第 49 卷第 10 期 湖南大学学报（自然科学版） Vol. 49. No. 10
2022 年 月 Journal of Hunan University（Natural Sciences） October 2022

Open Access Article

INDUSTRIAL ESTATE IN INDONESIA: EXPANSION BUSINESS MODEL FOR AN INDUSTRIAL ESTATE MANAGEMENT

Tatang Suheri[1], Mohammad Benny Alexandri[2], Sami'un J Raharja[1], Margo Purnomo[3]
[1]Doctoral Program of Administrative Sciences, Padjadjaran University – Indonesia [2]Study Program of Business Administration sciences, Padjadjaran University [3]Study Program of Logistics Business, Padjadjaran University *Email: tatangsuheri@gmail.com

ABSTRACT

Based on an agglomeration cycle theory, economic activities in one's zone will decrease their performance because of in any cases such as discontinuation of the supply chain. It needs a strategy on how to maintain the durability of the performance. This paper focuses on industrial estate management companies in maintaining their existence to serve business actors in the estate. The paper in the literature review will explore the business model applied by the industrial estate manager starting from 1) value networks mapping; 2) Henry Chesbrough model; and 3) canvas business. All the models may be applied to technological developments, market competition, and the needs of prospective tenants.

Keywords: Business expansion, industrial estate, special economic zone, business model.

INTRODUCTION

Industrial location is an important factor in regional development. It becomes a colony of industries in a certain location. It will provide benefits for each industry. The spatial concentration of industrial sector activities in one location is often referred to as an agglomeration. According to Ellison & Glaeser (1997), agglomeration doesn't always occur in one type of industry, agglomeration can occur in several types of industries that are not related at all. The spatial concentration of similar or related industries means that the agglomeration is an industrial area. While the spatial concentration of the industry is not similar and it has no relationship at all. the agglomeration can be categorized as a spatial cluster only, not as an industrial cluster. The impact obtained by the industrial sector if it is located in an industrial cluster and a spatial cluster is not the same. Industries located in industrial clusters will get two benefits at once. They are the benefits of localization and urbanization savings (Fujita & Thiesse, 2002).

The complete and adequate infrastructure in industrial estates may be an advantage for the industries within them. It is managed by a single authority who has legality in dealing with tenants. The authority makes various regulations in the context of the management and operation of industrial estates such as making zoning rules, accessibility, and the use of various utilities.

Received: August,18, 2022 / Revised: September,11, 2022 / Accepted: 28, September, 2022 / Published: 29, October, 2022 About the authors :

Tatang Suheri Email:

The existence of an industrial estate will survive or even increase its competitiveness apart from the location advantage factor as well as the ability of its manager in maintaining the quality of services provided to tenant companies so that business actors will have high loyalty. However, the problem is that they have been established by managers. Many of them offer different benefits to the tenant companies so that they have many choices of industrial estate locations where they will develop their investment. Currently, there are quite some companies engaged in the management of industrial estates in Indonesia. In Java, there are around 58 estates, while West Java is the largest which are 43 industrial estates (Sabri et al., 2022). There are many managers of them in various conditions. Some of them are well developed and the rests are still in the planning and developing stages. This is where the manager's marketing and the attractiveness of the estates become the company's priority in showing the different values offered.

The more diverse choices of business actors for existing industrial estates, they automatically compete with each other to win consumers (business actors/tenants) who want to join their industrial estates. As a result, the current industrial estate development approach must also be dynamic and follow the direction of the times, which are currently oriented to competition in science and technology to produce innovations that become the specialization of an industrial estate in Indonesia.

Based on this phenomenon, industrial estates in Indonesia must have a good unique selling proposition (USP) (Erlangga, 2021; Liew, 2021) so that it is always the choice of business actors to join with it. Its existence of it is intentionally dependent on the management of the industrial estate management in providing services to the business actors in the location of the industrial estates so that they have competitiveness. For this reason, the paper in the literature review proposes alternative theoretical solutions in terms of 1) identifying prospective locations for business expansion offered to the tenants; and 2) proposing a business model for estates management by technological developments, conditions, and trends in the market competition and the needs of prospective tenants.

