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From Innovation Capacity to New Product Performance, Mediation of Inter-Organizational Relations and Moderation of Marketing Capabilities in Tourism

De la capacidad de innovación al rendimiento de nuevos productos, mediación de las relaciones inter-organizativas y moderación de las capacidades de comercialización en el turismo

Patricia Pilar Zirena-Bejarano[1]

Francisco Jaime Chavez-Gonzales[1]

[1] Universidad Nacional de San Agustín de Arequipa, Perú. pzirena@unsa.edu.pe

[2] Universidad Nacional de San Agustín de Arequipa, Perú. jaimechavez2011@gmail.com

Abstract

The current dynamic operating context of organizations necessitates continuous efforts to maintain competitiveness. This study aims to analyze to analyze the mediating role of interorganizational relationships in the correlation between innovation capability and new product performance, as well as the moderating effect of marketing capability on the relationship between innovation capability and new product performance in tourism companies. A questionnaire was administered to 300 tourism companies operating in the city of Arequipa-Peru, to gather research data. The empirical analysis utilized structural equations (PLS-SEM) with the Smart PLS software. The research finding indicate that innovation capacity positively influences new product performance. Furthermore, interorganizational relationships play a positive mediating role in the connection between innovation capacity and new product performance. Lastly, marketing capability serves a moderator in the relationship between innovation capacity and new product

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performance. These results contribute to enhancing the theoretical foundation of the variables and offer valuable insights for the strategic management of tourism companies.

Keywords: Innovation capability, interorganizational relationships, marketing capability, new product performance.

Resumen

El actual contexto dinámico de funcionamiento de las organizaciones exige esfuerzos continuos para mantener la competitividad. El presente estudio tiene como objetivo analizar el rol mediador de las relaciones interorganizacionales en la correlación entre la capacidad de innovación y el desempeño de nuevos productos, así como el efecto moderador de la capacidad de marketing en la relación entre la capacidad de innovación y el desempeño de nuevos productos en empresas turísticas. Se aplicó un cuestionario a 300 empresas turísticas que operan en la ciudad de Arequipa-Perú, para recopilar los datos de la investigación. El análisis empírico utilizó ecuaciones estructurales (PLS-SEM) con el software Smart PLS. Los resultados de la investigación indican que la capacidad de innovación influye positivamente en el desempeño de nuevos productos. Además, las relaciones interorganizacionales desempeñan un papel mediador positivo en la conexión entre la capacidad de innovación y el rendimiento de los nuevos productos. Por último, la capacidad de marketing actúa como moderador en la relación entre la capacidad innovadora y el rendimiento de los nuevos productos. Estos resultados contribuyen a mejorar el fundamento teórico de las variables y ofrecen valiosas perspectivas para la gestión estratégica de las empresas turísticas.

Palabras clave: Capacidad de innovación; relaciones interorganizacionales; capacidades de mercado; desempeño de nuevos productos.

1 Introduction

Tourism is an extremely important worldwide activity, involving a series of a series of related activities, generating employment opportunities for the community, and contributing to the country's development. However, the dynamism that characterizes this activity affects its evolution. The tourism industry has not yet achieved its full development (Melián-Alzola et al., 2020). In that vein, research has sought to identify the different factors that affect this growth and it was found that the literature proposes the performance of new products as a fundamental strategy to achieve competitive advantage in organizations (Al-Zyadat & Al-Zyadat, 2018; Kurnia, 2020; Lee et al., 2021).

Moreover, market threats also impact the results of new products with a large percentage of failures due to factors such as lack of knowledge of customer needs, insufficient market research, aggressive competitors, inefficient communication, inadequate marketing mix (Kurnia, 2020; Najafi-Tavani et al., 2016). In this regard, evidence shows that failure rates reach percentages of 40% when placed on the market. Likewise, out of 7 to 10 new products, only one achieves commercial success (Cooper, 2019). Faced with these data, it is essential to identify the factors and conditions that determine the success of new products launched on the market. Innovation capacity is proposed as a predictor of its performance, allowing the design of new products based on creative ideas and current knowledge resulting from information obtained from consumers (Ruiz-Ortega, M. J., et al., 2021).

The literature has identified the dynamic capabilities approach as a set of skills and knowledge that, through organizational processes, enables companies to take advantage of their resources and carry out various activities (Day, 1994). Previous research recognizes it as an important strategy to develop new competitive and successful products (Gumusluoglu & Acur, 2016). Within the dimensions of dynamic capabilities, we will focus on innovation capability as it is the least explored in the tourism sector, and is linked to the development of new products and services (Hurtado-Palomino et al., 2023; Zheir et al., 2018). Innovation capability is fundamental for the development of organizations, ensuring an adequate response to market requirements by collaborating with companies to achieve competitive advantage (Iranmanesh et al., 2021; Xu et al., 2023; Iglesias-Sánchez et al., 2019). Innovativeness promotes creativity, implements novel ideas embodied in new products, services or processes (Nwachukwu et al., 2018; Lopes et al., 2021; Zheir et al., 2018; Dogbe et al., 2021). However, there is evidence that still shows imprecise results on their effectiveness or divergent results (Han et al., 2019; Parra-Requena et al., 2020). In this sense, the need for further research on the effect of some factors such as interorganizational relationships and marketing capabilities to boost the effectiveness of innovation capacity is contemplated.

