



INNOVATION AND MARKETING STRATEGY: A SYSTEMATIC REVIEW

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Cite as – American Psychological Association (APA)

Garcia, L. J., Botura Junior, G. & Silva, J. C. R. P. (2023, Sept./Dec.). Innovation and marketing strategy: a systematic review. *International Journal of Innovation - IJI*, São Paulo, 11(3), 1-24, e23150. <https://doi.org/10.5585/2023.23150>

Abstract

Objective: The article explores the marketing strategies adopted by companies of different nationalities in their business processes, using the innovations established by the Oslo Manual (4th edition). These strategies are analyzed through a bibliographical review of the scientific literature, with the objective of understanding how they are used as a strategic approach to act in the market.

Methodology: An integrative systematic review was carried out in the scientific literature on the subject to raise the state of the art that is found. The descriptors were defined and with them, initially, 432 articles were identified in the SciELO and Google Scholar databases that were evaluated and selected for discussions and reflections on what is happening in 15 countries around the world.

Relevance and originality: The article explores innovations in marketing from the global context and discusses strategic business approaches, presenting the existing gaps, when it is intended to apply innovation methodologies aimed at the market.

Main results: The results allowed us to identify that the innovations in marketing used by companies and institutions, mainly comprise improving characteristics of the four marketing pillars (product, price, place and promotion) and improving organizational performance through investigations the experiences of internal and external customers, aiming at the diversification of services and products in the market as a way of attracting the target audience and guaranteeing a competitive advantage.

Management contributions: The article shows how marketing strategies are being incorporated into companies, when the objective is to innovate in different markets. Since innovation is the essential factor for organizations to stand out and find a competitive differential from the marketing area, it contributes to the presentation of the different approaches used within different scenarios.

Keywords: Innovation. Marketing innovation. Marketing strategy.

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INOVAÇÃO E ESTRATÉGIA DE MARKETING: UMA REVISÃO SISTEMÁTICA

Resumo

Objetivo: O artigo explora as estratégias de marketing adotadas por empresas de diferentes nacionalidades em seus processos de negócios, utilizando as inovações estabelecidas pelo Manual de Oslo (4ª edição). Essas estratégias são analisadas por meio de uma revisão bibliográfica da literatura científica, com o objetivo de compreender como elas são utilizadas como uma abordagem estratégica para atuar no mercado.

Metodologia: Uma revisão sistemática integrativa foi realizada na literatura científica sobre o tema para levantar o estado da arte que se encontra. Definiu-se os descritores e com eles identificou-se, nas bases de dados SciELO e Google Scholar, inicialmente, 432 artigos que foram avaliados e pontualmente selecionados para discussões e reflexões sobre o que está acontecendo em 15 países do mundo.

Relevância e originalidade: O artigo explora as inovações em marketing a partir do contexto global e discute as abordagens estratégicas empresariais, apresentando as lacunas existentes, quando se tem por intenção aplicar metodologias de inovação voltadas para o mercado.

Principais resultados: Os resultados permitiram identificar que as inovações em marketing utilizadas pelas empresas e instituições, compreendem, principalmente, em se aprimorar características dos quatro pilares do marketing (produto, preço, praça e promoção) e a melhoria no desempenho organizacional por meio de investigações das experiências de clientes internos e externos, visando à diversificação dos serviços e produtos no mercado como forma de atrair o público-alvo e garantir vantagem competitiva.

Contribuições da gestão: O artigo traz como as estratégias de marketing estão sendo incorporadas às empresas, quando se tem o objetivo de inovar em diferentes mercados. Uma vez que a inovação é o fator essencial para que organizações se destaquem e encontrem um diferencial competitivo a partir da área do marketing, contribui com a apresentação das diversas abordagens utilizadas dentro de diferentes cenários.

Palavras-chave: Inovação. Inovação em marketing. Estratégia de marketing.

ESTRATEGIA DE INNOVACIÓN Y MARKETING: UNA REVISIÓN SISTEMÁTICA

Resumen

Objetivo: El artículo explora las estrategias de marketing adoptadas por empresas de diferentes nacionalidades en sus procesos de negocio, utilizando las innovaciones establecidas por el Manual de Oslo (4ª edición). Estas estrategias se analizan a través de una revisión bibliográfica de la literatura científica, con el objetivo de comprender cómo se utilizan como enfoque estratégico para actuar en el mercado.

Metodología: Se realizó una revisión sistemática integradora en la literatura científica sobre el tema para plantear el estado del arte que se encuentra. Se definieron los descriptores y con ellos, inicialmente, se identificaron 432 artículos en las bases de datos SciELO y Google Scholar que fueron evaluados y seleccionados para discusiones y reflexiones sobre lo que sucede en 15 países del mundo.

Relevancia y originalidad: El artículo explora las innovaciones en marketing desde el contexto global y discute los enfoques estratégicos de negocio, presentando las brechas existentes, cuando se pretende aplicar metodologías de innovación orientadas al mercado.

Principales resultados: Los resultados permitieron identificar que las innovaciones en marketing utilizadas por las empresas e instituciones, comprenden principalmente mejorar características de los cuatro pilares del marketing (producto, precio, plaza y promoción) y mejorar el desempeño organizacional a través de investigaciones las experiencias de internos y externos. clientes, visando la diversificación de servicios y productos en el mercado como forma de atraer al público objetivo y garantizar una ventaja competitiva.

Aportes gerenciales: El artículo muestra cómo se están incorporando estrategias de marketing en las empresas, cuando el objetivo es innovar en los diferentes mercados. Dado que la innovación es el factor esencial para que las organizaciones se destaquen y encuentren un diferencial competitivo desde el área de marketing, contribuye con la presentación de los diferentes enfoques utilizados en diferentes escenarios.

