

DIGITAL ENTREPRENEURIAL SUCCESS MODEL FOR CULINARY SMEs: INTEGRATING INTRINSIC TALENT, DIGITAL SKILLS, AND INNOVATION

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Abstract: Digital transformation has created new opportunities for small and medium-sized enterprises (SMEs) to strengthen their competitiveness and resilience, yet the mechanisms through which individual entrepreneurial capabilities and digital competencies contribute to entrepreneurial outcomes remain insufficiently understood. This study develops and empirically examines a digital entrepreneurial success model for culinary SMEs by integrating entrepreneurial talent, digital skills, and innovation. The study employed a quantitative approach using Partial Least Squares Structural Equation Modeling (PLS-SEM). Data from 69 observations were analyzed using the SmartPLS procedure, including measurement-model assessment, bootstrapping, and predictive relevance analysis. The results indicate that digital skills have a positive and significant effect on innovation ($\beta = 0.636$, $t = 7.318$, $p < 0.001$) and economic resilience ($\beta = 0.072$, $t = 2.520$, $p = 0.012$). Entrepreneurial talent also positively affects innovation ($\beta = 0.237$, $t = 2.062$, $p = 0.040$) and economic resilience ($\beta = 0.071$, $t = 3.299$, $p = 0.001$). Most importantly, innovation demonstrates a very strong positive effect on economic resilience ($\beta = 0.899$, $t = 34.794$, $p < 0.001$). The indirect effects further show that innovation mediates the relationships between digital skills and economic resilience ($\beta = 0.571$, $p < 0.001$) and between entrepreneurial talent and economic resilience ($\beta = 0.213$, $p = 0.037$). The model explains 54.6% of the variance in innovation and 96.5% of the variance in economic resilience. These findings suggest that entrepreneurial success in digitally transforming culinary SMEs is not determined solely by individual talent or digital capability, but is substantially strengthened when these resources are converted into innovation.

Keywords: Digital Skills, Entrepreneurial Talent, Innovation, Economic Resilience, Culinary SMEs, Digital Entrepreneurship, PLS-SEM

1. Introduction

Digital transformation has become an increasingly important strategic issue for small and medium-sized enterprises (SMEs), as digital technologies reshape the ways firms create value, interact with customers, access markets, manage transactions, and develop new business solutions. Recent research shows that SME digital transformation is not simply a matter of adopting individual technologies but involves broader processes of knowledge acquisition, knowledge exploitation, organizational capabilities, operational capabilities, strategy, and organizational culture. A systematic literature review of 108 studies on SME digital transformation emphasizes that these



organizational and knowledge-related capabilities are critical in enabling SMEs to obtain value from digital technologies and innovation ecosystems (Hafeez et al., 2025).

The importance of digital transformation is particularly evident in emerging economies, where SMEs constitute an important part of entrepreneurial activity but frequently operate with limited resources, capabilities, and access to advanced technologies. Recent research on the global development of SME digital transformation identifies digital capability, innovation, organizational adaptation, and strategic transformation as major themes in the rapidly expanding literature. The findings suggest that future research needs to move beyond technology adoption and examine how SMEs develop the capabilities required to transform digital technologies into sustainable business value (Strategy & Leadership, 2025).

The culinary SME sector provides an especially relevant context for examining this issue. Culinary businesses are highly dependent on customer preferences, market visibility, transaction convenience, product differentiation, and rapid adaptation to changing demand. Digital promotion, electronic commerce, and digital payment systems can expand customer reach and improve transaction processes, but their strategic value depends on the ability of entrepreneurs to integrate these technologies into their business activities. Evidence from 125 culinary SMEs in Bogor, Indonesia, indicates that digitalization has a positive relationship with SME performance, while digital promotional media and digital payment systems represent important elements of the digital transformation process in the culinary sector (Putro et al., 2025).

Nevertheless, the availability of digital technologies does not automatically produce entrepreneurial success. Recent research on culinary MSMEs in Eastern Indonesia indicates that digital transformation can still be constrained by limited digital literacy, infrastructure limitations, and cultural factors. This suggests that digital transformation requires more than technological access; entrepreneurs need the knowledge, skills, and capabilities to interpret digital opportunities and incorporate them into business processes (La Baaji & Serpian, 2026).

Digital skills therefore represent an important foundation for entrepreneurial activity in the digital economy. Entrepreneurs need to understand how digital tools can support transactions, customer engagement, market access, and business development. In the context of culinary SMEs, digital payment and e-commerce are particularly relevant because they provide mechanisms for conducting transactions and accessing customers through digital channels. However, the literature increasingly emphasizes that digital capability should be examined together with complementary organizational and entrepreneurial capabilities rather than as an isolated technological variable (Hafeez et al., 2025).

One important complementary capability is the entrepreneur's intrinsic talent. Entrepreneurial activity depends not only on external resources and technological infrastructure but also on the individual capabilities of entrepreneurs to recognize opportunities, make decisions, communicate, establish relationships, learn from experience, solve problems, and maintain strategic focus. These individual capabilities can influence how entrepreneurs interpret environmental changes and how effectively they convert available resources into entrepreneurial actions. Recent research on SME digital transformation similarly highlights the importance of micro-foundations and organizational capabilities in determining whether digital technologies can be effectively exploited (Hafeez et al., 2025).

In this study, **Entrepreneurial Talent** is conceptualized as a multidimensional intrinsic capability consisting of belief, command, communication, competition, connectedness, focus, learner, relator, restorative, and analytical capabilities. This conceptualization emphasizes that entrepreneurial capability is not limited to a single behavioral orientation but can involve a combination of cognitive, relational, motivational, and problem-solving strengths. Such capabilities are potentially important because entrepreneurs must continuously interpret market information, communicate with stakeholders, identify opportunities, learn from changing conditions, and develop responses to business problems.

The combination of digital skills and entrepreneurial talent may become particularly valuable when it generates **innovation**. Innovation enables SMEs to translate resources and capabilities into new or improved products, processes, and commercial approaches. A recent systematic review of 122 empirical studies identifies innovation capability as a critical determinant of SME competitiveness and long-term sustainability, while emphasizing that innovation capability is shaped by multiple internal and external determinants rather than by a single factor (2025).

For culinary SMEs, innovation can take several forms, including product development, process improvement, and commercial innovation. Recent research on traditional culinary MSMEs in Indonesia shows that adaptation to the Industry 4.0 environment increasingly requires innovation in both products and business concepts. Similarly, research on Manado's culinary MSMEs demonstrates the connection between digital transformation, marketing adaptation, and creative local-product innovation, indicating that digitalization can become a platform for developing new ways of creating and delivering culinary value.

Innovation is also relevant to the capacity of SMEs to remain resilient in uncertain environments. Resilience requires firms to adapt their activities, maintain business continuity, and respond effectively when market conditions change. Innovation can provide SMEs with alternative products, processes, and commercial strategies, thereby expanding their ability to respond to changing customer preferences and competitive pressures. Recent research on SME innovation capability emphasizes that innovation is closely associated with competitiveness and long-term sustainability, particularly in environments characterized by technological transformation and external disruption (2025).

Although recent studies have substantially expanded understanding of SME digital transformation, important gaps remain. Existing research has commonly examined digital transformation and SME performance, digital capabilities and innovation, or innovation and resilience as separate relationships. For example, research on culinary SMEs in Bogor has examined digital transformation and performance, while recent studies of culinary MSMEs have examined digital marketing adaptation, digital readiness, and product innovation. However, these studies do not fully explain how **intrinsic entrepreneurial talent and digital skills can be integrated and subsequently transformed through innovation into economic resilience**.

This gap is particularly important because digital entrepreneurial success should not be understood simply as the ability to use digital technologies. A more comprehensive perspective requires consideration of the interaction between **who the entrepreneur is, what the entrepreneur can do digitally, and how those capabilities are converted into innovation**. The recent SME digital transformation literature supports this capability-oriented perspective by emphasizing organizational capabilities, micro-foundations, knowledge processes, and innovation ecosystems as important elements in the successful exploitation of digital technologies (Hafeez et al., 2025).

Accordingly, this study proposes a **Digital Entrepreneurial Success Model for Culinary SMEs** that integrates **Entrepreneurial Talent, Digital Skills, Innovation, and Economic Resilience**. The model positions Entrepreneurial Talent and Digital Skills as antecedent capabilities, Innovation as the mechanism through which these capabilities are translated into entrepreneurial value, and Economic Resilience as the principal outcome. This configuration provides a capability-based explanation of digital entrepreneurial success by connecting individual entrepreneurial resources with digital competencies and innovation.

The study addresses the following research question:

How do entrepreneurial talent and digital skills contribute to the economic resilience of culinary SMEs, and to what extent does innovation function as a mechanism linking these capabilities to entrepreneurial success?

Based on this research question, the study aims to examine the relationships among entrepreneurial talent, digital skills, innovation, and economic resilience in culinary SMEs. More specifically, the study investigates whether entrepreneurial talent and digital skills contribute to innovation, whether innovation contributes to economic

resilience, and whether innovation serves as a mediating mechanism linking entrepreneurial talent and digital skills with economic resilience.

The study is expected to contribute to the literature in three ways. First, it integrates **intrinsic entrepreneurial talent and digital skills** into a unified model of digital entrepreneurial success. Second, it conceptualizes **innovation as a transformation mechanism**, rather than merely as an independent predictor of business outcomes. Third, it extends research on digital entrepreneurship to the **culinary SME context**, where digital transactions, e-commerce, product development, process improvement, and commercial adaptation are increasingly important for maintaining business continuity and competitiveness.

2. Literature Review

2.1. *Resource-Based View and Dynamic Capabilities Perspective*

The Resource-Based View (RBV) provides an important theoretical foundation for explaining why firms with different resources and capabilities may achieve different levels of competitiveness and performance. Barney (1991) argues that valuable, rare, inimitable, and non-substitutable resources can become sources of sustained competitive advantage. In the SME context, such resources are not limited to physical assets and financial capital but also include managerial knowledge, entrepreneurial competencies, organizational capabilities, and intangible resources.

Entrepreneurial competencies represent an important category of intangible resources because SMEs are frequently strongly dependent on the knowledge, judgment, skills, and behavior of their owner-managers. Man et al. (2002) conceptualized entrepreneurial competencies as a multidimensional construct associated with SME competitiveness, while Mitchelmore and Rowley (2010) emphasized that entrepreneurial competencies encompass capabilities that enable entrepreneurs to perform effectively across different entrepreneurial activities. More recent evidence confirms that entrepreneurial competencies remain relevant to innovation and SME outcomes. Siddiqui and Rokade (2026), for example, demonstrate significant relationships among entrepreneurial orientation, entrepreneurial competencies, business innovation, and MSME performance using a PLS-SEM framework grounded in RBV and dynamic capabilities.

