

-RESEARCH ARTICLE-

NETWORKING CAPABILITIES AND DIGITAL ADOPTION OF BUSINESS AGILITY: THE MEDIATING ROLE OF BUSINESS MODEL INNOVATION

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—Abstract—

In business, agility is a methodology that scales down projects and engages team members through ongoing discussion and iteration. Therefore, it must identify the factors that influence business agility. This quantitative study evaluates the relationship between networking capabilities, digital adoption, and business agility, utilizing business model innovation as a mediator variable. This research falls under quantitative descriptive analysis. This research was conducted at culinary SMEs in Surabaya Bandung Semarang Jakarta Yogyakarta Bali. Using a random sampling technique, a

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research sample of 100 Culinary SMEs was collected for this study. This study employed Partial Least Square Structure Equation Modeling for data analysis (PLS-SEM). The results indicate that all variables have a favorable and significant impact on company agility. Conclusion: networking capabilities, digital adoption, and business model innovation can augment corporate agility.

Keywords: Business agility, networking capabilities, digital adoption, business model innovation

1. INTRODUCTION

In the corporate world, agility is a process that scales down projects and engages team members through ongoing discussion and iterative development. This method is iterative and gradual. Therefore it does not function sequentially and produces a result after the project (Xie et al., 2022). Observing the current work environment, the necessity for resources becomes crucial, particularly for firm employees. The emergence of technology in this era has contributed to the volatility of the company and small business dynamics. Therefore, it is not unexpected that the adaptability of employees and leaders in the face of change is crucial to a company's continued viability. This also affects the Micro, Small, and Medium-Sized Enterprises (MSME)/Usaha Mikro Kecil dan Menengah (UMKM) industry. UMKMs are competing to use digital platforms to sustain their income and productivity. (Cepeda et al., 2019) The Coordinating Minister for Economic Affairs, Airlangga Hartarto, reported that around 301,115 Micro, Small, and Medium Enterprises switched digital platforms. The agile method undoubtedly emphasizes the significance of agility, particularly during the current pandemic. Agility is a crucial characteristic that enables individuals to adapt to new and existing conditions quickly. Unfortunately, the concept of agility has been ignored for quite some time in Indonesia. In reality, examining the description of competencies that comprise a component of agility will aid the HR team in managing employee potential, particularly in the current volatile business environment.

In addition to business agility, business models are advantageous in contemporary business contexts since they enable organizations to comprehend the value of future organizations and how businesses run in general (Orvos, 2019). The concept of the overall business model can be elucidated, for instance, by capturing the company's operation, creating value, offering value to customers, and transforming consumer responses into profits (Bouwman et al., 2018). It is anticipated that business model innovations will be enhanced by gathering and processing creative ideas, becoming informative innovations that can be implemented on innovation projects effectively and efficiently. One of the aspects influencing business agility is a company's network aptitude or ability to develop and establish cooperative relationships with other businesses. The benefit of having network capability is the convenience of accessing information regarding company-performance-enhancing resources, markets, and

cutting-edge technologies (Gulati et al., 2000; H. Wang et al., 2022). This competence is essential to the company's long-term existence and success (Parida et al., 2017). Previous research (Majid et al., 2019; Z. Wang, & Kim, H. G, 2017) concluded that network capabilities significantly impact the level of business agility.

Digital adoption is the second element influencing corporate agility, following network capability. It is indisputable that integrating technology into every aspect of an organization can enhance its performance. Numerous corporate operations can be made more convenient. The adoption of digital technology can swiftly, precisely, accurately, and pertinently meet the informational requirements of the business world. In addition, digital adoption plays an essential role in the competitive advantage strategy of businesses. Digital adoption will significantly impact nearly every part of 2 business operations and, if managed and designed effectively, can create value. According to (Karvonen et al., 2018), it is crucial to pay attention to the behavioral aspect of the adoption of information technology because the interaction between users and computers is the result of the influence of perceptions, attitudes, and affections as behavioral aspects that exist in individuals as users.