Palabras clave: Innovación. Innovación de mercadotecnia. Estrategia de mercadeo.

1 INTRODUCTION

The practice of innovation has been growing around the world, directly reflecting on companies' investments and the productivity achieved, and “between 2010 and 2020 they effectively revealed that both developed and developing economies have increasingly monitored their performance in the area of innovation and worked on sense of improving it” (Cornell University, Insead & Wipo, c2020, p. 52).

Organizations tend to look for differences to remain competitive in the market, with innovation being an essential resource for their survival. Innovation is understood as the implementation of something new or significantly improved, whether in a product (goods or services) or business processes (production of goods and services, distribution and logistics, marketing and sales, information and communication systems, administration and management , product and business development) in a context that involves interaction between companies, the public and the market with a view to creative stimuli and strategic planning (Manual de Oslo, 2018).

Organizations, within an increasingly globalized market, have reinvented themselves, through innovations, to conquer space and improve performance in the search for competitive advantages. Innovation, which previously had a vertical model, known as closed innovation, from within companies to the market, due to the constant change in the competitive scenario has become horizontal, a model known as open innovation (Rossi & Botura Jr, 2018) in which the market provides ideas and needs and companies sell the solutions they developed to serve them, using internal resources through a connection and development model (Kotler, Kartajaya & Setiawan, 2017).

To attract customers effectively, stand out from competitors and increase productivity, the practice of innovation in marketing started to strengthen new ways of promoting products, services and brands with the application of strategies, with companies starting to require participation in actions of marketing, from the simplest to the complex. Success lies in seeing the opportunity that market demand presents and committing together with the accumulated organizational knowledge present in procedures, characteristics and habits (Manual de Oslo, 2018).

The objective of this article is to review marketing innovations used by companies of different nationalities, through a systematic review in the SciELO and Google Scholar databases. The study seeks to identify the practices, tools and methods used in the context of marketing innovation and answer the following question: What is the impact of these marketing strategies adopted by companies to stand out in the market?

A systematic review is necessary in this area due to the need for organizations to innovate to conquer more and more space in the face of the competitiveness of the globalized world. By bringing an organization of literature on innovation and strategic marketing, it helps researchers and readers interested in the subject have access to a survey of what has actually been applied in companies and, based on this, can find a differentiator to compete in the market.

2 METHODOLOGICAL PROCEDURE

The choice of databases for the integrative systematic review (RSI) was based on the premise that those that allowed free access to their digital libraries should be selected. Therefore, we decided on the bases provided by Scientific Electronic Library Online (SciELO) and Google Scholar.

The SciELO database is made up of publications from scientific journals from Latin America with expansion in some European countries, being supported by two Brazilian funding agencies, the pioneer of the São Paulo Research Support Foundation (FAPESP) project and the partnership of the National Council of Scientific and Technological Development (CNPq). The choice of this database was due to its agility in finding articles focused on the topic and the concentration of publications in this geographic range that the database itself covers.

Google Scholar, an international virtual search engine, has a variety of publication formats, such as scientific articles, books, dissertations, theses, abstracts, technical reports,

among other academic literature, whose tool is supported by the multinational company Google LLC. Due to this variety of works found in this database, it was possible to guarantee an adequate return using search descriptors (to be discussed in item 2.1) and explore publications in other nationalities.

The RSI consists of a synthesis of published methods, theories and/or empirical studies to comprehensively understand a particular phenomenon (Redeker, 2000). Thus, the methodology used followed the six steps recommended for preparing the integrative review (Botelho, Cunha & Macedo, 2011), which are presented below, a brief report of what resulted in each step of this article:

- 1) Identification of the topic and selection of the research question – brought the definition of the problem, the descriptors and the database used;
- 2) Establishment of inclusion and exclusion criteria – pointed out the pre-determined parameters to be searched in the databases;
- 3) Identification of pre-selected and selected studies – occurred from the survey of publications found by checking the Title, Abstract and Keywords in the pre-selection, as well as checking those that were selected;
- 4) Categorization of selected studies – structured a synthesis matrix, categorizing and analyzing the results separately;
- 5) Analysis and interpretation of results – discussion of the studies examined and presentation of existing gaps for future studies;
- 6) Presentation of the review and synthesis of knowledge – with detailed information from the review of the research analyzed and the presentation of the main results.

2.1 Identification of the topic and selection of the research question

With a view to the objective of this study, which is to explore innovations in marketing and its strategies today, the management of the systematic review used the P.I.C.O. element technique. (Population, Intervention, Comparison, Outcomes/Results). Therefore, the following research question was defined: how are companies [P] developing marketing innovations [I] in a strategic way [C] to work in the current market [O]?

The choice of descriptors used in the search considered the variety of key terms as synonyms in the Brazilian and international context, delimited in: “marketing innovation” OR “innovation strategy marketing”, as well as terms in Portuguese: “*inovação em marketing*”

OR “*inovação estratégia marketing*”. The database to extract the studies was determined by SciELO and Google Scholar.

In each database, the search was carried out individually for each descriptor mentioned, using the Boolean term OR to find certain key terms, where one descriptor or another could be located in the list of results. These four descriptors were enough to understand the universe of works related to the theme.

2.2 Establishment of inclusion and exclusion criteria

The inclusion criteria adopted were: I – original open access works; II – written in Portuguese and English; III – published in national or international scientific journals; IV – in the period from January 1, 2017 to December 31, 2020; V – have at least one outcome measure regarding the selected descriptors. These criteria make it possible to identify research that best suits the objective of the article.