Therefore, this paper will result in two novelties theoretically. First), currently, the agglomeration has been studied in regional planning while in business, agglomeration is one of the strategies for getting a profit by creating an industrial estate. Then, both in practice and theory, agglomeration in its cycle will decline the performance even if it will be stagnant and finally, it will die. While it is not too many studies related to how to extend the age of agglomeration in an industrial estate; and Second), agglomeration has been widely discussed in spatial science, both in geography and planning, but in the theory, the agglomeration has been adopted by business administration, because the agglomeration produces efficiency when industrial activities are gathered in one area. This condition is captured by the owners of the business as an opportunity to get profit margins because it gets positive externalities from the government in the form of providing infrastructure within the area and its environment. This externality is considered as a part of the competitiveness either in product differentiation or cost leadership. Schematically, it can be described as follows (Fig 1).

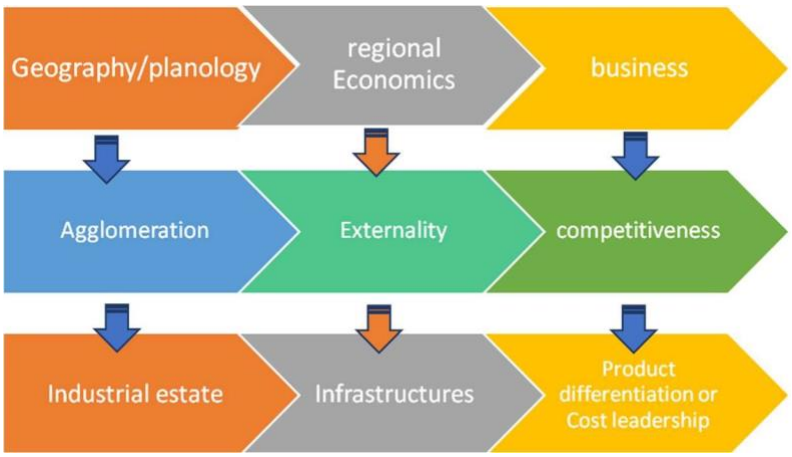


Figure 1. Agglomeration in geography, regional planning, regional economics business perspective.

This paper is divided into three parts. First, it talks about the supporting theories related to agglomeration because it is an embryo. Then, it talks about the agglomeration cycle and its problem at the end of the cycle. The second part talks about the industrial estate as one of the agglomeration variants and its aspects. The last part is a closing remark related to exploring references.

1. Agglomeration

The term agglomeration was originally introduced by Alfred Weber as one of the important factors to explain the factors determining industrial location (Skala & Rydvalova, 2021). According to him, there are 3 factors in choosing industrial locations 1) differences in transportation costs; 2) differences in wage costs, and 3) agglomeration savings. Meanwhile, Alfred Marshall (Dow, 2021; Chapeskie et al., 2021) popularized the concept of externality whose application can also be used to explain the phenomenon of the formation of industrial concentration in a location. The externality model was introduced by Marshall. It comes from the assumption that knowledge spillover occurs between industries located in an area (Yi et al., 2011). Marshall's (Skala & Rydvalova, 2021) concept explains agglomeration economies, according to Mukhlis et al., (2021) agglomeration is the spatial concentration of economic activity in urban areas due to savings.

2. Industrial estate as a special economic zone

The implication of agglomeration is precisely elaborated on profit institutions. The form of it is that the companies engage in the industrial sector—because they are the ones which will do the efficiency of the production factors to make a profit (Graham & Gibbons, 2019). According to Bredo (1960) that an industrial estate is a plot of land that is divided and developed based on a comprehensive plan for the use of a group of industrial companies. The planning includes plans for basic and supporting infrastructure development as well as industrial estate management plans. According to Lee & Jung (2020), an industrial estate is a plot of land that is developed and divided into plots through planning and equipped with road infrastructure, transportation, and other public utilities. Mahmud et al., (2021) define an industrial estate as a plot of land developed and managed for use by industry by comprehensive planning and has been designated as an industrial location.

