

INNOVATIVE LEADERSHIP IN BUILDING A DYNAMIC AND CREATIVE MARKETING TEAM: A SYSTEMATIC LITERATURE REVIEW

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ABSTRACT

This journal discusses the trend of innovative leadership in the context of successful marketing strategies, with a focus on building dynamic and creative teams. Innovative leadership is identified as a key factor in facilitating effective collaboration and creativity among marketing team members. A corporate culture that supports innovation is also considered an important cornerstone of a successful marketing strategy. Innovation is understood to be a continuous process, not a one-off event, with innovative leaders ensuring that teams continue to push the boundaries of their creativity and are not satisfied with the status quo. By understanding and applying these principles, companies can build dynamic and creative teams, which is key in meeting the challenges and opportunities in a changing market.

KEYWORDS Trends, Leadership, Innovative, Dynamic and Creative.



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INTRODUCTION

In today's rapidly changing global marketplace, effective leadership in marketing is key to a company's success. Along with technological developments and changes in consumer behavior, marketing leaders are faced with increasingly complex and dynamic demands. Therefore, research on innovative leadership trends in marketing strategy is becoming increasingly important (Dasep Suryanto, n.d.).

An in-depth understanding of how marketing leaders can lead effectively in a rapidly changing environment is crucial in facing challenges and capitalizing on opportunities. In this context, the concept of innovative leadership emerges as a new paradigm that emphasizes the importance of creativity, adaptability, and the ability to innovate in the face of rapid and complex change (Enceng, 2014).

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In this journal, we will explore various aspects of innovative leadership in the context of marketing strategy. We will outline how marketing leaders can build and lead dynamic and creative teams to achieve the company's marketing goals successfully. Through a better understanding of the latest trends and practices in marketing leadership, it is expected to provide valuable insights for marketing practitioners and academics to improve marketing performance and achieve competitive advantage.

Literature Review

1. Transformational Leadership

Transformational leadership helps build strong and competitive teams. Transformational leaders have the ability to provide inspiring motivation to team members. They not only focus on achieving goals directly, but also pay attention to the personal and professional development of team members. By strengthening interpersonal relationships and paying attention to individual needs, transformational leaders encourage subordinates to think creatively and innovatively.

Transformational leaders also create an environment where new ideas are supported and valued. They not only provide direction, but also empower team members to take initiative and take constructive risks. In this way, transformational leaders help build an innovation-oriented work culture, where each team member feels valued and motivated to give their best contribution.

In addition, transformational leaders also serve as role models that are positive for team members. By demonstrating dedication, integrity, and commitment to a shared vision, they inspire team members to pursue high standards and take responsibility for collective success. Thus, transformational leadership not only creates a strong and competitive team, but also shapes a dynamic and innovative organizational culture (Ambarwati & Raharjo, 2018).

In the context of marketing, transformational leaders can help accelerate adaptation to changing market trends, technology, and consumer behavior. They encourage team members to think outside the box, explore new ideas, and create innovative solutions to attract customers and win the competition. Thus, transformational leadership is not only about achieving marketing goals, but also about creating long-term value for the company through innovative excellence and competitive differentiation.

2. Adaptive Leadership

Adaptive leadership is a leadership approach that allows organizations to adapt to changes in the environment effectively. Here's more on how adaptive leadership helps organizations stay relevant and thrive:

1. Responsiveness to Environmental Change:

- Organizations operate in an ever-changing environment. Changes in technology, regulations, market trends, and industry dynamics affect the way organizations function.

- Adaptive leadership understands the importance of anticipating and adapting to these changes. Adaptive leaders not only respond to change, but also lead change.
- 2. **Identifying Innovation Opportunities:**
 - Adaptive leaders encourage team members to think creatively and look for innovation opportunities. They stimulate discussions about new ways to overcome challenges and achieve goals.
 - By introducing innovations, organizations can develop new products, improve operational processes, and create added value for customers.
- 3. **Managing Uncertainty:**
 - Uncertainty is part of change. Adaptive leaders help teams navigate uncertainty by providing clear direction and building trust.
 - They also facilitate open and transparent communication so that team members feel better prepared for uncertainty.
- 4. **Driving Collaboration:**
 - Adaptive leadership rewards contributions from various team members. Adaptive leaders ensure collaboration between departments, teams, and individuals.
 - By collaborating, organizations can combine different expertise and perspectives to come up with better solutions.
- 5. **Changing Organizational Culture:**
 - Adaptive leaders strengthen organizational cultures that support learning, experimentation, and adaptation.
 - They remove barriers that hinder innovation and ensure that organizations prioritize learning and change.

