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Ambidextrous Innovation in the Platformization Era: The Role of ESG Capability, Marketing Innovation, and IT Capability in Building Local Media Resilience

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ABSTRACT

Platformization has disrupted the revenue architecture, audience relationships, and competitive position of local media firms, making corporate resilience a central strategic concern. However, prior studies have largely examined ESG capability, marketing innovation, and IT capability in isolation, providing limited explanation of how these capabilities jointly build resilience in platform-dependent media markets. This conceptual study develops an integrative framework through a structured narrative literature review and theory synthesis of peer-reviewed studies published between 2010 and 2025. The review focuses on six constructs: ESG capability, marketing innovation, IT capability, ambidextrous innovation, environmental turbulence, and corporate resilience. The synthesis indicates that ESG capability strengthens legitimacy, stakeholder trust, and governance quality; marketing innovation renews value propositions and revenue logic; and IT capability improves sensing, coordination, and digital reconfiguration. Ambidextrous innovation is positioned as a partial mediating mechanism through which these capabilities are translated into corporate resilience, while environmental turbulence is proposed as a boundary condition that intensifies the strategic value of ambidexterity under rapid technological, market, and regulatory change. By integrating sustainability and dynamic capability perspectives, this study offers a platformization-aware model of local media resilience, formulates testable propositions, and provides a foundation for future empirical research.

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INTRODUCTION

Digital transformation and platformization are fundamentally reshaping how local media firms create value, distribute content, and capture revenue. News consumption is increasingly mediated by mobile platforms and algorithmic gatekeepers, while traditional advertising and subscription logics are weakened by data-driven intermediaries. Together, these shifts intensify uncertainty and make resilience—not merely short-term efficiency—a central strategic priority for local media firms (Gössling, 2021; Zhou & Ge, 2025).

Corporate resilience refers to an organization's capacity to anticipate disruption, absorb shocks, adapt to changing conditions, and transform in ways that preserve long-term viability (Johnston et al., 2024). From a dynamic capability perspective, resilience emerges from routines that enable firms to sense, seize, reconfigure, and renew resources under turbulent conditions (Joussen & Kraus, 2025). For local media firms, resilience is also closely tied to stakeholder trust and legitimacy, both of which can be strengthened or damaged rapidly in highly visible platform environments (Jiang et al., 2025; Zhou & Ge, 2025).

ESG capability refers to an organization's ability to embed environmental, social, and governance principles into strategic decision-making, operational processes, and accountability structures (Nor et al., 2024). Strong ESG capability can enhance resilience by strengthening stakeholder trust, reducing reputational and compliance risk, and improving access to strategic resources, particularly in contexts characterized by heightened ESG scrutiny and narrative volatility (Fernandez et al., 2025; Lin & Huang, 2012).

Marketing innovation is increasingly important in platformized markets, where audience attention is fragmented and monetization models shift rapidly. In local media settings, innovative marketing practices—such as platform-based soft branding, influencer collaboration, user-generated content, and new digital product offerings—can renew revenue streams, deepen audience engagement, and reinforce brand relevance (Aldianto et al., 2021; Cooke et al., 2022; Mantas et al., 2022; Sultan et al., 2021). Marketing innovation also shapes how sustainability narratives are communicated and how reputational capital is built in digital ecosystems (Tiago et al., 2021).

IT capability is an organization's ability to acquire, develop, and deploy digital infrastructure, managerial processes, and human expertise in support of strategy and operations (Trieu et al., 2024). In platform-dependent ecosystems, IT capability strengthens resilience by improving analytics, coordination, operational continuity, and the speed of response and recovery. At the same time, reliance on external platforms increases risks related to dependency, privacy, and control, making digital governance an important complement to technological capability (Gössling, 2021; Simba et al., 2025; Sun et al., 2025).

Local media firms must simultaneously explore new products, partnerships, and processes while exploiting existing routines, standards, and efficiencies. This dual capacity is captured by

ambidextrous innovation, defined as the ability to balance exploration and exploitation. In this framework, ambidextrous innovation is positioned as a partial mediator through which ESG capability, marketing innovation, and IT capability are translated into corporate resilience, while direct effects from each capability to resilience are also retained (Lin & Huang, 2012; Simba et al., 2025; Sun et al., 2025).

