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Exploring the impact of AI competencies, B2B marketing capabilities and disruptive innovation on marketing performance: The mediating role of growth hacking

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Abstract

Purpose – This study explores the relationships between AI competencies, B2B marketing capabilities, disruptive innovation, on marketing performance. It also investigates the mediating role of growth hacking in these relationships.

Design/methodology/approach – A quantitative approach was employed, with an online questionnaire distributed via Google Forms to 350 managers/supervisors from B2B companies in Jakarta and Bandung. The data analysis technique used is partial least squares structural equation modeling (PLS-SEM), processed using Smart PLS 3.0 software, to assess the direct and indirect relationships between the variables.

Findings – The study found that AI competencies and disruptive innovation significantly enhance growth hacking, which positively influence marketing performance. Growth hacking was identified as a significant mediator in the relationship between B2B marketing capabilities and marketing performance, highlighting its role in amplifying the impact of marketing strategies.

Research limitations/implications – The study's sample size is limited to a specific region, and the cross-sectional design restricts the ability to establish causality (only companies from Jakarta and Bandung City). Future research could expand the sample and explore longitudinal effects to strengthen the generalizability of the findings.

Practical implications – For practitioners, the findings emphasize the importance of integrating AI and disruptive innovation to enhance marketing capabilities. Leveraging growth hacking techniques can maximize marketing performance in B2B environments.

Originality/value – This study contributes to the literature by linking AI competencies, disruptive innovation, and growth hacking to marketing performance within B2B contexts, providing valuable insights into how these elements interact to drive organizational success.

Keywords: AI competencies, B2B marketing capabilities, disruptive innovation, growth hacking, marketing performance.

Introduction

In an era of rapid digital transformation, companies must adapt quickly to survive and thrive. One strategic concern is how companies can integrate artificial intelligence (AI) competencies, disruptive innovation, and B2B marketing capabilities to enhance their marketing performance (Korayim et al., 2025; Long & Magerko, 2020; Mikalef et al., 2023). These three constructs serve

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not only as individual enablers but also as interconnected factors that influence marketing success in highly dynamic business environments.

Rapid technological change has affected the way companies operate and interact with customers. Artificial intelligence (AI), defined as the capability of machines to simulate human intelligence, is one of the most powerful tools in facilitating this change is artificial intelligence (AI), which enables companies to increase efficiency, accelerate decision-making, and deliver better customer experiences (Korzynski et al., 2023; Q. Liu, 2022; Olan et al., 2025). The urgency of this research is based on the increasing adoption of AI in digital marketing. As many as 64% of businesses in Indonesia are actively innovating with AI and 75% have used it in operations. AI has proven to be efficient, personal, and cost-effective.

Several Indonesian Startups have also utilized AI for automation and increased brand awareness, driving digital transformation in the B2B, e-commerce, and local startup sectors (Carpena, 2025; Schulties, 2025; Suhartadi, 2024; Vritimes, 2024). At the same time, disruptive innovation—defined as innovation that creates new markets by displacing established ones—also provides opportunities for companies to overhaul their business models and offer products and services that are more relevant to changing market needs (Hang & Ruan, 2019; Qu et al., 2025). The inclusion of disruptive innovation in this research model is based on empirical findings showing that an organization's AI competence not only drives operational efficiency but also becomes the foundation for creating disruptive innovation that has an impact on improving performance (Mariani et al., 2023; Wamba, 2022). Research by Bag et al. (2021) confirms that the use of AI in creating external market knowledge and rational decision-making significantly impacts B2B marketing performance. Thus, disruptive innovation is positioned as a consequence of AI capabilities and plays a role as an enabler in achieving superior marketing performance.

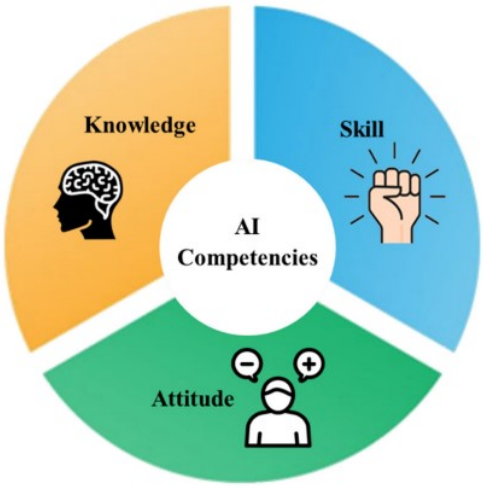

Figure 1. The Conceptual Framework of AI Competencies
Source: Kitcharoen et al. (2024)

To fully leverage AI and disruptive innovation, companies must also develop B2B marketing capabilities, which refer to the firm's ability to manage relationships and deliver value in business-to-business contexts. These three elements—AI, disruptive innovation, and B2B marketing—contribute significantly to firm growth and sustainability in the digital age. However, managing their synergy effectively requires strategic approaches that prioritize speed, experimentation, and data. One such approach is growth hacking, which is defined as a set of data-driven marketing strategies that rely on rapid experimentation across marketing channels and product development to identify the most effective ways to grow a business (Bargoni, Jabeen, et al., 2024; Cristofaro et al., 2025).

Growth hacking allows companies to test ideas quickly, measure outcomes, and iterate based on data. This is increasingly relevant because in a business environment full of uncertainty and fierce competition, companies must respond with agility and precision (D. Teece et al., 2016; D. J. Teece, 2010). Growth hacking, therefore, acts as a bridge that operationalizes the strategic

potential of AI, disruptive innovation, and B2B marketing into actionable and measurable outcomes. This approach is very important because in a business environment full of uncertainty and fierce competition, companies need to react agilely to change and utilize technology and data to create more targeted marketing strategies (Bargoni, Jabeen, et al., 2024; D. Teece et al., 2016; D. J. Teece, 2010). Therefore, adopting and integrating AI, disruptive innovation, B2B marketing, and growth hacking together is crucial to building competitiveness and maximizing the company's marketing performance in facing increasingly complex global challenges.

Despite the growing body of research on AI and marketing technologies, a critical research gap remains in understanding how these capabilities interact specifically in the B2B sector. Existing research provides insights into the application of technologies, such as marketing analytics and artificial intelligence (AI) adoption, in improving marketing performance and firm competitiveness. Several studies, such as those conducted by Agag et al. (2025), suggest that the use of marketing analytics can improve marketing agility and financial performance, while Chen et al. (2025) reveal that the intensity of AI adoption can improve dynamic marketing capabilities and firm performance. A similar study by AlSokkar et al. (2025) highlights the importance of e-marketing in improving marketing performance, with a focus on the impact of the competitive environment.

