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Innovation and Productivity in Artisan Batik Entrepreneurship: A Systematic Literature Review

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Abstract: *The development of culture-based entrepreneurship, such as traditional batik businesses, presents both challenges and opportunities for enhancing innovation and entrepreneurial productivity. This study aims to systematically review literature related to the key factors influencing entrepreneurial performance within the context of artisan entrepreneurship, particularly among batik enterprise managers. By analyzing over 50 selected scholarly articles published within the past two decades, this review identifies the interrelation between technological opportunities, creativity, and social capital as internal resources that drive the formation of innovation capability, which in turn contributes to increased entrepreneurial productivity. The findings reveal that innovation capability functions as a crucial bridge linking technology and creativity to business performance in cultural enterprises. Furthermore, social capital plays a moderating role by strengthening the innovation process through solid community networks and the preservation of living cultural values. This study offers an integrative conceptual framework that can inform the design of empowerment strategies for batik-based UMKM and serve as a reference for future research grounded in the Resource-Based View, particularly in the development of microenterprises rooted in local wisdom.*

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INTRODUCTION

Artisan entrepreneurship is a form of entrepreneurship based on manual skills, individual creativity, and cultural identity inherent in its products and processes. In the current era of globalization and digitalization, this form of entrepreneurship is under significant pressure to transform without losing its distinctive local values. With increasing attention to the creative economy and

cultural preservation, researchers have begun to explore how artisans can survive and thrive in a dynamic economic landscape. Several international studies emphasize that the success of artisan entrepreneurship is largely determined by the ability to adapt to environmental changes and strengthen innovation capabilities based on internal resources. Pret and Cogan (2018) identified seven key themes in artisan entrepreneurship, including motivation, business development, and access to resources. However, they have not yet structuredly examined the influence of innovation on entrepreneurial productivity. Torres et al. (2020) in their research highlighted the importance of dynamic capabilities in integrating innovation and technology within artisan communities in Mexico, demonstrating that innovation capabilities serve as a crucial bridge between resources and entrepreneurial performance.

Bhansing, Hitters, and Wijngaarden (2018) also explained that creativity in the cultural industry is not individualistic, but rather thrives in a social and community context, known as collective creativity. This finding is supported by Drummond et al. (2018), who found that the strength of social networks (social capital) and the presence of a strong community play a crucial role in strengthening the legitimacy and adoption of innovation within artisan communities. These findings suggest that in the cultural entrepreneurship ecosystem, social capital is not merely a social connector but also an enabler for knowledge diffusion, collaborative innovation, and business growth. In a systematic review conducted by Hasanah et al. (2023), it was found that the determining factors for artisan entrepreneurship success can be categorized into four main aspects: individual, organizational, social, and external environment. This study screened over 50 Scopus-indexed international journal articles and demonstrated the importance of integrating creativity, access to technology, and the strength of social networks in shaping artisans' competitive advantage. However, this research has not specifically examined the relationship between these variables within an integrative framework based on innovation capability and entrepreneurial productivity, particularly in the context of cultural products such as batik. Turning to the national context, Indonesia, as one of the most culturally diverse countries in the world, possesses a cultural heritage with significant potential to be developed into a strategic economic resource. One example is batik, designated a world cultural heritage by UNESCO in 2009. Batik not only reflects artistic and historical value but also serves as a source of livelihood for thousands of MSMEs in various regions such as Pekalongan, Solo, Madura, and Yogyakarta. However, batik entrepreneurs still face various obstacles in developing their businesses in the digital era. Low technology adoption, limited creative training, and weak social collaboration are key challenges to increasing business innovation and productivity.

National studies support this. Santoso (2019) demonstrated that CAD-based design technology can accelerate the batik production process and expand motif

variety, but its use is still limited to certain batik entrepreneurs with access. Kusuma (2021) stated that the integration of technology and traditional values can encourage creativity and sustainability in batik businesses, but this needs to be balanced with strengthened training and human resource management. Aditya and Lestari (2022) emphasized that digital marketing, such as the use of e-commerce and social media, can boost batik business performance, but its success depends heavily on individual readiness and community support. Regarding creativity, Wibowo (2020) highlighted the role of design innovation and motif development as important differentiation elements in strengthening batik's position in national and international markets. Conversely, creativity that is not accompanied by technological innovation or social collaboration will only produce artistic products without business competitiveness. On the other hand, Widiastuti and Hakim (2021) stated that a strong batik community with a solid social network acts as a catalyst in encouraging knowledge exchange and innovative collaboration, which ultimately impacts business productivity.