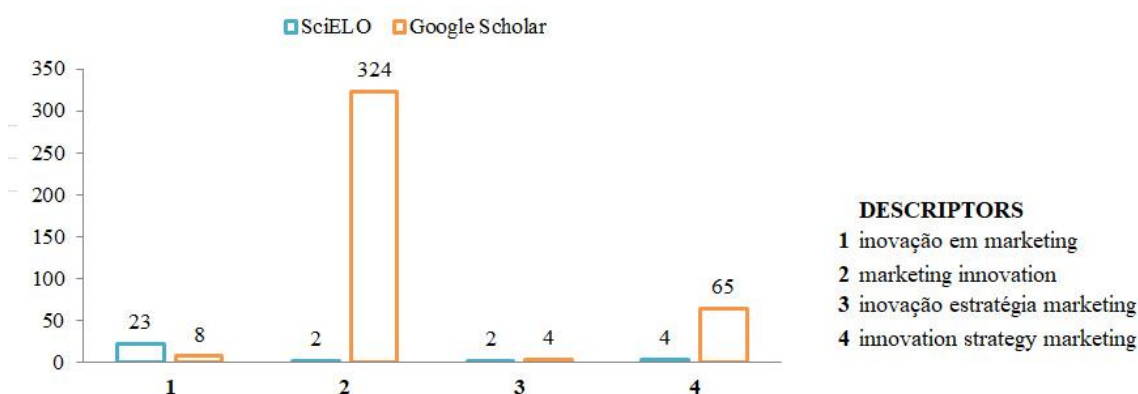
For the exclusion criteria, the following were adhered to: VI – published works such as theses and dissertations, books and chapters, expanded abstracts, annals of scientific events, systematic and state-of-the-art reviews, bibliometrics, meta analysis and patents; VII – duplicate works and/or from the same country of publication; VIII – that did not meet the eligibility criteria; IX – that do not display in the descriptor used in the search strategy in Title, Summary or Keywords the terms covered in the search. These criteria allow us to discard publications that do not understand the objective of the article.

2.3 Identification of pre-selected and selected studies

The stage of identifying pre-selected and selected studies obtained a survey of publications in the named databases and with the indicated descriptors, 432 articles were found (Figure 1).

Figure 1

Results obtained from descriptors in the databases



Source: Prepared by the authors.

The Google Scholar database brought a greater number of results, a total of 401 publications, as they are prospected by the tool among all those available via the WEB, including documents from scientific events, theses, dissertations, books and chapters, while SciELO was limited to 31 articles, as it is a platform where searches only take place in its database.

There was a significant result in the marketing innovation descriptor, in the Google Scholar database, with 324 publications. The descriptors innovation strategy marketing prospected 65 results, followed by innovation in marketing in SciELO with 23 publications. The descriptor innovation marketing strategy was the one that obtained the lowest results in both databases with 6 articles, deducing little publication index with the key terms for works in Portuguese, on the other hand, the key terms in English obtained the highest returns.

It was found that the pre-selected articles met all pre-selection requirements in relation to descriptors, inclusion and exclusion criteria. From this, the selection of those publications (item 2.2. of this article) that met the established criteria, was restricted to 94 pre-selected works, which underwent a check of contents contained in the conclusion to select those that best understood the eligibility of the universe of research, limiting to exactly 15 articles that were read in full. It should be noted that a systematic review must restrict the smallest possible number of works to be analyzed in the research universe, following the inclusion and exclusion criteria, to understand the scope of a phenomenon in its particularity (Redeker, 2000).

2.4 Categorization of selected studies

The categorization of the selected studies inserted into a synthesis matrix (Botelho, Cunha & Macedo, 2011) relevant information on concepts and practices separately in each work analyzed methodologically and related to research results, extracting qualitative data containing the intervention approach, model and application that are close to the study topic.

The selected research comprises the inclusion and exclusion criteria, meeting the objective of this article, also including 15 publications from different countries that employ innovations in marketing as a strategy for working in the market. All articles recommended for analysis and full reading are presented in Table 1:

Table 1

Synthesis matrix for the integrative systematic review

Code	Year	Author	Title
A01	2017	Abdolvand & Pakari	<i>The Effect of Innovation in Marketing on Development and Creating of New International Markets in Automobile Industry (Case Study: Iran Khodro Co.)</i>
A02	2020	Adamu, Hussin & Ismail	<i>Effect of Marketing Innovation on Performance of Small and Medium Enterprises in Nigeria</i>
A03	2018	Afriyie <i>et al.</i>	<i>The Nexus between Types of Innovation and Marketing Performance of Small Medium-sized Enterprises in an Emerging Economy</i>
A04	2017	Ganzer, Chais & Olea	<i>Product, process, marketing and organizational innovation in industries of the flat knitting sector</i>
A05	2020	Haudi, Wijoyo & Cahyono	<i>Effect of Product Innovation and Marketing Strategy on Consumer Purchase Decisions in Indonesia's lightweight roof steel industry</i>
A06	2020	Hussain <i>et al.</i>	<i>Effects of Sustainable Brand Equity and Marketing Innovation on Market Performance in Hospitality Industry: Mediating Effects of Sustainable Competitive Advantage</i>
A07	2018	Joueid & Coenders	<i>Marketing Innovation and New Product Portfolios. A Compositional Approach</i>
A08	2019	Kipkosgei & Paul	<i>Marketing Innovation and Performance of Textile Manufacturing Firms in Nairobi County</i>
A09	2017	Larina	<i>Innovation and Marketing Strategies of Enterprises on the Innovative food Products Market</i>
A10	2019	Monteiro, Correia & Braga	<i>Factors for Marketing Innovation in Portuguese Firms CIS 2014</i>
A11	2018	Nadeem & Mehta	<i>Uberization of customer needs with data analytics: How Marketing Strategy lifts Products Innovation?</i>
A12	2020	Panditharathna, Bamber & Khan	<i>Perceptions of Innovation based Relationship Marketing (PIRM) in the Sri Lankan retail banking sector: A qualitative study</i>
A13	2020	Pimpan, Khamphroh & Inthasang	<i>Strategic Innovation Marketing and Firm Performance of Travel Agency Businesses in Thailand</i>
A14	2019	Trung, Beng & Bhaumik	<i>The Impact of Dimensions of Marketing Information Database in the Promotion of Marketing Innovation Relying on Marketing Capabilities</i>
A15	2018	Trejo	<i>Designing a Digital Marketing Model Innovation to increase the Competitiveness. First insights in Mexico</i>