However, these studies often overlook how specific capabilities—like AI, disruptive innovation, and B2B marketing—can be synergistically integrated and operationalized through growth hacking. There is some research that digs deeper into how these technological and relational competencies can be transformed into dynamic marketing capabilities in the B2B context and how this impacts organizational performance in the face of rapid market change. B2B marketing capabilities, play a major role in translating AI competencies to improve marketing performance, as explained by Bashir et al. (2024) who highlights how AI influences customer data management and market trends in B2B marketing. Disruptive innovation in this context brings about rapid changes in the market that demand the adoption of more adaptive and creative marketing strategies. As a mediator, Growth Hacking helps optimize the influence of B2B marketing capabilities on marketing performance by introducing rapid tactics and experiments that prioritize data-driven decision making (Berger et al., 2025; Hossain et al., 2022; Mikalef et al., 2023). Previous studies (Paschen et al., 2019; Tiwari & Khang, 2024) show that integrating AI in B2B marketing enables more efficient management of marketing capabilities, accelerates strategy adjustments to market changes, and ultimately improves performance. So both constructs—B2B marketing capabilities and disruptive innovation—are integrated in this research model to illustrate how both, through the mediator Growth Hacking, contribute to improving AI-based marketing performance (Karamipour, 2023; Mohsenifard & Azizi, 2025).

Further research is needed to address the gap in understanding how these technologies are synergistically applied in the B2B sector, especially in fast-moving markets disrupted by new technologies. This presents a significant research opportunity to better understand the mediating role of growth hacking in optimizing technology-based strategies. This research gap also provides an opportunity to further explore how companies can integrate technology-based marketing capabilities, such as AI and marketing analytics, to not only improve marketing performance but also better adapt to rapidly changing and competitive markets.

This study is driven by the strategic need to integrate AI competency, disruptive innovation, and B2B marketing capability through growth hacking to build a sustainable competitive advantage. AI enables automation and data analysis for more accurate decision making, while disruptive innovation opens up opportunities for new business models that can change the industry landscape (Fehrenbach et al., 2025). But effective B2B marketing strengthens long-term business relationships (Itani et al., 2017; Olan et al., 2025). To optimize these three elements, growth hacking is a strategic approach that emphasizes rapid experimentation and the use of technology to drive sustainable growth. To unify these elements into a coherent strategy, growth hacking serves as a practical framework to facilitate fast adaptation, testable learning, and scalable marketing tactics.

Improving marketing performance in the B2B context is important because this sector faces serious challenges, such as low personalization and lack of data utilization resulting in missed market opportunities. Chow (2024) reported that global companies lose up to $200 billion due to

reliance on non-data-driven marketing strategies. In addition, over 75% of B2B buyers refuse to transact without relevant and personalized content. This condition shows a gap between market expectations and the organization's ability to understand and respond to customer needs quickly and accurately. Bag et al. (2021) emphasized that the use of AI in creating customer and market knowledge significantly impacts rational marketing decision-making, which ultimately affects company performance. Wamba (2022) also showed that AI assimilation can increase organizational agility and the ability to respond adaptively to market dynamics. So understanding and overcoming these challenges is an urgent research urgency to improve B2B marketing competitiveness in the disruptive digital era.

This model focuses on the digital B2B context, with an emphasis on the importance of AI competencies, marketing capabilities, and disruptive innovation in response to digital transformation. Growth hacking is chosen as a mediator because it is relevant in linking capabilities to marketing outcomes. Other variables such as brand equity and customer orientation are considered important, but less relevant as the main focus in the B2B digital transformation framework that demands speed adaptation, experimentation, and aggressive use of technology. AI competencies also include infrastructure aspects, and this argument is in line with earlier studies such as (Blomster & Koivumäki, 2022; Karamipour, 2023; Mikalef et al., 2023; Mohsenifard & Azizi, 2025; Tiwari & Khang, 2024) which highlight the role of AI in marketing performance.

This study investigates the relationship between AI competency, disruptive innovation, and B2B marketing capability with company marketing performance. This study will also explore the mediating role of growth hacking in the relationship between these variables. This study focuses on B2B companies in the Jakarta and Bandung areas, hoping to provide insight into how companies can leverage these three elements to improve their overall marketing performance.

Literature Review and Hypotheses

Theoretical Foundation

Dynamic Capabilities Theory (DCT)

Dynamic capabilities are the firm's ability to integrate, build, and reconfigure internal and external resources/competences to address and shape rapidly changing business environments (D. J. Teece et al., 1997). The goal is to generate abnormal returns. Dynamic capabilities may sometimes be rooted in certain change routines (e.g., product development along a known trajectory) and analysis (e.g., of investment choices) (D. Teece et al., 2016; D. J. Teece, 2007).

According to Helfat et al. (2007) a dynamic capability is the capacity of an organization to purposefully create, extend, or modify its resource base. Dynamic capabilities come in many forms. Some dynamic capabilities enable firms to enter new businesses and extend old ones through internal growth, acquisitions, and strategic alliances. Other capabilities help a firm to create new products and production processes.

However, they are more commonly rooted in creative managerial and entrepreneurial acts (e.g., pioneering new markets). They reflect the speed and degree to which the firm's idiosyncratic resources/competences can be aligned and realigned to match the opportunities and requirements of the business environment. An organization with strong dynamic capabilities can achieve abnormal returns because markets do not price them at their value to the buyer if the buyer possesses complementary and, in particular, cospecialized assets (D. J. Teece, 2010).

Disruptive Innovation Theory (DIT)

The disruptive innovation theory, proposed and developed by Christensen over 20 years ago, has been widely discussed and applied (Si et al., 2020). According to (Christensen, 1997; Larson, 2016), disruptive innovation is the process in which a smaller company, usually with fewer resources, is able to challenge an established business (often called an "incumbent") by entering at the bottom of the market and continuing to move up-market. The process of disruption typically unfolds in several stages. Initially, incumbent businesses focus on innovating and refining their products or services to satisfy their most demanding and profitable customers, often neglecting the needs of

lower-end market segments. New entrants seize this opportunity by targeting these overlooked segments, offering solutions that are more affordable yet sufficient to meet basic customer needs. Incumbents usually disregard these new competitors, continuing to prioritize their high-margin customers. Over time, however, the entrants improve their offerings and begin to appeal to the incumbent's mainstream market. When these new players start attracting a significant portion of the incumbent's core customer base, true disruption has occurred (Larson, 2016).

Disruptive innovations don't catch on with mainstream customers until quality catches up to their standards. Disruption theory differentiates disruptive innovations from what are called "sustaining innovations." The latter make good products better in the eyes of an incumbent's existing customers: the fifth blade in a razor, the clearer TV picture, better mobile phone reception. These improvements can be incremental advances or major breakthroughs, but they all enable firms to sell more products to their most profitable customers (Christensen et al., 2015).