Meanwhile, in Indonesia, the term industrial estate is stated in Indonesian Law No. 3/2014. It is a land area where industrial activities are concentrated, equipped with supporting facilities and infrastructure

developed and managed by industrial estate companies. Thus, an industrial estate is an area located on one stretch of land which is equipped with various facilities and infrastructures in the form of basic infrastructure and supporting infrastructure that will be used by industrial company tenants jointly and managed by a business institution as a special economic zone (Fig 2).

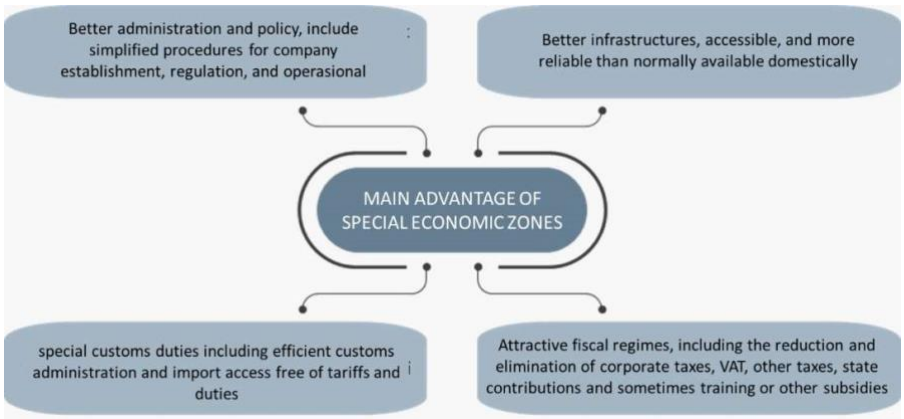


FIGURE 2. THE MAIN ADVANTAGE OF SPECIAL ECONOMIC ZONE 3.

Agglomeration cycle

According to Marshall's perspective (1890); Lao et al., (2021), the agglomeration itself is evolutionary. It means how the industrial life cycles influence the evolution of agglomerations over time and across geographic space. Marshall argues that economic agglomeration creates greater economic performance and increased profits at the beginning of the industrial life cycle, but economic performance will decline and reduce profits during the later stages of the industrial life cycle. That is, in the course of industry, agglomeration also undergoes a life cycle as described by many economic geographers such as Boschma & Frenken (2006). To explain this evolutionary change, several references including Potter & Watts (2011) describe the stages of the agglomeration life cycle model more deeply.

4. The embryotic stage

The beginning of the industrial life cycle begins with the process of transferring industrial activities (Schumpeter, 1942; Braunerhjelm et al., 2022). This form of industrial location shift occurs for two reasons, 1) bringing the industry closer to the market, such as the Japanese automotive industries, where some factories are located in Indonesia; and 2) bringing the industry closer to raw materials or resources. Based on the analysis, this movement also occurs when a small group of curious individuals, entrepreneurs, scientists, technologists, and R & D-intensive companies begin to develop knowledge, routines, technologies, radical innovations, new products, and services that are not market (Klepper, 1997). In essence, these companies will experience a first-mover advantage by being the first to enter the embryonic industry. In the modern era, these companies are called start-up companies and are then followed by derivative companies.

In this stage, several evolutionary processes occur. It encourages companies to begin to assemble in close geographic proximity. As stated by Boschma & Frenken (2006), this embryonic process begins with a small number of companies starting to agglomerate in close geographic proximity to wellknown founders, entrepreneurs, and scientists, creating start-ups within the industry. A process is known as the founder effect. Then, because of the offspring and spinoff processes, the companies breaking away

from their core will naturally inherit some of the knowledge and routines that enabled their parent company to be successful, and because spinoff companies are often located close to their parent company, mainly through kin selection, it also promotes agglomeration.