Source: Prepared by the authors

The 15 selected articles are listed in the synthesis matrix (Table 1), displaying an identification code for each article, the year of publications, authors and titles of the works. A spreadsheet was also developed in Excel software to organize the information extracted. of the articles. There was an almost uniform ordering in relation to the period of the chosen publications (from 2017 to 2020), with 3 for 2017, 4 in 2018, 3 for 2019 and 4 for 2020. The objectives of each research, the materials and methods, experimental process, analysis, results and critical records of researchers.

3 RESULTS AND DISCUSSIONS

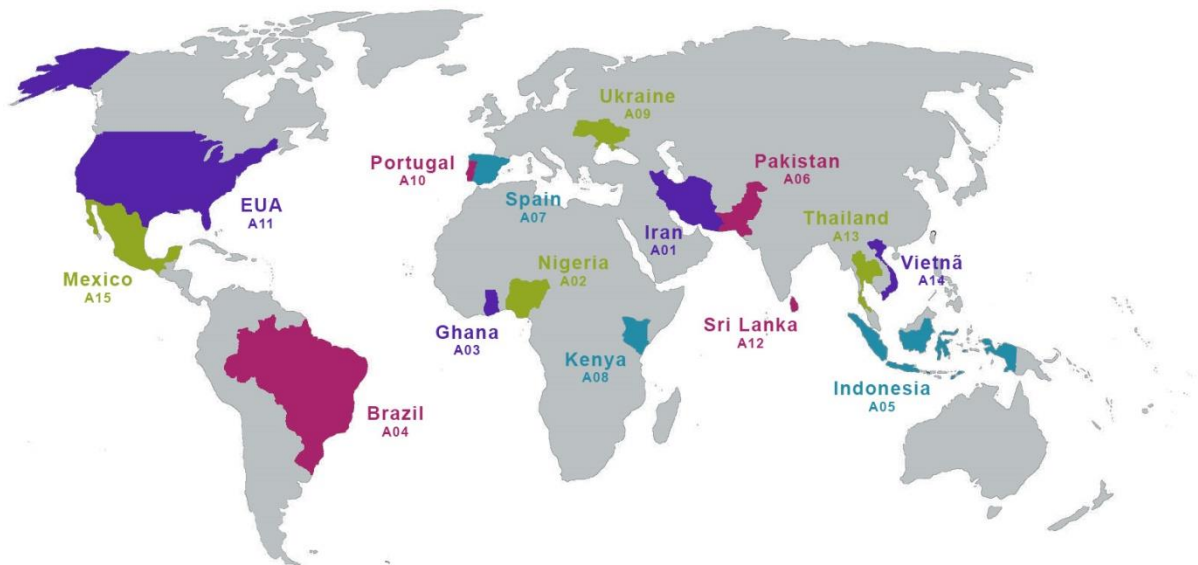
3.1 Analysis and interpretation of results

From the selection presented in Table 1, it was identified that the articles cover industry sectors such as: food (Larina, 2017); hotel/restaurant industry (Hussain *et al.*, 2020); tourism (Pimpan, Khamphroh & Inthasang, 2020); furniture (Adamu, Hussin & Ismail, 2020); manufacturing (Haudi, Wijoyo & Cahyono, 2020; Kipkosgei & Paul, 2019; Ganzer, Chais & Olea, 2017); automobile (Abdolvand & Pakari, 2017); banking (Panditharathna, Bamber & Khan, 2020); agribusiness (Trung, Beng & Bhaumik, 2019); among studies that addressed other branches of retail trade and that were not explicit in the articles (Monteiro, Correia & Braga, 2019; Afriyie *et al.*, 2018; Joueid & Coenders, 2018); in addition to innovative models focused on digital marketing (Nadeem & Mehta, 2018; Trejo, 2018), which everyone associated directly with innovation, strategies and/or marketing (Manual de Oslo, 2018).

Regarding the origin of the publications (Figure 2), 15 articles were catalogued, each in a different country, following the established inclusion and exclusion criteria, as this article aimed to bring innovations in marketing from different nationalities and, consequently, show that others countries, without taking into account the dominance of proportionality of publications, are also innovating in the current market and thus discuss the strategic forms employed by companies that work with innovation in other nations.

Figure 2

Origins of selected publications



Source: Prepared by the authors

Regarding the evaluation of the articles, he listed some criteria to compare them, such as the objective, the type of research and evaluation, the business sector and the main innovative results, identifying the most relevant points of the research analyzed (Table 2).