Environmental turbulence refers to rapid and unpredictable change in markets, technology, competition, and regulation (Demir et al., 2026). From a contingency perspective, turbulence acts as a boundary condition that can strengthen or weaken the innovation–performance relationship, thereby shaping when resilience-building mechanisms become most consequential (Bashir et al., 2023). Although prior studies have examined ESG capability, marketing innovation, IT capability, ambidextrous innovation, and environmental turbulence, research remains fragmented and offers limited integrated explanation for local media firms operating under platformization. This paper addresses that gap by proposing a conceptual model in which ESG capability, marketing innovation, and IT capability influence corporate resilience directly and indirectly through ambidextrous innovation, while environmental turbulence moderates the ambidexterity–resilience relationship (Lin & Huang, 2012; Trieu et al., 2024).

RESEARCH METHODS

This study employs a structured narrative literature review combined with theory synthesis to develop an integrative framework linking ESG capability, marketing innovation, and IT capability to corporate resilience in local media firms operating under platformization. The analysis focuses on the relationships among ESG capability, marketing innovation, IT capability, ambidextrous innovation, environmental turbulence, and corporate resilience. Because the primary objective is theory building rather than effect-size estimation, the study does not conduct statistical meta-analysis. Instead, it synthesizes conceptual arguments and empirical patterns in order to formulate research propositions for future testing.

Data Sources and Structured Narrative Search Strategy. For the literature search, a structured keyword strategy was developed and applied to Scopus, Web of Science Core Collection, and ScienceDirect, while Google Scholar was used as a supplementary source to identify relevant studies not consistently indexed in those databases. The review covered the period 2010–2025 to capture the rise of media platformization and the growing debate on ESG and digital capability development.

Search strings were organized into four clusters: (i) outcome terms ("corporate resilience," "organizational resilience," "firm resilience"); (ii) capability terms ("ESG," "sustainability," "marketing innovation," "business model innovation," "IT capability," "digital capability"); (iii) mechanism terms ("organizational ambidexterity," "ambidextrous innovation," "exploration," "exploitation"); and (iv) context terms ("platformization/platformisation," "digital platform*,"

"local media," "news media," "media firm"). The search terms were refined iteratively to balance breadth and specificity while remaining aligned with the conceptual scope of the study.

Relevance-Based Screening and Theoretical Sampling. Rather than applying a strictly procedural exclusion logic associated with PRISMA-style systematic reviews, this study used relevance-based screening consistent with conceptual synthesis. Priority was given to peer-reviewed journal articles published in English that (a) defined or operationalized at least one focal construct and (b) offered conceptual or empirical insight into resilience, adaptation, capability development, innovation ambidexterity, or performance under uncertainty and turbulence. Non-peer-reviewed sources, purely technical engineering studies without organizational relevance, and studies weakly connected to the focal constructs were deprioritized. To broaden theoretical coverage and capture foundational or bridging work, backward and forward citation tracking was also employed, particularly for capability-based reasoning and studies connecting platform dynamics with organizational resilience.

Data Extraction and Theory Synthesis Procedure. The selected studies were analyzed through qualitative content analysis, focusing on construct definitions, causal mechanisms, boundary conditions, and the direction of relationships described or implied in the literature. Extracted insights were organized into a concept–mechanism matrix to identify how ESG capability, marketing innovation, and IT capability are theorized to influence corporate resilience directly and indirectly through ambidextrous innovation. Environmental turbulence was treated as a contextual boundary condition shaping the strength of the ambidexterity–resilience link. The final synthesis was anchored in RBV and dynamic capability perspectives, emphasizing capability orchestration and adaptive reconfiguration in turbulent platform ecosystems. Based on this integrative synthesis, the study develops a set of research propositions covering direct effects, partial mediation through ambidextrous innovation, and moderation by environmental turbulence.

