

CREATIVITY AND INTUITION IN INNOVATION: A PHILOSOPHICAL APPROACH TO DRIVE GROWTH: A CASE STUDY OF THE TOKOPEDIA STARTUP

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ABSTRACT

This article discusses the role of creativity and intuition in innovation and its impact on organizational growth, focusing on a case study of Tokopedia, one of the leading startups in Indonesia. Innovation is key to the sustainability and growth of a company, especially in a dynamic business environment. Using a philosophy of management approach, this study explores how Tokopedia leverages creativity and intuition to generate new ideas and make effective decisions. This study proposes several hypotheses, including that creativity and intuition have a positive influence on innovation, which in turn contributes to organizational growth. In addition, organizational size is also identified as a control variable that moderates the relationship between creativity, intuition, and innovation. The research methods used include qualitative and quantitative analysis to collect data from various sources, including interviews with managers and employee surveys. The results show that the integration of creativity and intuition not only improves Tokopedia's ability to innovate but also strengthens its position in the e-commerce market. These findings provide valuable insights for other startups in developing effective innovation strategies. This article is expected to contribute to the literature on innovation management and provide practical guidance for business leaders in facing challenges in the digital era.

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INTRODUCTION

Innovation is one of the main pillars in the growth and desire of an organization, especially in the context of startups operating in a dynamic and competitive environment. In Indonesia, Tokopedia has become one of the successful examples of innovation driven by creativity and intuition. Since its founding in 2009, Tokopedia has grown into one of the largest marketplaces in Indonesia, contributing significantly to the growth of the country's digital economy. Tokopedia's success lies not only in its innovative business model, but also in its managerial ability to integrate creativity and intuition in every aspect of its operations.

Creativity in a business context can be defined as the ability to generate new and original ideas that can be applied in the development of products, services, or processes. Meanwhile, intuition is the ability to make decisions based on deep understanding and previous experience, often without detailed analysis. In today's fast-paced world, the ability to innovate quickly and effectively is very important. Tokopedia, with its various features and services that continue to

grow, shows how creativity and intuition can collaborate to create added value for users and stakeholders.

The philosophical approach to innovation management provides an in-depth framework for understanding how creativity and intuition can be integrated into business strategy. Management philosophy considers not only the practical aspects of decision-making, but also the values and principles that underlie those actions. By adopting a philosophical approach, Tokopedia can explore and implement innovative ideas that not only meet market needs but also create positive social impacts.

This Tokopedia case study aims to analyze how this company leverages creativity and intuition in the innovation process to drive growth. By understanding the strategies and practices implemented by Tokopedia, it is hoped that it can provide valuable insights for other startups who want to develop their innovations. This study will also discuss the challenges faced by Tokopedia in implementing creativity and intuition, and how this company overcomes these challenges to remain relevant and competitive in the market.

Through this analysis, it is hoped that patterns and strategies can be found that can be applied by other companies in their efforts to innovate and grow. Therefore, this article not only contributes to the literature on innovation and management, but also provides practical guidance for business leaders and entrepreneurs in facing challenges in the digital era.

LITERATURE REVIEW

Creativity in a business context is defined as the ability to generate new and original ideas that can be applied in the development of products, services, or processes. According to Amabile (1996), creativity consists of three main components: individual skills, domain knowledge, and motivation. In the context of a startup like Tokopedia, creativity is essential to create features and services that meet the evolving needs of users. Tokopedia as a marketplace has shown creativity in developing various features, such as innovative payment systems and loyalty programs that are attractive to users. Intuition is the ability to make decisions based on deep understanding and previous experience, often without detailed analysis. Kahneman (2011) in his theory of fast and slow thinking explains that intuition (system 1) functions in situations that require quick decisions, while in-depth analysis (system 2) is used in more complex situations. At Tokopedia, intuition plays an important role in strategic decision making, especially in dealing with rapid market changes. Decisions to expand services or adapt business models are often based on an understanding of user needs and market trends. Organizational growth can be measured through various indicators, such as increased revenue, market share, and number of users. According to Greiner's (1972) organizational growth theory, companies experience different growth phases, each with its own challenges and opportunities. In the context of Tokopedia, significant growth in the number of users and transactions indicates that the company has successfully integrated creativity and intuition into product and service innovation. By continuing to innovate, Tokopedia has not only increased its market share but also strengthened its position as a leader in the e-commerce industry in Indonesia. Organizational size can affect the dynamics of innovation and decision-making. According to organizational theory, larger companies often have more complex structures, which can hinder creativity and speed of decision-making (Burns & Stalker, 1961).