Hypothesis Development

As businesses increasingly rely on artificial intelligence technologies to facilitate powerful communications, it is critical to solidly understand the impact these technologies have on customer happiness and the transactions that occur in the business world. Only conceptual and causal studies that describe the concept of growth hacking and its importance in improving company performance, one of which is this study.

AI Competencies, Marketing Capability, and Disruptive Innovation

In conducting market research, companies must collect data from various sources, such as internal and external reports, social media, etc. By using AI tools, the data obtained will make it easier for companies to analyze market trends, understand customer behavior, and optimize business strategies more accurately and efficiently (Korzynski et al., 2023; Kumar et al., 2024). Haleem et al. (2022) state that AI competence is a company's ability to use computer technology to simulate and understand human interactions and behavior.

Meanwhile, Haenlein & Kaplan (2019) defines it as a system that can analyze external data, gain insights from it, and then use what it has learned to achieve goals. In the context of marketing, the use of AI can increase efficiency and optimize business processes to analyze customer data, promotions, and build images in the marketing campaign process (Korzynski et al., 2023; Peltier et al., 2024).

Hassan et al. (2024) stated that AI capabilities are also able to process large amounts of data at high speed, making it possible for companies to identify patterns that are difficult to detect manually so that they can improve customer experience. According to Haleem et al. (2022) using AI techniques in conducting market research can support better marketing decision-making. In addition, AI capabilities also help understand customer needs and design products and services that will meet customer needs.

H_1: AI competencies have a positive and significant effect on B2B marketing capability.

In addition to marketing capabilities, AI competence is also a major driver in driving disruptive innovation in various industries (C. Liu, 2024). The use of AI can help companies design products and create new, more efficient solutions that can provide new value to customers (Füller et al., 2022; Tekic & Füller, 2023). In this context, innovation can create change in various industrial sectors by presenting new, simpler solutions. Wang et al. (2023) stated that disruptive innovation has been widely used by companies as a strategy to gain competitive advantage.

This innovation lets companies enter untapped markets, offer greater value to customers, and replace old, less effective technologies or methods (Zazzerini, 2021). Dorothy et al. (2020) that disruptive innovation encourages companies to create products or services that are more affordable, more flexible, and more oriented to the needs of today's customers. Through AI capabilities, companies can accelerate innovation and create more sustainable business models by adopting technology trends and platforms that are frequently used by consumer audiences (Q. Liu,

2022). In addition, the use of AI can assist in innovation management by driving the flow of knowledge so that it is able to analyze customer data and predict market trends (Akter et al., 2023). Thus, the following hypothesis is proposed:
H_2: AI competencies have a positive and significant effect on disruptive innovation.

B2B Marketing Capability and Growth Hacking

S. Wang et al. (2012) stated that marketing capability is a company's ability to utilize resources to understand complex and ever-changing consumer needs, differentiate products from competitors, and build a superior brand position. According to Mikalef et al. (2023) AI competence is very important in significantly improving B2B marketing capabilities by providing insight into customer behavior, thereby helping companies to gain sustainable competitive advantage. A-Zayani & Al Mubarak (2024) stated that marketing capabilities must be based on a good understanding of internal and external situations, managing customer relationships, and developing new products and services.

Marketing capabilities consist of information management, planning, and implementation that strongly influence several aspects of company performance, including choosing the right strategy (Mikalef et al., 2023). The choice of growth hacking strategies can be used by companies to improve company capabilities with good analysis (Troisi et al., 2020). The use of good big data analytics and cognitive computing can reframe strategic decisions that lead to achieving significant growth in creative and efficient ways through good marketing capabilities. Likewise, Bargoni, Jabeen, et al. (2024) stated that the growth hacking strategy will be very risky when there is no good planning. Thus, marketing capability has a positive correlation with the implementation of growth hacking, this is because marketing capability is able to encourage the emergence of creative ideas, innovative tactics, and data-based approaches which are components of growth hacking.
H_3: B2B marketing capability has a positive and significant effect on growth hacking.

Disruptive Innovation and Growth Hacking

The concept of Christensen (1997) provides an important framework for understanding how companies create new knowledge. Disruptive innovation is innovation that creates new markets or significantly changes existing markets by offering simpler, more affordable, or more convenient alternatives than those that currently exist (Zahra, 2024). Companies that often operate with limited resources are usually forced to find creative solutions to achieve growth by putting data-driven strategies into practice. Bargoni, Smrčka, et al. (2024) state that growth hacking strategies can be applied effectively at four levels of analysis: market, organization, project, and product. In this case, creativity must be developed to maximize the right strategy.

In an increasingly competitive business world and increasingly rapid technological advances, disruptive innovation is the basis for forming a growth hacking strategy. Disruptive innovation refers to innovation that fundamentally changes the market by presenting easier and more efficient solutions while the focus of growth hacking directs companies to focus on innovation plans (Bargoni, Jabeen, et al., 2024; Bargoni, Smrčka, et al., 2024). As a multidisciplinary concept, growth hacking assimilates marketing strategies to improve company performance (Cavallo et al., 2024).
H_4: Disruptive innovation has a positive and significant effect on growth hacking.

Growth Hacking and Marketing Performance

Recently, various companies have adopted growth hacking practices, especially in pursuit of improving marketing performance through digital transformation (Conway & Hemphill, 2019). Growth hacking was initially introduced as a data-driven, economical strategy to acquire and retain customers quickly, especially for startups (Boehmer, 2024). However, currently the concept of growth hacking has been widely adopted by various industrial sectors, both small, medium, and large scale (Cavallo et al., 2024). Troisi et al. (2020) stated that growth hacking focuses on ideas and being analytical enough to know which growth drivers to maintain and which to eliminate.

Conceptually, growth hacking encourages marketing strategies and analytical capabilities to be able to improve marketing performance through the use of digitalization and e-commerce platforms (Cavallo et al., 2024). Furthermore, Cavallo et al. (2024) stated that the growth hacking approach can support entrepreneurs in the early stages to achieve business growth by utilizing various platforms. According to Conway & Hemphill (2019) growth hacking includes digitally supported experiments and strategies to test a product and its ability to acquire new customers quickly. Thus, companies that have succeeded with growth hacking strategies usually show better marketing performance.

H_5: Growth hacking has a positive and significant effect on marketing performance.