Multiple studies have investigated whether network capabilities, digital adoption, and business model innovation can predict company agility. First, Kurniawan et al. (2021) found that network capability can favor and significantly affect business process agility. Second, Orvos (2019) asserted that digital adoption is crucial in fostering company agility. Thirdly, Dinda Riri et al. (2022) found that business model innovation favorably influences company agility. To date, however, no research has combined the variables with business model adoption as the mediating variable. In light of the above arguments, academics are interested in investigating how networking capabilities and digital adoption influence company on ideas from prior research conducted by Muna (2022), business agility factors and network capabilities have been added to this study, bringing the total number of variables to four: networking capabilities, digital adoption, business agility, and business model innovation. This study aims to evaluate the relationship between Networking capabilities, digital adoption, and business agility, with Business model innovation serving as a mediator variable.

2. LITERATURE REVIEW

a. *Theoretical Background*

The present research is grounded in dynamic capabilities theory and the IT-enabled organizational capabilities perspective. The resource-based view (RBV), which views a company as possessing valuable technology or other firm-specific resources, is the theoretical basis for dynamic capabilities theory (Leemann et al., 2022). In terms of their resources, capabilities, and endowments, businesses might differ greatly from one another. In addition, these bequests' "sticky" character makes it famously difficult to change them (Teece, 2018). As a result, an RBV states that a firm's competitive

advantage derives from plans that utilize the organization's assets. Over time, scholars have realized that a stockpile of assets alone is insufficient to sustain leadership or a competitive advantage in the face of rapid or unexpected change. Capabilities refer to the business procedures necessary to arrange assets in advantageous ways. The concept of dynamic capacities emphasizes strategic management's role in adapting, integrating, and reconfiguring assets to meet better the needs of a constantly changing environment (Hunt et al., 2020).

Previous research has employed the dynamic capabilities theory to define, grasp, and explain IT and organizational/business capabilities and their interrelationships (Rialti et al., 2019). In modern organizations, many degrees and types of capabilities can coexist, and traditional research on the economic value of information technology has distinguished between information technology capabilities and business/organizational/non-IT capabilities. Nevertheless, multiple levels and competencies can coexist in a modern organization (Montreuil et al., 2021). According to the dynamic capabilities theory, the perspective of IT-enabled organizational capabilities argues that IT capabilities influence business agility via the development of organizational capabilities, including business flexibility, talent management, operational competence, absorptive capacity, and knowledge sharing (Fainshmidt et al., 2019). This viewpoint is based on the premise that IT capabilities impact business agility via the growth of organizational capabilities.

b. *Business Agility*

New innovations and market disruptions emerge daily in today's business climate. If firms do not adopt agile practices, they risk losing their competitive edge and becoming irrelevant. Agility is the capacity to think and comprehend an issue rapidly. Business agility can be categorized into decision-making speed and adaptability (See Table 1). In the corporate world, agility is a process that scales down projects and engages team members through ongoing discussion and iterative development. This method employs an iterative and progressive approach. Hence it does not produce a final output sequentially. Agility was first recognized in information systems research (Saputra et al., 2022). Meanwhile, in strategic management, Drucker developed the concept of agility to describe the significance of enhancing organizational flexibility and accountability (Liao et al., 2019). Hundreds of companies participated in the additional research, and the results were released by (Liu et al., 2019). Since then, numerous research on organizational agility in strategic management, such as those (Muna, 2022), have been conducted (Holbeche, 2019). According to the study of entrepreneurship, organizational agility is a type of entrepreneurial behavior (Attar et al., 2020). When firms' business agility is strengthened and increased, they can rapidly develop strategies to adapt to any situation.

Table 1: Dimension and Indicator of Business Agility

Dimension	Indicator
The quickness of decision making	1. Strategic decision-making in a very fast-changing environment flexibility
Flexibility	2. Ease to change 3. Speed of change

c. *Network capability*

Network capability is a dynamic capability that fosters reliance within and without the company (Battistella et al., 2017). Network capability has four components: internal communication, coordination, interpersonal skills, and partner knowledge (See Table 2). Coordination is the integration and synchronization of resources to enable efficient utilization in pursuit of an organization's objectives (Solano Acosta et al., 2018). The essence of coordination is a situation in which various vital organizational resources and activities are shared outside the bounds of the organization, thereby establishing a network of mutually beneficial connections between individuals and independent organizations (Majid et al., 2019).

