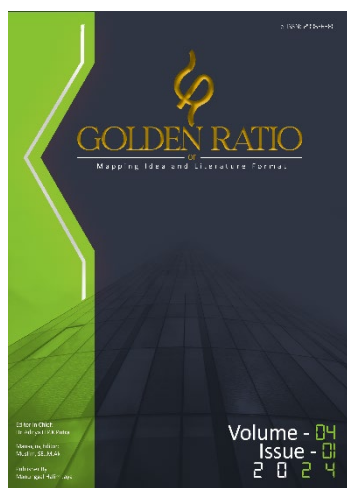




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## MAPPING IDEA &amp; LITERATURE FORMAT

# Developing a Talent Management Model to Foster Product Innovation Through Marketing Strategy Integration

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**Abstract** This research aims to empirically examine the interplay between talent management, marketing strategy, and product innovation within organizations. Drawing on the foundational insights from recent studies, this research proposes that the strategic integration of talent management practices with marketing strategy processes is pivotal for fostering an environment conducive to product innovation. By employing a mixed-methods approach, the study seeks to validate propositions concerning the impact of innovation-focused constructs within marketing strategies, the role of knowledge transfer across product lifecycles, and the effectiveness of cross-functional teams in innovation projects. Additionally, the study will explore the mediating role of strategic integration in enhancing a firm's innovative performance. This research is expected to contribute to the theoretical and practical understanding of how organizations can leverage talent management and marketing strategy integration to achieve superior product innovation outcomes. This study seeks to illuminate the pathways through which organizations can synergize their talent and marketing strategies to not only navigate the complexities of modern markets but also to lead in innovation. By bridging the gaps identified in existing literature and providing empirical evidence on the proposed hypotheses, this research aims to offer actionable insights for businesses striving to enhance their competitive edge through integrated approaches to talent management, marketing, and innovation.

**Keywords:** Talent Management, Marketing Strategy, Product Innovation, Knowledge Transfer, Cross-Functional Teams, Strategic Integration.

**JEL Classification Code:** M31, O32, J24

## 1. INTRODUCTION

In an era where innovation serves as the backbone of competitive advantage, the quest for a robust talent management model that seamlessly integrates with marketing strategy to foster product innovation has become paramount for organizations aiming to thrive in the dynamic business landscape. This endeavor transcends traditional approaches to human resource management, marketing, and product development, advocating for a holistic and strategic convergence of these domains. The premise rests on the understanding that talent management is not just about attracting and retaining the right talent but also about aligning this talent with the organization's strategic goals, particularly in product innovation and marketing strategies. The interconnection between innovative talent management practices and marketing strategy is a fertile ground for developing products that not only meet but exceed market expectations. Talent, equipped with a deep understanding of market needs and the freedom to innovate, becomes a crucial asset in the ideation and development of groundbreaking products. This integration is pivotal in creating a symbiotic relationship where marketing insights inform innovation processes, and innovative products, in turn, shape marketing strategies. This narrative explores the development of a talent management model that nurtures



creativity, encourages a culture of continuous learning, and leverages marketing insights to propel product innovation forward. Such a model emphasizes the strategic alignment of talent management with marketing objectives, ensuring that teams are not only skilled but also deeply ingrained with customer-centric thinking. It advocates for creating cross-functional teams that bridge the gap between marketing and product development, fostering an environment where insights and feedback flow seamlessly across departments. This approach not only enhances the organization's innovative capabilities but also ensures that product development is closely tied to market needs and trends.

Developing a talent management model that supports product innovation through marketing strategy integration requires a nuanced understanding of the current challenges and opportunities in talent acquisition, development, and retention. It calls for a shift in organizational culture towards more agile, collaborative, and innovative practices, where employees are viewed as strategic partners in the journey towards innovation. This introduction sets the stage for a comprehensive exploration of how organizations can craft a talent management framework that not only nurtures talent but also aligns it with the strategic imperatives of product innovation and market success. A talent management model that integrates marketing strategy and fosters product innovation can be developed by considering various factors. Biegas (2015) emphasizes the importance of resource commitment, decision-making, and marketing assets in achieving marketing innovation. Corso (2000) suggests that knowledge generation and transfer throughout the product life cycle can drive continuous product innovation. Konnikov (2017) highlights the role of a company's marketing capacity and strategic integration ability in influencing innovative performance. Kanagal (2015) underscores the need for competitive marketing strategies to fructify innovation advantages. Cotterman (2009) stresses the alignment of marketing and technology processes to drive innovation. Fedorova (2020) discusses the application of talent management approaches in the context of Industry 4.0. Khin (2012) proposes a framework that links product innovativeness with market orientation, technology orientation, and strategic flexibility. Chuwiruch (2016) presents a conceptual framework for marketing innovation strategy and its impact on marketing performance. These studies collectively provide a foundation for developing a talent management model that integrates marketing strategy to foster product innovation.

