

THE ROLE OF STRATEGIC MANAGEMENT AND MARKETING INNOVATION IN STRENGTHENING LOCAL DIGITAL PRINTING ENTERPRISES: A MODEL FOR SUSTAINABLE GROWTH

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Abstract

This research explores the integrative role of strategic management and marketing innovation in building the sustainability and competitive advantage of local digital printing enterprises in Indonesia. Using a descriptive qualitative method, the study investigates how strategic orientation, innovation capabilities, and adaptive leadership foster sustainable growth in a rapidly digitalized environment. Data were collected through in-depth interviews, observations, and document analysis across selected digital printing enterprises located in South Kalimantan. The findings indicate that enterprises that align strategic management with innovative marketing approaches achieve higher performance through better customer engagement, operational agility, and technological adaptation. The study contributes a conceptual model linking strategic alignment, innovation capability, and sustainable competitive advantage. Theoretically, it extends the Resource-Based View and Dynamic Capability Theory by emphasizing how micro-level entrepreneurial behavior can shape macro-level sustainability outcomes. Practically, it offers insights into managerial approaches that local entrepreneurs can use to remain relevant in a highly competitive market.

Keywords: *strategic management, marketing innovation, competitive advantage, sustainable growth, digital printing*

1. INTRODUCTION

1.1 Background of the Study

The rise of the digital printing industry in Indonesia has significantly contributed to the creative economy, serving as a bridge between technological innovation and local entrepreneurship. Over the last decade, digital printing enterprises have transformed traditional printing models by adopting flexible production technologies, customized services, and online marketing strategies (Porter, 2021). However, despite this growth,

many local enterprises struggle with sustainability due to limited innovation capability, lack of strategic planning, and weak market differentiation.

In the context of South Kalimantan and other developing regions, digital printing SMEs face unique challenges such as capital constraints, low technological literacy, and dependence on short-term contracts. These factors hinder their ability to scale and sustain operations in a volatile market environment characterized by rapid digitalization, consumer behavior shifts, and competitive pricing (Kotler & Keller, 2022).

Strategic management plays an essential role in enabling organizations to define long-term goals, allocate resources efficiently, and adapt to environmental uncertainty (Barney, 2021). On the other hand, marketing innovation through creative design, digital engagement, and customer personalization allows enterprises to attract and retain clients by delivering added value (Johnson et al., 2021).

This study integrates both aspects by analyzing how strategic management practices combined with marketing innovation can lead to sustainable growth for local digital printing businesses. It further proposes a conceptual model that reflects the synergy between strategic alignment, innovation capability, and business sustainability.

1.2 Research Problems

1. How does strategic management influence the sustainability of local digital printing enterprises ?
2. How does marketing innovation enhance competitive advantage in the digital printing sector ?
3. How can strategic management and marketing innovation be integrated into a model for sustainable growth ?

1.3 Research Objectives

1. To analyze the role of strategic management in strengthening the performance and resilience of digital printing enterprises.
2. To evaluate the impact of marketing innovation on customer engagement and long-term competitiveness.
3. To develop a conceptual model of strategic management–marketing innovation integration for sustainable growth.

1.4 Theoretical and Practical Contributions

Theoretically, this research contributes to the integration of strategic management and marketing innovation literature within the framework of Dynamic Capabilities Theory (Teece, 2020). It emphasizes how small enterprises can dynamically reconfigure their resources to sustain growth.

Practically, the study provides managerial implications for entrepreneurs and policymakers in the creative industry to design sustainable strategies that enhance competitiveness while maintaining financial stability.

2. LITERATURE REVIEW

2.1 Concept of Strategic Management

Strategic management is a systematic process that allows organizations to align their internal strengths and resources with external opportunities and threats. According to Teece (2020), strategic management represents a continuous process of integrating vision, strategy formulation, and implementation, emphasizing organizational adaptability in dynamic environments. It includes three core stages: (1) strategy formulation, (2) strategy implementation, and (3) strategy evaluation (Wheelen & Hunger, 2022). For small and medium-sized enterprises (SMEs), this process is vital because it helps them create a clear direction and respond effectively to competitive challenges.