These studies illustrate the importance of integrating internal resources technological opportunities, creativity, and social capital in creating innovation capability as a foundation for increasing entrepreneurial productivity. However, to date, there has been no systematic study specifically linking all these variables into a comprehensive conceptual model in the context of batik entrepreneurship. Therefore, this paper aims to systematically review relevant literature on the relationship between technological opportunities, creativity, and social capital on innovation capability and entrepreneurial productivity, and to develop an integrative and contextual conceptual framework. By adopting a Systematic Literature Review (SLR) approach, this article is expected to provide theoretical contributions to the development of culture-based entrepreneurship studies, as well as practical contributions for batik MSMEs and policymakers in formulating empowerment strategies based on innovation and local wisdom.

RESEARCH METHODS

This study used a Systematic Literature Review (SLR) approach to identify, evaluate, and synthesize scientific literature discussing the relationship between technological opportunities, creativity, social capital, innovation capability, and entrepreneurial productivity in the context of artisan entrepreneurship, specifically in batik businesses. This approach was chosen to summarize the key findings from previous studies that were still scattered and unintegrated, and to formulate a comprehensive and contextual conceptual framework.

This study is structured around two main research questions:

- RQ1: What are the trends and directions of research related to the role of technological opportunities, creativity, and social capital in influencing innovation capability and entrepreneurial productivity in the context of artisan entrepreneurship?

- RQ2: How can an integrative conceptual model be developed based on the literature findings to support the development of culture-based batik businesses?

The article search process was conducted through the Scopus and Google Scholar databases, using a combination of keywords such as "artisan entrepreneurship," "technological opportunities," "creativity," "social capital," "innovation capability," and "entrepreneurial productivity." Articles were selected based on the following inclusion criteria: (1) published in peer-reviewed scientific journals, (2) in English or Indonesian, and (3) directly relevant to the focus of the study. The publication range was limited to the period 2003 to 2023.

After screening titles, abstracts, and full reading, approximately 58 primary articles were obtained for further analysis. These articles were coded based on their theme, studied variables, methodological approach, and geographic context or industry sector. The analysis was conducted using a thematic and comparative approach to formulate patterns of relationships between variables and develop a final conceptual model.

The synthesized findings were validated by referring to the empirical context of the author's previous thesis research on batik businesses, to ensure that the study's results are both theoretical and applicable in supporting the development of innovation and productivity of culture-based MSMEs in Indonesia.

DATA COLLECTION STRATEGY

The data collection strategy in this study was conducted through a literature search using a Systematic Literature Review (SLR) approach. The primary literature sources came from Google Scholar and Scopus, two databases widely used in scientific studies to obtain high-quality, internationally indexed articles.

The literature search process was conducted over 10 days, from January 2 to January 11, 2025, using a combination of keywords composed in English:

"artisan entrepreneurship" AND ("technological opportunities" OR "digital transformation") AND ("creativity" OR "creative performance") AND ("social capital") AND ("innovation capability") AND ("entrepreneurial productivity").

The publication year range was limited to 2003-2023, in line with the surge in innovation literature in the context of creative and cultural MSMEs, and its relevance to the Resource-Based View (RBV) theoretical framework that underpins this thesis. The literature screened included articles that:

1. Were published in peer-reviewed journals;
2. Fluent in English or Indonesian;
3. Focused on research in cultural MSMEs, craft-based entrepreneurship, innovation in the creative industry, and key variables such as creativity, technology adoption, social capital, innovation capability, and entrepreneurial productivity.

The initial search process yielded a total of 164 scientific articles, consisting of 89 articles from Google Scholar and 75 articles from Scopus. After screening

based on title and abstract, 102 articles were selected as relevant and non-duplicate. In the next stage, a full-text screening was conducted, considering context, approach, and contribution to the research variables, resulting in 38 primary articles worthy of further review.

Of these 38 articles, 24 were from reputable international journals (Scopus Q1-Q3), and 14 were national journals accredited with SINTA 1-3 and relevant to the context of batik or cultural MSMEs in Indonesia. Several key national references supporting the development of the conceptual framework in this study include Santoso (2019), Kusuma (2021), Aditya and Lestari (2022), Widiastuti and Hakim (2021), and Wibowo (2020). International references used include works by Pret & Cogan (2018), Bhansing et al. (2018), Drummond et al. (2018), Torres et al. (2020), and Hasanah et al. (2023). All selected articles were then analyzed and classified based on theme, methodological approach, geographic context, and variable focus, to support the literature synthesis and conceptual framework development in the following section.

