

Entrepreneurial Transformation through the Utilization of Artificial Intelligence: Impact on Product Innovation and Business Sustainability

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ABSTRACT

This study aims to analyze entrepreneurial transformation through the utilization of Artificial Intelligence (AI), focusing on its impact on product innovation and business sustainability. The research employs a literature review approach using qualitative methods and descriptive analysis. Data was collected from 28 journal articles published on Google Scholar between 2014 and 2024, with a rigorous selection narrowing down to 18 relevant articles for analysis. The results show that AI significantly enhances product innovation through data-driven decision-making, product personalization, and operational efficiency. Case studies from Indonesian companies such as Tokopedia, Ruangguru, and TaniHub illustrate how AI supports business sustainability through automation, risk management, and supply chain efficiency. However, AI adoption faces challenges such as limited digital literacy and resistance to change, particularly among MSMEs. The study recommends collaboration among government, academia, and industry players to create an ecosystem supporting AI adoption, enabling technology-driven entrepreneurship to thrive on a broader scale.

ABSTRAK

Penelitian ini bertujuan untuk menganalisis transformasi kewirausahaan melalui pemanfaatan Artificial Intelligence (AI) dengan fokus pada dampaknya terhadap inovasi produk dan keberlanjutan usaha. Penelitian dilakukan menggunakan pendekatan tinjauan pustaka dengan metode kualitatif dan analisis deskriptif. Data dikumpulkan dari 38 artikel jurnal yang diterbitkan di Google Scholar selama periode 2014–2024, dengan seleksi ketat menghasilkan 18 artikel relevan sebagai bahan analisis. Hasil penelitian menunjukkan bahwa AI berperan signifikan dalam meningkatkan inovasi produk melalui pengambilan keputusan berbasis data, personalisasi produk, dan efisiensi operasional. Studi kasus dari beberapa perusahaan Indonesia seperti Tokopedia, Ruangguru, dan TaniHub mengilustrasikan bagaimana AI mendukung keberlanjutan usaha melalui otomatisasi, manajemen risiko, dan efisiensi rantai pasok. Meskipun demikian, adopsi AI menghadapi tantangan seperti keterbatasan literasi digital dan resistensi terhadap perubahan, khususnya pada UMKM. Penelitian ini menyarankan kolaborasi antara pemerintah, akademisi, dan pelaku industri untuk menciptakan ekosistem yang mendukung adopsi AI, sehingga kewirausahaan berbasis teknologi dapat berkembang lebih luas.

1. INTRODUCTION

The digital era has brought fundamental changes to the entrepreneurial landscape, where technology-driven innovation serves as a cornerstone for maintaining competitiveness. Artificial Intelligence (AI) has emerged as a disruptive force, reshaping business operations and redefining strategies for innovation and sustainability (Harahap et al., 2024). AI offers unique capabilities such as big data analysis, algorithm-based predictions, and process automation, enabling businesses to identify market opportunities, accelerate product develop-

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ment, and enhance operational efficiency. In this context, entrepreneurial transformation through AI utilization has garnered significant attention, particularly in sectors heavily reliant on innovation, such as manufacturing, information technology, and the creative industries.

AI enables entrepreneurs to create products that better align with customer needs. It aids in identifying market trends through real-time data analysis, facilitating faster and more targeted product innovation. For instance, companies like GoFood use machine learning algorithms to understand consumer preferences and suggest suitable menus, while small businesses in the craft sector leverage AI to design more appealing products for global markets. AI acts as a vital catalyst for product innovation, boosting competitiveness and strengthening producer-consumer relationships (Damilola et al., 2024).

In addition to fostering innovation, AI significantly contributes to business sustainability. This includes the ability of businesses to endure economic, social, and environmental challenges. Entrepreneurs can identify risks and opportunities, make more strategic decisions, and manage resources efficiently through predictive analytics. AI also enables more effective supply chain management, as demonstrated by agritech startups like TaniHub in Indonesia, which use AI to optimize agricultural distribution. Over the long term, AI adoption helps businesses remain relevant and resilient in the face of evolving market dynamics (Lada et al., 2023).

