

and new inventions. They have a different team spirit than before. (CEO in the security industry).

Marketing adaptability refers to the willingness of the firm to adapt different aspects of its marketing strategy to the target market.

Our main innovativeness is in the area of marketing. This is the stage when we offer the customer solutions. While our R&D often doesn't know what the task ahead is, I can already tell if we can offer what the customer wants by knowing what we can produce and what others can produce. times we need to finalize the product we offer through collaborating with others, due to lack of capabilities. In such case I would engage with whom I should collaborate in order to maintain our solution at the highest level. (Business development manager, smart irrigation systems).

The meaning of innovativeness for us is any operation that's different from the conventional strategy—in marketing or sales, for example. Adapting an existing product for a new customer is an innovative operation. An innovative product for us is one that meets an existing need, a need that already had previous solutions, but were all very different from the new one. (International marketing manager, plastic solutions).

An additional finding highlighted the relevancy of different environmental aspects and their potential impact on the tendency of the firms to adapt their marketing strategy and to what extent this adaptation should take place.

Our market is very global; this means there are threats and opportunities on a large scale. Changing economic and political factors can force us to change our strategy. This demands creativity and innovation. (CEO, defense).

In the next section we will review previous literature linking the three capabilities identified with innovativeness and formulate our hypotheses.

3. Hypotheses development

To explain our qualitative findings, we turn to the theory of market orientation. Market orientation comprises aspects of organizational culture aimed at creating better solutions for a firm's customers and then delivering them (Jaworski & Kohli, 1993) by maintaining a set of processes associated with market intelligence (Slater & Narver, 1995). Market orientation rests on three main pillars: intelligence generation, intelligence dissemination, and responsiveness. While all three are linked with market information, the first two have to do with the knowledge created from information and the third with the knowledge-based response addressing market needs and characteristics (Jaworski & Kohli, 1993). Previous research established a strong link between market orientation and innovativeness by showing their strong dependency on market knowledge (Kibbeling, Bij, & Weele, 2013).

Hult, Ketchen, and Slater (2005) incorporated both versions of market orientation into one model and addressed similarities between the two. On close examination, Hult and colleagues' constructs resemble the capabilities identified in the exploratory stage of the study. Marketing intelligence shares many similarities with the market intelligence generation construct, and marketing adaptability is strongly associated with the responsiveness construct (Jaworski & Kohli, 1993). As for team cohesion, here we can find linkage to the market information process introduced in our later discussion of market orientation (Hult et al., 2005). While team cohesion per se does not embody information processing, it can facilitate such a process by creating the appropriate inner-team climate.

While many of the managers who participated in our qualitative stage claimed that marketing intelligence and marketing adaptability are crucial elements of innovativeness, they did not mention the third component of market orientation—coordination, or formal

dissemination of intelligence; previous findings shows that small firms are less likely to use formal planning procedures (Raju, Lonial, & Crum, 2011).

3.1. Market intelligence generation and BGs

Being small and resource-constrained, BGs face greater challenges with respect to market intelligence generation, mainly because they seldom operate on a solo basis. Most BGs internationalize via export and hence rely on local business partners for both downstream (e.g., sales and service) and upstream (e.g., market information) activities (Knight & Cavusgil, 2004). Therefore, the market intelligence generation which refers to the information gathering process performed by firms to increase their competitiveness,²¹ requires the willingness and collaboration of the local business partners. Intelligence impacts the BG's decision-making process (Freeman et al., 2006), hence BG's must devote particular attention to it.