Inter-organizational relationships have been considered a determining factor for innovation, as the network configuration allows for collaborative action, favoring the transmission of information (Nahapiet & Ghoshal, 1998). Such information is a fundamental input to promote the development of innovation capacity, given that significant changes are generated or new products are created based on information, meeting market demands (Wu et al., 2018). The strength of the links between network members creates an environment of trust enhances knowledge transfer (Córcoles-Muñoz et al., 2020; Nahapiet & Ghoshal, 1998; Pomegbe et al., 2020). On the other hand, dense social networks can generate redundancy due to the amount of information

transferred (Koka & Prescott, 2002) or myopia to information outside the network (Inkpen & Tsang, 2005). Additionally, no precedents have been found that address the effect of interorganizational relationships on the performance of new products in the tourism sector, identifying a gap in the literature that should be further explored.

It is also proposed to analyze the effect of marketing capabilities as a determinant of new product performance, given that they are competencies that allow identifying customer needs, designing new products, and identifying business opportunities (Susanto et al., 2023). Likewise, marketing capabilities are extremely important because they allow the recognition of profitable opportunities and the avoidance of risk associated with launching new products to the market (Jin et al., 2018; Sun et al., 2020). Arunachalam et al. (2018) argue that actions will be more efficient if marketing resources adequately communicate the benefits of new products and allow generating sales, improving business results.

This research provides new theoretical and empirical contributions on the role of innovation capacity as a determinant of new product performance (Zheir et al., 2018; Dogbe et al., 2021), responding to the demand to deepen its analysis, in the context of the tourism industry. Additionally, the role of inter-organizational relationships is examined, highlighting their role in the transfer of information that drives knowledge and learning between organizations, enhancing innovation (Pomegbe et al., 2020; Beltramino et al., 2020). We also analyze the effect of marketing capabilities as a moderating variable due to the importance recognized through various studies in different contexts, being still scarce in the tourism context. Thus, we shed light on how inter-organizational relationships and marketing capabilities improve the performance of innovation capabilities in the development of new products.

The stated objectives identify: First, the effect of innovation capacity on new product performance. Second, the mediating effect of interorganizational relationships on the relationship between innovative capacity and new product performance. Third, the moderating effect of marketing capabilities on the relationship between innovative capacity and new product performance in the tourism industry.

The structure of the research paper begins with this introduction, followed by the literature review, hypothesis formulation, study methodology, results, and finally the discussion and conclusions.

2 Theoretical backgrounds

2.1 Innovation capacity

One of the theories underpinning our study, is the theory of dynamic capabilities which refers to the organization's ability to develop, integrate and reconfigure resources, capabilities and

competencies to cope with changes in the environment (Helfat & Raubitschek, 2018; Sahebalzamani et al., 2023). Dynamic capabilities encompass three dimensions: The adaptive capacity which leverages opportunities in the environment through the accommodation of resources; absorptive capacity which recognizes the significance of the information generated in the environment for commercial purposes; and innovative capacity, defined as the ability to create new products or make substantial changes in existing ones (Teece, 2007; C. L. Wang & Ahmed, 2007). For this research, innovation capacity is considered a study variable, serving as a key and necessary factor for the development of new products expected to be successful.

Innovation capability refers to the organization's ability to integrate, reconfigure and transform acquires resources and knowledge into new products (Subramaniam & Youndt, 2005; Zheir et al., 2018; Dogbe et al., 2021). Wang (2016) posits that it is an entrepreneurial capability based on a set of procedures that, through knowledge and efficient resource management, enables the development of new products or the enhancement of the quality of existing ones.

Innovation generates risks and barriers that must be faced, related to resource availability, market uncertainty, lack of information and the absence of certain skills required for the innovation process (Coad et al., 2016; Raghuvanshi et al., 2022). These obstacles can be overcome if the organization strategically performs its activities, overcoming the drawbacks that impede innovation towards the development of new products, services or processes. Companies with high innovation capacity may accelerate the speed and quantity of new products, however the success of these may also depend on some other factors that warrant exploration (Dogbe et al., 2021; Zirena-Bejarano et al., 2023).

The study of innovation in tourism is a nascent research field responding to the global development of the tourism product market. It is defined as the creative activity that designs novel products to attract visitors interest, generating profits for the benefit of companies in the sector (Mussabayeva & Mutaliyeva, 2020). Businesses are compelled to innovate products and services due to intense competition. However, continuous failures in the tourism industry result from the failure to align new products with market dynamics (Anning-Dorson & Nyamekye, 2020). Previous studies have shown innovation capability requires support from other organizational capabilities and conditions to fully achieve a positive effect on new product performance (Damke et al., 2021; Fernandez-Villarán & Cuenca-Amigo, 2023). Likewise, other studies revealed that it acts as a mediating variable to amplify the results of internal and external resources (P. Zirena-Bejarano et al., 2023; Zirena-Bejarano P. et al., 2024). With the above arguments, the following hypothesis is proposed.

H1: Innovation capacity has a direct effect on new product performance.

2.2 Interorganizational relationship

The literature reviewed on the determinants of new product performance highlights the importance of social relationships in organizations for improving business performance (Sobry, 2022; Su et al., 2023). In line with these findings, an analysis is proposed to measure their effect on new product performance. The construct has been defined as the set of relationships generated among the actors of the networks immersed in the organization (Nahapiet & Ghoshal, 1998) and recognizes two dimensions: First, the strength of network ties, identifying how network members relate to each other in terms of strength, frequency and tightness (Granovetter, 1973) and second, the network configuration demonstrating the bonding generated between actors in terms of density, connectivity and hierarchy (Nahapiet & Ghoshal, 1998).

Research has demonstrated that the transfer of information generated from the relationships between organizations with their suppliers and customers contributes to the sustainable performance of companies, resulting in a direct and significant effect on environmental performance (Sobry, 2022; Zirena-Bejarano P. et al., 2023; Zirena-Bejarano, et al., 2024). Along these lines Pomegbe et al., (2020) y Beltramino et al., (2020) argue that the structural integration of organizations facilitates the flow of resources and information, improving learning and generating new knowledge that substantially influences organizational performance. Furthermore, they proposes that structural integration allows organizations to compensate for the lack of resources through inter-organizational relationships, facilitating the development of novel products and decreasing business risks to ensure their performance (Su et al., 2023).

