

Reframing Marketing Innovation in Economic Development: Evidence from Indonesia on Inclusion and Resilience

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ABSTRACT

This study examined the role of marketing innovation as a driver of inclusive and resilient economic development in Indonesia. The research addressed the problem of limited understanding regarding how marketing innovation contributes not only to firm-level performance but also to broader economic inclusion and resilience, particularly in developing country contexts. A qualitative research approach was employed using document analysis of policy documents, institutional reports, and academic publications related to marketing innovation, economic development, and resilience in Indonesia. The study applied thematic content analysis to identify key patterns and strategic orientations embedded within the documents. The findings revealed that marketing innovation functioned as a mechanism for expanding market access, reducing structural barriers for micro, small, and medium enterprises, and enhancing adaptive capacity in response to economic disruptions. Marketing innovation was found to support inclusive economic participation through digital marketing practices, innovative distribution channels, and customer-centered value creation strategies. Additionally, the results indicated that marketing innovation strengthened economic resilience by enabling flexibility, responsiveness, and sustainability within dynamic market environments. The study concluded that marketing innovation operated at organizational, market, and institutional levels and should be understood as a multidimensional development instrument rather than solely a business strategy. These findings highlighted the importance of aligning marketing innovation with institutional frameworks and development policies to support inclusive, resilient, and sustainable economic growth. The study contributed an interdisciplinary perspective by integrating marketing management, innovation studies, and development economics.

Keywords: Marketing Innovation, Inclusive Economic Development, Economic Resilience, Marketing Management

1. INTRODUCTION

In recent years, economic development has increasingly been challenged by persistent inequality, limited market access, and vulnerability to economic shocks (World Bank, 2020; OECD, 2018). Developing countries such as Indonesia continue to face structural constraints that hinder inclusive participation in economic activities, particularly among micro, small, and medium enterprises (MSMEs) and community-based economic actors (Asian Development Bank, 2021; Ministry of Cooperatives and Small and Medium Enterprises, 2020). In this context, innovation is no longer understood solely as a technological or production-driven process, but as a strategic mechanism that reshapes market access, value creation, and economic participation (George, McGahan, & Prabhu, 2012; OECD, 2018).

Marketing innovation has gained growing attention as a key element of business competitiveness and adaptability. Previous studies demonstrate that marketing innovation significantly enhances firm performance by improving customer engagement, market responsiveness, and value delivery (Peng, Qin, & Tang, 2021; Jung & Shegai, 2023). However, beyond firm-level outcomes, marketing innovation also holds potential to influence broader economic development processes by expanding access to markets, supporting marginalized economic actors, and strengthening economic resilience (OECD, 2020; World Bank, 2021).

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Indonesia provides a relevant empirical context for examining this issue. The rapid expansion of digital platforms, government initiatives supporting MSMEs, and inclusive digital marketing ecosystems suggest that marketing innovation may function as a driver of inclusive and resilient economic development (Ministry of Communication and Information Technology, 2021; Ministry of Cooperatives and Small and Medium Enterprises, 2020). Nevertheless, the developmental implications of marketing innovation remain underexplored, particularly in relation to inclusivity and long-term economic resilience (George et al., 2012; OECD, 2018).

This study adopts an interdisciplinary theoretical foundation that integrates marketing management theory, innovation studies, and development economics. From a marketing perspective, marketing innovation refers to the implementation of new marketing methods related to product design, promotion, distribution, and pricing that create value for both firms and consumers (Peng et al., 2021). Digital marketing innovation further enhances firms' adaptive capacity and competitiveness in dynamic environments (Jung & Shegai, 2023).

Marketing innovation, from a management theory perspective, is fundamentally rooted in the strategic role of innovation as a core managerial function. Drucker (1985) conceptualized innovation as a systematic and purposeful activity that managers must deliberately organize to create value and sustain competitiveness. Within this framework, marketing innovation is not merely tactical experimentation but a managerial process involving the reconfiguration of market approaches, customer value propositions, and organizational capabilities. Drucker emphasized that innovation should be market-oriented, meaning that effective marketing innovation emerges from a deep understanding of customer needs, social change, and economic conditions. Thus, marketing innovation is positioned as a strategic managerial response to environmental change, enabling organizations to align their offerings, communication, and distribution mechanisms with evolving market demands.

