

## **ABSTRACT**

Previous studies revealed that the tighter and more binding the partnership, the more marketing performance would improve. However, partnerships are still found that have not been able to improve marketing performance. One of the problems is that the partnership approach only focuses on accelerating product and technology development without understanding market demand, customer needs, and wants. The needs and desires of customers are the starting point for companies to create and develop new products. So the question arises: how should the partnership ecosystem improve marketing performance? To answer this question, we take the perspective of innovation theory. Innovation theory is a theory that emphasizes the constant R&D efforts of companies to create and deploy new products and services by synergizing the company's internal and external resources. Ideally, companies must balance internal matters and external factors obtained from partnerships, especially in technology-based startups. This synergy allows the company not only to develop and create new products but to increase the impact of innovation because the creation of innovation originates from the desires and needs of customers. In the end, this innovation has the potential to attract customers and encourage customers to switch from old products and services, so there is a push and pull impact or better known as big impact innovation, as a process to improve marketing performance. We use structural equation modeling to test the seven hypotheses in this study. As a result, the ecosystem of partnerships with customers and suppliers is a routine R&D as an important antecedent for companies to develop, create and disseminate innovations to customers. This perspective also supports the theory of innovation given by Schumpeter (1934), which explains that when companies find new sources of supply and ways of managing business obtained from partnerships, companies can increase the impact of innovation (for example, big impact innovation). The results of this study broaden the perspective of innovation theory. Innovation is not only focused on science and technology (internal factors). A broader perspective includes the creation of innovation through external factors such as market trends, customer needs, and wants (market-driven). Innovation must play an important role in the customer's transition to novelty, the impact of which can also improve various company capabilities, such as competitive maneuver abilities and isolated marketing strategy moves. These three strategies positively affect marketing performance. To our understanding, this research is the first to introduce the role of big impact innovation, isolated marketing strategy move, and competitive maneuver ability to improve marketing performance in the digital startup industry.

**Keywords:** Partnership, BII, IMSM, CMA, marketing performance, Startup