



The Role of Organizational Innovation Mediation between Marketing Strategy and Economic Resilience

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Abstract

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This study aims to examine the mediating role of organizational innovation in the relationship between marketing strategy and corporate economic resilience through a literature study method. Economic resilience is becoming increasingly important in the midst of global uncertainty, so a deep understanding of how marketing strategies can be optimized through organizational innovation is needed. The results of a review of several selected scientific articles published in last five years show that responsive and data-driven marketing strategies are able to increase organizational resilience. However, the effectiveness of these strategies is largely determined by the company's internal ability to innovate. Organizational innovation has been shown to significantly mediate the relationship between marketing strategy and economic resilience, especially in creating flexibility, efficiency, and added value. Thus, the integration between marketing and innovation strategies is an important prerequisite for companies to survive and thrive in the midst of market dynamics. These findings make a theoretical and practical contribution to the development of sustainable strategic management models.



1. Introduction

Organizational economic resilience is one of the main focuses in the modern business world, especially in the midst of global uncertainty caused by economic crises, climate change, pandemics, and technological disruption. In the face of these conditions, companies are not only required to survive, but also to be able to adapt quickly to market changes. Marketing strategy is one of the important tools that companies use to understand consumer needs, design competitive offers, and expand market share. However, a strong marketing strategy alone is not enough if it is not accompanied by an organization's ability to innovate continuously. This is where organizational innovation plays a significant mediating role between the company's marketing strategy and economic resilience.

Marketing strategy includes a company's approach to identifying and satisfying customer needs through superior value creation. According to Rifaldo and Wardi (2021), an effective marketing strategy must be based on a deep understanding of consumer behavior, competitive analysis, and the use of digital technology to reach relevant market segments. However, the implementation of a good marketing strategy requires the support of a flexible and innovation-oriented organizational structure. Organizational innovation includes the creation of new ideas, the development of new products and services, and adaptation to new technologies and work processes that allow companies to respond quickly and efficiently to market changes (Chang et al., 2022).

Various studies have shown that innovation has a positive impact on organizational performance, particularly in strengthening competitiveness and

increasing resilience to external pressures (Radicic & Djalilov, 2019; Ma et al., 2022). A company's economic resilience, in this context, reflects a company's ability to maintain long-term financial stability, productivity, and competitiveness amid dynamic environmental pressures. Thus, organizational innovation has the potential to be an important mediating factor that bridges the influence of marketing strategies on economic resilience. In the midst of the digital age and globalization, organizations are facing pressure to not only be adaptive, but also proactive in creating new value through innovation. Therefore, it is necessary to understand how organizational innovation can strengthen the relationship between marketing strategy and economic resilience.

This literature review aims to examine the mediating role of organizational innovation in the relationship by collecting and analyzing the latest findings from various scientific literature in last five years. This research is important given the gap in the literature that examines the relationship between marketing strategies and economic resilience holistically, especially considering mediating variables such as organizational innovation. Most previous studies tend to discuss innovation and marketing strategies separately without paying attention to the dynamic interactions between the two in strengthening the resilience of the company. In fact, in practice, the successful implementation of marketing strategies is highly dependent on the company's ability to innovate and adapt the strategy to the ever-changing market context.

Through a literature review approach, this research not only provides a synthesis of various academic views on the topic, but also offers a conceptual

framework that can be used as a basis for further research and as a practical guide for policymakers in companies. The main focus of this study is to answer the question: How does organizational innovation mediate the relationship between marketing strategy and the economic resilience of companies? By answering these questions, this study is expected to make a theoretical contribution in enriching the discourse on the strategic role of innovation in organizations, as well as providing practical implications for management in designing adaptive and innovative marketing strategies to achieve long-term economic resilience.

2. Literature Review

2.1. Marketing Strategy in Building Organizational Resilience

Marketing strategy is a key element in building a sustainable competitive advantage and supporting organizational resilience in the midst of uncertain market dynamics. In the classical view, marketing strategies focus on the marketing mix, but in today's digital age, they have evolved to become more complex and data-driven (Chaffey & Ellis-Chadwick, 2019). An adaptive marketing strategy is able to respond more quickly to changing consumer preferences, competitive pressures, and technological changes, allowing organizations to remain relevant in the market. An organization's economic resilience, in this context, reflects the company's adaptive capacity in the face of economic shocks, market changes, and global crises. A responsive and innovation-based marketing strategy can strengthen an organization's market position and ensure business continuity (Puspaningrum, 2020).