However, startups like Tokopedia, despite their rapid growth, have maintained a flexible and responsive innovation culture. Its relatively small size in the early stages allowed Tokopedia to adapt quickly to market changes and user needs, which contributed to its rapid growth.

METHOD

The study used this quantitative research design to statistically analyze the impact research to statistically analyze the impact of research objects in the areas of networking, collaboration, MSME growth, and market access. SMARTPLS analysis and path The following computational tools were used in the analysis approach. The partial Least Squares (PLS) analysis approach can be used to investigate hypotheses regarding complex direct or indirect relationships between variables when regression and path analysis are combined. Please conduct a thorough examination of the correlations between the independent and dependent variables. Programs such as SMART PLS 4, which can describe every relationship in a theory-based model, can be used for PLS analysis.

The software can analyze how partnership programs affect business performance as well as other Partnership Program characteristics. Hair et al. (2022) list the advantages of PLS, including: 1) While other approaches may not always be able to handle complex models with large numbers of dependent and independent variables, PLS can. (2022) list the advantages of PLS, including 1) While other approaches may not always be able to handle complex models with a large number of dependent and independent variables, PLS can. 2) Data with multicollinearity problems-that is, where the independent variables have a high degree of correlation with each other-can be handled by PLS. 3) PLS can handle missing or unusual data and still get accurate results. is advantageous since real-world data sets often contain missing or unusual data. Often contain missing or unusual data. 4) Although reflective and formative constructs have different definitions and methods for measuring model constructs, PLS can be used for both. 5) When obtaining a large sample size is difficult or expensive, PLS can be used on a small sample, which is useful. Furthermore, a normal distribution of data is often inferred using other techniques not required. 6) Nominal, ordinal, and continuous data are among the scale types that PLS can handle. This is useful because PLS can handle different types of data, and different data and different categories of data require different statistical techniques. SEM and PLS are different from each other. PLS is predictive, but SEM is usually used to assess hypotheses. The measurement model and the structural model are distinct components incorporated within PLS. While the structural model delineates the connections among latent variables, the measurement model elucidates the relationships between observable variables and their underlying factors. The assessment of the structural model hinges on both the explanatory power and statistical significance of the path coefficients, while ensuring the validity and reliability of the measurement model is essential. In the initial stage of evaluating the external reflective indicator model, three crucial factors were taken into account: discriminant validity, composite reliability, and convergent validity. The subsequent phase involves assessing the internal model once all previously mentioned criteria have been satisfied. Metrics such as Conformance (GoF), F-squared, R-squared, and Q-squared are scrutinized in this evaluation. The Q-square metric assesses the model's capacity to generate

observed values, whereas the R-square statistic is employed to gauge the statistical significance of the latent dependent variable's effect. The model's validity is appraised using the Goodness of Prior to this hypothesis test, the Model was validated by bootstrapping to ensure validity, reliability, and multicollinearity issues, as recommended by Hair et al. (2022).