## 2. LITERATURE REVIEW PROCEDURE

In the intricate ballet of modern business, the harmonious integration of marketing strategy with the fertile ground of talent management for product innovation emerges as a compelling narrative of success and transformation. Sandra Biegas and P. Neto's seminal work in 2015 lays the foundation, illuminating the path where organizational innovativeness becomes the beacon guiding firms to higher outcomes of marketing strategy processes. Their insights pierce through the veil of conventional marketing strategy models, revealing the untapped potential of innovation as a critical construct yet to be fully embraced. This revelation not only challenges the status quo but also opens the floodgates to a realm where the capacity for marketing innovation is not left to chance but is meticulously cultivated through a strategic orchestration of the marketing strategy process.

Parallel to this, the duo of M. Corso and S. Pavesi in 2000, delves into the crucible of competition, where the relentless pressure to excel in product innovation beckons firms to transcend traditional product development paradigms. They propose a model where knowledge generation and transfer across the product lifecycle become the cornerstone of gaining a competitive edge, a stark contrast to the isolated endeavors that have characterized product development efforts in the past. E. Konnikov et al., in 2017, venture further into the intricacies of this dance, spotlighting the pivotal role of a firm's marketing capacity and its strategic prowess in weaving together internal and external resources. Their work sheds light on the mediating magic of strategic integration, transforming it into a conduit through which marketing capacity and innovative performance are intertwined, offering a new lens through which the synergy between marketing and innovation can be viewed. N. B. Kanagal, in 2015, elevates the discourse to the realm of intellectual property, asserting the transformative power of innovation in shaping market offerings and securing competitive advantage. Through the lens of Philips Corporation, Kanagal explores the multifaceted nature of product innovation, unearthing the

empirical dimensions that drive the creation of value and the safeguarding of innovations through intellectual property.

The narrative then shifts to the collaborative symphony envisioned by R. L. Cotterman et al. in 2009, where cross-functional teams emerge as the linchpin of breakthrough innovation. Their analysis transcends the traditional boundaries between marketing and R&D, advocating for a unified front where the fusion of marketing insights with technological prowess becomes the catalyst for groundbreaking innovations. In this evolving landscape, E. Fedorova et al. in 2020, call for a paradigm shift in talent management, urging organizations to embrace flexibility in nurturing the potential of their workforce. Their discourse, set against the backdrop of Industry 4.0, underscores the imperative for talent management strategies that are both inclusive and exclusive, tailored to harness the winds of change sweeping through the modern economy. This narrative, woven from the insights and discoveries of thought leaders across the spectrum of marketing, innovation, and talent management, charts a course toward a future where the integration of these domains is not merely advantageous but essential. It beckons organizations to transcend traditional silos, fostering a culture where innovation is nurtured, talents are leveraged, and market strategies are dynamically aligned with the pulsating rhythm of consumer needs and technological advancements. In this future, the ability to innovate in product development and marketing strategy, powered by a strategically managed talent pool, becomes the hallmark of organizations poised for success in the kaleidoscopic landscape of global business.

### 3. CONCLUSION AND PROPOSITION

*Proposition 1:* The integration of innovation-focused constructs into the marketing strategy process significantly enhances a firm's marketing outcomes and innovative performance, mediated by the firm's strategic internal and external integration capabilities.

*Proposition 2:* Firms that foster a culture of continuous knowledge generation and transfer across the product lifecycle gain a competitive advantage in product innovation over those that manage product development projects in isolation.

*Proposition 3:* The strategic alignment of talent management with marketing and innovation processes is crucial for developing products that not only meet market needs but also create new market opportunities and intellectual property.

*Proposition 4:* Cross-functional teams, with a strong identification with the innovation project rather than their functional orientation, are more effective in achieving breakthrough innovation, suggesting that organizational structure and corporate culture play a significant role in innovation success.

