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THE TRIPLE HELIX AND THE INNOVATION CAPABILITY: A CONCEPTUAL FRAMEWORK FOR CREATIVE ECONOMIC MARKETING

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Abstract: In essence, the concept of the Triple Helix describes a model of the cooperative relationship between universities, industry, and government. The purpose of this study is to formulate a conceptual framework for the relationship between institutions in the Triple Helix for improving the development of innovation capabilities to obtain a high marketing performance in creative-economy SMEs. The method used in this study is a systematic review with a resource-based view (RBV) perspective based on authoritative, relevant, and up-to-date reference sources. This study attempts to identify the main factors that influence innovation capabilities and marketing performance and to describe the complexity of various concepts, such as the concepts of intellectual capital, innovation capabilities, and creative economy, to create a comprehensive, logical, and methodical conceptual framework. This study contributes to the marketing management literature by developing the Triple Helix model to build innovation capabilities and marketing performance.
Keywords*: Triple Helix Social Capital, Innovation Capabilities, Resource-Based View.*

Abstrak: Pada intinya konsep Triple Helix menggambarkan model hubungan kerjasama antara perguruan tinggi, industri, dan pemerintah. Tujuan dari penelitian ini adalah merumuskan kerangka konseptual hubungan antar institusi dalam Triple Helix untuk meningkatkan pengembangan kapabilitas inovasi guna memperoleh kinerja pemasaran yang tinggi pada UKM ekonomi kreatif. Metode yang digunakan dalam penelitian ini adalah tinjauan sistematis dengan perspektif resource-based view (RBV) berdasarkan sumber referensi yang berwibawa, relevan, dan mutakhir. Penelitian ini mencoba mengidentifikasi faktor-faktor utama yang mempengaruhi kapabilitas inovasi dan kinerja pemasaran serta mendeskripsikan kompleksitas berbagai konsep, seperti konsep modal intelektual, kapabilitas inovasi, dan ekonomi kreatif, untuk menciptakan kerangka kerja konseptual yang komprehensif, logis, dan metodis. . Studi ini berkontribusi pada literatur manajemen pemasaran dengan mengembangkan model Triple Helix untuk membangun kapabilitas inovasi dan kinerja pemasaran.
Kata Kunci*: Triple Helix Social Capital, Innovation Capabilities, Resource-Based View.*

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INTRODUCTION

The transformation of the concept of the creative industry into the creative economy still leaves problems. At present, a new idea about the socio-creative economy has emerged (Comunian & Nanetti, 2020). This indicates a conceptual problem regarding the creative industry and the creative economy, in which both concepts, especially in practice, tend to prioritize economic values rather than the social interests of society at large. As a result, it creates a gap, especially between small & medium enterprises (SMEs) (Indonesia: *Usaha Kecil dan Menengah* (UKM)). To overcome this problem, the role of universities is highly needed (Cockshut *et al.*, 2020), as proposed in the Triple Helix model (Cai & Etzkowitz, 2020).

Marketing is the key to success in the development of the creative economy (Scott, 2004). In the development of the creative economy, universities can play their role through networking with the government, industry, and local communities (Powell, 2007). By considering the present and future conditions, the internet is not sufficient. It needs new ways of working and innovative cooperation in facing the inevitable new economy (Nobre, 2020). Therefore, the main issue discussed in this systematic study is formulated through this question: How to develop the Triple Helix model to improve innovation capabilities and marketing performance in creative-economy SMEs?

In this study, the researcher identifies the elements of the concept of intellectual capital to find the factors that influence innovation capabilities and marketing performance in the Triple Helix model. Although the resource-based view (RBV) approach is not free from criticism (Williamson, 1999; Priem & Butler, 2001), this approach is relevant for analyzing the internal strengths of an organization, namely resources and capabilities. Not only that, intellectual capital negates a multidimensional construction identified in three components (human capital, structural capital, and relational capital) and is driven by two things (trust and culture) (Cabrita & Bontis, 2008). Relational capital is knowledge inherent in the relationship between industry associations or stakeholders that affect organizational life (Cabrita & Bontis, 2008). Priority can be given to several programs, such as starting an SME business (start-up), promoting regional comparative advantage related to specific local resources, and developing knowledge-based firms and creative industries (Rangga & Etzkowitz, 2013: 27). From the elaboration above, a conceptual framework of the Triple Helix relationship can be formulated

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in the development of innovation capabilities for achieving a high marketing performance in creative-economy SMEs from a resource-based view (RBV) perspective. A conceptual framework is needed to show logically how a study is carried out. In addition, it can also be used to explain the interrelationships between concepts based on a theoretical framework to answer the research problems that have been formulated.