QUALITY ASSESSMENT

To ensure validity and reliability in the systematic synthesis process, a quality assessment was conducted on each primary study that passed the selection stage. This assessment aimed to ensure that the articles analyzed were not only thematically relevant but also methodologically robust and credible in their contribution to knowledge development.

Article quality assessment referred to the guidelines of Tranfield et al. (2003) and the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) standards. Several aspects that served as assessment indicators included:

1. The appropriateness of the topic and the relevance of the research focus to the variables in the conceptual framework (technological opportunities, creativity, social capital, innovation capability, entrepreneurial productivity);
2. The strength of the theoretical framework used to explain the relationships between variables;
3. Clarity of the methodology and analytical approach;
4. The feasibility of the results and the contribution of the findings to the context of artisan entrepreneurship or the cultural sector.

The assessment process was conducted independently by the authors using a simple rating system (high, medium, low) based on the clarity and depth of the analysis. Articles of low quality or those that did not explicitly contribute to the development of the conceptual framework were excluded from the final analysis.

This assessment followed the principles proposed by Boell and Cecez-Kecmanovic (2015), who stated that in SLR, literature selection is not simply about collecting data, but rather about critically assessing its scientific contribution and

relevance to the research context. Therefore, only articles with high methodological and theoretical integrity were retained in the final synthesis.

DATA EXTRACTION

After the quality assessment process, the next step is data extraction, a systematic process of identifying and recording key information from each selected article. This process refers to the extraction method recommended by Kitchenham & Charters (2007) in SLR studies in the social and management fields, and is adapted to a thematic approach based on research variables.

Data extracted from each article includes:

1. Study identity: author name, year of publication, and journal of origin;
2. Research location and context: country, industry type, and business scale;
3. Purpose and main focus of the article;
4. Variables studied and the relationships between them;
5. Main theories used (e.g., Resource-Based View, Social Capital Theory, Innovation Theory);
6. Research methods (quantitative, qualitative, mixed-methods);
7. Key findings that support or explain the relationship between technological opportunities, creativity, social capital, innovation capability, and entrepreneurial productivity.

To enhance clarity, the extraction results were compiled into a matrix that facilitated grouping and comparison between studies. This process also enabled the authors to identify conceptual patterns, research gaps, and consistency of findings across regions and approaches. As Snyder (2019) notes, in theory-focused SLR studies, the data extraction process serves not only as documentation but also as a logical basis for constructing a robust, integrated conceptual model that can be further tested empirically.

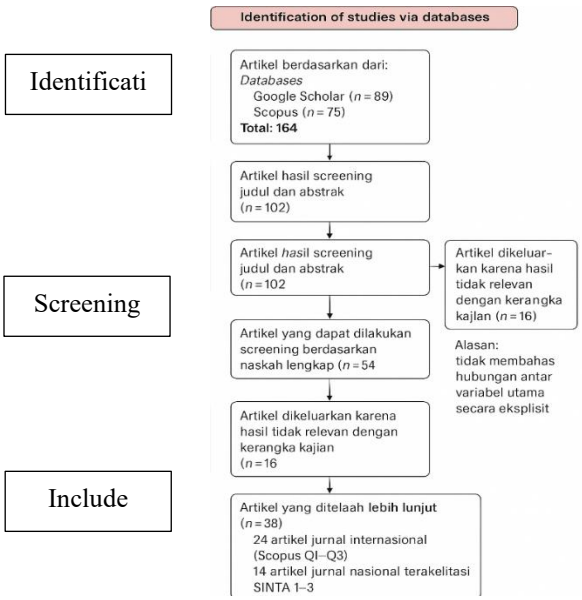

Figure 1. Literature Review Research Method

Figure 1 shows the systematic process for screening and selecting scientific articles used in this literature review, following the Systematic Literature Review (SLR) approach. In the Identification stage, articles were searched through two primary databases: Google Scholar (n = 89) and Scopus (n = 75). A total of 164 articles were collected using a combination of relevant keywords such as "artisan entrepreneurship," "technological opportunities," "creativity," "social capital," "innovation capability," and "entrepreneurial productivity."

Next, in the Screening stage, an initial screening was conducted based on titles and abstracts, resulting in 102 articles deemed relevant to the research focus. Of these, 48 articles were eliminated because (1) they did not address the main variables in the appropriate context (n = 38), and (2) they were not fully accessible (n = 10). Consequently, 54 articles proceeded to the full manuscript screening stage. The next stage was a further screening based on the full article content. At this stage, 16 articles were excluded because they did not explicitly address the relationships between variables or did not contribute conceptually to the study framework.