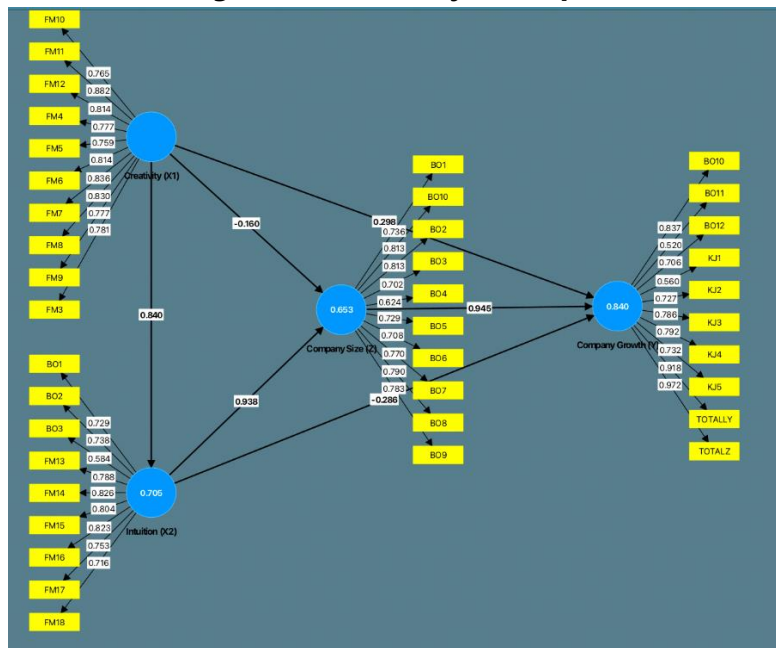
RESULT & DISCUSSION

Table 1. Path Analysis Output

Path	Std Beta	Std Error	t-value	p-value	Decision
Company Size (Z) -> Company Growth (Y)	0.620	0.091	13.007	0.000	Accepted
Creativity (X1) -> Company Growth (Y)	0.034	0.156	3.262	0.001	Accepted
Creativity (X1) -> Company Size (Z)	0.899	0.023	1.107	0.268	Rejected
Creativity (X1) -> Intuition (X2)	0.104	0.150	32.857	0.000	Accepted
Intuition (X2) -> Company Growth (Y)	0.802	0.141	2.154	0.031	Accepted
Intuition (X2) -> Company Size (Y)	0.220	0.173	7.118	0.000	Accepted

Source: Data Processed, 2025

Figure 1. Path Analysis Output



Source: Data processed by SMARTPLS4, 2025

The Influence of Company Size on Company Growth in Tokopedia Startups

The analysis findings presented in Table 1 show that the application of small, medium, or large company sizes can affect the dynamics of decision-making. Company size has a positive effect on the growth of the Tokopedia startup company. Company Size in influencing the dynamics of decision-making to encourage company growth from the test results, the t value is 13.007 (greater than 1.660) accompanied by a significance value of 0.000. This shows that the hypothesis is accepted and simultaneously has a positive effect. The findings of this study align with the research conducted by Kurniawan et al. (2021), which emphasizes that startup companies are inherently dynamic, constantly evolving and innovating to meet the demands of an ever-growing market. Naturally, no company wishes to face disadvantages; to ensure financial stability and foster business growth, many opt for mergers. This case study focuses on Goto, the result of the merger between Gojek and Tokopedia. Analysis of the stock movement charts reveals that this merger between two of Indonesia's largest startups has effectively mitigated the risk of financial loss. Furthermore, the combination of these two major players has heightened market interest, leading to a significant uptick in their stock prices. It is clear that the size and synergy of such companies can stimulate creativity and insight, propelling them forward in their quest for advancement and growth. This aligns with the findings of Panjaitan et al. (2024), which suggest that a company's size can provide insight into its financial health. Larger, more established companies enjoy greater flexibility, as they find it easier to access capital in the market compared to their smaller counterparts. This relationship is often seen as a reflection of a company's total assets and overall sales. When a company demonstrates significant growth, it typically indicates that the Conventional Bank is advancing; if investments are managed effectively, profits are expected to follow in the future. Naturally, a growing company requires substantial funds, which often leads banks to reinvest most of their profits, thereby limiting dividend payouts to shareholders. The study further reveals several critical insights: firm size significantly influences firm value, while firm growth also has an impact on value. Interestingly, profitability does not show a significant effect on firm value. Additionally, the capital structure does not moderate the relationship between firm size and firm value, nor does it affect the relationship between firm growth and value, or between profitability and firm value.