Table 1: Mapping Literature

| Title                                                                                                      | Authors                                                                               | Year | Abstract summary                                                                                                                    | State of The Art                                                                                                                                                                                                                                                                                                                                                                                                                   | Main findings                                                                                                                                                                                                                                                                                                                                                               |
|------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|------|-------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Innovation in marketing strategy process: an integration and empirical examination                         | Sandra Biegas, P. Neto                                                                | 2015 | Firms with greater organizational innovativeness have higher outcomes of marketing strategy process.                                | The "State of The Art" in Sandra Biegas, P. Neto (2015) is the incorporation of constructs related to innovation in the marketing strategy process, the identification of factors influencing marketing innovation capacity, and the relationship between organizational innovativeness and outcomes of the marketing strategy process.                                                                                            | The main findings are that current models of marketing strategy process lack constructs related to innovation, marketing innovation capacity is not due to luck but is the result of a combination of elements during the marketing strategy process, and firms with greater organizational innovativeness have higher outcomes of marketing strategy process.              |
| How management can foster continuous product innovation                                                    | M. Corso, S. Pavesi                                                                   | 2000 | Companies can gain a competitive advantage by facilitating knowledge generation and transfer during the overall product life-cycle. | The "State of The Art" in M. Corso, S. Pavesi (2000) is the pressure on companies to increase their effectiveness in product innovation due to competition, the focus of most literature on organizing and managing isolated product development projects, and the proposed model for gaining a competitive advantage through facilitating knowledge generation and transfer during the overall product life-cycle.                | -                                                                                                                                                                                                                                                                                                                                                                           |
| Influence of firm's marketing capacity and its strategic integration ability on the innovative performance | E. Konnikov, O. Yuldasheva, O. A. Pogrebova, I. Trefilova, J. Solovjova, A. Furtatova | 2017 | The company's competence to strategic internal and external integration is considered a mediator of influence.                      | The "State of The Art" in E. Konnikov, O. Yuldasheva, O. A. Pogrebova, I. Trefilova, J. Solovjova, A. Furtatova (2017) emphasizes the increasing significance of marketing and innovation as key factors of competitive advantage in a post-industrial society. It also introduces a conceptual model to explore the influence of a company's marketing capacity on innovative performance, with a focus on strategic internal and | The main findings of the paper are the recognition of marketing and innovation as crucial for competitive advantage, the importance of integrating external and internal resources into the innovation process, and the influence of the company's marketing capacity on innovative performance, with strategic internal and external integration playing a mediating role. |

| Title                                                                             | Authors                                                                                   | Year | Abstract summary                                                                                                        | State of The Art                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Main findings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|-----------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|------|-------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                   |                                                                                           |      |                                                                                                                         | external integration as a mediator of influence.                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Innovation and product innovation in marketing strategy                           | N. B. Kanagal                                                                             | 2015 | Innovations lead to the creation of intellectual property.                                                              | The "State of The Art" in N. B. Kanagal (2015) is the role of innovation in organizations, its impact on market offerings and competitive advantage, the utilization of assets and competencies, the importance of appropriate marketing strategies for successful innovation, the role of intellectual property, and the creation of value through innovation.                                                                                                       | The main findings of the paper are centered around the purpose of innovation, the elements of the innovation process system, types of product innovation, and an empirical research on innovation aspects of Philips Corporation.                                                                                                                                                                                                                                                                                                |
| Aligning Marketing and Technology to Drive Innovation                             | R. L. Cotterman, A. Fufeld, P. Henderson, Jonathan Leder, Carl V. Loweth, Anthony Metoyer | 2009 | Cross-functional teams identify more strongly with the innovation project than with their functional orientation.       | The "State of The Art" in R. L. Cotterman, A. Fufeld, P. Henderson, Jonathan Leder, Carl V. Loweth, Anthony Metoyer (2009) emphasizes the importance of aligning marketing and R&D processes, the significance of organizational structure, market research processes, and corporate culture in achieving success in breakthrough innovation. It also highlights the integration of marketing and technology functions and the utilization of cross-functional teams. | Success in achieving breakthrough innovation depends on organizational structure, market research processes, and corporate culture. Companies with a history of successful breakthrough innovation integrate marketing and technology functions, utilize cross-functional teams, and engage both marketing and R&D staff in market research processes. Cross-functional teams that identify more strongly with the innovation project than with their functional orientation are crucial for successful breakthrough innovation. |
| The development of integrated approaches to talent management in the organization | E. Fedorova, K. Naumov, O. Kalinina, A. Sedyakina                                         | 2020 | The personnel management system should increase its flexibility in assessing and developing the potential of employees. | The "State of The Art" in E. Fedorova, K. Naumov, O. Kalinina, A. Sedyakina (2020) involves discussing the limitations of current talent management methods, understanding global talent management in the context of Industry 4.0, and addressing                                                                                                                                                                                                                    | The main findings of the paper are the focus on global talent management in the context of Industry 4.0 and its link to exclusive and inclusive approaches, as well as the discussion on the compatibility and feasibility of applying talent                                                                                                                                                                                                                                                                                    |

