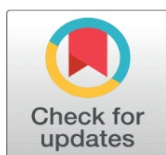
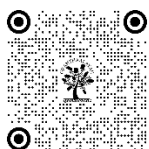


# IMPACT OF DIGITAL MARKETING ADOPTION ON ORGANIZATION PERFORMANCE AND CORPORATE REPUTATION: ROLE OF OPEN INNOVATION CLIMATE IN IT ENABLED SECTOR IN DELHI NCR

Raghavendra Pranesh Hunasgi<sup>1</sup>✉

<sup>1</sup>Chitkara Business School, Chitkara University, Rajpura, India



## Corresponding Author

Raghavendra Pranesh Hunasgi,  
[pranesh.raghavendra@gmail.com](mailto:pranesh.raghavendra@gmail.com)

DOI  
[10.29121/shodhkosh.v4.i2.2023.2392](https://doi.org/10.29121/shodhkosh.v4.i2.2023.2392)

**Funding:** This research received no specific grant from any funding agency in the public, commercial, or not-for-profit sectors.

**Copyright:** © 2023 The Author(s). This work is licensed under a [Creative Commons Attribution 4.0 International License](https://creativecommons.org/licenses/by/4.0/).

With the license CC-BY, authors retain the copyright, allowing anyone to download, reuse, re-print, modify, distribute, and/or copy their contribution. The work must be properly attributed to its author.



## ABSTRACT

The current study's goal is to find out how open innovation environments in businesses affect the adoption of digital marketing, which is a requirement for improving business reputation and organizational performance. According to a recent report by The Economist Group titled "The Open Innovation Barometer," more than 90% of organizations have either adopted or intend to implement open innovation practices in the next three years, including allowing cross-organizational collaboration on innovation. This is the reason a more thorough understanding of the situation is required. Companies can evaluate their prospects for growth by knowing how performance and brand image are impacted by open innovation and digital marketing efficacy. The study sets the stage for an empirical investigation of the suggested relationships by putting forth a theoretical framework. This investigation can yield further insightful information that can guide strategic decision-making and create an atmosphere that is more favorable for open innovation practices within the designated organizational context.

**Keywords:** Open Innovation climate, Digital Marketing Adoption, Organization Performance, Corporate Reputation

## 1. INTRODUCTION

In keeping with the open innovation climate, adopting digital marketing strategies has become crucial for companies hoping to thrive in today's increasingly digitalized corporate environment. Search engine optimization, social media marketing, email campaigns, and content marketing are just a few of the many online strategies that are included in digital marketing. Businesses must modify their marketing tactics in light of the way that the widespread use of digital platforms has changed consumer behavior (Ryan, 2016). Digital marketing offers businesses the opportunity to reach a worldwide audience while also offering insightful data that helps them make well-informed decisions. Furthermore, it facilitates tailored and focused communication, raising client involvement and creating enduring bonds. Organizations are enabled to create not only together but also independently when an open innovation environment and a strong digital marketing framework are combined. The organizational environment has seen a dramatic change as a result of digital technologies. Whether this is an opportunity or a problem for corporations will depend on how these things are

handled. Organizations handle it strategically. Companies that are specifically guided by a combination of an open innovation climate and a learning culture are particularly well-positioned to take advantage of the opportunities presented by digital technologies because of their use of attitudes and behaviors that promote proactive creativity, the creation and application of market knowledge, and openness to new ideas (Quinton et al., 2017). While some writers have referred to this as digital adoption, others have used the term "digital orientation." The goal of this study is to examine the impact of the adoption of digital marketing on the performance and reputation of an organization.

