

HARNESSING ENTREPRENEURIAL BRICOLAGE FOR MSME'S SUCCESS: INNOVATION AND ADAPTATION AT TANJUNG PENYU BEACH

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Abstract

This study explores the role of bricolage as a strategic mechanism in the entrepreneurial success of MSMEs at Tanjung Penyuh Beach, Malang, which has transformed from an agricultural area into a tourist destination. This research addresses a gap in the literature, which has paid limited attention to the application of bricolage in the context of land-use changes and MSMEs adaptation in the tourism sector of developing countries. Most previous studies have focused on bricolage in the context of technological innovation or large-scale businesses, while its role in supporting MSMEs adaptation in resource-constrained regions remains underexplored. Using a qualitative approach through in-depth interviews, this research identifies how MSMEs in the region creatively utilize local resources following the conversion of agricultural land into a tourism site, providing opportunities for farmers to adapt to environmental changes. This research introduces new insights into how bricolage can be used as a flexible adaptation strategy to address changes in the business environment in developing coastal areas. The findings indicate that bricolage techniques enhance product innovation, leverage social networks, and create new value for MSMEs. However, a major challenge is the promotional strategy, which remains limited to local media, hindering the potential to attract more visitors. The study aims to provide new perspectives on how bricolage techniques can help MSMEs overcome resource constraints, innovate, and capitalize on opportunities in a dynamic context. This study offers insights into how bricolage can help overcome resource constraints and adapt to market changes, highlighting the need for more effective digital promotion strategies to enhance the appeal of Tanjung Penyuh Beach as a tourist destination and maximize the success of MSMEs in the area.

Keywords: Entrepreneurial bricolage, innovation, adaptation.

Introduction

The tourism sector in Indonesia is showing a positive growth trend. This is because, after the Covid-19 storm, this sector showed a significant increase in tourists. Based on BPS data in 2023, the tourism sector showed an increase of 263.11% for foreign tourist arrivals in East Java. This was also accompanied by the growth of Tourism GRDP in East Java which contributed 5.82% and increased by 13.02% from 2022 to 2023. This growth encourages SMEs in the tourism sector in East Java to increase innovation by introducing traditional cultures so that they can compete globally (Kustiningsih et al., 2022). In the era of globalization and dynamic economic changes, entrepreneurship has emerged as a key driver of economic growth, particularly in the micro, small, and medium-sized enterprises (MSMEs) sector. In Indonesia, MSMEs play a crucial role in job creation and supporting the local economy. However, MSMEs

often face significant challenges, especially when adapting to changes in the business environment, such as land use transitions and sectoral economic shifts.

Tanjung Penyuh Beach, located in Sitarjo Village, Sumbermanjing Wetan District, Malang Regency, East Java, is an example of an area that has undergone significant transformation from agricultural land to a tourist destination. This change has opened new opportunities for local residents to develop businesses in the tourism sector but also requires them to adapt quickly and effectively. In this context, the concept of bricolage becomes relevant to study as a strategic mechanism in the entrepreneurial process.

Bricolage, in the context of entrepreneurship, refers to the entrepreneur's ability to identify and utilize available resources, both internal and external, to create new value. Internal resources include the entrepreneur's experience, knowledge, and skills, while external resources encompass social relationships, physical assets, and opportunities available in the surrounding

environment. Through bricolage, entrepreneurs can rapidly respond to challenges and opportunities, even when available resources are limited (Busch & Barkema, 2021; Mateus & Sarkar, 2024).

Several studies on bricolage have developed, primarily focusing on its application in technological innovation and large businesses in developed (Hu et al., 2022; Reypens et al., 2021; Santos et al., 2021; Taleb et al., 2024). However, there is a lack of studies examining the application of bricolage in MSMEs in developing countries, especially in coastal areas undergoing land-use changes and sectoral economic shifts, as seen in Tanjung Penyu Beach. Few studies have explored how MSMEs in these areas utilize limited resources to survive and grow and how bricolage functions as a critical adaptation strategy amid rapid changes. With the transition from agricultural land to tourism, there is an opportunity to better understand how MSMEs in the tourism sector creatively use limited resources to create new business opportunities.