| Title                                                                                                               | Authors                                           | Year | Abstract summary                                                                                                            | State of The Art                                                                                                                                                                                                                                                                                                                                                                                         | Main findings                                                                                                                                                                                                                                                                                                                                                                                       |
|---------------------------------------------------------------------------------------------------------------------|---------------------------------------------------|------|-----------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                     |                                                   |      |                                                                                                                             | the impact of modern trends on management mechanisms within organizations. The paper also emphasizes the need for increased flexibility in assessing and developing the potential of employees.                                                                                                                                                                                                          | management concepts in a modern organization considering the trends of the modern economy.                                                                                                                                                                                                                                                                                                          |
| The Integrated Effect of Strategic Orientations on Product Innovativeness: Moderating Role of Strategic Flexibility | Sabai Khin, Noor Hazlina Ahmad, Thurasamy Ramayah | 2012 | Product innovation is one of the major sources of competitive advantage.                                                    | The "State of The Art" in Sabai Khin, Noor Hazlina Ahmad, Thurasamy Ramayah (2012) is the importance of understanding customer needs and technological trends for achieving greater product innovativeness, as well as the proposed conceptual framework to understand the relationships between product innovativeness, market orientation, technology orientation, and strategic flexibility.          | Product innovation is a major source of competitive advantage. Failure of innovative products can be attributed to not meeting customer needs and technical inferiority against competitors' products. Understanding both latent and expressed customer needs, as well as technological trends, is crucial for achieving greater product innovativeness.                                            |
| MARKETING INNOVATION STRATEGY AND MARKETING PERFORMANCE: A CONCEPTUAL FRAMEWORK                                     | Nasi Chuwiruch, Sutana Boonlua                    | 2016 | Marketing innovation strategy is likely to positively assist business firms to increase marketing outcomes and performance. | The "State of The Art" in Nasi Chuwiruch, Sutana Boonlua (2016) is the concept of marketing innovation strategy, which involves new methods in executing marketing strategies to improve outcomes and performance. It also presents five dimensions of marketing innovation strategy and discusses its potential positive impact on business firms' marketing outcomes and performance. (confidence: 90) | The main findings of the paper are:<br>- Marketing innovation strategy is defined as new methods in executing a variety of marketing strategies to improve marketing outcomes and increase marketing performance.<br>- Marketing innovation strategy is likely to positively assist business firms to increase marketing outcomes and performance. This conclusion should be confirmed empirically. |
| Strategic Marketing and New Product Development: AN INTEGRATED APPROACH                                             | Nils-Erik Aaby, R. Disenza                        | 1993 | Traditional approaches to product development and commercialization will not work.                                          | The "State of The Art" in Nils-Erik Aaby, R. Disenza (1993) is the increasing importance of technology, the trend towards firms becoming more market-oriented, and the need to integrate engineering concepts with                                                                                                                                                                                       | The main findings of the paper are:<br>- Technology will become increasingly important in the 1990s.<br>- Firms will tend to become more market-oriented, posing challenges                                                                                                                                                                                                                         |