METHOD

The method used in this study is a systematic review. According to Siddaway, Wood, & Hedges (2019), the steps for a systematic review are as follows. The first is to plan a review according to the determined objectives and scope. The second is to conduct the review by selecting and sorting problems, contents, and topics based on authoritative, relevant, and up-to-date literature or references, such as scientific journals. In conducting the review, the researcher studies the concepts deeper and identifies the main factors that influence innovation capabilities and marketing performance in the Triple Helix model. From the in-depth studies on the definitions, domains, different concepts, and relationships between concepts that become the main elements of intellectual capital in the Triple Helix relationship, the researcher develops analysis and synthesis into a conceptual framework of innovation capabilities and marketing performance in the creative economy. The third or final step is to create reports and dissemination, such as having been done through this article. After carrying out all steps, the conceptual framework resulting from this systematic study can be operated and open to be examined empirically (Adom, 2018).

RESULT

Resource-Based View (RBW)

In this systematic study, the resource-based view (RBV) approach is used to explain the configuration of innovation capabilities. The researcher uses the term ‘configuration’ to describe the different elements that form an innovation capability. With resources and capabilities, organizational functional processes can be utilized to run core business processes to create customer value and competitive advantage. These elements, with the support from the achievement of competitive advantage, eventually can produce more valuable organizational performance, including financial value (Srivastava, R.K. *et al*., 2001). To answer the

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shortcomings of the RBV approach, it is necessary to be completed with market information (Day, 2011).

Based on this reason, the RBV approach is chosen to formulate a comprehensive conceptual framework. The development of capability in the RBV is based on a premise that the mobilization of resources will be more effective in driving competitive advantage than solely depending on the resources (Tecee, 2007). The RBV assumes that companies in the industry are diverse with strategic resources under their control. By following the RBV perspective, competitive advantage and performance advantage imperatively require resources and capabilities (Newbert, 2008). To achieve a competitive advantage, these resources must be transformed through organizational capabilities (Day, 2011). There are three elements in the RBV approach, namely resources, capabilities, and competitive advantage and/or performance (Newbert, 2008). Therefore, it can be concluded that the RBV theoretical framework uses resources as input and places organizational capabilities as a process to produce output, namely competitive advantage and performance advantage.

Intellectual Capital

From the RBV perspective, intellectual capital is the main resource. The conversion of resources/assets/inputs into products will be a solution for customers. For this reason, the process of creating economic value for an organization may occur (Srivastava *et al*., 2001). There is not much literature breaking down 'the black-box' of this BRV perspective (Berney, 2001). Intellectual capital is a phenomenon of interaction and complementarity which becomes the source of the meaning of productivity (Chatzkel, 2002). Intellectual capital is essentially defined as knowledge assets that can be converted into value. Its components consist of human capital and structural capital (Edvinsson, 1997). Intellectual capital is characterized by at least three elements, namely intangibility, facts that create value, and the influence of its growth in collective practice.