Since innovation processes in today's digital economy require complex, cross-disciplinary skills, high development costs, and shorter product lifespans, they often cross organizational borders. Chesbrough (2003) coined the term "open innovation" to describe the company's information inflow and outflow that accelerates and broadens market prospects and value creation. A growing number of reports (Chesbrough & Crowther, 2006; Gassmann et al., 2010) have stated that businesses are beginning to use open innovation concepts. In the academic context, open innovation has also drawn a lot of attention (Gassmann et al., 2010; Huizingh, 2011; Lichtenthaler, 2011). Although it is widely acknowledged that information technology capabilities have a favorable impact on organizational agility, studies have also revealed an indirect association between IT capabilities and innovative capabilities.

Numerous organisational performance metrics are positively impacted by a climate open innovation, the practice of digital marketing being one of them (Rumanti et al., 2021). Open innovation adoption or practice, according to Serrano-Bedia et al. (2016), is a strategic asset that promotes long-term competitive advantage and improves organizational performance. As technologies, organisational models, globalisation is on the rise, the need for open innovation is growing exponentially (Lopes et al., 2022). One of the aspects boosting small and medium-sized business performance is open innovation. Both inbound and outward actions are included in open innovation (Popa et al., 2017, Rumanti et al., 2021). While most of these studies mentioned above have investigated the direct impact of an open innovation climate on performance, the present study takes digital marketing adoption as an antecedent to organization performance.

Numerous studies have found that an open innovation climate is critical to a company's reputation (Lee et al., 2010, Ahn et al., 2016). The authors claim that organizations can perform better by reestablishing an atmosphere that promotes open innovation (Liang et al., 2013). Organisations seem to benefit from an environment that encourages open innovation in terms of their image and goodwill in the markets (Serrano-Bedia et al., 2016, Chun et al., 2014). Research has demonstrated that an environment that fosters open innovation improves organisational effectiveness (Chun et al., 2014). The role of an open innovation climate in the realm of business has become increasingly pivotal in fostering dynamic and collaborative approaches to problem-solving and product development. A conducive open innovation climate encourages organizations to actively seek external input, collaborate with external partners, and remain receptive to ideas originating beyond the traditional boundaries of the firm. This clearly indicates that an open innovation climate has a positive influence on the corporate reputation and an organization's image this approach has proven to enhance creativity, accelerate innovation cycles, and improve overall competitiveness. Building on the previous studies (Lee et al., 2010, Ahn et al., 2016) which explored the direct effect of open innovation climate on corporate reputation, the present study investigates the impact of open innovation climate on digital marketing adoption and its impact on corporate reputation.