Market intelligence generation is also an important source of innovativeness. Lukas and Ferrell (2000) linked knowledge related to customer orientation with the tendency to introduce new and innovative products. Keskin (2006) built on these findings by introducing learning orientation as a mediator between market intelligence generation and innovativeness, emphasizing the relevance of the knowledge creation process. In the BG context, Kocak and Abimbola (2009) established the linkage between different aspects of marketing orientation, including market intelligence generation, with BGs' innovativeness. Hence our first hypothesis,

H1. Higher levels of market intelligence generation will enhance BGs' innovativeness

3.2. Team cohesion and innovativeness

Our second construct, team cohesion, derived mainly from the in-depth interviews we conducted. Several managers mentioned the importance of the R&D team within their firm, claiming that aside from the knowledge brought by each individual team member, the team's work quality was also significantly affected by the type and nature of the members' collaboration. This element is referred to in the literature as team cohesion (Castaño et al., 2013; Castaño, Watts & Tekleab, 2013; Chiocchio & Essiembre, 2009). Team cohesion did not receive attention in regard to BGs. As our exploratory findings show its importance to BGs' innovativeness, we decided to incorporate it into our study model.

The importance of team cohesion to the effectiveness of R&D teams carries special importance in the present study, which strives to elaborate on the predictors of BGs' innovativeness. Because BGs have a strong technological orientation, the knowledge created by their R&D teams is often described as tacit knowledge (Knight & Cavusgil, 2004). Due to its uniqueness, tacit knowledge serves as a core capability and is tightly linked to the firm's competitiveness (Grant, 1996). The relationships between R&D team members bear potential impact on their ability to create tacit knowledge, and thus impact their ability to perform their tasks effectively (Berman, Down, & Hill, 2002).

Early definition of team cohesion defined it as the force tying group members together (Festinger, 1950). This definition is rather general and vague (Chiocchio & Essiembre, 2009). Carron, Brawley & Widmeyer (1998) have offered a more elaborate definition of team cohesion as "a dynamic process that is reflected in the tendency for a group to stick together and remain united in the pursuit of its instrumental objectives and/or for the satisfaction of members' affective needs" (Carron, Brawley, & Widmeyer, 1998, p. 213). While older definitions treat cohesion as a unitary construct,

Table 1
Descriptive statistics and correlation matrix.

| | CR | AVE | Mean | Sd | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
|-------------------------------|-------|-------|-----------|--------|-------|--------|-------|-------|-------|-------|-------|------|-------|
| 1. Market intelligence | 0.89 | 0.86 | 3.6 | 0.72 | 0.92 | | | | | | | | |
| 2. Price adaptability | 0.80 | 0.57 | 2.94 | 1.13 | −0.06 | 0.76 | | | | | | | |
| 3. Product adaptability | 0.80 | 0.70 | 2.02 | 0.88 | 0.10 | .29** | 0.84 | | | | | | |
| 4. Communication adaptability | 0.85 | 0.85 | 2.88 | 1.04 | 0.14 | .37** | 0.16 | 0.92 | | | | | |
| 5. Sales force adaptability | 0.85 | 0.76 | 2.73 | 1.21 | −0.02 | .47** | .20* | .40** | 0.87 | | | | |
| 6. Task cohesion | 0.80 | 0.70 | 4.10 | 0.83 | .30** | −0.05 | 0.00 | 0.00 | −0.05 | 0.84 | | | |
| 7. Social cohesion | 0.76 | 0.71 | 2.91 | 0.90 | 0.08 | 0.03 | 0.02 | 0.05 | 0.15 | 0.17 | 0.85 | | |
| 8. Innovativeness | 0.550 | 0.600 | 4.02 | 0.57 | .43** | −0.05 | −0.06 | 0.01 | −0.04 | .24** | 0.10 | 0.77 | |
| 9. Technological development | | | 5.4 | 0.55 | 0.08 | −0.26* | −0.14 | −0.19 | −0.05 | 0.03 | .30** | 0.02 | |
| 10. Economic development | | | 43,487.06 | 16,203 | 0.06 | −0.23* | −0.16 | 0.05 | −0.07 | 0.05 | .25* | 0.07 | .85** |

*Square rooted AVEs on the diagonal.

of marketing communication. The AVE and CR for product adaptability were 0.70 and 0.80 respectively; AVE and CR for price adaptability were 0.57 and 0.80 respectively; AVE and CR for marketing communication adaptability were 0.85 and 0.85 respectively; and the AVE and CR for salesforce adaptability were 0.76 and 0.85 respectively. Our results suggest acceptable discriminant validity and good reliability.