Table 2: Dimension and Indicator of Network Capability

Dimension	Indicator
Internal communication	1. Able to start a conversation
	2. Ability to come up with new ideas
Coordination	3. Integration
	4. Resource synchronization
Relationship skills	5. Communication skills
	6. Stable emotions
	7. Cooperative
Partner Knowledge	8. Structured and organized information

Network skills enable businesses to access diverse resources, recognize possibilities, and respond swiftly to ever-changing marketing requirements (Solano Acosta et al., 2018). This variable represents a company's capacity to build and leverage interactions with other organizations to acquire access to resources owned by third parties (Chabachib, 2020). According to Zacca et al. (2015), a company's network competence is its ability to establish, enhance, and utilize internal and external organizational ties. The function of network capacity is to increase the significance of business agility.

H2: Networking capabilities (X1) positively affect business agility (Y)

H3: Networking capabilities (X1) positively affect business model innovation (Z)

d. Digital Adoption

The term "digital adoption" refers to incorporating digital technologies into a company's activities (Patil, 2022). Table 3 highlights the five primary aspects of digital adoption: relative benefits, compatibility, complexity, trialability, and ease of observation (observability). The adoption rate is the close rate at which social system members adopt an innovation (Lee et al., 2021). It is typically measured by the number of people who accept a new idea, such as a year, throughout a specific time period. Therefore, the adoption rate quantifies the steepness of the innovation's adoption curve. The perceived characteristics of innovation are one of the most critical factors influencing its adoption rate.

Table 3. Dimension and Indicator of Digital Adoption

Dimension	Indicator
Relative advantages	1. An idea is considered a better one than a previous idea 2. Economically profitable
Compatibility	3. Consistent with existing values 4. Past experiences 5. Needs of the adopter (recipient)
Complexity	6. Not difficult to understand and use
Possibilities to try (trialability)	7. Can be adopted and tried faster
Easy to observe (observability)	8. As an economical, technical advantage, thereby accelerating the adoption process

According to (Ghobakhloo et al., 2019), the adoption of innovation is a process of social change that involves the communication of discoveries to other parties, which are then adopted by society or social institutions. Innovation is a person's perception of a new idea; it can be new technology, a new method of organization, a new method of marketing agricultural products, etc. The adoption process occurs between the first time a person hears something new and the time that person adopts (accepts, applies, or utilizes) the new thing. According to Parra-Sánchez et al. (2021), digital adoption can boost business agility, whereas (Patil, 2022) digital adoption can increase business model innovation.

H3: Digital adoption (X2) positively affects business agility (Y)

H4: Digital adoption (X2) positively affects business model innovation (Z)

e. Business Model Innovation

It emphasizes redesigning organizational structure, operation mode, and business processes (Pieroni et al., 2019) and encourages identifying and adopting unique

opportunity portfolios. Business model innovation is distinct from product and process innovation since it encompasses value generation and capture (Bocken et al., 2019). It can be divided into eleven unique categories: novelty, performance, customization, task completion, design, brand/status, pricing, cost reduction, risk reduction, accessibility, and convenience/usability (See Table 4). In addition, it transcends organizational boundaries and provides a holistic description of how a corporation operates (Keiningham et al., 2020). Consequently, business model innovation is a valid idea for comprehending competitive advantage and is crucial to a company's performance (Bouwman et al., 2019). In addition, because business model innovation is a comprehensive activity, its implementation requires various organizational resources and competencies. These are required to facilitate the reconfiguration of activities and administrative units and their interconnections and links (Bocken et al., 2019).