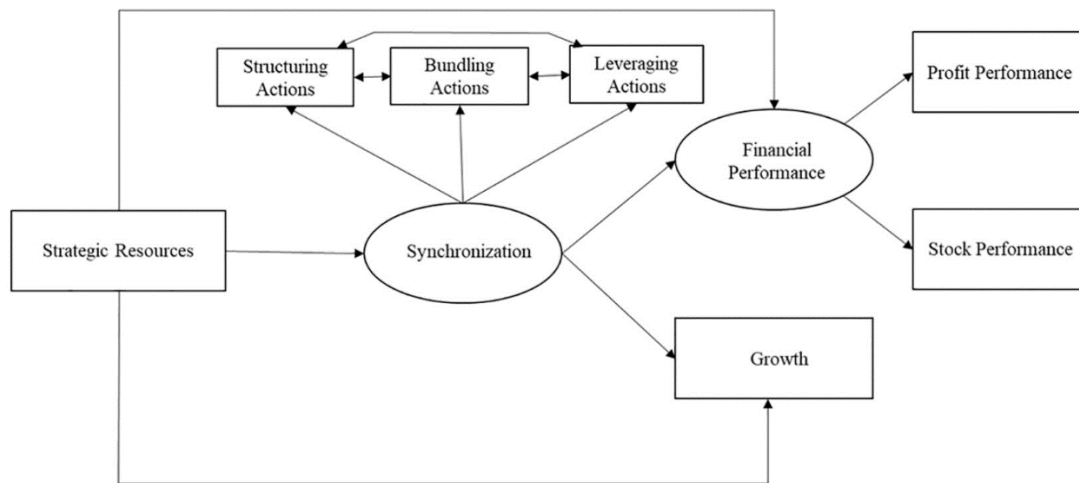
## 2. THEORETICAL BACKGROUND AND REVIEW OF LITERATURE

### 2.1 THEORETICAL BACKGROUND

#### *Resource-based view model*

According to the resource-based view (RBV), companies have a variety of resources, some of which provide them a competitive edge and some of which improve their long-term success. Competitive advantage can be created by valuable and uncommon resources. To the extent that the business is able to guard against resource imitation, transfer, or substitution, that advantage can be maintained over extended time periods. The resource-based view has generally received substantial support from empirical research that employ the theory. Research on the sources of long-term competitive advantage has grown significantly in the field of strategic management. This original article (Barney, 1991) investigated the relationship between business resources and sustained competitive advantage, building on the hypotheses that strategic resources are heterogeneously distributed across organisations and that these disparities are persistent over time. A study extended the RBV theory by proposing an integrated model of strategic resources, orchestration actions and performance (D'oria et al., 2021). The RBV of a firm argues the fact that a firm's sustained

competitive advantage is dependent on resources that are valuable, inimitable, and non-substitutable (Khanra et al., 2022) while this model proposes the practice of an open innovation climate which is a strategic resource coupled with digital marketing adoption practices that lead to competitive advantage in the form of performance and reputation. The capacity of the firms to acquire or create these resources affects their competitiveness and performance over their competitors. Figure below showcases the resource-based view theory. Competitive advantage can be considered as a critical concept in the resource-based theory. Resources are a significant factor in any business; all companies depend upon the resources they need to carry out the business (Varadarajan, 2020). Resources are the factors that help the firms to run successfully and focus on the more significant goals. In the distribution of goods, too, the organization is dependent on specific resources that play an essential role in completing the work. An organisation must depend upon various internal resources to progress in its creation. In the current study, open innovation climate is as good as a strategic resource that is inimitable and provides competitive advantage to organizations. Synchronization between open innovation climate and digital marketing practices become antecedents to performance and corporate reputation. Hence the use of this model.



**Figure 1:** Resource-based enquiry model  
Source: D'oria et al., (2021)

## 2.2 LITERATURE REVIEW

### 2.2.1 OPEN INNOVATION CLIMATE AND DIGITAL MARKETING ADOPTION

The phrase "open innovation" describes how companies welcome outside feedback and involvement in their invention processes; fostering this kind of environment encourages open innovation within companies ). Furthermore, organizational climate and culture are distinct concepts in academia (Patterson et al., 2005). Organizational culture is sometimes defined as a group of people's shared (explicit and/or tacit) attitudes, beliefs, experiences, values, and customs that guide their interactions and behaviors. Organizational culture is now recognized as a key factor in determining creativity and innovation (Dobni, 2008; Jassawalla & Shashittal, 2002). When it comes to the consistent observed patterns of organizational practices and rules, however, the organizational environment is often considered the external manifestation of organizational culture. In that sense climate is the surface manifestation of organizational culture. While both are related to the creation of social contexts in organizations, if climate research can be incorporated within culture research, the results can be applied to future research (Denison, 1996). This makes the climate more specific to the context of the organization. Hence the present research takes forward the construct of organization climate. In a major study on the open innovation climate, Remneland-Wikhamn & Wickhamn (2011) described how organizations let outside cooperation and influence into their innovation processes. The organizational atmosphere is said to be a crucial element of a successful open innovation implementation approach.