However, RBV alone may not fully explain how SMEs respond to rapidly changing digital markets. Possessing valuable resources does not automatically guarantee successful adaptation. Dynamic Capabilities Theory addresses this limitation by emphasizing the firm's ability to integrate, build, and reconfigure resources in response to changing environments (Teece, 2007). Teece et al. (2016) further argue that organizational agility becomes particularly important under conditions of technological change, uncertainty, and innovation.

Digital transformation therefore requires more than technological adoption. It requires firms to continuously renew their capabilities and organizational processes (Vial, 2019; Verhoef et al., 2021). Warner and Wäger (2019) similarly conceptualize digital transformation as an ongoing process of strategic renewal in which firms develop dynamic capabilities to respond to technological and market changes.

From this perspective, the present study integrates RBV and Dynamic Capabilities Theory by positioning **Entrepreneurial Talent and Digital Skills as capability resources, Innovation as the transformation mechanism, and Economic Resilience as the adaptive outcome.**

2.2. *Entrepreneurial Talent*

Entrepreneurial Talent refers to the intrinsic strengths and capabilities that enable entrepreneurs to recognize opportunities, solve problems, learn, communicate, establish relationships, maintain strategic focus, and respond to changing business conditions. The concept is closely related to the broader literature on entrepreneurial competencies, which emphasizes the knowledge, skills, abilities, and behavioral characteristics required for effective entrepreneurial action (Man et al., 2002; Mitchelmore & Rowley, 2010).

Entrepreneurial competencies are particularly important in SMEs because decision-making is often concentrated in the owner-manager. Unlike larger organizations that can distribute specialized responsibilities across managerial levels, SME entrepreneurs frequently perform multiple roles simultaneously, including strategist, marketer, innovator, financial decision maker, and relationship manager. Consequently, individual entrepreneurial capabilities can have direct implications for the firm's ability to identify and exploit opportunities.

Lumpkin and Dess (1996) highlight the importance of entrepreneurial orientation in explaining entrepreneurial behavior and organizational outcomes. Although entrepreneurial orientation is conceptually different from Entrepreneurial Talent, both perspectives emphasize the importance of entrepreneurial action in responding to market opportunities and uncertainty. Recent research also demonstrates that entrepreneurial competency may influence business outcomes through intervening mechanisms rather than necessarily producing direct effects. Dewi and Suwarno (2026), for example, show that entrepreneurial competency can operate through self-efficacy and entrepreneurial orientation in explaining business performance.

Esubalew and Adebisi (2024) further demonstrate that entrepreneurial competency can contribute to enterprise growth through marketing innovation. This finding is important because it suggests that entrepreneurial capability becomes economically meaningful when it is translated into concrete innovative activities.

Recent evidence from Siddiqui and Rokade (2026) strengthens this argument by showing that entrepreneurial competencies are associated with business innovation within an MSME context. The implication is that entrepreneurial capability should not be viewed merely as an individual characteristic but as a strategic resource that can facilitate organizational innovation.

In the present study, Entrepreneurial Talent is operationalized through ten dimensions: **Belief, Command, Communication, Competition, Connectedness, Focus, Learner, Relator, Restorative, and Analytical**. These dimensions represent complementary entrepreneurial strengths involving motivation, influence, communication, competitive orientation, relationship building, concentration, learning, problem solving, and analytical reasoning.

Based on the resource-based perspective, such strengths may provide entrepreneurs with the human capability required to transform opportunities and problems into innovative business responses.

2.3. Digital Skills

Digital Skills refer to the ability of entrepreneurs and SME actors to use digital technologies effectively to perform and improve business activities. In the contemporary SME environment, digital skills extend beyond basic technology use and include the ability to utilize digital platforms, digital transactions, online markets, customer-facing technologies, and digital information.

Digital transformation literature emphasizes that technology creates value only when organizations possess the capabilities required to integrate it into business processes and strategic activities (Vial, 2019; Verhoef et al., 2021). Warner and Wäger (2019) similarly emphasize that digital transformation requires dynamic capabilities rather than technology adoption alone.

For SMEs, digital capabilities can be particularly important because digital technologies can reduce market-access barriers and enable small firms to reach customers, suppliers, and business partners beyond their traditional geographic boundaries. Christofi et al. (2023) emphasize the role of entrepreneurial persistence and market-sensing dynamic capability in SME digital transformation, highlighting that successful digital transformation involves entrepreneurial and organizational capabilities rather than technology alone.

Evidence from Indonesia also supports the importance of digital capabilities. Hidayat and Fizzanty (2024) show that entrepreneurship and innovation can mutually reinforce SME owners' ability to deal with digital technologies. Similarly, Rosyidiana and Narsa (2024) identify digitalization, literacy, and innovation as relevant factors in the financial performance of Indonesian MSMEs.

Recent evidence further indicates that digital skills can contribute to SME outcomes through innovation-related mechanisms. Widiarti et al. (2025) examine digital and network capabilities and identify innovation as an important mediating mechanism in explaining SME performance. Titin et al. (2025) also demonstrate the relevance of digital skills and product innovation to MSME sales performance on e-commerce platforms.

The importance of digital capabilities is becoming particularly visible in culinary businesses. A 2026 study of culinary MSMEs in Kendari documents the use of digital marketing, GrabFood, and QRIS as components of culinary business digital transformation. Similarly, Kartini et al. (2026) examine innovation capability and information technology as determinants of culinary MSME performance in Cianjur, demonstrating the growing relevance of digital and innovation capabilities within the culinary sector.

In this study, Digital Skills are represented by **Digital Payment and E-Commerce**. These two dimensions capture important practical applications of digital technology in culinary SMEs, particularly digital transactions and access to digital markets.

2.4. Innovation

Innovation is a central mechanism through which organizational resources and entrepreneurial capabilities can be converted into new forms of value. The Oslo Manual defines innovation broadly as the implementation of a new or significantly improved product or process, including organizational and marketing dimensions (OECD/Eurostat, 2018).

For SMEs, innovation does not necessarily require advanced technological invention. It can involve improvements in products, production processes, service delivery, marketing, distribution, packaging, customer experience, or business development. Rosenbusch et al. (2011) demonstrate that innovation can contribute positively to SME performance, although the relationship depends on contextual conditions.

Innovation is also closely connected to entrepreneurial competencies. Esubalew and Adebisi (2024) find that marketing innovation can mediate the relationship between entrepreneurial competency and enterprise growth. This supports the argument that entrepreneurial resources may require an innovation mechanism before their economic effects become visible.

The relationship between innovation and digital capability is also increasingly important. Verhoef et al. (2021) argue that digital transformation changes organizational processes and business models, while Vial (2019) emphasizes the transformative consequences of digital technologies for value creation and organizational structures. Hidayat and Fizzanty (2024) provide evidence from Indonesian SMEs that entrepreneurship and innovation can mutually reinforce the use of digital technologies.

More recent evidence reinforces this capability-to-innovation relationship. Mahendrata et al. (2026) report a positive relationship between digital literacy and innovation capability among Indonesian MSMEs. Pradana et al. (2026) similarly investigate innovation capability, blockchain adoption, and firm performance among Indonesian SMEs. Siddiqui and Rokade (2026) demonstrate that entrepreneurial competencies and entrepreneurial orientation are relevant to business innovation in MSMEs.

In the culinary sector, innovation is particularly important because consumer preferences, food trends, delivery channels, product formats, and purchasing behavior can change rapidly. Kartini et al. (2026) specifically examine innovation capability and information technology in culinary SMEs, providing recent sector-specific evidence for the importance of innovation capability.

In the present study, Innovation consists of **Process, Commercial, and Development** dimensions. This operationalization captures innovation as a multidimensional business capability involving improvements in operational processes, commercial activities, and business development.

2.5. Economic Resilience

Economic Resilience refers to the ability of a firm or entrepreneur to withstand disruption, adapt to changing circumstances, maintain business activities, and recover from adverse conditions. Resilience has become particularly important for SMEs because smaller firms often possess fewer financial and organizational buffers than larger organizations.

Bhamra et al. (2011) describe resilience as the capacity of organizations and systems to absorb disruption and adapt to changing circumstances. Within SME research, resilience is increasingly associated with flexibility, learning, agility, innovation, and the ability to reconfigure resources.

The digital transformation literature suggests that digital capability can strengthen resilience by increasing organizational flexibility and access to information. Morris et al. (2022), for example, demonstrate the relevance of digital conditions to rural SME resilience. Sagala and Őri (2025), through a systematic literature review, further emphasize that digital transformation can contribute to SME resilience and antifragility through mechanisms including dynamic capabilities, organizational learning, flexibility, and agility.

Recent research provides additional empirical support. Kusuma Mawardi et al. (2026) examine resilient MSMEs in the digital era and emphasize the role of dynamic capabilities in managing environmental uncertainty. Juniansyah et al. (2026) similarly investigate whether digital transformation improves business resilience and examine organizational adaptation, innovation, digitalization, and marketing strategies as important mechanisms.

The relationship between digital capability and resilience is also supported by recent research focusing specifically on digital skills. Omri (2026) examines how digital skills and IT capabilities contribute to SME performance through entrepreneurial resilience. This provides a particularly relevant basis for understanding Digital Skills not only as operational competencies but also as resources that can contribute to entrepreneurs' capacity to cope with uncertainty.

In the present study, Economic Resilience is represented by **Hope, Optimism, Resilience, and Self-Efficacy**. These dimensions capture the entrepreneur's psychological and adaptive capacity to maintain business activity and respond constructively to changing economic circumstances.

2.6. Digital Skills and Innovation

Digital technologies can create opportunities for SMEs to access new information, interact with customers, redesign processes, and experiment with alternative business models. However, these opportunities depend on the entrepreneur's ability to effectively use digital technologies.

From a Dynamic Capabilities perspective, digital skills can enable sensing and seizing activities by improving entrepreneurs' ability to identify market information, communicate with customers, and respond to emerging opportunities (Teece, 2007; Warner & Wäger, 2019). Digital capabilities can therefore serve as an antecedent to innovation.

Empirical evidence supports this relationship. Hidayat and Fizzanty (2024) show that innovation and entrepreneurship mutually reinforce SME engagement with digital technologies. Mahendrata et al. (2026) provide more direct evidence by demonstrating a positive relationship between digital literacy and innovation capability among Indonesian MSMEs.

Widiarti et al. (2025) also show the importance of digital and network capabilities in explaining SME performance through innovation. This suggests that digital capabilities may have their strongest economic value when they are converted into innovative activities.