Social capital is a prerequisite for developing norms that can facilitate interaction, relationship, and cooperation in accumulating intellectual capital and knowledge processes to develop organizational capabilities (Subramaniam & Youndt, 2005). In this context, interaction with the government, universities, and industry is an important social capital in building the creative industry or creative economy (Comunian *et al*., 2013). Moreover, to encourage

exports, government policy alignments are highly needed (Scott, 2004; Czinkota, 2000). Therefore, social capital can be defined as knowledge that is inherent and utilized through interactions among individuals and their networks in reciprocal relationships. The dimensions of social capital cover three things, namely structural, cognitive, and relational dimensions (Nahapiet & Ghoshal, 1998). In other words, social capital is the goodwill of individuals or groups. Its main sources are networks, norms, beliefs, and rules. Furthermore, the effect will flow from information, influence, and solidarity among the perpetrators (Adler & Kwon, 2002). Networking between external organizations, such as related stakeholders including government, universities, and industry, is part of social capital (Nahapiet & Goshal, 1998). Social capital is capital in building relational facilities and innovative collaboration (Subrahmaniam & Youndt, 2005; McElroy, 2002). In the Triple Helix concept, intellectual capital, like social capital, interacts intensively with universities, government, and industry. The interaction between these institutions will be a creative source of innovation (Etzkowitz, 2003).

The Triple Helix as Social Capital

The Triple Helix model has evolved both conceptually and practically. Theoretically, the Triple Helix model is rooted in classical sociology and institutional economics before developing into the interdisciplinary way like its current condition (Cai & Etzkowitz, 2020). As social capital, the Triple Helix relationship is based on trust and culture. Trust is a fundamental construct of organizational life. Trust is a prerequisite for sharing knowledge. In building a competitive advantage, trust plays an important role (Cabrita & Bontis, 2008). Every institution in the Triple Helix model acts as a creative source of innovation. Here, the main role of the university is to maintain and transmit knowledge. Furthermore, the government plays a role as guarantor of social rules and is responsible for providing business capital to help start new enterprises.

Meanwhile, the industry can continue to play a role in producing goods and services, providing top-level training, or conducting special research according to their expertise (Etzkowitz, 2003: 309). The relevance of the Triple Helix for regional economic development is to improve the learning process and capabilities in building competitive advantage, to

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improve competencies and special skills based on available special resources, to build relationships with suppliers, and to share social experiences and other cultural values.

The interaction of the Triple Helix with the innovation system is formed by (1) components (R&D and non-R&D innovators, individuals, and institutions), (2) relationships (collaboration, collaborative leadership, substitution, and networking), and (3) functions (knowledge/innovation activities and consensus activities) (Rangga & Etzkowitz, 2013: 31-32).

Resources

The first step in the RBV is to identify resources. The word 'resources' refers to anything that can describe an organization in achieving its goals (Kozlenkova *et al*., 2013). Resources can be classified into at least three categories, namely physical capital resources, human capital resources, and organizational capital resources. Physical capital resources cover technology used, equipment, and geographical location. Apart from that, human capital resources cover training, experience, intelligence, relationships, managers, and workers. Furthermore, organizational capital resources cover structure, coordination, formal and informal planning, formal and informal relationships in both internal and external environments, and supervision. Therefore, resources are all assets, organizations, attributes, information, knowledge, and others that can make it easier for organizations or companies to implement their strategies effectively and efficiently (Barney, 1991).

In order to achieve competitive advantage and performance excellence, the RBV focuses on specific resources, which are limited to assets with strategic value of the organization or company. The criteria used in the RBV are (1) valuable, (2) rare, (3) inimitable, and (4) non-substitutable (Barney, 1991; Srivastava *et al*., 1998). Therefore, intellectual capital (human capital, organizational capital, and social capital) meets the criteria to be categorized as a resource that is scarce and difficult to imitate or replace, as defined in the RBV approach (Roos *et al*., 2001).

Innovation Capability

After successfully identifying resources, the next step in the RBV approach is to identify the organization's capability to mobilize these resources into a competitive advantage and a performance advantage. Capability is related to competitive advantage and/or company

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performance (Newbert, 2008). It is the core competence of an organization (Prahalad & Hamel, 1990). Furthermore, it is also a series of collective activities to transform resources into competitive advantages (Grant, 1991). Therefore, capability can be defined as the accumulation of knowledge and skills carried out through an organizational process, making it easier for companies to coordinate activities and utilize their assets (Day, 1994) to create economic value and competitive advantage (Desarbo *et al*., 2005).

