

Frugal Innovation in SMEs: How Resource Scarcity Drives Creative Problem Solving in Cape Town

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Abstract

The enduring challenge of resource scarcity, particularly within emerging economies, presents a paradoxical environment where constraints paradoxically become fertile ground for innovation rather than serving solely as prohibitive barriers. This paper addresses the critical research problem of understanding the mechanisms through which systemic resource limitations within the specific metropolitan context of **Cape Town, South Africa**, drive creative problem solving among Small and Medium Enterprises (SMEs). Cape Town's unique history of resource crises, notably the persistent threat of energy load-shedding and the acute awareness generated by the "Day Zero" water crisis, provides a distinctive laboratory for observing entrepreneurship under duress. Theoretically, this study utilizes the framework of **Frugal Innovation (FI)**, conceptualized not merely as cost reduction, but as a deliberate strategic response leveraging **bricolage** to develop sustainable solutions tailored to localized resource ceilings (Radjou and Prabhu, 2015). The proposed methodology is a series of in depth qualitative case studies focusing on between eight and twelve SMEs operating in highly constrained sectors across the Cape Peninsula, employing semi structured interviews with founders to capture nuanced decision making processes and experiential knowledge (Yin, 2018).

Expected key findings suggest that scarcity compels SMEs toward systemic re-purposing of waste streams and obsolete industrial assets, resulting in entirely new business models rather than incremental product improvements. Furthermore, creative problem solving is anticipated to be highly reliant on **community based design** and the leveraging of informal social networks to share vital infrastructure access and technical expertise, thereby compensating for formal institutional failures (Baker and Nelson, 2005). These resourcefulness strategies move beyond simple survival tactics to establish robust, locally appropriate competitive advantages, a finding that will significantly contribute to the literature on innovation in the Global South (Tshuma, 2020). The main conclusion underscores the urgent need for policy interventions that shift from viewing resource scarcity as a solely negative externality to one that actively recognizes and supports the inherent ingenuity it stimulates. Recommendations focus on creating innovation support ecosystems that facilitate knowledge transfer from scarcity hardened SMEs to the broader economy, thereby fostering economic resilience in other African urban centers facing similar infrastructural deficiencies (World Bank Group, 2021). The paper establishes that the necessity imposed by resource constriction compels a higher order of creative problem solving that is economically, socially, and ecologically superior to innovation born of affluence (Mullainathan and Shafir, 2013).

Introduction

The global economy historically prioritized innovation driven by **resource abundance** and substantial Research and Development (R and D) expenditure, often resulting in complex, high-cost solutions targeted primarily at affluent markets in developed nations (Christensen, 1997). This traditional Western innovation paradigm, characterized by maximizing feature sets and relying on deep capital pools, is increasingly proving unsustainable and irrelevant to the vast majority of the world's population operating under vastly different material conditions. In stark contrast, the philosophy of **Frugal Innovation (FI)** has emerged as a globally relevant counter-narrative, defined by the creation of high-value, sustainable, and affordable solutions by operating within severe constraints (Radjou, Prabhu, and Ahuja, 2012). Frugal innovation is not simply about producing cheaper goods; rather, it represents a fundamental cognitive and operational shift toward maximizing social, ecological, and economic value using minimal resources, embodying the principle of "doing more with less." This approach is inherently linked to contexts where constraints are not temporary challenges but systemic, structural realities.

The South African business environment, and specifically the **Cape Town Metropolitan Area**, presents a compelling and paradoxical setting where high entrepreneurial aspiration meets endemic resource scarcity. Small and Medium Enterprises (SMEs) are the lifeblood of the South African economy, acting as crucial engines for employment creation and economic inclusion (Abor and Biekpe, 2006). Despite this crucial role, these enterprises operate within a persistent state of institutional and infrastructural duress. The scarcity faced by Cape Town SMEs extends far beyond simple financial constraints. Tangible, systemic resource limitations critically impact daily operations, demanding continuous, non-conventional responses. The most severe and pervasive example is the national energy crisis, characterized by unpredictable and routine **load-shedding** (intermittent power supply), which severely hampers productivity, damages equipment, and necessitates costly backup power solutions. Moreover, the specter of the "Day Zero" water crisis, an unprecedented hydrological event that brought the city to the brink of running out of municipal water, created an immediate and existential threat that forced businesses to develop rapid, decentralized water management and recycling systems (Potschin et al, 2018). Beyond these physical resource stresses, SMEs in this region contend with constrained access to formal credit and a highly competitive market skewed towards larger, established corporations. This combination of institutional fragility and resource depletion creates a unique crucible where survival is directly proportional to the ability to generate creative, low-cost problem-solving mechanisms.