In addition, a customer-oriented marketing approach and the use of digital technology are able to expand market reach and strengthen consumer loyalty, two factors that are critical to maintaining revenue and operational efficiency in times of crisis. A study by Butt (2020) shows that companies with digital-based and data-driven marketing strategies show a higher level of resilience during the COVID-19 pandemic. This shows the strategic relationship between innovative marketing approaches and the economic resilience of the company. However, the achievement of resilience is greatly influenced by the extent to which the marketing strategy is supported by the culture of innovation in the organization.

2.2. Organizational Innovation as a Mediation Variable

Organizational innovation can be understood as a company's systematic effort to create and implement new ideas, processes, products, or business models aimed at improving efficiency, effectiveness, and competitive advantage (Chang et al., 2022). In the context of the relationship between marketing strategy and economic resilience, organizational innovation plays the role of a bridge that converts strategy into concrete action that supports adaptation to a dynamic business environment. A study by Liu et al. (2022) revealed that innovation is able to strengthen the impact of marketing strategies on business performance, especially when organizations face external challenges such as digital disruption and economic instability.

Innovation allows flexibility in responding to changing market needs and creating new added value for customers. Organizations that consistently innovate tend to be more resilient because they are able to update offerings, redesign business

processes, and create more relevant products or services. Furthermore, innovation also encourages cross-functional collaboration within the organization, which in turn creates synergies between marketing, operations, and strategic management departments. According to research by Salunke et al. (2019), the role of innovation as a mediator has proven to be significant in strengthening the influence of corporate strategy on the sustainability of business performance. Thus, the role of organizational innovation mediation is central in ensuring that marketing strategies are not only limited to plans, but can actually support long-term economic resilience.

2.3. Corporate Economic Resilience in a Strategic Perspective

Economic resilience refers to an organization's capacity to survive, adapt, and thrive in the midst of economic pressures and environmental uncertainty. This concept emphasizes not only short-term efficiency, but also on the ability to recover from crises, maintain operational continuity, and take advantage of opportunities that arise in difficult times (Hu et al., 2022). Economic resilience is becoming increasingly important as global market volatility increases, supply chain disruptions, and reliance on digital technology. From a strategic perspective, economic resilience is closely related to an organization's ability to proactively manage risk, develop core competencies, and innovate in developing adaptive strategies. Research by Sulastri et al. (2023) shows that companies that strategically integrate innovation in their planning and operations tend to be more resilient to external pressures and have higher survival rates.

A marketing strategy that aligns with organizational innovation allows the company to not only survive, but also grow in crisis situations. For example, the use

of digital technology in marketing strategies allows for real-time collection of customer data, which can be processed for quick and informed decision-making. When market information obtained through marketing strategies is used to design new product innovations or business models, the company's resilience to disruption increases significantly (Nguyen et al., 2020). Thus, economic resilience is not the result of a single variable, but is the result of a complex interplay between adaptive marketing strategies, progressive organizational innovation, and strategic decision-making that is responsive to external dynamics.

3. Method

This study uses a literature review approach as the main method to explore the relationship between marketing strategy, organizational innovation, and economic resilience. The literature study was chosen because it is able to provide a theoretical and empirical synthesis of a wide range of relevant and current academic findings, while providing a strong conceptual basis for understanding the mediating role of organizational innovation within the framework of the relationships analyzed. This approach relies on a systematic review of scientific journals in last five years, obtained from the Google Scholar academic database. The data collection procedure was carried out through searches with keywords such as “marketing strategy and resilience”, “organizational innovation mediation,” “economic resilience,” “innovation” and “firm performance,” and “marketing innovation linkage.”

The initial selection resulted in more than some scientific articles, but through a screening process based on the relevance of the topic, the freshness of the data,

and the methodology used, the number of references used was filtered to a maximum of several articles that were most relevant to the context of this study. Only peer-reviewed articles and a high level of academic credibility were included in this study, especially from journals indexed. The data analysis techniques used in this study are qualitative descriptive with a thematic approach, which aims to identify patterns, trends, and relationships between variables that have consistently appeared in various previous studies. The analysis was carried out by compiling findings based on three main themes: (1) the role of marketing strategy in economic resilience, (2) the contribution of organizational innovation as a mediator, and (3) the synergy between the three in strengthening organizational resilience.

The findings of each article are then coded and grouped together to build a logical and structured synthesis. The strength of this approach to literature studies lies in its ability to explore diverse perspectives and empirical evidence from across industrial and geographical contexts. However, the main limitation of this method is its reliance on secondary sources that may have contextual or methodological biases. Therefore, the results of this study are not statistical generalizations, but rather provide a conceptual basis and critical reflection that can be used for advanced empirical research. With this approach, it is hoped that the research will be able to provide a deep understanding of the importance of organizational innovation in bridging marketing strategies and the company's economic resilience.