The culinary sector provides a particularly relevant context because digital platforms can enable entrepreneurs to test new products, observe customer responses, modify offerings, and expand distribution channels. Recent research on culinary MSMEs confirms that digital transformation is increasingly linked with competitiveness and business development.

Therefore, this study proposes:

H1: Digital Skills have a positive effect on Innovation.

2.7. *Entrepreneurial Talent and Innovation*

Entrepreneurial Talent can provide the cognitive, behavioral, and interpersonal foundation for innovation. Entrepreneurs who are capable of learning, analyzing problems, maintaining focus, communicating effectively, developing relationships, and solving operational problems may be better positioned to identify opportunities and implement new business solutions.

Man et al. (2002) and Mitchelmore and Rowley (2010) establish entrepreneurial competencies as important capabilities associated with SME competitiveness. Esubalew and Adebisi (2024) further show that entrepreneurial competency can influence enterprise growth through marketing innovation.

Recent studies provide stronger evidence for the entrepreneurial capability–innovation relationship. Siddiqui and Rokade (2026) explicitly examine entrepreneurial competencies and business innovation within an MSME context and use RBV and Dynamic Capabilities as theoretical foundations. Abdullah (2026) likewise demonstrates the importance of entrepreneurial orientation, intellectual capital, and product innovation in explaining SME performance.

These findings indicate that entrepreneurial capability is likely to contribute to innovation when entrepreneurs transform individual strengths into concrete business activities. The present study therefore conceptualizes Entrepreneurial Talent not merely as a personal characteristic but as a strategic capability that can stimulate innovation.

Accordingly:

H2: Entrepreneurial Talent has a positive effect on Innovation.

2.8. *Innovation and Economic Resilience*

Innovation can strengthen resilience by providing SMEs with alternative ways to create and deliver value. Firms that continuously improve their processes, products, commercial strategies, and business development activities may possess greater flexibility when existing market conditions become unfavorable.

The relationship between innovation and organizational adaptation is consistent with Dynamic Capabilities Theory because innovation can represent an outcome of sensing, seizing, and reconfiguring organizational resources (Teece, 2007; Teece et al., 2016).

Evidence from SME research supports this proposition. Rosenbusch et al. (2011) demonstrate the importance of innovation for SME outcomes, while Wang and Sun (2024) show that digital innovation synergy can improve organizational resilience among innovative SMEs. Sagala and Öri (2025) similarly identify innovation, dynamic capabilities, flexibility, and agility as important elements within the relationship between digital transformation and SME resilience.

Recent Indonesian evidence further strengthens this argument. Juniansyah et al. (2026) examine digital transformation and business resilience through organizational adaptation, innovation, digitalization, and marketing strategies. Siregar and Nadlifatin (2026) likewise investigate digital transformation, innovation capability, organizational agility, and organizational resilience among Indonesian MSMEs.

The relationship is especially relevant to food and beverage SMEs. Suryani and Dwiputra (2026) examine innovation capability, organizational agility, digital strategy, and business resilience in food and beverage SMEs, directly connecting the innovation capability dimension with resilience in a sector closely related to the present research.

Therefore:

H3: Innovation has a positive effect on Economic Resilience.

2.9. *Innovation as a Mediator between Digital Skills and Economic Resilience*

The relationship between Digital Skills and Economic Resilience may not be exclusively direct. Digital skills provide entrepreneurs with technological capabilities, but these capabilities must be translated into activities that generate business value.

The Dynamic Capabilities perspective suggests that digital resources become strategically valuable when firms use them to sense opportunities, seize them, and reconfigure resources (Teece, 2007; Warner & Wäger, 2019). Innovation provides a logical mechanism through which digital capabilities can be transformed into adaptive business outcomes.

Empirical evidence supports this mediating logic. Widiarti et al. (2025) identify innovation as a mediating mechanism linking digital and network capabilities with SME performance. Mahendrata et al. (2026) also position innovation capability as an important mechanism within the relationship between digital literacy, entrepreneurial orientation, and MSME outcomes.

Recent studies of digital transformation and resilience further strengthen this argument. Juniansyah et al. (2026) examine organizational adaptation together with innovation, digitalization, and marketing strategies as mechanisms connecting digital transformation and business resilience. Suryani and Dwiputra (2026) similarly integrate innovation capability, digital strategy, adaptability, and business resilience within the food and beverage SME context.

However, previous findings are not entirely consistent. Mahendrata et al. (2026), for example, provide evidence of a positive digital literacy–innovation relationship but report a different pattern for the subsequent relationship with MSME performance. This suggests that the effect of innovation may depend on the nature of the outcome variable.

The present study addresses this issue by focusing on **Economic Resilience rather than conventional business performance**. Resilience represents an organization's capacity to adapt and sustain activities under uncertainty, making innovation a theoretically plausible mechanism through which digital capabilities become adaptive capacity.

Therefore:

H4: Innovation mediates the relationship between Digital Skills and Economic Resilience.

2.10. *Innovation as a Mediator between Entrepreneurial Talent and Economic Resilience*

Entrepreneurial Talent may also influence Economic Resilience through Innovation. Entrepreneurs with strong learning, analytical, communication, relationship, and problem-solving capabilities may be better able to generate and implement innovative responses to environmental change.

This argument is consistent with RBV because entrepreneurial capabilities represent intangible resources and with Dynamic Capabilities Theory because these resources can be transformed into adaptive organizational actions (Barney, 1991; Teece, 2007). Man et al. (2002) and Mitchelmore and Rowley (2010) establish the relevance of entrepreneurial competencies to SME competitiveness, while Esubalew and Adebisi (2024) demonstrate that innovation can function as an intervening mechanism between entrepreneurial competency and enterprise growth.

Recent evidence reinforces the mediating perspective. Dewi and Suwarno (2026) demonstrate that entrepreneurial competency does not necessarily translate directly into business performance but can operate through intervening mechanisms. Siddiqui and Rokade (2026) further demonstrate the relevance of entrepreneurial competencies to business innovation in MSMEs. Abdullah (2026) similarly integrates entrepreneurial orientation, intellectual capital, innovation, and SME performance into a comprehensive model.

Consequently, Entrepreneurial Talent may contribute to resilience not simply because entrepreneurs possess particular strengths, but because these strengths enable them to develop new solutions, products, processes, and commercial approaches.

Therefore:

H5: Innovation mediates the relationship between Entrepreneurial Talent and Economic Resilience.

2.11. Research Gap and Conceptual Synthesis

The preceding literature reveals several important gaps.

First, previous studies frequently examine **digital capabilities, entrepreneurial competencies, innovation, or resilience separately**. Although these constructs are theoretically related, fewer studies integrate them into one explanatory model.

Second, the literature tends to use **business performance** as the principal dependent variable. Recent evidence demonstrates that digital literacy, entrepreneurial competencies, and innovation can explain performance outcomes (Mahendrata et al., 2026; Siddiqui & Rokade, 2026). However, economic resilience represents a different outcome because it emphasizes the capacity to adapt, sustain operations, and respond to uncertainty rather than merely achieve performance at a particular point in time.

Third, existing research provides limited integration of **individual entrepreneurial strengths and digital capabilities**. Entrepreneurial competency research typically emphasizes general competencies, whereas digital transformation research emphasizes organizational or technological capabilities. The present study connects the two perspectives by conceptualizing Entrepreneurial Talent and Digital Skills as complementary capability resources.

Fourth, the **culinary SME context** remains underdeveloped in the integrated capability–innovation–resilience literature. Recent research confirms the increasing importance of digital transformation and innovation in culinary SMEs, including studies in Kendari and Cianjur. However, a model integrating Entrepreneurial Talent, Digital Skills, Innovation, and Economic Resilience remains insufficiently developed.

Accordingly, this study proposes a **Digital Entrepreneurial Success Model for Culinary SMEs** in which Entrepreneurial Talent and Digital Skills constitute antecedent capabilities, Innovation functions as the transformation mechanism, and Economic Resilience represents the ultimate adaptive outcome.

The conceptual logic can be summarized as follows:

Entrepreneurial Talent → Innovation → Economic Resilience

Digital Skills → Innovation → Economic Resilience

The model therefore moves beyond a simple direct-effect perspective and proposes that entrepreneurial and digital capabilities create economic resilience primarily through their capacity to generate and implement innovation.

Table 1. Hypotheses Development

Hypothesis	Proposed relationship	Theoretical basis
H1	Digital Skills → Innovation	Dynamic Capabilities; digital transformation
H2	Entrepreneurial Talent → Innovation	RBV; entrepreneurial competencies
H3	Innovation → Economic Resilience	Dynamic Capabilities; organizational resilience
H4	Digital Skills → Innovation → Economic Resilience	Capability transformation and mediation
H5	Entrepreneurial Talent → Innovation → Economic Resilience	RBV, Dynamic Capabilities, and mediation

2.12. Theoretical Contribution of the Proposed Model

The conceptual model contributes to the literature by connecting three levels of analysis. The first is the **individual capability level**, represented by Entrepreneurial Talent. The second is the **digital capability level**, represented by Digital Skills. The third is the **organizational adaptation level**, represented by Innovation and Economic Resilience.

This integration is consistent with the evolution of SME research from resource possession toward capability deployment and adaptation. RBV explains why entrepreneurial and digital capabilities can represent valuable resources (Barney, 1991), while Dynamic Capabilities explain how those resources can be transformed and reconfigured under changing conditions (Teece, 2007; Teece et al., 2016).

Recent empirical studies support each component individually, but the present study integrates them into one model specifically for culinary SMEs. This provides the basis for testing whether **Innovation is the missing mechanism that converts Entrepreneurial Talent and Digital Skills into Economic Resilience**. This is the central theoretical proposition of the study in Figure 1.

3. METHODS

3.1. *Research Design*

This study employed a **quantitative explanatory research design** using a cross-sectional survey approach. The objective was to examine the relationships among **Digital Skills, Entrepreneurial Talent, Innovation, and Economic Resilience** in culinary small and medium-sized enterprises (SMEs).

The research model positions Digital Skills and Entrepreneurial Talent as exogenous constructs, Innovation as a mediating construct, and Economic Resilience as the endogenous outcome construct. The analytical framework was developed from the Resource-Based View (RBV) and Dynamic Capabilities View (DCV), in which entrepreneurial and digital capabilities are regarded as resources that can be transformed into innovation and subsequently contribute to adaptive business outcomes.

The empirical model was analyzed using **Partial Least Squares Structural Equation Modeling (PLS-SEM)**. PLS-SEM was selected because the study involves multiple latent constructs, a mediation relationship, and a prediction-oriented structural model. Hair et al. (2019) emphasize that PLS-SEM is appropriate when researchers seek to explain variance in endogenous constructs and examine complex relationships among latent variables.