Table 2

Assessment of criteria

Code Art.	Objective	Type of Research and Assessment	Business branch	Main innovative results
A01	Investigate the effect of marketing innovation on the development and creation of new international automobile markets.	Empirical Quiz	Automotive	New products, techniques and markets with customer and market orientation.
A02	Determine the effect of marketing innovation on company performance and investigate the relationship between innovative product and business efficiency.	Empirical Quiz	Furniture	Adoption of innovation in features and actions involving the product, price, place and promotion.
A03	Examine the interrelationship between types of innovation and the marketing performance of companies.	Empirical Quiz	Several (hospitality, beauty, banking and transport)	Innovation in products, internal coordination of employees with motivation and training to strengthen innovative thinking.
A04	Identify innovations in the knitting industry.	Empirical Interview and descriptive analysis	Manufacturing (knitting)	Innovation compatible with the market and fashion trends, focusing on the customer and enhancing the appearance of products.
A05	Determine the effect of product innovation and marketing strategies on consumer purchasing decisions in the industry.	Theoretical Statistical analysis	Manufacturing (steel)	Advertising marketing strategy aimed at users purchasing decisions. Production of new products to increase interest.
A06	Examine the effects of sustainable marketing assets, such as brand equity and marketing innovation, on market performance in the presence of sustainable competitive advantage.	Empirical Quiz	Hotel and Restaurant	Brand value in creating sustainable competitive advantage, which influences market performance.
A07	Analyze marketing innovation as a determinant of the success of innovation understood as the innovativeness of the product portfolio.	Theoretical Document analysis and data composition analysis	Several (does not report)	Packaging innovation, product design, placement, pricing and promotion. Cooperation with component suppliers for internal innovation activities and use of external information from research and teaching institutes.
A08	Explore the relationship between innovative marketing practices and organizational performance.	Empirical Quiz	Manufacturing (textile)	Promotion and new concepts for product presentation, management innovations, lasting relationships with customers and price discount systems.

A09	Identify the particular use of strategic marketing for innovative products and define their characteristics.	Theoretical Strategic tool and document analysis	Food branch (food and drinks)	Innovative food product made with unconventional materials, use of recent technologies and new storage methods.
A10	Understand which factors influence innovation in marketing and establish a business profile of companies that innovate or do not innovate in marketing.	Theoretical Document analysis	Several (does not report)	Client suggestions, direct intellectual property and licensing, to convey trust and ensure protection in knowledge sharing.
A11	Explore how digital fragmentation is disrupting the global business environment for the growth of new products, customers, experiences and marketing innovation to support marketing decisions.	Theoretical Case study, Content analysis and Digital analysis	Digital (innovation model)	Customer-centric strategy, collaborative open innovation and design thinking models, new digital business models.
A12	Investigate perceptions of innovation based on the innovative relationship marketing model with evidence from the banking sector.	Empirical Interview and Document Analysis	Bank officer	Innovation in improving relationship marketing and customer retention, internal training, new products and services, expansion of existing products and diversification of the mix and products in the portfolio.
A13	Examine the influences of strategic innovation marketing and travel agency performance.	Empirical Quiz	Tourism (travel agency)	Dynamic customer response, awareness and loyalty, continuous product development, strategic and sustainable marketing.
A14	Verify the company's marketing innovation capacity, with environmental dynamism as a moderator.	Empirical Quiz	Agribusiness (fertilizer)	Reconfiguration of resources in marketing knowledge management, sharing of information between employees, response to the dynamics of the business environment.
A15	Determine the relationship between the competitiveness model and a proposed innovation model in digital marketing.	Empirical Focus group quiz and Delphi	Digital (innovation model)	Digital marketing tools that work on planning, setting goals, profitability and the value proposition.

Source: Prepared by the authors

In the Table 2 shows the objectives of each article, whether it was theoretical or empirical research, what type of evaluation was used (questionnaire, interview, case study, focus group, documentary analysis, descriptive, statistical, content, digital and/or or delphi method), the areas of activity of the companies that worked on innovation and the main innovative results of each article analyzed, results that are discussed throughout the article.

Regarding the types of research, five theoretical studies and ten empirical studies were found. Theoretical research reports the exposure of models, the performance, based on works

correlated to other models that allow the construction of the logic of the work. Empirical research provides an explanation of the practices used in the study and in the field, applied to interviews or questionnaires with the participation of users and/or experts.

In the analysis and interpretation of the results, the discussions of the studies examined in the integrative systematic review, it raises existing knowledge gaps suggesting future guidelines, presented below:

- From an internal company point of view, owners and managers of small and medium-sized companies tend to restrict the development of new products in the market, such as changes in appearance, packaging, shape and volume, without changing the technique and functional resources (Afriyie *et al.*, 2018), however, the study does not ascertain the public's opinion on the acceptance of these changes.
- The good performance of the market depends on the need to increase the innovation of new products that will make consumers more interested in purchasing (Haudi, Wijoyo & Cahyono, 2020), but the authors do not emphasize the relevance of the participation of these users in the survey process of needs.
- Also the development of strategies, using intangible and sustainable marketing assets, such as goodwill and corporate reputation that can have a positive effect on performance to attract customers, is what points out the gaps (Hussain *et al.*, 2020), in which the Marketing professionals need to take care of this corporate image to develop strategies.
- There are failures to address issues related to production, system and market analysis, which may or may not be linked to innovation, as well as testing innovative models existing in other organizations to understand the projection of internal change and consequently add value to the customer (Ganzer, Chais & Olea, 2017).
- The companies in the study remained stuck solely in developing tasks aimed at renewing routines, procedures and processes; it is also necessary to invest in innovation activities in marketing, which guarantees greater approval in corporate marketing performance (Afriyie *et al.*, 2018).
- Another gap presented involves thinking about other stakeholders, such as suppliers and competitors, understanding the social, cultural and economic differences between customers and also the effects of sustainable marketing assets on them (Hussain *et al.*, 2020).