Efficient resource allocation improves the rate of new products placed in the market; however, this does not guarantee their acceptance. In this regard, the importance of interorganizational relationships in driving innovation capabilities is recognized, social capital assumes a fundamental role in the development of innovation capabilities and the creation of innovative products (Adomako, 2024; Schuhbert, 2023). Firms use interorganizational relationships to strengthen knowledge, develop innovation capabilities, and design, develop and commercialize new products. In that sense, the literature shows that relationships between network members promote the development of skills needed to commercialize new products, which is necessary to capture the attention of customers, ensuring they accept and buy the new products (Mehralian et al., 2024; Pomegbe et al., 2020). With these arguments, the following hypothesis is put forward.

H2: Interorganizational relationships have a mediating effect on the relationship between innovation capacity and new product performance.

2.3 Marketing capabilities

The study is grounded in the theory of resources and capabilities proposed by (Barney, 1991), emphasizing the importance of capabilities as the ability to leverage the resources possessed by the company through organizational processes and enhance the results of the business unit (Day, 1994). Action-related capabilities empower the organization to adapt to changing market trends in an orderly and systematic manner (Hernández-Linares et al., 2021). In this context, marketing capabilities are defined as the set of complex skills in the field of marketing, resulting from the accumulation of knowledge applied to address market need (Yulianto et al., 2024; Martin et al., 2020). They have also been considered a key determinant of organizational performance, because they enable organizations to respond to increasingly demanding customer's needs (Kaleka & Morgan, 2019).

Marketing capabilities encompass skills related to market research, new product development, and marketing implementation strategies that optimize the launch of new products and ensure their success and acceptance (Cataltepe et al., 2023; Morgan, 2012). Previous studies have suggested that marketing capabilities have direct effect on consumer purchase intentions and firm performance (Hirunyawipada & Xiong, 2018; Kader et al., 2021). Specifically, the impact of marketing capabilities on new product performance in international firms has been demonstrated, measured through the extent to which firms achieve their goals through the commercialization of new products (Ju et al., 2018). These capabilities involve activities that add value to new products, enabling they compete in emerging markets (Yulianto et al., 2024). Marketing capabilities have also been studied as a mediating variable suggesting that organizations should offer novel products that are differentiated from those offered by competitors (Hinterhuber et al., 2021; Garcia Henche, 2018). In this line, marketing capabilities, through communication actions and environmental monitoring, convey messages that motivate consumers to buy the new products, Furthermore, Sharma et al. (2018) demonstrated that these capabilities allow understanding market needs, suggesting changes or the creation of new products, and identifying and capturing market opportunities to achieve desirable results.

If entrepreneurs focus only on developing innovation capabilities, companies may not get returns from the products they have launched in the market. Similarly, if consumers are not influenced by marketing strategies that stimulate acceptance and purchase of new products through communication, new product performance will not be achieved. Companies that identify consumer problems and have the desire to solve them drive the development of marketing capabilities by obtaining timely information for new product design and development (Mu et al., 2018; Ganguly et al., 2020; Najafi-Tavani et al., 2016). Specifically, a high level of innovation

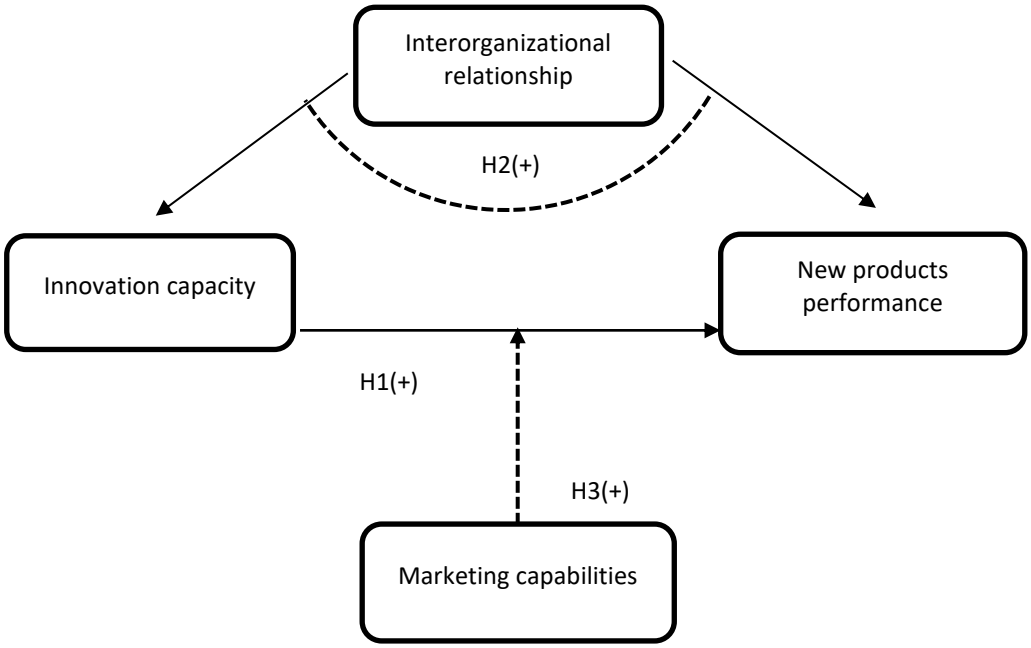
capability will not be effective if the organization does not have a sufficiently developed level of marketing capability to achieve commercial success (O'Cass & Sok, 2014; Rahomee & Aljanabi, 2020). Along these lines, it is important to promote effective communication about consumers' experience with products as a strategy that drives product purchase (Morgan et al., 2018). With these arguments, the following hypothesis is put forward.