Table 4. Dimension and Indicator of Business Model Innovation

Dimension	Indicator
Newness	1. A proportion of value that was never previously offered by any company
Performance	2. Increased value 3. The company must improve the performance of its products or services
Customization	4. Products or services tailored to your needs 5. Products or services tailored to the customer's wishes
Getting the Job Done	6. Value creation by helping customers do certain jobs
Design	7. A product/ service can excel in the market can be because of its design
Brand/ Status	8. Provide value to customers 9. Give brand/status
Price	10. Low prices for similar products/services often
Cost Reduction	11. Providing value to customers in the form of cost reduction from activities carried out by customers
Risk Reduction	12. The reduction of risks that the company gives customers can provide added value for customers
Accessibility	13. Providing access to customers who were originally unable to get services/products
Convenience/ Usability	14. Provide value by making customers move more comfortably

Adapting the business model to community reality is one of the five critical success criteria highlighted in "Untapped: Creating Value in Underserved Markets" (Geissdoerfer et al., 2018). Thus, business model innovation is an essential success factor. According to (Colovic, 2022), business model innovation is the planning and

design of new ways of conducting business through changes, improvements, and improvements to existing business processes, both internally and in collaboration with externals, to create new work processes that have never been done before to increase the added value of stakeholders. The author finds in this study that business model innovation is a novel, complementary means of combining increased efficiency and effectiveness where it may create, deliver, and collect value. Company model innovation can strengthen the connection between business agility, network capability, and digital adoption.

H1: Business model innovation (Z) positively affects business agility (Y)

H5: Networking capabilities (X1) positively affect business agility (Y) through business model innovation (Z)

H6: Digital adoption (X2) positively affects business agility (Y) through business model innovation (Z)

3. RESEARCH METHOD

This study is a part of descriptive quantitative research (Yannis, 2018), which claims that research procedures are essentially scientific traits used to collect data with a defined objective and utility. Methodologies utilized in quantitative approaches. According to (Quick, 2015), descriptive research employs observations, interviews, or questionnaires to gather information on the current state of events and the issue under study. Researchers collect data through questionnaires to test hypotheses or answer questions. The questionnaire is adapted from Kurniawan et al. (2021) and Dinda Riri et al. (2022), merged and modified to generate the proper questionnaire to test the hypothesis presented in this study. Through this descriptive research, the researcher will describe what is occurring in the circumstance under investigation.

This research was conducted at culinary SMEs in Surabaya Bandung Semarang Jakarta Yogyakarta Bali. Using a random selection technique, a research sample of 100 Culinary SMEs in Surabaya, Bandung, Semarang, Jakarta, Yogyakarta, and Bali was collected for this study.

This study employed Partial Least Squares as its data analysis method (PLS). PLS is a structural equation modeling (SEM) technique that uses a variance- or component-based structural equation modeling approach. According to (Sohaib et al., 2020), PLS-SEM is used to develop or construct a theory (predictive orientation). PLS is utilized to explain the presence or absence of associations between latent variables (prediction). PLS is a potent analysis method because it does not assume current data with a certain scale measurement, and the sample size is modest.

4. RESULT

a. Outer Model Analysis

1) Validity Test

The researcher uses a validity test to measure the validity or validity of a questionnaire. Test validity refers to the degree to which the test measures what it claims to measure. Test validity is also the extent to which inferences, conclusions, and decisions based on test scores are appropriate and meaningful. In this study, the validity testing is done using convergent validity and AVE. The instrument is declared valid if the AVE value > 0.05 and the outer loading value (>0.6). [Table 5](#) below shows the instrument validity test results and all the values passed the cut-off values; hence the validity of the instruments is established.

2) Reliability Test

Reliability refers to how dependably or consistently a test measures a characteristic. In this study, researchers used 2 types of reliability tests: the Cronbach Alpha test and the Composite Reliability Test. Cronbach Alpha measures the lowest value (lower bound) reliability. The data is stated to be good if the data has a Cronbach alpha value and a composite reliability score of >0.7 . Based on the calculations carried out and presented in [Table 7](#), it was found that all instrument items met the requirements of validity and reliability with scores that exceeded the criteria.

3) R Square

Coefficient determination (R-Square) measures how many endogenous variables are influenced by other variables. The R-Square value was determined based on data analysis performed using the smartPLS program, as shown in [Table 8](#). The score in the table indicates that business agility is influenced by Networking capabilities, digital adoption, and business model innovation by 49.7%, while other variables affect the remainder.