Team cohesion was measured based on seven items from Carless and De Paola (2000). Similar to the results reported in the original paper, exploratory factor analysis revealed that the seven items loaded on two separate constructs: task cohesion (four items), and social cohesion (three items). The task cohesion’s AVE and CR were 0.70 and 0.80 respectively; AVE and CR for social cohesion were 0.71 and 0.76 respectively. These results also suggest acceptable discriminant validity and good reliability

Innovativeness was measured using the scale proposed by Deshpandé, Farley, & Webster Jr (1993). The scale captures two different innovation-related aspects: the level of innovation incorporated into the products, and the level of product innovation as perceived by the target market. The original scale contained five items. Preliminary discussions with CEOs of several BGs revealed, however, that the first four items measure the same thing; we therefore aggregated them into one item, resulting in a two-item scale. The AVE of the construct was 0.60, suggesting acceptable discriminant validity. The CR value of the measurement is fairly low (.55), given the two-item scale, since the reliability measure is sensitive to the number of items (Peterson, 1994).

All items were 5-point Likert-type scales (see Appendix A—standardized loadings and error variance values for each of the items).

The environmental moderators were measured using two target market-related variables: level of economic development, and level of technological development. Economic development data were taken from the “Global Competitive Report 2010–2011” (Schwab, 2010), published by the World Economic Forum. The technological development data were taken from the Information and Communication Technologies (ICT) index (ITU, 2009). The range of years we chose for each environmental indicator corresponds to the BGs’ time of entry to their main foreign market.

5. Findings

The conceptual model described in Fig. 1 was tested through structural equation analysis using AMOS20 software. To reduce noise in the analysis, we followed Bollen’s (1989) recommendation to calculate the latent constructs and use them as indices in the model. As such, our structural equation analysis was based on the constructs themselves rather than on the original indicators. This procedure reduced the degrees of freedom of the overall model. The fit measures were highly satisfactory ($\chi^2=0.830$, $df=2$, $\chi^2/df=0.415$, $p>0.10$, $TLI=1.064$, $CFI=1.00$, $RMSEA=0.00$). Table 2 present the fit measures, while Table 3 presents the estimated coefficients, t values, and significance of the model constructs.

H1 suggesting that higher levels of market intelligence will enhance BGs’ innovativeness was supported by the hypothesis. We

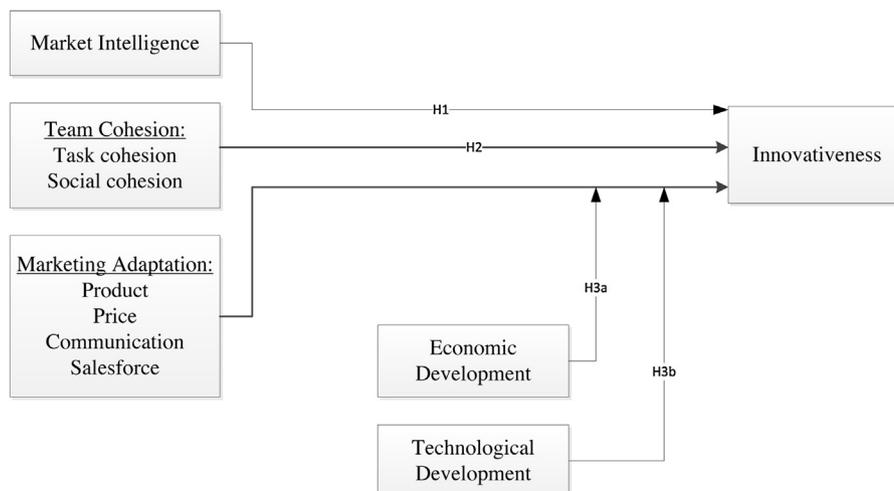


Fig. 1. Research Model.