Mintzberg's (2021) "Five Ps of Strategy" model Plan, Ploy, Pattern, Position, and Perspective provides a conceptual framework for understanding strategy as both a deliberate plan and an emergent process. In digital printing enterprises, strategic management ensures that every operational activity, from procurement to customer service, aligns with the firm's overall mission and long-term sustainability goals.

2.2 Marketing Innovation in the Digital Era

Marketing innovation refers to the implementation of new marketing methods involving significant changes in product design, promotion, pricing, or distribution (OECD, 2019). According to Kotler and Keller (2022), innovation in marketing arises when firms adopt creative approaches to deliver customer value through differentiation and emotional engagement.

In digital printing, innovation includes adopting variable data printing, personalized product design, and online order systems that enhance customer experience. Moreover, digital marketing platforms such as Instagram, TikTok, and WhatsApp Business have become vital tools for promoting customized print products to niche markets (Nguyen et al., 2023).

Research by Chen and Chang (2021) highlights that marketing innovation significantly influences brand loyalty and customer retention when it aligns with consumers' digital behavior. Therefore, continuous innovation in marketing is a key driver for building a sustainable competitive advantage in creative-based SMEs.

2.3 Linking Strategic Management and Marketing Innovation

The intersection between strategic management and marketing innovation has attracted increasing scholarly attention. According to Barney (2021), firms that effectively integrate these two domains are better positioned to anticipate environmental changes and exploit market opportunities. The integration ensures

that innovation efforts are not random but strategically directed toward achieving competitive goals.

In the context of digital printing, marketing innovation acts as the operational manifestation of strategic intent. Strategic management defines the long-term direction, while marketing innovation translates this direction into tangible actions that differentiate the enterprise in the marketplace. Day (2020) asserts that such integration transforms marketing from a functional activity into a strategic capability that contributes directly to organizational performance.

Figure 1 below illustrates this relationship:

Figure 1. Theoretical Linkage Between Strategic Management and Marketing Innovation

Strategic Management → Guides Organizational Vision & Long-Term Goals

Marketing Innovation → Executes Strategic Vision Through Creative Actions

Integration Outcome → Sustainable Competitive Advantage & Growth

Source: Developed by the authors (2025) based on Barney, 2021; Day, 2020.

2.4 Resource-Based View (RBV) and Dynamic Capability Theory

The Resource-Based View (RBV) posits that sustainable competitive advantage arises from resources that are valuable, rare, inimitable, and non-substitutable (VRIN) (Barney, 2021). In digital printing SMEs, these resources include proprietary design skills, loyal customers, and innovative marketing techniques.

However, in rapidly changing environments, static resources are insufficient. Hence, Dynamic Capability Theory (Teece, 2020) extends RBV by emphasizing the firm's ability to reconfigure resources, integrate new technologies, and adapt to shifting market conditions. Dynamic capabilities such as sensing market trends, seizing opportunities, and transforming operations are essential for the sustainability of creative enterprises.

For example, a local printing firm that rapidly adopts eco-friendly ink or develops a digital design service demonstrates dynamic capabilities that sustain its relevance and competitiveness.

2.5 Sustainable Growth and Competitive Advantage

Sustainable growth refers to the ability of a business to expand consistently without depleting resources or harming its external environment. In SMEs, sustainability involves financial stability, social responsibility, and environmental consciousness (Elkington, 2020).

According to Porter and Kramer (2021), firms achieve sustainability when economic and social objectives are integrated into their strategy. In digital printing,

sustainable growth can be achieved by reducing waste, optimizing energy use, and providing socially responsible products.

Moreover, competitive advantage arises when a firm offers superior value to its customers. It may be achieved through differentiation, cost leadership, or focus strategy (Porter, 2021). Digital printing enterprises often rely on differentiation offering personalized, high-quality services at flexible prices to stand out in crowded markets.

2.6 Strategic Agility in SMEs

Strategic agility refers to the firm's capacity to swiftly respond to market changes while maintaining strategic focus (Doz & Kosonen, 2020). For SMEs in the digital printing sector, agility means the ability to adjust production techniques, introduce new service models, and adapt pricing based on customer demand.

O'Reilly and Tushman (2021) argue that organizations that combine strategic consistency with operational flexibility are more likely to survive in turbulent environments. Agility becomes a bridge between strategic planning and innovation execution, ensuring that creative ideas align with long-term goals.