4) Hypothesis Result

Next up is the hypothesis test. In statistics, hypothesis testing is the process by which an analyst tests a population parameter assumption. Using sample data, hypothesis testing evaluates the plausibility of a theory. The hypotheses are tested using the Inner Model (structural model) test findings, which comprise r-square output, parameter coefficients, and t-statistics. Among other things, to determine whether a hypothesis can be accepted or rejected by considering the significance value between constructs, t-statistics, and p-values. [Table 9](#) and [Figure 1](#) illustrate the findings of testing the hypotheses; except for Hypothesis 1, all hypothesized associations have t-values more than 1.96 and p-values less than 0.05. Thus, all of the study's hypotheses are accepted except for Hypothesis 1.

Table 5. Instrument Validity Test Result

Variable	Instrument Code	Outer Loading	AVE	Information
Networking capabilities (X1)	X1.1	0.766	0.600	Valid
	X1.2	0.800		Valid
	X1.3	0.807		Valid
	X1.4	0.818		Valid
	X1.5	0.790		Valid
	X1.6	0.755		Valid
	X1.7	0.747		Valid
	X1.8	0.708		Valid
digital adoption (X2)	X2.1	0.719	0.598	Valid
	X2.2	0.767		Valid
	X2.3	0.782		Valid
	X2.4	0.776		Valid
	X2.5	0.799		Valid
	X2.6	0.761		Valid
	X2.7	0.797		Valid
	X2.8	0.781		Valid
Business Agility (Y)	Y1	0.890	0.754	Valid
	Y2	0.878		Valid
	Y3	0.836		Valid
Business Model Innovation (Z)	Z1	0.753	0.589	Valid
	Z10	0.755		Valid
	Z11	0.778		Valid
	Z12	0.788		Valid
	Z13	0.717		Valid
	Z14	0.774		Valid
	Z2	0.774		Valid
	Z3	0.776		Valid
	Z4	0.805		Valid
	Z5	0.818		Valid
	Z6	0.747		Valid
	Z7	0.745		Valid
	Z8	0.736		Valid
	Z9	0.776		Valid

Table 7. Instrument Reliability Test Results

	Cronbach's Alpha	rho_A	Composite Reliability
Business Agility (Y)	0.836	0.836	0.902
Business Model Innovation (Z)	0.946	0.949	0.953
Networking capabilities (X1)	0.904	0.906	0.923
digital adoption (X2)	0.904	0.905	0.922

Table 8. R-square Analysis Results

	R Square	R Square Adjusted
Business Agility (Y)	0.497	0.481
Business Model Innovation (Z)	0.683	0.676

Table 9. Hypothesis Result

	Original Sample (O)	T Statistics (O/STDEV)	P Values
Business Model Innovation (Z) -> Business Agility (Y)	0.039	0.288	0.773
Networking capabilities (X1) -> Business Agility (Y)	0.436	3.420	0.001
Networking capabilities (X1) -> Business Model Innovation (Z)	0.555	6.206	0.000
digital adoption (X2) -> Business Agility (Y)	0.291	2.620	0.009
digital adoption (X2) -> Business Model Innovation (Z)	0.338	3.855	0.000
Networking capabilities (X1) -> Business Model Innovation (Z) -> Business Agility (Y)	0.216	2.667	0.009
digital adoption (X2) -> Business Model Innovation (Z) -> Business Agility (Y)	0.213	2.764	0.008

5. DISCUSSION

a. Business Model Innovation (Z) -> Business Agility (Y)

The results of testing the business model innovation hypothesis on business agility obtained a score of ($\beta = 0.039$) with a p-value of 0.773, showing no significant positive

influence between the business model innovation variable and business agility. Although business agility has increased, it is unaffected by this. Business model innovation / BMI has advantages in enabling companies to adapt to market changes. A production framework that relies on cooperation with SME partners is one of the keys to flexibility. If the cost structure problem can be overcome, it will make it easier for companies to change resource allocation and form competitive prices. In addition, such business models include a unique, attractive market segment. Thus, it allows the company to provide value added to the customer and will facilitate revenue streams. This rejects the research conducted by (Cahanar & Hamsal, 2021).