Table 2
Fit measures.

| | χ^2 (df) | χ^2 /(df) | P | TLI | CFI | RMSEA |
|-----------|------------------|-------------------|-------|-------|-------|-------|
| CFA | 439.340 (377) | 1.165 | 0.015 | 0.930 | 0.944 | 0.036 |
| SEM Model | 0.830 (2) | 0.415 | 0.660 | 1.064 | 1.000 | 0.000 |

CFA – Confirmatory Factor Analysis of all measures.
Restricted Model – Structural Model containing the independent variables.
Unrestricted Model – Structural Model containing independent and moderating variables.
TLI – Tucker–Lewis coefficient Index.
CFI – Comparative Fit Index.
RMSEA – Root Mean Square Error of Approximation.

found that the greater a BG’s marketing intelligence, the greater its innovativeness ($\beta = 0.400, p < 0.001$). H2a suggested that higher levels of social cohesion will reduce BGs’ innovativeness, but it was not supported. H2b suggested that higher levels of team cohesion will enhance BGs’ innovativeness. It was found that the greater the task cohesion of the R&D team, the greater the firm innovativeness ($\beta = 0.130, p < 0.05$). H3 suggested that higher levels of marketing adaptability will enhance BGs’ innovativeness, which was not supported. No significant links were found between the four dimensions of market adaptability and innovativeness.

H4a posited that the relationship between marketing adaptability and BGs’ innovativeness is stronger under higher levels of economic development. As Table 3 shows, the hypothesis was supported only for the interaction between economic environment

Table 3
Structural Model Results.

| Variable name | Weights (t-value) |
|--|------------------------------|
| Independent variable | |
| Market intelligence | 0.400*** (4.776) |
| Task cohesion | 0.130* (1.604) |
| Social cohesion | 0.039 (.458) |
| Product adaptability | 0.007 (.073) |
| Price adaptability | −0.080 (−0.739) |
| Communication adaptability | 0.114 (.844) |
| Sales force adaptability | −0.068 (−0.623) |
| Moderating variable | |
| Product adaptability × Technological development | 1.216*** (2.494) |
| Product adaptability × Economic development | −1.080*** (−2.654) |
| Price adaptability × Technological development | −0.778 (−1.282) |
| Price adaptability × Economic development | 0.703 (.839) |
| Communication adaptability × Technological development | 1.175 (1.499) |
| Communication adaptability × Economic development | −1.356** (−1.879) |
| Sales force adaptability × Technological development | −0.657* (−1.890) |
| Sales force adaptability × Economic development | 0.628* (1.862) |
| R ² | 0.33 |

* p < 0.05.
** p < 0.01.
*** p < 0.001.

and salesforce adaptability ($\beta = 0.628, p < 0.01$). In contrast, we found a negative relationship between the economic environment and product adaptability ($\beta = -1.08, p < 0.001$) and communication adaptability ($\beta = -1.36, p < 0.01$). This means that under higher levels of economic development, using product adaptability or communication adaptability will decrease BGs’ innovativeness. No significant relationship was found between economic development and price adaptability.

H4b posited the relationship between marketing adaptability and BGs’ innovativeness to be stronger under higher levels of technological development. This was confirmed for the interaction between technological development and product adaptability ($\beta = 1.216, p < 0.001$). In contrast, a negative relationship was found between technological development and salesforce adaptability ($\beta = -0.657, p < 0.01$). This means that under higher levels of technological development, using product adaptability will enhance BGs’ innovativeness while using salesforce adaptability will decrease it. No significant relationship was found between technological development and either price or communication adaptability.