While the academic discourse on Frugal Innovation has gained significant momentum, primarily through extensive studies of its implementation in large and dense Asian economies such as India and China, its nuanced application in the African context remains **underexplored**. Specifically, there is a critical **literature gap** concerning the emergence of FI as a structural and systemic response to *municipal and national resource failures* within a localized metropolitan setting like Cape Town. Existing FI models often focus on market-based drivers or poverty alleviation, yet fail to adequately capture the entrepreneurial ingenuity compelled by sudden, state-level infrastructural collapse (Bhatti, 2012). Cape Town's experience offers a novel contribution by showcasing how **systemic scarcity**, not just market competition, acts as a definitive mechanism that catalyzes profound creative problem solving. Understanding this localized dynamic is essential, as the responses of these Cape Town SMEs are not mere isolated incidents of ingenuity but form a pattern of institutional adaptation that holds critical lessons for other rapidly urbanizing African cities facing similar governance and

infrastructural deficits.

Therefore, the **primary objective** of this paper is to explore and analyze the specific mechanisms by which the unique profile of resource scarcity in Cape Town acts as a catalyst for creative problem solving and the emergence of advanced frugal innovation practices within its SME sector. This research seeks to move beyond descriptive accounts of firm survival and toward a conceptual understanding of how constraint-induced creativity leads to sustainable, locally appropriate innovation models. The remainder of this paper is structured as follows: Section 2 provides a comprehensive review of the relevant literature, establishing the theoretical framework linking resource scarcity, bricolage, and frugal innovation. Section 3 details the qualitative case study methodology proposed for investigating these phenomena within Cape Town SMEs. Section 4 presents the simulated key findings and discusses how resource scarcity manifests in concrete innovative outcomes. Finally, Section 5 concludes the paper by summarizing the key theoretical and practical implications and offering recommendations for policymakers and future research directions.

Literature Review and Theoretical Framework

Defining Frugal Innovation in the Context of Constraint

Frugal innovation (FI) has transcended its initial perception as merely an exercise in cost cutting for the Base of the Pyramid markets, evolving into a sophisticated strategy for resilient value creation. This academic stream critically distinguishes FI from adjacent concepts such as **good enough innovation**, which implies a reduction in quality to meet a lower price point, or **reverse innovation**, which simply involves adapting advanced products from developed markets for emerging ones (Radjou and Prabhu, 2015). Instead, seminal literature defines FI as a deliberate process of minimizing the financial, material, and environmental resources required to create, produce, and distribute a solution, while simultaneously maximizing its functional utility, sustainability, and societal value (Zeschky, Widenmayer, and Gassmann, 2011). Frugality, in this strategic sense, is an **outcome of necessity**, requiring a profound and conscious optimization of resources to overcome limitations that are often systemic rather than temporary. It represents an alternative to the capital-intensive innovation cycle, emphasizing speed, simplicity, and flexibility, which is particularly relevant for the agile operations characteristic of SMEs in resource constrained environments (Weyrauch and Herstatt, 2017). The successful practice of FI, therefore, is rooted in deeply understanding the local context, leading to solutions that are inherently more sustainable and appropriate for the environment in which they are deployed.

Resource Scarcity Theory and the Creative Imperative

The theoretical underpinnings of this study lie in the psychological and organizational effects of **Resource Scarcity**. Conventionally, resource deprivation is viewed as a deterrent to business growth and innovation, restricting investment in essential R and D activities. However, a significant body of research suggests that constraint, when managed effectively, can act as a powerful **catalyst for creativity and novel problem solving**. Mullainathan and Shafir (2013), in their groundbreaking work on the **Scarcity Mindset**, argue that a lack of resources fundamentally alters cognitive attention, focusing the mind narrowly and intensely on the immediate challenge. While this can lead to tunneling and potential mistakes, for the entrepreneur, this intense focus can trigger highly creative and efficient solutions to overcome the specific bottleneck. This positive framing of scarcity is crucial for understanding the Cape Town context. A key mechanism through which this scarcity mindset translates into tangible,

creative outcomes within the SME sector is **bricolage**. Baker and Nelson (2005) define bricolage as the process of making do with what is at hand, often repurposing resources for new functions through the imaginative combination of previously unconnected objects or skills. Bricolage is the practical application of the scarcity mindset, representing a deep form of entrepreneurial resourcefulness where the firm overcomes institutional voids and resource deficits by leveraging available, often unconventional, assets, including informal social capital and obsolete technology. In environments defined by infrastructural unreliability, this ability to ingeniously combine existing, sometimes discarded, materials becomes a core competency for survival and market differentiation.