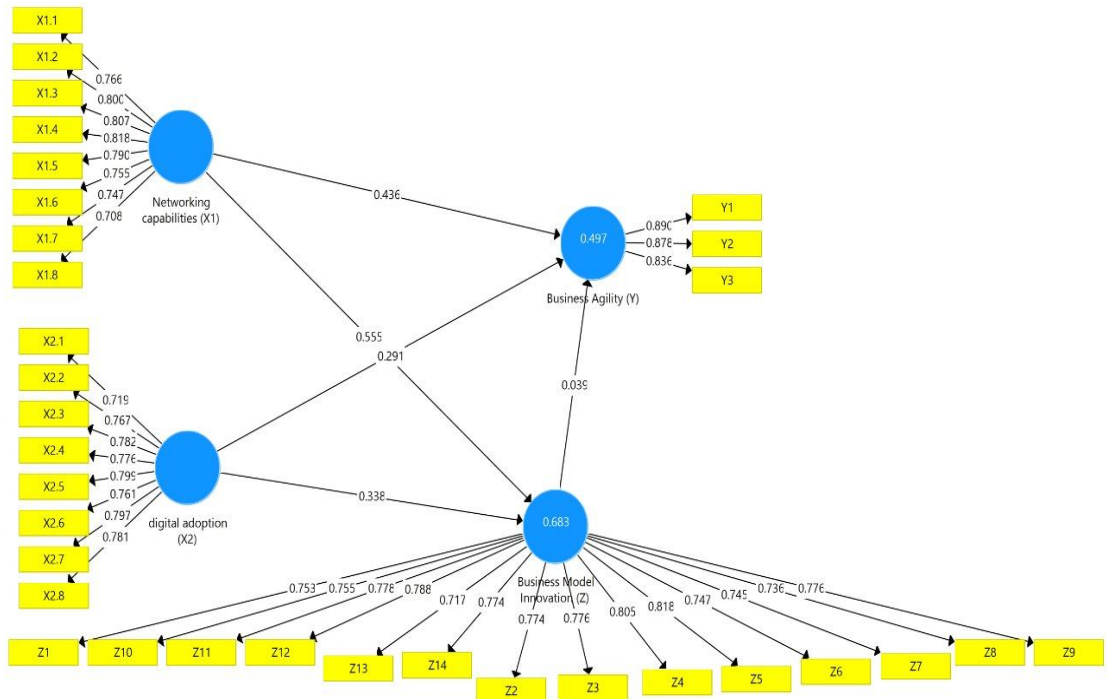


Figure 1. Outer Model Result Analysis

b. Networking capabilities (X1) -> Business Agility (Y)

The results of testing the Networking capabilities hypothesis on business agility obtained a score ($\beta = 0.436$, $t\text{-value} = 3.420$, $p\text{-value} < 0.05$), indicating a significant positive influence between variable Networking capabilities on business agility. The better the networking capabilities owned by SMEs, the better the business agility. The network capability possessed by entrepreneurs forms the foundation for entrepreneurial success. According to (R. Zacca et al., 2015), network capability is a company's ability to initiate, develop, and utilize internal and external inter-organizational relationships. Some of the findings that are in line with the results of this study include the conclusions of Azzam Azmi Abou-Moghli (2012) that entrepreneurial networks have a significant influence on business success or performance. Then (Akintimehin et al., 2019) findings are that

partially network capability significantly affects business performance in fabric centers (Asad et al., 2016). The results explain a positive influence of the three dimensions of network capability (internal communication, partner knowledge, and relational skills) on performance in small and medium-scale companies.

c. Networking capabilities (X1) -> Business Model Innovation (Z)