The Influence of Creativity on Company Growth in Tokopedia Startups

Creativity can be evaluated using established measurement tools like the Torrance Tests of Creative Thinking, or it can be assessed qualitatively by examining the innovative ideas produced by the team. The results of the analysis presented in Table 1 show that creativity has a positive effect on the growth of the Tokopedia startup company. The creativity possessed by the Tokopedia Startup has a major influence on the company's growth process, by creating new ideas to compete with similar companies. The results of the test that has been carried out by the PLS-SEM method using the SMARTPLS software obtained a t value of 3,262 (greater than 1.660) accompanied by a significant value of 0.001. This suggests that the hypothesis is not only accepted but also demonstrates a positive impact. Business model innovation has garnered significant

attention from academics and is recognized as a key driver of new business growth and sustainable competitive advantage. In practical entrepreneurship, an increasing number of companies are leveraging business model innovation to enhance their performance. A notable example is Suning Corporation, a leading domestic retail giant that, propelled by internet technology, has successfully transformed the conventional retail service model. By integrating e-commerce principles, Suning has redefined its identity as "Suning Cloud Business," eclipsing competitors like Gome Electrical Appliances in the process. The findings of this study, supported by previous research, suggest that business model innovation may even hold greater value than technological innovation in certain respects (Teece, 2010; Bhatti and Danilovic, 2018). Business models serve as a crucial link in translating new technologies into economic value. Through innovative business models, companies can facilitate effective technology commercialization, resulting in swift organizational growth (Chesbrough, 2007). This is particularly crucial in dynamic environments, where business model innovation assists firms in navigating complex market changes (Smajlović et al. , 2019). Given the substantial importance of business model innovation, it has become a focal point for academic research that examines factors influencing or hindering its development (Chesbrough, 2010; Bhatti and Danilovic, 2018; Snihur and Zott, 2020). These factors include a company's original value allocation model, technological conditions, leadership traits, organizational change, and learning processes (Sosna et al. , 2010; Koch et al. , 2018), as well as shifts in the market environment and value networks (Smajlović et al. , 2019). Research by Ahlin et al. (2014) indicates that creativity is a personal trait commonly found among founders, suggesting that they are often capable of generating innovative ideas and employing inventive solutions to challenges. Furthermore, the influence of founder creativity on firm growth is moderated by their work experience (Yang Li et al. , 2022). According to high-level theory, limited work experience may restrict a founder's ability to utilize their creativity effectively, while extensive experience may enhance their capacity to apply it toward business model innovation, ultimately fostering organizational growth. In essence, founder work experience plays a critical moderating role in the relationship between creativity and business model innovation, amplifying its impact on firm growth.

The Influence of Creativity on Company Size in Tokopedia Startups

The analysis results presented in Table 1 indicate that creativity does not positively impact the size of the Tokopedia startup. The creative capabilities of Tokopedia have failed to influence its growth trajectory significantly. Utilizing the PLS-SEM method with SMARTPLS software, the analysis yielded a t-value of 1.107, which is below the 0.05 significance threshold. This suggests that the hypothesis is not supported and, in fact, indicates a negative relationship. These findings contrast with those reported by Panjaitan et al. (2024). Company size is often indicative of its financial health; larger, more stable firms typically enjoy greater flexibility in securing capital in the market compared to smaller enterprises. This relationship is often reflected in total assets and overall sales. Strong company growth signifies that a conventional bank is thriving, and successful investments are likely to yield profits in the future. Various factors influence firm value: company size and growth have a significant effect, while profitability does not. Additionally, capital structure

fails to moderate the relationships between company size and value, company growth and value, as well as profitability and value. New enterprises, which are still navigating the survival phase and have not transitioned to standardized, professional management, are usually characterized by their small scale, inexperience, and high flexibility. For these firms, innovative ideas are crucial for survival, provided they can develop an explorative business model that supports their internal growth. Furthermore, these results align with Politis (2005), who noted that work experience moderates the relationship between founder creativity and business model innovation. Therefore, team leaders should prioritize building work experience, as it encompasses invaluable industry knowledge. Relevant experience allows entrepreneurs to adeptly acquire industry insights, evaluate market shifts, and better understand consumer demands. While creativity may not directly affect company size, it plays a critical role in fostering innovation across all levels of the organization when making strategic decisions.