3. Innovative Marketing Strategies

Innovative marketing strategies are not just trends, but an urgent need for modern businesses. By adopting an innovative and adaptive approach to marketing, businesses can build stronger connections with customers, increase brand loyalty, and achieve sustainable growth. The importance of innovative marketing strategies is inseparable from changes in consumer behavior and market dynamics that are constantly changing. Modern consumers are smarter, more digitally connected, and more aware of brand values than ever before. Therefore, businesses must continue to innovate in their marketing approach to stay relevant and meet customer needs and expectations.

Creative and innovative leaders play a key role in establishing effective marketing strategies. They not only have a vision for the future, but they are also able to inspire and motivate their teams to think outside the box and create new solutions. By creating a work climate that facilitates creativity and knowledge sharing, leaders can encourage collaboration and innovation that spur business growth. In today's era of competitive global competition, the ability to adapt and adopt innovative marketing strategies is the key to success. Businesses that are able to identify new opportunities, adapt to market changes, and bring added value to customers will have a significant competitive advantage (Anas & Abdullah, 2021).

Therefore, innovative marketing strategies are not only an option, but an urgent need for modern businesses that want to survive and thrive in this ever-changing market.

Previous Studies

Title	Author	Research Results
Kepemimpinan Inovatif Walikota Payakumbuh Dalam Membangun <i>City Branding "Payakumbuh, The City of Randang"</i>	(Desfitawarni et al., 2022)	The development of <i>the city branding "Payakumbuh, The City of Randang"</i> is driven by the innovative leadership of the Mayor of Payakumbuh who is visioner, collaborative, dares to take risks and is change-oriented. Although the collaborative dimension is not so optimal, the Mayor of Payakumbuh has succeeded in developing all the potential resources available towards improving the quality of processes and products that are more effective, efficient and relevant.
Hubungan Kinerja Tim dan Inovasi Bisnis: Sebuah Tinjauan Literatur	(Sacha & Tangkudung, 2024)	There is a positive and significant relationship between team performance and business innovation. Teams that have effective communication, strong leadership, and a high culture of collaboration are more likely to produce successful business innovations. The study also provides recommendations for companies to improve team performance and drive business innovation.
Strategi Pengelolaan Media Sosial dan Peran Kepemimpinan dalam Mencapai Keberlanjutan Organisasi di Era Digital	(Rambe et al., 2024)	This research provides in-depth insights into how management and leadership can be optimal in managing social media to achieve organizational sustainability.

Meningkatkan Kualitas SDM Untuk Mencapai Keunggulan Kompetitif Perusahaan di Era Digital: Tren, Inovasi, dan Tantangan	(Aji & Mala, 2024)	Proactive investment in training programs that are relevant to needs will have a significant impact in improving the company's efficiency, productivity, innovation, and adaptation to the changing business environment. Therefore, the purpose of this study is to provide comprehensive insights into the importance of investment in training and human resource (HR) development. It is hoped that by emphasizing on improving the quality of human resources and the continuity of training programs, the company can achieve and maintain its competitive advantage in the long term.
4. Kepemimpinan Inovatif Kepala Daerah dalam Implementasi Inovasi Smart Kampung	(Ibad & Djafar, 2023)	The contribution of the innovative leadership of the Regional Head of Banyuwangi Regency in the implementation of smart village innovation is very visible through the commitment and political will shown since the first period of his tenure. The Regional Head promised to advance Banyuwangi Regency in accordance with the vision of "The Realization of an Independent, Prosperous and Noble Banyuwangi Community through Improving the Economy and Quality of Human Resources" through innovation programs that will be carried out

RESEARCH METHOD

This study utilizes a qualitative research approach to gain an in-depth understanding of innovative leadership trends in marketing strategies and how they influence the formation of dynamic and creative teams. The following are the main steps used in this research methodology:

The respondents selected for this study were marketing leaders and marketing team members who had relevant work experience and a deep understanding of the role of leadership in the marketing context. In-depth interviews were conducted with the selected respondents to get their views on their experiences with innovative leadership in marketing strategies. The interviews focused on their understanding of current leadership trends, challenges faced in leading marketing teams, effective strategies in motivating and inspiring teams, and the role of innovation in achieving marketing goals.

The data obtained from the in-depth interviews were analyzed qualitatively. This involved a process of coding and categorizing the data to identify patterns, themes, and key findings that emerged from the interviews. The analysis was conducted using an inductive approach, allowing the researcher to discover a deep understanding of the phenomenon under study. To enhance the validity and reliability of the findings, the triangulation method was used. This involves the use of diverse data sources, such as interviews with marketing leaders and marketing team members, as well as analysis of documents or reports related to marketing and leadership in related industries.