The adoption of digital marketing methods is largely dependent on the open innovation climate in the field of IT-enabled service organizations. To adopt new marketing strategies, there must be a climate that is favorable to cooperation, information exchange, and experimentation. Businesses with an open innovation culture are more inclined to experiment with new platforms, methods, and technology in their marketing campaigns. These businesses obtain access to a variety of information and knowledge that may guide their digital marketing strategies by working with external

partners, including digital firms, industry experts, and even customers. The efficacy and pertinence of digital marketing are increased when external knowledge and resources are integrated into marketing campaigns, as demonstrated by research by Xu & Chen (2022). Therefore, developing a framework for innovation processes from an open perspective necessitates understanding how digital technologies assist businesses in managing open innovation processes. Based on these suppositions and drawing on the streams of research on digital technologies and open innovation, the study makes the case that companies must execute management activities at the organizational and process levels to employ and deploy digital technologies in open innovation processes. Furthermore, the benefits of an open innovation climate on the adoption of digital marketing go beyond consumer interaction and include corporate learning and adaptability. According to research by Yuana et al. (2021), businesses that have a strong open innovation culture are better able to adjust to the quick changes in the digital ecosystem, including new customer behaviors, competitive dynamics, and emerging technologies. These businesses can stay ahead of the curve and keep a competitive edge in the market by consistently testing, assessing, and refining their digital marketing strategies. Additionally, an environment that is open to innovation encourages employees to collaborate and share information, which in turn develops a creative and inventive culture that affects every aspect of the business, including digital marketing strategies.

### **2.2.2 DIGITAL MARKETING ADOPTION AND ORGANIZATION PERFORMANCE**

Digital marketing is the practice of reaching people with promotional marketing messages via the Internet. Email marketing, search engine marketing, social media marketing, mobile advertising, and a variety of display advertising formats, including online banner advertising, are all included. In today's fiercely competitive business environment, adopting digital marketing has become a critical component in assessing the organizational performance of IT-enabled service organizations. As digital platforms and technology proliferate, businesses are using digital marketing tactics more and more to improve their market presence, more effectively engage target consumers, and spur corporate development. IT-enabled service companies can increase their brand visibility and customer engagement by implementing digital marketing strategies like email marketing, social media marketing, SEO, and content marketing. This will ultimately lead to better performance outcomes. Research indicates that organizations that give priority to implementing digital marketing strategies typically see increases in client acquisition, retention, and revenue creation when compared to their competitors that exclusively depend on conventional marketing techniques (Singh & Sonnenburg, 2012; Chaffey & Ellis-Chadwick, 2019).

Digital marketing involves promoting products and services through the use of digital technology, including the internet, mobile phones, display advertising, and other digital media. Efficient inventory control and proactive information collecting are made possible by digital technologies. Digital platforms have brought about a change in the way marketers interact with consumers (Wymbs, 2011). The proliferation of smartphones and PCs has contributed to the parabolic growth of online advertising. Direct messaging has always made it simpler to buy and sell products online, regardless of the delivery method. The internet was the third significant technological advancement that actually brought about an information revolution. A variety of products, services, and advertising strategies are included in DM representation. A range of digital media are used in this type of marketing. Workers may communicate digitally at any moment. Getting new clients and facilitating their interaction with the company is the main objective of direct marketing. Examples of direct marketing include search engine optimization, social media, text message marketing, affiliate marketing, email marketing, and Internet advertising. Additionally, by using data analytics and monitoring technologies, IT businesses may get insightful knowledge about customer behavior and preferences through the use of digital marketing. By analyzing digital marketing indicators such as website traffic, conversion rates, and customer engagement metrics, businesses can continually tweak their marketing tactics, optimize their campaigns for better outcomes, and modify their offers to suit the shifting needs of their target audience. This data-driven approach not only makes marketing efforts more effective but also enables companies to make smart decisions that provide them a sustained competitive edge in the market (Kannan & Li, 2017). Moreover, the use of digital marketing helps IT-enabled service providers respond more quickly and adaptably to shifting consumer preferences and market conditions. Digital platforms are more flexible and scalable than conventional marketing channels, which enables businesses to swiftly modify their marketing strategies, start new campaigns, and test out various messaging to remain ahead of the competition. IT-enabled firms can drive superior organizational performance and long-term growth by adopting digital marketing agility to preserve relevance, capitalize on emerging opportunities, and reduce risks in a market that is becoming more and more digitally first (Tiago & Veríssimo, 2014). To put it briefly, IT-enabled service organizations that

want to maintain a competitive edge and achieve long-term success in the current digital environment must implement digital marketing.