H3: Marketing capabilities have a moderating effect on the relationship between innovation capacity and new product performance.

Theoretical complementarity

This model proposes a comprehensive and integrated approach to understanding how these three theories relate to each other and help to explain dynamic capabilities; the resources-based view (RBV); and the social capital view are all part of the same model. While the RBV indicates that resources provide long-term competitive advantage, their strategic barriers in dynamic conditions depend on a company's ability to transform and redeploy these resources on an ongoing basis, which is a key function of dynamic capabilities. In this sense, innovation is one of the most important expressions of dynamic capabilities (C. L. Wang & Ahmed, 2007). This process of reworking existing assets is not simply limited to an organization's own internal resources but is also significantly supported through the establishment of inter-organizational relationships that provide companies with the resources to retrieve content from other organizations, in turn providing added value and decreasing risk on investment in innovating and creating new products (Su et al., 2023). Additionally, marketing capabilities are critical in converting innovative products into perceived value, thereby linking new products with commercial success (Kaleka & Morgan, 2019).

Figure 1. Research model



Source: Prepared by the authors

3 Methodology

3.1. Population and sample

The empirical analysis of the research was conducted in a population of companies belonging to the tourism industry engaged in activities in Arequipa-Peru. The inclusion criteria were companies with more than one worker, based on information requested and delivered by the National Superintendence of Customs and Tax Administration of Peru (SUNAT) con un total de 776 empresas, the agency responsible for registering formally constituted companies in the country. Utilizing this information, the questionnaire was initially administered to 20 companies for a preliminary analysis of its suitability. Since no major difficulties were encountered during the pilot, the questionnaire was applied to the total sample

through visits to the companies, resulting in a total of 300 valid questionnaires. This indicates a response rate of 38.66% for a confidence level of 95% and the worst-case scenario of p=q=0.5. The sampling error was 4.43%.

Table No. 1. Sample characteristics

AGE		NUMBER OF EMPLOYEES	
1 a 5	64	1 a 5	222
6 a 10	94	6 a 10	40
11 a 15	50	11 a 15	21
16 a 20	45	16 a 20	6
21 a 25	22	Más de 20	11
26 a 30	11		
Mas de 30	14		
Total	300		300

Source: Prepared by the authors

Table 1 shows the age and number of employees of the companies surveyed.

Gaussian copula analysis was used in a partial least squares (PLS) framework to evaluate endogeneity among predictor variables (Hult et al., 2018). When there is an unobserved correlation between the error terms of predictor and dependent variables in partial least squares structural equation modeling (PLS-SEM), endogeneity can introduce bias in path coefficient estimates, undermining the causal interpretation of the proposed nomological relationships. The study used the Gaussian copula approach suggested by Hult et al. (2018) to assess this possible issue. In order to capture residual dependence between exogenous and endogenous variables, this method involves estimating an augmented model that includes a copula term. Endogeneity is indicated by a statistically significant copula parameter (c), $p < 0.05$.

The estimated copula parameters in the current analysis are not statistically significant, according to Table 2's results, c=0.260, p=0.193 for innovation capacity; c=-0.424, p=0.155 for interorganizational relationships. Because it successfully eliminates biases resulting from omitted variable bias, reverse causality, or correlated error terms, this finding strengthens the study's conclusions and validates the causal validity of the suggested structural relationships.

Table 2. Results of the Gaussian Copula Approach

VARIABLES	ORIGINAL MODEL		GAUSSIAN COPULA 1 (ENDOGENOUS VARIABLE: INNOVATIONCAPACITY)		GAUSSIAN COPULA 2 (ENDOGENOUS INTERORGANIZATIONAL RELATIONSHIP)		GAUSSIAN COPULA 3 (ENDOGENOUS VARIABLES: INNOVATION CAPACITY, INTERORGANIZATIONAL RELATIONSHIP)	
	Value	p-Value	Value	p-Value	Value	p-Value	Value	p-Value
Innovation capacity	0.368	0.000	0.097	0.659	0.368	0.000	0.097	0.659
Interorganizational relationship	0.232	0.000	0.232	0.000	0.636	0.028	0.636	0.028
[c]Innovation capacity			0.260	0.193			0.260	0.196
[c]Interorganizational relationship					-0.424	0.155	-0.424	0.155

Source: Prepared by the authors

Table 2 show results of the gaussian copula approach (endogeneity).

Variables Measurement

The measurement scales were created by modifying validated tools from earlier English-language research. These scales were translated into Spanish, with grammatical and lexical adjustments made to ensure conceptual accuracy and natural phrasing in the target language. After that, a back-translation process was carried out in which a specialist who was proficient in both languages and knowledgeable about the field of study independently translated the Spanish version back into English. To confirm equivalency and make any necessary wording adjustments, the final version was compared to the original. All constructs were measured using a seven-point Likert-type scale, where 1 represented "strongly disagree" and 7 denotes "strongly agree". All indicators are presented in Appendix 1.

Innovation capacity: Defined as the organization's ability to create or significantly transform products in response to market demands. After reviewing several scales, the one proposed by (Akman & Yilmaz, 2008). was selected.

Interorganizational relationships: Characterized by the interweaving of interorganizational relationships developed by companies in their ecosystem (García-Villaverde et al., 2018). The

variable was measured with 6 items adapted and used in subsequent studies (García-Villaverde et al., 2021; Garcia et al., 2010; Rodrigo-Alarcón, 2013).

Marketing capabilities: identify the skills for companies to achieve good results from information collected from the market and that will serve as a basis for developing new products, after reviewing various studies, the one proposed by Massiera et al.(2018) was chosen who suggests 9 items of which 1 indicator was removed for not reaching the required parameters, leaving 8 items to measure the variable (Bagozzi et al., 2016).