In the Tanjung Penyu Beach area, MSMEs thriving in the tourism sector must leverage existing resources to create value and adapt to ongoing changes. For instance, local entrepreneurs might repurpose unproductive agricultural land into new business locations or use their social networks to attract tourists and new customers (Baker & Nelson, 2005). Understanding how MSMEs in this coastal area apply bricolage to achieve entrepreneurial success will provide valuable insights for developing entrepreneurship strategies in similar evolving environments.

This study aims to provide new perspectives on how bricolage techniques can help MSMEs overcome resource constraints, innovate, and capitalize on opportunities in a dynamic context and also to explore the strategic role of bricolage in the entrepreneurial success of MSMEs at Tanjung Penyu Beach. By analyzing how MSMEs in this coastal area utilize available resources to adapt and thrive, this research hopes to contribute to the development of entrepreneurship theory and more effective practices in supporting MSMEs in emerging areas (Garud & Prabhu, 2021).

Resource-Based View (RBV)

The Resource-Based View (RBV) is a foundational framework in strategic management that emphasizes the internal resources of a firm as key to gaining a competitive advantage (Barney, 1991). According to RBV, firms with valuable, rare, inimitable, and non-substitutable (VRIN) resources are more likely to achieve sustained competitive advantage. In

the context of MSMEs in Tanjung Penyu Beach, local resources such as agricultural products, cultural assets, and social networks represent valuable inputs that can be leveraged through bricolage. The ability of MSMEs to creatively combine these resources is central to their success in adapting to the area's transformation into a tourist destination.

The RBV in management highlights the importance of innovation and technology adoption in improving profitability and organizational competitiveness (Malhotra et al., 2024). In an increasingly competitive business world, applying RBV in various management practices, such as marketing, strategy, finance, and human resources, can help firms better manage their resources to achieve predefined targets. For MSMEs in Tanjung Penyu Beach, the ability to innovate and fully leverage local resources such as agricultural products, cultural assets, and social networks, can be a key factor in retaining customers and adapting to the evolving tourism market. By utilizing the RBV approach, MSMEs can be better prepared to face the uncertainties and challenges of the competitive tourism market.

In the literature on entrepreneurial bricolage and sustainable entrepreneurship, several studies provide important insights into how various factors affect business performance, particularly in the context of Micro, Small, and Medium Enterprises (MSMEs). Vanevenhoven et al. (2011) provided a theoretical account of how two types of bricolage influence the entrepreneurial process: bricolage involving social relationships or physical assets, and bricolage involving internal resources such as experiences and knowledge. They argue that both types of bricolage are essential for venture success, highlighting the importance of employing entrepreneurial techniques to exploit opportunities.

Bricolage and Resource Constraints

Bricolage is closely linked to the concept of resource constraints, a common challenge for MSMEs, particularly in developing economies. Baker and Nelson (2005) define bricolage as "making do by applying combinations of the resources at hand to new problems and opportunities." In Tanjung Penyu Beach, MSMEs face significant resource limitations, particularly financial capital and access to sophisticated technology for promotion. However, through bricolage, these businesses utilize available materials, social networks, and local knowledge to innovate their products and services. This approach aligns with RBV by highlighting the strategic importance of resourcefulness in resource-constrained environments.

For example, MSMEs may use traditional agricultural techniques and local crafts to create unique tourism products, thus capitalizing on their VRIN resources. However, as noted in the original study, the limited use of digital platforms for promotion remains a critical challenge that prevents MSMEs from fully exploiting their resource potential.