The Influence of Creativity on Intuition in Driving Tokopedia Startup Growth

The results of the analysis presented in Table 1 show that creativity has a positive effect on the size of the Tokopedia startup company. The results of the test that had been carried out using the PLS-SEM method using SMARTPLS software obtained a t value of 32.857 (<1.660) accompanied by a significance value of $0.000 > 0.05$. This shows that the hypothesis is accepted and simultaneously has a positive effect. Creativity often serves as a catalyst for innovation in business. In the context of startups, creativity can help in creating new products and services that meet market needs, which in turn can drive company growth. There are studies that show that creativity and intuition are intertwined. Creativity can enhance a person's ability to use their intuition effectively, which is important in a dynamic business environment like a startup. When startup founders or teams rely on their creativity, they also tend to be more open to intuition that can guide strategic decisions. Creativity is a state of mind, either intentionally evoked or naturally experienced, in which the thought waves have completely stopped and an individual now has access to a sea of creativity this is in line with research conducted by Gabora, 2013. The relationship between creativity and intuition aligns with the findings of Yang Li et al. (2022), which suggest that these two concepts are interconnected. Intuition is understood as the ability to navigate and comprehend the necessary course of action. This connection is exemplified by the creativity exhibited by company founders, highlighting creativity as a complex and valuable business asset (De Miranda et al. , 2009). It enables founders to navigate challenges such as fierce competition, fluctuating markets, and evolving technological demands. Creativity serves as a catalyst for innovative endeavors within businesses and is regarded as a crucial source for developing new products and services, as well as fostering organizational innovation (Cook, 1998; Heye, 2006). At an individual level, Perry-Smith (2006) defines creativity as the capacity to generate fresh ideas, products, and solutions. Research by Munizu and Hamid (2018) specifically focused on founders, positing that creativity is an essential skill they possess. This notion is further supported by Ahlin et al. (2014), who assert that creativity is a personal trait inherent to founders, enabling them to frequently produce innovative ideas and effectively solve problems through creative approaches.

The Influence of Intuition on Company Growth in Driving Tokopedia Startup Growth

The analysis presented in Table 1 reveals a positive relationship between intuition and company growth at Tokopedia, a startup company. Using the PLS-SEM method with SMARTPLS software, the test yielded a t-value of 2.154 at a significance level of 0.05, indicating that the hypothesis is supported and that intuition has a favorable impact on growth. Additionally, the study found that the indirect effect of founder creativity on company growth is influenced by the founder's work experience. According to high-level theory, founders with limited work experience may struggle to effectively apply their creativity, whereas those with extensive experience are often better equipped to leverage their creativity in innovating business models that foster organizational growth. This suggests that founder work experience plays a significant moderating role in the relationship between creativity and business model innovation. Moreover, the impact of business model innovation on the connection between founder creativity and firm growth is more pronounced. These findings align with the research of Yang Li (2022), which highlights that business model innovation is crucial for creating opportunities for founder creativity and facilitating company expansion. Ultimately, the drive for innovation is sparked by the intuition of leaders or teams within the organization as they seek to enhance existing creativity to accelerate growth. Intuition can also be related to creativity. In the context of startups, the ability to innovate and create new solutions is often driven by good intuition. This is essential for identifying new opportunities and developing products or services that meet customer needs. Startups like Tokopedia operate in a highly dynamic environment. Intuition can help founders and managers navigate uncertainty and make decisions that can improve the company's competitiveness and growth. In the context of Tokopedia, which is one of the largest startups in Indonesia, the application of intuition in strategic decision-making can be a key factor in their growth. By leveraging intuition to understand market trends and customer needs, Tokopedia can continue to adapt and thrive in a competitive market.