Among these competencies, the most crucial is collective learning (Grant, 1991), which is how to publicize these capabilities into routine functional activities in organizational processes (Kale & Singh, 2007). In the Triple Helix concept, the university-government-industry relationship is a source of innovation or, in other terms, innovation in innovation (Etzkowitz, 2003). Meanwhile, intellectual capital is related to innovation capability (Subramaniam & Youndt, 2005). The innovation capability depends on the form and quality of the relationships between entrepreneurs and the relationships between entrepreneurs and supporting institutions (Alterburg *et al*., 2008). Innovation capabilities include (1) the ability to develop new products that satisfy market needs, (2) the ability to apply appropriate technology to produce the new product, (3) the ability to develop and adopt new products and technology for future interests, and (4) the ability to respond to unexpected opportunities and challenges from competitors (Adler & Shenbar, 1990).

Therefore, innovation capability is defined as the ability to transform knowledge and ideas into new products through processes and systems for the benefit of the company and its stakeholders (Lawson & Samson, 2001). In the context of new product development, operational capabilities cover (1) marketing capabilities, (3) technical capabilities, and (3) managerial capabilities (Pavlou & Sawy, 2011). Meanwhile, another opinion suggests that innovation capabilities involve (1) learning capabilities, (2) research & development capabilities, (3) manufacturing capabilities, (4) marketing capabilities, (5) organizational capabilities, (5) capabilities to exploit resources, and (6) strategic capabilities (Guan & Ma, 2003). Furthermore, strategic capabilities include (1) marketing capabilities, (2) technology capabilities, (3) market-related capabilities, (4) information technology capabilities, and (5) management capability (Benedetto, 2008; Desarbo *et al*., 2005).

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Based on the explanation on the concept of the capability aforementioned, the researcher proposes innovation capabilities covering three dimensions. The first is learning capabilities (Kale & Singh, 2006), in which organizational learning is highly needed to obtain information and knowledge about the market, especially information related to customer and competitor (Hurley & Hult, 1998; Slater & Narver, 1995, Jaworski & Kohli, 1993). The second is production capabilities, in which production activities are one of the fundamental elements for SMEs (Nassimbeni, 2001). The third is marketing capabilities (Day, 2011; Vorhies *et al*., 2009; Day, 1994). The gap that is getting larger in business between market demand and organizational capacity, especially the marketing function within organizations, must be resolved with marketing capabilities (Day, 2011).

Learning Capability

Among the competencies in the RBV perspective, the most crucial is collective learning (Grant, 1991), which makes dynamic capabilities become a routine activity in the organizational learning process (Kale & Singh, 2007). Organizational learning capabilities are the organizational abilities to absorb (absorptive capability) and transform (transformative capability) external knowledge into company activities (Cohen & Levinthal, 1990). Organizational learning capability is also the ability to absorb internal knowledge and choose the best technology to be applied in new product development (Garud Nayyar, 1994). In other words, learning capability is an organizational ability to adapt to the business environment (Day, 2011).

Production Capability

Production activities are a fundamental element for SMEs (Nassimbeni, 2001). In the literature, it is stated that production capability is a major competency for companies in producing innovation (Prahalad & Hamel, 1990). New product innovation is related to production capabilities. These capabilities refer to resources, knowledge, skills, and processes. Therefore, skills are highly needed to be able to explore and exploit these innovation reference sources. In other words, the ability to explore and exploit sources of innovation is a necessary skill in producing new product innovations. In the RBV perspective and marketing theory, the component of market orientation plays this important role (Gima, 2005). In a competitive strategy, production capability is the company's ability to make products that are low cost,

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having quality, possessing flexibility, and being easy to deliver (Boyer & Lewis, 2002). The characteristics of innovative products are products that possess uniqueness, novelty, and meaning to customers (Sethi *et al*., 2001).