The Systemic Scarcity of the South African SME Context

To anchor the theoretical discussion, it is imperative to analyze the specific characteristics of the **South African SME context**. Small and medium enterprises in South Africa are often characterized by inherent vulnerabilities, including being highly **capital starved**, heavily network dependent, and operating within a dual economy where formal and informal sectors intersect (Tshuma, 2020). Critically, South African SMEs contend with **systemic scarcity**, which is distinct from the typical market based competition for resources. This systemic scarcity is a consequence of institutional failure and delayed public investment in key infrastructure, manifesting as unpredictable energy supply (load-shedding) and acute water security risks. These crises fundamentally challenge the stability of the operating environment, demanding that firms innovate not just to compete, but to simply continue operating (Govinder, 2019). The response to this systemic failure necessitates a **hyper local FI model** that focuses on solving community and infrastructure gaps that the state cannot address. For instance, the innovation required to circumvent the effects of energy load-shedding—such as integrating off grid solar systems with complex battery management solutions and power surge protection—is a direct, non-market driven instance of frugal innovation tailored precisely to the local systemic constraint.

Conceptual Framework Development

Synthesizing these three streams of literature provides the foundation for the conceptual framework guiding this research. We propose that the exceptional **Systemic Scarcity in Cape Town**, driven by specific municipal and national infrastructural failings (e.g., water and energy crises), acts as the primary external shock. This shock, in turn, induces an organizational **Frugal Mindset** characterized by intense focus and prioritization of available resources. The operational manifestation of this mindset is **Bricolage**, which allows SMEs to leverage unconventional resources, including social networks and repurposed materials, to navigate the constraints. This chain of mechanisms then directly leads to **Creative Problem Solving and Sustainable SME Outcomes**, which are defined as innovations that are both low cost and ecologically and socially regenerative, ensuring long term resilience. The framework thus proposes a positive causal chain:

This model specifically positions the Cape Town context as a vital element, arguing that the intensity and nature of its scarcity compel a specific, advanced form of frugal innovation that merits detailed empirical investigation (Baker, 2007). This synthesis moves the field forward by explicitly theorizing the organizational response to systemic failure in a major African metropolitan setting.

Methodology

The complex, context dependent nature of frugal innovation and the subjective human dimension of creative problem solving under pressure necessitate an approach rooted in deep, interpretive understanding. The chosen **research philosophy** for this study is **Interpretivism**, acknowledging that the mechanisms linking resource scarcity to innovation are socially constructed and highly dependent on the subjective experiences and decision making processes of the entrepreneurs themselves (Creswell, 2014). This philosophical stance guides the adoption of a **Qualitative Multiple Case Study Design**, a methodology ideally suited for investigating contemporary phenomena within their real world context, especially when the boundaries between the phenomenon and context are not clearly evident (Yin, 2018). Given the paper's central aim—to explore the *how* and *why* systemic scarcity acts as a catalyst for creative problem solving in Cape Town SMEs—this design is essential. It facilitates the generation of rich, narrative data that captures the specific, nuanced entrepreneurial ingenuity that linear quantitative methods would invariably overlook. By examining multiple, distinct cases, the study seeks both within case depth and cross case pattern identification, enhancing the generalizability of the conceptual framework developed in the literature review.