- Observation of the relationship between marketing and P&D departments, expenditure on innovations and their depth and scope information (Joueid & Coenders, 2018) and verification of behavioral change in companies with regard to the importance of marketing and innovation itself (Monteiro, Correia & Braga, 2019), are factors to be considered.

Future agendas incorporate, mainly in the manufacturing sector, more investments in four types of innovation (product, process, marketing and organizational) associated with marketing performance (Haudi, Wijoyo & Cahyono, 2020; Kipkosgei & Paul, 2019; Ganzer, Chais & Olea, 2017), providing some form of training that would highlight the merits of innovation in companies and how these innovations translate into marketing. The impact of marketing innovation on the development and establishment of other international industries, in addition to the automotive sector proposal, expands the realistic view of innovations in the industry (Abdolvand & Pakari, 2017), with research that presents a continuum instead of continuity.

Digital marketing innovation has become a rise as a business strategy centered on the customer and their experiences, with marketing professionals carrying out strategic planning to develop digital innovation models (Trejo, 2018). Brands have to see a new design approach beyond the need to develop new products, but also to improve the brand and increase market share (Nadeem & Mehta, 2018).

3.2 Presentation of the review/synthesis of knowledge

Based on the analyzes of the studies selected in this systematic review, some relationships were observed in each article and the description of the synthesis of knowledge was conceivable, which are presented in the following discussions.

Larina (2017) presents an article [A09] that identifies the particular use of strategic marketing for innovative products and defines their characteristics in the food sector in Ukraine through document analysis. The end result of innovation in companies is a technologically new or improved product, characterized by a set of basic qualities necessary in relation to safety, food values and adequate quantity of functional ingredients.

Innovative food product is made with unconventional materials, the use of recent technologies, new processing and storage methods, whose characteristics include organic, probiotic, fortified, functional and healthy products. As for strategic marketing, it found an active business strategy of changing the organizational structure, improving the production

process with the introduction of modern management technology and mainly in the search for functional strategies to attract potential customers with differentiation in products, services and brand image with advertising and merchandising.

The publication [A06] by Hussain *et al.* (2020) examined the effects of sustainable marketing assets such as brand equity and marketing innovation on market performance in the presence of sustainable competitive advantage in the hospitality sector in Pakistan. The data collected by questionnaire with the participation of 357 hotel and restaurant customers after analysis using structural equation modeling techniques, showed that brand value and marketing innovation play important roles in creating a sustainable competitive advantage and consequently influence the market performance, but pointed out that there is still a lack of marketing strategies that are effective in attracting customers and providing confidence in the services provided, concluding that innovation in marketing has a partial effect on market performance, whereas brand equity is totally effective in relation to reputation of organizations.

Article [A13] by Pimpan, Khamphroh & Inthasang (2020) examines the influences of strategic innovation marketing and the performance of travel agencies in Thailand using a questionnaire with 149 tourists. The results indicate that the relationships between strategic innovation marketing, continuous product development, sustainable marketing competitiveness, dynamic customer response, awareness and loyalty, and company performance have a positive effect, while the lack of marketing capacity management and family management style were identified as the main efficiency performance issues in agencies.

Adamu, Hussin & Ismail (2020) determined [A02] the effect of marketing innovation on the performance of 198 small and medium-sized companies in Nigeria in the furniture sector and investigated the relationship between innovative product and business efficiency through a questionnaire with analysis of multiple regression. The results indicate that marketing innovation strategies in terms of distribution, price, promotion and product adoption had a positive impact on efficiency.

However, the publication pointed out that innovative products with technological innovation that use modern tools and development of new resources were among the most commonly adopted by companies. The innovative distribution identified short delivery times, a free system and a service handling mechanism. The price acquires innovation in the attractive credit policy, values below the cost of production in certain seasons and the addition of a profit margin to remain profitable. The promotion made it possible to reach customers

through social networks (Instagram, Facebook, WhatsApp, etc.) with strategic innovation actions.

To determine [A05] the effect of product innovation and marketing strategies on consumer purchasing decisions in the steel industry in Indonesia, Haudi, Wijoyo & Cahyono (2020) used the statistical analysis method with regression, correlation and determination test and found significant results of the influence of product innovation and marketing strategies aimed at users' purchasing decisions in all tests carried out. The performance of the steel industry focused on the production of new products that increased public interest and marketing strategies to improve marketing performance..

The article [A08] proposed by Kipkosgei & Paul (2019) explored the relationship between innovative marketing practices and organizational performance of small, medium and large textile manufacturing companies in Kenya. With a simple random sampling using a structured questionnaire with 107 senior managers of companies, who would probably be more involved in strategies, have adequate knowledge and information about operations and innovations in organizations.

Marketing innovation was responsible for the highest percentage in the organizational performance of textile manufacturing companies, whose factors in the promotion of products resulting from the production process and management innovations contribute to this, maintaining lasting relationships with customers, the implementation of new concepts for presentation of products and price discount system. Noted that franchises and licensed distributors are not commonly used in the industry and few companies exclusively sell their products.

Ganzer, Chais & Olea (2017) identified [A04] the innovations in the flat knitting industry in Brazil that occurred over a four-year period through interviews with 23 managers, qualitatively analyzing the contents and subsequently descriptively using correlation statistics to obtain the analysis quantitative. The qualitative results showed that the industry invests in innovation compatible with market demands and fashion trends, and the quantitative results identified relationships between the variable annual turnover, number of employees and investment in marketing innovation.

