PROCEEDING ICONIES
FACULTY OF ECONOMICS
UIN MAULANA MALIK IBRAHIM MALANG
P-ISSN: 2476-9851 / E-ISSN: 2541-3333

THE ROLE OF SUSTAINABLE INNOVATION IN BUSINESS TRANSFORMATION (STUDY SMeS Superheru Factory)

Novita Rifaul Kirom, Tio Arriela Doloksaribu, Firina Lukitaningtyas, Fia Fuadatul, Ratri Kirana
Faculty of Economics, Universitas Wisnuwardhana Malang
Jl. Danau Sentani Raya No.99, Malang, East Java, 65139, Indonesia
novitakirom04@gmail.com

ABSTRACT
Innovation management is about how a country manages innovation within the country, including planning, process, until the implementation stage. The country's innovation management will pave the way for the country's future growth and Competitive Success. Innovation is generating new ideas as well as profitable. In the context of economic growth, innovation can stimulate economic growth through the creation of new products and services, increased investment, and the creation of new jobs. In improving the quality of life, online marketing is one of the most popular branding media by sellers today. Where to take advantage of existing social media by creating branding or marketing with the characteristics of creative content that will be easily seen by consumers for now. In Super Heru Snack Factory has done branding and marketing strategy by utilizing digital marketing. Digital marketing is one of the marketing strategies using the internet and information technology to expand traditional marketing functions. Digital marketing can help marketers establish relationships with customers to increase customer loyalty, to foster consumer buying interest by being active on various social media such as Tiktok, shopee and also Instagram where in today's Era the level of social media use is very high because it is very easy to access by anyone and various circles. Not just ordinary people but a lot of artists, influencers, even big businessmen who use their social media to do business and generate coffers up to billions every month. Because by doing online marketing will make it easier for consumers to buy without something of interest even without seeing the original goods they will spend. Visual value is very important for businesses that sell their goods through Online because consumers only see goods visually not original so as a business must create content or make their products as attractive as possible

Keywords: Sustainable Innovation, Transformation Business, SMeS

INTRODUCTION

Along with the development of global technology, Indonesia also utilizes technological advances to facilitate community activities, one of which is through electronic commerce or e-commerce. E-commerce is a buying and selling activity carried out online (online), where sellers and buyers do not have to meet face to face. Payment can also be made via bank transfer or Cash on Delivery (COD) method carried out by the courier who delivers the purchased product (Kirom & Handayati, 2022).

Online marketing strategies are now in great demand by all Micro, Small and Medium Enterprises (MSMEs). Digital marketing is a phenomenon that many entrepreneurs choose to develop their businesses in this all-online era. The significant impact of the pandemic on economic phenomena in recent years has caused many entrepreneurs to go out of business, so they have to adapt to keep their businesses running and profitable (Barus, 2020).

Continuous innovation is the key to ensuring a responsible and sustainable future. Without these innovations, we may face uncontrolled impacts from climate change, biodiversity decline, and social maladjustment (Vikrant, 2019). Nowadays, the issue of sustainability is increasingly becoming a major concern for various parties, including business actors. Future challenges related to environmental and sustainability issues in the energy sector are also of concern (Litvinenko et al., 2022). This is inseparable from the increasing awareness of the importance of preserving the environment and the social impacts caused by business activities.
Innovation management is about how a country manages innovation within the country, including planning, process, until the implementation stage. The country's innovation

management will pave the way for the country's future growth and Competitive Success. Innovation is generating new ideas as well as profitable. In the context of economic growth, innovation can stimulate economic growth through the creation of new products and services, increased investment, and the creation of new jobs. In improving the quality of life, Innovation can have a positive impact on society, such as improving the quality of life, health, education, and public services. In the context of Indonesia, innovation is one of the key factors in driving the achievement of Indonesia's vision as a developed country by 2045. Therefore, understanding the role of innovation in improving economic competitiveness is very important to strengthen the vision and mission to improve MSMEs in the country (Aidhi at all 2023).

