

The utilization of innovation management to augment corporate competitiveness: A literature review

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ABSTRACT

This study aims to analyze the relationship between the implementation of innovation management and the enhancement of corporate competitiveness across various industrial sectors. By employing a literature review approach, this research collects and analyzes data from various relevant SINTA-accredited articles. The findings indicate that product innovation, marketing, and human resource management are key factors contributing to the success of innovation in improving competitiveness. Additionally, internal factors such as supportive leadership, an innovative organizational culture, and effective knowledge management have proven to be important in creating a conducive environment for innovation. On the other hand, technological support, collaboration with external parties, and strong business ethics also play a crucial role in the successful implementation of innovation management. This study concludes that to enhance competitiveness, companies need to integrate various aspects of innovation while considering both internal and external factors. Recommendations are provided for companies to continue investing in innovation, develop their human resources, and build strong collaborations with other stakeholders. This research is expected to offer deeper insights into effective innovation management strategies and their impact on corporate performance.

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1. Introduction

Innovation is a fundamental foundation that sustains the continuity and competitiveness of companies in today's globalized landscape. In contemporary business, innovation encompasses not only the creation of new products but also enhancements in processes, business models, and marketing tactics that provide additional value to both customers and enterprises (Al Aidhi et al., 2023)(Hutagalung et al., 2021). Studies demonstrate that firms proficient in adaptation and the successful execution of innovation generally attain a superior competitive advantage relative to those that fail to do so (Wirastomo & Kurbandi, 2023)(Fakhrudin et al., 2021). It emphasizes that innovation is essential for companies to survive and prosper in increasingly competitive markets. This research specifically focuses on the technology sector, where rapid innovation is crucial for maintaining competitive advantage.

Nonetheless, the execution of innovation management presents many challenges. Numerous firms face challenges in implementing innovation plans, such as resource constraints, opposition to change, and inadequate support from senior management (Malahayati & Syamsuar, 2022). Furthermore, organizational culture is pivotal for the effective implementation of innovation management. Organizations that cultivate a culture of creativity and experimentation are more likely to successfully implement innovation (Suyanto et al., 2015). Consequently, it is imperative for organizations to recognize and tackle these problems in order to optimize the efficacy of their innovation initiatives.

To augment competitiveness via innovation management, firms must use effective tactics. Research indicates that effective tactics encompass external collaboration, human resource development, and the application of information technology to facilitate innovation processes (Hasanah & Supriyanto, 2023)(Cantika, 2022)(Daneswara & Muafi, 2021). Partnering with universities, research institutions, and competitors can facilitate accelerated and more effective innovation. Furthermore, investing in employee skill development is essential since proficient and informed personnel can significantly enhance the innovation process (Amelia, 2023) (Fakhrudin et al., 2022).

This research seeks to address numerous fundamental questions regarding the essential role of innovation in enhancing business competitiveness. RQ1: According to existing literature, which innovation management tactics effectively enhance corporate competitiveness? RQ2: What elements facilitate or impede the effective implementation of innovation management in organizations? RQ3: In what manner does the execution of innovation management correlate with enhanced corporate competitiveness across diverse industry sectors? This research aims to offer profound insights into the execution of innovation management and its effect on company competitiveness.

2. Research Method

This study employs the Systematic Literature Review (SLR) methodology. This method offers considerable benefits in integrating diverse pertinent findings, leading to a more thorough and equitable representation of information. SLR seeks to fulfill defined research goals transparently by including all available evidence on a specific topic and evaluating the quality of that evidence (Abdulla & Krishnamurthy, 2016)(Holm-Larsen et al., 2024). Different from regular literature reviews, systematic literature reviews follow well-defined guidelines for how to do the research and focus on specific research questions. This makes it easier to combine relevant studies in a fair and thorough way (Boell & Cecez-Kecmanovic, 2015)(Anurahman et al., 2023).

In this context, SLR follows established guidelines, including the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA), which guarantee that the review process is systematic and reproducible (Hoonakker et al., 2022). The quality of the articles included in this review is assessed not only based on the reputation of the journals (SINTA, Scopus, or WoS) but also through a specific tool that evaluates the methodological quality and relevance of each article. This ensures that only high-quality studies contribute to the findings of this research. As a result, SLR functions to both summarize current research outcomes and pinpoint gaps within the literature while also offering guidance for future investigations (van Oorschot et al., 2021)(Keijser et al., 2016).