In the next process, the companies in the embryonic agglomeration maintain global relationships and knowledge of different technologies throughout the life cycle from time to time, some companies specialize in certain stages of production. At this embryonic stage, it is indicated that there will be a lot of diverse companies, both small and subsidiary in agglomerating and resulting in the development of local supply chains and local production networks, which is analogous to interdependence. According to Gertler (1995), many companies choose to remain in the agglomeration to maintain local social ties, network centrality, network connectivity, and supply chain relationships characterized by high levels of attachment, relational trust, altruism, reciprocity, and cognitive. For more details, the embryotic agglomeration process can be explained visually in Fig 3 below.

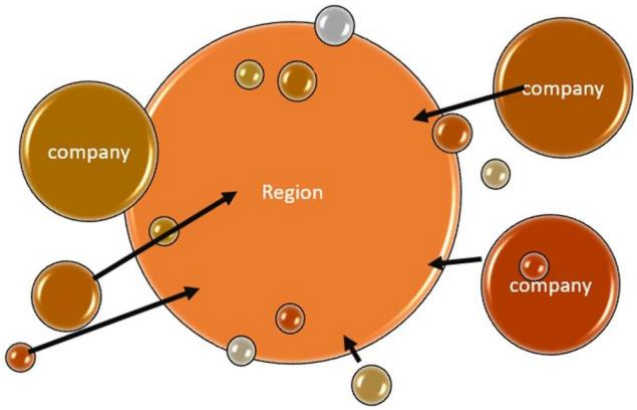


FIGURE 3. THE EMBRYO OF AGGLOMERATION (AUTHOR'S INTEPRETATION)

5. The agglomeration growth stage

As success develops, the embryonic stage develops into the growth stage of the industrial life cycle, characterized by rapid increases in enterprise entry, start-up, spin-off, and survival rates combined with low and sustained enterprise rates. For instance, empirical research conducted by Klepper & Miller (1995); Agarwal & Gort, (2002) has found that during this period in the industry life cycle there can be a 30 percent or more increase in the number of firms in the industry. In this agglomeration environment, companies continue to compete by pursuing a product differentiation strategy that emphasizes the use of research and development (R&D) methods to create product innovations.

By having a large agglomeration of companies at the growth stage of the industrial life cycle, the surrounding region would benefit from a phenomenal period of economic growth as well as prosperity, as illustrated by the growth of the metal industry in Sheffield during the late 19th century and the growth of the automotive industry in Detroit during the early 19th century, the 20th century (Klepper, 1997; Lamberg et al., 2018), and the growth of the computer industry in Silicon Valley (Saxenian, 2018). However, the rapid growth in the number of firms also causes profits in the industry to begin to diminish (Klepper, 1996). Likewise, the increasing agglomeration of firms in one estate also causes several negative externalities to arise in the agglomeration, such as higher labor costs, higher land rents, congestion, and pollution costs (Phelps & Ozawa, 2003).

6. The mature agglomeration stage

Although the level of evolution of each industry varies, some industries can sustain growth indefinitely, then the growth stage is eventually replaced by the mature stage of the industrial life cycle (Klepper, 1996; O'Sullivan, 2021). During this period, several evolutionary changes occurred that caused the industry to mature. First, knowledge about business in an industrial environment can be transferred across geographic spaces with lower transaction costs (Bathelt et al., 2004). Second, due to natural selection, dominant designs emerged in the industry that allowed products to be standardized and produced using a capital-intensive high-volume mass production process rather than a craft production process (i.e. the standardization process). Third, there is a shift where companies begin to shift the emphasis on R&D. They change the product differentiation strategy that focuses on product innovation to a cost-saving strategy that emphasizes production innovation (Klepper, 1997). Due to these shifts, eventually, a shock occurs where many firms leave the industry and are no longer replaced by new entrants, which in turn reduces the total number of firms in the industry and reduces agglomeration diversity (Agarwal & Gort, 1996).