From a contemporary management and marketing theory standpoint, Kotler and Keller (2016) further expanded the role of marketing innovation by embedding it within strategic marketing management. They argued that marketing innovation encompasses the development of new marketing methods involving significant changes in product design, pricing strategies, promotion, and distribution channels. In this view, marketing innovation is a managerial capability that integrates analytical decision-making, strategic planning, and organizational learning. Kotler and Keller emphasized that effective marketing innovation requires top-management commitment, cross-functional coordination, and alignment with organizational strategy. Consequently, marketing innovation is framed as a deliberate management-driven process that enhances value creation, market differentiation, and long-term organizational sustainability, rather than as isolated creative activities.

From an innovation and development perspective, inclusive innovation emphasizes the involvement of marginalized groups in value creation processes and highlights innovation as a means to reduce economic exclusion (George et al., 2012; ScienceDirect, 2025). Studies on inclusive innovation indicate that innovation can contribute to broader economic outcomes when it is embedded within social and institutional contexts (OECD, 2018; World Bank, 2020). Additionally, research conducted in developing economies shows that marketing innovation can influence economic growth at the macro level by stimulating market expansion and entrepreneurial activities (Bari, et al, 2023).

Furthermore, resilience theory in economic and organizational studies highlights the importance of adaptive strategies that enable economies and organizations to withstand and recover from shocks (OECD, 2020; World Bank, 2021). Internal and external marketing practices that promote social inclusion and organizational cohesion have been shown to strengthen resilience and sustainability (Garcia et al, 2021). Together, these perspectives provide a conceptual basis for understanding marketing innovation as a multidimensional driver of inclusive and resilient economic development (Lundvall, 2016).

Despite the growing body of literature on marketing innovation, existing research predominantly focuses on firm-level performance outcomes (Peng et al., 2021; Jung & Shegai, 2023). Studies that explicitly connect marketing innovation with inclusive economic development and economic resilience remain limited (George et al., 2012; OECD, 2018). Moreover, while inclusive innovation has been widely discussed, its integration into marketing innovation research is still fragmented (ScienceDirect, 2025).

In the Indonesian context, research tends to examine marketing innovation in isolation – such as digital marketing adoption or MSME competitiveness – without situating these phenomena within a

broader developmental and resilience-oriented framework (Ministry of Industry, 2021; Ministry of National Development Planning, 2021). Consequently, there is a lack of comprehensive understanding of how marketing innovation contributes to inclusive and resilient economic development at the systemic level (OECD, 2020).

To address these gaps, this study employs a qualitative research approach based on document analysis. Policy documents, institutional reports, and academic publications related to marketing innovation, inclusive growth, and economic resilience in Indonesia are systematically examined. Drawing on document analysis as a qualitative research method (Bowen, 2009), the study applies thematic content analysis to identify dominant patterns, strategic orientations, and developmental narratives surrounding marketing innovation.

By triangulating multiple documentary sources—such as government policies, institutional reports, and peer-reviewed studies—this approach enables an in-depth and contextualized analysis of marketing innovation without relying on primary field data (Bowen, 2009). This method is particularly suitable for capturing the structural and policy-driven dimensions of inclusive and resilient economic development (OECD, 2018).

Based on the above discussion, this study aims to:

1. Analyze how marketing innovation is conceptualized and implemented within economic development initiatives in Indonesia.
2. Examine the role of marketing innovation in promoting inclusive economic participation.
3. Explore the contribution of marketing innovation to economic resilience in developing country contexts.
4. Develop an interdisciplinary conceptual understanding of marketing innovation as a driver of inclusive and resilient economic development.

2. METHOD

Research Design

This study employs a qualitative research design using document analysis as the primary methodological approach (Bowen, 2009). Qualitative document analysis is particularly appropriate for exploring policy orientations, institutional narratives, and conceptual frameworks related to marketing innovation and economic development, especially when direct field data collection is not undertaken (OECD, 2018; World Bank, 2020). This approach enables an in-depth examination of how marketing innovation is framed and operationalized within broader economic, social, and developmental contexts (George et al., 2012).