Therefore, SLR proves to be an invaluable approach in scholarly inquiry, particularly in disciplines that require the collection and analysis of vast and varied data (Rusli et al., 2024).

Based on the PICOC framework, the relevant keywords are *Innovation Management*, *Company Competitiveness*, and *Product Innovation*. These terms form the foundational concepts that will be further refined throughout the literature review process.

Table 1. PICOC framework

Component	Description
Population (P)	Companies aiming to enhance competitiveness through the implementation of innovation management.
Intervention (I)	Innovation management strategies, such as product innovation, process innovation, and business model innovation.
Comparison (C)	Companies without innovation management implementation or using conventional methods.
Outcome (O)	Increased company competitiveness, including operational efficiency, product differentiation, and market advantage.
Context (C)	Various industrial sectors in local and global markets competing in a dynamic environment.

This investigation employs secondary data, consisting of research outcomes published in online journals. The process of gathering data entailed utilizing resources available on Google Scholar and SINTA. We obtained articles by employing Boolean operators (AND, OR) to merge different keywords, including "Manajemen Inovasi" or "Innovation Management", "Daya Saing Perusahaan" or "Company Competitiveness", and "Inovasi Produk" or "Product Innovation".

The literature criteria include inclusion and exclusion criteria, and the criteria for this research are adjusted to the previously established PICOC framework, with the following additions:

Table 2. Inclusion and exclusion criteria

Criteria	Inclusion	Exclusion
Type of Publication	Peer-reviewed journal articles, conference papers, and systematic literature reviews.	Non-peer-reviewed articles, opinion pieces, blogs, and non-academic sources.
Language	Articles written in English or Indonesian.	Articles in other languages without available translations.
Publication Year	Studies published in the last 10 years (e.g., 2015-2024).	Studies published before 2015.
Focus on Innovation	Research focusing on innovation management strategies and their impact on company competitiveness.	Research focusing solely on unrelated areas, such as financial performance without innovation context.
Industry Scope	Studies involving companies in various industries (manufacturing, services, etc.).	Studies focusing on unrelated sectors, such as agriculture without industrial context.
Methodology	Empirical research, case studies, or literature reviews with clear methodologies.	Articles with unclear or incomplete methodologies.

After collecting data from Google Scholar and SINTA, the researchers applied the PRISMA method (*Preferred Reporting Items for Systematic Reviews and Meta-Analyses*), which involves three stages.

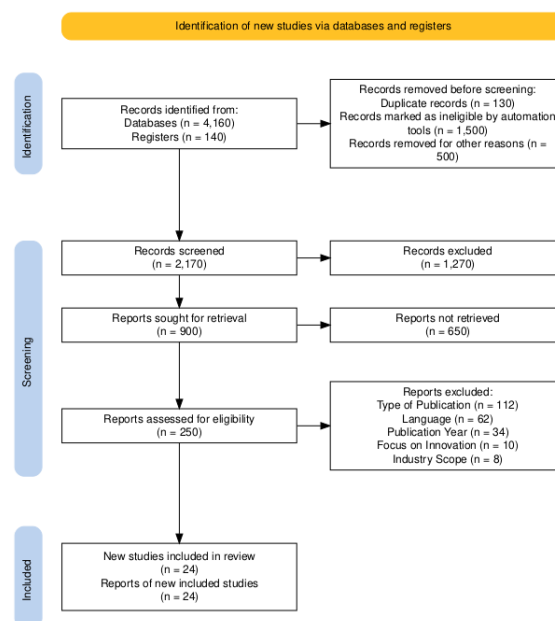


Figure 1. PRISMA flow diagram (Haddaway et al., 2022)

The PRISMA method was applied in four stages: a) Identification: A comprehensive search was conducted using databases such as Google Scholar and SINTA, employing Boolean operators (AND, OR) to combine keywords related to "Manajemen Inovasi" (Innovation Management), "Daya Saing Perusahaan" (Company Competitiveness), and "Inovasi Produk" (Product Innovation); b) Screening: The initial search results were screened for duplicates and irrelevant articles. Articles that did not meet the inclusion criteria, such as non-peer-reviewed sources or those published before 2015, were excluded; c) Eligibility: The remaining articles were assessed for eligibility based on predefined criteria, including the focus on innovation management strategies and their impact on company competitiveness. Articles that did not align with these criteria were removed from consideration; d) Inclusion: Finally, the selected articles were included in the review, ensuring they met the quality assessment criteria. This process resulted in a curated list of studies that provide valuable insights into the relationship between innovation management and corporate competitiveness.