6. Discussion

Our aim in this study has been to expand existing knowledge of the relationship between innovation and marketing in BGs, as suggested by Rennie (1993). Based on preliminary interviews with senior managers of BGs, we identified three such capabilities. We followed the interviews by testing the linkage between market intelligence generation, team cohesion, and market adaptability on BGs’ innovativeness. Based on previous studies, we argued that BGs’ operations should be measured in terms of their innovativeness, as a major driver of their competitiveness and survival.

The analysis supported our hypothesis regarding the positive impact of market intelligence generation on BGs’ innovativeness, confirming our claim that market intelligence generation provides useful information which triggers innovation-related processes, hence grounding the market positioning of firms (Zhang & Duan, 2010). While previous research emphasized the importance of unique know-how and other relevant sources of innovation for BGs’ operations (Knight & Cavusgil, 2004), the present study advocates adding market intelligence generation as a substantial source which can give BGs a better understanding of market conditions, customer needs and abilities, etc., and thus help them create a unique and innovative value proposition (Lackman, Saban, & Lanasa, 2000).

Task cohesion also showed a significant impact on innovativeness. As mentioned earlier, team cohesion was suggested by a number of managers who were asked to comment on the reasons for BGs’ success. Our findings showed that while social cohesion does not impact BGs’ innovativeness, task cohesion, which focuses on work relationships, bears significant impact on BGs’ innovativeness. These findings are consistent with Hirunyawipada et al. (2015) about the positive effect of task cohesion on the ideation of new products. The reason for this may be that the organizational culture of BGs encourages long working hours, making task cohesion much more crucial in terms of its potential impact on team performance, which in turn impacts firms’ innovativeness. Further investigation into the subject is needed in order to fully grasp its relationship with BGs’ operations and innovativeness. This finding represents an initial advance towards a better understanding of team cohesion and its role in achieving firms’ goals and impacting their performance.

We now turn to the moderating impact of economic and technological environments on the relationship between marketing adaptability and BGs’ innovativeness. Before we start discussing this set of relationships, we need to elaborate on two issues

that influenced the set of relationships revealed to us when we introduced the moderating factor. First, innovativeness was measured using a subjective scale; that is, the managers were asked to assess how innovative their firm was. We may assume that the perceptions of the firm's customers impacted their assessment. Second, innovativeness is a constantly changing condition. Being innovative once does not guarantee future innovation: firms must maintain their level of innovation by constantly striving for new discoveries (Hallböck & Gabrielsson, 2013). In an environment made increasingly dynamic by globalization and technological change, firms require ever-growing inputs in order to remain innovative, but can also sustain innovativeness for increasingly shorter periods of time before other firms get ahead by either imitating or themselves innovating. It is in light of these two sets of circumstances that our findings must be viewed.

We discovered that in countries with a highly developed economy, using a local salesforce enhanced BGs' innovativeness while adapting the product and the communication jeopardized it. In technologically developed countries the findings were reversed: adapting the product to the local market was found to enhance BGs' innovativeness, but using a local salesforce was found to reduce it.

Markets in economically developed countries are generally regarded as having high potential in terms of sales and revenues. Using a local salesforce provides the necessary understanding of the market, enabling the firm to provide better value to the customers as well as forming an open channel of communication. Knowledge of the local market also facilitates smoother operation, impacting the firm's innovativeness. But while adapting the salesforce facilitates BGs' innovativeness, it does not facilitate marketing communication. Our findings suggest that developing countries will benefit more from using standardized communication, which we explain by focusing on the purpose of brand image. While the salesforce aims at addressing customer demands and requests, marketing communication is aimed at creating the overall image of the brand (Kim & Hyun, 2011); hence using standardized communication can contribute to innovativeness perception much more. On the same note, operating in a highly developed country forces firms to maintain short time to market due to the competitive intensity often associated with such markets. Any diversion from the original product design will result in wasted time. Product adaptation requires planning and implementation. Both processes are time-consuming: while they might create value in terms of increased sales in the long run, they thus bear a significant risk in term of the time gap which reduces the firm's innovativeness (Dixon, Meyer, & Day, 2014).

