

Response to Reviewer 1 Comments

Dear reviewer! Thank you very much for your view on our article, for feedback and valuable comments. Your points are addressed in new version of article in a following way:

Point 1. The paper is quite interesting and well written. Innovation regarding management in SME is a buzz issue but I have the feeling that the research outcomes are not that quite understandable. The research and the methods used seem to be appropriate, but the outcomes are fuzzy and not clear.

Response 1: In line with points raised by all reviewers, title of this article is changed to: “Management Practice in Small and Medium Sized Enterprises: Problem and Solution from the Perspective of Open Innovation”

and goal of this research is formulated as:

“Goal of this research is to describe diversity of management practices in own-er-managed SMEs.”

There are several modifications in all parts of article, and Conclusions as a separate section are added to article. I Hope, all this makes understanding better.

Point 2. To be more specific, the sentence " The data from this study show that there is no clear link between good management practices and good results." need to be more specific.

Response 2: Thank you for pointing this out. This particular sentence has changed to following two paragraphs emphasising some contradictions between mathematical correlations and evidence from particular enterprises:

“The data from this study show that is strong correlation between development level of management practices and approaches (represented by A-questions of the governance model) and company performance (represented by B-questions of the governance model). However, evidence shows also that there are enterprises with well-developed management practices and weak performance at the same time, and vice versa – companies which can achieve higher performance levels with less developed management practices.”

Point 3: For instance it would be interesting to use the methodology of Business Model Canvas, to cross check findings.

Response 3: Governance model described in this article have several similarities to elements of Business Model Canvas (such as Customer segments, Products, Resources, Financials, etc.), and also include elements which are not emphasised in Canvas (Such as planning and Change management, and Management team). This is not addressed in this article, but it could be relevant topic for particular study. This will be mentioned as a topic for future research in section 5.2.

Point 4. I feel that there is a gap between the findings and the next steps needed to be followed.

Response 4: Separate section 5 (Conclusions and next steps) has been added to article. Hope this reduces the gap mentioned.

Sincerely yours,