The final result was 38 articles for further review, consisting of:

- 24 articles from Scopus-indexed international journals (Q1-Q3) that contain international theories and findings on innovation, entrepreneurship, and social capital.
- 14 articles from SINTA-accredited national journals, which provide a strong empirical context for the batik industry and cultural MSMEs in Indonesia.

This selection process ensured that the literature used in the synthesis was of high quality, theoretically relevant, and contextually relevant to the study of innovation development in batik businesses as a representation of artisan entrepreneurship.

Figure 2. Publication Graph

Figure 2 illustrates publication trends over the past seven years related to the main theme of this research, namely innovation capability and entrepreneurial productivity in batik businesses. A surge in publications was seen in 2019 and

2020, aligning with increased global attention to innovation in the MSME sector and post-pandemic digital transformation. The decline in 2024 reflects the uneven attention to the cultural sector within the broader digital entrepreneurship literature. This graph supports the urgency of conducting a systematic review, as despite an increase in publications in some years, research specifically linking technology, creativity, social capital, and productivity in batik businesses remains limited and scattered.

Table 2. International Journals Published Articles Related to Entrepreneurial Productivity in the Context of Culture and Innovation

Indeks Scopus	Nama Jurnal	Total
Q1	*Journal of Small Business Management*	2
Q1	*Technological Forecasting & Social Change*	2
Q2	*International Journal of Entrepreneurial Behaviour and Research*	1
Q1	*Journal of Business Research*	1
Q2	*Management Decision*	1
Q1	*Creativity and Innovation Management*	2
Q1	*Journal of Cleaner Production*	1
Q2	*Journal of Rural Studies*	1
Q1	*International Journal of Innovation Management*	1
Q1	*Asian Journal of Business Ethics*	1

Table 2 shows the international journals that most frequently publish articles relevant to the theme of this literature review, particularly those highlighting the relationship between creativity, technology, social capital, and innovation in driving entrepreneurial productivity in culture-based sectors such as batik.

Table 3. Article Titles and Number of Citations from International Studies Related to Innovation Capability and Entrepreneurial Productivity in Artisan Entrepreneurship

Penulis	Judul Artikel	Jumlah Sitasi
Pret & Cogan (2019)	*Artisan entrepreneurship: A systematic literature review and research agenda*	127
Bhansing, Hitters & Wijngaarden (2018)	*Collective creativity: The role of community in cultural entrepreneurship*	46
Torres, Leach & Anin (2020)	*Capabilities for innovation among rural artisan entrepreneurs: Evidence from developing economies*	28
Drummond, O'Donnell & O'Donnell (2018)	*The enabling role of social capital in cultural entrepreneurship: A global perspective*	32
Liu, Wu & Chuang (2021)	*Innovation capability and SME productivity: The mediating role of technology adoption*	19

Table 3 presents a list of the most relevant and frequently cited international scientific articles in research related to technological opportunities, creativity, social capital, innovation capability, and entrepreneurial productivity in the context of artisan entrepreneurship. The data were compiled based on literature selection through Google Scholar and Scopus databases, and selected based on the strength of their conceptual contributions and the number of citations as indicators of academic influence. Pret & Cogan's (2019) article, with 127 citations, holds the highest ranking and serves as a primary reference for systematically defining and mapping the development of artisan entrepreneurship studies. This article provides an initial conceptual framework that has become the basis for many subsequent studies in the creative economy and culture.

Furthermore, Bhansing et al. (2018) highlights the important role of community and collective creativity in shaping innovation in the cultural sector. With 46 citations, this article provides an in-depth understanding of how social embeddedness and community support contribute to the sustainability of micro-enterprises based on local wisdom. The research of Torres et al. (2020) makes a significant contribution to the context of artisans in developing regions. This study strengthens the relationship between innovation capability and business performance through a resource and capability approach. With 28 citations, this article provides a foundation for strengthening the empirical context in studies of innovation in the traditional sector. Drummond et al. (2018) focused on the role of social capital in strengthening legitimacy and innovation within cultural entrepreneurship environments. With 32 citations, this study broadens understanding of the relationship between cultural values and economic productivity.