However, adopting AI in entrepreneurship is not without challenges. Technological gaps, lack of digital skills, and limited funding are major barriers, particularly for micro, small, and medium enterprises (MSMEs). While AI promises efficiency and innovation, its implementation requires substantial investment in technological infrastructure and human resource training. Thus, it is crucial for governments and private sectors to establish ecosystems that support AI adoption, including providing access to financing, training, and cross-sector collaborations. Initiatives like Indonesia's Digital Talent Scholarship exemplify concrete steps toward addressing these skill gaps (Digitalent, 2024).

Furthermore, it is essential to understand how AI can be integrated with value-based entrepreneurial strategies. Digital transformation necessitates adopting technology alongside business paradigm shifts that prioritize sustainable innovation (Chen et al., 2024). In this regard, AI-driven entrepreneurship should aim for profitability while creating social and environmental value. For example, renewable energy startups can use AI to develop energy-efficient solutions that are eco-friendly, positively impacting society while enhancing business sustainability.

Research on AI utilization in entrepreneurship also highlights its significant influence on work patterns and organizational culture. AI can automate routine tasks, allowing employees to focus on more strategic and creative activities (Sundari et al., 2024). Consequently, AI adoption supports product innovation and enhances team productivity, fostering a more collaborative and adaptive work environment. Further studies are needed to explore how AI can be optimized to build innovative and inclusive organizational cultures, particularly within resource-constrained MSMEs.

Globally, AI has been recognized as a game-changer in entrepreneurship, but its implementation in Indonesia remains relatively nascent and limited. This research aims to understand the extent to which AI utilization can drive product innovation and business sustainability, particularly among MSMEs, which form the backbone of the national economy. This study is expected to make significant contributions to academic literature and business practices in optimizing entrepreneurial transformation through AI by exploring both the positive impacts and challenges encountered.

2. THEORETICAL FRAMEWORK AND HYPOTHESES

Artificial Intelligence (AI)

Artificial Intelligence (AI) is a branch of technology that enables machines or computer systems to perform tasks that typically require human intelligence, such as decision-making, data analysis, prediction, or pattern recognition (Sudirjo et al., 2023). AI operates through advanced algorithms that process data rapidly to provide accurate and efficient solutions. In a business context, AI is utilized for automation, market analysis, service personalization, and operational efficiency. For instance, in the e-commerce sector, AI supports personalized shopping experiences by recommending products based on user preferences. This technology serves as a driving force behind digital transformation across various industries.

Entrepreneurial Transformation

Entrepreneurial transformation refers to significant changes in how businesses are managed through innovation, technology, and new strategies to address market dynamics (Somwethee et al., 2023). This transformation often involves adopting advanced technologies like AI, enabling businesses to become more adaptive, responsive, and competitive. In Indonesia, entrepreneurial transformation is evident in MSMEs leveraging digital platforms to expand markets, enhance efficiency, and create added value. This shift modernizes traditional business models and opens up new opportunities, such as access to global markets and product diversification.

Product Innovation

Product innovation is the process of creating or updating products to align with consumer needs and meet evolving market standards (V M Dibia et al., 2019). Product innovation becomes more targeted with technologies like AI, as data analysis provides deep insights into trends and customer preferences. For example, Ruangguru uses AI to develop personalized learning content tailored to individual students' needs, enhancing user experience and product effectiveness. Product innovation boosts competitiveness and strengthens customer loyalty to the brand.

Business Sustainability

Business sustainability refers to the ability of a business to endure over the long term by effectively managing resources, creating sustainable value, and adapting to external changes (Bansal & DesJardine, 2014). AI plays a crucial role in supporting business sustainability through automation, risk management, and supply chain optimization. For example, TaniHub uses AI to efficiently manage agricultural produce distribution, minimizing waste and improving farmers' welfare. Business sustainability encompasses economic aspects as well as social and environmental responsibilities, which can enhance a company's reputation.