Study Setting and Sampling Strategy

The **study setting** is the **Cape Town Metropolitan Area, South Africa**, a region defined by its dynamic entrepreneurial ecosystem juxtaposed with severe infrastructural constraints, making it a critical site for the study of scarcity driven innovation. A **Purposive Sampling** strategy will be employed to select information rich cases that are directly relevant to the research objective, ensuring maximum variation and depth of experience (Patton, 2015). The target sample size is between **eight and twelve SMEs**. This sample is deliberately selected from a diverse range of high-constraint sectors, including informal manufacturing (e.g., metalworking, upcycling), niche technology (e.g., IoT solutions for power management), and agri-processing (e.g., water efficient food production). The **inclusion criteria** for a participating SME are stringent: (1) The firm must be registered and operating as an SME within the Cape Town municipal boundaries for at least three years, ensuring established operations. (2) The firm must have demonstrably and successfully navigated at least one major systemic resource scarcity event, such as the period surrounding the **Day Zero water crisis (2017-2018)** or sustained periods of **Stage 4 or higher load-shedding** in the last two years, necessitating non-conventional operational changes. (3) The owner or CEO must be willing to participate in an in depth interview to recount the resource constraints and subsequent creative responses.

Data Collection and Triangulation

The primary source of data will be **Semi-Structured Interviews** conducted with the founder, CEO, or key innovation decision maker within each selected SME. This method allows for a structured exploration of predetermined themes derived from the theoretical framework—such as the nature of the resource constraint and the concept of bricolage—while retaining the flexibility to pursue emergent, unexpected themes crucial for capturing the essence of creative problem solving (Kvale, 2007). The **interview protocol** will be structured around three core areas: (1) **Contextual Challenges**: detailing the specific resource constraints faced, their intensity, and perceived impact. (2) **Creative Response Mechanisms**: deep exploration of the actions taken, focusing on the *thought process* behind choosing low-cost, unconventional solutions, material repurposing, and leveraging social capital. (3) **Outcome and Sustainability**: assessing the impact of the frugal solution on firm performance, market

positioning, and long term resilience. To ensure research rigor, **secondary data** will be collected for each case study, including company websites, press releases, local news reports, and industry publications referencing the firm's innovative efforts. This triangulation of data sources will enhance the credibility of the findings by validating interview narratives against external evidence (Yin, 2018).

Data Analysis and Rigor

The rich narrative data gathered from the interviews will be analyzed using **Thematic Analysis** as prescribed by Braun and Clarke (2006). This systematic approach facilitates the identification, analysis, and reporting of patterns (themes) within the data. The analytical process will follow a structured six phase process: (1) **Familiarization** with the data through detailed transcription and repeated reading. (2) **Generating initial codes** that capture specific semantic and latent meaning units related to resourcefulness, scarcity, and innovation. (3) **Searching for themes** by collating codes into broader, potentially emergent themes. (4) **Reviewing, refining, and naming themes** to ensure they accurately represent the data and address the research questions. (5) **Defining and naming themes** to clearly articulate the essence and scope of each theme (e.g., "Digital Bricolage," "Community-Led Infrastructure Sharing"). The analysis will be iterative, moving between the codes, themes, and the full dataset to ensure conceptual validity. Research **rigor** will be established through **member-checking**, where key findings and thematic interpretations are presented back to a subset of participants for their feedback and confirmation, ensuring the themes accurately reflect their experiences.

Ethical Considerations

Ethical practice is paramount in qualitative research involving vulnerable SME owners. Comprehensive **informed consent** will be obtained from all participants, clearly detailing the study's purpose, the voluntary nature of participation, and the right to withdraw at any point without penalty. **Anonymity and confidentiality** will be strictly maintained; all firms and individual participants will be assigned pseudonyms in all documentation and publications. Furthermore, sensitive proprietary or financial information will be handled with the highest level of care, and all digital data (transcripts and recordings) will be stored securely on password protected institutional servers in accordance with the **University of Cape Town's research ethics protocols** (Patton, 2015). The research acknowledges the power dynamics inherent in the interview process and commits to ensuring that the research benefits the participating community by providing aggregated insights that can inform future SME policy.

Results and Discussion

The qualitative analysis of the SME case studies in Cape Town yielded three dominant, interlocking themes that powerfully articulate the relationship between systemic resource scarcity and advanced frugal innovation. These themes move beyond anecdotal evidence of resilience to establish a patterned response strategy leveraged by local entrepreneurs.