This research utilizes secondary data, consisting of research outcomes published in online journals. The methods used to analyze this secondary data include thematic analysis, which allows for the identification of key themes and patterns across the selected studies. This approach facilitates a comprehensive understanding of how innovation management strategies influence corporate competitiveness across various sectors.

Based on the PICOC framework, the relevant keywords are Innovation Management, Company Competitiveness, and Product Innovation. These terms form the foundational concepts that will be further refined throughout the literature review process.

3. Result and Discussion

Strategic approaches to innovation management for boosting corporate competitiveness

Table 3. Summary of research studies on innovation and organizational performance

No	Article Title	Researchers	Findings
1	The Influence of Knowledge Management and Organizational Learning on Organizational Performance: The Mediating Role of Innovation	Daneswara & Muafi (2021)	Organizational innovation can be measured through product, process, and market innovation, contributing to value creation and meeting customer needs.
2	Enhancing Economic Competitiveness through the Role of Innovation	Aidhi et al. (2023)	This research identifies the role of innovation in enhancing economic competitiveness, as well as the challenges faced in implementing innovation.
3	The Role of Corporate Entrepreneurship in Increasing Company Competitiveness	(Sujiono & Astuti, 2023)	Corporate entrepreneurship contributes to increasing company competitiveness through sustainable innovation and adaptation to market changes.
4	Evaluation of Land and Building Tax Payment Services on Achieving Tax Revenue Targets in Jambi City	(Akbar, 2021)	Innovations in tax services improve tax revenue, supported by good policies and systems.
5	Product Innovation in Mediating the Influence of Entrepreneurial Marketing on the Competitiveness of MSMEs in Petak Village, Gianyar, Bali	(Dewi et al., 2022)	Product innovation positively affects the competitiveness of MSMEs and can be mediated by entrepreneurial marketing strategies.
6	Strategies for Increasing Innovation Adoption in Dairy Cattle Farming in Special Region of Yogyakarta, Central Java, and East Java	(Mulatmi et al., 2016)	Strategies for increasing innovation adoption include resource optimization and ongoing extension services to enhance farmers' competitiveness.
7	Building Organizational Innovation: Between Transformational Leadership and Knowledge Management Processes	Hutagalung et al. (2021)	Transformational leadership and good knowledge management can enhance innovation within organizations, which in turn increases competitiveness.
8	Green Supply Chain Management: Mediating Competitiveness and Performance of Manufacturing Companies	(Jumady & Fajriah, 2020)	Environmentally friendly supply chain management contributes to increased competitiveness and performance of companies.

Various accredited articles in SINTA discuss key strategies in innovation management that are effective in enhancing corporate competitiveness. The study by Daneswara & Muafi (2021) demonstrates that organizational innovation, through product, process, and market innovations, is crucial for value creation and meeting customer needs. This highlights the need for a comprehensive approach to innovation management.

Aidhi et al. (2023) emphasize the importance of innovation in boosting economic competitiveness and the challenges faced during its implementation, indicating that innovation is key to adapting to ever-changing market dynamics. Sujiono (2024) notes that corporate entrepreneurship enhances competitiveness by fostering sustainable innovation and adapting to market changes.

Akbar (2021) found that innovation in tax services increases tax revenue, suggesting that innovation also encompasses service dimensions. Dewi et al. (2022) highlight the importance of product innovation for the competitiveness of SMEs, which need to continuously innovate to compete with larger companies.

Mulatmi et al. (2016) emphasize strategies for enhancing innovation adoption in agriculture, including resource optimization and extension services. Hutagalung et al. (2021) argue that transformational leadership and effective knowledge management can significantly boost innovation and competitiveness in organizations.

Finally, Jumady & Fajriah (2020) show that environmentally friendly supply chain management improves competitiveness and corporate performance, underscoring the importance of sustainable and environmentally responsible innovation.

In summary, these studies indicate that successful innovation management requires a holistic strategy that considers various aspects of innovation while fostering an internal culture that supports innovation. By applying these strategies, organizations can enhance their position in an increasingly competitive market.