| Title                                                                                        | Authors                                                      | Year | Abstract summary                                                                                             | State of The Art                                                                                                                                                                                                                                                                                                                                                                                                                                            | Main findings                                                                                                                                                                                                                                                                                                              |
|----------------------------------------------------------------------------------------------|--------------------------------------------------------------|------|--------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                              |                                                              |      |                                                                                                              | market-oriented perspectives in product development and commercialization.                                                                                                                                                                                                                                                                                                                                                                                  | for managers responsible for product development and commercialization.<br>- Traditional approaches to product development and commercialization will not work due to the need to reduce time-to-market, increase product technology content, and the increased impact of competitive intelligence on development efforts. |
| Product-Marketing Innovation, Skills, and Firm Productivity Growth                           | Martin Junge, Battista Severgnini, A. Sørensen               | 2016 | Product-marketing innovation leads to faster productivity growth in skill-intensive firms.                   | The paper investigates the complementarity between product and marketing innovation, their independent roles in productivity growth, and the different approaches used to obtain consistent estimates.                                                                                                                                                                                                                                                      | - Product and marketing innovation play independent roles in productivity growth<br>- Innovation activities generate higher productivity growth rates in skill-intensive firms<br>- Product innovation or marketing innovation alone do not contribute to growth                                                           |
| A Strategic Model for Technical Talent Management: A Model Based on a Qualitative Case Study | Yeonsoo Kim, Rachele C. Williams, W. Rothwell, Paul Penaloza | 2014 | The technical expertise of engineers is often the key competitive advantage in the global knowledge economy. | The "State of The Art" in this paper is the emphasis on the importance of technical expertise, particularly in engineering, as a key competitive advantage in the global knowledge economy, and the focus on addressing unique problems related to attracting, developing, retaining, and transferring the knowledge of engineers. The paper also provides a systematic model describing common elements of effective technical talent management programs. | The main findings of the paper are the focus of talent management research on technical expertise, the unique challenges in managing technical talent, and the systematic model for effective technical talent management programs.                                                                                        |
| Technology and marketing: The magic mix?                                                     | Geoffrey Kiel                                                | 1984 | Market pull and technology push are not opposing or mutually exclusive paths to innovation.                  | The "State of The Art" in Geoffrey Kiel (1984) is the relationship between market pull and technology push in                                                                                                                                                                                                                                                                                                                                               | -                                                                                                                                                                                                                                                                                                                          |





| Title                                                               | Authors                                | Year | Abstract summary                                                                                                                                                  | State of The Art                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Main findings                                                                                                                                                                                                                                                                                                                                                                                                 |
|---------------------------------------------------------------------|----------------------------------------|------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                     |                                        |      |                                                                                                                                                                   | innovation, and the importance of integrating the technology-marketing interface with corporate strategy and organizational design.                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                               |
| Managing Product Innovation                                         | Arch G. Woodside                       | 2005 | Personal contacts of foreign subsidiary managers in the coordination of industrial multinationals are important in the coordination of industrial multinationals. | The state of the art in new product development (NPD) research is characterized by fragmentation, theoretical and methodological diversity, practical relevance, internationalization, interdisciplinarity, dynamism, complexity, uncertainty, competition, institutionalization, professionalization, commercialization, politicization, moralization, globalization, localization, regionalization, nationalization, industrialization, and post-industrialization. | -                                                                                                                                                                                                                                                                                                                                                                                                             |
| An Overview of Talent Management: Driver for Organizational Success | Prachi Singh, Shilpi Gupta, Komal Sahu | 2014 | An integrated approach to talent management offers a pathway toward sustaining outstanding business results.                                                      | The "State of The Art" in Prachi Singh, Shilpi Gupta, Komal Sahu (2014) revolves around the need for companies to invest in human capital, the challenges posed by the skills shortage and changing workforce trends, and the impact of organizational culture, employee engagement, and leadership development on talent retention. The paper also acknowledges the underdeveloped nature of talent management and the lack of a consistent definition for it.       | The main findings of the paper are:<br>- Talent management is crucial for organizations to succeed in a highly competitive marketplace.<br>- The paper addresses the key limitation of the lack of a consistent definition and clear conceptual boundaries for talent management.<br>- The specific contribution of the paper is in developing a clear and concise definition of strategic talent management. |



