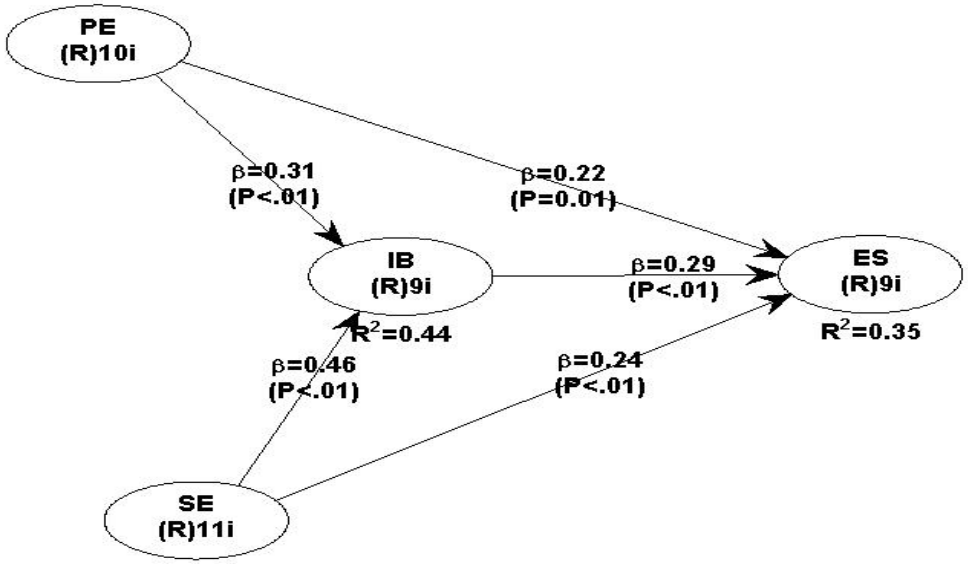
The results of hypothesis testing were examined through the structural model test. With a significance level of $p<0.01$ and a regression coefficient, hypotheses H1, H2, H4, and H5 were accepted. With a significance level of $p<0.05$ and a regression coefficient of $\beta=0.22$, H3 was accepted.

With a coefficient of determination (R^2 Square) of 0.44 for innovative behavior, 44% of the variation in the variable can be explained by structural and psychological empowerment. The remaining 56% was explained by factors not included in the study. In addition, the R^2 Squared for entrepreneurial success is 0.35, indicating that innovative behavior, structural empowerment, and psychological empowerment account for 35% of the variance in the entrepreneurial success variable. Other factors not included in the research account for the remaining 65%.

The indirect effect model in this study indirectly affects Psychological Empowerment and Structural Empowerment on Entrepreneurial Success through innovative behavior. Table 6 shows that Innovative Behavior can act as a mediator in the relationship between structural empowerment and entrepreneurial success. The results of the indirect effect output for Innovative Behavior are significant, with a value of 0.028 (<0.05).

However, in the mediating effect of psychological empowerment on entrepreneurial success, Innovative Behavior fails to be a mediating variable.

Figure 2: Hypothesis Testing



Source: Authors' research

Table 6: P values for sums of indirect effects

	PE	SE	ES	IB
PE				
SE				
ES	0.099	0.028		
IB				

Source: Authors' research

Discussion

This study provides evidence that psychological and structural empowerment can benefit women entrepreneurs in Indonesia by shaping innovative behavior. The results show that H1 and H2 are supported and confirm previous research. Previous research states that psychologically empowered entrepreneurs will exhibit innovative work behavior, as they find value in their job roles, and have the competence and confidence to

create innovations (Kustanto et al., 2020; M. Singh & Sarkar, 2019). Furthermore, previous research in line with the results of this study also states that structural empowerment will stimulate, facilitate, and increase innovative behavior; for example, the availability of resources, information, and networking both formal and informal is needed to facilitate the development of new ideas and their execution (Echebiri et al., 2020; Knezović & Drkić, 2021; M. Singh & Sarkar, 2019).

Women's entrepreneurial success in Indonesia is influenced by psychological empowerment, structural empowerment, and innovative behavior. The results show that H3, H4, and H5 are supported and confirmed by prior research. Previous research that is in line with these results, reveals that it is easier for psychologically empowered people to achieve success due to persistence, commitment, confidence, and competence (Chiang & Hsieh, 2012; Wallace et al., 2011; Yazdanshenas & Mirzaei, 2023). Other previous research has also stated that structural empowerment can increase business success, by providing easy access to information, resources, training support, networking, etc (Dan et al., 2018; Kretzschmer et al., 2017). Therefore, the implication is that women's empowerment programs, such as training and skills development, strengthening women's business management, opening digital access and networking, providing soft loans, access to credit, and access to information need to be continuously developed. In addition, this study confirms previous studies which state that innovative behavior is one of the factors that greatly influence business success (Micheels & Gow, 2015; Rauch & Hatak, 2016; Rosenbusch et al., 2011; Sidharta et al., 2017; Tu et al., 2014; Vij & Bedi, 2016; Yıldız et al., 2014; Zeng et al., 2015).