Innovation depends on creativity in offering well-crafted and sophisticated products, especially to pay attention to fashion and enhance the appearance of products. Two most prominent points regarding the perception of the interviewees showed that the main marketing tool was customer focus and that innovation was being able to compete with Chinese products, since they considered imports from this country a threat to the knitwear industry..

The article [A01] referred to by Abdolvand & Pakari (2017) reports the effect of innovation in marketing on the development and creation of new international markets in the automobile industry in Iran with the application of questionnaires to 108 managers and teams to certify which variables implied this action. There were discoveries that showed components of marketing innovation with a positive effect on the international market within the automobile industry, including: change and reform; integrated marketing; marketing variables; single position; customer orientation; market orientation; these last two representing greater effect.

To strengthen the organization's performance, data collected regarding support for innovations, formation of new products, techniques and markets related to marketing and process innovation were identified as an organizational advantage to attract more customers and develop national and international markets.

To investigate [A12] the perceptions of innovation in the innovative evidence-based relationship marketing model in the Sri Lankan banking sector, Panditharathna, Bamber & Khan (2020) interviewed 16 bank employees from different institutions, with convenience sampling based on cultural norms of business in the country, requiring meetings to take place with members of the network or the introduction of a colleague from the group.

The document analysis found innovation in banks in product, process and organizational terms that promotes the improvement of relationship marketing, allows for a better understanding of customer retention, carries out internal training to identify strengths and weaknesses, creates new products and services, expands those already existing products, diversifying the product mix of the portfolio, thus extending to a competitive advantage.

The publication [A14] by Trung, Beng & Bhaumik (2019) verified the marketing innovation capacity in fertilizer companies in Vietnam with environmental dynamism as a moderator. 226 questionnaires were administered to owners and managers in the agribusiness sector, pointing out that companies have adequate resources in managing marketing knowledge, the marketing scenario, sharing information among employees, responding to the dynamics of the business environment, application or transformation of marketing knowledge and reconfiguration of resources in marketing innovation.

On the other hand, they did not find results that include human resources, whose perception of organizational learning capacity is scarce, the lack of business partnerships and information systems with a tool that allows integration between the parties involved in the agroindustry to respond to environmental dynamics and also leverage existing resources to drive marketing innovation.

As for the article [A03] by Afriyie *et al.* (2018) examined the interrelationship between types of innovation and the marketing performance of companies in a growing economy in two cities in Ghana with 437 questionnaire respondents, including owners and managers. Four controlled variables were used: number of employees, years of operation in the market, forms of business (family, sole trader, private, limited company) and sector (hospitality, beauty, transport and banking services).

The results indicate the usefulness of a strong significant impact between types of product, process, marketing and organizational innovation in companies in general, predicting the level of interrelated marketing performance, especially marketing and product innovations. He also observed internal coordination among employees with motivation and training to strengthen innovative thinking resulting in ideas for the business, whose investment in robust innovations tends to advance towards performance marketing.

Joueid & Coenders (2018) analyzed [A07] marketing innovation as a determinant of the success of innovation understood as innovativeness of the product portfolio in several organizations in Spain. The documentary analysis occurred through consultation of the Community Innovation Research survey issued by EUROSTAT (European Statistical Office). The groups analyzed include the use of a portfolio for dissemination and the method used was the composition of data, of which the researchers report the lack of application of this in product portfolio information or innovation research.

The results indicate that innovating in at least one of the 4 Ps of marketing helps to increase the percentage of sales of new products, in which the success of innovation lies in the way of selling, working on the construction of packaging and product design, placement, price, promotion, or advertising as a promising source for new product performance. Cooperation with suppliers of equipment, materials, software and other components that help carry out innovation activities within the company, as well as the use of external information from research institutes and public and private universities are positive indicators in the sale of innovative products.

Monteiro, Correia & Braga (2019) researched [A10] which factors influence innovation in marketing and established a business profile of companies that do or do not innovate in marketing in Portugal. Document analysis was carried out using multivariate statistical techniques with multiple linear regression and resulted in customer suggestions and intellectual property rights and licensing being factors that contribute to innovation in marketing.

Users' perception of innovations in products/services that they consume or want to buy and also the business profile of the companies that innovate assimilates in the sense of feeling confident in sharing knowledge when they are protected. Geographic markets, the highest academic level of employees, company size and internationalization showed little relevance in explaining the increase in innovation in marketing.

The case study [A11] described by Nadeem & Mehta (2018) looked at how digital fragmentation is disrupting the global business environment for the growth of new products, customers, experiences and marketing innovation in supporting marketing decisions in the United States. The digital content analysis methodology explored two reports, one focused on user experience and the other focused on executives.

The results show that digital innovation becomes a driving force of every business strategy in a customer-centric world. Companies are adopting collaborative models of open innovation and design thinking, brand enhancement and increased market share by developing products that fully understand the interfaces and ecosystems for virtual business models.

The publication [A15] by Trejo (2018) determined the relationship between Mexico's competitiveness model and a proposed innovation model in digital marketing by carrying out a questionnaire with 400 experts related to digital marketing and a focus group survey of 10 experts also in the area using a Delphi approach to drive the objective. Both surveys were composed of half professional specialists and half teachers and/or academics.

The results showed that the original and generalized model is capable of explaining the relationship between eight variables: transformative leadership; generating value for the customer; strategic planning; orientation towards change, innovation and continuous development; social commitment; well-being and inclusion; knowledge. While the empirical model comprises ten positive variables: planning; Marketplace; goal settings; strategies; tactics; mission-vision; value offer; performance; profitability; digital marketing tools.

