



Digital Marketing Innovation and Marketing Performance: The Mediating Role of Business Process Agility

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Abstract

This study aims to analyze the mediating role of business process agility in the effect of digital marketing innovation on marketing performance. This study employs a quantitative method with a descriptive research design, involving a sample of 141 respondents selected through purposive sampling. Data collection was conducted via a Google Forms questionnaire, and the data were analyzed using Partial Least Squares (PLS-SEM). The results indicate that Digital Marketing Innovation has a significant positive effect on marketing performance ($\beta = 0.363$; $p = 0.004$), Business Process Agility has a significant positive effect on marketing performance ($\beta = 0.442$; $p = 0.001$), and partially mediates the relationship between Digital Marketing Innovation and marketing performance ($\beta = 0.340$; $p = 0.001$). Digital innovation is proven to be more effective when supported by business process agility, enabling culinary SMEs to enhance their competitiveness in the digital era. This study adds an empirical foundation regarding the importance of digital marketing innovation and business process agility in driving marketing performance. In practice, this enables SMEs to be more responsive to customer needs while generating increased revenue and expanding market reach.

INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) play a strategic role in driving national economic growth, including in developing regions such as these. The culinary sector, as one of the most dynamic MSME subsectors, makes a significant contribution to job creation, increasing community income, and strengthening local identity through culturally-based products. However, the development of digital technology and changes in consumer behavior demand a transformation in marketing strategies. This situation presents challenges, particularly for those still facing capital constraints, low digital literacy, and a lack of agility in responding to market dynamics (Awaluddin et al., 2025; Putri et al., 2026; Rachmawati & Surya, 2025; Sufa et al., 2025).

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Recent literature emphasizes the importance of Digital Marketing Innovation as a key instrument in enhancing competitiveness in the digital age (Chatterjee et al., 2021; Mikalef & Krogstie, 2020). Innovation in digital marketing enables organizations to reach a wider audience, build intensive interactions through social media, and perform more targeted market segmentation. However, several studies assert that technology adoption alone is insufficient; organizations are also required to possess Business Process Agility the ability to respond to market changes quickly and effectively through flexible and adaptive business processes (Trinh, 2024, 2023). This research gap is evident in the contradictions found in previous studies. Digital marketing and marketing innovation can enhance business performance (Riyoko, 2023), while Haverila et al.'s study Haverila et al., (2025) emphasizes that market knowledge in a digital context significantly influences marketing agility, whereas other research findings do not show a significant effect (Ma'ruf et al., 2024). This inconsistency opens opportunities for further analysis using business process agility as a mediating variable. This study is a quantitative study using the SmartPLS statistical analysis tool.

Although a number of international studies have demonstrated the importance of digital innovation and business agility for corporate performance, similar research on culinary SMEs in developing regions remains relatively limited. Yet, understanding how culinary SMEs in small towns like Ende adopt digital marketing innovations and develop business process agility is crucial for formulating empowerment strategies tailored to local conditions. Thus, this study is important to fill the literature gap while providing practical contributions to strengthening the capacity of culinary SMEs in the digital era. Based on the above, this study aims to analyze the mediating role of Business Process Agility in the relationship between Digital Marketing Innovation and marketing performance.

Digital marketing innovation has a positive impact on marketing performance because it enables SMEs to leverage digital technology to reach a wider and more efficient audience. Business process agility also has a positive impact on marketing performance, as it helps SMEs adapt their strategies to market dynamics, thereby increasing customer satisfaction and sales growth. Furthermore, business process agility mediates the effect of digital marketing innovation on marketing performance, whereby digital innovation can be optimally supported by agile business processes, thereby strengthening the marketing performance of SMEs.

METHODS

This study employs a quantitative approach using a descriptive-correlational research design, aiming to describe the characteristics of the research subjects while analyzing the relationships among variables. The study focuses on culinary-sector MSMEs in Ende Regency, with a population of 218 business owners. From this population, a sample of 141 respondents was selected using purposive sampling, with criteria including businesses that have been operating for more than three years and have utilized digital platforms, combined with proportional random sampling to ensure each sub-district is proportionally represented.

The research variables consist of Digital Marketing Innovation, Business Process Agility, and Marketing Performance. The operational definitions of each variable were derived from prior literature, with indicators covering the use of social media, e-commerce, and digital technology (DMI); response speed, trend adaptation, and decision-making flexibility (BPA); as well as sales

volume, target achievement, and customer growth (marketing performance). Primary data was collected via a Google Forms-based questionnaire using a five-point Likert scale, supplemented by interviews and limited observations to enrich the context.