B2B Marketing, Disruptive Innovation, and Marketing Performance

Marketing capability as mentioned above is the ability to utilize tangible and intangible resources to understand consumer needs, differentiate products from competitors, and build a superior brand position (S. Wang et al., 2012). In the RBV approach, well-managed internal resources can support the achievement of driving organizational performance (Mikalef et al., 2023). B2B marketing is divided into three important parts, namely marketing information, marketing planning, and marketing implementation as three dimensions to conceptualize marketing capabilities. Furthermore, this study explains how these three dimensions relate to marketing performance. Information management can be seen as the ability of an organization to obtain and analyze relevant information to develop effective marketing strategies (Cavazos-Arroyo & Puente-Diaz, 2019).

Then, Mikalef et al. (2023) stated that marketing planning can be used to anticipate and respond strategically to changes in the market environment which can then help in achieving organizational goals. Finally, marketing implementation is the ability to implement marketing is about executing, controlling, and evaluating marketing strategies (Chahal & Kaur, 2014). An earlier study conducted by Cavazos-Arroyo & Puente-Diaz (2019) found that marketing capabilities directly affect marketing performance in both small and medium-sized companies.

H_6: B2B marketing has a positive and significant effect on marketing performance.

Disruptive innovation that refers to the process of products, services, and business models can provide benefits for companies in meeting customer needs, especially for companies that are oriented towards sustainability (Kraus et al., 2023). Disruptive innovation is very useful in helping companies gain competitive advantage amidst quite high competition (Roblek et al., 2021). Previous studies have found a relationship between disruptive innovation and company performance, especially in influencing market choices (Bargoni, Smrčka, et al., 2024; C. Wang et al., 2023; Zahra, 2024). The results show that disruptive innovation can increase competitive advantage for companies by opening up new market opportunities, increasing operational efficiency, and encouraging the adoption of more innovative technologies.

In addition, Zahra (2024) stated that the impact of disruptive innovation on company performance depends on factors such as organizational readiness, technological capabilities, and market response to the changes presented. In this view, disruptive innovation can be developed by companies through increasing production and fast and quality services so that it can improve company performance (Roblek et al., 2021; Si et al., 2020). In turn, this process allows companies to accumulate new knowledge and capabilities that ultimately have an impact on better performance.

H_7: Disruptive innovation has a positive and significant effect on marketing performance.

Growth Hacking as Mediator Variable

In the context of marketing, the growth hacking approach is an important framework that is best at capturing consumer trends and improving marketing performance (Bargoni, Jabeen, et al., 2024). Bargoni, Smrčka, et al. (2024) stated that growth hacking is part of a marketing strategy that focuses on business growth in a fast, creative, and low-cost way through platforms and viral content. This practice is often used in the startup world, where limited resources must be able to drive growth through various platforms that can be used. Utilizing social media, viral content, and collaborating with influencers are some of the growth hacking practices that are often used (Bargoni, Smrčka, et

al., 2024; Conway & Hemphill, 2019).

Companies or organizations that adopt a growth hacking strategy must involve people who have good analytical skills in planning to support their success. The view from a marketing perspective has a crucial role in helping companies adapt to a changing business environment. In this context, marketing capabilities must be dynamic and adaptive, so that companies can continue to create value for customers and maintain competitive advantage (Cavallo et al., 2024). The concept of growth hacking shows that the effective use of platforms and technologies is a prerequisite for expanding marketing capabilities. Thus, growth hacking can be a mediator between marketing capability and marketing performance.

H_8: Growth hacking mediates the relationship between B2B marketing capability and marketing performance.

As previously mentioned, growth hacking is a series of strategies that focus on marketing channels to identify the most effective ways to develop a business. This certainly requires an innovative and data-driven approach to take advantage of opportunities so that strategies can be adjusted properly (C. Wang et al., 2023). The concept of disruptive innovation describes how products or services are created to be simpler, more affordable, and more accessible. Disruptive innovation can create entirely new markets by meeting the needs of previously neglected customer segments (Zazzerini, 2021). Previous studies have stated that disruptive innovation has a significant impact by changing market dynamics, thereby reshaping competitive advantages (C. Wang et al., 2023). Zahra (2024) states that the core of disruptive innovation is seeing how companies change their business models by adapting to emerging trends. While disruptive innovation and growth hacking are two concepts that, when combined, can increase a company's ability to innovate and grow rapidly (Boehmer, 2024; Hang & Ruan, 2019). The role of growth hacking becomes very important when a process or service is applied to a simpler application as a means of meeting the ever-growing needs of consumers. Thus, the final hypothesis is proposed:

H_9: Growth hacking mediates the relationship between disruptive innovation and marketing performance.

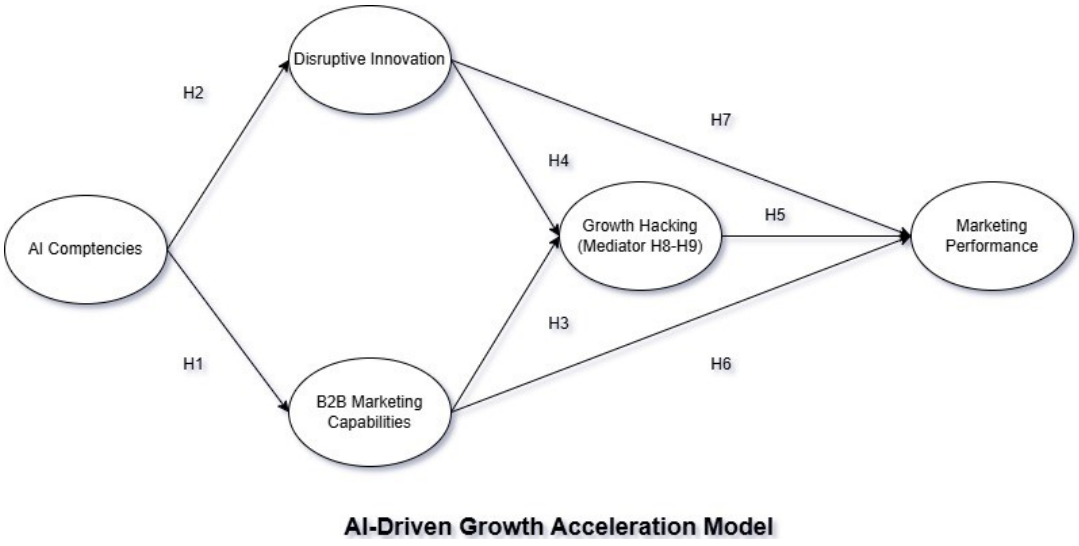

Figure 1. Research Framework

Research Methods

This study uses a quantitative approach with a causal method. A total of 5 variables were studied, each measured using a 7-point Likert scale. The target population of this study includes Competitive and Dynamic B2B companies.