Conclusion

Theoretically, this study proves that psychological and structural empowerment can encourage innovative behavior and business success. The results of this study provide several practical implications for organizations, governments, and individuals. At the organizational level and government, the results of this study can serve as a starting point for empowerment policies, plans, and programs that can build the innovative behavior of its members. Programs designed to build structures that facilitate access to information, opportunities, resources, and support for women entrepreneurs are necessary to achieve their business goals. In addition, businesses need

individuals who have the desire and ability to introduce innovative new ideas. Implementation of an idea is a critical phase of innovative behavior and it is impossible to implement creative ideas without social support and acceptance. Such support and social acceptance can be obtained through empowerment programs. Although this study makes a significant contribution, it also has limitations. We only collected data from one city in one developing country, Semarang, Indonesia. Therefore, we recommend applying the same model in other developing countries. In addition, a qualitative study should be conducted to uncover the drivers and barriers to women's entrepreneurial success. Similarly, the addition of variables related to patriarchal culture in developing countries and glass ceilings should be considered.

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Appendix

Psychological Empowerment

Item	Statements
Meaning	
PE1	The work I do is very important to me
PE2	My life values are very much in line with my work activities
PE3	The work I do is meaningful to me
Competence	
PE4	I am confident in my ability to work
PE5	I am very confident in my ability to perform work activities
PE6	I master the skills required for work
Self-Determination	
PE7	I have autonomy in deciding what to do in my job
PE8	I can make my own decisions about how to do my work
PE9	I have a great opportunity to be independent and free in determining how to work
Impact	
PE10	I have a big impact on what happens in my organization
PE11	I have a great deal of control over what happens in my organization
PE12	I have significant influence over what happens in my organization

Structural Empowerment

Item	Statements
Opportunity	
SE1	The Business Association/Organization I belong to provides challenging work opportunities for self-development opportunities
SE2	The business association/organization I belong to provides training to develop new skills
SE3	The business association/organization I belong to gives its members a great deal of autonomy to develop themselves
Information	
SE4	Through the Business Associations/Organizations that I belong to, I get relevant information regarding the conditions of my business
SE5	The Business Associations/Organizations I belong to allow me to communicate freely and share information in meetings with people in authority as well as members of other organizations to get help and advice from them

Item	Statements
SE6	Through the Business Association/Organization I belong to; I receive complete and correct information at all times
Support	
SE7	The Business Association/Organization I belong to allows me to be supported by higher-status members of the organization in my personal and business development
SE8	The Business Association/Organization I belong to supports its members' business development and growth
SE9	The Business Association/Organization I belong to provides advice and feedback from higher-status people for the further development of its members
Resource	
SE10	Entrepreneurial support facilities are well available in the Business Association/Organization I belong to.
SE11	Through the Business Associations/Organizations I belong to, I can get help with resources needed to support new ideas and skill upgrading

Entrepreneurial Success

Item	Statements
ES1	It is easier for consumers to buy products at my business
ES2	My business provides a wide range of products/services
ES3	My business provides high-quality products/services
ES4	My business provides products/services that customers need
ES5	I provide good prices
ES6	Compared to the first year of entrepreneurship, in the third year, the average number of my employees is in line with expectations
ES7	Compared to the first year of entrepreneurship, in the third year, I earned more profit than my competitors
ES8	Compared to the first year of entrepreneurship, in the third year, I am very satisfied with the development of the business
ES9	Current sales exceed my expectations at the beginning of entrepreneurship
ES10	Current profits are higher than my expectations at the beginning of entrepreneurship
ES11	My overall satisfaction with the business is currently higher than my expectations
ES12	If I had another opportunity to develop a new venture, I would do the same business

Innovative Behavior

Item	Statements
IB1	My innovative ideas are always accepted by fellow entrepreneurs
IB2	I am always looking for new methods, techniques, or ways of working to improve my business.
IB3	I turn innovative ideas into something useful in business
IB4	I introduce innovative ideas to fellow entrepreneurs
IB5	I make my fellow entrepreneurs enthusiastic about my innovative ideas.
IB6	I generate solutions to problems in my business
IB7	I create new ideas for business development
IB8	I mobilize support for the creation of innovative ideas in my business
IB9	I evaluate the implementation of innovative ideas and whether they bring results for my business

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