Tajeddini et al. (2023) further expanded the understanding of entrepreneurial bricolage by examining its role in driving sustained competitive advantage for tourism and hospitality SMEs. Their mixed-methods research, which included interviews and surveys with 246 SMEs in Japan, found that entrepreneurial bricolage, combined with strategic management initiatives like risk management and differentiation, significantly contributes to achieving a sustained competitive advantage. The study highlights the importance of these dynamic capabilities, especially in resource-constrained environments, and suggests that effective risk management is a key dynamic capability that complements bricolage to enhance competitive positioning. Kurniawan and Selamat (2023) explored the impact of entrepreneurial orientation and sustainability orientation on sustainable entrepreneurship in Jakarta, with entrepreneurial bricolage as a mediating variable. The study found that both entrepreneurial orientation and sustainability orientation positively and significantly affect entrepreneurial bricolage and that entrepreneurial bricolage mediates the relationship between these orientations and sustainable entrepreneurship. These findings highlight the importance of entrepreneurial bricolage in applying sustainable entrepreneurship concepts and enhancing the understanding of driving factors in MSMEs. Hashim et al. (2023) examined how entrepreneurial bricolage influences micro-business performance with the moderating role of innovation capability and digital marketing capability. They found that innovation capability mediates the relationship between entrepreneurial bricolage and business performance, while digital marketing capability strengthens this relationship. The research provides empirical evidence that entrepreneurial bricolage, innovation capability, and digital marketing play a crucial role in improving business performance, particularly in emerging markets like Malaysia.

Bricolage in MSME Innovation and Social Networks

A significant finding in the study is the role of bricolage in fostering product innovation and leveraging social networks. Social networks provide MSMEs with access to informal resources such as

local knowledge, customer insights, and support from the community. According to Shah and Tripsas (2007), bricolage fosters innovation by encouraging entrepreneurs to use "what is at hand" to solve problems, which is particularly relevant in resource-scarce environments. Iskandar et al. (2024) investigated factors influencing the sustainability of MSMEs in Indonesia, such as intellectual capital, social innovation, and social bricolage. The study showed that all three factors have a significant impact on MSMEs sustainability. This underscores the importance of investing in intellectual capital and social innovation, as well as collaborating with external partners to enhance business sustainability. The study also notes the need for further research to explore additional variables affecting business sustainability. Prayoga et al. (2024) highlighted the importance of digital capital in digital businesses for MSMEs, especially during the economic crisis triggered by COVID-19. They demonstrated that leveraging digital capital through a Community-Based Local Product (CBLP) model can strengthen MSMEs' ability to adapt to the digital economy. This study offers guidance on how MSMEs can utilize digital capital to enhance business promotion and reduce reliance on government support. Kurnia et al. (2024) explored the role of team participation as a moderator in the relationship between entrepreneurial bricolage and new product development. They found that team participation can dampen the positive impact of entrepreneurial bricolage on new product development due to potential information overload in the decision-making process. This study emphasizes the need to manage team participation levels to prevent information accumulation that could hinder bricolage processes.

Overall, this literature offers a comprehensive view of how various aspects of entrepreneurial bricolage, from social innovation to digital capital, influence the sustainability and performance of MSMEs. These studies demonstrate the significance of entrepreneurial bricolage in enhancing MSMEs' adaptability and performance and how moderating variables such as team participation and innovation capability can impact these outcomes.

Research Methods

This study adopts a qualitative approach to explore the role of bricolage as a strategic mechanism in the success of MSME entrepreneurship in Tanjung Penyu Beach, Malang. The main method used was in-depth interviews with two key groups: MSME owners operating in the area and Tanjung Penyu Beach

managers. This interview aims to understand how each group leverages bricolage, i.e. the creative and adaptive use of existing resources, to face challenges and take advantage of opportunities in the context of significant changes in the business environment (Kitching & Rouse, 2020; Lounsbury & Glynn, 2001).

Interviews will be conducted either in person, according to the availability and preferences of the participants. The interview guide will be designed to explore how MSME owners utilize internal resources, such as skills and knowledge, as well as external resources, such as social networks and physical assets (Di Domenico et al., 2010). The interview with the manager of Tanjung Penyu Beach will focus on how the change in land use from agricultural areas to tourism destinations affects MSMEs and the type of support provided to help them adapt. All interviews will be recorded with the participant's permission, and the transcript will be analyzed using thematic analysis methods to identify and group the main themes from the data (Braun & Clarke, 2019).