Online-based marketing or digital marketing refers to all marketing activities carried out via the internet, such as social media, email, websites, and e-commerce platforms. According to Kotler and Keller (2016), online marketing allows companies to interact directly with consumers, understand their needs, and provide relevant offers. By utilizing online marketing consistently, MSMEs can build a strong brand image and increase customer trust through direct interaction and positive reviews. Here are the reviews from Superheru Snack & Factory customers on Shopee:

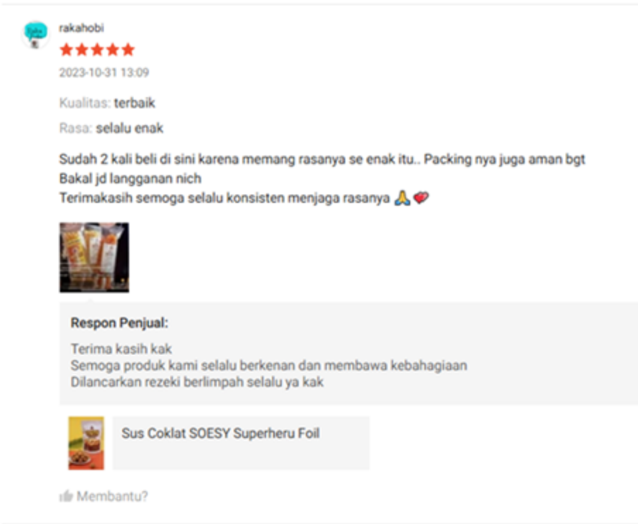

Figure 1. 1 Rating Online Shopee Superheru Snack & Factory
Source: Autor (2025)

From the picture of the review, it can be concluded that Shopee Superheru Snack & Factory customers are very satisfied with the products and packaging. Customer satisfaction is very influential on the success of MSME businesses that are building a good image and customer trust. Customer satisfaction will increase the chances of repurchasing and recommending the product to others, which is the best form of marketing that can be obtained.

Customer reviews reflect how buying interest can be converted into real action. By carefully analyzing reviews, Superheru Snack & Factory can understand more deeply what drives or inhibits consumer buying interest, as well as formulate more precise and effective marketing strategies to maximize their sales opportunities. Although online transactions are increasingly in demand, Pak Heru stated in an interview:
"In recent years, the percentage of offline sales at Superheru Snack & Factory is more dominant. Offline sales reach 80%, while online sales are only 20%, because we already supply products in several partner stores and mini markets in Malang."(Mr. Heru, Personal Interview, July 15, 2025)

From this statement, it can be concluded that although online sales at Shopee show a positive response, revenue from offline sales is still more dominant because the offline market has been formed for a long time through cooperation with various partners.

Table 1. Superheru Snack & Factory Sales Turnover Percentage

Years	Offline Sales	Of Offline Sales Online
Sales 2020	60%	40%
2021	55%	45%
2023	50%	50%
2024 – 2025	80%	20%

Source: Processed Data (2024)

The table above shows that although online sales show positive development, the percentage of offline sales is still higher, with a comparison of 80% (offline) versus 20% (online) in 2024-2025. This shows that to increase online sales significantly, businesses need to focus more on executing more effective and targeted digital marketing strategies.

LITERATURE REVIEW

The Role of Technology in Sustainability In many different industries, technology is a key factor in promoting sustainable business practices. The growing use of renewable energy sources like solar and wind power is one of the most noteworthy instances. Developments in Artificial Intelligence (AI) and data analytics are also enabling companies to streamline processes and reduce resource waste. By harnessing big data and AI algorithms, companies can identify inefficiencies in their supply chains, optimize production processes, and reduce energy consumption, ultimately leading to significant cost savings and environmental benefits. C & A fashion has implemented AI systems in its clothing by providing likes in its tags. These are available in its physical stores. How does this work? Once a customer likes a cloth online, the tag is automatically updated onto the physical stores. Using this facility, customers can look into the number of reviews and buy those with high likes. This is the impact which technology can provide on sustainable business.
Redefining the Business's Strategy to Ensure Sustainability When it comes to sustainable business practices, the business model is the key that unlocks innovation the most efficiently. It serves as the blueprint that guides how companies operate, generate value, and interact with their environment. Emphasizing innovation within the business model is crucial for propelling sustainable practices forward. A sustainable business model fundamentally redefines traditional approaches, prioritizing environmental stewardship, social responsibility, and economic viability.

Innovation is at the core of this transformation, enabling companies to reimagine their strategies, processes, and relationships in ways that promote sustainability throughout their operations. One key aspect where innovation plays a pivotal role is in embracing the circular economy. By designing products and services with a focus on longevity, reusability, and recyclability, businesses can reduce waste and optimize resource efficiency. Innovative business models adopt circularity principles, fostering closed-loop systems that drive sustainability across the entire value chain.

Moreover, innovation empowers companies to develop and implement eco-friendly technologies and practices. From renewable energy solutions to sustainable supply chain management systems, businesses can leverage innovation to reduce their environmental footprint while maintaining profitability.