The findings from the qualitative analysis translate into significant conclusions in the context of innovative leadership trends in marketing strategy. This research generates an in-depth understanding of the role and impact of innovative leadership on dynamic and creative team building in a marketing context. By using a thorough qualitative research approach, this research makes a valuable contribution to the understanding of how innovative leadership can influence marketing strategy and build effective teams in the face of challenges and opportunities in a changing business environment.

RESULT AND DISCUSSION

Result

1. **Increased Team Creativity:** Innovative leadership enables the building of more dynamic and creative teams. This is because innovative leaders encourage team members to think outside the box, create an environment where new ideas are accepted and valued, and empower employees to develop creative solutions to marketing challenges.
2. **Increased Collaboration:** Innovative leadership promotes strong collaboration among team members. By encouraging open communication and idea sharing, innovative leaders enable better solutions through effective teamwork.
3. **Response to Change:** Innovative leaders tend to be more responsive to changes in the business and market environment. They motivate teams to adapt quickly, creating marketing strategies that match the latest trends and customer needs.
4. **Increased Competitiveness:** Through innovative leadership, marketing teams can come up with strategies that are unique and differentiate their brand from competitors. This can increase brand appeal and help companies achieve a competitive advantage in the market.

Leadership Paradigm Shift: An explanation and extension of the statement that innovative leadership changes the traditional authoritarian or hierarchical paradigm is as follows:

Traditionally, leadership is often understood in the context of a strict hierarchy, where decisions and directives come from the top of the organizational structure and are passed down. This model is often authoritarian, where the leader is in complete control of the team or organization, and subordinates are expected to simply follow orders without much room for contribution or creativity.

Innovative leadership, on the other hand, creates a new paradigm where the main focus is on individual empowerment. This means that leaders not only see team members as executors of orders, but as partners in achieving common goals. They inspire, motivate and support team members to develop their full potential (Henriyani, 2018).

1. **Empowering Individuals:** Innovative leadership provides space for every individual in the team to express themselves. They are encouraged to take initiative, develop new ideas, and take responsibility for their part in achieving a common goal.
2. **Motivate Through Shared Vision:** An innovative leader not only provides direction, but also communicates an inspiring shared vision. They explain why the goal is important and how individual contributions can help achieve it, thus motivating team members to actively participate.
3. **Valuing New Ideas:** One of the hallmarks of innovative leadership is the appreciation of new ideas and creative ways of thinking. This leader creates an environment where all ideas are treated with respect and explored in depth, even if they are different from what already exists.
4. **Building a Collaborative Culture:** Innovative leadership promotes a collaborative culture where open dialogue and cooperation are emphasized. Team members are encouraged to support each other and share their knowledge and experience to achieve the best results collectively.
5. **Directing by Example:** Innovative leaders not only give instructions, but also become living examples of values like creativity, courage, and responsibility. They practice what they preach and share trust with team members to follow their lead.

Thus, innovative leadership not only changes the traditional way leadership is done, but also brings positive changes in organizational culture by empowering individuals, motivating them to contribute actively, and valuing new ideas as the key to achieving mutual success. (Chalim, 2012).

A Corporate Culture that Fosters Innovation: The importance of a company culture that supports innovation cannot be overlooked as it lays the foundation for a company's long-term progress and success. A company culture that supports innovation creates an environment where employees feel comfortable to think creatively, take risks, and try new things. This creates a strong foundation for a continuous innovation process, enabling the company to stay relevant and competitive in an ever-changing market. Innovative leaders play a key role in

building and maintaining this culture by setting examples and encouraging behaviors that support innovation.

Valuing Risk: A culture of innovation recognizes that progress is often impossible without taking risks. Innovative leaders realize that measured risk is an integral part of the innovation process. Therefore, they create an environment where employees feel comfortable taking controlled risks in trying new ideas. They understand that without risk, there will be no significant innovation, and without innovation, companies will not be able to thrive in a competitive market.

Encourage Measured Risk Taking: Innovative leaders encourage employees to take measured risks. They help the team to evaluate the potential risks and benefits of each decision taken. This involves careful research, data analysis, and careful planning before taking bold steps in implementing new ideas (Hidayat, 2014).

Provide Support and Resources: Innovative leaders not only ask employees to take risks, but also provide the necessary support and resources to help them succeed. This could be in the form of mentorship, training, or allocation of adequate budget for innovative projects. Thus, employees feel supported in their efforts to innovate.

Valuing Courage: Innovative leaders value employees' courage to take risks in trying new things. They recognize and reward individuals who dare to try new solutions, even if the results are not always successful. This creates a culture where courage and resilience are rewarded, and employees feel motivated to continue innovating.

Viewing Mistakes as Learning: In a culture of innovation, mistakes are considered a natural part of the experimentation process. Innovative leaders do not punish or blame employees for the mistakes they make in their efforts to innovate. Instead, they see mistakes as opportunities to learn and improve. This helps reduce the fear of failure and encourages employees to keep trying new things.