| Title                                                                     | Authors                            | Year | Abstract summary                                                                                                                                                                                         | State of The Art                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Main findings                                                                                                                                                                                                                                                                                                                                                                                               |
|---------------------------------------------------------------------------|------------------------------------|------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Resolving the Capability–Rigidity Paradox in New Product Innovation       | K. Atuahene-Gima                   | 2005 | Market orientation can prevent a firm from becoming operationally efficient but strategically inefficient by simultaneously engendering competence exploitation and exploration.                         | The "State of The Art" in K. Atuahene-Gima (2005) is the strategic dilemma in product innovation, the "capability-rigidity paradox," and the role of market orientation in addressing this paradox. It also discusses the effects of customer and competitor orientations, moderated by interfunctional coordination and perceived market opportunity, on competence exploitation and exploration, as well as their relationships with incremental and radical innovation performance. | Market orientation is crucial for resolving the capability-rigidity paradox in product innovation, with differential effects on competence exploitation and exploration. These orientations have opposing relationships with incremental and radical innovation performance, which are moderated by interfunctional coordination.                                                                           |
| Supply Chain Innovation and Marketing Performance: A Review of Literature | Akintokunbo, O. Odunayo, C. Victor | 2020 | Supply chain innovation significantly influences and predicts marketing performance of organizations.                                                                                                    | The "State of The Art" in Akintokunbo, O. Odunayo, C. Victor (2020) emphasizes the crucial role of supply chain innovation in achieving strategic success and long-term survival, as well as its significant influence on marketing performance. The paper also recommends investing in modern technologies and providing training and development programs for efficient supply chain management.                                                                                     | Supply chain innovation significantly influences and predicts marketing performance of organizations. Companies should invest in modern technologies and increase specific efforts and strategies regarding technology. There is a need for increased capacity on training and development programs on supply chain management and providing employees with resources and facilities to enhance efficiency. |
| From Creativity to Innovation                                             | Shahid Yusuf                       | 2007 | Augmenting talent involves mobilizing culture and tradition, building institutions to increase the stock of human capital, enhance its quality, and instill values favoring achievements and initiative. | The "State of The Art" in Shahid Yusuf (2007) involves augmenting talent through cultural mobilization, building institutions, and instilling values, nurturing wikicapital arising from networks, translating creativity into innovation through incentives and heavy research investment, and the role of service providers and                                                                                                                                                      | The main findings of the paper are:<br>- Augmenting talent involves mobilizing culture and tradition, building institutions to increase the stock of human capital, enhance its quality, and instill values favoring achievements and initiative.<br>- The productivity of talent in the form of ideas can be raised by                                                                                     |



| Title                                                                                                                       | Authors              | Year | Abstract summary                                                                                                                                                                               | State of The Art                                                                                                                                                                                                                                                                                                                         | Main findings                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-----------------------------------------------------------------------------------------------------------------------------|----------------------|------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                             |                      |      |                                                                                                                                                                                                | entrepreneurship skills in the transition to commercially viable products.                                                                                                                                                                                                                                                               | nurturing wikicapital, which arises from networks.<br>- Translating creativity into innovation requires multiple incentives and heavy investment in research, and sustaining innovation is inseparable from this investment.<br>- The transition from innovation to commercially viable products requires the involvement of many service providers and the entrepreneurship skills of firms small and large.                                                         |
| Talent Management : Designing Strategies                                                                                    | Suma Dawn, S. Biswas | 2013 | Talent management activities can include performance management, succession planning, talent reviews, development planning and support, career development, workforce planning and recruiting. | The "State of The Art" in Suma Dawn, S. Biswas (2013) emphasizes the critical importance of managing talent in organizations, aligning talent strategies with business objectives, and the impact of talent management on organizational performance. It also highlights the need for flexible talent management policies and processes. | The main findings of the paper are:<br>- Talent management is equally important as managing finance in a business organization.<br>- Hiring the right talent is crucial for organizational success and can impact turnover rates, productivity, and customer satisfaction.<br>- Talent management involves identifying, attracting, recruiting, developing, motivating, promoting, and retaining individuals with strong potential to succeed within an organization. |
| Talent management: A strategy for improving employee recruitment, retention and engagement within hospitality organizations | J. Hughes, E. Rog    | 2008 | Talent management is an espoused and enacted commitment to implementing an integrated, strategic and technology enabled approach to human resource management.                                 | The state of the art in talent management involves an integrated, strategic, and technology-enabled approach driven by the belief in human resources as the primary source of competitive advantage. Effective talent management leads to improved employee recruitment and retention rates, enhanced employee engagement,               | Talent management involves an integrated, strategic, and technology-enabled approach to human resource management. Effective talent management strategy leads to improved employee recruitment and retention rates, as well as enhanced employee engagement. Senior management understanding and                                                                                                                                                                      |