As for the impact of adaptability in technologically developed countries, here the findings were reversed. Product adaptation increased innovativeness, while using a local salesforce led to the opposite outcome. A possible explanation for both findings has to do with the nature of such markets. Technologically developed markets attract innovation because they are known for their high adoption rate. For this reason, technological breakthroughs are often developed based on the sophisticated demand presented by these markets. Since such markets serve as a beacon guiding the way for other markets, gaining a foothold in such markets is considered a strategic goal and a step toward success (Zhou & Wu, 2010). BGs are technology-oriented firms. They are recognized for their innovative solutions, and it stands to reason that they will aim to obtain a market position in technologically developed markets. They can attain this goal more easily by adapting their products to market demands, hence lowering the barriers for entry and achieving innovativeness (Chrysochoidis & Wong, 2000). This is not the case, however, with respect to employing a local salesforce. Here, market characteristics give an advantage to a specialist, more experienced salesforce over a local one (Hultink, Atuahene-Gima,

& Lebbink, 2000). Employing a local salesforce might thus jeopardize the firm's level of innovativeness as perceived by its customers.

Before we proceed, some limitations must be acknowledged. First, the study targeted the main export market of each BG. Over 50% of the firms noted the U.S. as their main market. This high concentration may have impacted the findings; future research should therefore aim at a better balance of the target countries. Second, the team cohesion factor represented a cultural aspect which has received very little attention to date. Also, since the current study showed that only task cohesion has a direct impact on innovativeness, a clearer understanding of this factor is needed in order to fully grasp its potential. Furthermore, the study was conducted partly during the late stages of the recent global economic crisis. Since the study focused on technology-oriented firms and on the U.S. market, it is only reasonable to assume that the results were somewhat influenced by the crisis. Finally, the relatively small sample size of BGs included in the study is explained by the difficulty in gathering information from privately-owned technology-oriented firms. This is due to their hesitation to share information which might be used later on by their competitors. Previous research on BGs was therefore conducted either in the form of qualitative studies (Laanti, Gabrielsson, & Gabrielsson, 2007; Nordman & Melén, 2008; Styles, Gray, Sullivan Mort, & Weerawardena, 2006), or using relatively small sample sizes, especially when the firms were from small economies (Gabrielsson, Gabrielsson, & Seppälä, 2012).

7. Managerial implications

Our findings bear significant practical implications. Two main features distinguish BGs from other globally operating firms. BGs are young and therefore relatively inexperienced. They also tend to suffer from lack of tangible resources, specifically financial ones. The two often interact, resulting in delay of the global expansion of BGs (Weerawardena et al., 2007). In light of this, it is imperative for BGs to enhance their innovativeness as a means of distinguishing themselves from their competitors. Gaining innovative positioning in major markets can reduce barriers that prevent further international expansion, hence improving their survival chances. Our findings suggest that by developing specific capabilities, BGs can enhance their innovativeness: By implementing market intelligence generation as well as encouraging the creation of task cohesion—both considered inward-focused capabilities—BGs can leverage their innovativeness. Market intelligence can facilitate the production of better solutions while task cohesion leverages the abilities of the R&D team to extract the best output from the intelligence obtained.

As for marketing adaptability, here our findings emphasize the importance of the strategic fit concept. Namely, that the choice of adaptation should conform with the target market's characteristics in terms of economic and technological development. Product, communication, and salesforce are the three components that have the most impact on innovativeness in the context of marketing adaptability, but while in economically developed countries salesforce adaptation will work in BGs' favor, technologically developed countries' best strategy is product adaptation.

Finally, while all the capabilities suggested are associated with extra costs to develop and maintain them, in today's world market, intelligence generation can be achieved by using web sources, which provide useful information at relatively low (if any) cost (Mata & Quesada, 2014; Vaughan & You, 2011). This information can be supplemented by BGs' business partners who often have access to accurate and immediate market intelligence generation—again, at no increased cost (Mort & Weerawardena, 2006).