Data Collection and Analysis

a. Primary Data

Primary data was obtained from direct survey results conducted at Tanjung Penyu Beach in Malang, East Java, Indonesia. The survey will assess factors such as road access to the beach, the economic conditions around the beach, beach conditions, and infrastructure supported by the government. Following the survey, we will analyze potential opportunities to improve the economy and increase the attractiveness of Tanjung Penyu Beach to both foreign and local tourists. The analysis will be conducted through the implementation of internal EB (Entrepreneurial Behavior), external EB, opportunity generation, opportunity-enhancement, and exploitation of opportunities.

b. Data Analysis Techniques

The data analysis will employ a thematic analysis approach to identify patterns and themes related to the use of bricolage in the context of MSMEs at Tanjung Penyu Beach. Thematic analysis is a widely used method that involves identifying and interpreting patterns in qualitative data (Braun & Clarke, 2019). The process will involve the following steps:

1. Familiarization with the data: Transcripts of interviews and documentary materials will be reviewed multiple times to familiarize the researcher with the data.

2. Generating initial codes: The researcher will identify key features of the data that are relevant to the research questions and generate initial codes.
3. Searching for themes: The codes will be grouped into potential themes, allowing for the identification of broader patterns in the data.
4. Reviewing themes: The identified themes will be reviewed and refined to ensure that they accurately reflect the data.
5. Defining and naming themes: Each theme will be clearly defined and named to summarize the findings and illustrate how they relate to the research questions.

Additionally, NVIVO software will be utilized to facilitate thematic analysis. NVIVO will allow for efficient coding and categorization of qualitative data. The software will be used to count the frequency of words related to the definition of quality, as proposed by the systematic literature review, and to capture key sentences mentioned by the informants. This method will help quantify qualitative data and ensure a comprehensive analysis of the information provided by the participants.

c. Documentary Analysis

The documentary analysis will be used to complement the interview data by examining secondary sources such as organizational charts, annual reports, partnership documentation, budgets, business plans, social responsibility statements, newsletters, internal communications, emails, archival materials, press reviews, websites, and social networks. This analysis will help provide detailed background information that informants may have omitted or forgotten during interviews. The documentary data will also be analyzed using NVIVO to identify patterns and themes that align with the main research questions.

d. Triangulation

To ensure the validity and reliability of the findings, the study will use triangulation by combining different data sources and methods. This approach will include both interviews and documentary analysis to cross-verify the data and strengthen the results. The use of snowball sampling will ensure a diverse set of informants, starting with core informants such as founders, managers, and organizational leaders, followed by secondary informants like co-founders and community representatives.

The research will focus on connecting and receiving information in a manner that allows for an in-

the Ministry of Environment and Forestry, we aim to create a sustainable and secure tourism area."

The representative also noted that Tanjung Penyu Beach only officially opened on January 23, 2024, making it a relatively new destination. Despite its new status, the beach has attracted visitors from neighboring regions such as Tangerang and Gunung Kidul. However, promotional efforts have been minimal, relying heavily on local media.

The limited visitor numbers during the initial months highlight the need for better promotional strategies. When asked about the use of modern platforms such as Instagram or TikTok, the informant acknowledged the lack of robust social media campaigns:

"Currently, promotions are still limited to local media. We welcome suggestions, including ideas for leveraging social media platforms to improve the visibility of Tanjung Penyu Beach."

Tanjung Penyu Beach boasts several unique features, including a scenic sunset view and opportunities for surfing, the beach's historical connection to turtles, with plans to reintroduce turtles and marine biodiversity programs in the future, camping grounds and serene surroundings that emphasize comfort and security.

Innovation in Management as a Driver for Tourism Development

Interviews with beach managers reveal that innovation in management is a crucial aspect of bricolage implementation at Tanjung Penyu Beach. Managers have utilized government policies and support to develop tourist facilities, such as surfing areas and planned turtle breeding programs, which add unique value compared to other destinations. These innovations reflect the capacity for creativity and adaptability among local stakeholders.

However, the interviews also highlight challenges, particularly in the areas of management and promotion. Despite these innovations, promotional efforts remain confined to local media, limiting the reach and visibility of Tanjung Penyu Beach. As noted by one beach manager:

"Currently, our promotional strategies rely on local media. We welcome input and collaboration to improve our digital marketing presence."