Data Collection

Data were collected through systematic document analysis (Bowen, 2009). The process involved identifying, selecting, and reviewing relevant documents that discuss marketing innovation, inclusive economic development, and economic resilience in Indonesia (OECD, 2018; World Bank, 2020). The selection of documents followed purposive sampling, focusing on materials that were directly relevant to the research objectives and thematic focus of the study (Bowen, 2009).

The data collection process consisted of three stages. First, documents were identified through academic databases, official government portals, and institutional publications (OECD, 2018). Second, documents were screened based on relevance, credibility, and temporal relevance to contemporary economic development initiatives (World Bank, 2021). Third, selected documents were organized and prepared for qualitative analysis through coding and thematic categorization (Bowen, 2009).

Data Sources

The data sources for this study consist exclusively of secondary documentary materials, including:

1. Government policy documents and strategic plans related to economic development, MSMEs, digital economy, and marketing innovation in Indonesia (Ministry of Cooperatives and Small and Medium Enterprises, 2020; Ministry of Communication and Information Technology, 2021; Ministry of National Development Planning, 2021).
2. Reports and publications from national and international institutions addressing inclusive growth, innovation, and economic resilience (OECD, 2018; OECD, 2020; World Bank, 2020; World Bank, 2021).

3. Peer-reviewed academic journal articles focusing on marketing innovation, inclusive innovation, and economic development in developing countries (George et al., 2012; Peng et al., 2021; Jung & Shegai, 2023).
4. Official publications from development agencies and business associations relevant to marketing and economic transformation (Asian Development Bank, 2021; Indonesian Chamber of Commerce and Industry, 2022).

These diverse sources enable triangulation and enhance the credibility and analytical depth of the study by capturing multiple perspectives on marketing innovation within the Indonesian context (Bowen, 2009; OECD, 2018).

Data Analysis

Data analysis was conducted using thematic content analysis (Bowen, 2009). The analysis followed an iterative process involving data familiarization, coding, theme development, and interpretation, which is widely used in qualitative document-based research (Bowen, 2009; George et al., 2012). Initially, documents were read repeatedly to gain a comprehensive understanding of their content (OECD, 2018). Relevant textual segments were then coded according to key concepts related to marketing innovation, inclusivity, and economic resilience (Peng et al., 2021; Jung & Shegai, 2023).

Codes were subsequently grouped into broader themes that reflect patterns, strategies, and conceptual linkages across the documents (Bowen, 2009). These themes were analyzed to identify how marketing innovation contributes to inclusive economic participation and resilience-building processes (OECD, 2020; World Bank, 2021). Throughout the analysis, constant comparison was applied to ensure consistency and coherence across different document types and sources (Bowen, 2009).

To enhance analytical rigor, the study applied triangulation across multiple document categories and maintained a transparent audit trail of coding decisions (Bowen, 2009). This approach supports the trustworthiness and validity of qualitative findings derived from documentary evidence (OECD, 2018; World Bank, 2020).

3. RESULT AND DISCUSSION

Result

The results of this study are derived from the systematic analysis of policy documents, institutional reports, and academic literature related to marketing innovation, inclusive economic development, and economic resilience in Indonesia (Bowen, 2009; OECD, 2018; World Bank, 2020). The findings reveal three major thematic outcomes that describe the role of marketing innovation as a driver of inclusive and resilient economic development.

The three key findings of this study collectively address the research objectives and demonstrate the multifaceted role of marketing innovation in inclusive and resilient economic development. First, the finding that marketing innovation functions as a mechanism for economic inclusion directly responds to the objective of examining the role of marketing innovation in promoting inclusive economic participation, as it shows how innovative marketing practices expand market access and reduce structural barriers for MSMEs and community-based economic actors (George et al., 2012; Asian Development Bank, 2021). Second, the finding on marketing innovation and economic resilience addresses the objective of exploring the contribution of marketing innovation to economic resilience in developing country contexts by illustrating how adaptive marketing strategies enhance flexibility, responsiveness, and sustainability amid economic uncertainty (OECD, 2020; World Bank, 2021). Third, the identification of institutional support and systemic alignment fulfills the objective of analyzing how marketing innovation is conceptualized and implemented within economic development initiatives in Indonesia, highlighting the role of government policies and institutional frameworks in shaping marketing innovation (Ministry of Cooperatives and Small and Medium Enterprises, 2020; OECD, 2018). Together, these findings contribute to the final objective of developing an interdisciplinary conceptual understanding of marketing innovation as a driver of inclusive and resilient economic development by demonstrating that marketing innovation operates simultaneously at organizational, market, and institutional levels within a development-oriented system (Lundvall, 2016).