### 2.2.3 DIGITAL MARKETING ADOPTION AND CORPORATE REPUTATION

In the current digital era, an organization's corporate reputation is greatly influenced by its embrace of digital marketing. Through the utilization of diverse digital platforms like social media, websites, and online advertising, corporations may proficiently convey their brand principles, objectives, and dedication to client contentment to a worldwide viewership. Utilizing captivating and dynamic digital marketing initiatives, companies may develop a favorable brand perception, establish legitimacy, and nurture customer trust. Studies show that businesses that actively use digital marketing strategies often have better corporate reputations than businesses that just use traditional marketing strategies (Dwivedi et al., 2021). Over the past ten years, digital media has had a profound effect on marketing. Strong effect companies' interactions with customers have changed in several ways. Digital marketing may be advantageous to companies as well as to people. Choosing and purchasing goods and services has become easier and faster for consumers because of the opportunity to explore a wide range of options, evaluate features and prices from several suppliers, and ultimately choose the one that best meets their needs. In addition, it offers a plethora of advantages to institutions, including market expansion, market entry, new product and service introduction, and international competition. Additionally, businesses may show openness and accountability by using digital marketing to proactively maintain their online presence and swiftly reply to consumer comments and requests. Through proactive consumer engagement on social media channels, responsive customer service, and quick resolution of customer problems, firms may fortify their stakeholder connections and augment their image as customer-focused entities (Yoga et al., 2019). Furthermore, digital marketing enables businesses to highlight their efforts in environmental sustainability, corporate social responsibility, and ethical business practices—all of which serve to enhance their image as socially conscious organizations (Mishra & Suar, 2010). Furthermore, digital marketing helps companies become more visible and exposed to reach more people and broaden their market reach. Companies may raise their brand recognition and draw in new clients by using search engine optimization and focused advertising efforts. This will help them establish a stronger image as leaders and innovators in their respective industries. Businesses may set themselves apart from rivals and develop a solid, positive reputation with customers by continuously providing insightful material, tailored experiences, and smooth interactions across digital touchpoints (Riegner & Choi, 2017). In this regard, the use of digital marketing not only promotes consumer interaction and brand recognition but also has a significant impact on how an organization's reputation is seen. Companies may build a favorable brand image and improve their reputation in the eyes of consumers and other stakeholders by utilizing digital platforms to convey brand values, connect with stakeholders, and exhibit transparency and accountability. Because of this, corporations may overcome their marketing and advertising obstacles by implementing digital marketing, which enables them to compete with larger companies and meet their reputations.

### 3. PROPOSED CONCEPTUAL FRAMEWORK

Figure 2 provides an overview of the proposed conceptual framework that looks at how corporate reputation, open innovation climate, organizational performance, and adoption of digital marketing interact within IT-enabled services companies. Fundamentally, the model recognizes the critical role that an environment of open innovation impacts the probability of an organization adopting digital marketing. The capacity of an organization to quickly adjust to shifting market conditions and technology breakthroughs can be described as flexibility. The term "outward focus" describes an organization's inclination to interact externally with stakeholders, partners, and consumers to get information and jointly generate value. A company's ability to evaluate itself and learn from its mistakes and achievements is referred to as reflexivity. The adoption of digital marketing is said to be directly influenced by these open innovation climate features, highlighting the significance of innovation and responsive company culture in successfully implementing digital tactics. Moreover, the model implies that the link between the open innovation climate and business reputation and organizational performance is mediated by the adoption of digital marketing. It means that businesses that foster a climate that is favorable to open innovation are more likely to implement digital marketing tactics, which improves their performance and strengthens their standing in the market. In the highly competitive world of IT-enabled services, this framework emphasizes the value of creating a climate that is supportive of innovation and using digital technologies to propel organizational success and reputation.