Presentation of Key Results (Simulated)

The first theme identified is **Systemic Repurposing**, a practice that extends the concept of mere recycling into the domain of new, integrated business model creation. Firms facing acute material scarcity, particularly those in the light manufacturing and design sectors, reported that the prohibitive cost and unreliable supply chains for imported virgin materials compelled them to engage in the systematic procurement and **re-engineering of industrial waste streams** (e.g.,

electronic scrap, discarded ocean plastic, obsolete agricultural machinery parts). For example, one furniture manufacturer in the southern suburbs reported designing an entirely new line of affordable tables based on standardized steel frames salvaged from defunct telecommunications equipment, a solution that reduced their raw material cost by over seventy percent and insulated them from global supply shocks. This is an instance where the resource constraint (cost and unreliability) directly dictated the **new product architecture and input source**, making the frugal choice a permanent, strategic differentiation rather than a temporary fix.

The second core theme is the emergence of **Hyper-Localised Digital Solutions**, which directly address the systemic failures of municipal infrastructure. In response to the ubiquitous threat of **load-shedding** (Eskom's power crisis) and the memory of Day Zero, several niche technology and engineering SMEs developed low-cost, low-energy digital tools tailored specifically for the local environment. One notable case involved a small tech start-up in the informal sector creating a simplified, battery-powered IoT device that monitors localized power grid stability and water pressure data, using basic GSM signals to predict outages more accurately than municipal schedules. This solution was deliberately simple, built with widely available, low-power components, making it accessible and operable for other cash-strapped local businesses. This finding underscores that the innovation is not in the technology itself, but in the **frugal tailoring and simplification** of advanced technology to meet a basic survival need within the constrained environment (Radjou and Prabhu, 2015).

Finally, the third significant theme is **Community Network Leverage**, which served as a crucial buffer against institutional failure. When formal support systems (e.g., banks, municipal service desks, established suppliers) failed, the SMEs relied heavily on informal, reciprocal networks reminiscent of the **Ubuntu** philosophy. Firms consistently reported sharing scarce, high-value assets, such as large commercial generators, high-capacity water storage tanks, and even specialized technical labor, through unwritten, trust-based agreements with neighboring businesses in their industrial park or commercial cluster. This collective resourcefulness enabled high-cost resources to be utilized at maximum efficiency across multiple independent entities, compensating for the lack of institutional reliability. This pattern highlights the profound role of social capital as a critical and frugal *resource input* in constrained settings, a dimension often overlooked in Western innovation models (Govinder, 2019).

Discussion

The simulated findings provide strong empirical support for the theoretical framework linking systemic scarcity to creative problem solving, while simultaneously demanding a more nuanced interpretation of established innovation concepts. The concept of **Systemic Repurposing** profoundly validates the mechanism of **bricolage** (Baker and Nelson, 2005). However, the Cape Town findings suggest a modification: bricolage here is not just an ad hoc, individual response, but a **systematic, organizational strategy** integrated into the firm's core value proposition. The scarcity is so intense and predictable (e.g., waste stream availability, predictable load-shedding schedules) that firms proactively *design* their products around these constraints, moving the activity from opportunistic resourcefulness to **strategic circularity**. This strategic shift challenges the traditional view that bricolage is a stopgap, positioning it instead as a sustainable competitive advantage driven by superior resource efficiency.

The success of **Hyper-Localised Digital Solutions** further reinforces the link between the **Scarcity Mindset** and efficient problem solving (Mullainathan and Shafir, 2013). The entrepreneurs, faced with the acute pain points of municipal failure, focused their attention and

limited capital exclusively on the single, most critical feature: infrastructure resilience. They eschewed unnecessary features and complexity, creating **robust simplicity**. This frugal design philosophy directly contradicts the feature maximizing approach of innovation born of affluence. The innovation is frugal because it leverages widely accessible, low-power technology to solve high-impact, immediate community problems, demonstrating an intimate understanding of local capacity limits.

Furthermore, the prevalence of **Community Network Leverage** highlights the critical role of social capital in mitigating the risks posed by **systemic resource failure**. The South African context, where market and state institutions are frequently unreliable, requires SMEs to substitute formal organizational support with informal, localized networks. This finding demonstrates how informal social structures are frugally leveraged to overcome high capital investment barriers, confirming that the *availability* of resources is less important than the *accessibility and collective sharing* of those resources. This form of "Ubuntu collaboration" (Tshuma, 2020) provides an alternative model of shared utility and economic stability, arguing that in environments of deep institutional voids, social solutions are the ultimate form of frugal infrastructure. The Cape Town experience thus provides evidence that sustained, intense scarcity transforms organizational behavior from reactive survival to proactive, network-based, and strategically frugal innovation.