The analysis was conducted using **SmartPLS**. The methodological procedure followed the established sequence of specifying the path model, assessing the measurement model, and subsequently evaluating the structural model (Hair et al., 2022). The third edition of *A Primer on Partial Least Squares Structural Equation Modeling* specifically covers reflective measurement assessment, structural model evaluation, and mediator analysis.

3.2. *Population, Unit of Analysis, and Sample*

The population of the study consisted of **culinary SMEs and their entrepreneurs/owner-managers**. The unit of analysis was the individual culinary SME represented by its entrepreneur or owner-manager.

The final dataset contained **69 valid observations**. The measurement structure contained 19 indicators distributed across four latent constructs. The number of observations is consistent with the dataset structure, in which Digital Skills contains two indicators, Entrepreneurial Talent ten indicators, Innovation three indicators, and Economic Resilience four indicators.

Because the available dataset does not document the geographical sampling frame or the precise sampling technique, the manuscript does not claim probability sampling or a particular non-probability sampling method without supporting fieldwork documentation.

Table 1. Research Design and Sample Characteristics

Component	Specification
Research approach	Quantitative
Research purpose	Explanatory
Research design	Cross-sectional survey
Unit of analysis	Culinary SME / entrepreneur
Number of valid observations	69
Analytical technique	PLS-SEM
Software	SmartPLS
Exogenous constructs	Digital Skills; Entrepreneurial Talent
Mediating construct	Innovation
Endogenous construct	Economic Resilience
Total latent constructs	4
Total indicators	19

The use of PLS-SEM is methodologically appropriate for estimating latent-variable relationships in predictive models and for evaluating mediation effects (Hair et al., 2019; Hair et al., 2022).

3.3. Research Constructs and Measurement

Four latent constructs were included in the model: **Digital Skills (DS)**, **Entrepreneurial Talent (ET)**, **Innovation (IN)**, and **Economic Resilience (ER)**.

All constructs were operationalized using multiple indicators. The indicators were treated as **reflective measures**, meaning that the indicators represent manifestations of their underlying latent constructs.

The measurement model consisted of **19 indicators**: two indicators for Digital Skills, ten indicators for Entrepreneurial Talent, three indicators for Innovation, and four indicators for Economic Resilience.

Table 2. Constructs and Operationalization

Construct	Operational definition	Indicators	No. of indicators
Digital Skills (DS)	The ability of culinary entrepreneurs to utilize digital technologies and platforms for business activities	Digital Payment; E-Commerce	2
Entrepreneurial Talent (ET)	Intrinsic entrepreneurial strengths that support decision-making, learning, communication, relationships, focus, and problem solving	Belief; Command; Communication; Competition; Connectedness; Focus; Learner; Relator; Restorative; Analytical	10
Innovation (IN)	The ability of the culinary SME to develop and implement new or improved business activities	Process; Commercial; Development	3

Economic Resilience (ER)	The capacity of the entrepreneur/SME to maintain, adapt, and recover economic activities under changing conditions	Hope; Optimism; Resilience; Self-Efficacy	4
Total			19

The indicator composition follows the empirical dataset provided for the study.

3.4. *Measurement of Digital Skills*

Digital Skills were conceptualized as the ability of culinary entrepreneurs to use digital technologies to support business activities, particularly digital transactions and market access.

The construct was measured using two indicators:

- **Digital Payment**
- **E-Commerce**

The use of digital payment and e-commerce as dimensions is consistent with the contemporary understanding of SME digitalization, where digital technologies facilitate transactions, customer access, market expansion, and new business processes.

Table 3. Measurement of Digital Skills

Construct	Code	Indicator
Digital Skills	DS1	Digital Payment
Digital Skills	DS2	E-Commerce

The two indicators are directly reflected in the research dataset.

3.5. *Measurement of Entrepreneurial Talent*

Entrepreneurial Talent was conceptualized as the entrepreneur's intrinsic strengths that can be mobilized to support entrepreneurial decision-making, opportunity recognition, learning, communication, relationship building, strategic focus, and problem solving.

The construct was operationalized through ten dimensions.

Table 4. Measurement of Entrepreneurial Talent

Construct	Code	Indicator
Entrepreneurial Talent	ET1	Belief
Entrepreneurial Talent	ET2	Command
Entrepreneurial Talent	ET3	Communication
Entrepreneurial Talent	ET4	Competition
Entrepreneurial Talent	ET5	Connectedness
Entrepreneurial Talent	ET6	Focus
Entrepreneurial Talent	ET7	Learner
Entrepreneurial Talent	ET8	Relator

Entrepreneurial Talent	ET9	Restorative
Entrepreneurial Talent	ET10	Analytical

These ten indicators constitute the Entrepreneurial Talent construct in the empirical model.

The construct is conceptually positioned as an **individual-level capability resource**. This positioning is consistent with the resource-based perspective, in which human knowledge, skills, and capabilities can constitute valuable intangible resources.

3.6. *Measurement of Innovation*

Innovation was conceptualized as the ability of culinary SMEs to develop and implement new or improved approaches to their business activities.

Three dimensions were employed:

Table 5. Measurement of Innovation

Construct	Code	Indicator
Innovation	IN1	Process
Innovation	IN2	Commercial
Innovation	IN3	Development

The three indicators are directly represented in the empirical dataset.

The conceptualization captures innovation as a multidimensional business capability rather than restricting innovation to technological invention.

3.7. *Measurement of Economic Resilience*

Economic Resilience was conceptualized as the capacity of culinary SMEs and their entrepreneurs to sustain, adapt, and renew economic activities when facing changing business conditions.

The construct was measured through four indicators.

Table 6. Measurement of Economic Resilience

Construct	Code	Indicator
Economic Resilience	ER1	Hope
Economic Resilience	ER2	Optimism
Economic Resilience	ER3	Resilience
Economic Resilience	ER4	Self-Efficacy

These four indicators constitute the Economic Resilience construct in the empirical dataset.

The inclusion of Hope, Optimism, Resilience, and Self-Efficacy reflects an entrepreneur-centered perspective of resilience, emphasizing psychological resources that support adaptation and continuity.

3.8. *Measurement Scale and Questionnaire*

The research instrument consisted of structured questionnaire items corresponding to the indicators specified in the conceptual model. Responses were obtained using a Likert-type scale to capture respondents' perceptions regarding their digital skills, entrepreneurial strengths, innovation activities, and economic resilience.

The questionnaire was structured so that each indicator represented a specific dimension of its corresponding latent construct.

Before structural analysis, the collected observations were prepared for PLS-SEM analysis. The final dataset comprised 69 valid observations.

3.9. *PLS-SEM Analysis Procedure*

The data were analyzed using **PLS-SEM** through SmartPLS. The analysis followed two major stages:

Stage 1: Measurement model assessment

The measurement model was evaluated to establish the reliability and validity of the constructs.

Stage 2: Structural model assessment

The structural model was evaluated to examine the hypothesized relationships among Digital Skills, Entrepreneurial Talent, Innovation, and Economic Resilience.

This two-stage procedure follows established PLS-SEM methodology (Hair et al., 2019; Hair et al., 2022).

Table 7. PLS-SEM Evaluation Procedure

Stage	Assessment	Purpose
Measurement model	Outer loadings	Indicator reliability
Measurement model	Cronbach's alpha	Internal consistency
Measurement model	rho_A	Internal consistency
Measurement model	Composite reliability	Construct reliability
Measurement model	AVE	Convergent validity
Measurement model	Fornell–Larcker	Discriminant validity
Measurement model	HTMT	Discriminant validity
Structural model	Path coefficients	Direction and magnitude of relationships
Structural model	Bootstrapping	Statistical significance
Structural model	R ²	Explained variance
Structural model	f ²	Effect size
Structural model	Q ²	Predictive relevance
Structural model	Indirect effects	Mediation

The inclusion of HTMT follows Henseler, Ringle, and Sarstedt (2015), who demonstrated that the traditional Fornell–Larcker criterion may not reliably detect discriminant-validity problems in some circumstances and proposed HTMT as an alternative criterion.

3.10. *Measurement Model Assessment*

The reflective measurement model was evaluated through **indicator reliability, internal consistency reliability, convergent validity, and discriminant validity**.

3.10.1. *Indicator Reliability*

Indicator reliability was assessed using outer loadings. In accordance with PLS-SEM methodological recommendations, loadings around or above **0.70** are generally considered acceptable, subject to theoretical considerations and the overall quality of the construct (Hair et al., 2022).

3.10.2. *Internal Consistency Reliability*

Internal consistency was assessed using **Cronbach's alpha, rho_A, and composite reliability**. These measures provide complementary evidence concerning the consistency of indicators measuring the same latent construct.

3.10.3. Convergent Validity

Convergent validity was assessed using **Average Variance Extracted (AVE)**. An AVE of approximately **0.50 or greater** indicates that the construct explains at least half of the variance of its indicators (Hair et al., 2022).

3.10.4. Discriminant Validity

Discriminant validity was evaluated using both the **Fornell–Larcker criterion** and **HTMT**. The Fornell–Larcker criterion compares the square root of AVE with inter-construct correlations, whereas HTMT evaluates the similarity between constructs.

Henseler et al. (2015) recommend HTMT as an important criterion for discriminant validity because it can identify situations in which constructs are empirically insufficiently distinct.

3.11. Structural Model Assessment

Following satisfactory evaluation of the measurement model, the structural model was assessed.

The structural model evaluation included:

Path coefficients (β).

These coefficients indicate the direction and strength of hypothesized relationships.

Bootstrapping.

Bootstrapping was employed to estimate standard errors and statistical significance without relying on parametric distributional assumptions.

Coefficient of determination (R^2).

R^2 was used to assess the amount of variance in endogenous constructs explained by their predictors.

Effect size (f^2).

f^2 was used to determine the substantive contribution of individual exogenous constructs to endogenous constructs.

Predictive relevance (Q^2).

Q^2 was used to assess the model's predictive relevance for endogenous constructs.

Hair et al. (2019) emphasize that PLS-SEM reporting should go beyond statistical significance and include measures such as R^2 , f^2 , predictive assessment, and relevant robustness considerations.

3.12. Mediation Analysis

Innovation was specified as a mediator between Digital Skills and Economic Resilience and between Entrepreneurial Talent and Economic Resilience.

The mediation relationships were specified as:

Digital Skills → Innovation → Economic Resilience

and

Entrepreneurial Talent → Innovation → Economic Resilience

The indirect effects were assessed through bootstrapping. The mediation analysis considered the estimated indirect effect and its statistical significance, while direct and total effects were examined to understand the overall structure of the relationships.