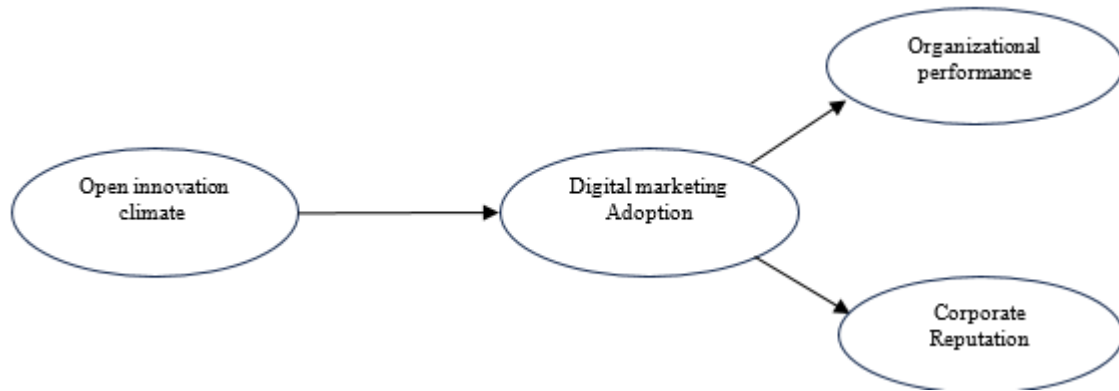


Figure 2 Proposed conceptual model

#### 4. DISCUSSION AND CONCLUSION

The objective of the present study is to investigate the influence of an open innovation climate in organizations on the adoption of digital marketing as a prerequisite for enhancing organizational performance and corporate reputation. In a recent report titled "The Open Innovation Barometer," The Economist Group reports that over 90% of organizations have either adopted or plan to implement open innovation practices in the coming three years, such as permitting collaborative innovation to occur across organizational boundaries (The Economist Group, 2022). This is what makes a deeper comprehension of the scenario necessary. Businesses can assess how well they will continue to grow in the future by understanding the effectiveness of digital marketing and an open innovation climate affect performance and brand image.

A report, such as "Digital Transformation in IT Services" by a reputable source (Ardolino et al., 2018; Steiber et al., 2021), highlights the growing need for organizations in this sector to navigate open innovation landscapes while strategically adopting digital marketing initiatives. Furthermore, studies (Jung & Shegai, 2023; Rumanti et al., 2023) on organizational creativity, open innovation, and digital marketing innovation in firms' performance further enhance the need to study these constructs in totality. Consequently, this study seeks to address this issue by examining the effects of digital marketing adoption on organizational performance and corporate reputation, thereby contributing valuable insights and offering practical implications for businesses navigating the dynamic landscape of information technology and services. Numerous investigations have illuminated obstacles and deficiencies associated with open innovation methodologies. For example, Chesbrough's 2003 research found that corporations' unwillingness to share intellectual property and the requirement for organizational culture changes are obstacles to the adoption of open innovation initiatives. In a similar vein, Lichtenthaler & Lichtenthaler (2009) emphasized the possible drawbacks of open innovation, including the mishandling of outside knowledge and the challenge of organizing scattered innovation efforts. Empirical studies on marketing innovation have repeatedly demonstrated that it improves business performance in terms of profit, cash flow, sales growth, and shareholder value (Javanmard & Hasani, 2017; Aksoy, 2017). However there are relatively lesser studies about how the adoption of an open innovation climate enhances organization performance and the reputation of the firm. By exploring the relationship among these constructs, the present research aims to contribute to a deeper understanding of the role played by the open innovation climate and digital marketing adoption, thereby further impacting the performance and corporate reputation of IT-enabled services organizations. By proposing a theoretical framework, the study paves the way for an empirical investigation of the proposed relationships that can further provide valuable insights which can inform strategic decision-making and foster a more conducive environment for open innovation practices within the specified organizational context.