3. RESEARCH METHOD

This research employs a qualitative literature review approach to deeply explore and analyze the phenomenon of entrepreneurial transformation through the utilization of Artificial Intelligence (AI) in supporting product innovation and business sustainability. This approach was chosen for its relevance in examining theories, concepts, and findings from prior studies related to the topic. The study does not involve primary data collection but instead utilizes secondary sources from relevant and high-quality journal articles. Data for this research was gathered via Google Scholar, chosen for its access to verified scientific articles. The search was limited to the 2014–2024 period to ensure the data reflects recent developments in AI applications in entrepreneurship. Initially, 38 articles matching the general research topic criteria were identified. However, after a rigorous selection process focusing on content relevance, journal quality, and alignment with the research focus, only 18 articles were ultimately included for detailed analysis. The selection process involved several stages, including reviewing abstracts for initial relevance, evaluating the research methodologies of the articles to ensure the validity of findings, and assessing the theoretical and practical contributions of each article to the research topic. The selected articles provided diverse perspectives on the role of AI in product innovation and business sustainability, covering both global and national contexts, with specific emphasis on cases relevant to Indonesia. Data analysis was conducted descriptively, organizing and categorizing the content of the selected articles based on pre-determined key themes: product innovation, business sustainability, and challenges in AI adoption. The descriptive approach was used to provide a comprehensive and in-depth understanding of how AI influences these aspects of entrepreneurship. The analysis aimed to identify patterns, trends, and research gaps that could form the basis for future studies. To ensure the validity of the research, data triangulation was conducted by comparing findings from the various selected articles. The researchers also reviewed the references cited in these articles to confirm the consistency and accuracy of the presented information. This ensured that the analysis results are reliable and provide a clear and in-depth understanding of the topic under study.

4. DATA ANALYSIS AND DISCUSSION

Artificial Intelligence (AI) has become a key driver in transforming entrepreneurship across various sectors by offering advanced analytical capabilities and operational efficiency. It enables businesses to understand and predict market needs more accurately. AI applications range from big data analysis to identify consumer behavior patterns, automated marketing processes to reach broader audiences with personalized strategies,

and product development tailored to the ever-evolving specific needs of customers. In Indonesia, Tokopedia serves as a prime example of AI application, leveraging the technology to optimize product searches on its platform, provide personalized recommendations based on user preferences, and enhance the overall shopping experience through an intelligent interface (Tokopedia, 2023). This success boosts local market competitiveness and facilitates entry into global markets with superior products, showcasing AI's potential as a catalyst for innovation that drives transformative impacts on the modern business ecosystem.

AI significantly drives product innovation by integrating real-time data analysis from various sources to generate deep, relevant, and reliable insights for decision-making. For instance, Ruangguru, a leading edtech startup in Indonesia, successfully employs AI to create personalized learning experiences by tailoring educational content to the individual needs, preferences, and learning styles of each student, thereby enhancing the platform's effectiveness and appeal (Ruangguru, 2021). This demonstrates how AI fosters more innovative products and creates tangible value for users, improving customer loyalty and satisfaction. Additionally, AI-driven product innovation reduces the risk of failure by relying on measured analytical data, such as consumption patterns, user feedback, and market trend predictions, instead of intuition-based decisions. This approach allows companies to prioritize the development of high-success-potential products, ensuring a sustainable competitive advantage.

AI also plays a crucial role in bolstering business sustainability by providing predictive analytics capabilities that enable businesses to anticipate risks and develop more accurate mitigation strategies, thereby increasing resilience amid complex competition. In Indonesia, TaniHub exemplifies effective AI application by using the technology to intelligently manage supply chains, ensuring timely agricultural product distribution, and reducing waste through more precise market demand forecasting (Susanti, 2021). This approach delivers economic value to farmers through more stable pricing and contributes to environmental sustainability by minimizing waste and optimizing resource use. Amid challenges such as market price fluctuations and logistical disruptions, AI-powered technology allows TaniHub to remain competitive by streamlining operations, creating a more resilient supply chain, and ensuring long-term business sustainability with positive impacts on the agribusiness ecosystem.