The approach follows contemporary PLS-SEM mediation procedures described by Hair et al. (2022), which provide a dedicated framework for mediator analysis.

Table 8. Structural Hypotheses and Analytical Paths

Hypothesis	Structural relationship	Analytical role
H1	Digital Skills → Innovation	Direct effect
H2	Entrepreneurial Talent → Innovation	Direct effect
H3	Innovation → Economic Resilience	Direct effect
H4	Digital Skills → Innovation → Economic Resilience	Indirect/mediation effect
H5	Entrepreneurial Talent → Innovation → Economic Resilience	Indirect/mediation effect

3.13. Research Model Specification

The structural relationships can be represented mathematically as follows:

$$\text{Innovation} = \beta_1 \text{ Digital Skills} + \beta_2 \text{ Entrepreneurial Talent} + \varepsilon_1$$

$$\text{Economic Resilience} = \beta_3 \text{ Innovation} + \beta_4 \text{ Digital Skills} + \beta_5 \text{ Entrepreneurial Talent} + \varepsilon_2$$

where β represents the standardized structural coefficient and ε represents the unexplained variance.

The model therefore allows the study to distinguish between the **direct contribution of the antecedent capabilities** and their **indirect contribution through Innovation**.

4. RESULTS

4.1. Measurement Model Assessment

The measurement model was first evaluated to determine whether the indicators adequately represented their respective latent constructs. The assessment included outer loadings, internal consistency reliability, convergent validity, and discriminant validity.

4.1.1. Indicator Reliability

The outer loading results show that all indicators achieved loading values above 0.70. The lowest loading was observed for Relator at 0.708, while the highest loading was observed for Belief at 0.919. All indicators were statistically significant with p values below 0.001.

Table 1. Outer Loadings

Construct	Indicator	Loading	T statistic	P value
Digital Skills	Digital Payment	0.886	22.592	<0.001
Digital Skills	E-Commerce	0.902	33.002	<0.001
Entrepreneurial Talent	Belief	0.919	13.227	<0.001
Entrepreneurial Talent	Command	0.903	11.385	<0.001

Entrepreneurial Talent	Communication	0.762	11.511	<0.001
Entrepreneurial Talent	Competition	0.865	12.071	<0.001
Entrepreneurial Talent	Connectedness	0.902	11.792	<0.001
Entrepreneurial Talent	Focus	0.883	11.186	<0.001
Entrepreneurial Talent	Learner	0.714	8.722	<0.001
Entrepreneurial Talent	Relator	0.708	5.220	<0.001
Entrepreneurial Talent	Restorative	0.791	7.877	<0.001
Entrepreneurial Talent	Analytical	0.744	7.008	<0.001
Innovation	Process	0.857	20.944	<0.001
Innovation	Commercial	0.807	17.039	<0.001
Innovation	Development	0.788	12.919	<0.001
Economic Resilience	Hope	0.836	18.775	<0.001
Economic Resilience	Optimism	0.756	10.397	<0.001
Economic Resilience	Resilience	0.757	11.753	<0.001
Economic Resilience	Self-Efficacy	0.806	13.440	<0.001

The results demonstrate satisfactory indicator reliability across all four constructs. In particular, the Entrepreneurial Talent construct shows consistently strong loadings across its ten dimensions, while both indicators of Digital Skills also demonstrate strong representation of the construct.

4.2. *Construct Reliability and Convergent Validity*

Internal consistency reliability was assessed using Cronbach's Alpha, rho_A, and Composite Reliability. Convergent validity was evaluated using Average Variance Extracted.

Table 2. Construct Reliability and Validity

Construct	Cronbach's Alpha	rho_A	Composite Reliability	AVE
Digital Skills	0.749	0.752	0.888	0.799
Economic Resilience	0.799	0.806	0.868	0.623
Entrepreneurial Talent	0.947	0.962	0.954	0.677

Innovation	0.752	0.756	0.858	0.669
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All four constructs demonstrate satisfactory internal consistency. Cronbach's Alpha values range from 0.749 to 0.947, while Composite Reliability ranges from 0.858 to 0.954. All AVE values exceed 0.50, indicating adequate convergent validity.

The Entrepreneurial Talent construct demonstrates particularly high internal consistency, with Cronbach's Alpha of 0.947 and Composite Reliability of 0.954. Digital Skills records the highest AVE at 0.799, indicating that a substantial proportion of the variance in its indicators is explained by the latent construct.

4.3. Discriminant Validity

Discriminant validity was initially assessed using the Fornell Larcker criterion. The diagonal values represent the square root of the AVE for each construct.

Table 3. Fornell Larcker Criterion

Construct	Digital Skills	Economic Resilience	Entrepreneurial Talent	Innovation
Digital Skills	0.894			
Economic Resilience	0.724	0.789		
Entrepreneurial Talent	0.282	0.466	0.823	
Innovation	0.703	0.979	0.417	0.818

The Fornell Larcker results show adequate discriminant validity for Digital Skills and Entrepreneurial Talent. However, the correlation between Innovation and Economic Resilience is particularly high at 0.979.

This finding warrants careful consideration and should be further examined using the HTMT criterion before final submission because the very high association between Innovation and Economic Resilience may indicate substantial empirical overlap between the two constructs.

4.4. Cross Loading Assessment

The cross loading results indicate that each indicator generally has its highest loading on the construct to which it belongs.

Table 4. Selected Cross Loadings

Indicator	Digital Skills	Economic Resilience	Entrepreneurial Talent	Innovation
Belief	0.272	0.440	0.919	0.394
Command	0.137	0.345	0.903	0.295
Communication	0.285	0.426	0.762	0.402
Competition	0.238	0.418	0.865	0.383
Connectedness	0.198	0.400	0.902	0.358
Focus	0.220	0.402	0.883	0.357
Learner	0.334	0.483	0.714	0.455
Relator	0.153	0.217	0.708	0.151

Restorative	0.171	0.236	0.791	0.174
Analytical	0.187	0.213	0.744	0.171
Digital Payment	0.886	0.640	0.226	0.586
E-Commerce	0.902	0.654	0.277	0.668
Process	0.559	0.836	0.372	0.857
Commercial	0.642	0.806	0.388	0.807
Development	0.517	0.757	0.252	0.788

The cross loading pattern provides additional evidence that the indicators predominantly represent their intended constructs.

4.5. Predictive Relevance

Predictive relevance was assessed using the Stone Geisser Q^2 criterion.

Table 5. Predictive Relevance

Endogenous Construct	SSO	SSE	Q^2
Digital Skills	138.000	138.000	Not reported
Economic Resilience	276.000	119.936	0.565
Entrepreneurial Talent	690.000	690.000	Not reported
Innovation	207.000	140.930	0.319

The Q^2 values for Innovation and Economic Resilience are 0.319 and 0.565, respectively. Both values are positive, indicating predictive relevance for the endogenous constructs. Economic Resilience demonstrates stronger predictive relevance than Innovation based on the Q^2 values.

4.6. Coefficient of Determination

The explanatory power of the structural model was evaluated using R^2 .

Table 6. Coefficient of Determination

Endogenous Construct	R^2	Adjusted R^2
Innovation	0.546	0.532
Economic Resilience	0.965	0.964

Digital Skills and Entrepreneurial Talent jointly explain 54.6 percent of the variance in Innovation. The model also explains 96.5 percent of the variance in Economic Resilience. The substantially higher R^2 for Economic Resilience indicates that the model has very strong explanatory power for the final endogenous construct.

4.7. Effect Size

The substantive contribution of individual predictor constructs was assessed using f^2 .

Table 7. Effect Size

Predictor	Endogenous Construct	f^2
Digital Skills	Innovation	0.818
Entrepreneurial Talent	Innovation	0.114

Digital Skills	Economic Resilience	0.076
Entrepreneurial Talent	Economic Resilience	0.122
Innovation	Economic Resilience	10.582

The largest effect size is observed for Innovation on Economic Resilience, with an f^2 value of 10.582. Digital Skills also demonstrates a substantial effect on Innovation, with an f^2 value of 0.818. Entrepreneurial Talent shows a smaller effect on Innovation and Economic Resilience.

4.8. Structural Model and Hypothesis Testing

The structural model was evaluated using the estimated path coefficients, t statistics, and p values obtained through bootstrapping.

Table 8. Direct Effects and Hypothesis Testing

Hypothesis	Relationship	β	T statistic	P value	Decision
H1	Digital Skills → Innovation	0.636	7.318	<0.001	Supported
H2	Entrepreneurial Talent → Innovation	0.237	2.062	0.040	Supported
H3	Innovation → Economic Resilience	0.899	34.794	<0.001	Supported

Digital Skills has a positive and statistically significant effect on Innovation, with $\beta = 0.636$, $t = 7.318$, and $p < 0.001$. Entrepreneurial Talent also has a positive and statistically significant effect on Innovation, with $\beta = 0.237$, $t = 2.062$, and $p = 0.040$. Innovation demonstrates the strongest direct relationship in the model. Its effect on Economic Resilience is positive and statistically significant, with $\beta = 0.899$, $t = 34.794$, and $p < 0.001$.

4.9. Direct Effects on Economic Resilience

The model also reports direct relationships from Digital Skills and Entrepreneurial Talent to Economic Resilience.

Table 9. Direct Effects on Economic Resilience

Relationship	β	T statistic	P value
Digital Skills → Economic Resilience	0.072	2.520	0.012
Entrepreneurial Talent → Economic Resilience	0.071	3.299	0.001

Both direct relationships are positive and statistically significant. Digital Skills has a direct effect of 0.072 on Economic Resilience, while Entrepreneurial Talent has a direct effect of 0.071. These direct effects are relatively small compared with the effect of Innovation on Economic Resilience.

4.10. Mediation Analysis

Innovation was examined as a mediating construct between Digital Skills and Economic Resilience and between Entrepreneurial Talent and Economic Resilience.

Table 10. Indirect Effects

Mediation Relationship	Indirect Effect	T statistic	P value
Digital Skills → Innovation → Economic Resilience	0.571	6.941	<0.001
Entrepreneurial Talent → Innovation → Economic Resilience	0.213	2.089	0.037

The indirect effect of Digital Skills on Economic Resilience through Innovation is positive and statistically significant, with $\beta = 0.571$, $t = 6.941$, and $p < 0.001$. The indirect effect of Entrepreneurial Talent on Economic Resilience through Innovation is also positive and statistically significant, with $\beta = 0.213$, $t = 2.089$, and $p = 0.037$.

Thus, both mediation hypotheses receive empirical support.

4.11. Total Effects

The total effects combine the direct and indirect effects within the structural model.