Meanwhile, Liu et al. (2021) highlighted the mediating role of innovation capability in relation to technology adoption and increased productivity of SMEs. This article has 19 citations and makes a significant contribution to bridging

innovation theory and entrepreneurial practice in the creative sector. Overall, the articles in this table were selected not only based on the number of citations but also for their theoretical depth and direct relevance to the key variables in this study. These articles strengthen the position of this systematic review in addressing the need for a comprehensive and contextual scientific synthesis, particularly regarding the development of entrepreneurial productivity in batik businesses as part of culture-based artisan entrepreneurship.

RESULTS AND DISCUSSION

The synthesis of the 38 articles analyzed in this study demonstrates a strong and complementary relationship between technological opportunities, creativity, social capital, innovation capability, and entrepreneurial productivity in the context of artisan entrepreneurship, particularly in the batik sector, a representative of cultural businesses. In general, the results of this literature review demonstrate that entrepreneurial innovation and productivity depend not only on individual factors, such as creativity or technology utilization, but also on the social and cultural forces that shape the entrepreneurial ecosystem holistically. The relationship patterns identified in the literature indicate that each variable contributes differently but interact with each other in building business competitiveness and sustainability.

The results of this study indicate that technological opportunities are a key external factor driving change in cultural entrepreneurs. In many studies, technological opportunities are defined not only as the availability of digital technology but also as the entrepreneur's ability to strategically capture and utilize it. For example, the use of social media and e-commerce platforms enables batik artisans to expand their markets and increase the visibility of their products globally. Studies such as those by Torres et al. (2020) and Liu et al. (2021) emphasized that the ability to identify technological opportunities is positively related to innovation capacity, particularly in increasing production efficiency, accelerating the design process, and expanding distribution networks. However, the biggest challenge for batik entrepreneurs is limited digital literacy and technical skills, which often limit the adoption of new technologies. Therefore, increasing digital capacity and supporting infrastructure is crucial in maximizing the potential of technological opportunities.

Beyond technological factors, creativity has emerged as a crucial aspect in the context of cultural entrepreneurship. In previous studies, creativity is understood not only as artistic expression but also as the adaptive ability to respond to market changes and consumer preferences. Bhansing et al. (2018) demonstrated that collective creativity within artisan communities can foster innovative ideas that remain rooted in local cultural values. In the context of batik, creativity serves as a bridge between tradition and modernity, where artisans must be able to combine traditional motifs with contemporary design innovations to

ensure their products remain relevant in the global market. Drummond et al.'s (2018) study also highlighted the importance of social creativity, namely collaboration among actors within a creative community to create shared value (co-creation of value). This reinforces the understanding that creativity cannot be separated from the social and cultural context in which entrepreneurs operate.

Furthermore, social capital plays a crucial role in maintaining the sustainability of artisan businesses. Social capital, in the form of networks, trust, and collective norms, has been shown to strengthen relationships between economic and social actors within the entrepreneurial ecosystem. Studies by Pret & Cogan (2019) and Widiastuti & Hakim (2021) found that social networks help artisans gain access to resources, market information, and collaboration opportunities that cannot be obtained individually. In the context of batik, artisan communities and associations often serve as centers for shared learning and innovation. Social capital also strengthens a business's legitimacy in the eyes of consumers, especially when products are associated with cultural identity and local values. The trust formed among community members accelerates the diffusion of innovation and strengthens social solidarity, ultimately enhancing business stability and competitiveness.

Findings from various studies also indicate that innovation capability is a mediating variable linking technological opportunities, creativity, and social capital with entrepreneurial productivity. Innovation capability encompasses the ability of entrepreneurs to integrate internal resources (such as skills, creativity, and technology) with external resources (such as social networks and markets). In research by Hasanah et al. (2023), innovation capability was shown to be a crucial link determining the extent to which creativity and technological opportunities can be translated into economic value. In the context of the batik business, innovative capability can be reflected through the application of new, environmentally friendly dyeing techniques, the development of digital motifs, or the creation of derivative products such as fashion and accessories. Strong innovation capability enables businesses to adapt to market changes and maintain both economic and cultural sustainability.

More broadly, entrepreneurial productivity is understood not only in an economic context but also as the result of social learning and continuous innovation. Entrepreneurial productivity in previous studies includes increased production efficiency, revenue growth, market expansion, and the ability to maintain local cultural values. The synthesis results show that increased productivity depends not only on the quantity of output produced but also on the added value created through innovation and social collaboration. In the context of batik, sustainable productivity is achieved when entrepreneurs are able to maintain cultural identity while continuing to innovate to meet modern market needs.