Marketing Innovation as a Mechanism for Economic Inclusion

Marketing innovation emerged as a critical mechanism for promoting economic inclusion, particularly among micro, small, and medium enterprises (MSMEs) and community-based economic

actors in Indonesia (Asian Development Bank, 2021; Ministry of Cooperatives and Small and Medium Enterprises, 2020). Government policy documents consistently framed marketing innovation as a tool to broaden market access and reduce structural barriers faced by smaller economic actors (Ministry of Cooperatives and Small and Medium Enterprises, 2020). Strategic plans related to MSME development and the digital economy emphasized the role of digital marketing platforms in enabling inclusive participation within national and global markets (Ministry of Communication and Information Technology, 2021).

National and international institutional reports further reinforced this perspective by highlighting that inclusive growth increasingly depends on the ability of marginalized actors to participate in value creation processes (OECD, 2018; World Bank, 2020). Reports from development institutions indicated that marketing innovation – particularly digital promotion, online marketplaces, and alternative distribution channels – allowed MSMEs to overcome geographical limitations and information asymmetries (OECD, 2018; World Bank, 2020). These mechanisms facilitated broader participation across socio-economic groups, supporting inclusive economic structures.

Academic literature also supported the finding that marketing innovation contributes to economic inclusion. Studies on inclusive innovation in developing countries demonstrated that marketing-related innovations often serve as entry points for small firms and informal enterprises to access formal markets (George et al., 2012; Peng et al., 2021). Rather than focusing solely on technological sophistication, marketing innovation emphasized accessibility, affordability, and relevance to underserved markets (George et al., 2012).

Official publications from development agencies and business associations in Indonesia highlighted practical outcomes of marketing innovation initiatives. Programs supporting MSME digital onboarding and market linkage showed increased visibility and sales performance among small-scale entrepreneurs (Asian Development Bank, 2021; Indonesian Chamber of Commerce and Industry, 2022). These initiatives demonstrated how marketing innovation translated policy intentions into tangible inclusive outcomes.

Overall, the findings indicate that marketing innovation functioned as a bridge between economic actors and market opportunities. By lowering entry barriers and enabling participation in wider value chains, marketing innovation contributed directly to inclusive economic participation (OECD, 2018; World Bank, 2020). This reinforces the argument that marketing innovation should be understood not merely as a competitive strategy but as a development-oriented mechanism that advances inclusive growth (George et al., 2012).

From the perspective of innovation systems theory, the tendency to examine marketing innovation in isolation reflects a reductionist analytical approach that overlooks the interdependence between firms, institutions, and socio-economic structures. Lundvall (1992) and Freeman (1995) argue that innovation outcomes are not solely determined by firm-level practices but emerge from interactions within national and sectoral innovation systems. When marketing innovation is analyzed narrowly – such as through digital marketing adoption or MSME competitiveness – it fails to capture its embeddedness within policy frameworks, institutional support mechanisms, and developmental objectives. In the Indonesian context, this fragmented approach limits the ability of research to explain how marketing innovation contributes to inclusive participation and long-term economic resilience, as these outcomes depend on systemic coordination rather than isolated managerial actions.

Moreover, development economics and inclusive innovation theory emphasize that economic transformation requires integrative frameworks that connect micro-level innovation with macro-level development goals. Scholars such as George, McGahan, and Prabhu (2012) assert that innovation contributes to inclusive growth only when it is embedded within social, institutional, and governance structures. Similarly, resilience scholars highlight that adaptive capacity at the economic system level arises from coordinated responses across firms, markets, and institutions rather than from isolated innovations (Folke, 2016). The absence of a systemic analytical lens therefore results in an incomplete understanding of how marketing innovation supports inclusivity and resilience. This theoretical gap reinforces the argument that existing research in Indonesia has yet to fully conceptualize marketing innovation as a development-oriented mechanism operating across multiple levels of the economic system, as emphasized by international policy frameworks on innovation and resilience (OECD, 2020).