Table 11. Total Effects

Relationship	Total Effect	T statistic	P value
Digital Skills → Economic Resilience	0.643	8.164	<0.001
Entrepreneurial Talent → Economic Resilience	0.285	2.803	0.005
Digital Skills → Innovation	0.636	7.318	<0.001
Entrepreneurial Talent → Innovation	0.237	2.062	0.040
Innovation → Economic Resilience	0.899	34.794	<0.001

The total effect of Digital Skills on Economic Resilience is 0.643, while the total effect of Entrepreneurial Talent on Economic Resilience is 0.285.

4.12. Summary of Hypothesis Testing

Table 12. Summary of Hypothesis Testing

Hypothesis	Proposed Relationship	Result
H1	Digital Skills → Innovation	Supported
H2	Entrepreneurial Talent → Innovation	Supported
H3	Innovation → Economic Resilience	Supported
H4	Digital Skills → Innovation → Economic Resilience	Supported
H5	Entrepreneurial Talent → Innovation → Economic Resilience	Supported

All five hypotheses proposed in the conceptual model are statistically supported by the PLS-SEM analysis. The strongest direct relationship is between Innovation and Economic Resilience, while the strongest antecedent relationship toward Innovation is Digital Skills.

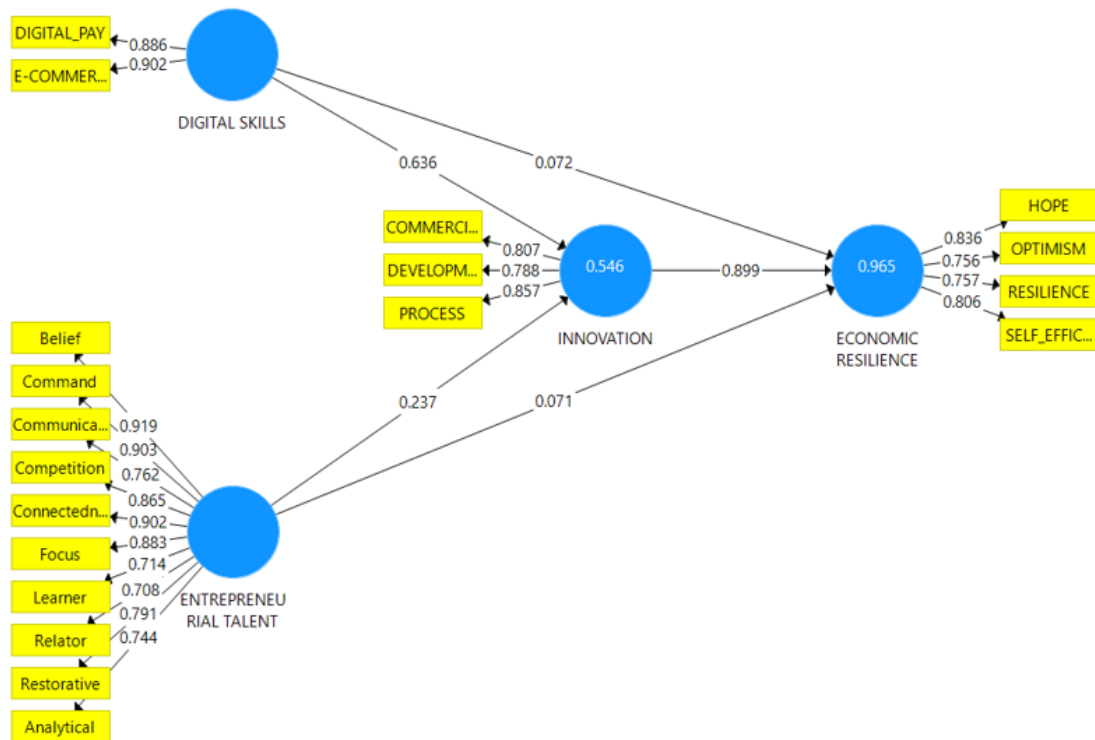


Figure 2. Hybrid Model (Algorithm)

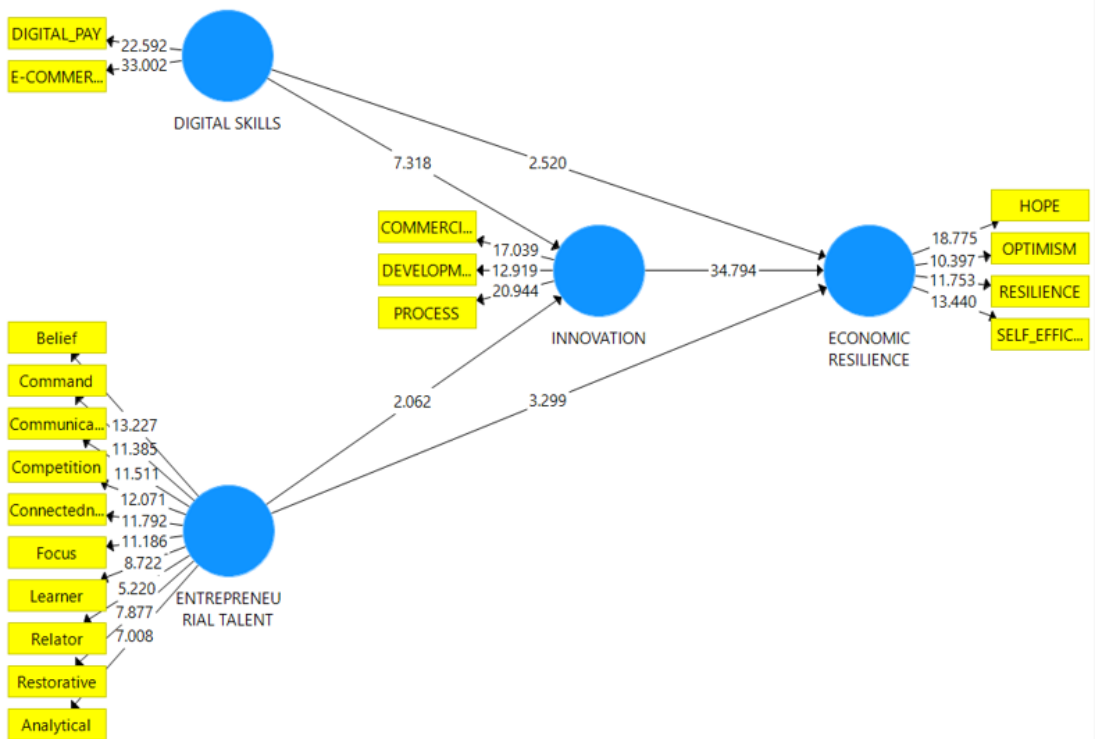


Figure 3. Hybrid Model (Bootstrapping)

5. DISCUSSION

5.1. Summary of the Empirical Findings

Before discussing the theoretical meaning of the findings, Table 13 summarizes the principal structural relationships obtained from the PLS-SEM analysis.

Table 13. Summary of Structural Model Findings

Hypothesis	Relationship	β	T statistic	P value	Result
H1	Digital Skills $\rightarrow$ Innovation	0.636	7.318	<0.001	Supported
H2	Entrepreneurial Talent $\rightarrow$ Innovation	0.237	2.062	0.040	Supported
H3	Innovation $\rightarrow$ Economic Resilience	0.899	34.794	<0.001	Supported
H4	Digital Skills $\rightarrow$ Innovation $\rightarrow$ Economic Resilience	0.571	6.941	<0.001	Supported
H5	Entrepreneurial Talent $\rightarrow$ Innovation $\rightarrow$ Economic Resilience	0.213	2.089	0.037	Supported

The results indicate that all five hypotheses are empirically supported. Digital Skills have a substantial positive relationship with Innovation, while Entrepreneurial Talent also contributes positively to Innovation. Innovation demonstrates the strongest structural relationship with Economic Resilience. The indirect effects further indicate that Innovation functions as an important mechanism through which both Digital Skills and Entrepreneurial Talent contribute to Economic Resilience.

The model also explains **54.6% of the variance in Innovation ($R^2 = 0.546$)** and **96.5% of the variance in Economic Resilience ($R^2 = 0.965$)**.

Table 14. Explanatory and Predictive Power of the Model

Endogenous construct	R^2	Adjusted R^2	Q^2
Innovation	0.546	0.532	0.319
Economic Resilience	0.965	0.964	0.565

The positive Q^2 values indicate predictive relevance for both endogenous constructs. The relatively high R^2 for Economic Resilience indicates that the structural model provides substantial explanatory power within the study sample.

5.2. Digital Skills as a Driver of Innovation

Table 15. Finding for H1

Finding	Result
Relationship	Digital Skills $\rightarrow$ Innovation
β	0.636
T statistic	7.318
P value	<0.001
Interpretation	Positive and significant
Hypothesis	H1 supported

The positive and significant relationship between Digital Skills and Innovation indicates that culinary SMEs with stronger capabilities in digital payment and e-commerce tend to demonstrate stronger innovation.

This finding is consistent with the Dynamic Capabilities perspective, which emphasizes that firms must develop capabilities that allow them to sense opportunities, seize them, and reconfigure resources in changing environments (Teece, 2007). Digital technologies provide access to information, customers, transaction systems, and market channels, but their strategic value depends on the ability of entrepreneurs to integrate them into business activities.

The finding is consistent with Hidayat and Fizzanty (2024), who demonstrate that entrepreneurship and innovation mutually reinforce SME engagement with digital technologies. Mahendrata et al. (2026) also report a positive relationship between digital literacy and innovation capability among Indonesian MSMEs.

Similarly, Widiarti et al. (2025) demonstrate that digital and network capabilities can contribute to SME outcomes through innovation. These findings reinforce the interpretation that Digital Skills should not be regarded merely as operational competencies. They can function as **innovation-enabling capabilities**.

For culinary SMEs, this relationship is particularly relevant. Digital payment can facilitate transaction efficiency and customer information, while e-commerce can provide broader market access and opportunities to test products and commercial strategies. Thus, digital capability becomes strategically valuable when it is transformed into innovative business practices.

5.3. *Entrepreneurial Talent as a Driver of Innovation*

Table 16. Finding for H2

Finding	Result
Relationship	Entrepreneurial Talent → Innovation
β	0.237
T statistic	2.062
P value	0.040
Interpretation	Positive and significant
Hypothesis	H2 supported

The result confirms that Entrepreneurial Talent positively contributes to Innovation. However, its coefficient is lower than that of Digital Skills, suggesting that digital capability has a stronger empirical association with Innovation in the present sample.

The finding supports the Resource-Based View because entrepreneurial strengths represent intangible resources that can contribute to organizational capability and competitiveness (Barney, 1991). Man et al. (2002) and Mitchelmore and Rowley (2010) similarly emphasize the importance of entrepreneurial competencies in SME competitiveness.