Marketing strategy has a very important role for the company. Business people understand that there are several reasons why marketing strategies are crucial. Explain that marketing strategies help companies achieve their business goals. By understanding the right marketing strategy, companies can effectively direct their resources and efforts to increase sales, expand market share, increase brand awareness, or achieve other business goals.

A good marketing strategy also allows the company to differentiate itself from competitors and build a competitive advantage. By understanding the market environment, consumer behavior, and customer needs, companies can develop unique value propositions, target the right market segments, and develop effective marketing strategies to overcome competition (Bunyamin, 2021).

In addition, marketing strategies also help management in making better decisions. A deep understanding of the market, customers, and industry trends enables companies to perform better analysis, identify opportunities and threats, and design more effective strategies. This allows companies to reduce risks and increase the chances of success (Fauziah, 2023). On the other hand, an understanding of Marketing Strategies helps companies adjust to market changes. By monitoring market trends, collecting data, and conducting appropriate analysis, companies can identify changes in consumer preferences, competition, or technology, as well as make adjustments in their marketing strategies (Rizal, 2020).

Efficiency and effectiveness of marketing will be achieved well if the marketing strategy is well understood. This allows companies to allocate resources more efficiently and achieve more effective results (Ahmad, 2020). Through the right market segments, effective distribution channels, and relevant marketing tactics, companies can avoid wasting resources and focus on marketing efforts that deliver the best results. By being able to identify customer needs, preferences, and behaviors, companies can develop more effective marketing communications, offer relevant products or services, and provide a satisfying customer experience (Setiadi, 2019).

Thus, it can be concluded that an understanding of marketing strategies plays an important role in a company's success to achieve business goals, build competitive advantage, take the right decisions, adapt to market changes, improve marketing efficiency and effectiveness, and develop strong customer relationships.

Kotler and Keller (2016) state that marketing is an activity, a set of institutions, and a process for creating, communicating, conveying, and exchanging offers that have value to customers, clients, partners, and society at large. (Sunyoto 2018) also revealed that marketing activities are one of the main activities in doing business, because marketing is the spearhead for companies to sell the products produced. With a good marketing strategy and in accordance with the target market, companies can streamline the sales process of their products. Meanwhile, (Sudaryono 2016) defines marketing as a business process that seeks to align the human, financial, and physical resources of the organization with the needs and desires of customers in the context of Competitive Strategies. Sudarsono (2020) explained that strategy is a tool to achieve goals. In its development, the concept of strategy continues to evolve, which can be seen through the differences in the concept of strategy over the past 30 years. Strategy is a plan that is prioritized to achieve the goals that have been set.

According to Sukarso (2007) in his research said, in the current era of globalization that swept the world has brought the impact of multidimensional change (change) are loaded with challenges and opportunities as well as competition is very tight. Change is a situational natural phenomenon that runs continuously and continuously, there is a change from the Old condition (status quo) to a new condition (reformer). This condition affects the value of the order of life in various sectors including the impact on the life of the company. Then Sukarso also said that the basic pattern of new paradigm management through the POAC process is: planning, organizing, actuating, and controlling, which is further supported by the process of using 7M resources, namely: Man, Money, Materials, Machines, Methods, Market, and Minutes as well as the development and improvement (improving) continue-constantly to get better.

RESULTS

Economic growth aims to make people's lives to be better than ever. The level of change in people's lives in terms of education, health, meeting the needs of daily life is based on the use of income. People's income can increase if the growth conditions in a country increase. A country can be called economically developed if it experiences growth, one of which is the use of Science and technology. Innovation becomes a very important thing for a country, because with a innovation can encourage economic growth of a country.

Innovation is an economic success thanks to the introduction of new ways or new combinations of old ways of transforming inputs into outputs (technologies) that produce major or drastic changes. Innovation will be said to be beneficial when it can create more value for all stakeholders, especially for consumers, society, and the environment and of course for the country itself. Innovation management is an effort to manage innovation in a country in order to produce superior output in a competitive and sustainable for the country. Innovation management is very necessary, so that there are no unused brilliant ideas due to too late or too quickly introduced to the community. However, it needs different handling when faced with different situations. Innovation can be managed well using a system that is systematically structured, efficient.