New product performance: Defined by the success achieved by new products that are launched to the market in terms of acceptance and commercialization has been mediated through 3 items: innovation, sales and profitability. This scale was chosen as it was considered the most appropriate and was proposed and applied by (Carbonell & Rodríguez-Escudero, 2016; Zhang et al., 2009). On this scale, managers evaluate the importance and satisfaction with new product performance on a 7-point Likert scale.

Control variables: The age of the company has been considered, determined by the difference between the current year and the year in which the company was incorporated. The size variable has been defined in terms of the number of workers in the company. Firm experience and size were included as control variables due to their well-documented, albeit complex, associations with new product performance. Prior research indicates that firm experience is positively related to new product performance, as accumulated knowledge enhances innovation capabilities (Autio et al., 2000). Firm size, operationalized as the number of employees, exhibits a more contested relationship with new product performance: while larger firms benefit from greater resource endowments that support innovation, smaller firms often demonstrate greater agility and responsiveness in new product performance (Acs & Audretsch, 1988). These variables have been consistently employed as controls in studies examining innovation and performance in the tourism sector (Ruiz-Ortega, et al., 2021; Zirena-Bejarano P. et al., 2023). Omitting them from the analysis could introduce bias due to the exclusion of theoretically relevant factors, potentially confounding the estimated relationships in the model.

3.1. Analysis process

The empirical analysis employed structural equation modeling, considered an essential tool for statistical analysis due to its ability to connect theoretical constructs through a nomological network, extensively studied in the social sciences (Benitez et al., 2020). To test the study hypotheses, the partial least squares (PLS) statistical procedure was employed using the Smart PLS 4.0.9.7 software. The procedure comprises two stages: the analysis of the measurement

model where the factor loadings of the variable items are evaluated, and the second stage involves the evaluation of the structural model, analyzing the causality of the relationships between the variables (Cepeda Carrión et al., 2016). Additionally, the bootstrapping procedure was applied, involving the re-sampling of 10000 randomly drawn subsamples (J. F. Hair et al., 2019).

4 Results

This section presents the descriptive and inferential results of the research. The descriptive analysis provides an assessment of the mean, standard deviation and correlations. The inferential analysis was conducted using two structural equation models. The first illustrates the measurement model, where the validity, consistency and collinearity of the investigated constructs are evaluated. The second model verifies the significance of the relationships proposed in the theoretical model of the research (Hair et al., 2017).

4.1. Descriptive results

The results of the descriptive analysis of the constructs reveal mean values higher than the average of the scale, with low values of dispersion are observed in the standard deviation. Similarly, the correlations between the constructs indicate values significantly less than 0.500***. The results are presented in Table 3.

Table 3. Descriptive analysis and correlations of the study variables.

	Mean	**SD**	**(1)**	**(2)**	**(3)**	**(4)**	**(5)**	**(6)**
(1) Age	11.730	12.586	1					
(2) Size	5.593	6.088	0.222**	1				
(3) Innovation capacity	5.322	1.013	0.101	0.104	1			
(4) Interorganizational relationship	4.653	1.252	-0.038	0.017	0.391**	1		
(5) Marketing capabilities	5.463	0.919	0.090	0.137*	0.584**	0.573**	1	
(6) New products performance	5.21	8.320	0.066	0.136*	0.385**	0.407**	0.467**	1

Source: Prepared by the authors

4.2. Results of the measurement model

In the analysis of the measurement model, the reliability and validity of the study variables were assessed. Cronbach's alpha indicator and composite reliability were found above the established threshold of 0.70 (Chin & Dibbern, 2010). Additionally, internal consistency was evaluated using composite reliability (Hair et al., 2017) and Dijkstra and Henseler's Rho (Dijkstra & Henseler, 2015), both indicating values above 0.70 ensuring reliable structures. Convergent validity was measured through the average variance extracted (AVE) reaching values > 0.50 showing that the indicators of each variable substantially explain the measurement variable (J. Hair et al., 2011). For validity, the Forner and Larcker criterion was applied (Fornell & Larcker, 1981) achieving values that exceed the acceptance limit. The values below the diagonal are presented in bold, and the values on the diagonal towards the top demonstrate the hetero-trait-monotrait values, confirming that the proposed variables have discriminant validity (Henseler et al., 2015). The data are shown in Table 4.

Table 4. Measurement model constructs

Variables	Alfa de Cronbach	Composite reliability	Convergent Validity		Discriminant Validity Fornell y Larcker and HTMT		
	Reliability > 0,70		AVE > 0,5	(1)	(2)	(3)	(4)
(1) Innovation capacity	0.921	0.940	0.760	**0.872**	0.400	0.637	0.429
(2) Interorganizational relationship	0.883	0.914	0.681	0.368	**0.825**	0.647	0.534
(3) Marketing capabilities	0.853	0.883	0.501	0.571	0.626	**0.705**	0.536
(4) New products performance	0.830	0.898	0.747	0.380	0.460	0.494	**0.864**

Note: Values diagonally down correspond to the convergent validity analysis of Fornell and Larcker, while values above this diagonal correspond to the analysis Hetero-trait-monotrait (Henseler et al., 2015).