7. The agglomeration decreasing stage

Klepper (1997) describes the fourth stage of the industrial life cycle as characterized by a period of decline that affects the entire industry, brings benefits to producers and consumers, and has consequences for the development of agglomerations. Many factors that can trigger the decline stage are intensive price competition, excessive market capacity, disruptive innovation, product substitution, exogenous shocks, or unexpected changes in supplier or customer markets. This causes a decrease in the performance of the agglomeration area due to falling product prices, small profit margins, low probability of company survival, and high company exit rates from industrial agglomeration locations. Some companies go bankrupt because of improper routines either because of mismanagement by managers or because their products are no longer in demand. As a result, firms that will stay in the industry, especially the generalist firm species that are better able to adapt to consumer demands will adjust their routines and place more emphasis on new routines and new management strategies through radical innovation. These new routines can include relocation, and industrial diversification for other economic activities can be in the form of business combinations (acquisitions) (Campbell et al., 2016). The entire agglomeration stage and cycle can be explained visually in Fig 4 below.

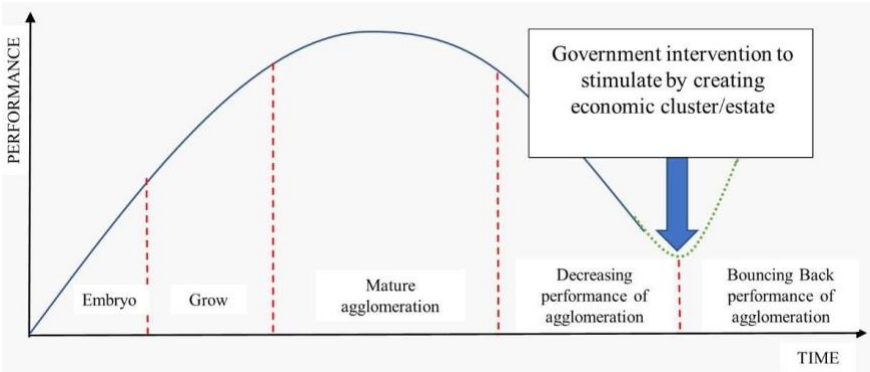


FIGURE 4. THE AGGLOMERATION CYCLE AND ITS PERFORMANCE

8. Business model as an alternative solution

To overcome the decline in the performance of the industrial estate management companies, it seems that the proposed business model is an alternative to overcoming the death of industrial estates, although it is known that there are other ways, such as creating business innovations in the area (Porter, 1990; Turoń, 2022). The business model has recently attracted great attention from various circles, both academics, and practitioners. In simple terms, business terminology is the activity of selling or buying goods or services carried out by a companyorganization or company to make a profit. While the model is a representation of an object that is smaller than the object actual or as a simple representation of a usable object in the calculations. When combined, the business model is a presentation of how an organization or company performsactivities to generate profits. The following will be explained several definitions of business models according to some literature.

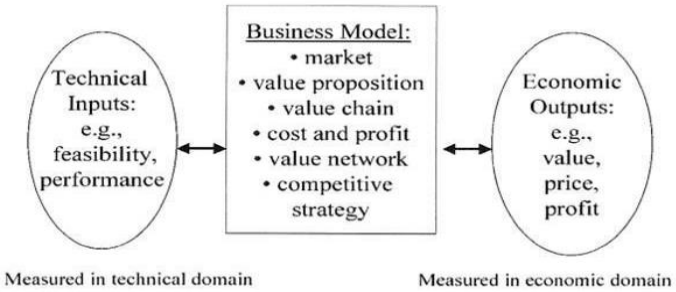
Christensen (2001); Alfawaire & Atan (2021) defines the business model as the source of all competitive advantage possessed by an organization that distinguishes it from the company's positioning of the product in the industry same. Zott & Amit (2009) measuring open innovation practices through topic modeling: Revisiting their impact on firm financial performance. Ciccullo et al., (2022) define a business model as a value chain structure (an activity-based concept), creating value by defining a series of activities starting from raw materials until the raw material reaches the final customer, where the value specified is added to the overall activity. The development of a lot of literature that describes the use of generic elements to make it easier to explain the meaning and definition of a business model.

There are at least four benefits obtained by the company if it has a business model. The first is related to its components, the business model makes it easier for the planners and decision-makers in the company to see the logical relationship between the components in their business so that they can generate value for consumers and value for the company. Second, the business model can be used to help test the consistency of the relationships between its components. Third, business models can be used to help test the market and the assumptions used when developing a business. Fourth, business models can be used to show how radical a change is and its consequences.