#### CONFLICT OF INTERESTS

None.

#### ACKNOWLEDGMENTS

None.

## REFERENCES

- Ahn, J. M., Ju, Y., Moon, T. H., Minshall, T., Probert, D., Sohn, S. Y., & Mortara, L. (2016). Beyond absorptive capacity in open innovation process: the relationships between openness, capacities and firm performance. *Technology Analysis & Strategic Management*, 28(9): 1009-1028.
- Aksoy, H. (2017). How do innovation culture, marketing innovation and product innovation affect the market performance of small and medium-sized enterprises (SMEs)?. *Technology in Society*, 51, 133-141.
- Ardolino, M., Rapaccini, M., Saccani, N., Gaiardelli, P., Crespi, G., & Ruggeri, C. (2018). The role of digital technologies for the service transformation of industrial companies. *International journal of production research*, 56(6), 2116-2132.
- Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of management*, 17(1): 99-120.
- Chaffey, D., & Ellis-Chadwick, F. (2019). *Digital marketing*. Pearson uk.
- Chesbrough, H. W. (2003). *Open innovation: The new imperative for creating and profiting from technology*. Harvard Business Press.
- Chesbrough, H., & Crowther, A. K. (2006). Beyond high tech: early adopters of open innovation in other industries. *R&D Management*, 36(3), 229-236.
- Chun, F., Samiha, B., & Noureddine, D. (2014). Evolution of sustainable development strategies in Chinese SMEs. *International Journal of Science, Environment and Technology*, 3(2): 698-707.
- Dobni, C. B. (2008). Measuring innovation culture in organizations: The development of a generalized innovation culture construct using exploratory factor analysis. *European journal of innovation management*, 11(4): 539-559.
- D’Oria, L., Crook, T. R., Ketchen Jr, D. J., Sirmon, D. G., & Wright, M. (2021). The evolution of resource-based inquiry: A review and meta-analytic integration of the strategic resources–actions–performance pathway. *Journal of Management*, 47(6): 1383-1429.
- Dwivedi, Y. K., Ismagilova, E., Hughes, D. L., Carlson, J., Filieri, R., Jacobson, J., ... & Wang, Y. (2021). Setting the future of digital and social media marketing research: Perspectives and research propositions. *International journal of information management*, 59, 102168.
- Gassmann, O., Enkel, E., & Chesbrough, H. (2010). The future of open innovation. *R&D Management*, 40(3): 213-221.
- Huizingh, E. K. (2011). Open innovation: State of the art and future perspectives. *Technovation*, 31(1): 2-9.
- Jassawalla, A. R., & Sashittal, H. C. (2002). Cultures that support product-innovation processes. *Academy of Management Perspectives*, 16(3): 42-54.
- Javanmard, H., & Hasani, H. (2017). The impact of market orientation indices, marketing innovation, and competitive advantages on the business performance in distributor enterprises. *The Journal of Industrial Distribution & Business*, 8(1): 23-31.
- Jung, S. U., & Shegai, V. (2023). The Impact of Digital Marketing Innovation on Firm Performance: Mediation by Marketing Capability and Moderation by Firm Size. *Sustainability*, 15(7): 5711.
- Kannan, P.K & Li, H.A. (2017) Digital marketing: A framework, review and research agenda, *International Journal of Research in Marketing*, 34, 22-45.
- Khanra, S., Kaur, P., Joseph, R. P., Malik, A., & Dhir, A. (2022). A resource-based view of green innovation as a strategic firm resource: Present status and future directions. *Business Strategy and the Environment*, 31(4): 1395-1413.
- Lee, S., Park, G., Yoon, B., & Park, J. (2010). Open innovation in SMEs—An intermediated network model. *Research policy*, 39(2): 290-300.
- Liang, T. P., Chen, D. N., & Pee, L. G. (2013). The impacts of open innovations on organizational performance: A perspective based on information technology and knowledge ecology.
- Lichtenthaler, U. (2011). Open innovation: Past research, current debates, and future directions. *Academy of Management Perspectives*, 25(1): 75-93.
- Lichtenthaler, U., & Lichtenthaler, E. (2009). A capability-based framework for open innovation: Complementing absorptive capacity. *Journal of management studies*, 46(8): 1315-1338.
- Lopes, J. M., Gomes, S., Oliveira, J., & Oliveira, M. (2022). International open innovation strategies of firms in European Peripheral Regions. *Journal of Open Innovation: Technology, Market, and Complexity*, 8(1): 7.
- Mishra, S., & Suar, D. (2010). Does corporate social responsibility influence firm performance of Indian companies?. *Journal of business ethics*, 95, 571-601.