| Title                                                                                                            | Authors                                        | Year | Abstract summary                                                                                                                                                 | State of The Art                                                                                                                                                                                                                                                                                                                                                                                                                                                | Main findings                                                                                                                                                                                                                                                                                                                                                                             |
|------------------------------------------------------------------------------------------------------------------|------------------------------------------------|------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                  |                                                |      |                                                                                                                                                                  | and improved operational and financial performance. Hospitality organizations are advised to take several steps when implementing a talent management strategy.                                                                                                                                                                                                                                                                                                 | commitment are crucial for the successful implementation of talent management.                                                                                                                                                                                                                                                                                                            |
| Talent Management and Innovative Behavior Based on the Mediating Role of Organizational Learning                 | Imaneh Khaki, H. E. Khanzadeh, Azam Babaki Rad | 2017 | Organizational learning capability has a significant relationship with innovation and innovative behavior.                                                       | The "State of The Art" in Imaneh Khaki, H. E. Khanzadeh, Azam Babaki Rad (2017) is the investigation of the relationship between talent management, organizational learning, and innovative behavior of employees in the context of today's competitive environment. The study emphasizes the role of human resources practices in stimulating organizational innovation and highlights the significance of systems thinking and competency in human resources. | Innovation is crucial for organizational success; human resources practices play a significant role in stimulating organizational innovation; organizational learning mediates the relationship between talent management and innovative behavior                                                                                                                                         |
| Integrating Talent Engagement as a Strategy to High Performance and Retention                                    | Saket Jeswani, Souren Sarkar                   | 2008 | Talent engagement is an antecedent of job involvement.                                                                                                           | The "State of The Art" in Saket Jeswani, Souren Sarkar (2008) revolves around the concept of talent engagement as a precursor to job involvement, the actions companies should take to engage talents, the importance of talent retention strategies, and the introduction of the Talent Engagement Model.                                                                                                                                                      | The main findings of the paper are:<br>- Talent engagement is a precursor to job involvement.<br>- The leadership style of superiors within the organization plays a crucial role in talent retention strategies.<br>- The Talent Engagement Model elucidates the process of engagement, psychological ownership, performance, and retention of talents and their relative relationships. |
| Leadership to Creativity and Management of Innovation? The Case of the "Innovation Club" in a Production Company | Vered Holzmann, J. Golan                       | 2016 | A model for creating a sustainable culture of creativity and innovation in a manufacturing organization was implemented in a leading defense production company. | The "State of The Art" in Vered Holzmann, J. Golan (2016) includes a discussion of the importance of sustaining an innovative culture for business success, the study of the effect                                                                                                                                                                                                                                                                             | - The paper presents a model for creating a sustainable culture of creativity and innovation in a manufacturing organization,                                                                                                                                                                                                                                                             |



| Title                                                                                                                                   | Authors                                                    | Year | Abstract summary                                                         | State of The Art                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Main findings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|-----------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------|------|--------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                         |                                                            |      |                                                                          | of creativity and innovation on business success in various contexts, and a case study of implementing a culture of creativity and innovation in a production and manufacturing organization. The paper also acknowledges the limitations of the study, particularly in terms of generalization.                                                                                                                                                                                                                                                                                                                                       | specifically focusing on the defense industry.<br>- It emphasizes the importance of integrating leadership and management actions to create a continuous development of original ideas and making them valuable to the organization.<br>- The establishment of the "Innovation Club" and the development of a sustainable creative and innovative working environment in a production and manufacturing organization is highlighted as a successful case study.                                        |
| An application in human resources management for meeting differentiation and innovativeness requirements of business: talent management | Sefer Gumus, Sudi Apak, Hande Gülnihal Gümüş, Zuhul Kurban | 2013 | Talent management makes it possible for employees to improve themselves. | The "State of The Art" in Sefer Gumus, Sudi Apak, Hande Gülnihal Gümüş, Zuhul Kurban (2013) is the concept of talent management, encompassing recruitment, education, development, and proper utilization of key individuals for success. It also addresses the increasing challenge of attracting and retaining talented employees and the potential benefits of talent management strategies in utilizing existing talents effectively. Furthermore, it emphasizes the role of talent management in enabling employee self-improvement, increasing organizational commitment, and fostering willingness to stay in the organization. | Talent management is crucial for the success of human resources management today, encompassing recruitment, education, development, and proper utilization of key personnel. Organizations facing challenges in attracting and retaining talented employees can effectively benefit from existing talents through talent management strategies. Talent management enables employees to improve themselves, leading to increased organizational commitment and willingness to stay in the organization. |

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