Several types of business models can be applied to companies, including 1) Value Networks Mapping. This concept was first developed by Verna Allee in the 1990s (Allen, 2008). At the heart of this concept is that value creation and exchange are central to understanding this business model. Companies are required to be able to clearly define how the company can create value and for whom the value is created. The main value that must be owned by the company is not only about money, the company can also create intangible values within the company; 2) Henry Chesbrough's Business Model (Bez & Chesbrough, 2021; Radziwon et al., 2022), he describes the concept of this business model in his book. The essence of this business model concept is that innovations that occur in a company are often accompanied by the need for a new business model. Chesbrough not only describes the business model but also discusses how changing a business model can be an innovation itself (see Fig. 5); and 3) Canvas Business Model (Dobrowolski & Sułkowski, 2021). The canvas business model has succeeded in turning a complex business model concept into a simple one. This business model canvas is displayed in the form of a canvas containing nine elements consisting of customer segment, value

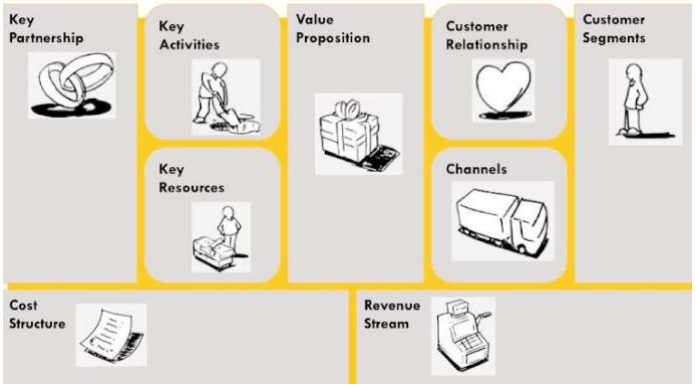
proposition, channel, customer relationship, revenue stream, key resources, key activity, key partnership, and cost structure (see Fig. 6) (Puspayuda & Jaya, 2021).

The best starting point in developing an innovative business model is that there must be a common understanding of what is meant by a business model. Organizations need a business model concept that is simple and easy to understand by everyone who can facilitate description and discussion. The challenge is that this concept may be simple, relevant, and intuitively understandable but not oversimplify the complexities of how business functions. Albats et al., (2021) explain the canvas business model is a concept that allows an organization to be able to describe the organization, and who its competitors are through a business model. This business model canvas concept has been used and tested almost all over the world and has been used in organizations such as IBM, Ericsson, Deloitte, the Canadian Department of Public Works, Government Services, and many more (Osterwalder & Pigneur, 2010). What makes this business model canvas different from other business models is that this concept can be a common language that allows an organization or company to easily describe and manipulate business models to then create new strategic alternatives. With a uniform perception or common language between companies in a region, especially when understanding the intent and purpose of this canvas business model concept. All parts of the organization or company can contribute ideas to create innovations in the business model strategy (see Fig. 6). Another very important thing about having a common language and understanding is that it will make it easier for organizations or companies to systematically make assumptions about a business model and innovate successfully (Osterwalder & Pigneur, 2010).



Source: http://timkastelle.org/blog/2012/01/eight-models-of-business-models-why-theyre-important/

Figure 5. Chesbrough Business Model



Source: www.businessmodelgeneration.com

Figure 6. Canvas Business Model

CONCLUSION

Management business on industrial estate needs capital-intensive. For that reason, it needs an accurate way to prevent capital loss so that the agglomeration cycle can be extended. One of the ways is by offering a business model concept that is possible to keep the company from running its activities at the company's location. There are some ways to extend the agglomeration life cycle by using a value networks mapping business model which is expected to be able to create value from a business/product in companies. The next is the Henry Chesbrough Business Model by promoting innovations that occur in a company and the last business model is the canvas business by making agreements in understanding perceptions within the region.