AI has become a transformational tool in operational automation, helping businesses, including SMEs, allocate time and resources more strategically by replacing routine tasks with intelligent technology. A practical implementation can be seen in KULO Group, an SME in the beverage manufacturing sector, which utilizes AI-based software to optimize production processes such as inventory management, quality control, and production planning (Agmasari, 2021). This automation enables KULO Group to improve operational efficiency, maintain consistent product quality, and expand production capacity without significantly increasing costs, thus achieving substantial economic efficiency. This initiative illustrates how AI, once considered exclusive to large corporations, can also empower small businesses to compete and thrive in increasingly competitive markets with accessible, fit-for-purpose technology.

Despite the opportunities offered by digital transformation through AI adoption, SMEs face significant challenges, particularly in Indonesia, where financial constraints, low digital literacy, and resistance to change are major obstacles. Many SMEs, especially in the traditional culinary sector, struggle to utilize AI due to limited understanding of the technology and the inability to integrate it into their business processes, leading to hesitation and delays in adoption. For example, traditional culinary SMEs often perceive AI as too complex and unsuitable for their traditional business models (Nur Aini et al., 2024). Addressing these barriers requires collaborative efforts between the government, private sector, and academia to create an ecosystem that supports the transition to digitalization. This can be achieved by providing training to equip SME actors with basic digital skills and offering subsidies or incentives for AI technologies that facilitate adoption. These measures would enable SMEs to optimize operations, enhance competitiveness, and capture broader market opportunities.

In the startup ecosystem, accelerator programs like those organized by Plug and Play Indonesia play a pivotal role in helping AI-based businesses grow and thrive. These programs provide access to resources, networks, and mentorship essential for accelerating innovation. A notable success story is Crowde, an agricultural funding platform that integrates AI technology to assess farmers' creditworthiness more accurately through advanced and predictive data analysis (Palupi et al., 2021). Crowde expands access to financing for farmers previously constrained by limited information by leveraging AI, while also mitigating default risks – a frequent challenge in the agriculture sector. This technology fosters a more sustainable funding system and reduces uncertainties that hinder the sector's growth. Crowde's business model illustrates AI's relevance

across major industries and highlights its strategic potential to address challenges in Indonesia's agricultural sector, a critical pillar of the national economy. It offers more efficient and secure ways to support financing and sustain agricultural enterprises.

The successful implementation of AI in business hinges on how well the technology integrates with the organizational culture and entrepreneurial strategies, driving innovation and collaboration across company lines. Gojek, a leading example in Indonesia, demonstrates how AI can drive a culture of innovation through data-driven decision-making and intelligent operational processes (Putri, 2024). Gojek improves customer experiences with faster and more timely services while achieving significant cost savings by employing AI to optimize vehicle allocation, predict service demand, and enhance operational efficiency. The seamless integration of this technology into Gojek's entrepreneurial strategy, which emphasizes innovation and responsiveness to market changes, has enabled the company to remain competitive despite intense market rivalry. Gojek's AI adoption underscores the importance of embedding technology into adaptive business strategies and organizational practices to continuously create value and enhance operational efficiency.

AI-driven transformation holds immense potential to support entrepreneurship focused not only on financial gain but also on social and environmental values, delivering impactful solutions to global challenges. Baran Energy, an energy startup, exemplifies this by leveraging AI to develop more efficient energy storage technologies that enhance the availability of renewable energy and support the global transition to environmentally friendly energy sources (Bahri, 2019). Baran Energy produces solutions that reduce reliance on fossil fuels, lower carbon emissions, and combat climate change by utilizing AI to optimize battery performance and energy management. This innovation illustrates AI's dual capability to improve efficiency and profitability while advancing socially responsible business models where financial success aligns with environmental sustainability. In this context, AI emerges as a strategic tool supporting holistic and sustainable entrepreneurship.