The research instrument was developed based on relevant theories and indicators and consists of four sections: respondent demographics, questions regarding Digital Marketing Innovation, Business Process Agility, and Marketing Performance. Data analysis was conducted using the Structural Equation Modeling Partial Least Squares (SEM-PLS) method with SmartPLS software. The analysis stages included evaluation of the outer model (validity, reliability, convergent validity, discriminant validity, composite reliability, AVE, and Cronbach's alpha) as well as the inner model (R^2 , F^2 , Q^2 , and Goodness of Fit). Hypothesis testing was determined based on a t-statistic value > 1.96 and a p-value < 0.05 at a 5% significance level. With this approach, the study is expected to provide an empirical overview of the role of digital marketing innovation and business process agility in improving the marketing performance of culinary SMEs in Ende City (Berlian et al., 2026; Engkizar et al., 2024, 2025; Eriyanti et al., 2020; Sari et al., 2025; Tadöl et al., 2025).

RESULT AND DISCUSSION

The results of the outer loading analysis show that all indicators within the constructs of Business Process Agility, Digital Marketing Innovation, and Marketing Performance have values above 0.70, indicating that they are convergent valid. This means that each indicator effectively reflects its latent variable. The results of the outer loading test are presented in Table 1 below.

Table 1. Results of the Outer Loading Test

	Business Process Agility	Digital Marketing Innovation	Marketing Performance
M1	0.850		
M2	0.904		
M3	0.878		
X1		0.773	
X2		0.819	
X3		0.817	
Y1			0.796
Y2			0.900
Y3			0.932
Y4			0.865

The results of the convergent validity test indicate that all constructs in this study meet the Average Variance Extracted (AVE) criterion of >0.5 . Business Process Agility has an AVE value of 0.770, Digital Marketing Innovation of 0.645, and Marketing Performance of 0.765. These findings confirm that the indicators used are capable of adequately representing their respective constructs, thereby validating the research instrument. The results of the Convergent Validity test show that the indicators and constructs each have values that meet the standards, as illustrated in table 2.

Table 2. Results of the Average Variance Extracted Test

Variable	Average variance extracted (AVE)
Business Process Agility	0.770
Digital Marketing Innovation	0.645

Marketing Performance	0.765
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The results of the construct reliability test indicate that all research variables have Cronbach's Alpha and Composite Reliability (α and ρ_c) values above 0.7. Business Process Agility has a Cronbach's Alpha of 0.850 with a Composite Reliability of 0.909, Digital Marketing Innovation has a Cronbach's Alpha of 0.725 with a Composite Reliability of 0.845, and Marketing Performance has a Cronbach's Alpha of 0.897 with a Composite Reliability of 0.929. This indicates that all constructs in this study are reliable, consistent, and suitable for further model testing.

The results of the discriminant validity test using the HTMT method show that all ratio values are below the 0.90 threshold. Business Process Agility with Digital Marketing Innovation has a value of 0.890, Business Process Agility with Marketing Performance is 0.823, and Digital Marketing Innovation with Marketing Performance is 0.871. Thus, discriminant validity is met, meaning the constructs in this study can be empirically distinguished, as shown in table 3 below.

Table 3. HTMT Test

		Business Process Agility	Digital Marketing Innovation	Marketing Performance
Business Process Agility				
Digital Marketing Innovation	Marketing	0.890		
Marketing Performance		0.823	0.871	

The results of the collinearity test, as indicated by the VIF values, show that all indicators are below the threshold of 5. Business Process Agility on Marketing Performance has a VIF of 2.438, Digital Marketing Innovation on Business Process Agility is 1.000, and Digital Marketing Innovation on Marketing Performance is 2.438. This indicates that there are no multicollinearity issues in the model, so the relationships between constructs can be estimated well. The explanation above is presented in table 4.

Table 4. Collinearity Statistics

	VIF
Business Process Agility -> Marketing Performance	2.438
Digital Marketing Innovation -> Business Process Agility	1.000
Digital Marketing Innovation -> Marketing Performance	2.438

The results of the inner model indicate that Digital Marketing Innovation accounts for 59% of the variance in Business Process Agility, while the combination of Digital Marketing Innovation and Business Process Agility accounts for 57.4% of the variance in Marketing Performance. The effect size test (f^2) indicates that Business Process Agility has a moderate effect (0.189) on Marketing Performance, whereas Digital Marketing Innovation has a small to moderate effect (0.127). Thus, the role of Business Process Agility is more dominant in influencing the marketing performance of culinary MSMEs, as shown in table 5 below.