RESULTS & DISCUSSION

Grand Theory. The Resource-Based View argues that sustained advantage derives from resources and capabilities that are valuable, rare, and difficult to imitate. The Dynamic Capability View extends this logic by emphasizing a firm's ability to sense opportunities and threats, seize them through strategic action, and reconfigure resources in response to environmental change (Lin & Huang, 2012). In platformized ecosystems, these dynamic processes are central to resilience because firms must continually adapt routines, mobilize stakeholder relationships, and renew operational configurations to remain viable (Joussen & Kraus, 2025). This theoretical lens is therefore appropriate for explaining why ESG capability, marketing innovation, and IT capability matter for local media firms and how these capabilities can be orchestrated through ambidextrous innovation to generate resilience outcomes.

Conceptual Logic Synthesis Regarding Platformization. Platformization increases dependence on external digital infrastructures and algorithmic intermediaries, thereby intensifying uncertainty while compressing both revenue opportunities and audience attention. In this

setting, resilience depends not only on resource possession but also on the speed with which firms can recombine and redeploy those resources. The framework therefore treats ESG capability, marketing innovation, and IT capability as complementary capability bundles: ESG capability strengthens legitimacy and reduces reputational and compliance fragility; marketing innovation renews value propositions and monetization logic; and IT capability supports data-driven adaptation and scalable reconfiguration. Ambidextrous innovation connects these capability bundles to resilience by enabling firms to balance exploration (for example, new products, formats, and partnerships) with exploitation (efficiency, standardization, and reliability). Environmental turbulence is incorporated as a boundary condition indicating when ambidextrous innovation becomes especially important for resilience.

The literature further shows that research on ESG capability, marketing innovation, IT capability, and resilience has largely developed in parallel silos. Many studies isolate one capability domain, rely on generic digital transformation narratives, or overlook platform-specific pressures affecting the survival of local media firms. As a result, causal explanations remain fragmented, and the role of ambidextrous innovation is often implied rather than explicitly theorized. The present study addresses this gap by integrating the three capability domains into a single platformization-aware framework, positioning ambidextrous innovation as a partial mediating mechanism and environmental turbulence as a contextual boundary condition that clarifies when and why ambidexterity becomes most critical for resilience.

ESG Capabilities. ESG capability refers to an organization's ability to integrate environmental, social, and governance considerations into managerial decisions and operational systems (Nor et al., 2024). In local media firms, ESG capability can strengthen resilience by enhancing stakeholder trust, increasing transparency, and reducing reputational and compliance risks. Internal governance arrangements—such as accountability mechanisms and audit processes—can also improve organizational discipline and reduce the risk of symbolic compliance or greenwashing, thereby supporting resilience during periods of crisis (Fernandez et al., 2025). Beyond its direct role, ESG capability can also support ambidextrous innovation by creating legitimacy, discipline, and long-term orientation for both adaptive experimentation and the refinement of existing routines (Huang et al., 2025; Zhou & Ge, 2025).

Marketing Innovation. From a practice-based perspective, marketing innovation involves the use of new marketing concepts, methods, and solutions to create or capture value, particularly within evolving digital ecosystems (Cooke et al., 2022). For local media firms, marketing innovation can directly enhance business-model resilience by diversifying revenue sources, expanding audience reach, and deepening engagement through platform-based participatory content such as influencer collaboration and user-generated content (Mantas et al., 2022; Sultan et al., 2021). Marketing innovation also supports ambidexterity by allowing firms to explore new formats and monetization models while exploiting proven distribution and branding routines. In addition, it helps reframe ESG narratives and build reputational capital in digital

spaces (Tiago et al., 2021).

IT Capabilities. IT capability is the firm's ability to acquire, allocate, and utilize digital infrastructure, managerial processes, and human expertise to support strategy, innovation, and operations (Trieu et al., 2023). Under platformization, IT capability contributes to resilience by improving situational awareness through analytics, supporting continuity through robust systems, and enabling rapid response and recovery through digital coordination. At the same time, greater platform dependence can create new vulnerabilities related to privacy, control, and technological lock-in, underscoring the need for governance over digital resources (Gössling, 2021). The literature suggests that IT capability supports both sides of ambidextrous innovation: it strengthens exploitation by sustaining routine scalability and system reliability, and it strengthens exploration by providing architectures that enable rapid experimentation and reconfiguration (Sun et al., 2025).