The Influence of Intuition on Company Size in Driving Tokopedia Startup Growth

The results of the analysis presented in Table 1 show that intuition has a positive effect on company growth in the Tokopedia startup company. The intuition possessed by the Tokopedia Startup did not succeed in influencing intuition in the company's growth process. The results of the test that has been carried out using the PLS-SEM method using SMARTPLS software obtained a t value of 7.118 (<1.660) accompanied by a significance value of $0.000 > 0.05$. This shows that the hypothesis is accepted and simultaneously has a positive effect. This is in line with the findings and views that intuition plays a crucial role in strategic decision-making. In a study titled *The Role of Intuition in Decision-Making*, it was found that intuition can produce faster and more effective decisions in complex and uncertain situations. Leaders who are able to use their intuition well are often able to respond to market changes faster, giving their companies a significant competitive advantage. Creativity also contributes to the success of a company. Another study, *Creativity and Innovation in Business: The Role of Leadership*, revealed that creative leaders are able to drive a culture of innovation within the organization. This creativity not only helps in the development of

new products and services, but also in creating strategies that facilitate the growth of the company. In the context of startups, the ability to innovate is very important, because dynamic markets often require unique and creative solutions. Company size, as another factor, also has a major impact on growth and innovation. In a study titled *The Impact of Company Size on Growth and Innovation*, it was found that larger companies have more resources to explore creative ideas and implement them in business strategies. With greater resources, companies can conduct more in-depth research and development, which can ultimately increase their size and market share. Interestingly, there is a significant interaction between intuition, creativity, and growth. In a study titled *Intuition and Creativity: Key Drivers of Business Growth*, it was found that companies with leaders with good intuition and high creativity abilities tend to be more successful in achieving sustainable growth. Intuition helps leaders identify opportunities and risks that may not be visible through traditional data analysis. Thus, the combination of intuition and creativity can be a key driver in innovation and growth of companies. To deepen the understanding of this, further research is needed, especially on how measuring and training intuition in management teams can improve strategic decisions in startups. Case study analysis of successful startups, including Tokopedia, can provide valuable insights into best practices that can be adopted by other companies. Thus, the relationship between intuition, creativity, company size, and growth creates a complex but important framework to understand in the context of today's business world. In-depth research in this area can help companies not only survive but also thrive in a competitive market.

Table 2. Coefficient of Determination

	R-square	R-square adjusted
Company Growth (Y)	0.840	0.835
Company Size (Z)	0.653	0.645
Intuition (X2)	0.705	0.702

Source: Data processed by SMARTPLS4, 2025

Structural model testing was conducted to test the relationship between various constructs, focusing on the significance and R-square values of the research model. The R-square value serves as an indicator of how the independent variables in this study—specifically, creativity and intuition along with the control variable company size affect the growth of Tokopedia startups. The R-square value is presented in the table below. Based on Table 2, the R-square value for the dependent variable company growth is 0.840, which indicates that 84% of the influence on creativity and intuition is associated with the size of the Tokopedia startup company, while the remaining 16% is due to other variables not covered in this study. The R-square value for the control variable company size Loyalty is at 0.653, indicating that 65.3% of the influence comes from the customer experience variable, while the remaining 34.7% is explained by variables outside the scope of this study. In addition, the R-square value for the independent variable Intuition is 0.705, meaning that 70.5% of the variance is accounted for, while the remaining 29.5% is influenced by external factors not examined in this study.

The Coefficient of Determination (R^2) serves as a measure to assess how well the regression model accounts for the variation in the dependent variable (Sugiyono 2019: 43). This coefficient can take on a value from 0.

CONCLUSION

This article concludes that creativity and intuition play a crucial role in the innovation process that drives company growth, especially in the context of startups such as Tokopedia. By integrating these two elements into their managerial strategy, Tokopedia has succeeded in creating an innovative and market-responsive business model. This study shows that creativity not only contributes to product and service development but also serves as a key driver in creating added value and increasing company competitiveness. In addition, intuition gained from experience and in-depth understanding of the market allows for quick and precise decision-making, which is crucial in a dynamic business environment. Although challenges remain, especially in managing growth and maintaining flexibility, Tokopedia has succeeded in overcoming these obstacles by adapting a philosophical approach to innovation management. Thus, these findings provide valuable insights for other startups in developing innovation strategies, and emphasize the importance of combining creativity and intuition to achieve sustainable growth.

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