Table 5. Coefficient of Determination

Construct Relationship	/	R-Square	R-Square Adjusted	f-Square	Category
Business Process Agility		0.590	0.588	–	Moderate
Marketing Performance		0.574	0.570	–	Moderate

Business Process Agility → Marketing Performance	–	–	0.189	Sedang
Digital Marketing Innovation → Marketing Performance	–	–	0.127	Kecil– Sedang

The results of the hypothesis testing in table 6 show that Digital Marketing Innovation has a positive and significant effect on Marketing Performance, with a coefficient of 0.363 ($T = 2.879$; $p = 0.004$). H1: Accepted, H0: Rejected. The results of the hypothesis test indicate that Business Process Agility has a positive and significant effect on Marketing Performance with a coefficient value of 0.442 ($T = 3.393$; $p = 0.001$). H2: Accepted, H0: Rejected.

Table 6. Hypothesis Test Results

	Original sample (O)	T statistics	P values
Digital Marketing Innovation -> Marketing Performance	0.363	2.879	0.004
Business Process Agility -> Marketing Performance	0.442	3.393	0.001

The results of the mediation analysis indicate that Business Process Agility acts as a significant mediator in the relationship between Digital Marketing Innovation and Marketing Performance ($\beta = 0.340$; $T = 3.249$; $p = 0.001$). This confirms that innovation in digital marketing not only has a direct impact on improving the marketing performance of SMEs but also an indirect impact through increased business process agility. In other words, MSMEs that are able to adopt digital innovations while simultaneously adapting their business processes with agility will achieve more optimal marketing performance, as illustrated in table 7 below.

Table 7. Indirect Effect

	Original Sample (O)	T Statistic	P Value
Digital Marketing Innovation – business process agility – Marketing Performance	0.340	3.249	0.001

The Relationship Between Digital Marketing Innovation and Marketing Performance

Digital marketing is viewed as one of the strategic capabilities that can drive improvements in marketing performance. From the Resource-Based View perspective (Barney, 1991), digital marketing is a valuable resource because it enables differentiation through the use of technology, data, and creativity, allowing companies to reach consumers more effectively. Additionally, the Dynamic Capabilities theory Teece, (2007) emphasizes the importance of a company's ability to adapt to rapid environmental changes. In this context, digital marketing serves as an adaptive tool that enables companies to respond to consumer trends and technological advancements, thereby enhancing the speed of response and the relevance of marketing strategies. From the perspective of Market Orientation Theory Margaretha & Suryana, (2023), digital marketing also provides a channel for obtaining real-time customer information, allowing marketing decisions to be more data-driven and aligned with consumer

needs. Meanwhile, the Technology Acceptance Model [Wang et al., \(2023\)](#) explains that the implementation of digital marketing technology can improve the efficiency and effectiveness of marketing activities through ease of use and perceived usefulness. Furthermore, Customer Engagement Theory [Adillah et al., \(2025\)](#) emphasizes that digital marketing can foster two-way interactions and enhance customer engagement, which ultimately contributes to loyalty, recommendations, and improved marketing performance. Thus, in theory, digital marketing plays a crucial role in strengthening a company's effectiveness and competitiveness by enhancing marketing performance.

The findings of this study, which indicate that digital marketing innovation has a positive and significant effect on marketing performance, are consistent with various previous studies. [Jung & Shegai, \(2023\)](#) found that digital marketing innovation can improve company performance, both directly and through the mediation of marketing capability, with a stronger effect observed in large companies. Similar results were demonstrated by [Raintung et al., \(2024\)](#), who confirmed that digital marketing innovation has a positive impact on organizational performance, particularly when managerial decision-making is conducted comprehensively within a dynamic business environment. Research by [Adistia & Sanaji, \(2022\)](#) on SMEs in Indonesia also confirms that digital marketing and innovation contribute to enhancing competitive advantage, which in turn drives marketing effectiveness. Meanwhile, [Prasetyo et al., \(2023\)](#) emphasize that the combination of digital marketing and product innovation has been proven to improve marketing performance among SMEs in South Sumatra.