Taken together, ESG capability, marketing innovation, and IT capability form an integrated capability bundle. In local media firms, ESG capability builds legitimacy and reduces reputational fragility, marketing innovation renews value propositions and monetization, and IT capability strengthens sensing, coordination, and reconfiguration at scale. Yet limited research has theorized how these capabilities operate together to produce resilience in platform-dependent ecosystems. Positioning ambidextrous innovation as the transformation mechanism helps explain how firms can simultaneously test new content and revenue logics while maintaining operational reliability, thereby converting capability bundles into resilience outcomes.

Ambidextrous Innovation. Ambidextrous innovation is the organizational capability to pursue exploration and exploitation simultaneously. Exploration involves experimentation with new content, products, technologies, and partnerships, whereas exploitation focuses on efficiency, refinement, reliability, and the disciplined use of existing routines. In platform-based environments, this balance is critical because firms must innovate continuously without undermining day-to-day operations. Accordingly, ambidextrous innovation is theorized here as a partial mediating mechanism through which ESG capability, marketing innovation, and IT capability are translated into corporate resilience by enabling renewal without sacrificing stability (Simba et al., 2025; Sun et al., 2025).

Environmental Turbulence. Environmental turbulence captures rapid and unpredictable change in technology, markets, competition, and regulation (Demir et al., 2026). From a contingency perspective, turbulence shapes both the timing and the effectiveness of innovation activities, making boundary conditions central to resilience theory (Bashir et al., 2023). In this framework, environmental turbulence moderates the ambidexterity–resilience relationship: as turbulence increases, the strategic value of balancing exploration and exploitation becomes more pronounced. At the same time, extreme turbulence can intensify resource constraints, potentially limiting a firm's ability to sustain both forms of innovation simultaneously (Joussen & Kraus, 2025; Teirlinck, 2022).

Corporate Resilience. Corporate resilience is the ability of a firm to anticipate disruption, absorb shocks, adapt to changing conditions, and transform in ways that preserve or renew viability (Johnston et al., 2024). In local media firms, resilience is shaped not only by operational resources but also by stakeholder-oriented assets such as trust, legitimacy, and reputational capital, which are crucial for recovery and renewal in contested public environments (Jiang et al., 2025; Zhou & Ge, 2025). In this study, resilience is therefore conceptualized as the outcome of capability orchestration: firms strengthen resilience by mobilizing ESG capability, marketing innovation, and IT capability directly and through ambidextrous innovation under conditions of turbulence.

Interrelationships and Research Propositions. Based on the synthesis above, the framework delineates two complementary pathways toward corporate resilience. First, ESG capability, marketing innovation, and IT capability affect resilience directly through legitimacy building, revenue renewal, and digital reconfiguration. Second, these capabilities also influence resilience indirectly through ambidextrous innovation, which is conceptualized as a partial mediator. Environmental turbulence then operates as a boundary condition that shapes the strength of the ambidexterity–resilience relationship by increasing the strategic importance of balancing exploration and exploitation under rapid change.

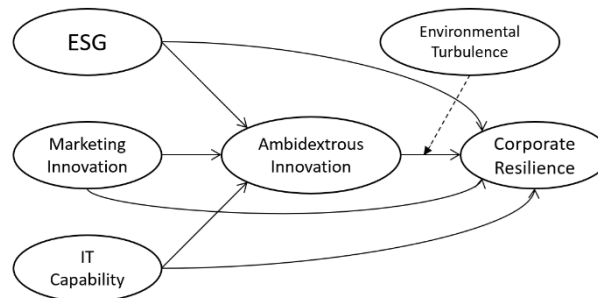


Figure 1. Research Conceptual Framework

The following propositions summarize the relationships among the variables:

P1: ESG capability enhances stakeholder trust, reduces reputational and compliance vulnerability, and improves access to strategic resources; therefore, ESG capability positively affects corporate resilience in local media firms (Fernandez et al., 2025; Huang et al., 2025).