Marketing Innovation and Economic Resilience

The second key finding revealed that marketing innovation significantly contributed to economic resilience by enhancing adaptability and responsiveness to changing market environments (OECD, 2020; World Bank, 2021). Government policy documents addressing economic recovery and digital transformation emphasized marketing innovation as a means to strengthen business continuity amid uncertainty (Ministry of National Development Planning, 2021). Strategies promoting digital engagement and flexible marketing practices were positioned as essential tools for navigating economic disruptions (Ministry of Industry, 2021).

Reports from national and international institutions further highlighted the relationship between innovation and resilience. Institutional publications noted that enterprises adopting innovative marketing practices were better equipped to respond to shifts in consumer behavior, supply chain disruptions, and external shocks (OECD, 2020; World Bank, 2021). Marketing innovation enabled firms to reconfigure their market approaches quickly, supporting operational sustainability during periods of crisis.

Peer-reviewed academic studies provided empirical support for this relationship. Research on marketing innovation and firm adaptability in developing economies showed that innovative marketing practices enhanced responsiveness and reduced vulnerability to environmental volatility (Jung & Shegai, 2023; Garcia et al, 2021). These studies emphasized that resilience was not solely dependent on financial or technological resources, but also on strategic marketing capabilities (Garcia et al, 2021).

Publications from development agencies and business associations illustrated how marketing innovation supported resilience at the grassroots level. MSME-focused programs documented how digital customer engagement and diversified market outreach helped small businesses sustain revenue streams during economic downturns (Asian Development Bank, 2021; Indonesian Chamber of Commerce and Industry, 2022). These findings underscored the importance of marketing innovation as a resilience-building strategy for vulnerable economic actors.

Taken together, the findings demonstrate that marketing innovation strengthened economic resilience by fostering flexibility, adaptability, and sustainability (OECD, 2020; World Bank, 2021). In the Indonesian context, marketing innovation enabled economic actors to absorb shocks and adjust to uncertainty, thereby contributing to a more resilient economic system. This supports resilience theory by highlighting marketing capability as a critical adaptive resource (Lundvall, 2016).

In the Indonesian context, the role of marketing innovation in strengthening economic resilience became particularly evident during periods of economic disruption, especially in the aftermath of the COVID-19 pandemic. National development planning documents and policy evaluations indicate that the adoption of digital marketing practices by MSMEs emerged as a critical factor in sustaining business continuity when physical mobility and supply chains were severely constrained (Ministry of National Development Planning, 2021; Ministry of Cooperatives and SMEs, 2020). The use of social media platforms, digital marketplaces, and online ordering systems enabled small businesses to maintain consumer engagement and rapidly reconfigure their marketing strategies. This evidence suggests that marketing innovation functioned not merely as a reactive response to crisis, but as an adaptive mechanism that enhanced the overall resilience of economic actors in Indonesia.

Furthermore, institutional reports in Indonesia emphasize that the integration of marketing innovation into national digital transformation agendas has contributed to medium- and long-term economic resilience. Government-led initiatives on industrial digitalization and MSME transformation positioned innovative marketing capabilities as strategic tools for improving market flexibility and revenue diversification (Ministry of Industry, 2021; World Bank, 2021). Reports from business associations and development agencies further demonstrate that firms with diversified marketing channels—spanning both domestic and international markets—exhibited greater capacity to absorb economic shocks and adjust to shifting market demand (Asian Development Bank, 2021; Indonesian Chamber of Commerce and Industry, 2022). These findings reinforce the argument that, in Indonesia, marketing innovation operates as a critical adaptive resource that supports economic resilience not only at the firm level, but also at the broader systemic level.