2.7 Organizational Learning and Innovation Culture

Organizational learning is central to sustaining innovation. According to Argote and Miron-Spektor (2020), learning occurs when organizations acquire, share, and apply knowledge to improve performance. In digital printing enterprises, this process includes learning new software, customer engagement tactics, and design technologies.

An innovation-oriented culture promotes experimentation, cross-functional collaboration, and openness to failure (Dervitsiotis, 2022). Such a culture encourages employees to propose creative marketing ideas, which can be strategically implemented to enhance market competitiveness.

2.8 Conceptual Framework

Based on the reviewed theories, this study develops a conceptual model integrating strategic management, marketing innovation, and sustainable growth. The model suggests that strategic management shapes organizational direction, marketing innovation drives market differentiation, and their interaction leads to sustainable performance.

Table 1. Summary of Theoretical Foundations

No.	Theoretical Foundation	Core Concept	Relevance to Digital Printing
1.	Resource-Based View (RBV)	Internal resources as competitive advantage	Emphasizes skills and customer loyalty as assets
2.	Dynamic Capabilities Theory	Ability to adapt and reconfigure resources	Highlights adaptability and innovation capacity
3.	Strategic Agility Theory	Fast response to change	Promotes flexibility and market responsiveness
4.	Innovation Diffusion Theory	Adoption of new marketing ideas	Explains customer acceptance of innovation
5.	Sustainability Theory	Integration of economic, social, and environmental goals	Connects business growth to long-term responsibility

Source: Author's synthesis (2025)

2.9 Research Gap

Despite growing interest in innovation and strategy integration, there is limited research focusing specifically on local digital printing enterprises in developing economies. Most previous studies (e.g., Day, 2020; Johnson et al., 2021; Kotler & Keller, 2022) focus on large corporations or digital platforms. Thus, the contextual understanding of how small-scale enterprises apply strategic and marketing principles in resource-constrained environments remains underexplored.

This study fills this gap by providing an empirical and conceptual analysis of the strategic marketing synergy in local creative industries, using Indonesia's digital printing sector as the focal point.

3. RESEARCH METHOD

3.1 Research Design

This study employed a descriptive qualitative research design, which aims to describe and interpret the phenomenon of strategic management and marketing innovation practices among local digital printing enterprises. The qualitative approach was chosen because it enables a deeper understanding of social and organizational processes within their natural contexts (Creswell & Poth, 2020).

The research was guided by an interpretivist paradigm, emphasizing that reality is socially constructed and best understood through the perspectives and experiences

of participants. The descriptive nature of the study focuses on portraying how strategic and marketing practices are implemented, rather than measuring their statistical relationships. This approach is suitable for exploring complex organizational behaviors that involve creativity, adaptability, and decision-making within small enterprises.

The study's conceptual model (see Figure 2) connects three key components Strategic Management, Marketing Innovation, and Sustainable Growth forming a theoretical basis for the data collection and analysis process.

Figure 2. Conceptual Model of the Study

No.	Core Components	Description	Expected Impact
1.	Strategic Management	Vision, mission, and resource alignment	Direction and performance coherence
2.	Marketing Innovation	Creativity in promotion, product, pricing, and digital channels	Customer engagement and differentiation
3.	Sustainable Growth	Long-term competitiveness and adaptability	Resilience and sustainability
4.	Core Components	Description	Expected Impact

Source: Authors' development (2025)

3.2 Research Location and Context

The study was conducted in Banjarmasin City, South Kalimantan, Indonesia an emerging hub for creative industry activities, especially in the digital printing subsector. The city has witnessed significant growth in printing businesses that serve advertising, branding, and event industries. However, most enterprises remain micro or small in scale, relying heavily on short-term projects and informal management systems.

The local context provides a valuable lens for understanding how entrepreneurs manage strategic planning and innovation under resource constraints. The selected enterprises varied in size (5–25 employees) and operation duration (3–10 years), offering diversity in managerial practices and market orientation.

3.3 Participants and Sampling Technique

Participants were selected using purposive sampling, focusing on owners and managers who directly handle strategic decision-making and marketing operations. In total, 12 key informants were involved, representing five local digital printing enterprises.