ACKNOWLEDGEMENT

This paper can be written smoothly, because of the help and cooperation of various parties. Therefore, the authors would like to thank the Padjadjaran University lecturers and Inside's team who have provided the opportunity and time to sharpen the academic ability us, especially in the field of business model.

REFERENCES

Agarwal, R., & Gort, M. (2002) Firm and product life cycles and firm survival. American Economic Review, 92: 184–190.

Agarwal, R., & Gort, M. (1996). The evolution of markets and entry, exit and survival of firms. The review of Economics and Statistics, 489-498.

Albats, E., Podmetina, D., & Vanhaverbeke, W. (2021). Open innovation in SMEs: A process view towards business model innovation. Journal of Small Business Management, 1-42.

Alfawaire, F., & Atan, T. (2021). The effect of strategic human resource and knowledge management on sustainable competitive advantages at Jordanian universities: The mediating role of organizational innovation. Sustainability, 13(15), 8445.

Allee, V. (2008). Value network analysis and value conversion of tangible and intangible assets. Journal of intellectual capital. 9(1), 5-24

Bathelt, H., Malmberg, A., & Maskell, P. (2004). Clusters and knowledge: local buzz, global pipelines and the process of knowledge creation. Progress in human geography, 28(1), 31-56.

Braunerhjelm, P., Andersson, M., & Eklund, J. (2022). Pioneering Entrepreneurship Research: How, by Whom, and When. Foundations and Trends® in Entrepreneurship, 18(2), 75-158.

Bez, S. M., & Chesbrough, H. (2021). Barriers in Searching for Alternative Business Models (No. hal03113790).

Boschma, R.A., & Frenken, K. (2006) Why is economic geography not an evolutionary science? Journal of Economic Geography, 6: 273–302.

Bredo, W. (1960). Industrial estates: Tool for industrialization. International Industrial Development Centre, Stanford Research Institute.

Campbell, J. T., Sirmon, D. G., & Schijven, M. (2016). Fuzzy logic and the market: A configurational approach to investor perceptions of acquisition announcements. Academy of Management Journal, 59(1), 163-187.

Chapeskie, R., Kubo, S., & Mastuyama, N. (2021). English Translation Series: Japanese Historians of Economic Thought< 12> Tadashi Hayasaka, Alfred Marshall, England's Industrial Leadership and Pure Theory. The History of Economic Thought, 63(1), 23-58.

Christensen, C. M. (2001). Competitive advantage. mit sloan management review, 42(2), 105-109.

Ciccullo, F., Fabbri, M., Abdelkafi, N., & Pero, M. (2022). Exploring the potential of business models for sustainability and big data for food waste reduction. Journal of Cleaner Production, 340, 130673.

Dobrowolski, Z., & Sułkowski, Ł. (2021). Business Model Canvas and Energy Enterprises. Energies, 14(21), 7198.

Dow, S. (2021). Alfred Marshall, Evolutionary Economics and Climate Change: Fourth Annual Tiziano Raffaelli Lecture, STOREP Conference, Rome, October 2020. Review of Political Economy, 1-18.

Ellison, G., & Glaeser, E. L. (1997). Geographic concentration in US manufacturing industries: a dartboard approach. Journal of political economy, 105(5), 889-927.

Erlangga, H., (2021). Did Brand Perceived Quality, Image Product And Place Convenience Influence Customer Loyalty Through Unique Value Proposition?. Journal of Contemporary Issues in Business and Government, 27(1), 2854-2867.

Fujita, M. & Thisse, J. F. (2002). The Economics of Agglomeration. Cambridge: Cambridge University Press.

Gertler, M.S. (1995) ‘‘Being there’’: proximity, organization, and culture in the development and adoption of advanced manufacturing technologies. Economic Geography, 71: 1–26.

Graham, D. J., & Gibbons, S. (2019). Quantifying Wider Economic Impacts of agglomeration for transport appraisal: Existing evidence and future directions. Economics of Transportation, 19, 100121.

Klepper, S., & Miller, J.H. (1995) Entry, exit, and shakeouts in the United States in new manufactured products. International Journal of Industrial Organization, 13, 567–591.