In line with this, [Trinh, \(2024\)](#) emphasize the role of customer engagement in strengthening the relationship between digital marketing strategies and marketing performance a finding that suggests digital innovation is most effective when it fosters high levels of customer engagement. Thus, the findings of this study are consistent with the existing literature and reaffirm that innovation in digital marketing is a key factor in enhancing a company's effectiveness and competitiveness in the market.

However, not all studies support the existence of a direct effect of Digital Marketing Innovation on marketing performance. A study conducted on food and beverage SMEs in Pangkalpinang City, for example, showed that digital marketing does not have a significant direct effect on marketing performance, but rather only through the mediation of product innovation ([Adistia & Sanaji, 2022](#)). Similar results were shown by a study on SMEs in Bekasi, which found that although digital marketing was proven to influence performance, innovation did not have a significant direct effect; even the role of competitive advantage as a mediator failed to strengthen this relationship ([Erliana & Setyahadi, 2024](#)). Furthermore, another study using a model that included marketing capability as a mediator found that while digital marketing innovation can enhance marketing capabilities, these capabilities do not significantly contribute to firm performance ([Sudirjo et al., 2023](#)). These differing findings indicate that the effectiveness of digital marketing innovation is not universal but depends on the context, business characteristics, and the mediating or moderating variables involved. In other words, under certain conditions, digital marketing does not necessarily directly improve performance but requires support from other factors such as product innovation, competitive advantage, or strong marketing capabilities.

Based on research findings indicating a positive and significant impact of Digital Marketing Innovation on marketing performance, SMEs are advised to be more proactive in innovating their digital marketing strategies. Innovation

can be achieved through the creative use of various digital platforms, such as optimizing social media and e-commerce, or leveraging the latest marketing technologies like chatbots, live-streaming commerce, or user-generated content campaigns. Innovation lies not only in the use of digital channels but also in how messages are conveyed ensuring they are relevant, interactive, and aligned with consumer preferences. With the right strategy, SMEs can enhance communication effectiveness, expand market reach, and strengthen customer engagement, ultimately leading to improved marketing performance. Additionally, SMEs need to foster a customer-centric approach so that every digital marketing innovation is not merely a fleeting trend but truly addresses consumer needs and creates value for them. Consequently, investing in digital marketing innovation will yield long-term benefits in the form of enhanced competitiveness and business sustainability.

The Relationship Between Business Process Agility and Marketing Performance

Business Process Agility (BPA) is an organization's ability to respond to changes in the business environment quickly, flexibly, and effectively. Based on the Dynamic Capability theory Teece, (2007), business process agility reflects a company's ability to integrate, build, and reconfigure both internal and external competencies to remain competitive amid market changes. Process agility enables companies to reduce uncertainty, accelerate decision-making, and adapt marketing strategies to meet consumer needs. Within the context of the Resource-Based View Barney, (1991), BPA is considered a unique capability that is valuable, rare, and difficult to imitate, thereby enhancing competitive advantage as well as marketing performance. Thus, theoretically, business process agility is viewed as a critical factor in supporting the effectiveness and success of marketing strategies.

Several previous studies support the important role of BPA in marketing performance. For example, the study by Sulistiyo et al., (2023) shows that organizational agility, including process agility, is positively associated with performance through increased adaptability to market dynamics. Similar findings were also reported by Trinh, (2024), who emphasized that business process agility contributes to strategic effectiveness, particularly in dealing with environmental uncertainty. In the Indonesian context, a study by Sudirjo et al., (2023) on SMEs indicates that business process agility helps entrepreneurs adjust products and promotional strategies more quickly. However, there are also studies showing different results. Lu and Ramamurthy (2011) found that BPA does not always have a direct impact on performance but requires support from other factors such as information technology capabilities. Research in the SME sector by Adi et al., (2023) also showed that BPA is not significant for performance when human resources and organizational structure are insufficiently supportive. Similarly, a study by Ma'ruf et al., (2024) confirms that agility without a clear strategy is actually unable to provide a sustainable competitive advantage. This indicates that the role of BPA is not universal but highly dependent on organizational readiness, technological support, and the ability to integrate agility into business strategy.

Based on research findings indicating that Business Process Agility has a more dominant influence than Digital Marketing Innovation on marketing performance, SMEs are advised to enhance their business process agility. This can be achieved by accelerating decision-making processes, streamlining internal bureaucracy, and leveraging technology to optimize supply chain and distribution operations. SMEs also need to be more adaptive in adjusting their products and promotional strategies in line with changing consumer needs and

market trends. With good process agility, SMEs can respond more quickly to opportunities, mitigate risks, and ensure business sustainability amidst competition. However, business process agility should be combined with digital marketing innovation so that the two complement each other, thereby maximizing marketing effectiveness.