The results of testing the Networking capabilities hypothesis on business model innovation obtained a score ($\beta = 0.555$, t-value = 6.206, p-value < 0.05), showing that there was a significant positive influence between the networking capabilities variable on business model innovation. The better the SME's Networking capabilities, the better the SME's business model innovation will be. (Cahanar & Hamsal, 2021) Business Network Capability is the ability to carry out integrated cooperation between two or more parties that is harmonious, synergistic, systematic, and integrated and aims to establish business potential in generating optimal profits. With good cooperation between companies, it will provide business model innovation. This aligns with the research (Mihardjo et al., 2018).

d. Digital adoption (X2) -> Business Agility (Y)

The results of testing the digital adoption hypothesis on business agility obtained a score ($\beta = 0.291$, t-value = 2.620, p-value < 0.05), showing a significant positive influence between digital adoption variables on business agility. The better the digital adoption by SMEs, the better the business agility. The use of digital technology is directed at increasing the company's business agility. According to Sri Mulyani, the ability to create and adopt digital technology determines how an economy and a country can enter the *global value chain* system that will increase productivity. So, good digital adoption from SMEs will improve their business agility. This aligns with the research (Kosasi et al., 2018).

e. Digital adoption (X2) -> Business Model Innovation (Z)

The results of testing the digital adoption hypothesis on business model innovation obtained a score ($\beta = 0.338$, t-value = 3.855, p-value < 0.05), showing a significant positive influence between the digital adoption variables on business model innovation. The better the digital adoption owned by SMEs, the better the innovation of SME business models will be. The diversity of insights from owners/managers in SMEs on technology adoption strategies generates different driving forces and barriers related to adopting, adapting, and assimilating internet information technology in organizations. (Bleicher & Stanley, 2016) noted organizational readiness is the main reason technology adopters differ from non-adopters. A critical characteristic of technology adoption is the ability of SME executives to navigate and adapt to an environment that sets the right expectations for the benefits of technology to organizations so it may shape business model innovations. This aligns with the research (Ghezzi & Cavallo, 2020).

f. Networking capabilities (X1) -> Business Model Innovation (Z) -> Business Agility (Y)

The results of testing the network capabilities hypothesis on business agility mediated by business model innovation obtained a score ($\beta = 0.216$, t -value = 2.667, p -value < 0.05), showing a significant positive influence between variable network capabilities on business agility mediated by business model innovation. The better the network capabilities owned by SMEs, the more it will affect business agility. The innovation of business models also strengthens this. The ability to collaborate between SMEs will continue to give birth to inventions. Changes in consumer needs and desires to satisfy themselves will spur companies to innovate continuously to create products that follow consumer desires to increase SMEs' business agility. This is in line with research conducted by Mulyana and ([Robert Zacca et al., 2015](#)).

g. Digital adoption (X2) -> Business Model Innovation (Z) -> Business Agility (Y)

Testing the network capabilities hypothesis on business agility mediated by business model innovation obtained a score ($\beta = 0.213$, t -value = 2.764, p -value < 0.05), showing a significant positive influence between variable network capabilities on business agility mediated by business model innovation. The better the digital adoption carried out by SMEs, the more business agility and business model innovation variables strengthen the digital adoption of business agility ([Geissdoerfer et al., 2018](#)).

6. CONCLUSION

Based on research and discussion, it can be concluded that there is no significant positive relationship between business model innovation and business agility, that there is an important positive relationship between networking capabilities and business agility, and that there is a meaningful positive relationship between networking capabilities and business model innovation, and that there is a significant positive relationship between digital adoption variables and business agility. Networking capabilities, digital adoption, and business model innovation influence business agility by 49.7%, while Networking capabilities and digital adoption influence business model innovation by 68.3%. To improve the reliability of this research, the researchers plan to include variables that are now absent in the future study.

7. RESEARCH IMPLICATIONS

The current research has contributed to theory and practice by identifying a substantial direct association between networking capabilities and digital adoption and business agility and an indirect relationship between the two via business model innovation. In contrast to previous research, this study demonstrates that business model innovation has no direct impact on company agility. By embracing IT-enabled innovations, managers must prioritize internal and external networking capabilities. This study is

limited to the business model innovation, network capabilities, and digital adoption variables to discover the elements that affect business agility and are determined in Indonesian culinary MSMEs. Therefore, an additional study involving other variables and settings is required.

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