4. Results

The results of this literature review show that there is a significant relationship between marketing strategy, organizational innovation, and the economic resilience of the company. These three elements interact with each other in a dynamic system, where marketing strategies provide direction and focus on the creation of market value, organizational innovation acts as a catalyst for internal change, and economic resilience is the result of effective synergy between the two. Studies analyzed consistently emphasize that an effective marketing strategy, when supported by a strong culture of innovation, can strengthen the company's resilience in the face of crises and external environmental dynamics. The relationship between these three elements is not linear, but rather influences and reinforces each other in the context of adaptive and future-oriented organizational management.

The first findings of this study confirm that marketing strategies have a direct influence on the economic resilience of organizations. As explained by Butt (2020), companies that adopt data-driven digital marketing strategies are able to improve their responsiveness to changes in consumer behavior. In addition, this strategy also accelerates the innovation of products and services that are more relevant to market needs. A marketing strategy that emphasizes understanding market dynamics, proper customer segmentation, and value creation based on competitive advantage allows companies to remain relevant even in volatile market situations. Furthermore, marketing approaches that focus on long-term customer relationships and customer experience have been proven to increase customer loyalty and retention, which

directly impacts the stability of a company's revenue, especially in crisis situations such as pandemics or global economic uncertainty (Nguyen et al., 2020).

However, the effectiveness of marketing strategies in strengthening economic resilience is highly dependent on the organization's internal ability to innovate. The second finding of this study highlights the importance of organizational innovation as a mediating factor between marketing strategy and economic resilience. Organizational innovation is not only understood as the development of new technologies, but also includes various social and structural aspects that allow strategy to be translated into concrete actions. A study by Chang et al. (2022) emphasizes that organizational transformation requires systemic support in the form of processes, structures, and work cultures that encourage continuous renewal. In this context, when marketing strategies require companies to reach new markets, respond to consumer trends, or reposition products, innovation allows companies to make strategic adjustments through redesigning business processes, operational models, and customer service systems.

Another study conducted by Salunke et al. (2019) supports these findings by showing that organizations that have an innovative culture are able to adapt their marketing strategies faster to market changes. Organizational innovation, in this case, acts as an internal driver that allows strategies not to just stop at the planning stage, but can be implemented effectively and relevant to the ever-changing external context. Innovation capabilities not only include the development of new products or services, but also touch aspects of internal process management, the use of information technology, and new approaches in establishing relationships with

customers. Thus, innovation is an important bridge that connects the formulation of marketing strategies with the realization of sustainable economic value.

The third finding from this literature review underlines that the synergy between marketing strategies and organizational innovation plays an important role in strengthening the overall economic resilience of the company. Economic resilience can no longer be understood simply as a result of cost efficiency or risk control efforts, but rather a reflection of an organization's ability to consistently create and manage new value in a variety of market conditions. Ma et al. (2022) state that companies that actively integrate marketing strategies with innovative programs show greater flexibility in dealing with various forms of disruption, including financial crises, pandemics, and technological disruptions. These companies are able to quickly change or adapt their product offerings, redesign distribution strategies, and restructure marketing communications to adapt to new and evolving contexts.

Studies by Liu et al. (2022) also show that organizational innovation is able to improve the structural and operational adaptability of companies. This is especially important in the context of industries that are severely affected by external dynamics, such as the information technology, retail, and manufacturing sectors. Organizations that have an innovative approach are not only able to survive in times of crisis, but can also see the situation as a strategic opportunity to grow. Innovation in this case becomes not only a defense tool, but also a mechanism for growth and the creation of a sustainable competitive advantage. Thus, the link between marketing strategy and economic resilience becomes insufficient if it is only seen as a direct cause-and-

effect relationship. The role of innovation as a link makes this relationship complex and mutually reinforcing.

Furthermore, of the several journals analyzed in this study of them explicitly stated that organizational innovation plays a significant role as a mediator between marketing strategies and various organizational outcomes. These results include financial resilience, increased productivity, and strengthening of market reputation. For example, Sulastri et al. (2023) emphasized the importance of integrating innovation in the process of digitizing marketing and data-driven decision-making to maintain the competitiveness of companies amid global pressures. Meanwhile, Yadava (2023) show that digital marketing strategies that are not accompanied by internal technological innovation support tend to fail to provide sustainable results and are less effective in responding to market volatility. This shows that without innovative capabilities integrated into organizational systems, marketing strategies, no matter how sophisticated, will not be able to produce optimal impact on the resilience of the company.