This study uses purposive sampling by targeting specific units that meet well-defined criteria. First, the selected respondents are managers or supervisors of B2B companies actively engaged in digital marketing strategies to enhance their marketing performance. These companies may be listed on platforms such as IndoTrading, Blibli Business Marketplace, or operate through other digital

distribution channels. Second, the companies must be located in Jakarta or Bandung—two urban centers characterized by dynamic, competitive business environments, particularly within industries experiencing high environmental turbulence such as technology, advanced manufacturing, or digital startups. Third, the companies are required to have adopted artificial intelligence (AI) in their operations, particularly in the areas of marketing and innovation. Lastly, each company must have been operating for at least one year to ensure they have relevant experience in implementing AI, driving marketing innovation, and executing business growth strategies.

The online questionnaire was distributed via Google Forms to reach 350 respondents from B2B companies located in the cities of Jakarta and Bandung. The data analysis technique implemented in this study is partial least squares structural equation modeling (PLS-SEM) processed using Smart PLS 3.0 software. Details of the questionnaire for this study are available in the appendix.

Table 1. Operational Definition of Variables

Variables	Operational Definition	Indicator	Reference
AI Competencies (AC)	The ability of organizations and/or individuals to develop, adopt, and implement artificial intelligence (AI) to improve business efficiency and innovation.	1. Understanding AI technology 2. Ability to manage and analyze data with AI 3. Integration of AI in business processes 4. Speed of adoption of the latest AI technologies 5. Use of AI in decision making	(Al-Naser et al., 2025; Korayim et al., 2025; Long & Magerko, 2020; Mikalef et al., 2023; Zhang et al., 2025)
Disruptive Innovation (DI)	Innovation that transforms a market or industry by creating new products, services, or business models that replace conventional methods.	1. Use of new technology that replaces old technology 2. Ability to create new markets 3. Adaptation to industry changes 4. Effectiveness of market disruptive innovation strategies 5. Competitive advantage of the innovation carried out	(Jin et al., 2025; Kemeny et al., 2025; Li et al., 2025; Phan et al., 2025; Qu et al., 2025)
B2B Marketing Capabilities (BMC)	The company's ability to develop and implement Business-to-Business (B2B) marketing strategies to build customer relationships and increase sales.	1. B2B market analysis capabilities 2. Customer relationship management (CRM) in B2B 3. Effectiveness of marketing communications in B2B 4. Use of digital marketing in B2B 5. Ability in negotiation and contract management	(Asgharinajib et al., 2025; Berger et al., 2025; Fehrenbach et al., 2025; Heikinheimo et al., 2025; Mikalef et al., 2023; Olan et al., 2025)
Growth Hacking (GH)	A marketing strategy focused on rapid growth with a data-driven approach, experimentation, and digital technology.	1. Use of analytics and data-driven marketing 2. Creativity in marketing strategies 3. Effectiveness in A/B testing and marketing experiments 4. Utilization of social media and digital growth 5. Optimize marketing funnel for business growth	(Cristofaro et al., 2025; Gerlich et al., 2025; Joshi et al., 2025; Mahdiraji et al., 2025; Sanasi, 2025)
Marketing Performance (MP)	The level of effectiveness of a marketing strategy in achieving business goals, including increasing sales, customer loyalty, and brand awareness.	1. Increase the number of quality prospects or leads 2. Increase brand awareness 3. Customer loyalty and retention 4. Effectiveness of digital marketing strategies 5. Increase sales volume and value	(Agag et al., 2025; Al-Gasawneh et al., 2025; AlSokkar et al., 2025; Chen et al., 2025; Irfandi et al., 2025)

Table 2. Respondent Profile

Characteristic	Amount (N)	Percentage (%)
Gender		
Male	312	89,14%
Female	38	10,86%
Age		
25-34 years	31	8,86%
35-44 years	278	79,43%
³ 45 years	41	11,71%
Highest Education		
S1 (Bachelor)	300	85,71%
S2 (Masters)	12	3,43%
S3 (PhD)	3	0,86%
Others (Diploma)	35	10,00%
Position		
Manager	124	35,43%
Supervisor	226	64,57%
Company Industry		
Information Technology	51	14,57%
Manufacturing	184	52,57%
Trade (Retail)	78	22,29%
Services (Consulting, etc.)	37	10,57%
Company Age		
1-4 years	13	5,20%
5-10 years	124	49,60%
³ 11 years	213	85,20%

Source: Processed Data (2025)

Results and Discussion

Measurement and Structural Model

This study used partial least square structural equality modeling (SEM-PLS) to explore the relationship between variables. Reliability and validity indicators were used to evaluate the measurement model. Construct validity was examined through convergent and discriminant validity. According to (Hair et al., 2016; Hair Jr. et al., 2021), the results of model will be said to be valid if the loading factor and average variance extracted (AVE) values obtain a minimum result of 0,50. As depicted in Table 3, the reliability of the instrument was assessed using the cronbach alpha (CA) and composite reliability (CR) criteria, which confirmed the reliability of each variable which was commendable, with CA and CR values exceeding 0,7 (Haryono, 2012, 2016).

Table 3. Convergent Validity and Reliability Analysis

Variables	Item	Convergent Validity		Reliability Analysis	
		Factor Loading	AVE	CA	CR
AI Competencies (AC)	5	0,704 – 0,898	0,678	0,876	0,912
Disruptive Innovation (DI)	5	0,701 – 0,851	0,571	0,804	0,865
B2B Marketing Capabilities (BMC)	5	0,737 – 0,847	0,660	0,871	0,906
Growth Hacking (GH)	5	0,753 – 0,852	0,638	0,857	0,898
Marketing Performance (MP)	5	0,769 – 0,888	0,720	0,902	0,928

Source: Processed Data (2025)

Based on the analysis output in Table 3 and Figure 2. it can be seen that the model is valid because the loading factor and average variance extracted (AVE) get a value of >0,5 on all variables. Meanwhile, this research model has also met the cronbach alpha (CA) and composite reliability (CR) threshold of >0,7 so that it can be stated that all variables in this study are reliable. Next, the results of the Fornell-Larcker Criterion discriminant validity analysis are presented:

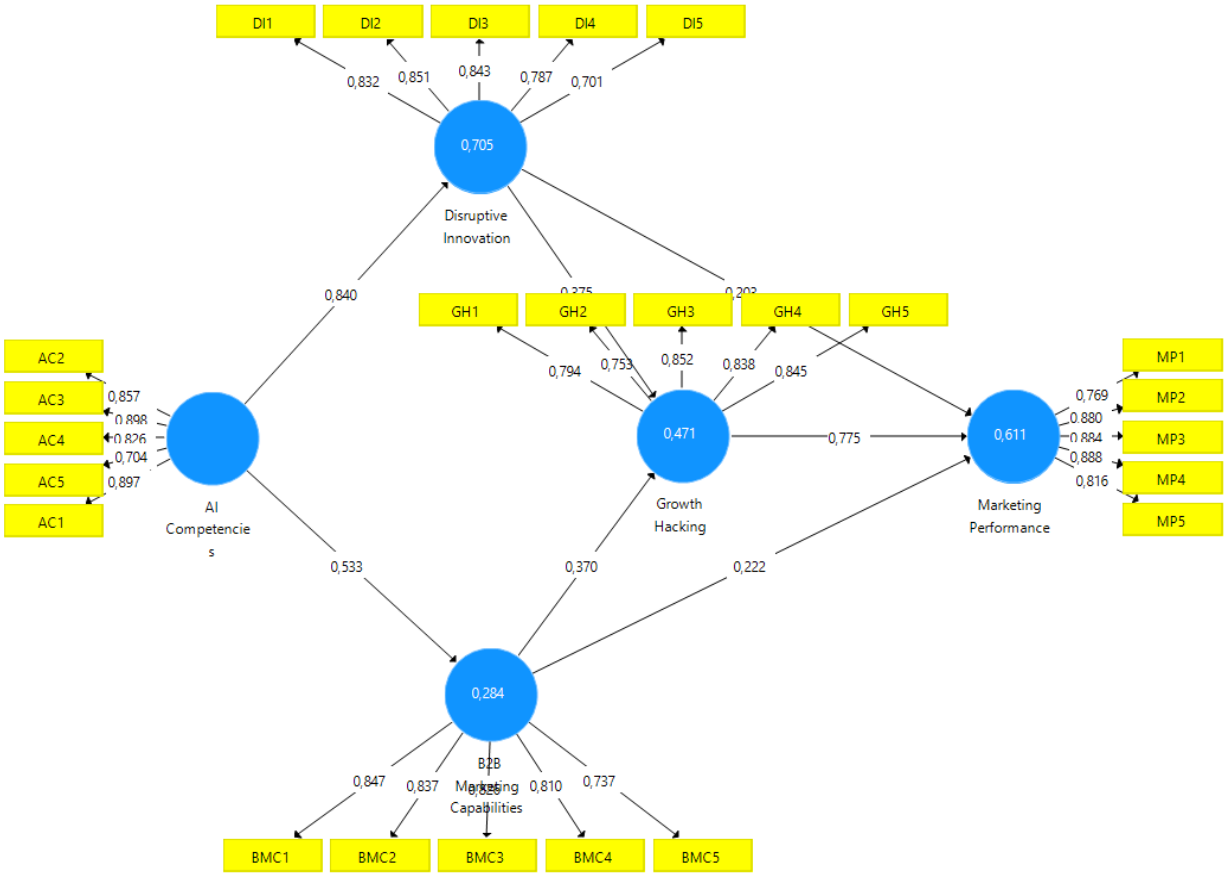

Figure 2. PLS Algorithm
Source: Processed Data (2025)

Table 4. Fornell-Larcker Criterion Discriminant Validity Testing Results

	AI Competencies	B2B Marketing Capabilities	Disruptive Innovation	Growth Hacking	Marketing Performance
AI Competencies	0,874				
B2B Marketing Capabilities	0,533	0,813			
Disruptive Innovation	0,840	0,693	0,756		
Growth Hacking	0,539	0,630	0,632	0,799	
Marketing Performance	0,498	0,407	0,539	0,764	0,849

Source: Processed Data (2025)

Based on the output of Table 4 above, it shows that the model has fulfilled the Fornell-Larcker Criterion discriminant validity analysis because the numerical value on each diagonal is the highest value compared to the value below it (Ghozali & Latan, 2015). Next, the results of the Inner VIF Values analysis are presented:

Table 5. Inner VIF Values

	AI Competencies	B2B Marketing Capabilities	Disruptive Innovation	Growth Hacking	Marketing Performance
AI Competencies		1,000	1,000		
B2B Marketing Capabilities				1,923	2,182
Disruptive Innovation				1,923	2,189
Growth Hacking					1,889
Marketing Performance					

Source: Processed Data (2025)

Inner VIF Values collinearity test is one approach to conduct structural model test, which tests the relationship between latent variables. In the context of PLS-SEM, the tolerance value of 0,20 or lower than the VIF value of 5. If higher, each indicates potential collinearity problems. When the level of collinearity is very high or the VIF value is 5 or more, then it should be considered to remove one of the appropriate indicators (Hair et al., 2014). In this study, such as the relationship between B2B marketing capabilities and ai competencies variables has a value of 1,000; relationship growth hacking and disruptive innovation has a value of 1,923; relationship between disruptive innovation and ai competencies variables are worth 1,000. More detailed results can be seen in Table 5. above.

Table 6. R Square

	R Square	R Square Adjusted
B2B Marketing Capabilities	0,284	0,282
Disruptive Innovation	0,705	0,704
Growth Hacking	0,471	0,467
Marketing Performance	0,611	0,608

Source: Processed Data (2025)

Based on the output in Table 6 above, this model shows that ai competencies strongly influence disruptive innovation with an R^2 of 70,5%; indicating that ai competencies are a major factor in driving disruptive innovation in organizations. Meanwhile, B2B marketing capabilities only have an R^2 of 28,4%; indicating that other factors outside the model still contribute greatly to B2B marketing capabilities.

Furthermore, growth hacking is explained by B2B marketing capabilities and disruptive innovation with an R^2 of 47,1%; indicating that marketing and innovation strategies play an important role in growth hacking, but there are still other external factors that influence. Meanwhile, marketing performance is influenced by growth hacking with an R^2 of 61,1%; indicating that innovation and marketing-based growth strategies are quite effective in improving marketing performance, although there is still room for other variables to contribute. Overall, this model shows a strong relationship between ai competencies, innovation, marketing, and growth strategies in improving organizational performance.

Table 7. Q-Square

	SSO	SSE	Q^2 (=1-SSE/SSO)
AI Competencies	1630,000	1630,000	
B2B Marketing Capabilities	1630,000	1330,336	0,184
Disruptive Innovation	1630,000	985,639	0,395
Growth Hacking	1630,000	1144,669	0,298
Marketing Performance	1630,000	946,452	0,419

Source: Processed Data (2025)

It can be seen in Table 7 that the B2B marketing capabilities variable has a Q^2 value of 0,184 (weak); disruptive innovation of 0,395 (strong); growth hacking of 0,298 (moderate); and marketing performance of 0,419 (strong). As for the ai competencies variable, it has a Q^2 value of 0; which is normal because it is an independent variable in this model.