8. Conclusion

Following Rennie's (1993) initial conclusion regarding BGs' innovativeness, we have suggested a set of capabilities—market intelligence, marketing adaptability, and task cohesion—as facilitators of firms' innovativeness. Our findings indicate that when moderated by the environment, adaptability impacts firms' innovativeness. On the basis of these results, we conclude that alongside innovation and technological capabilities, marketing capabilities are crucial in creating and maintaining value for BGs' customers. Metaphorically speaking, BGs' innovation capabilities depend on the firm's ability to hold its head in the clouds; therein is the vision that drives new generations of products. When practicing its marketing capabilities, the firm's feet remain firmly planted on the ground as it must in order to keep up to date with its customers' needs.

Appendix A. Items, factor loading and error variance

| Items and examples of items sources | Standardized loadings | Error variances |
|---|-----------------------|-----------------|
| Market intelligence (Jaworski & Kohli, 1993) | | |
| In this business we meet with customers at least once a year to find out what products/services they will need in the future. | 0.559 | 0.127 |
| Individuals from our manufacturing department interact directly with customers to learn how to serve them better. | 0.480 | 0.183 |
| We do a lot of in-house market research. | 0.501 | 0.128 |
| We poll end users at least once a year to assess the quality of our products/services. | 0.594 | 0.160 |
| We often talk with or survey those who can influence our customers. | 0.753 | 0.091 |
| We collect industry information through informal means. | 0.553 | 0.101 |
| Intelligence on our competitors is generated independently by several. | 0.546 | 0.154 |
| We periodically review the likely effect of changes in our business environment. | 0.565 | 0.087 |
| Product adaptability (Lages et al., 2008) | | |
| Positioning | 0.801 | 0.126 |
| Design/style | 0.704 | 0.159 |
| Brand/branding | 0.699 | 0.129 |
| Items/models in product line | 0.607 | 0.133 |
| Price adaptability (Lages et al., 2008) | | |
| Price | 0.846 | 0.078 |
| Profit margins | 0.914 | 0.081 |
| Discounts | 0.811 | 0.091 |
| Salesforce adaptability (Lages et al., 2008) | | |
| Sales force structure/management | 1.005 | 0.267 |
| Sales force role | 0.693 | 0.164 |
| Communication adaptability (Lages et al., 2008) | | |
| Advertising | 0.812 | 0.108 |
| Media allocation | 0.795 | 0.110 |
| Public relations | 0.735 | 0.119 |
| Advertising/promotion budget | 0.707 | 0.124 |
| Task cohesion (Carless & De Paola, 2000). | | |
| This team is united in trying to reach its goals for performance. | 0.706 | 0.057 |
| I'm unhappy with this team level of commitment to the task. | 0.766 | 0.109 |
| These team members have conflicting aspirations for the team performance. | 0.791 | 0.102 |
| This team does not give its members enough opportunities to improve their personal performance. | 0.529 | 0.119 |
| Social cohesion (Carless & De Paola, 2000). | | |
| This team likes to spend time together outside the work hours. | 0.653 | 0.116 |

(Continued)

| Items and examples of items sources | Standardized loadings | Error variances |
|--|-----------------------|-----------------|
| These team members rarely party together. | 0.764 | 0.143 |
| Members of this team would rather go out on their own rather than get together as a team. | 0.725 | 0.105 |
| Innovativeness (Deshpandé et al., 1993) | | |
| Level of innovativeness (First-to-market – 1; Later entrant in established but still growing markets – 2; Entrants in mature, stable markets – 3; Entrants in declining markets – 4) | 0.371 | 0.052 |
| At the cutting edge of technological innovation | 0.829 | 0.150 |

All items (But Level of Innovativeness) are based On a 5-point Likert scale.

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