Institutional Support and Systemic Alignment

The third finding emphasized the role of institutional frameworks in shaping and reinforcing marketing innovation (OECD, 2018; Lundvall, 2016). Government policies and strategic development plans in Indonesia explicitly integrated marketing innovation into broader economic development agendas (Ministry of Cooperatives and Small and Medium Enterprises, 2020; Ministry of Industry, 2021). Policy documents related to MSME empowerment and digital transformation positioned marketing innovation as a systemic instrument aligned with national goals of inclusivity and resilience (Ministry of Communication and Information Technology, 2021).

Institutional reports from international organizations highlighted the importance of policy coherence in maximizing the developmental impact of innovation (OECD, 2018; World Bank, 2020). These reports suggested that marketing innovation achieved greater inclusivity and resilience when supported by coordinated regulatory frameworks, capacity-building programs, and digital infrastructure investments (OECD, 2018). This finding underscored the systemic nature of marketing innovation beyond firm-level initiatives.

Academic literature supported this institutional perspective by arguing that innovation outcomes are shaped by policy environments and governance structures (George et al., 2012; Lundvall, 2016). Studies on innovation systems in developing countries emphasized that marketing innovation was more effective when embedded within supportive institutional ecosystems (Lundvall, 2016). This aligns with the finding that marketing innovation in Indonesia was not an isolated business practice but part of a broader development system.

Official publications from development agencies and business associations demonstrated how institutional support translated into implementation. Programs facilitated by government agencies and industry associations provided training, digital tools, and market access support to MSMEs, reinforcing marketing innovation at scale (Asian Development Bank, 2021; Indonesian Chamber of Commerce and Industry, 2022). These initiatives illustrated the interaction between policy intent and practical outcomes.

Overall, the findings indicate that marketing innovation functioned as a systemic development instrument shaped by institutional alignment (OECD, 2018; World Bank, 2020). Government policies, institutional programs, and regulatory frameworks collectively enabled marketing innovation to contribute to inclusive and resilient economic development. This finding extends marketing innovation theory by incorporating an institutional-developmental dimension, emphasizing the importance of systemic support in achieving sustainable economic transformation (Lundvall, 2016).

Discussion

This study addressed the central research problem concerning the limited understanding of how marketing innovation contributes to inclusive and resilient economic development beyond firm-level performance outcomes. The findings provide clear evidence that marketing innovation in Indonesia operates as a multidimensional development mechanism, rather than merely as a competitive business strategy. By examining marketing innovation through policy documents, institutional reports, and academic literature, this study demonstrates that marketing innovation plays an integral role in shaping economic inclusion, resilience, and systemic transformation within a developing country context.

The first key interpretation of the findings is that marketing innovation functions as a structural enabler of economic inclusion. While previous marketing studies predominantly emphasize performance and competitive advantage, the results of this study show that innovative marketing practices—such as digital platforms, adaptive distribution channels, and inclusive promotional strategies—reduce market entry barriers for MSMEs and marginalized economic actors. This finding extends the concept of inclusive innovation by positioning marketing innovation as a practical mechanism through which inclusion is operationalized in market systems. Rather than focusing solely on production or technological innovation, marketing innovation facilitates participation in value creation and market access, thereby expanding the scope of inclusive economic development.

The second major interpretation concerns the relationship between marketing innovation and economic resilience. The findings indicate that marketing innovation enhances adaptive capacity by enabling businesses and economic actors to respond effectively to environmental uncertainty, market disruptions, and changing consumer behavior. This insight contributes to resilience theory by

highlighting marketing capability as a critical adaptive resource. In contrast to traditional resilience frameworks that prioritize financial or operational flexibility, this study emphasizes that marketing innovation—through flexible pricing, digital engagement, and market diversification—supports continuity and sustainability in dynamic economic environments. Consequently, marketing innovation should be recognized as a strategic component of resilience-building in developing economies.

A further contribution of this study lies in its emphasis on institutional support and systemic alignment. The findings reveal that marketing innovation in Indonesia is not an isolated organizational practice but is embedded within broader policy and institutional frameworks. Government initiatives, regulatory support, and development programs actively shape how marketing innovation is conceptualized and implemented. This challenges firm-centric views of marketing innovation by incorporating an institutional-developmental perspective. By doing so, the study modifies existing marketing innovation theory to account for the role of governance, policy coherence, and institutional ecosystems in enabling inclusive and resilient economic outcomes.