Hypothesis Testing and Discussion

In this study, the hypotheses were analyzed using path coefficient analysis. The bootstrapping method was used to test the significance of each path coefficient, with T-statistics ≥ 1,96 and p-value ≤ 0,05 for supported results. As explained in Table 8, all hypotheses were supported.

Table 8. Path Coefficient and Bootstrapping Result

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Conclusion
AI Competencies → B2B Marketing Capabilities	0,533	0,531	0,055	9,673	0,000	H1 Supported
AI Competencies → Disruptive Innovation	0,840	0,840	0,020	42,339	0,000	H2 Supported
B2B Marketing Capabilities → Growth Hacking	0,370	0,371	0,057	6,541	0,000	H3 Supported
Disruptive Innovation → Growth Hacking	0,375	0,375	0,059	6,396	0,000	H4 Supported
Growth Hacking → Marketing Performance	0,775	0,776	0,056	13,936	0,000	H5 Supported
B2B Marketing Capabilities → Marketing Performance	0,222	0,220	0,058	3,858	0,000	H6 Supported
Disruptive Innovation → Marketing Performance	0,203	0,201	0,064	3,167	0,002	H7 Supported
B2B Marketing Capabilities → Growth Hacking → Marketing Performance	0,287	0,288	0,051	5,661	0,000	H8 Supported
Disruptive Innovation → Growth Hacking → Marketing Performance	0,291	0,291	0,047	6,141	0,000	H9 Supported

Source: Processed Data (2025)

The research results show that AI Competencies contribute significantly to B2B marketing capabilities and disruptive innovation (H1 and H2 supported). Previous studies (Korayim et al., 2025; Zhang et al., 2025) confirmed that AI integration can enhance learning, creativity, and innovation in organizations. In addition, AI enables more accurate analysis of market trends (Korzynski et al., 2023) and creates innovative solutions that accelerate industrial transformation (C. Wang et al., 2023).

Furthermore, the results of the study show that B2B marketing capabilities and disruptive innovation contribute significantly to growth hacking (H3 and H4 supported). This finding is in line with earlier studies, such as Mikalef et al. (2023) who highlighted the importance of AI in B2B marketing, and (Bargoni, Jabeen, et al., 2024; Cavallo et al., 2024) who examined the role of growth hacking in business growth. In addition, the concept of disruptive innovation proposed by (Christensen, 1997; Christensen et al., 2015) also strengthens the results of this study.

The results of the study show that growth hacking, B2B marketing capabilities, and disruptive innovation significantly affect marketing performance (H5, H6, and H7 Supported). Growth hacking contributes to improving marketing performance with an experimental and data-driven approach to achieve rapid growth. This is in line with the findings of Agag et al. (2025) who highlighted the role of marketing analytics in improving market and financial performance with the help of more agile marketing.

Then, B2B marketing capabilities have been shown to have a positive impact on marketing performance, supporting the results of Asgharinajib et al. (2025) study which emphasizes the importance of climate capacity, communication catalysts, and supply chain innovation in building the resilience and sustainability of B2B companies. In addition, the study by Mikalef et al. (2023) shows that proficiency in AI competencies can strengthen B2B marketing capabilities, which ultimately improves organizational performance.

Furthermore, disruptive innovation plays a role in accelerating business growth by presenting innovations that change the industrial landscape. This is reinforced by the study by

Berger et al. (2025) which discusses transformative marketing in the context of B2B mobility and how disruptive innovation can be a key strategy in navigating dynamic markets. Overall, the results of this study are consistent with previous studies that highlight the importance of utilizing technology, marketing capabilities, and innovative strategies in improving marketing performance. Thus, organizations that want to increase their competitiveness need to adopt a growth hacking approach, strengthen B2B marketing capabilities, and utilize disruptive innovation as a key strategy in developing their business.

The results of the study also show, that growth hacking plays an important role in improving marketing performance, both in the context of B2B marketing capabilities (H8) and disruptive innovation (H9). Based on earlier research, growth hacking can be seen as a strategy that connects marketing capabilities and disruptive innovation with better marketing performance. Agag et al. (2025) emphasized that the effective use of marketing analytics can improve marketing agility and hotel performance, with agility as a mediator between analytics and financial performance. This indicates the importance of data integration in a dynamic marketing strategy, which is in line with the concept of growth hacking which prioritizes big data analysis for decision making.

Furthermore, Chen et al. (2025) showed how the adoption of artificial intelligence (AI) improves marketing performance by increasing dynamic marketing capabilities. The adoption of technology, such as AI, is also part of growth hacking, which allows companies to adapt quickly to market changes. In the context of B2B marketing, Asgharinajib et al. (2025) showed that companies that develop resilient marketing capacities and innovation in the supply chain can improve their resilience and sustainability. Growth hacking, by leveraging technology and data-driven marketing, accelerates innovation in B2B marketing.

Bargoni, Jabeen, et al. (2024) research further conceptualizes growth hacking as a process that builds dynamic international marketing capabilities through the use of big data analytics, digital marketing, and automation, which directly affects marketing performance in international markets. This strengthens the argument that growth hacking acts as a mediator that connects various factors such as technology and innovation in improving marketing performance. Thus, growth hacking functions as a mediator that accelerates the implementation of disruptive marketing capabilities and innovation, which ultimately improves marketing performance, both in the context of B2B and disruptive innovation.

Theoretical Implication and Managerial Implication

From the results of this study, it can be seen that growth hacking functions as a mediator that connects marketing capabilities and disruptive innovation with better marketing performance, which is in line with the Dynamic Capabilities Theory (DCT) and Disruptive Innovation Theory (DIT). According to DCT, organizations that have dynamic capabilities can adapt and change their strategies according to rapid market changes. In this case, growth hacking plays a role in accelerating data-based decision making and optimizing the innovation process, enabling companies to create competitive advantages in a dynamic environment. In addition, from a DIT perspective, growth hacking supports companies in creating disruptive innovations faster and more efficiently, especially through the use of technology and data-driven marketing. These disruptive innovations often overhaul existing markets, providing opportunities for companies to dominate new market segments.

Managerially, B2B companies must integrate growth hacking as part of their marketing strategy to leverage dynamic capabilities to respond quickly to market changes. This requires the adoption of AI technologies, advanced marketing techniques, data-driven approaches, and the ability to innovate disruptively to create products or services that can disrupt existing markets. Organizations also need to train their teams to think agile, continuously testing and optimizing marketing tactics to ensure long-term success.

However, to be more actionable, B2B firms in urban centers such as Jakarta and Bandung should consider forming small, cross-functional teams dedicated to growth experimentation, leveraging tools like A/B testing platforms, automated CRM workflows, and low-code solutions

to quickly test marketing hypotheses. For example, companies targeting B2B clients in Jakarta could implement micro-campaigns using LinkedIn Ads combined with AI-based lead scoring to identify and convert potential clients in real-time.