Innovation management is very important because there are several reasons (Hadiyati, 2011), including the following: 1) Technology changes very quickly as product new products, processes and services come from competitors, and this drives entrepreneurial ventures to compete and succeed. All you have to do is adapt to new technological innovations; 2) The effect of environmental changes on the product life cycle is getting shorter, which means that old products or services must be replaced with new ones in a hurry, and this can happen because there is creative thinking that leads to innovation; 3) Consumers today are smarter and demand fulfillment. Expectations in fulfilling needs expect more in terms of quality, renewal, and price. Therefore, innovative skill share needed to satisfy consumer needs while maintaining consumers as customers; 4) With markets and technology changing so rapidly, a good idea can be increasingly easy to replicate, and this requires new and improved methods of using products, processes, and faster services on a continuous basis; 5) Innovation can lead to faster growth, increase market segments, and create better corporate positioning.

Meanwhile, there is a role invasion for financial innovation that can drive community economic growth (Pellu, 2024), including: 1) Encouraging small and Medium Enterprises (SMEs) better financial access can empower SMEs by providing access to the capital needed to start, grow and expand their businesses. It can create new jobs, increase income, and reduce poverty rates; 2) Reducing economic inequality by providing financial services to those who previously had no access, such as the poor, women, and rural groups, we can reduce economic inequality. This can increase social mobility and reduce income disparities;3) facilitating investment and savings, better access to financial services can encourage people to invest and save. Greater investment and savings can lead to infrastructure development, innovation, and long-term growth; 4) Financial resilience individuals and households that have access to the right financial services can be better prepared for unexpected events, such as illness, job loss, or natural disasters. This can reduce the risk of falling into poverty and help communities recover faster from crises; 5) Increased literacy, Finance along with increased access, it is important to improve the financial literacy of the community. Financial education can help individuals understand how to manage their finances well, use financial products isely, and protect themselves from fraud and exploitation; 6) Investment in financial infrastructure, such as ATMs, bank offices, and digital service financial services, can improve financial access in previously marginalized areas; 7) Strengthening the microfinance sector, microfinance and inclusive sectors, such as microfinance institutions and credit cooperatives, can be an important means of improving financial access in underserved communities.

The first finding is the strategy of utilizing the Shopee marketplace at Superheru Snack & Factory has been using Shopee since 2016 as the main channel in digital marketing. The utilization of this platform is based on the high number of users and the support of various sales features such as free postage and discount vouchers. These features are considered effective in attracting consumer interest and increasing sales conversions. Shopee is also a medium to build long-term relationships with consumers through the interaction of Shopee Live and Shopee Video features, although implementation is still limited due to human resource constraints. It is similar to the theory of marketing strategy is the marketing logic that companies use to create customer value and build mutually beneficial relationships. A marketing strategy is often thought of as a general statement of direction or guidance in the selection of target markets, as well as the design and implementation of the marketing mix. The three main aspects to consider in a marketing strategy are the determination of the company's chosen market, the development of products and services, and the timing and activities of market development.

According to Kotler and Armstrong (2011), sales is a process of social control in which individuals and groups acquire what they need or want, create and provide products of value, and exchange goods with others. It can be concluded that Superheru Snack & Factory has been utilizing Shopee as the main digital marketing channel since 2016. Shopee's selection is based on the high number of users as well as the availability of supporting features such as free shipping and discount vouchers, which are effective in attracting consumers and increasing sales conversion rates. Apart from being a sales medium, Shopee is also used to build long-term relationships with consumers through the Shopee Live and Shopee Video features, although its use is still limited due to limited human resources. And lack of deeper knowledge about effective and consistent online marketing strategies.

consumer buying interest in superhero snack factory used to measure consumer buying interest include: the number of orders, traffic store visits, the number of followers, the number of products that are put into the basket, as well as the quality of buyer reviews. Evaluation of indicators is carried out periodically as a basis for decision-making in the development of marketing strategies. This is the same as consumer buying interest is the tendency or desire of consumers to buy a product or service. The factors that influence consumer buying interest are very diverse, including internal (psychological) and external (environmental) factors.

It can be concluded that supeheru snack factory in consumer buying interest is measured through indicators such as the number of orders, store visit traffic, number of followers, number of products added to the basket, as well as the quality of reviews. Evaluations are conducted periodically to assess the effectiveness of the strategy and establish subsequent development steps.

It can be concluded from the above findings that Superheru Snack & Factory has successfully implemented a series of structured digital marketing strategies on Shopee to attract and increase consumer buying interest. Utilizing Shopee's relevant features, such as discounts and free shipping, combined with a product strategy that focuses on quality and safety, as well as competitive pricing, is key to their success. Although there are some obstacles, especially in the use of interactive features such as Shopee Live due to limited human resources, the company shows a good understanding of the importance of consistency in customer service and periodic evaluation of store performance. Overall, the strategy implemented demonstrates a holistic and adaptive approach to the dynamics of the e-commerce market, which effectively encourages buying interest and builds customer loyalty.