Integrating these interpretations, this study proposes a refined conceptual understanding of marketing innovation as a development-oriented construct that operates across organizational, market, and institutional levels. This interdisciplinary perspective bridges marketing management, innovation studies, and development economics, responding directly to calls for more integrative approaches in economic development research. Marketing innovation is thus reframed as a catalyst for systemic transformation that simultaneously promotes inclusion, resilience, and sustainability.

In theoretical terms, this study contributes to the literature by extending marketing innovation theory beyond its traditional boundaries and aligning it with inclusive growth and resilience frameworks. It suggests that existing theories should be expanded to incorporate developmental objectives and institutional contexts, particularly in emerging economies. From a practical standpoint, the findings underscore the importance of aligning marketing innovation initiatives with policy frameworks and development strategies to maximize their inclusive and resilience-building potential.

Overall, the discussion demonstrates that marketing innovation plays a pivotal role in addressing contemporary economic challenges in developing countries. By answering the research problems and integrating empirical findings with existing theoretical perspectives, this study offers a modified conceptual framework that positions marketing innovation as a key driver of inclusive and resilient economic development. This contribution not only advances academic discourse but also provides a foundation for future research and policy formulation in the field of marketing and economic development.

4. CONCLUSION

This study concludes that marketing innovation plays a strategic and multidimensional role in driving inclusive and resilient economic development in Indonesia. Based on the qualitative analysis of policy documents, institutional reports, and academic literature, the findings demonstrate that marketing innovation extends beyond firm-level competitiveness and functions as a mechanism that expands market access, strengthens economic participation, and enhances adaptive capacity within economic systems. In response to the research questions, the study confirms that marketing innovation in Indonesia is conceptualized and implemented as part of broader economic development initiatives, particularly through digital platforms, inclusive marketing strategies, and institutional support frameworks.

The study further concludes that marketing innovation contributes to economic inclusion by reducing structural barriers faced by MSMEs and community-based economic actors. Innovative marketing practices enable these actors to reach wider markets, engage more effectively with consumers, and integrate into formal economic networks. At the same time, marketing innovation enhances economic resilience by supporting flexibility, responsiveness, and sustainability in the face of market uncertainty and economic disruptions. These findings affirm that marketing innovation serves as a key adaptive capability that supports long-term economic stability and inclusive growth.

In addition, this study highlights the importance of institutional alignment in amplifying the impact of marketing innovation. Government policies and development programs play a critical role in shaping the direction and effectiveness of marketing innovation initiatives. This conclusion underscores the need to view marketing innovation not only as a managerial strategy but also as a policy-relevant

instrument for achieving inclusive and resilient economic development. By integrating marketing innovation into national development agendas, Indonesia strengthens its capacity to build inclusive, resilient, and sustainable economic communities.

Based on these conclusions, several practical suggestions are proposed. For policymakers and government institutions, the study suggests strengthening policy frameworks that explicitly support marketing innovation as a tool for inclusion and resilience. This includes expanding digital marketing infrastructure, providing targeted capacity-building programs for MSMEs, and aligning marketing innovation initiatives with inclusive development goals. These actions are intended to enhance market accessibility and economic participation across diverse socio-economic groups.

For business practitioners and MSME actors, the study suggests adopting innovative marketing strategies that emphasize digital engagement, customer-centered value creation, and market diversification. By leveraging marketing innovation, businesses can improve their resilience to economic shocks while contributing to inclusive economic outcomes. This advice is intended to support sustainable business growth and long-term competitiveness.

For academic researchers, the study suggests further empirical research that explores the relationship between marketing innovation, inclusion, and resilience using mixed-method or longitudinal approaches. Future studies could also examine specific sectors or regions to deepen contextual understanding and refine the conceptual framework proposed in this study.

In conclusion, marketing innovation emerges as a critical driver of inclusive and resilient economic development in Indonesia. By positioning marketing innovation at the intersection of business strategy, institutional support, and development objectives, this study contributes to interdisciplinary knowledge and provides practical guidance for building inclusive, resilient, and sustainable economic communities.

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