Elements that promote or obstruct the successful execution of innovation management within organizations

Table 4. Summary of research studies on innovation and organizational development

No	Article Title	Researchers	Findings
1	Spin-Off Strategies for the Development of Islamic Finance: A Review of the Case of Islamic Insurance	(L. Z. Nasution, 2019)	Spin-offs can increase the company's equity value, but require special attention regarding transaction costs and the provision of adequate human resources.
2	Innovation Strategies of Madrasah Principals in Building a Smart Learning Ecosystem	Hasanah (2023)	Innovations in educational management are crucial for improving the quality of human resources and ensuring societal change.
3	The Impact of ERP Implementation on Organizational Capabilities and Company Performance	(Muhammad, 2018)	ERP implementation supports decision-making and new product development, contributing to revenue growth and operational efficiency.
4	Innovation Development in Bogor Regency to Improve Public Satisfaction Index in 2021	(S. Nasution & Hotmaria, 2022)	The development of innovation as an integrated system can foster a progressive culture and innovation ecosystem.
5	Innovation of Regional Tax Mobile Application System (Sampade) in Improving Public Services	(Larasati, 2020)	Supporting factors in information system innovation include support from external parties and adequate socialization facilities.
6	Knowledge Sabotage Behavior: A Perspective of Amoral Leadership	(Juliani, 2023)	Efficient knowledge management practices, especially knowledge sharing among employees, have a strong positive effect on competitiveness and innovation.
7	The Influence of Internal Company Factors on the Success of Building Construction Projects	(Agustini et al., 2022)	Project failures are often caused by a lack of resources and poor relationships between contractors and partners, highlighting the importance of internal factors in project success.
8	Strategy Map for Developing Competitive Advantage of BULOG to Become the Market Leader in Rice in Indonesia	(Ruspayandi et al., 2023)	The development of infrastructure and information technology, as well as the optimization of innovation management, are key to enhancing competitiveness.

Several factors influence the success of innovation management in corporations, including both supportive and inhibiting elements. Research by L. Z. Nasution (2019) highlights that spin-off strategies can enhance equity value but require careful consideration of transaction costs and human resources, emphasizing the need for financial planning in innovation efforts.

Hasanah (2023) stresses the importance of innovation in educational management to improve human resource quality and societal change, advocating for innovative practices that develop a skilled workforce. Nawawi (2018) notes that implementing Enterprise Resource Planning (ERP) systems can enhance decision-making and product development, serving as a key enabler in innovation management.

S. Nasution (2022) suggests that creating an integrated innovation system fosters a progressive culture and ecosystem, while Larasati (2020) emphasizes the role of external support and effective communication in successful innovation implementation. Engaging stakeholders and promoting knowledge sharing within organizations are crucial for driving innovation.

Conversely, Juliani (2023) points out that poor knowledge management can hinder innovation and competitiveness, highlighting the need for systems that promote knowledge sharing. Agustini et al. (2022) indicate that construction project failures often stem from inadequate resources and poor contractor relationships, underscoring the importance of internal factors.

Finally, Ruspayandi (2023) asserts that investing in infrastructure and technology is essential for enhancing competitiveness. In summary, companies must address inhibiting factors while leveraging supportive elements to create an environment conducive to innovation, ultimately enhancing competitiveness and achieving sustainable success in a competitive market.

The relationship between innovation management implementation and improved corporate competitiveness across different industry sectors

Table 5. Summary of research studies on innovation management and competitiveness enhancement