Marketing Capability

As aforementioned, the RBV approach that focuses more on internal analysis needs to be complemented by an understanding of the external environment, especially regarding market information (Day, 2011). For this reason, the researcher complements it with the concept of market orientation. The concept of market orientation provides market information that can be used to increase marketing capabilities so that the company becomes more dynamic. An in-depth understanding of the market is needed to build marketing capabilities and improve individual capabilities related to market orientation (Day, 2011; Morgan *et al*., 2009). Market orientation using a market information process perspective will strengthen marketing capabilities and make it easier for companies to mobilize their resources (Hult *et al*., 2005; Kohli & Jaworski, 1990). Marketing capabilities are related to how to improve market performance and its support for the company's financial performance (Vorhies *et al*., 2009). Marketing capabilities are also related to the influence on the company's profit growth. Furthermore, marketing capabilities cover capabilities in pricing, product development, distribution, marketing communications, sales, marketing planning, and marketing implementation (Morgan *et al*., 2009).

The Triple Helix Conceptual Framework and Marketing Performance

Fostering and developing creative-economy SMEs requires cooperation between stakeholders, especially universities or colleges (Cockshut *et al*, 2020; Pangestu, 2014; Comunian *et al*., 2013). All innovation starts from a creative idea. It then develops to the implementation of new programs and the introduction of new products or new services depending on the person or team who has a bright idea behind all of those. Furthermore, the development of these ideas is influenced by the innovation system and organizational leadership (Day & Shea, 2020). The Triple Helix concept can be adopted in building creative-economy SMEs through the development of creativity and innovation (Comunian *et al*., 2013; Rangga & Etzkowitz, 2013; Clifton, 2010). In developing this innovation capability, the Triple Helix model is expected to become social capital which will drive other components of

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intellectual capital, such as human capital and organizational capital. In other words, as a social capital, the Triple Helix model will be a creative source of innovation and a manifestation of social systems in developing knowledge, innovation, and consensus (Rangga & Etzkowitz, 2013).

In line with the RBV perspective, the researcher identifies intellectual capital as resources (Cabrita & Bontis, 2008; Ross *et al*., 2001). Therefore, in formulating the conceptual framework, the researcher proposes three components of intellectual capital, namely (1) human capital, (2) organizational capital, and (3) social capital, in which Triple Helix serves as the interaction model. In this proposed conceptual framework, the term 'the Triple Helix' as social capital is modified to become the Triple Helix Social Capital (THSC). By making it social capital, the THSC model will expand the reach and support in developing human resources (human capital) and optimizing organizational capital. Extensive connectivity and the relational reach of social capital are highly needed for developing the market of creative-economy SMEs. In a democratic system and advances in information technology, the THSC model allows the development of civil society support to be involved in the development of creative-economy SMEs. Therefore, the modification of this THSC will be able to encourage the development of an innovation ecosystem in the creative-economy sectors, as presented in the Triple Helix model (Cai *et al*., 2020; Etzkowitz & Zhou, 2017). Based on these thoughts, the explanation of the Triple Helix Social Capital (THSC) conceptual framework in the development of innovation capabilities for achieving a high marketing performance in creative-economy SMEs can be simplified in the following figure.