This reflects the role of innovation capacity in enhancing business performance (Hashim et al., 2023). To fully realize the potential of Tanjung Penyu Beach, a more robust and integrated promotional strategy is essential, including leveraging digital platforms to attract broader audiences.

Promotion Challenges and the Importance of Digital Marketing

A significant challenge identified during the research is the lack of effective promotion. Beach managers acknowledge that current efforts are limited to local media, with social media platforms such as Instagram and TikTok being underutilized. This gap hinders the potential of Tanjung Penyu Beach to attract a larger and more diverse audience.

The absence of comprehensive digital promotion strategies is a barrier to maximizing visibility and appeal. As one informant stated:

"We haven't fully utilized social media platforms like Instagram or TikTok. These platforms could help us reach a younger and broader audience, but currently, our efforts remain limited."

This finding highlights the critical need for improved digital marketing strategies to enhance the beach's visibility and competitiveness. The role of digital capital in adapting to crises and improving business outcomes (Prayoga et al., 2024) underscores the importance of investing in modern promotional tools to ensure long-term growth and sustainability.

Adaptation Through Social Networks and Local Relationships

MSMEs at Tanjung Penyu Beach demonstrate remarkable adaptability to environmental changes by leveraging social networks and local relationships to increase business visibility. Entrepreneurs have creatively navigated the transition from agriculture to tourism by using local connections to understand customer preferences, market demands, and potential collaboration opportunities.

Through these relationships, MSMEs develop culturally relevant products that resonate with both local and international tourists. For example, local businesses offer experience-based tour packages that include activities such as traditional cooking classes and guided nature tours, highlighting the natural beauty and cultural heritage of the region.

This process exemplifies the application of bricolage techniques in fostering resilience and innovation. As local entrepreneurs adapt to the evolving needs of visitors and trends in tourism, they strengthen their ability to achieve sustainable competitive advantages. This integration of local knowledge, creativity, and collaboration underpins the success of businesses in dynamic environments (Tajeddini et al., 2023).

The results of this study underline the importance of bricolage in the context of MSMEs on Tanjung

Penyu Beach. The implementation of bricolage allows MSMEs to overcome resource limitations and adapt to dynamic changes in their business environment. This shows that bricolage plays an important role as a mediator in the success of sustainable entrepreneurship. In this case, the creative use of existing resources allows MSMEs to innovate and survive in a competitive market. However, the challenges in promotion and management faced show that while bricolage can help MSMEs to thrive, long-term success requires additional strategies. The importance of investment in intellectual capital and social innovation for the sustainability of MSMEs, and this research supports the need to improve digital promotion and management to support the growth of MSMEs in the region.

Furthermore, the study highlights that innovations in products and services can increase tourist attraction but require more effective promotional support to optimize this potential. This shows that innovation capacity can strengthen the relationship between bricolage and business performance. The study also emphasizes that risk management and adaptation strategies combined with bricolage can provide a competitive advantage. Therefore, better management and more effective promotion strategies can increase the success of MSMEs and the attractiveness of Tanjung Penyu Beach as a tourist destination.

Conclusions and Implications

This study reveals that the bricolage technique has become an effective strategic mechanism for MSMEs in Tanjung Penyu Beach in facing changes in the business environment and taking advantage of the opportunities that arise from the transformation of agricultural areas into tourism destinations. By creatively utilizing existing local resources, such as converting unproductive agricultural land into business places such as kiosks and restaurants, MSMEs in this region have succeeded in creating new value and increasing business opportunities. These innovations allow them to adapt quickly to changes and remain competitive in the growing tourism market.

However, the study also identified that less effective promotion is a major challenge. Tanjung Penyu Beach's manager admits that their marketing strategy is still limited to local media and has not fully utilized social media. To increase the attractiveness of the beach and attract more tourists, a more aggressive and innovative digital promotion strategy is needed. While Bricolage has helped MSMEs innovate and adapt, the region's long-term success will depend on its

ability to integrate more effective marketing techniques and better management to optimize business potential and maximize its attractiveness as a tourist destination.

