



## The Impact of Market Attractiveness and Resource Uniqueness in Influence Marketing Performance Through Market Strategy

Anang Martoyo<sup>1\*</sup>, Sucherly Sucherly<sup>2</sup>, Undang Juju<sup>3</sup>

<sup>1-3</sup> Department of Management Science Doctoral, Pasundan University, Bandung, West Java, Indonesia

Email: [anangmrt@gmail.com](mailto:anangmrt@gmail.com)<sup>1\*</sup>, [sucherly@yahoo.com](mailto:sucherly@yahoo.com)<sup>2</sup>, [undang\\_juju@unpas.ac.id](mailto:undang_juju@unpas.ac.id)<sup>3</sup>

Corresponding author: [anangmrt@gmail.com](mailto:anangmrt@gmail.com)

**Abstract.** Micro businesses make a big contribution to national development, especially in opening up job opportunities so that they can support government programs in reducing unemployment and poverty, but in the last five years the level of marketing performance has fluctuated and tends to slow down. The research aims to examine the ability of micro business actors to implement market strategies to improve marketing performance and business scale. The research used an explanatory survey method with an analysis unit for micro business actors in the DKI Jakarta area with a sample size of 400 respondents. Research data sources include primary and secondary data sources with data collection through observation, literature study, interviews and cross-sectional questionnaires. The analysis technique uses SEM analysis with the LISREL 8.8 program. The results of the research show that market attractiveness and resource uniqueness simultaneously have a significant effect on market strategy with a total influence of 92%, partial market attractiveness has a significant effect on market strategy of 38.6%, while resource uniqueness partially has a significant effect on market strategy by 50.3%. Changes in technology and human resources make a dominant contribution in influencing the effectiveness of implementing market strategies. Market strategy has a significant influence on marketing performance with a total influence of 94%. Positioning provides the most dominant contribution in influencing marketing performance. Recommendations for micro business actors in formulating market strategies to consider aspects of technological change and human resource competence to achieve more optimal marketing performance improvements.

**Keywords:** Market, Attractiveness, Strategy, Performance.

### 1. INTRODUCTION

The national economy began to move quickly, competitively and integrated after the Covid-19 pandemic even though the challenges and obstacles were increasingly complex. The role and contribution of MSMEs to the Indonesian economy is very large, especially as a means of equalizing economic levels; poverty alleviation; and a means of increasing the country's foreign exchange income, because MSMEs are able to contribute income to the country through market expansion both locally, nationally and globally through export activities.

Business competition in the micro, small and medium enterprise industry is increasingly sharp. Each small and medium enterprise is competing to create and introduce its products and services using its marketing system. This is the impact of increasingly high consumer demands to obtain maximum satisfaction. For this reason, MSME players must always review the marketing strategies that have been determined to suit current conditions.

The Covid 19 pandemic has had economic, social and political implications in almost all countries, including Indonesia. Almost all MSME actors (especially micro business actors) experience problems in carrying out their obligations to banks. The survival ability of MSMEs that sell online is stronger than MSMEs that only sell offline. The recorded number of MSMEs during the Covid-19 pandemic from 2020, 2021 to early 2022 was 64 million (Melati, 2022).

The People's Business Credit Program (KUR) is one of the government's programs to increase access to financing for Micro, Small and Medium Enterprises (MSMEs) which is channelled through financial institutions with a guarantee pattern. The KUR program is intended to strengthen business capital capabilities in the context of implementing policies to accelerate real sector development and empower MSMEs. The phenomenon that can be seen is the tendency of the Non-Performing Loan (NPL) ratio to increase. Based on the annual report of PT. Bank Rakyat Indonesia (Persero) Tbk in 2021 recorded a non-performing loan (NPL) ratio in the Micro, Small and Medium Enterprises sector until the end of 2021 at 3.08 percent.

Micro business actors complained of a decline in sales of more than 50 percent because they felt they were unable to compete with online traders. Micro, Small and Medium Enterprises (MSME) products are unable to compete, because many imported products are sold online, at very cheap prices. Bank Indonesia (BI) reported that in July 2023 retail sales performance indicated a slowdown of 203.3 or an annual growth of 1.6 percent yoy, slowing from the previous month which was 7.9 percent (Bank Indonesia, 2023).

Sales turnover as one of the indicators of the marketing performance of MSME players in the DKI Jakarta Region from 2019 to 2022 experiences fluctuations both through online and retail channels and tends to experience a slowdown. This shows that problems occur in the marketing process regardless of the external factors that influence it. The lack of growth in sales turnover, a tendency to slow down business investment, and a decline in industrial activities indicate that the marketing performance of MSMEs in the DKI Jakarta area has not met expectations. Market attractiveness, uniqueness of resources in terms of creativity, and effectiveness of implementing market strategies are considered as some of the causes of declining marketing performance. Exploitation of the unique resources owned by business actors in facing competition and exploiting market attractiveness opportunities with segmenting, targeting and positioning strategies has not been carried out optimally by micro business actors.