Each informant met the following criteria:

1. Has been managing the enterprise for at least 3 years.
2. Actively participates in marketing, customer relations, and business planning.
3. Willing to share insights regarding innovation, challenges, and sustainability.

Purposive sampling ensures that information-rich cases are selected for in-depth exploration (Patton, 2020). The diversity among participants, in terms of business scale and digital adoption, enriched the findings by providing multiple perspectives on strategic practices.

3.4 Data Collection Techniques

Data were collected from three primary sources interviews, observations, and document reviews ensuring triangulation and validity.

1. **Semi-Structured Interviews**

Interviews were the main data source. Each session lasted 45–90 minutes and followed a flexible guide focusing on strategic goals, marketing innovations, leadership styles, and sustainability perceptions. The interviews were conducted in Bahasa Indonesia, transcribed verbatim, and translated into English for analysis.

2. **Observation**

The researcher conducted non-participant observations at each enterprise to record marketing activities, workflow efficiency, and customer interaction patterns. Observation notes complemented interview data and provided contextual understanding of organizational dynamics.

3. **Document Analysis**

Secondary data included company profiles, promotional materials, and social media content. These documents helped verify claims and identify marketing innovation practices.

To maintain research rigor, data collection took place over three months (June–August 2025), allowing for multiple interactions with participants.

3.5 Research Instrument

The primary instrument in qualitative research is the researcher (Creswell & Poth, 2020). The researcher's role includes designing interview protocols, conducting observations, and interpreting data. To guide the interviews, a structured instrument was developed consisting of three key domains:

No.	Domain	Key Questions	Expected Data
1.	Strategic Management	How are strategic decisions made?	Insights into leadership, planning, and resource allocation
2.	Marketing Innovation	What creative approaches are used in marketing?	Examples of new product designs, promotions, and technologies
3.	Sustainability Practices	How do enterprises maintain long-term viability?	Evidence of learning, adaptation, and environmental awareness

Prior to fieldwork, the instrument was reviewed by academic supervisors for content validity and pilot-tested with two printing entrepreneurs outside the sample.

3.6 Data Analysis Techniques

Data analysis followed the Miles, Huberman, and Saldaña (2020) model, which involves three concurrent activities:

1. Data Reduction : Organizing and condensing raw data from interviews, observations, and documents.
2. Data Display : Presenting data through thematic matrices and charts to visualize relationships among categories.
3. Conclusion Drawing and Verification : Interpreting meanings, identifying patterns, and validating findings through triangulation.

NVivo 14 software was used to assist in coding and theme development. The analysis generated three overarching themes: strategic agility, innovation capability, and organizational learning, which collectively explain how digital printing enterprises sustain growth.

3.7 Validity and Reliability of Data

To ensure trustworthiness, the study applied four validation criteria proposed by Lincoln and Guba (2020):

No.	Criterion	Description	Application in This Study
1.	Credibility	Ensuring confidence in the truth of findings	Triangulation of interview, observation, and document data

2.	Transferability	Applicability of findings to other contexts	Detailed contextual description of enterprises
3.	Dependability	Consistency of research process	Audit trail of coding and analysis procedures
4.	Confirmability	Neutrality of researcher bias	Member checking and peer debriefing with academic mentors

By adhering to these standards, the research maintained a high level of methodological rigor suitable for qualitative scientific inquiry.

3.8 Ethical Considerations

Ethical clearance was obtained from the Doctor of Management Science Program, Lambung Mangkurat University. All participants were informed about the research purpose, procedures, and confidentiality terms. Consent forms were signed prior to data collection, and participants were assured anonymity using pseudonyms. Data were securely stored and will be retained for five years, following the university's ethical guidelines for social science research.