The ten dimensions of Entrepreneurial Talent used in this study provide a multidimensional explanation of this relationship. Learning facilitates knowledge acquisition, Analytical supports systematic evaluation, Restorative facilitates problem solving, Focus supports implementation, while Communication, Connectedness, and Relator facilitate interactions with customers and other stakeholders.

The result is consistent with Esubalew and Adebisi (2024), who demonstrate that entrepreneurial competency can contribute to enterprise growth through marketing innovation. It is also consistent with Siddiqui and Rokade (2026), whose recent PLS-SEM study identifies entrepreneurial competencies as important in explaining business innovation among MSMEs.

An important implication is that Entrepreneurial Talent should not be understood as a direct guarantee of business success. Its value emerges when entrepreneurial strengths are translated into concrete innovative activities.

5.4. *Innovation as the Strongest Predictor of Economic Resilience*

Table 17. Finding for H3

Finding	Result
Relationship	Innovation → Economic Resilience
β	0.899
T statistic	34.794
P value	<0.001
Interpretation	Strong positive and significant relationship
Hypothesis	H3 supported

Innovation demonstrates the strongest direct relationship in the structural model. The coefficient of 0.899 indicates a very strong association between Innovation and Economic Resilience.

This finding supports the Dynamic Capabilities perspective because innovation represents an important mechanism through which firms can reconfigure resources and respond to changing environments (Teece, 2007; Teece et al., 2016).

The finding is also consistent with Rosenbusch et al. (2011), who demonstrate the importance of innovation for SME outcomes. More recent research has increasingly connected innovation with organizational resilience. Wang and Sun (2024), for example, demonstrate that digital innovation synergy can improve organizational resilience.

Particularly relevant is Suryani and Dwiputra (2026), who examine food and beverage SMEs and connect innovation capability, organizational agility, digital strategy, adaptability, and business resilience. Their study supports the broader argument that innovation is important for resilience in the food and beverage sector.

The present finding extends this literature by positioning Innovation as the **central outcome of entrepreneurial and digital capabilities and the principal predictor of Economic Resilience**. In culinary SMEs, innovation can take many forms, including new products, menu variations, packaging, production processes, pricing strategies, delivery systems, digital ordering, and customer engagement. Consequently, resilience may arise from having multiple ways to create and deliver customer value.

5.5. *Innovation as a Mediator between Digital Skills and Economic Resilience*

Table 18. Finding for H4

Finding	Result
Indirect relationship	Digital Skills → Innovation → Economic Resilience
Indirect effect	0.571
T statistic	6.941
P value	<0.001
Interpretation	Positive and significant
Hypothesis	H4 supported

The significant indirect effect demonstrates that Innovation is an important mechanism through which Digital Skills contribute to Economic Resilience.

This finding is theoretically important because it suggests that digitalization does not create resilience merely through technology adoption. Instead, digital capabilities can be transformed into innovation, and innovation subsequently contributes to the firm's ability to adapt. This mechanism is consistent with Dynamic Capabilities Theory

(Teece, 2007; Warner & Wäger, 2019). Digital capabilities can facilitate sensing and seizing opportunities, while innovation represents the transformation of those opportunities into new business activities.

The finding is supported by Widiarti et al. (2025), who identify innovation as a mediating mechanism between digital and network capabilities and SME performance. Juniansyah et al. (2026) similarly examine digital transformation, innovation, organizational adaptation, and business resilience.

An important distinction emerges when comparing the present study with Mahendrata et al. (2026). Their research demonstrates a positive digital literacy–innovation relationship but reports a different outcome pattern for conventional MSME performance. The present study focuses on Economic Resilience rather than conventional performance. This distinction may explain the stronger role of Innovation in the present model. **Performance measures what the business achieves; resilience measures how well it can continue and adapt when conditions change.**

Innovation provides SMEs with alternatives, and alternatives are central to resilience.

5.6. *Innovation as a Mediator between Entrepreneurial Talent and Economic Resilience*

Table 19. Finding for H5

Finding	Result
Indirect relationship	Entrepreneurial Talent → Innovation → Economic Resilience
Indirect effect	0.213
T statistic	2.089
P value	0.037
Interpretation	Positive and significant
Hypothesis	H5 supported

The significant indirect effect confirms that Innovation mediates the relationship between Entrepreneurial Talent and Economic Resilience. This finding indicates that entrepreneurial strengths become economically meaningful partly because they enable entrepreneurs to generate and implement innovations.

The result supports RBV because Entrepreneurial Talent represents an intangible resource (Barney, 1991). However, Dynamic Capabilities Theory helps explain how this resource becomes valuable under changing environmental conditions. Entrepreneurial strengths must be mobilized into actions that create new solutions and enable adaptation. Esubalew and Adebisi (2024) provide supporting evidence by identifying marketing innovation as a mediator between entrepreneurial competency and enterprise growth. Siddiqui and Rokade (2026) further demonstrate the relationship between entrepreneurial competencies and business innovation. Dewi and Suwarno (2026) provide a complementary finding by showing that entrepreneurial competency may influence business outcomes through intervening mechanisms rather than solely through a direct relationship.

The present study therefore adds **Innovation as a specific capability-transformation mechanism leading toward Economic Resilience.**

5.7. *Direct and Indirect Effects: Evidence of Partial Mediation*

A particularly important aspect of the results is that both Digital Skills and Entrepreneurial Talent have significant direct effects on Economic Resilience while their indirect effects through Innovation are also significant.

Table 20. Direct and Indirect Effects on Economic Resilience

Antecedent	Direct effect	Indirect effect through Innovation	Total effect
Digital Skills	0.072	0.571	0.643
Entrepreneurial Talent	0.071	0.213	0.285

The results indicate that Innovation does not completely replace the direct contribution of Digital Skills or Entrepreneurial Talent. Instead, both capabilities contribute to Economic Resilience through direct and innovation-mediated pathways.

This supports a **partial mediation structure**.

For Digital Skills, the indirect effect through Innovation is substantially larger than the direct effect. The same pattern occurs for Entrepreneurial Talent. Therefore, the results suggest that the major contribution of both capabilities to Economic Resilience occurs through their transformation into innovation.

This is arguably one of the most important findings of the study.

5.8. Comparative Interpretation of the Main Findings

Table 21. Comparison with Previous Studies

Present finding	Supporting literature	Main interpretation
Digital Skills → Innovation	Hidayat & Fizzanty (2024); Mahendranta et al. (2026); Widiarti et al. (2025)	Digital capability enables innovation
Entrepreneurial Talent → Innovation	Man et al. (2002); Esubalew & Adebisi (2024); Siddiqui & Rokade (2026)	Entrepreneurial capability supports innovation
Innovation → Economic Resilience	Rosenbusch et al. (2011); Wang & Sun (2024); Suryani & Dwiputra (2026)	Innovation supports adaptation and resilience
Digital Skills → Innovation → Economic Resilience	Widiarti et al. (2025); Juniansyah et al. (2026)	Innovation converts digital capability into resilience
Entrepreneurial Talent → Innovation → Economic Resilience	Esubalew & Adebisi (2024); Dewi & Suwarno (2026); Siddiqui & Rokade (2026)	Innovation converts entrepreneurial capability into adaptive outcomes

The comparison demonstrates that the present findings are broadly consistent with the emerging literature while providing a more integrated model.

5.9. Theoretical Contribution

The results provide three major theoretical contributions.

First, the study extends RBV by positioning Entrepreneurial Talent as a multidimensional intangible capability rather than treating entrepreneurial human capital as a single homogeneous resource.

Second, the study extends Dynamic Capabilities Theory by identifying Innovation as the mechanism through which Digital Skills and Entrepreneurial Talent are transformed into Economic Resilience.

Third, the study contributes to SME resilience literature by shifting the focus from resilience as a direct consequence of resources toward resilience as the outcome of **capability transformation**.

The resulting theoretical sequence is:

Entrepreneurial Talent + Digital Skills → Innovation → Economic Resilience

This sequence provides a more comprehensive explanation of digital entrepreneurial success than a simple direct-effect model.

5.10. Managerial Implications

Table 22. Managerial Implications

Finding	Managerial implication
Digital Skills significantly influence Innovation	Culinary SMEs should integrate digital training with innovation activities
Entrepreneurial Talent influences Innovation	Entrepreneurs should identify and develop individual strengths
Innovation strongly influences Economic Resilience	Innovation should be treated as a resilience strategy
Innovation mediates Digital Skills → Economic Resilience	Digital payment and e-commerce should be used strategically, not merely operationally
Innovation mediates Entrepreneurial Talent → Economic Resilience	Entrepreneurial strengths should be translated into concrete innovations

The practical implication is that culinary SME development should not separate digitalization, entrepreneurship, and innovation. They should be developed as an integrated capability system.

5.11. Important Caution Regarding the Very Strong Innovation–Economic Resilience Relationship

The extremely high relationship between Innovation and Economic Resilience deserves particular attention.