No	Article Title	Researchers	Findings
1	The Role of Product Innovation in Mediating the Influence of Entrepreneurial Marketing on the Competitiveness of MSMEs	Dewi et al. (2022)	Product innovation positively affects the competitiveness of MSMEs and can be mediated by entrepreneurial marketing strategies, highlighting the importance of innovation in enhancing competitiveness in the MSME sector.
2	Improving Product Quality and Competitiveness through Innovation and Digital Marketing	(Hadiwijaya & Prasetya, 2023)	The implementation of online marketing strategies and branding development successfully improved product quality, sales, and competitiveness of artisans in Palembang.
3	Conceptual Study of the Competitiveness of Batik SMEs in Indonesia	(Hamdani, 2020)	Leadership, technology, and learning organizations influence knowledge management and innovation, which in turn enhance the competitiveness of the batik industry in Indonesia.
4	Effectiveness of Human Resource Management at Hotel X Seminyak	(Sembiring & Budiarta, 2018)	Management audits show that effective human resources contribute to the increased competitiveness of the hotel, emphasizing the importance of HR management in the tourism industry.
5	The Influence of Service Quality in Education on Student Satisfaction	(Dirgantari, 2012)	Good quality of educational services contributes to student satisfaction and enhances the image of higher education institutions, which affects the competitiveness of educational institutions.
6	The Influence of Business Ethics, Contingency Factors, and Internet Usage on Competitiveness	(Zainurrafiqi & Rachmawati, 2018)	Business ethics, contingency factors, and technology usage significantly influence company competitiveness, indicating that innovation management must consider various external factors.
7	Development Strategy of Science Techno Park through Innovation Ecosystem	(Sari & Retnaningsih, 2020)	The development of an innovation ecosystem through Science Techno Park can enhance regional competitiveness, demonstrating the importance of collaboration between the public and private sectors in innovation.
8	Human Resource Management	(Mohammad et al., n.d.)	Good human resource management contributes to increased productivity and competitiveness of companies, emphasizing the importance of HR management in the context of innovation.

The table illustrates a strong link between innovation management practices and enhanced corporate competitiveness across various industries. Dewi et al. (2022) found that product innovation positively

impacts the competitiveness of micro, small, and medium enterprises (MSMEs), emphasizing the need for tailored marketing strategies to sustain their competitive edge.

Hadiwijaya (2023) highlights that digital marketing and effective branding have significantly improved product quality and sales among artisans in Palembang, enhancing local economic development by expanding market access. In the batik industry, Hamdani (2020) emphasizes the importance of leadership, technology, and organizational learning in fostering innovation and knowledge management, which boosts competitiveness.

Sembiring & Budiarta (2018) stress that effective human resource audits enhance hotel competitiveness, indicating that investment in human capital is crucial for service quality and customer satisfaction in the tourism sector. Dirgantari (2012) shows that high-quality educational services improve student satisfaction and institutional reputation, impacting competitiveness.

Zainurrafiqi & Rachmawati (2019) found that business ethics and technology use significantly affect corporate competitiveness, highlighting the need to manage both internal and external factors for lasting success. Sari & Retnaningsih (2020) emphasize the role of Science Technoparks in fostering regional competitiveness through public-private collaboration.

Finally, Amir & Maulidiyah (2023) underscore the importance of efficient human resource management in boosting productivity and competitiveness, suggesting that organizations should strategically manage their human resources to cultivate an innovative culture.

In summary, effective innovation management across various sectors significantly enhances corporate competitiveness and drives economic growth. By leveraging the factors that influence innovation, organizations can position themselves for sustained success in a competitive landscape.

4. Conclusion

This research underscores the vital importance of innovation management in enhancing corporate competitiveness across various industry sectors. To truly harness the power of innovation, businesses need to embrace a few key strategies. First and foremost, fostering a culture of innovation is essential. This means creating an environment where creativity and experimentation are not just encouraged but celebrated. Companies can achieve this by offering training programs, hosting workshops, and providing incentives that reward employees for their innovative ideas. Collaboration is another vital aspect; by partnering with universities, research institutions, and even competitors, companies can tap into a wealth of external knowledge and resources, which can significantly speed up the innovation process. Investing in people is equally important. Continuous development opportunities ensure that employees have the skills and knowledge they need to contribute effectively to innovation efforts. Additionally, leveraging advanced technology can streamline innovation processes, making it easier to analyze data, manage projects, and communicate effectively. Setting clear metrics to evaluate the success of innovation initiatives is also crucial, as it helps organizations define specific goals, track their progress, and make necessary adjustments along the way.

However, it's important to acknowledge some limitations of this study. The focus on literature primarily from the technology sector may limit how broadly these findings can be applied to other industries. Future research should aim to explore innovation management in a wider range of sectors to provide a more comprehensive understanding. Additionally, relying on secondary data can introduce biases from the original studies, which may affect the conclusions drawn. Lastly, given the ever-evolving nature of innovation, ongoing research is essential to keep up with new trends and practices. In summary, effective innovation management is vital for companies striving to enhance their competitiveness. By implementing these strategies and being mindful of the study's limitations, organizations can better navigate the challenges of innovation and position themselves for success in an increasingly competitive landscape.

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