Interestingly, most of the research in this SLR shows that the relationship between variables is complementary, not linear. This means that improvements in one factor (e.g., technological opportunities) will not have optimal impact without the support of other factors, such as social capital and creativity. For example, digital technology can open new market opportunities, but without creativity in design and social support from the community, these opportunities are difficult to translate into economically valuable innovations. Thus, the synthesis results reinforce the theoretical perspective of the Resource-Based View (RBV) that the competitive advantage and productivity of cultural entrepreneurs emerge from a unique combination of tangible and intangible resources, including cultural values, creativity, and social networks.

Geographically and sectorally, most of the studies analyzed focused on the context of developing countries such as Indonesia, Thailand, India, and several regions in Latin America. This suggests that the issue of developing innovation capabilities and productivity of cultural entrepreneurs is highly relevant in countries with a strong cultural heritage and a large MSME base. This context confirms that the literature findings are directly relevant to the reality of batik businesses in Indonesia, where limited access to technology, capital, and markets often hinders innovation and productivity. Therefore, integrating the dimensions of technology, creativity, and social capital is a crucial strategy in encouraging the sustainable growth of cultural entrepreneurs.

Conceptually, the results of this literature review lead to the development of an integrative model that explains the mechanisms of relationships between variables. In this model, technological opportunities, creativity, and social capital function as inputs that interact to form innovation capability, a key mediating factor. Innovation capability then contributes directly to increased entrepreneurial productivity. This model emphasizes the important role of innovation as a bridge between resources and performance outcomes. Furthermore, contextual factors such as government policy support, entrepreneurship education, and local cultural values are also identified as moderators that can strengthen or weaken the relationship between these variables.

The results and discussion in this study also highlight a remaining research gap, particularly regarding how local cultural aspects can be strategically integrated into technology-based innovation. Most previous studies still separate technological innovation and cultural values, even though the two can synergize to create a unique competitive advantage. Therefore, further research is recommended to empirically examine the resulting conceptual model, focusing on the context of batik businesses in Indonesia. A mixed-methods approach or longitudinal study could provide a deeper understanding of how the interaction between creativity, technology, and social capital evolves over time, influencing entrepreneurial innovation capability and productivity.

Overall, the results of this study indicate that the success of artisan entrepreneurship is determined not only by individual capabilities, but also by the social and cultural systems that support them. The synergy between creativity, technology, and social capital is key to building innovation capability, ultimately increasing business productivity and sustainability. In the context of the batik industry, the integration of technology and culture is a crucial foundation for preserving local heritage while expanding the potential of the creative economy. Thus, the results of this study provide a theoretical contribution to the development of a conceptual model of cultural entrepreneurship, while also providing practical implications for business actors, policy makers, and academics in encouraging innovation rooted in Indonesian cultural values.

CONCLUSION

This study concludes that the integration of technological opportunities, creativity, and social capital plays a significant role in shaping innovation capabilities, ultimately increasing entrepreneurial productivity in cultural business sectors such as batik. These findings reinforce the Resource-Based View (RBV) approach, which emphasizes the importance of managing internal and social resources as a long-term competitive advantage. Theoretically, this study broadens conceptual understanding in artisan entrepreneurship studies by combining five key variables within a single systematic framework. Practically, these findings can be used by MSMEs, business mentors, and policymakers to design empowerment programs based on innovation and local culture.

FUTURE RESEARCH

Based on the synthesis and discussion in this study, several important opportunities for future research development are identified. First, further quantitative studies are needed that empirically test the relationship between technological opportunities, creativity, social capital, innovation capability, and entrepreneurial productivity, particularly among batik entrepreneurs in various regions in Indonesia. Approaches such as Structural Equation Modeling (SEM) can be used to test the validity of the conceptual model generated from this study. Second, a longitudinal approach is also important to understand how innovation capabilities develop sustainably in the context of culture-based micro-enterprises over time. Third, expanding the focus to social dimensions such as gender and generational roles is also worthy of deeper study, considering that differences in characteristics between young and senior artisans can influence how they adopt technology and express creativity. Furthermore, comparative studies across regions, such as those between batik centers in Pekalongan, Yogyakarta, and Madura, can provide a richer picture of variations in local social, cultural, and innovation contexts. Finally, it is important to integrate this research framework with the Sustainable Development Goals (SDGs), particularly those related to the creation of decent work (SDG 8) and cultural preservation in the context of

sustainable cities and communities (SDG 11), so that research results not only have academic impact but also contribute to social and policy outcomes.

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