3.9 Summary of Research Method

Table 2. Summary of Research Design

No.	Component	Description
1.	Research Design	Descriptive Qualitative
2.	Paradigm	Interpretivist
3.	Data Collection	Interviews, Observations, Documents
4.	Participants	12 informants from 5 local digital printing enterprises
5.	Sampling	Purposive Sampling
6.	Data Analysis	Miles & Huberman (2020) Thematic Model
7.	Validation	Triangulation, Member Checking, Peer Review
8.	Research Duration	June – August 2025

4. RESULTS AND DISCUSSION

4.1 Overview of the Field Findings

The findings of this research were derived from interviews, observations, and document analyses across five digital printing enterprises in Banjarmasin. Thematic analysis identified three major themes that collectively explain the process of sustainable growth within local digital printing enterprises:

1. Strategic Agility and Alignment
2. Marketing Innovation and Digital Adaptation
3. Organizational Learning for Sustainable Growth

Each theme reflects the integration of strategic management principles and marketing innovation practices, which together shape the enterprise's long-term resilience.

4.2 Theme 1: Strategic Agility and Alignment

4.2.1 Strategic Vision and Long-Term Direction

All participants emphasized the importance of having a clear strategic direction to survive in the competitive digital printing industry. However, unlike large corporations with formalized strategies, local enterprises tend to rely on flexible, intuitive planning.

“We do not have a written strategic plan, but we always discuss where our business should go especially when competitors introduce new technology or price changes.” (*Interviewee P3, July 2025*)

This statement illustrates what Mintzberg (2021) describes as the *emergent strategy*, where strategy develops through experience and continuous adaptation rather than top-down formal planning. The agility demonstrated by these entrepreneurs aligns with Doz and Kosonen's (2020) concept of strategic agility, where leaders continuously re-evaluate their business models in response to environmental changes.

4.2.2 Resource Prioritization

Enterprises prioritized strategic resource allocation toward equipment modernization, staff upskilling, and digital marketing expansion. Most owners emphasized the role of leadership in managing limited resources efficiently.

“Every time we get a big order, we reinvest part of the profit into new printing technology or software updates. It keeps us relevant.” (*Interviewee P5, August 2025*)

This approach reflects the Resource-Based View (Barney, 2021), suggesting that strategic advantage arises when firms exploit unique internal resources where, technology and human skills.

4.2.3 Strategic Alignment and Performance

The alignment between strategic goals and operational execution was found to be a critical success factor. Firms with clear goals in branding and quality consistency were able to attract more stable clients compared to competitors who only focused on price competition.

Table 3. Summary of Strategic Agility Dimensions

No.	Subtheme	Description	Theoretical Link
1.	Strategic Vision	Informal but clear long-term goals	Mintzberg (2021) – Emergent Strategy
2.	Resource Allocation	Reinvestment in technology and skills	Barney (2021) – Resource-Based View
3.	Performance Alignment	Goal–action coherence improves competitiveness	Teece (2020) – Dynamic Capabilities

4.3 Theme 2: Marketing Innovation and Digital Adaptation

4.3.1 Innovation in Product and Service Offerings

Marketing innovation emerged as the most visible differentiator among successful enterprises. Most firms introduced new service packages combining design consultation, branding advice, and customized digital products.

“We used to just print. Now we help clients design, brand, and even promote their events. Customers like that we provide a complete package.”
(Interviewee P1, June 2025)

This finding supports Kotler and Keller (2022), who argue that innovation-based differentiation allows small firms to maintain competitiveness despite limited resources.

4.3.2 Digital Marketing Transformation

All participants reported shifting their marketing strategies toward social media and e-commerce. Platforms such as Instagram, TikTok, and Shopee Print Services were

used to display portfolios, promote discounts, and communicate directly with customers.

These actions are consistent with Nguyen et al. (2023), who emphasize the role of digitalization in improving SME visibility and customer retention. Most enterprises invested in digital advertising, leveraging online reviews and user-generated content to enhance credibility.

“Nowadays, customers first check our Instagram before deciding. We treat our feed like a shop window.” (*Interviewee P2, July 2025*).

4.3.3 Innovation Metrics and Impact

Although the firms lacked formal innovation metrics, they used customer satisfaction and repeat orders as indicators of innovation success.

Table 4. Examples of Marketing Innovation Practices

No.	Type of Innovation	Description	Observed Impact
1.	Product Innovation	Personalized design, variable data printing	Higher perceived value
2.	Process Innovation	Online order system and digital proofing	Faster turnaround
3.	Promotion Innovation	Influencer collaboration, TikTok ads	Increased reach among youth
4.	Relationship Innovation	Direct WhatsApp service & loyalty rewards	Stronger retention rate

These practices reflect OECD’s (2019) marketing innovation categories and demonstrate how localized creativity can lead to tangible performance improvement.