- 
- Patterson, M. G., West, M. A., Shackleton, V. J., Dawson, J. F., Lawthom, R., Maitlis, S., ... & Wallace, A. M. (2005). Validating the organizational climate measure: links to managerial practices, productivity and innovation. *Journal of organizational behavior*, 26(4): 379-408.
- Popa, S., Soto-Acosta, P., & Martinez-Conesa, I. (2017). Antecedents, moderators, and outcomes of innovation climate and open innovation: An empirical study in SMEs. *Technological Forecasting and Social Change*, 118, 134-142.
- Quinton, S., Canhoto, A., Molinillo, S., Pera, R., & Budhathoki, T. (2018). Conceptualizing a digital orientation: antecedents of supporting SME performance in the digital economy. *Journal of Strategic Marketing*, 26(5), 427-439.
- Remneland-Wikhamn, B., & Wikhamn, W. (2011). Open innovation climate measure: The introduction of a validated scale. *Creativity and Innovation Management*, 20(4), 284-295.
- Rumanti, A. A., Sunaryo, I., Wiratmadja, I. I., & Irianto, D. (2021). Cleaner production through open innovation in Indonesian batik small and medium enterprises (SME). *The TQM Journal*, 33(6): 1347-1372.
- Rumanti, A. A., Rizana, A. F., & Achmad, F. (2023). Exploring the role of organizational creativity and open innovation in enhancing SME performance. *Journal of Open Innovation: Technology, Market, and Complexity*, 9(2): 100045.
- Ryan, D. (2016). *Understanding digital marketing: marketing strategies for engaging the digital generation*. Kogan Page Publishers.
- Salim Saji, B., & Ellingstad, P. (2016). Social innovation model for business performance and innovation. *International Journal of Productivity and Performance Management*, 65(2): 256-274.
- Serrano-Bedia, A. M., López-Fernández, M. C., & Garcia-Piqueres, G. (2016). Analysis of the relationship between sources of knowledge and innovation performance in family firms. *Innovation*, 18(4): 489-512.
- Singh, S., & Sonnenburg, S. (2012). Brand performances in social media. *Journal of interactive marketing*, 26(4), 189-197.
- Steiber, A., Alänge, S., Ghosh, S., & Goncalves, D. (2021). Digital transformation of industrial firms: an innovation diffusion perspective. *European Journal of Innovation Management*, 24(3): 799-819.
- Tiago, M. T. P. M. B., & Veríssimo, J. M. C. (2014). Digital marketing and social media: Why bother?. *Business horizons*, 57(6), 703-708.
- Varadarajan, R. (2020). Customer information resources advantage, marketing strategy and business performance: A market resources based view. *Industrial Marketing Management*, 89, 89-97.
- Yoga, I. M. S., Korry, N. P. D. P., & Yulianti, N. M. D. R. (2019). Information technology adoption on digital marketing communication channel. *International journal of social sciences and humanities*, 3(2), 95-104.
- Yuana, R., Prasetyo, E. A., Syarief, R., Suroso, A. I., & Arkeman, Y. How Open Innovation Implementation in Digital Enterprises Influences Indonesian Government Policy?.