A business will develop a marketing strategy to compete in the market in order to face competitors. Business actors must prioritize innovation and have attractiveness, because it is one way to survive in the market. According to Stoke in Liliyan, (2020), top-down segmentation strategies in entrepreneurial marketing targeting consumers from the bottom up and other influence groups as well as targeting and positioning methods are strategies that can improve the marketing performance of Micro, Small and Medium Enterprises (MSMEs). The research results of Pomantow et al., (2019) and Ningsih & Marwati, (2023) show that Segmenting, Targeting, and Positioning (STP) simultaneously have a significant effect on purchasing decisions. Ma et al., (2021) state that STP analysis refers to market segmentation, targeting and positioning where the law of Segmenting, Targeting and Positioning (STP) is the basis of the entire marketing construction.

Based on the research results of Erpurini et al, (2022), it can be seen that the resource uniqueness variable makes a positive contribution to determining market targets together with market attractiveness through the results of calculating the coefficient of determination ( $R^2$ ). Meanwhile, the research results of N. K. Rahayu, (2019) in developing market strategies, market uniqueness can be built through more targeted segments, focusing on certain services or geographies and the research results of Lizardo & Colline, (2023) show that unique resource capabilities have a positive effect and significant to collaboration strategies. Unique capabilities positively and significantly influence business performance both directly and indirectly through collaboration strategies derived from unique resource capabilities.

Market attractiveness can be utilized through activities to improve product/service quality, experience and products/services as an effort to prevent competitors from entering the industry. If competitors do the same thing, there will be market competition that focuses on the superiority of the products/services offered (Dafny in N. K. Rahayu, 2019). According to Erpurini et al, (2022) and Sukartono et al., (2024), partial market attractiveness has a direct influence on digital marketing strategies, where in digital marketing strategies there are segmenting, targeting and positioning strategies. One of the advantages of a competitive strategy is selecting the right target market.

Based on the description above, it can be assumed that the existing market attractiveness is less able to be anticipated by micro businesses and is not supported by the use of existing resources, resulting in a lack of ability to analyze and utilize market attractiveness which results in inaccurate marketing strategies being formulated. so that the marketing performance of micro segment business actors is not optimal.

## **2. LITERATURE REVIEW**

### **Market Attraction**

Best in Sulistiyawan & Alam, (2023) market attractiveness is the extent to which the market offers opportunities for an organization, considering the market size and growth rate as well as the level of competition and other constraints. Market attractiveness can be measured through market strength, competitive intensity, and market affordability. According to Cravens and Piercy, (2013) stated that market attractiveness can be measured by market growth rate projections and attractiveness assessments made by management. Bordoloi et al, (2023) connect five forces of competition with market attractiveness, so that it can be understood that market attractiveness is something that arises as a result of the influence of entry barriers, supplier bargaining power, buyer bargaining power, and industry competitiveness, as well as product replacement).

### **Uniqueness of Resources**

In general, a business organization has diverse resources. These resources can be tangible resources or intangible resources. Intangible assets do not have physical substance like equipment or wealth, but are one of the important long-term assets for an organization or company, for example patents, copyrights, trademarks, franchises and goodwill (Hitt et al., 2017). According to Wheelen et al., (2020) company resources are organizational assets which are the basic organizational tools consisting of tangible assets, such as: factory buildings, equipment, finances, location; human assets in terms of number of employees, their skills and motivation; and intangible assets, such as technology (patents and copyrights), culture, and reputation. According to David, (2023) the internal resources of a business organization consist of three categories, namely: physical resources, human resources, and organizational resources.