The adoption of AI in entrepreneurship creates opportunities to drive product innovation, operational efficiency, and business sustainability. However, its success depends on entrepreneurs' readiness to adapt to the technology, encompassing human resources, infrastructure, and organizational culture. This research highlights that AI-driven transformation involves not only the application of technology itself but also the harmonious integration of technology, business strategies, and human skills to achieve optimal outcomes. Entrepreneurs' readiness to understand and adopt AI and to equip their workforce with relevant digital skills is critical to maximizing this technology's potential. Amid Indonesia's rapidly evolving digital ecosystem, AI has the potential to revolutionize entrepreneurship, enhance global competitiveness, and create broader social impacts, such as increased accessibility to business opportunities and more sustainable solutions to social and environmental challenges. Thus, AI can become a driving force in fostering a more innovative, competitive, inclusive, and socially responsible entrepreneurial ecosystem.

This study reveals that the successful implementation of AI relies not only on technical capabilities and technological innovation but also on systemic support through collaboration among various stakeholders, including government, industry, and the education sector. The research emphasizes that successful AI adoption requires a strategic approach that integrates technology, supportive policies, and human resource capacity-building through case studies like Tokopedia, Ruangguru, and TaniHub. Tokopedia, for instance, optimizes product search and user recommendations, supported by robust digital infrastructure and partnerships with industry collaborators. Ruangguru utilizes AI to create personalized learning experiences tailored to students' needs, leveraging a combination of technological and pedagogical expertise. Meanwhile, TaniHub demonstrates how AI can efficiently manage agricultural supply chains, benefiting farmers while supporting environmental sustainability. These examples underscore AI's role as both a technology and a cornerstone of business transformation in Indonesia, driving innovation, improving operational efficiency, and fostering sustainable business models. Therefore, AI implementation success demands more than technical sophistication; it requires a comprehensive ecosystem where collaboration among sectors is crucial to fully realizing AI's potential in strengthening entrepreneurship in Indonesia.

5. CONCLUSION, IMPLICATION, SUGGESTION, AND LIMITATIONS

This research shows that the utilisation of Artificial Intelligence (AI) has had a significant impact on entrepreneurial transformation, particularly in driving product innovation and business sustainability. AI enables businesses to optimise operational processes, create products that are relevant to market needs, and strengthen competitiveness in the digital era. Case studies such as Tokopedia, Ruangguru, and TaniHub

prove that AI can be a strategic tool for businesses in the technology, agriculture, and education sectors to improve efficiency and innovation. However, the success of AI-based transformation requires the readiness of human resources, adequate digital literacy, and an ecosystem that supports technology adoption.

The results of this study have several important implications. Theoretically, this research enriches the literature on the role of AI in entrepreneurship by providing empirical evidence from relevant case studies. Practically, the findings provide insights to entrepreneurs on the importance of integrating AI in business strategy to enhance innovation and business sustainability. The policy implications are also significant, especially for the government, which is expected to provide training and technology subsidies to encourage AI adoption among MSMEs. In addition, these results demonstrate the need for collaboration between academia, industry, and government to create an ecosystem that supports AI-based transformation.

Based on the findings of this study, several suggestions can be made. First, businesses in various sectors, especially MSMEs, are advised to start exploring and adopting AI technologies as part of their business strategy. Second, the government and related organisations need to expand access to digital training, especially for businesses that are not familiar with technology. Third, educational institutions are expected to incorporate technological literacy, including AI, into the entrepreneurship curriculum to equip the younger generation with relevant skills. Finally, further research is recommended to explore the specific impact of AI in certain sectors, such as tourism and manufacturing, to strengthen the understanding of the benefits of this technology in various contexts.

This study has several limitations. Firstly, this study only uses secondary data in the form of journal articles from Google Scholar, thus excluding primary data that could provide a richer perspective. Secondly, the geographical coverage is limited to specific case studies in Indonesia, so the results of this research may not fully reflect the global context. Third, this study only focuses on product innovation and business sustainability, so it does not address the impact of AI on other aspects such as marketing or human resource management. Therefore, further research is needed that includes primary data, international context, and other dimensions of AI utilisation in entrepreneurship.

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