Source: Prepared by the authors

4.3. Results of the structural model

In the structural model, the level of collinearity was analyzed based on the inflation factor (VIF), the results obtained reflect values below the limit of 5 proposed by Hair Jr. et al. In addition, the

significance level of the relationships presented in the theoretical model of the research is analyzed. First, the direct relationship between innovation capacity and new product performance is analyzed, showing a β=0.394*** with a significance of p<0.000, a positive and significant effect with a coefficient of determination of Adjusted R2=0. 145***, these data allow accepting hypothesis H1, Hypothesis H2 posits the mediation of the variable interorganizational relationships in the relationship between innovation capacity and new product performance showing a β=0.137*** with a significance of p<0.000, positive and significant effect and a coefficient of determination Adjusted R2=0.256***, results that allow accepting hypothesis H2. Hypothesis H3 posits the marketing capabilities variable as a moderating variable in the relationship between innovation capability and new product performance, showing a β=0.095** with a significance of p<0.024, positive and significant effect and a coefficient of determination Adjusted R2=0.292***, results that allow to accept hypothesis H3. Regarding the control variables age and size, they reached non-significant values in all models. The results are shown in Table 5.

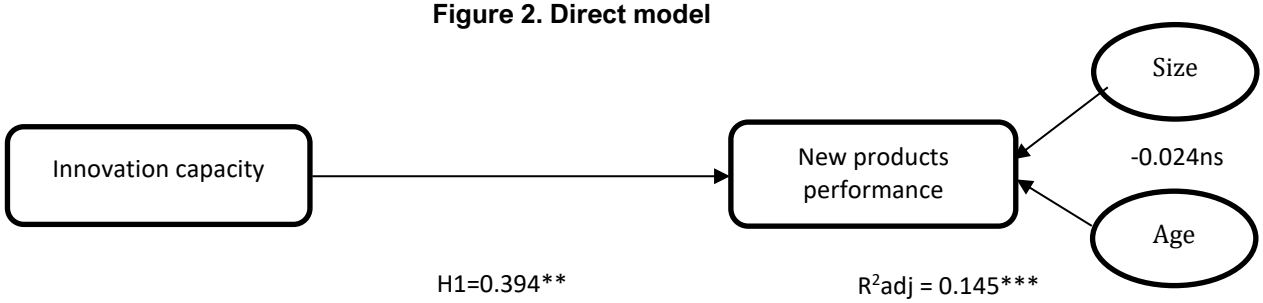
Table 5. Structural models (bootstraping)

	Direct model (H1)	**Mediation model (H2)**	**Moderation Model (H3)**
IC → NPP	0.394***	0.246***	0.145**
IC → IR		0.368***	0.368***
IR → NPP		0.371***	0.232***
Mediation: IC → IR → NPP		0.137***	0.085***
Moderation: IC X MC → NPP			0.095**
Age	0.028 ns	0.033 ns	0.032 ns
Size	-0.027 ns	0.005 ns	-0.008 ns
R² adjusted	0.145***	0.256***	0.292***
Change R²		0.111	0.036
Change Δ%= R²		Δ%=76.55%	Δ%=14.06%

Note: Path =* p < .05, ** p < .01, *** p < .001; Values: ["t"]. IC= Innovation capacity. IR= Interorganizational relationship. MC= Marketing capabilities. NPP=New products performance.

Source: Prepared by the authors

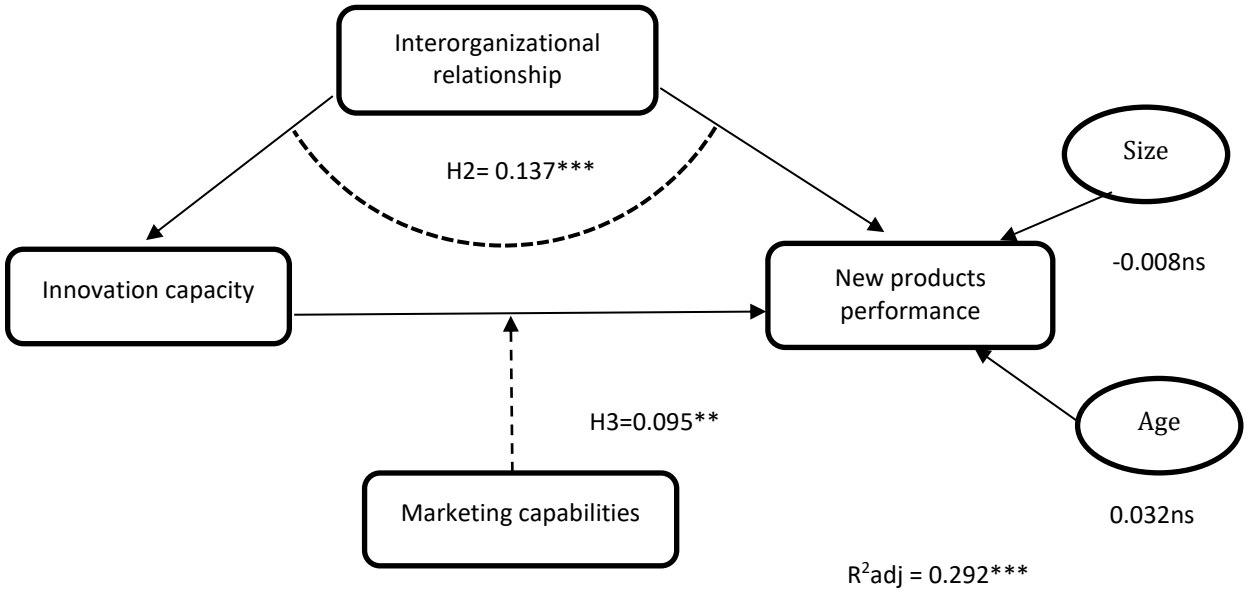
Figure 2. Direct model



Source: Prepared by the authors

Figure 2 presents the empirical research model, where H1 analyzes the direct influence of innovation capacity on new product performance.