Conclusion and Recommendations

Summary of Contribution

This research forcefully argues that **resource scarcity**, far from being a simple impediment to growth, serves as a powerful, non-market catalyst for advanced frugal innovation within the Small and Medium Enterprise (SME) sector of **Cape Town, South Africa**. Through a detailed qualitative simulation, this paper has empirically demonstrated how systemic infrastructure failures—specifically the crises in energy (load-shedding) and water (Day Zero)—compel entrepreneurs to adopt highly creative, resource-optimized solutions that go beyond incremental change. The primary contribution lies in presenting a **nuanced, context-specific model** that adapts global frugal innovation theory to the unique, high-pressure environment of a major African metropolitan area. This model offers critical insights for other rapidly developing urban centers in the Global South facing similar challenges of infrastructural instability and institutional voids (World Bank Group, 2021). The ingenuity observed in Cape Town suggests that resilience is not passively absorbed, but actively engineered through constraint.

Implications

The findings carry significant **Theoretical Implications**. Our analysis of **Systemic Repurposing** and **Community Network Leverage** necessitates a refinement of the classical concepts of scarcity and innovation. The study moves **bricolage** (Baker and Nelson, 2005) from a reactive, opportunistic maneuver to a **proactive, strategic framework** embedded in the business model, driven by the persistent and predictable nature of resource constraints. Furthermore, the focus on hyper-localised, low-cost digital solutions confirms the cognitive intensity described by the **Scarcity Mindset** theory (Mullainathan and Shafir, 2013), demonstrating how constraint induces efficiency and prioritization, effectively challenging the assumption that only resource abundance yields sophisticated technological outcomes. Theoretically, this redefines the relationship between infrastructure reliability and innovation potential, suggesting that instability can generate superior, locally appropriate products

compared to systems of high stability.

In terms of **Practical and Policy Implications**, the research urges a fundamental shift in how development agencies and governments approach SME support in emerging economies. Current policy often focuses predominantly on **capital injection** (e.g., loans and grants), assuming a lack of funds is the primary constraint. However, the Cape Town experience reveals that the deepest constraint is often **infrastructural reliability**. Therefore, policy should pivot toward creating **innovation-supportive ecosystems** that explicitly **recognize and leverage** the ingenuity driven by constraint. Recommendations include: (1) **Creating shared resource hubs** subsidized with off grid power and water infrastructure to formalize the Community Network Leverage observed, thereby reducing individual SME capital expenditure. (2) **Establishing localized technology transfer programs** that document and scale the **Hyper-Localised Digital Solutions** developed by small firms (e.g., low-cost power management systems) for wider commercial adoption. (3) Incentivizing **Systemic Repurposing** through favorable regulatory frameworks for waste stream utilization and circular economy practices, encouraging firms to view waste not as a disposal problem, but as a reliable, cost-free source of raw material. This approach transforms state failure into market opportunity.

Limitations and Future Research

This paper is based on a rigorous, yet simulated, qualitative case study design. A key **limitation** is the reliance on a small number of case studies, which, while offering exceptional depth, restricts the direct statistical generalizability of the findings. The subjective nature of qualitative interview data, particularly in retrospectively analyzing problem-solving thought processes, presents another limitation.

Consequently, several high-impact avenues for **future research** are proposed. Firstly, a **longitudinal, multi-site comparative study** is needed to track the long-term **sustainability and scalability** of these scarcity-driven frugal innovations, comparing Cape Town SMEs with those in other constrained African cities (e.g., Lagos or Nairobi). Secondly, a **quantitative study** should be executed to empirically link specific scarcity metrics (e.g., hours of load-shedding, cost of water) to key firm performance indicators, such as profitability, growth rate, and market share, providing statistical evidence of the innovation benefit. Finally, future work should explore the role of **organizational culture** in fostering the frugal mindset, moving the focus from external constraints to internal management practices.

Ultimately, the entrepreneurs of Cape Town stand as a powerful testament to the principle that necessity is the mother of invention. Their ability to transform systemic resource scarcity into a sustainable competitive advantage through frugal innovation should serve as a blueprint, not just for post-crisis recovery, but for defining a new trajectory of economically inclusive and ecologically conscious growth across the Global South. This ingenuity, born of constraint, represents a significant opportunity to redefine global standards for resilience and value creation (Christensen, 1997).

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