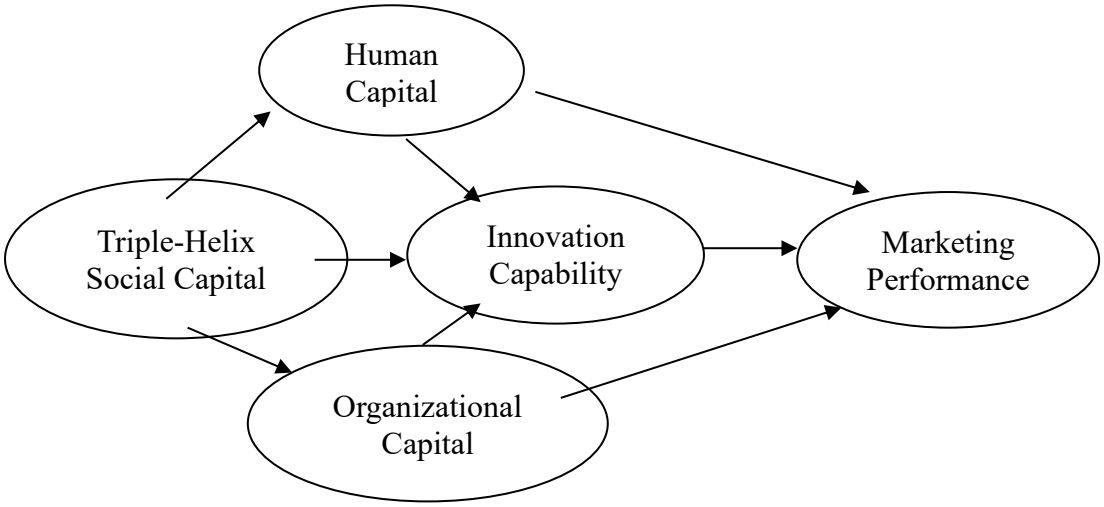

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Figure 1. Conceptual Framework

The Development of Hypotheses

1. Triple Helix Social Capital (THSC)

The Triple Helix model of the university-industry-government relationship can play its role in increasing innovation capabilities (Cai & Etzkowitz, 2020; Cai *et al*., 2020). New forms of capital in the Triple Helix relationship are created based on social interaction and intellectual activity. Human capital, social capital, and intellectual capital are redefined based on their larger intensive interactions. The Triple Helix provides a flexible framework for directing a knowledge-based economy and social development (Etzkowitz, 2003: 334). The accumulation of relational experiences in inter-organizational relationships is an important factor in the attainment of knowledge (Kale *et al*., 2000).

The intellectual capital component is related to company performance (Cabrita & Bontis, 2008; Subramaniam & Youndt, 2005). Companies create value and combine various resources, by the support of the interaction between them. The importance of intellectual capital is located in creating and supporting connectivity between all skills, experiences, and competencies, both from within and from outside the organization (Cabrita & Bontis, 2008). The operationalization of intellectual capital affects company performance (Cabrita & Bontis, 2008; Menor *et al*., 2007). Based on this framework, the researcher proposes the following hypotheses.

H1 : The role of Triple Helix social capital, human capital, and organizational capital has a positive effect on the marketing performance of creative-economy SMEs.

H2 : The role of Triple Helix social capital has a positive effect on the human capital of creative-economy SMEs.

H2a : The role of the government has a positive effect on the human capital of creative-economy SMEs.

H2b : The role of the university has a positive effect on the human capital of creative-economy SMEs.

H2c : The role of the industry has a positive effect on the human capital of creative-economy SMEs.

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H3 : The role of Triple Helix social capital has a positive effect on the organizational capital of creative-economy SMEs.

H3a : The role of the government has a positive effect on the organizational capital of creative-economy SMEs.

H3b : The role of the university has a positive effect on the organizational capital of creative-economy SMEs.

H3c : The role of the industry has a positive effect on the organizational capital of creative-economy SMEs.

2. Innovation Capability

Capability is the process of utilizing resources as inputs to be converted into organizational outputs (Dutta *et al*., 2005). Capability is a series of collective activities to transform resources into competitive advantages (Grant, 1991). Capability is defined as a set of skills and accumulated knowledge that is managed in an organizational process to make it easier for companies to coordinate their activities and to utilize their assets (Day, 1994) in order to create economic value and competitive advantage (Desarbo *et al*., 2005).

Cooperation between organizations can increase company capabilities (Kale & Singh, 2009; 2007) and innovation capabilities (Clifton *et al*., 2010; Knudsen, 2007). It can be achieved by the development of inter-organizational knowledge related to finding suitable partners (Knudsen, 2007). The social environment of the organization can influence individual and group creativity in innovation (Amabile, 2012; Amabile *et al*., 1996). Intellectual capital affects the capabilities and performance of the company (Cabrita & Bontis, 2008; Menor *et al*., 2007). The placement of resources through a combination of capabilities can also improve company performance (Hsu & Wang, 2012). Based on the elaboration above, the researcher proposes the following hypotheses.

H4 : The role of Triple Helix social capital has a positive effect on the innovation capability of creative-economy SMEs.

H4a : The role of the government has a positive effect on the innovation capability of creative-economy SMEs.

H4b : The role of the university has a positive effect on the innovation capability of creative-economy SMEs.

H4c : The role of the industry has a positive effect on the innovation capability of creative-economy SMEs.