The main effects of the proposed model of innovation in digital marketing are the digital marketing tools and the mission-vision that impact on the original model, the other variables remain in scarce use and represent a great opportunity for development in any digital design campaign. Effects from experts' point of view showed appreciation on strategy, profitability and value proposition, while for academics it focused on planning and goal setting.

After presenting the synthesis of knowledge of each article, a general analysis was prepared exposing the similarities and differences of the publications (Table 3).

Table 3

General analysis of articles

Code Articles	Similarities	Code Articles	Differences
A01; A02; A03; A06; A07; A08.	Innovation that is based on the four pillars of marketing (product, price, place, promotion) and organizational performance.	A02; A04; A09.	Only innovative products and services, improving their characteristics.
A01; A03; A05; A07; A08; A09; A11; A12; A13.	Creation of new products and services.	A04; A11; A12; A15.	Expansion of existing products and services with a diversified mix to meet market demand.
A01; A02; A09; A14; A15.	Creation of modern management technologies and processes.	A02; A08.	Implementation of a price discount system and variation in payment methods.
A01; A03; A05; A06; A09; A11; A12; A13; A15.	Use of integrated marketing strategies in the communication process.	A02.	Distribution of products and services quickly or free of charge.
A02; A08; A11; A15.	Innovation in dissemination on digital platforms and physical media.	A03; A07; A08; A12; A13.	Relationship marketing actions.
A01; A10; A11; A15.	Creating new customer- and trade-oriented markets.	A01; A07; A10; A12; A14.	Investigating the experience of internal and external audiences.

Source: Prepared by the authors

In the Table 3 presents a comparison with the main points extracted from the synthesis of the articles analyzed, making it possible to observe the creation of new products, services, technologies and strategies for the market, relying on innovation as a resource to work on marketing in companies and differentiate market, winning over audiences and achieving an organizational advantage.

4 FINAL CONSIDERATIONS

The main results identified in the article show that currently companies of all sizes, from various industrial sectors and the market in general from different nationalities, employ innovative strategies especially in the area of marketing, thus achieving the initially

established objective, which was systematically reviewed in the SciELO and Google Scholar databases. Usually, the innovations found in research (A01; A02; A03; A06; A07; A08) are based on the four pillars of marketing (product, price, place and promotion) and organizational performance.

The revised publications include innovative products and services, the search to improve their characteristics (A02; A04; A09); expanding existing ones with a mix of diversification in innovations and/or compatible with market demand (A04; A11; A12; A15); creation of new products or services (A01; A03; A05; A07; A08; A09; A11; A12; A13); modern management technologies and processes (A01; A02; A09; A14; A15); the system of price discounts and other forms of transactions (A02; A08); as well as distribution in quick or free terms (A02); and the use of integrated marketing strategies (A01; A03; A05; A06; A09; A11; A12; A13; A15).

The results of the research analyzed also brought innovations in dissemination in physical and/or digital media (A02; A08; A11; A15); actions to maintain relationships with audiences (A03; A07; A08; A12; A13); tendency to investigate experience (A01; A07; A10; A12; A14) both with internal customers (owners, managers and employees) and the external public (customers, suppliers and competitors); and the creation of new customer- and trade-oriented markets (A01; A10; A11; A15).

All of these elements, in general, influence innovation in marketing and were used in the research analyzed as functional strategies to attract customers and obtain organizational advantage. However, it can be observed that these are common practices among companies that seek innovation in marketing, using existing strategies in a way applied to the organization's context.

Some gaps point to the search for a more effective marketing strategy to attract customers and provide trust, care for the corporate image, the relationship to work on performance capacity and managerial learning, the lack of opportunity to grant exclusivity of products/services or the own brand for franchises and licensed distributors with business partnerships and information systems that integrate the parties involved.

Above all, they still lack a strategy that aims to address the satisfaction, comfort and security of the information provided in marketing communication, factors that are still unexplored by organizations, since the marketing strategies and actions that are being used do not address this bias, thus projecting, into these aforementioned gaps, suggestions for future research in the area.

The article has some important limitations to be considered. Firstly, it is important to highlight that the results were obtained from an integrative systematic review, which implies a certain subjectivity in the representation of companies and the samples used. Furthermore, it is important to recognize that the research was based on data collected from different sources, such as the SciELO and Google Scholar databases, which may influence the scope and representativeness of the studies included.

Despite these limitations, the results provide a comprehensive view of the practices and techniques used by companies in the context of marketing innovation. They highlight that innovation in marketing is present in organizations of different sizes and market sectors. These findings contribute to the understanding of organizational strategic formation by providing valuable insights into the approaches and practices that companies are adopting to position themselves and compete effectively in today's marketplace. This information can even help managers and researchers in developing more efficient and innovative strategies in the field of marketing.

5 ACKNOWLEDGMENTS

This work was carried out with the support of the Coordination for the Improvement of Higher Education Personnel – Brazil (CAPES) – Financing Code 001.

AUTHORS' CONTRIBUTIONS

Contribution	Garcia, L. J.	Botura Junior, G	Silva, J. C. R. P.
Contextualization	X	X	----
Methodology	X	X	X
Software	X	----	----
Validation	X	X	X
Formal analysis	X	X	X
Investigation	X	X	X
Resources	X	----	----
Data curation	X	X	X
Original	X	X	X
Revision and editing	X	X	X
Viewing	X	X	X
Supervision	X	X	----
Project management	X	----	----
Obtaining funding	X	X	----

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