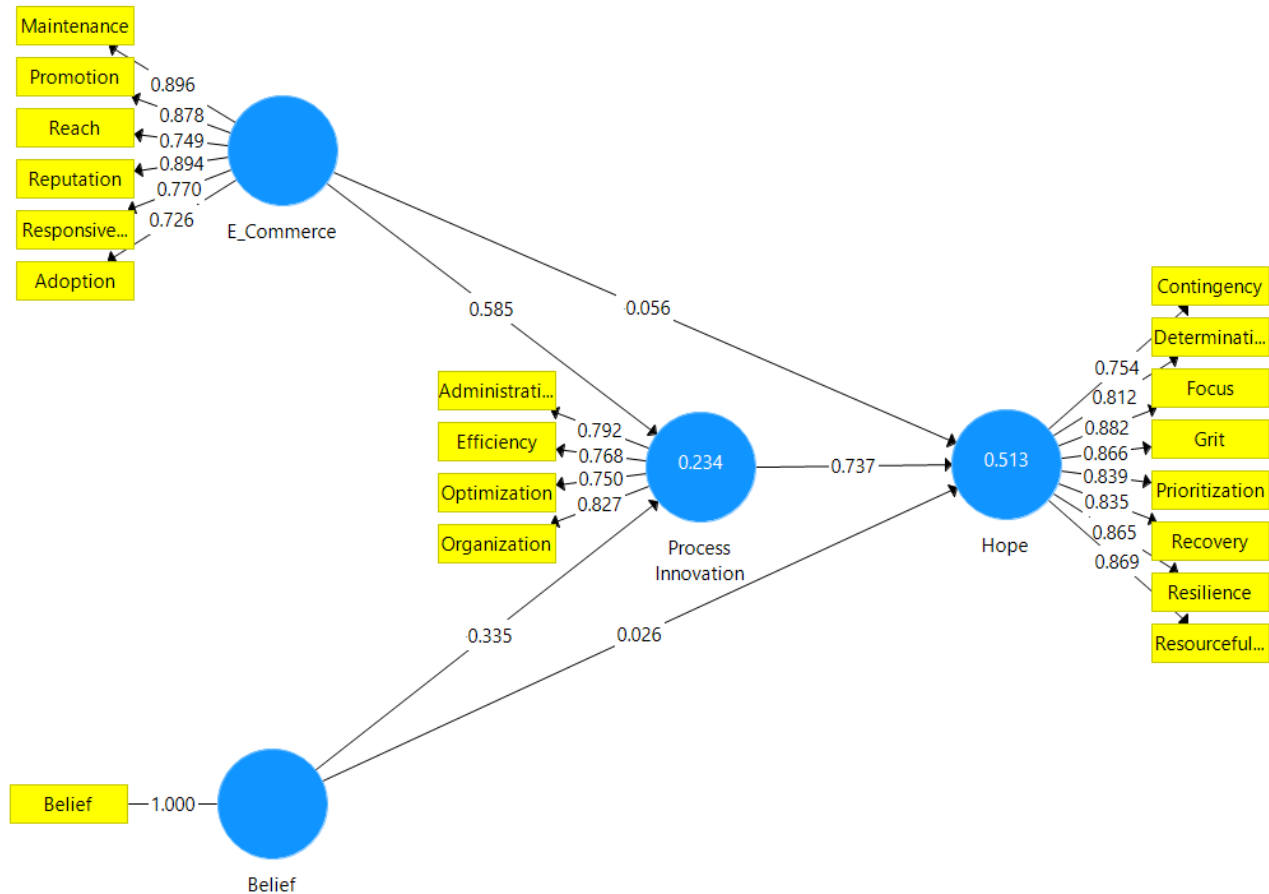
The structural coefficient is **0.899**, while Economic Resilience has an R^2 of **0.965**. In addition, the reported Fornell–Larcker matrix shows a very high association between Innovation and Economic Resilience. Therefore, although the result provides strong empirical support for H3, it should not be interpreted as definitive causal evidence. The cross-sectional design does not establish temporal causality.

5.12. Development of the Selfiana Model

Beyond testing the hypothesized relationships, this study further develops the Selfiana Model as an author-developed empirical model derived from the dominant standardized loading factors (SLFs) and the structural relationships observed in the new PLS-SEM results. The revised model is not presented as a direct adoption or replication of an existing theoretical model. Rather, it represents a dimension-level empirical configuration developed from the observed measurement and structural results for culinary SMEs.

The revised Selfiana Model follows a dimension-dominance approach. Instead of retaining only the four broad latent constructs of Digital Skills, Entrepreneurial Talent, Innovation, and Economic Resilience, the model identifies the empirically dominant dimensions represented in the revised algorithm: E-Commerce as the dominant digital capability dimension, Belief as the dominant entrepreneurial-talent dimension, Process Innovation as the dominant innovation dimension, and Hope as the dominant resilience dimension. The resulting configuration provides a more granular representation of the capability-to-innovation-to-resilience mechanism within the culinary SME context.

The structural pathway in the revised model is characterized by E-Commerce → Process Innovation → Hope and Belief → Process Innovation → Hope. The estimated path coefficient from E-Commerce to Process Innovation is $\beta = 0.585$, while the coefficient from Belief to Process Innovation is $\beta = 0.335$. Process Innovation has the strongest structural relationship with Hope, with $\beta = 0.737$. By comparison, the direct path from E-Commerce to Hope is $\beta = 0.056$ and the direct path from Belief to Hope is $\beta = 0.026$. These results indicate that, within the revised empirical configuration, Process Innovation is the central pathway connecting the dominant digital and entrepreneurial dimensions with Hope.



Source: Authors' own empirical findings.

Figure 4. Selfiana Model: Author-Developed Empirical Model Based on Dominant SLFs.

The revised model also provides an important dimension-level interpretation of the measurement results. The E-Commerce construct is represented by the observed dimensions shown in Figure 4, with the displayed outer loadings ranging from 0.726 to 0.896. Process Innovation is represented by four observed dimensions, with loadings ranging from 0.750 to 0.827. Hope is represented by eight observed dimensions, with loadings ranging from 0.754 to 0.882. Belief is represented as a single-item dimension with a standardized loading of 1.000. These results support the use of the four dominant dimensions as the empirical building blocks of the revised Selfiana Model.

The explanatory values shown in the revised algorithm are also relevant to the model interpretation. Process Innovation has an R^2 of 0.234, indicating that the revised antecedent dimensions account for 23.4% of its variance. Hope has an R^2 of 0.513, indicating that the revised model explains 51.3% of the variance in Hope. Thus, the model provides a meaningful empirical representation of the relationships among the selected dominant dimensions, while leaving substantial unexplained variance that may be attributable to other factors not included in the model.

The model-fit assessment further complements the structural interpretation. The estimated model reports an SRMR of 0.089, d_{ULS} of 1.489, d_G of 1.465, Chi-Square of 444.795, and NFI of 0.649. These statistics should be interpreted as empirical fit information for the revised model rather than as evidence of a perfect model. In particular, the relatively modest NFI value indicates that the model should be regarded as an empirically derived and exploratory configuration that captures the dominant relationships identified in the present dataset, rather than as a final universal model of culinary SME resilience.

Accordingly, the authors retain the name Selfiana Model for this revised empirical configuration. The model represents the authors' formulation of a dimension-level pathway derived from the new algorithm and model-fit results. Its principal contribution lies in showing that the dominant digital and entrepreneurial dimensions do not primarily connect to the resilience-related outcome through strong direct paths; instead, their empirical role is concentrated in Process Innovation, which in turn has the strongest relationship with Hope.

Conceptually, the revised Selfiana Model suggests that digital entrepreneurial success among culinary SMEs is better understood as a capability-transformation process. E-Commerce represents the dominant digital dimension, while Belief represents the dominant entrepreneurial dimension. Both are connected more strongly to Process Innovation than directly to Hope. Process Innovation subsequently functions as the central transformation mechanism through which these capabilities are associated with Hope. The model therefore shifts the interpretation from a simple capability-to-outcome relationship toward an empirically grounded capability → innovation → resilience pathway.

The revised model consequently constitutes the principal author-developed empirical novelty of the study. Previous research has examined digital capabilities, entrepreneurial competencies, innovation, and SME resilience, but the present study goes further by deriving a specific configuration of E-Commerce, Belief, Process Innovation, and Hope from the dominant SLFs and the observed structural coefficients. The contribution is particularly relevant to culinary SMEs because it translates broad constructs into a more actionable empirical sequence: strengthen E-Commerce capability and entrepreneurial Belief, convert these capabilities into Process Innovation, and use innovation as the principal pathway associated with Hope.

From a practical perspective, the Selfiana Model implies that culinary SME development should not focus exclusively on digital adoption or entrepreneurial characteristics as independent resources. E-Commerce capabilities need to be translated into improvements in business processes, while entrepreneurial Belief needs to be converted into concrete innovative action. The strong Process Innovation → Hope relationship in the revised model indicates that innovation-oriented transformation is central to the development of resilience-related psychological capacity. However, because the present analysis is cross-sectional and the model is derived from the observed empirical configuration, the pathways should be interpreted as empirical associations rather than definitive temporal causal effects.

6. Conclusion

This study developed and empirically examined a **Digital Entrepreneurial Success Model for Culinary SMEs** by integrating Entrepreneurial Talent, Digital Skills, Innovation, and Economic Resilience. Drawing on the Resource-Based View and Dynamic Capabilities perspective, the study proposed that entrepreneurial and digital capabilities contribute to economic resilience through innovation.

The findings provide empirical support for all five proposed hypotheses. Digital Skills positively influence Innovation, indicating that the ability to utilize digital payment and e-commerce contributes to the development of new and improved business activities. Entrepreneurial Talent also positively influences Innovation, demonstrating that intrinsic entrepreneurial strengths, including learning, analytical ability, communication, relationship building, focus, and problem solving, constitute important foundations for innovation.

Innovation demonstrates the strongest relationship with Economic Resilience. This finding indicates that innovation is not merely an instrument for achieving competitiveness but also an important mechanism for enabling culinary SMEs to adapt to changing market and economic conditions. Through process, commercial, and development-oriented innovation, culinary SMEs can create alternative ways of delivering value and responding to environmental changes.

The mediation analysis further demonstrates that Innovation significantly mediates the relationships between Digital Skills and Economic Resilience and between Entrepreneurial Talent and Economic Resilience. These findings support the central proposition of the study that entrepreneurial and digital capabilities create greater economic value when they are transformed into innovation.

The principal theoretical contribution of the study is the integration of **strength-based Entrepreneurial Talent and Digital Skills within an innovation-centered resilience framework**. Rather than assuming that entrepreneurial capabilities or digitalization automatically produce business success, the model emphasizes the transformation process through which these capabilities generate innovation and, subsequently, economic resilience. This extends the application of RBV and Dynamic Capabilities to the context of culinary SMEs.

From a managerial perspective, culinary SME entrepreneurs should not treat digitalization merely as the adoption of digital tools. Digital payment and e-commerce should be accompanied by the development of entrepreneurial capabilities and systematic innovation. SME development programs should therefore integrate digital skills training, entrepreneurial talent development, and innovation management rather than treating these areas separately.

The study also has limitations. The empirical analysis is based on 69 observations and focuses specifically on culinary SMEs; therefore, the findings should not automatically be generalized to larger enterprises or other industrial sectors. The cross-sectional research design also limits the ability to establish changes in entrepreneurial capabilities, innovation, and resilience over time. Future research should employ larger and more geographically diverse samples and consider longitudinal designs to examine how digital capabilities and entrepreneurial talent evolve and contribute to resilience.

Future studies may also extend the model by incorporating variables such as **digital maturity, entrepreneurial orientation, market orientation, absorptive capacity, organizational agility, customer engagement, or technological innovation**. Comparative studies across culinary, manufacturing, tourism, and other SME sectors could further determine whether the capability-to-innovation-to-resilience mechanism is context specific.

Overall, the study concludes that **Digital Skills and Entrepreneurial Talent provide the capability foundation, Innovation functions as the transformation mechanism, and Economic Resilience represents the resulting adaptive outcome**. The proposed model therefore offers an integrated explanation of how culinary SMEs can transform human and digital capabilities into sustainable economic adaptability in an increasingly digital business environment.

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