The Mediating Role of Business Process Agility in the Relationship Between Digital Marketing Innovation and Marketing Performance

The results of this study indicate that Digital Marketing Innovation (DMI) has a positive and significant effect on marketing performance. This finding aligns with the Resource-Based View theory (Barney, 1991), which emphasizes that the utilization of digital resources that are valuable, rare, and difficult to imitate can enhance a company's competitive advantage. Innovation in digital marketing enables organizations to reach a wider audience, build two-way interactions, and obtain relevant data to support marketing decision-making. Thus, the use of innovative digital marketing has been proven to strengthen the effectiveness of marketing activities and drive performance improvement.

These findings are supported by the research of Jung & Shegai, (2023), which shows that digital marketing innovation has a significant impact on company performance through enhanced marketing capabilities. Similar results are also shown by Muis & Putri, (2025), who found that innovative digital marketing strategies can drive competitive advantage and lead to increased marketing effectiveness, particularly among SMEs. These results indicate that while Digital Marketing Innovation (DMI) contributes to performance, its impact may vary depending on the organizational context and other supporting factors.

Furthermore, the research findings also demonstrate that Business Process Agility (BPA) has a significant impact on Marketing Performance, with a more dominant contribution compared to Digital Marketing Innovation (DMI). This is consistent with the Dynamic Capability theory (Prabowo et al., 2025), which states that organizations that are adaptive and capable of rapidly reconfiguring their resources will be more responsive to changes in the business environment. Process agility enables companies to streamline workflows, accelerate decision-making, and align marketing strategies with consumers' ever-changing needs. Studies by Prasetyo et al., (2023); Sulistiyo et al., (2023) support these findings by demonstrating that organizational agility directly enhances the effectiveness of strategies and performance. However, some studies also show inconsistent results. Adillah et al., (2025), for example, found that BPA had no significant effect on performance in MSMEs with limited human resources and infrastructure. This indicates that the effectiveness of BPA is largely determined by the organization's internal readiness.

In addition to the direct effect, this study also confirms the mediating role of Business Process Agility in the relationship between Digital Marketing Innovation and Marketing Performance. The indirect path coefficient of 0.340, with a T-statistic of 3.249 and a p-value of 0.001, indicates that this mediation is significant. This means that digital marketing innovation not only has a direct impact on performance improvement but also an indirect one through enhanced business process agility. These findings suggest that the impact of Digital Marketing Innovation (DMI) will be maximized when companies possess a high level of process agility, enabling each innovation to be effectively implemented in both operational and marketing strategies.

Practically, the results of this study provide important implications for SMEs. First, SMEs need to leverage innovative digital marketing strategies to expand their market reach and enhance interaction with consumers. Second,

they must also strengthen business process agility through streamlining workflows, accelerating decision-making, and utilizing relevant technologies. The combination of digital marketing innovation and BPA will enable SMEs to respond to market changes more quickly while optimizing the effectiveness of their marketing strategies. Thus, improved marketing performance can be achieved in a more sustainable manner

CONCLUSION

Digital Marketing Innovation (DMI) has a positive and significant impact on marketing performance. This means that the higher the level of creativity and utilization of digital marketing strategies, the better the marketing results achieved. Business Process Agility (BPA) has a more dominant influence than Digital Marketing Innovation (DMI) on marketing performance, making business process agility the primary factor in driving marketing effectiveness. BPA has been proven to significantly mediate the relationship between Digital Marketing Innovation (DMI) and marketing performance. This implies that digital marketing innovation yields more optimal results when supported by adaptive, flexible, and responsive business processes. This study enriches agility theory with empirical evidence that business process agility serves not only as a moderator but as a key mediator distinguishing it from previous studies that focused on agility as an independent or direct variable. The novelty lies in the context of local culinary SMEs, such as those in Ende, where process agility bridges the gap between innovative digital ideas (such as social media marketing) and tangible outcomes like customer loyalty. The practical implication of this research is that SMEs are advised to prioritize training in process agility (such as flexible workflows based on digital tools) to maximize the ROI of marketing innovations, as without agility, digital innovations tend to fail to be implemented effectively. These findings also support local government policies for integrating agility into SME digitalization programs.

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