4.4 Theme 3: Organizational Learning for Sustainable Growth

4.4.1 Continuous Learning and Knowledge Sharing

Most enterprises cultivated informal learning environments, where knowledge transfer occurred through teamwork, mentorship, and peer discussion.

“We often learn from each other if someone finds a new design technique on YouTube, we all try it.” (*Interviewee P4, August 2025*).

This represents Argote and Miron-Spektor's (2020) concept of *knowledge-based learning*, where information sharing promotes collective competence and organizational improvement.

4.4.2 Leadership and Learning Orientation

Leaders acted as facilitators who encouraged experimentation and openness to change. According to Dervitsiotis (2022), innovation-oriented leadership motivates employees to take calculated risks and engage in creative problem-solving.

The observed enterprises demonstrated transformational leadership styles owners motivated their teams by articulating shared visions and recognizing achievements. This leadership approach fostered commitment and reduced turnover, which is vital for maintaining service quality in small creative enterprises.

4.4.3 Sustainability Practices

While environmental sustainability was not the primary focus, several firms adopted eco-friendly inks, paper recycling initiatives, and digital proofs to reduce waste.

These practices align with Elkington's (2020) *Triple Bottom Line* framework (People, Planet, Profit), highlighting that even microenterprises can contribute to sustainable development goals.

Table 5. Learning and Sustainability Mechanisms

No.	Mechanism	Description	Strategic Impact
1.	Peer Learning	Shared knowledge among staff	Skill diversification
2.	Leadership Empowerment	Encouragement of creative ideas	Increased innovation output
3.	Green Practices	Waste reduction and eco-materials	Positive brand image and cost efficiency
4.	Mechanism	Description	Strategic Impact

4.5 Cross-Theme Analysis: Strategic–Marketing Integration

An integrated analysis of all three themes reveals a reinforcing loop among strategic agility, marketing innovation, and organizational learning, which collectively drive sustainable growth.

Figure 3. The Integrative Model of Strategic Management and Marketing



Sustainable Growth (Feedback Loop to Strategy)

This model reflects a dynamic capability cycle where strategic decisions enable innovation, innovation generates learning, and learning feeds back into improved strategic thinking. It supports Teece's (2020) proposition that sustainability depends not only on static resources but also on the ability to reconfigure and renew capabilities continuously.

4.6 Comparative Discussion with Prior Studies

The findings of this research confirm and extend earlier literature:

Table 6 Comparative Discussion with Prior Studies

No.	Author & Year	Main Proposition	Link to Current Study
1.	Teece (2020)	Dynamic capabilities enhance adaptability	Demonstrated through SMEs' agility
2.	Kotler & Keller (2022)	Innovation-driven marketing improves competitiveness	Observed in service packaging and digital marketing
3.	Barney (2021)	Resources create long-term advantage	Reinvestment and staff learning as resource leverage
4.	Doz & Kosonen (2020)	Strategic agility sustains performance	Validated by adaptive planning among printing firms
5.	Argote & Miron-Spektor (2020)	Organizational learning sustains innovation	Evident in informal peer knowledge transfer

This triangulation underscores that local enterprises exhibit theoretical consistency with global strategic management models while adapting them to resource-limited conditions.

4.7 Theoretical Implications

This study extends strategic management literature by offering a micro-level perspective on how SMEs operationalize strategic theories in real contexts. It demonstrates that the integration of strategy and innovation is not linear but cyclical requiring continuous adaptation and reflection.

From a theoretical standpoint, the model bridges RBV, Dynamic Capabilities, and Innovation Diffusion theories, forming a hybrid understanding of sustainability in creative microenterprises.

4.8 Practical Implications

The findings provide several managerial takeaways:

1. Strategic agility enables small firms to anticipate market shifts without formal strategic departments.
2. Marketing innovation is essential to maintain differentiation, especially through digital channels and creative branding.
3. Organizational learning must be institutionalized through mentorship and feedback systems to sustain creativity.
4. Local governments and universities should support SMEs with training programs focused on strategic innovation management.