CONCLUSION

Based on the results of the above research, it can be concluded that innovation management plays an important role in promoting economic growth of the community. The role of innovation management includes, increasing productivity and efficiency, job creation, promoting economic growth, sustainability and resource management, as well as resilience and adaptation. As for there are two things that become a benchmark for the success of an innovation that is technical resources (human, equipment, knowledge, and financial), and Capabilities.

REFERENCES

Ahmad. (2020). Strategic Management. Makassar: Nas Media Pustaka

Aidhi, A. Al, Harahap, M. A. K., Rukmana, A. Y., Palembang, S. P., & Bakri, A. A. (2023). Increasing economic competitiveness through the role of innovation. *Jurnal Multidisiplin West Science*, 2(02), 118–134. https://doi.org/10.58812/jmws.v2i02.229

Amirulloh, Ridho. (2024). *Factors that influence the interest in buying plant-based food (plant-based food) in DKI Jakarta* (Bachelor's thesis, Faculty of Science and Technology UIN Syarif HIdayatullah Jakarta).

Anggrei, P. (2024). Perguruan of higher education through the mentoring of the assisted Village “Oemah mushroom” in Tampaksiring Village-Bali. *Journal of Abdimas ADPI social Humanities Innovation Management* 5, 17–24. https://doi.org/10.47841/jsoshum.v5i2.383

Anindita Trinura Novitasari, (2022) the contribution of MSMEs to the economic growth of the digitalization era through the role of the government

Aris ariyanto dkk, 2023 , *Management Pemasaran* , CV widina media utama

Ariyanti, L., &Iriani, S. S. (2022). Pengaruh Promosi Penjualan Dan Electronic Word of Mouth Terhadap Pembelian Impulsif Pada Saat Special Event Day (Studi Pada Konsumen Shopee Jawa Timur). The Sibatik Journal

Aly, N., & Himawan, A. F. I. (2022). The influence of shopee e-commerce, product quality and product variety on snack product purchasing decisions. Master: *Journal of Management and Applied Business,* 2(2), 108-127.

Barus, Dana. Syahputra. (2020). Digital entrepreneurship development strategy for Micro, Small and Medium Enterprises (MSMEs) using the Pentahelix Model. State Islamic University Of North Sumatra.

Budiastuti, D. (2013). Students ' understanding of the condition of Knowledge Management and Innovation Management of PTS DKI Jakarta. *Binus Business Review*, 4(2), 655-660. https://doi.org/10.21512/bbr.v4i2.1379

Bunyamin, S.E., M.Si. (2021). *Marketing Management*. Malang: CV Literasi Nusantara Abadi

Cahyani, E., Nururrohmah, T., Deka, C. F., & Saleh, M. Z. (2024). The Role of Service Quality in Building Customer Satisfaction: A Literarure Review. *Journal of Management and Creative Business*, 2(4), 192-205.

Chaffey, D., & Ellis-Chadwick, F. (2020). Digital Marketing: Strategy, Implementation, and Practice

Cooper, D. R., Schindler, P. S., & Sun, J. (2006). *Business research methods*(Vol. 9). Mcgraw-hill New York Customers’ Intention to Buy in Online Store in Indonesia. ASEAN Marketing

Darjah, Z., Qureshi, M. D., & Dewi, D. K. (2018). The role of entrepreneurship in the growth of Islamic economy in Indonesia. Maliyah : *Journal Hukum Of Islamic Business* Law, 8(2), 218-253. https://doi.org/10.15642/maliyah.2018.8.2.70-105

Dr. Marissa Grace, et al. (2022). Marketing Strategy Concept, Theory And Implementation

Enge, E., Spencer, S., Fishkin, R., & Stricchiola, J. (2015). The Art of SEO: Mastering Search Engine Optimization. O'Reilly Media. Buku ini menjelaskan perbedaan dan strategi penerapan SEM (Search Engine Marketing) dan SEO (Search Engine Optimization)