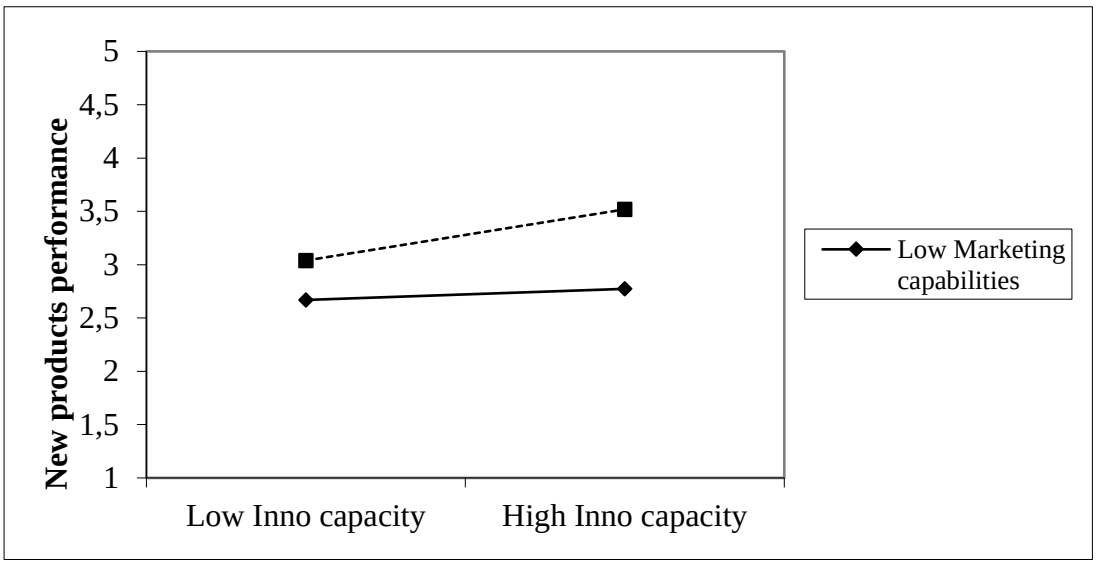
Figure 3. Mediation and moderation model



Source: Prepared by the authors

H2 illustrates the mediating effect of interorganizational relationships on the linkage between innovation capacity and new product performance. Finally, H3 represents the moderating effect of marketing capabilities on the relationship between innovation capacity and new product performance.

Figure 4. Moderation



Source: Prepared by the authors

Figure 3 illustrates the moderating effect of marketing capabilities and innovation capacity on new product performance. At high levels of marketing capabilities and innovation capability there is a significant positive slope, indicating that the interaction of these variables promotes higher new product performance. At low levels of these variables, we observe an attenuation of the strength of this interaction; in that sense the slope remains positive.

5 Discussion

The present research examines how interorganizational relationships mediate the relationship between innovation capability and new product performance and how marketing capabilities positively moderate the effect of innovation capability on new product performance. According to the theoretical model proposed, the results obtained provide evidence for the positive effect of innovation capacity on new product performance, confirming the assertion made by Cooper (2019) and Xu et al. (2023). They argue that innovation capacity integrates or reconfigures its acquired resources and knowledge by developing novel products.

Companies with greater innovative capability maintain a competitive edge by providing new solutions to customer needs through the development of new products (Aljanabi, 2020; Dogbe et al., 2021; Zheir et al., 2018). However, the error rate in the acceptance of products created by tourism companies remains high, it is likely that the characteristics of the studied organization, being small and medium-sized companies, lead to reactive actions to competition, distorting market research to understand customer requirements.

Regarding the mediation model, it was hypothesized that interorganizational relationships positively mediate the relationship between innovation capability and new product performance, This hypothesis was confirmed by the conducted analysis, as interorganizational relationships create an environment of security and trust, facilitating agile information transfer (Martínez-Pérez et al., 2019). The strength and trust in these relationships grant access to key information transferred between network members (Córcoles-Muñoz et al., 2020). This information serves as valuable input for innovation capacity, aiding in the creation and design of novel products that address customer needs (Aljanabi, 2020). Organizations must understand consumer expectations, particularly those of tourist visitors. In this context Khan Y., (2016) revealed that interorganizational relationships allow companies to navigate the turbulence of the environment successfully. Innovation will only be successful if companies invest in strengthening relationships among members of organizational networks, as these relationships are the ones that improve communication and facilitate the transfer of information, it is essential to publicize the potential offered to national and international tourists. The imperative to transform current knowledge into new knowledge, based on information gathered from the market, fosters the capacity for innovation and the development of new products that must be accepted by clients.

By incorporating the marketing capabilities variable, higher performance was achieved, meaning that marketing capabilities positively moderate the relationship between innovation capacity and new product performance. The dynamic and changing conditions of the environment pose a significant challenge. Organizations must monitor market developments, competitors' actions, and gather valuable information, which, when combined with the resources and capabilities possessed by the organization drives innovation. The levels of innovation capabilities developed will not be sufficient to achieve good performance in new products without marketing capabilities that facilitate interaction with customers (O'Cass & Sok, 2014; Yulianto et al., 2024). In this sense, marketing capabilities enable the firm to establish long-lasting relationships with customers, securing information about tourists' desires and preferences. This commitment drives the firm to create products and services that offer value and meet customer demands (Cataltepe et al., 2023; Morgan & Slotegraaf, 2012). We argue that, under these conditions and based on information provided by customers, tourism companies can create or transform knowledge. This, in turn, enables the development of new products expected to be marketed efficiently and achieve the anticipated performance. Marketing capabilities in the tourism sector play a crucial role in communication. It should also be noted that they enable the monitoring of actions and strategies implemented by competitors, providing valuable information that contributes to the development of innovation capacity (Varadarajan, 2020). Finally, marketing capabilities communicate the characteristics of new products and services, promoting sales and fostering customer loyalty.

According to Oduro & Mensah-Williams (2023), the ability to drive sales significantly influences all performance indicators.