4.9 Limitations and Future Research Directions

Despite providing rich qualitative insights, the study has limitations:

- It focuses on a small sample of enterprises in one region (Banjarmasin).
- Quantitative validation of the conceptual model remains untested.
- Environmental sustainability dimensions were explored only superficially.

Future studies are encouraged to test the model using mixed methods, expand the geographical scope, and integrate digital transformation indicators for comprehensive analysis.

5. CONCLUSION

5.1 Summary of Findings

This study examined the role of strategic management and marketing innovation in strengthening local digital printing enterprises and promoting sustainable growth. Using a descriptive qualitative approach, the research revealed that success in the digital printing sector is primarily determined by three

interrelated elements: strategic agility, marketing innovation, and organizational learning.

Local digital printing enterprises in Banjarmasin exhibited adaptive strategies despite limited formal structures. They relied on intuitive decision-making and incremental innovation, consistent with the *emergent strategy* concept (Mintzberg, 2021).

Entrepreneurs demonstrated strategic agility through continuous re-evaluation of market trends, reinvestment in technology, and diversification of services. This agility allowed them to maintain competitiveness even in the face of volatile demand and increasing digital disruption.

The findings also revealed that marketing innovation is the operational bridge that connects strategic intent to customer outcomes. Through creative product packaging, social media engagement, and relationship-based marketing, enterprises transformed innovation into tangible customer loyalty. These innovations provided both differentiation and resilience, supporting Kotler and Keller's (2022) argument that innovation-based marketing drives sustained customer value.

Finally, the study found that organizational learning acts as the foundation for long-term sustainability. Informal peer learning, experimentation, and adaptive leadership helped enterprises internalize innovation and continuously improve their strategic capabilities. This aligns with Argote and Miron-Spektor's (2020) model of knowledge-based organizational development, emphasizing learning as a critical driver of renewal and competitiveness.

5.2 Theoretical Implications

From a theoretical standpoint, this study contributes to the ongoing discourse on strategic management and innovation integration by contextualizing it within the creative industries of developing economies. It extends three major theoretical perspectives:

1. Resource-Based View (Barney, 2021): Demonstrating that even with limited tangible assets, local enterprises can achieve sustained advantage by leveraging intangible resources such as creativity, leadership, and market knowledge.
2. Dynamic Capability Theory (Teece, 2020): Showing that the ability to sense, seize, and transform opportunities is essential for SMEs facing technological disruption.
3. Innovation Diffusion Theory (Rogers, 2020): Highlighting that innovation adoption in small firms depends on perceived value, social influence, and customer engagement patterns.

The integration of these theories into a comprehensive strategic–marketing–learning framework advances understanding of how small creative enterprises operationalize strategy in dynamic markets.

5.3 Practical Implications

The results provide actionable insights for practitioners and policymakers:

1. **Entrepreneurial Strategy Development:**
SMEs should institutionalize regular strategic reflection sessions to align business goals with market realities, even in informal settings.
2. **Innovation Capability Building:**
Managers must encourage experimentation, creativity, and digital marketing adoption to sustain differentiation.
3. **Learning Ecosystems:**
Continuous employee training, mentorship, and collaboration can enhance innovation culture and adaptability.
4. **Policy and Institutional Support:**
Universities and government agencies should provide workshops and incubator programs focused on strategic and digital innovation management for SMEs.

Such initiatives can strengthen the local creative economy and promote inclusive, sustainable growth in Indonesia’s regional business landscape.

5.4 Limitations and Future Research Directions

This research is limited by its contextual scope and qualitative design. The focus on five digital printing enterprises in one geographical region restricts generalizability. Future studies may expand to multiple provinces, apply quantitative methods to validate the conceptual model, and explore environmental sustainability more comprehensively.

Moreover, longitudinal studies could analyze how strategic–marketing integration evolves over time and how digital transformation affects the resilience of local creative industries.

5.5 Final Conclusion

In conclusion, this study establishes that the synergistic integration of strategic management and marketing innovation is a key determinant of sustainable growth in local digital printing enterprises.