At the same time, companies must be aware of potential challenges in implementing growth hacking. These include digital infrastructure gaps, insufficient data quality, and organizational resistance to iterative testing. Firms with lower digital maturity may need to invest first in foundational capabilities, such as integrated data platforms and upskilling programs, before fully adopting growth hacking practices. By acknowledging both the opportunities and limitations, managers can ensure a more realistic and sustainable implementation strategy.

Conclusion and Future Direction

This study reveals the important role of growth hacking in digital marketing, as well as its impact on B2B marketing capabilities and disruptive innovation in a competitive market context. The main findings of this study indicate that growth hacking serves as a mediator connecting B2B marketing capabilities and disruptive innovation, which in turn improves marketing performance in companies. B2B marketing capabilities are proven to play a crucial role in improving the effectiveness of marketing strategies, where the ability to manage long-term relationships with customers and utilize modern marketing technologies gives companies a competitive advantage.

In addition, growth hacking contributes to the adoption of disruptive innovation in marketing, allowing companies to explore new ways of introducing products or services that can disrupt the market and create new opportunities. This relationship can be explained through the Dynamic Capabilities Theory (DCT), which states that organizations that have the ability to adapt quickly to market changes will have a long-term competitive advantage. Disruptive Innovation Theory (DIT) can also be applied, where growth hacking becomes a means to create disruptive innovation that utilizes efficiency and effectiveness in designing a more result-oriented marketing strategy.

This research opens up opportunities for further study, especially related to other mediators that can link growth hacking to improved marketing performance, especially in the context of certain industries. Future research can dig deeper into the influence of external factors such as economic crises or regulatory changes that can affect the effectiveness of growth hacking strategies, especially in the context of B2B marketing capabilities. In addition, research can deepen the understanding of how growth hacking can be applied in various sectors and markets, and how the relationship between B2B marketing capabilities, growth hacking, and disruptive innovation can interact in an ever-evolving market. Research that combines big data analysis and new marketing technologies will be very relevant, given the need for companies to optimize the use of technology in designing more effective and efficient data-driven marketing strategies.

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Appendix

Dear Respondent,

Thank you for taking the time to participate in this academic survey. This questionnaire is part of a research project aimed at understanding how AI competencies, B2B marketing capabilities, disruptive innovation, and growth hacking strategies contribute to enhancing marketing performance in B2B companies. This study uses purposive sampling with the following criteria:

1. First, the selected respondents are managers or supervisors of B2B companies actively engaged in digital marketing strategies to enhance their marketing performance. These companies may be listed on platforms such as IndoTrading, Blibli Business Marketplace, or operate through other digital distribution channels.
2. Second, the companies must be located in Jakarta or Bandung—two urban centers characterized by dynamic, competitive business environments, particularly within industries experiencing high environmental turbulence such as technology, advanced manufacturing, or digital startups.
3. Third, the companies are required to have adopted artificial intelligence (AI) in their operations, particularly in the areas of marketing and innovation.
4. Lastly, each company must have been operating for a minimum of one year to ensure they possess relevant experience in implementing AI, driving marketing innovation, and executing business growth strategies.

Your responses are highly valuable and will be kept strictly confidential. This survey will take approximately 10–15 minutes to complete. Please answer each item honestly based on your experience and perception. There are no right or wrong answers. For each statement, please indicate your level of agreement using the 7-point Likert scale:

1 = Strongly Disagree
2 = Disagree
3 = Somewhat Disagree
4 = Neutral
5 = Somewhat Agree
6 = Agree
7 = Strongly Agree

Thank you for your kind cooperation and valuable input.

Sincerely,

Research Team

Preliminary Section

Has the B2B company you work for adopted artificial intelligence (AI) in its operations, particularly in marketing and innovation?

☐ Yes ☐ No

*If the answer is no, we are sorry, you are not included in the respondent criteria for our research.

Grounded Research Questions

Section I – Screening Questions (Open-Ended)

To ensure your responses meet the purposive sampling criteria of this study, please briefly answer the following questions based on your actual company practices:

1. How does your company currently utilize Artificial Intelligence (AI) in its business operations, especially in marketing and innovation activities?"
   (You may mention specific use cases, technologies used, or areas impacted.)

   _____
   _____
   _____
   _____

2. Can you describe how your company initiated the integration of AI into its marketing or innovation processes? What internal challenges or milestones did you face in the first year of implementation? (Please reflect on both the strategic and operational aspects.)

   _____
   _____
   _____
   _____

3. What are the primary digital channels or platforms your company uses to reach and retain B2B clients, and how do these support your marketing performance objectives? (Examples may include B2B marketplaces, digital advertising, CRM tools, or automated sales funnels.)

   _____
   _____
   _____
   _____
   _____

Gender

☐ Male ☐ Female

Age

☐ 25-34 years
☐ 35-44 years
☐ 45 years

Highest Education

☐ S1 (Bachelor)
☐ S2 (Masters)
☐ S3 (PhD)
☐ Others (Diploma)

Position

☐ Manager
☐ Supervisor

Company Industry

☐ Information Technology
☐ Manufacturing
☐ Trade (Retail)
☐ Services (Consulting, etc.)

Company Age

☐ 1-4 years
☐ 5-10 years
☐ ³ 11 years

Preliminary Section

Main Section	Likert Scale						
	Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree
AI Competencies (AC)							
Our organization has a good understanding of AI technology							
We are able to manage and analyze data using AI tools							
AI is well-integrated into our core business processes							
Our organization adopts the latest AI technologies quickly							
AI is actively used in our decision-making processes							
Disruptive Innovation (DI)							
We frequently adopt new technologies that replace older ones							
Our company has the capability to create new market opportunities							
We adapt quickly to changes in the industry							
Our market disruption strategies are effective							
The innovations we implement provide a competitive advantage							
B2B Marketing Capabilities (BMC)							
We have strong capabilities in analyzing B2B markets							
Our company excels in managing B2B customer relationships							
Our B2B marketing communications are highly effective							
We leverage digital marketing tools effectively in our B2B strategy							
We are skilled in B2B negotiations and contract management							
Growth Hacking (GH)							
We use data and analytics to guide our marketing decisions							
Our marketing strategies emphasize creative and out-of-the-box thinking							
We regularly run A/B testing and marketing experiments							
Social media is a key driver of our business growth							
We continuously optimize our marketing funnel for better performance							
Marketing Performance (MP)							
We have seen an increase in the number of high-quality leads							
Our brand awareness has significantly improved							
We experience strong customer loyalty and retention							
Our digital marketing strategies are effective							
Our sales volume and value have increased as a result of marketing efforts							