Firm size and age are used as control variables in this study. The results of the structural model show that neither variable is statistically significant, despite the literature suggesting that both may impact innovation and new product performance, older firms frequently benefit from established networks but may also suffer from organizational inertia, while smaller firms typically face resource constraints that limit their innovation capacity. This result implies that neither organizational age nor size significantly affects new product performance in the particular context of Arequipa's tourism businesses, which are primarily micro and small enterprises.

Conclusion

The present study enhances our understanding of the gap in knowledge regarding the proposed constructs. Although studies measured the direct relationship of innovation capacity, interorganizational relationships and marketing capabilities on new product performance, they have not been examined as mediating and/or moderating variables as proposed in this research. The findings contribute several theoretical insights. First, the study establishes a link between dynamic capabilities theory, social capital theory and new product performance. Second, it demonstrates a direct, positive influence between innovation capability and new product performance in tourism sector companies in developing countries, (Adomako, et al., 2021) interpreting that innovation capability is a key factor, albeit not sufficient, and whose result is improved by other constructs. Third, the construct interorganizational relationships was incorporated as a mediator, showing a positive and significant influence on the relationship between innovation capability and new product performance, with partial mediation. This understanding suggests that the environment created by the relationships between network members promotes trust and communication, facilitating the agile transfer of information (Beltramino et al., 2020; Pomegbe et al., 2020), thereby promoting the development of innovation capability and new product performance. Fourth, the construct of marketing capabilities was included as a moderating variable, showing a positive and significant result, this is interpreted to mean that the performance of new products will be improved by fostering relationships with customers, ensuring the provision of information as an input to innovation capability (Najafi-Tavani et al., 2016). Moreover, marketing capability communicates to visitors the benefits of new products, driving the sale of the product and / or service (Yulianto et al., 2024). Finally, the results contribute to the understanding and enrichment of the theoretical and empirical basis of the proposed constructs in the tourism sector of a developing country.

In terms of practical implications, the findings suggest important considerations for managers, entrepreneurs, and government entities involved in the tourism sector. Firstly, the promotion of innovation capacity in tourism enterprises is recommended, involving the continuous transformation and creation of tourism products for visitors, given the evolving demands of tourists in the short term. Secondly, given that the studied companies are predominantly small and medium-sized, the strengthening of interorganizational relationships is crucial to sharing valuable information, it is proposed to expand networks of contacts and create collaborative platforms, possibly involving government entities as intermediaries with international organizations to showcase the tourism potential of the region. Thirdly, the development of marketing capabilities is deemed essential to acquire market information, monitor competitors, and communicate product features. Specifically, communication focused on experiences as well as the characteristics of the tourism product. Strategies such as digital marketing, social media advertising at the national and international levels, communication platforms, and active engagement with tourists are proposed to ensure the collection of consumer information and effective communication of the features of tourism products offered. Regarding contributions to chambers of commerce and industry associations, the study suggests supporting organized networking programs that improve interorganizational relationships between distributors, suppliers, and consumers. These organizations should also provide focused capacity-building seminars on digital marketing tactics for cutting-edge travel products and the examination of consumer behavior data to guide quick product modifications. The results advise public policy makers to create regulatory frameworks that support the creation of regional tourism innovation hubs in partnership with governmental organizations and academic institutions, as well as to enable pilot testing of innovative tourism offerings through temporary permits or regulatory sandboxes.

Despite the precautions taken, the study has certain limitations. Firstly, it corresponds to a cross-sectional analysis, and while recognizing the importance of a longitudinal study to test hypotheses, the present study still achieves its proposed objectives. Secondly, though significant efforts have been made in selecting measures to evaluate constructs, possible biases cannot be entirely excluded. Finally, the study was conducted in the tourism sector of a developing country, potentially limiting the generalizability of the results obtained.

For future research, it is proposed to apply the model in other key sectors of the country's economy, to evaluate the generalizability of the results. Additionally, analyzing various dimensions of dynamic capabilities in different outcome measures, is recommended, considering their

importance in facing environmental turbulence. It is also suggested to include constructs related to technological dynamism, as they potentially influence the new products performance.

Disclosure statement

No potential conflict of interest was reported by the author

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Appendix 1

Please indicate to what extent do you agree with the following statements 1 = Strongly agree and 7= Strongly disagree

Interorganizational relationship
We are frequently in touch with our contacts.
We know our contacts personally.
We have close social relationships with our contracts.
The resources and information we exchange with our contacts tend to be similar.
The contacts with whom we are frequently in touch tend to know one another.
The contacts from whom we receive advice and useful information for important decisions know one another.

Innovation capability
We have a corporate culture that promotes innovation.
We can use knowledge from various sources to develop products/services efficiently and quickly.
We can identify market changes and apply them to our own products, services, and processes quickly.
Our employees can contribute to activities such as product/service development, improvement of the innovation process and development of new ideas.
We can evaluate new ideas from customers, suppliers, etc., and take them into account in the development of products and services.

Marketing capabilities
The company monitors what is happening in the market environment
The company is attentive to the actions of competitors
The company seeks to know the needs and expectations of customers

New product performance	
Importance of the number of product or service innovations, level of importance for your company.	Satisfaction with the number of product or service innovations, level of importance for your company.
Importance of the profitability of new products or services, level of importance for your company.	Satisfaction with the profitability of new products or services, level of importance to your company.
Importance of sales of new products or services, level of importance for your company.	Satisfaction of sales of new products or services, level of importance to your company.
The company evaluates customer satisfaction	
The company is concerned with identifying the objectives of actual and potential customers.	
The company identifies the objectives through the communication channels used.	
The company builds long-term relationships with customers by segment.	
The company maintains brand awareness of the product (competitive positioning) in the market.	