Klepper, S. (1996) Entry, exit, growth, and innovation over the product life cycle. American Economic Review, 86, 562–583.

Klepper, S. (1997) Industry life cycles. Industrial and Corporate Change, 6, 145–182.

Lamberg, J. A., Ojala, J., & Peltoniemi, M. (2018). Thinking about industry decline: A qualitative meta-analysis and future research directions. Business History, 60(2), 127-156.

Lao, X., Gu, H., Yu, H., & Xiao, F. (2021). Exploring the spatially-varying effects of human capital on urban innovation in China. Applied Spatial Analysis and Policy, 14(4), 827-848.

Lee, J., & Jung, S. (2020). Industrial land use planning and the growth of knowledge industry: Location pattern of knowledge-intensive services and their determinants in the Seoul metropolitan area. Land use policy, 95, 104632.

Liew, E. D. D. (2021). Increasing the Brand Awareness of PT. Hadi Citra Cemerlang by Emphasizing Its Unique Selling Point in a Marketing Booklet. K@ ta Kita, 9(3), 398-405.

Mahmud, M., Asdar, M., & Amar, Y. (2021). Business Transformation Analysis at PT. Industrial Estate of Makassar. Hasanuddin Journal of Business Strategy, 3(4), 38-50.

Mukhlis, M., Bernadette, R., & Dirta Pratama, A. (2021). Potential Agglomeration of Small Food Industry in Palembang, South Sumatra Indonesia. International Journal of Economics and Financial Issues, 11(3), 28-34.

Osterwalder, A., & Pigneur, Y. (2010). Business model generation: a handbook for visionaries, game changers, and challengers (Vol. 1). John Wiley & Sons.

O'Sullivan, M. (2021). Industrial life cycle: relevance of national markets in the development of new industries for energy technologies–the case of wind energy. Innovation, Catch-up and Sustainable Development, Springer, Cham. 363-409.

Phelps, N. A., & Ozawa, T. (2003). Contrasts in agglomeration: proto-industrial, industrial and postindustrial forms compared. Progress in human geography, 27(5), 583-604.

Potter, A., & Watts, H. D. (2011). Evolutionary agglomeration theory: increasing returns, diminishing returns, and the industry life cycle. Journal of Economic Geography, 11(3), 417-455.

Porter, M. (1990). The competitive advantage of nations. New York: Free Press

Puspayuda, A. T., & Jaya, R. S. J. (2021). The Use of Business Model Canvas to Formulate Business Model on Game Online Store "Asuna Store". Jurnal Ilmu Manajemen, 18(1), 31-40.

Radziwon, A., Bogers, M. L., Chesbrough, H., & Minssen, T. (2022). Ecosystem effectuation: creating new value through open innovation during a pandemic. R&D Management, 52(2), 376-390.

Sabri, M., Nachrowi, N. D., Soetjipto, W., & Panennungi, M. A. (2018). Industrial estate and export decision of manufacturing firms in Indonesia. Malaysian Journal of Economic Studies, 55(2), 189-207.

Saxenian, A. (2018). Inside-out: regional networks and industrial adaptation in Silicon Valley and Route 128. In The sociology of economic life (pp. 357-374). Routledge.

Schumpeter, J.A. (1942) Capitalism, Socialism, and Democracy. New York: Harper.

Skala, M., & Rydvalova, P. (2021). Evolving insight of localization theories into cluster existence. Innovation and Performance Drivers of Business Clusters. Springer, Cham, 7-24.

Turoń, K. (2022). Open innovation business model as an opportunity to enhance the development of sustainable shared mobility industry. Journal of Open Innovation: Technology, Market, and Complexity, 8(1), 37.

Yi, L., Wang, Y., Upadhaya, B., Zhao, S., & Yin, Y. (2021). Knowledge spillover, knowledge management capabilities, and innovation among returnee entrepreneurial firms in emerging markets: Does entrepreneurial ecosystem matter?. Journal of Business Research, 130, 283-294.

Zott, C., & Amit, R. (2009). The business model as the engine of network-based strategies. The network challenge, 259-275.