Strengthening Bricolage Theory in the Context of Tourism MSMEs This research strengthens the theory of bricolage, which emphasizes entrepreneurs' ability to utilize limited resources to create new value. In the context of tourism MSMEs in developing areas such as Tanjung Penyu Beach, this research shows how bricolage can be a strategic mechanism for adaptation and innovation, extending this concept to resource-constrained environments undergoing rapid land-use changes. **Expansion of Bricolage Research in Tourism** This research complements previous studies on entrepreneurial bricolage by extending its application to the tourism sector in Indonesia. It contributes theoretically by highlighting how bricolage principles can be applied in different geographical and cultural contexts compared to developed countries like Japan (Tajeddini, 2023). **Contribution to the Resource-Based View (RBV)** By employing the RBV approach, this study adds insights into how MSMEs utilize local resources (agricultural products, cultural assets, social networks) to gain a competitive advantage. This supports RBV theory, which argues that unique, inimitable, and rare resources, such as local knowledge and traditional skills, can be used to achieve sustained competitive advantage.

This study provides practical insights for MSME managers in the tourism sector to more effectively use bricolage strategies. Managers in regions experiencing significant changes, such as Tanjung Penyu Beach, can more creatively and innovatively use local resources, such as repurposing unproductive agricultural land into new business locations that cater to tourism needs. The second implication refer to the need for Enhanced Digital Marketing One of the key findings of this study is the weakness in promotional strategies, which are limited to local media. Thus, the managerial implication is the need to strengthen digital marketing strategies, particularly through social media, to increase the appeal of the tourism destination. Managers should focus more on investing in digital capital and managing technology-based marketing strategies so MSMEs can compete globally and reach a broader audience.

This research demonstrates that good risk management and innovation capacity play a crucial role in MSME success, especially in resource-constrained environments. MSME managers need to implement policies that allow flexibility and improvisation to cope with unexpected market and environmental changes, ensuring the long-term sustainability of their businesses. Another managerial implication is

the importance of leveraging social networks and local relationships to enhance business visibility and identify new opportunities. MSME managers should be more proactive in building and maintaining relationships with local stakeholders, customers, and the community to enhance competitiveness through a social resource-based approach

The Limitation of this research is the lack of focus on developing more aggressive digital promotion strategies. Recommendation to growth, we suggest that to maximize the potential of Tanjung Penyu Beach and the success of MSMEs in the region, a more effective and innovative digital promotion strategy is needed to attract a wider audience of potential visitors.

For future research, the following recommendations are proposed:

1. Development of digital promotion strategies: Future studies should focus on designing and evaluating specific digital promotion strategies tailored to the unique characteristics of Tanjung Penyu Beach and its MSMEs. This includes exploring the use of social media, content marketing, and data-driven advertising campaigns to reach a broader audience and engage with tourists effectively.
2. Long-term impact of Bricolage on MSMEs performance: It is crucial to investigate how bricolage techniques contribute to the sustainable growth and performance of MSMEs over the long term. This could involve longitudinal studies that track MSMEs' adaptability and resourcefulness across different stages of business development.
3. Support models for MSMEs: Research should delve into developing and testing models of support, such as financial assistance, training programs, or collaborative networks, to enhance MSMEs' ability to implement bricolage effectively.
4. Comparative case studies in different locations: Conducting comparative case studies in other coastal or tourism-driven regions could provide valuable insights into how different contexts influence the success of bricolage and MSMEs. This would enable researchers to identify best practices and scalable solutions that can be adapted to various regional transformations.
5. Exploring technology integration in Bricolage: Future research should also explore how emerging technologies, such as artificial intelligence, digital tools, and e-commerce platforms, can be integrated with Bricolage to create innovative solutions for MSMEs operating in challenging environments.

With these recommendations, it is hoped that future research can contribute to a deeper understanding

of the relationship between digital strategies, bricolage techniques, and MSME performance while also providing practical insights to support the growth of MSMEs in regions undergoing significant transformations.

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