Fatimah Nur Afifah, (2015). Social Media analysis as a marketing strategy in Online

business. Journal of Information transformation and science and Technology Development Bipa Bina Patria, Magelang.
Fauziah, F. A. D. (2023). Strategi Pemasaran Digital Dalam Meningkatkan Minat Beli Konsumen di Marketplace Shopee@ Customajaib (Doctoral dissertation, KODEUNIVERSITAS041060# UniversitasBuddhiDharma).
Fawzi, C.B., Mandey, S.L., Rotinsulu, J.J. (2022). Analysis of marketing strategy services CV. Caritas Dei Nobiscum To Improve Competitiveness. *Journal of EMBA* Vol. 10 No. 2
Freberg, K., Graham, K., McGaughey, K., & Freberg, L. A. (2011). Who are the social media influencers? A study of public perceptions of personality
Hurriyati, Ratih. (2005). *Marketing mix and consumer loyalty*. Bandung: Alfabeta
Kirom, A., & Handayati, A. W. (2022). The effect of electronic service quality and electronic Trust on electronic loyalty of Shopee e-Commerce users.
Kotler, P., & Keller, K. L. (2016). Marketing Management (15th ed). Pearson Pretice Hall.
Litvinenko, V., Bowbrick, I., Naumov, I., & Zaitseva, Z. (2022). Global guidelines and requirements for professional competencies of natural resource extraction engineers: Implications for ESG principles and sustainable development goals. *Journal of Cleaner Production*, 338. https://doi.org/10.1016/j.jclepro.2022.130530
Vikrant, P. (2019). Innovation: The Key to Achieve Sustainable Development. International *Journal of Sustainable Development*. https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3555387
Miles, M. B., & Huberman, A. M. (1994). Qualitative data analysis: An expanded
Mohamad, Roni., & Rahim, E. (2021). Marketing mix strategy in syariah perspective. *Mutawazin (Journal of Islamic economics),* 2 (1), 15-26.
Noer Aini Mery Cahyanti, Valiza Eka Putri, Dewy Listiyani. (2024). Utilization of Digital Marketing strategies in efforts to develop MSME businesses on Shopee E-Commerce. *Economics And Business Management Journal*
Novita Rifaul Kirom1, Puji Handayati, (2022).online purchasing decisions are influenced by service quality and consumer trust
Nurhadi, N. N. (2019). Management Of Marketing Strategy Mix (Marketing Mix) Islamic Economic Perspectives. Human falah: Journal of Islamic Economics and business, 6(2).
Oktavianna, Rakhmawati et al. (2019). “Online Marketing Strategy in Improving Sales of Fish Cultivation in Jampang Village, Bogor [Strategi Pemasaran Online Dalam Meningkatkan Penjualan Pembudidaya Ikan Di Desa Jampang, Bogor].” Proceeding of Community Development2: 540.
Patel, K., & Bell, D. R. (2022). Affiliate Marketing: A Systematic Literature Review and Future Research Directions. Journal of Marketing Management
Rifa'i, M. S. (2020). The strategy of the village government in increasing the original income of the village in the village of Beringin Makmur District Kerumutan Pelalawan (Doctoral dissertation, Riau Islamic University).
Rizal, Achmad. (2020). Marketing Management Textbook In The Era Of Industrial Society 4.0. Yogyakarta: CV Budi Utama.
Sahana Madan, J. P.- M. (2022). Analysis of the Shopee’s Strategies to Succeed in the Global E-commerce Market: Malaysia Case*. International Journal of Tourism and Hospitality in Asia Pasific* (IJTHAP)
Setiadi, N. J. (2019). Consumer behavior: a contemporary perspective on consumer motives, goals, and desires. Jakarta: Prenada Media.
Sokso. (2007). Management: A New Paradigm In The Face Of Change. Journal The WINNERS, Vol. 8 No. 2, September 2007: 184-196 sourcebook. Sage
Stokes, R. (2011). EMarketing The Essential Guide to Marketing in a Digital World 5th Edition. Quirk
Sudarsono, H. (2020). Marketing Management Textbook. Jember: CV. Pustaka Abadi
Tuten, T., & Solomon, M. R. (2018). Social Media Marketing. SAGE Publications
Zebua, D. P. F., Gea, N. E., & Mendrofa, R. N. (2022). Analysis of marketing strategies in increasing product sales in CV. Ceramic Star Gunungsitoli. EMBA journal: Journal of economic, management, business and Accounting Research, 10(4), 1299-1307.

Zulfikar, Y., & Fauziyah, S. (2024). The Impact Of Content Marketing On Consumer Purchasing Decisions. e-Journal of Management Research, 14 (1), 210-220. This article cites the definition of content marketing according to Pulizzi (2014)