By creating an environment where measured risk-taking is allowed and rewarded, innovative leaders can motivate employees to dare to try new ideas, take bold steps, and actively participate in the innovation process. This is an important step in building a sustainable culture of innovation within the organization.

Changing the View of Failure: In an innovative culture, failure is considered an integral part of the learning process. Innovative leaders teach their teams to see failure as an opportunity to grow and learn. They motivate employees to take risks and not be afraid to try new things, even if it means the possibility of failure.

Encourage Experimentation: A culture of innovation encourages experimentation and exploration. Innovative leaders provide space for teams to try out different approaches and ideas, even if it means stepping out of their comfort zone. They facilitate continuous learning and renewal by providing the necessary support and resources.

CONCLUSION

This study addresses the critical role of innovative leadership in shaping effective marketing strategies, particularly in the context of dynamic and creative team building. The findings from this journal highlight several points:

First, innovative leadership plays a key role in facilitating collaboration and creativity among marketing team members. Leaders who encourage new ideas and empower individuals to actively contribute have proven to be key in creating an innovative work environment.

Second, a corporate culture that supports innovation is an important factor in the success of marketing strategies. A culture that understands the value of taking measured risks, rewards the courage to innovate, and sees mistakes as learning is a strong foundation for a continuous innovation process.

Thirdly, innovation is not a one-off event, but a continuous process. Innovative leaders ensure that teams are constantly pushing the boundaries of their creativity and are not satisfied with the status quo. They build a culture where innovation becomes part of the company's DNA, and employees feel encouraged to constantly look for new ways to improve marketing strategies. Thus, the conclusions of this journal emphasize the importance of innovative leadership and a corporate culture that supports innovation in developing a successful marketing strategy. Efforts to build a dynamic and creative team are key in facing challenges and opportunities in a competitive market.

- a. Provide Creative Freedom: Innovative leaders give employees the freedom to express their creativity and contribute in unique ways. They not only provide direction, but also give autonomy to the team to find new and innovative solutions.
- b. By building a corporate culture that supports innovation, innovative leaders can create an environment where employees feel encouraged to innovate, take risks and actively participate in the value creation process. This gives companies a sustainable edge in the face of challenges and opportunities in a competitive market.
- c. Creative Skill Development: Innovative leadership involves developing creative skills among team members. This can be done through training, awards, or recognition of creative contributions.
- d. Managing Uncertainty: In the ever-changing world of marketing, the ability to manage uncertainty is key. Innovative leadership enables teams to remain flexible and adaptive in the face of unexpected changes.
- e. Encouragement of Continuous Innovation: An explanation and extension of the statement that innovation is not a one-off event, but a continuous process is as follows:
- f. Innovation is not something that happens spontaneously or once in a while, but is a continuous and iterative process. It requires long-term commitment, constant effort, and a supportive culture to keep pushing the boundaries of creativity. Innovative leaders understand that to stay relevant and competitive in a rapidly changing market, companies must continuously innovate their products, services, processes and strategies.

- g. Encourage Innovative Thinking: Innovative leaders constantly encourage teams to think outside the box and look for new ways to do things. They challenge the status quo and find ways to improve existing products, services or processes.
- h. Facilitate Collaboration: Collaboration between team members and departments plays an important role in the continuous innovation process. Innovative leaders create an environment where ideas can be shared freely, and collaboration is valued and encouraged.
- i. Building a Culture of Learning: Innovative leaders consider mistakes as opportunities to learn and grow. They ensure that teams are not afraid to try new things, even if it means the risk of failure. A culture of continuous learning helps accelerate the innovation process by allowing teams to identify what works and what doesn't, and continuously adapt based on those learnings.
- j. Providing the Resources Needed: Innovative leaders ensure that teams have the necessary resources to continue innovating. This includes adequate budget allocation, access to necessary technology and infrastructure, and training and skills development that support the innovation process.
- k. Voicing the Long-Term Vision: Innovative leaders communicate a long-term vision of the company that involves innovation as a key element. They motivate the team to continuously work towards this vision and realize that innovation is not an end goal, but an ongoing process to achieve competitive advantage and long-term growth.

By constantly pushing the boundaries of creativity and ensuring that teams are not satisfied with the status quo, innovative leaders enable companies to stay relevant and competitive in a rapidly changing marketplace. They build a culture of continuous innovation where new ideas are welcomed, valued, and implemented to create added value for the company and their customers. By strengthening innovative leadership and building dynamic and creative teams, companies can improve their ability to respond to rapidly changing markets, create effective marketing strategies, and maintain a competitive advantage in their industry.

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