P2: Marketing innovation renews value propositions, diversifies monetization, and strengthens audience relationships across digital platforms; therefore, marketing innovation positively affects corporate resilience in local media firms (Cooke et al., 2022; Mantas et al., 2022; Sultan et al., 2021).

P3: IT capability strengthens digital coordination, analytics-based sensing, and reconfiguration speed; therefore, IT capability positively affects corporate resilience in local media firms (Sun et al., 2025; Trieu et al., 2024).

P4: ESG capability, marketing innovation, and IT capability positively support ambidextrous innovation by enabling both exploration through experimentation and exploitation through scalable, reliable routines (Lin & Huang, 2012; Nor et al., 2024; Sun et al., 2025).

P5: Ambidextrous innovation positively affects corporate resilience in local media firms because the balance between exploration and exploitation supports adaptation, recovery, and renewal (Simba et al., 2025; Sun et al., 2025).

P6: Ambidextrous innovation partially mediates the relationships between ESG capability, marketing innovation, and IT capability, on the one hand, and corporate resilience, on the other hand.

P7: Environmental turbulence positively moderates the relationship between ambidextrous innovation and corporate resilience, such that the effect becomes stronger under higher levels of technological, market, and regulatory turbulence (Bashir et al., 2023; Demir et al., 2026).

Theoretical Implications. This study makes three main theoretical contributions to the literature on platformization and resilience. First, it conceptualizes ESG capability, marketing innovation, and IT capability as an integrated capability bundle rather than as isolated predictors, thereby aligning sustainability and digital capability perspectives within a single explanation of local media resilience. Second, it clarifies ambidextrous innovation as a cross-cutting partial mediating mechanism that converts these capabilities into resilience by helping firms manage both exploratory and exploitative activities under platform conditions. Third, it positions environmental turbulence as a boundary condition that intensifies the ambidexterity–resilience relationship when adaptation, novelty, and reliability become simultaneously important. Together, these contributions suggest the need for future empirical studies that validate the proposed mechanisms, refine resilience measures for local media contexts, and examine possible non-linear effects under extreme turbulence.

CONCLUSION & SUGGESTION

This conceptual framework explains how ESG capability, marketing innovation, and IT capability can strengthen the resilience of local media firms in the era of platformization. Drawing on the Resource-Based View and the Dynamic Capability View, the model positions ambidextrous innovation as a partial mediating mechanism through which internal capabilities are transformed into resilience, while also acknowledging direct capability–resilience relationships. Environmental turbulence is further positioned as a moderating contingency that shapes the strength of the ambidexterity–resilience relationship. By integrating sustainability, digital capability, and strategic adaptation, the framework offers a media-specific explanation of resilience under platformized conditions.

Theoretically, the study extends RBV and dynamic capability perspectives by linking ESG capability, marketing innovation, and IT capability to corporate resilience and by specifying the roles of ambidextrous innovation and environmental turbulence in that relationship (Joussen & Kraus, 2025; Trieu et al., 2023). The model suggests that resilience depends not only on the

possession of valuable resources and capabilities but also on the organization's ability to balance exploration and exploitation under changing environmental conditions.

From a practical standpoint, the framework suggests that managers of local media firms should: (1) implement authentic and transparent ESG practices to strengthen legitimacy and support access to strategic resources; (2) pursue marketing innovation to diversify revenue streams and deepen audience engagement; (3) invest in IT infrastructure, analytics, and digital skills to improve sensing and reconfiguration capacity; and (4) institutionalize routines that support ambidextrous innovation. Managers should also continuously assess environmental turbulence, because the value of ambidexterity is likely to increase when markets, technologies, and regulations change rapidly.

This study remains conceptual and does not yet include empirical measurement, which limits its ability to verify the proposed relationships. Future research may examine the propositions through surveys, case studies, mixed-methods designs, or longitudinal approaches involving local media firms and related industries. Additional variables—such as organizational culture, leadership, ownership structure, and governmental support—may also enrich the model. Longitudinal research is especially important for understanding how resilience develops over time and how firms manage the trade-off between exploration and exploitation during prolonged turbulence.

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