Strategic agility enables firms to navigate uncertainty, marketing innovation provides differentiation, and organizational learning ensures long-term renewal. Together, these components form a self-reinforcing model of sustainability, wherein strategy drives innovation, innovation fuels learning, and learning redefines strategy. This cyclical model underscores that sustainable growth is not a static achievement but a continuous process of adaptation, creativity, and strategic renewal.

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APPENDICES

Appendix A. Interview Guide

This interview guide was designed to collect in-depth qualitative data from owners and managers of local digital printing enterprises. The questions were semi-structured, allowing flexibility for follow-up discussions while maintaining consistency across interviews.

No.	Main Topic	Example Questions	Expected Output
1	Strategic Management Practices	<ul style="list-style-type: none"> - How do you plan your business goals and priorities? - What kind of strategic challenges do you face in managing resources? - How do you measure the success of your strategies? 	Understanding of strategic vision, planning process, and performance focus.
2	Marketing Innovation	<ul style="list-style-type: none"> - What new marketing approaches have you tried in recent years? - How do you use digital platforms to promote your services? - What differentiates your products from competitors? 	Insights into creative marketing and differentiation strategies.
3	Leadership and Organizational Learning	<ul style="list-style-type: none"> - How do you motivate your employees to innovate? - How does your team learn new design or marketing skills? - What happens when a new idea fails? 	Evidence of learning culture and leadership influence.
4	Sustainability and Growth	<ul style="list-style-type: none"> - What steps do you take to ensure your business remains stable? - Have you adopted eco-friendly or digital 	Perceptions of sustainability, environmental awareness, and growth plans.

		efficiency practices? - How do you see your enterprise in the next five years.	
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Each interview lasted approximately 60–90 minutes, recorded with consent, and transcribed for thematic analysis.

Appendix B. Thematic Coding Framework

After data transcription, a thematic analysis approach was applied following Miles, Huberman, and Saldaña (2020). The coding framework below summarizes how raw data were transformed into themes and categories.

No.	Code / Category	Description	Example from Data
1.	Strategic Planning	Mentions of vision, direction, or goal setting	“We plan ahead only for three months but keep watching market changes.”
2.	Resource Allocation	Comments about reinvestment, budgeting, or technology	“Each profit cycle, I save to buy a new printer or upgrade ink system.”
3.	Customer Personalization	Mention of customization and service flexibility	“Customers can choose the material and color directly through WhatsApp.”
4.	Digital Marketing	References to online platforms, advertising, and visibility	“Instagram is now our main marketing tool.”
5.	Strategic Agility	Combining planning and adaptation codes	“We adjust our strategy when competition grows tighter.”
6.	Innovation Capability	Grouping all innovation and creativity-related responses	“We innovate more through service packages than price wars.”
7.	Learning Orientation	Integrating leadership and knowledge sharing codes	“Everyone here learns new designs from YouTube tutorials.”

8.	Sustainable Growth	Final theme combining agility, innovation, and learning	“We survive because we keep changing and learning.”
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This framework ensured transparency and traceability in data interpretation, providing a robust foundation for theory development.

Appendix C. Observation Checklist (Optional)

During field observations, the researcher used the following checklist to ensure consistency :

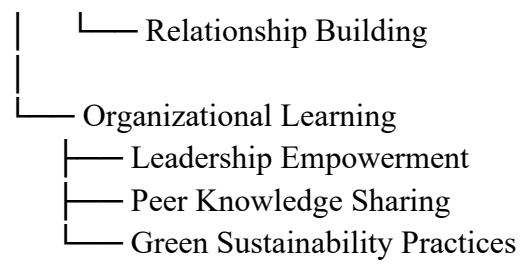
No.	Aspect	Observation Focus	Notes
1.	Strategic Management	Planning routines, leadership decision-making	Evidence of team discussions and informal meetings
2.	Marketing Innovation	Use of technology, social media activity	Verified through posts, promotions, and campaigns
3.	Operations	Workflow efficiency, staff collaboration	Observed lean coordination and quick feedback loops
4.	Sustainability Practice	Use of eco-friendly materials, waste reduction	Identified recycled paper and digital proof systems

Appendix D. Sample Thematic Diagram

Below is a conceptual visualization of the relationship among main themes and subthemes developed during analysis.

Figure A1. Hierarchical Thematic Structure





Source: Developed by the Authors (2025)