H5 : The role of human capital has a positive effect on the innovation capability of creative-economy SMEs.

H6 : The role of organizational capital has a positive effect on the innovation capability of creative-economy SMEs.

H7 : The role of innovation capability has a positive effect on the marketing performance of creative-economy SMEs.

3. Variables and Their Indicators

a. For the variable of the Triple Helix social capital (THSC), its indicators are (1) trust, (2) the knowledge & skill support, (3) the business development support, (4) form/type of relationship, (5) commitment, and (6) the frequency of relationships (Rangga & Etzkowitz, 2013; Grimaldi *et al*., 2013; Clifton *et al*., 2010; Knudsen, 2007; Nahapiet & Ghoshal, 1998).

b. For the variable of human capital (HC), its indicators are (1) education level, (2) intrinsic motivation, (3) skills, and (4) creativity (Grimaldi *et al*., 2013; Amabile, 2012; Dul *et al*., 2011; Zhang & Bartol, 2010; Subramaniam & Youndt, 2005).

c. For the variable of organizational capital (SC), its indicators are (1) leadership style, (2) management practices, (3) creative team support, and (4) organizational culture (Grimaldi *et al*., 2013; Amabile, 2012; Dul *et al*., 2011; Cabrita & Bontis, 2008; Amabile *et al*., 2005; Subramaniam & Youndt, 2005; Amabile *et al*., 1996).

d. The variable of innovation capability (IC) covers three dimensions. Therefore, its indicators are adjusted with its dimensions, as presented in the following.

   a) For the dimension of learning capability, its indicators are (1) an increase in absorbing new knowledge, (2) the ability to transform knowledge within the organization, (3) the ability to apply knowledge in the work system, and (4) the ability to take lessons from experiences and failures (Amabile, 2012; Dul *et al*., 2011; Camison & Fores, 2010; Hsu & Fang, 2009; Zahra & George, 2002; Kale *et al*., 2000; Garud & Nayyar, 1994; Cohen & Levinthal, 1990).

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b) For the dimension of production capability, its indicators are (1) the speed of developing new products, (2) the speed of introducing new products, (3) production facilities, and (4) quality control (Dul *et al*., 2011; Clifton *et al*., 2010; Slater *et al*., 2010; Morgan *et al*., 2009; Menor *et al*., 2007; Desarbo *et al*., 2005; Gun & Ma, 2003).

c) For the dimension of marketing capability, its indicators are (1) knowledge related to customers, (2) knowledge related to competitors, (3) integration of marketing activities, segmentation, and target, (4) the effectiveness of price-fixing, (4) distribution, and (5) communication (Day, 2011; Slater *et al*., 2011; Morgan *et al*., 2009; Benedetto, 2008; Desarbo *et al*., 2005).

e. For the variable of marketing performance, its indicators are (1) sales growth, (2) new customer growth, and (3) earnings growth (Morgan *et al*., 2009; Vorhies *et al*., 2009).

CONCLUSION

Firstly, this systematic study has produced a conceptual framework on innovation capabilities and marketing performance that is more in line with the characteristics of creative-economy SMEs. In this conceptual framework, the Triple Helix model has been successfully modified in a new form, called the Triple Helix social capital (THSC) model. **Secondly**, through the interaction with this THSC model, it is predicted that the development of human capital and organizational capital as intellectual capital can take place more optimally in building innovation capabilities and marketing performance of creative-economy SMEs. **Thirdly**, the conceptual framework of this THSC model built through a systematic study has been equipped with the development of variables and measurement indicators so that it is open to empirical testing. **Fourthly**, the conceptual framework of this THSC model contributes to the importance of measuring marketing performance based on innovation capabilities that include financial and non-financial aspects based on the characteristics of creative-economy SMEs.

Apart from that, the conceptual framework from this systematic study still possesses limitations, in which this conceptual framework only relies on quantitative methods in its empirical testing. Therefore, to gain a deep and comprehensive understanding of the innovation

capabilities and marketing performance of SMEs in the creative economy sectors, it needs exploration through qualitative inquiry. If it is possible, it is recommended to use mixed-method research.

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