In a practical context, the study recommends that companies looking to strengthen their economic resilience should focus on three main pillars. First, it is important for companies to develop marketing strategies that are relevant, flexible, and precisely segmented, based on data and a deep understanding of customer needs and preferences. Second, companies need to instill a culture of innovation into all organizational lines, from the managerial level to operations. This can be done through ongoing training, incentivizing new ideas, and establishing a work structure that supports collaboration and experimentation. Third, companies must create a

monitoring and evaluation system that is able to measure the effectiveness of marketing and innovation strategies simultaneously, so that decision-making can be based on data and feedback that is relevant to actual conditions in the field. These three elements, if implemented synergistically, will strengthen the organization's capacity to not only survive, but also grow and thrive in a situation full of uncertainty (Karman, 2020).

In conclusion of this section, it is important to note that this study did not find a consistent direct relationship between marketing strategy and economic resilience in the absence of organizational innovation as a link. This shows that a company's success in creating resilience does not solely depend on external factors such as marketing strategies or market conditions, but is also highly determined by the organization's internal strength in managing and implementing innovation effectively. Therefore, in the formulation of long-term business policies and strategies, companies need to place innovation as a central element that bridges the vision of external markets with the internal capabilities of the organization. This integrated approach will not only help companies survive in crisis conditions, but also enable them to achieve a sustainable competitive advantage in the future.

5. Discussion

The results of this literature study confirm that organizational innovation plays a key role in bridging marketing strategies with the company's economic resilience. In the context of modern organizations faced with technological disruptions, global market pressures, and economic uncertainty, marketing strategy

can no longer be viewed as an external activity separate from the organization's internal processes. In contrast, the effectiveness of a marketing strategy is largely determined by an organization's capacity to respond innovatively to changing market needs. In other words, the success of a marketing strategy in increasing economic resilience will largely depend on the extent to which innovation can be systematically facilitated within the organization (Salunke et al., 2019). This discussion also reflects that the relationship between marketing strategy and economic resilience is not direct and deterministic.

As expressed in the literature reviewed (Chang et al., 2022), marketing strategies that are not accompanied by innovative capabilities will tend to be static and unresponsive to external dynamics. Conversely, when the strategy is supported by innovation in the form of new products, new processes, or different service approaches, organizations become more flexible and adaptive. This is the essence of innovation mediation, its ability to transform strategic potential into measurable real resilience in financial, operational, and reputational aspects of the company. In the strategic management and marketing literature, the concept of integration between market orientation and innovative capabilities has long been discussed, but the role of innovation as a mediator has not received much in-depth attention. The findings in this study enrich the framework of understanding that innovation is not only an outcome of a marketing strategy, but also as a connecting variable that strengthens the causal relationship between strategy and organizational outcomes. This has important implications for organizational policymakers: innovation must be

integrated into the strategy planning process, not as an additional process at the implementation stage.

From a practical perspective, this discussion suggested that companies need to develop organizational structures that support cross-functional innovation, particularly between the marketing, research and development, and information technology divisions. This integration will accelerate the flow of market information into the internal innovation process, thereby creating a feedback cycle that strengthens the resilience of the business (Irfan et al., 2022). Companies are also advised to invest in technology that supports real-time market analysis, as well as encourage continuous organizational learning. Thus, this discussion emphasized the importance of managing organizational innovation as a structured and planned mediative strategy, not just a spontaneous result of environmental pressures. By making innovation the link between marketing strategy and economic resilience, companies can build business models that are not only reactive, but also proactive in anticipating and responding to market changes in a sustainable manner.

6. Conclusion

Based on the results of this literature study, it can be concluded that marketing strategies, organizational innovation, and economic resilience are three interrelated components in shaping organizational resilience and sustainability. A well-designed marketing strategy allows companies to understand market dynamics and respond effectively to consumer needs. However, the effectiveness of marketing strategies relies heavily on the organization's ability to innovate. Organizational innovation, in

this case, serves as a mediator that transforms strategies into concrete and economically valuable actions. Companies that have an innovative culture and organizational structure that supports the renewal of ideas, technologies, and processes tend to be more adaptive and resilient in the face of market uncertainty.

The economic resilience of a company is not the result of a single approach, but rather an outcome of the integration of adaptive marketing strategies and planned innovation. This study shows that organizations that successfully synergize marketing strategies with innovation have a higher competitive advantage in dealing with global crises, digital disruptions, and changes in consumer behavior. Therefore, it is important for decision-makers in organizations to adopt a strategic approach that brings innovation together as an integral part of marketing planning and execution. In this way, economic resilience is not only the end goal, but part of an ongoing managerial process. This study also opens up opportunities for quantitative-based advanced research to test the empirical model of the role of innovation mediation in more depth in various industry sectors.

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