### **Market Strategy**

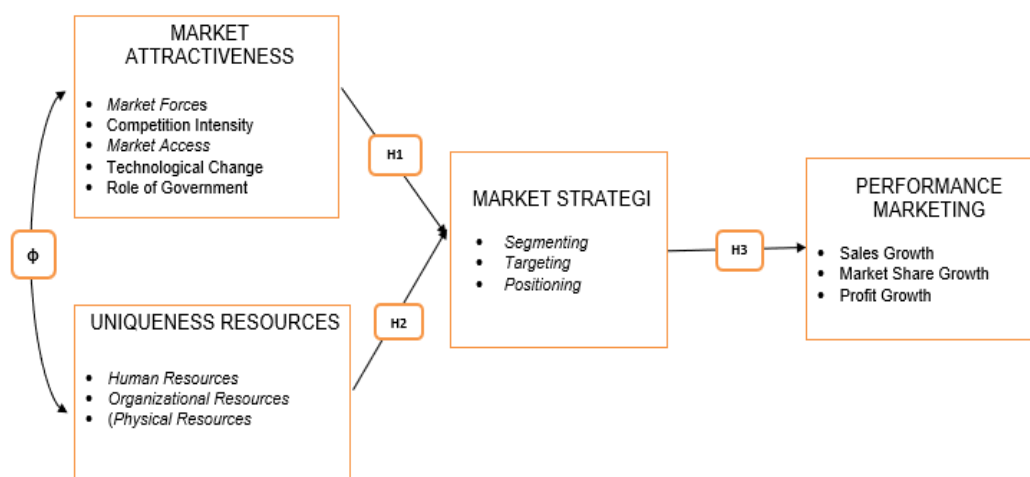
Stanton in Yuliantoro et al., (2019) states that the market is a group of individuals who can be used as consumers of the products being sold. Consumers can be seen from different ages, genders, social classes, socio-cultural backgrounds and lifestyles. Kotler & Keller, (2022) define market segmentation as the act of dividing the overall market for a heterogeneous product or service into several segments, where each segment tends to be homogeneous in all aspects and can be chosen as a target market for the company to achieve by marketing strategy. Successful segmentation involves understanding customer attitudes, and customer preferences, as well as the benefits sought. According to Cravens & Piercy, (2013) basically STP marketing

is a marketing model whose implementation involves three stages, namely segmenting the market, targeting segments that are believed to be the most profitable and positioning the product/service being sold in the most appropriate way.

## Marketing Performance

Marketing performance is a construct that is often used to measure the impact of the strategies and orientation implemented by the company. Marketing strategies are always directed at producing good marketing performance (such as sales volume and sales growth rate) and also good financial performance. The company's strategy is always directed at producing marketing performance, namely through increasing sales volume, market share and profit growth. Marketing performance as an effort to measure performance levels includes sales turnover, number of buyers, profits and sales growth. (Voss & Voss in Fatonah et al., 2021). According to Ferdinand in Wiwoho, (2018) marketing performance is used as a tool to measure the level of success of the overall performance carried out including the success of the strategy implemented, sales growth and company profits. The success of implementing a marketing program, introducing new products or services really depends on the bright ideas and creativity of business actors so that they are able to develop them in the form of strategic plans.

## Research Paradigm



**Figure 1. Research Framework**

## Hypothesis

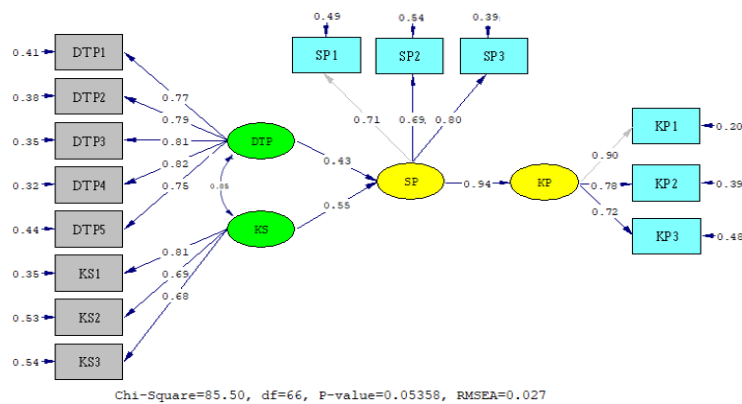
- H1 & H2 : There is an influence of market attractiveness and resource uniqueness on market strategy, both partial and simultaneous
- H : There is an influence of market strategy on marketing performance

### 3. RESEARCH METHOD(S)

The research method used is quantitative with an explanatory survey method. The unit of analysis in this research is micro business actors in the DKI Jakarta area with a sample size of 400 respondents through proportional-clustered-random-sampling. Research data sources include primary and secondary data sources with data collection through observation, literature study, interviews and cross-sectional questionnaires. The research variables consist of two exogenous variables, namely market attractiveness and resource uniqueness, one intervening variable, namely market strategy, and an endogenous variable, namely marketing performance. The analysis technique uses SEM analysis with the LISREL 8.8 program.

### 4. FINDINGS AND DUSCUSSION

The results of Structural Equation Modeling (SEM) analysis of exogenous latent variables consisting of market attractiveness and resource uniqueness, as well as endogenous latent variables consisting of market strategy and marketing performance using the help of LISREL (Linear Structural Relations) software version 8.80, obtained a model structural as follows:



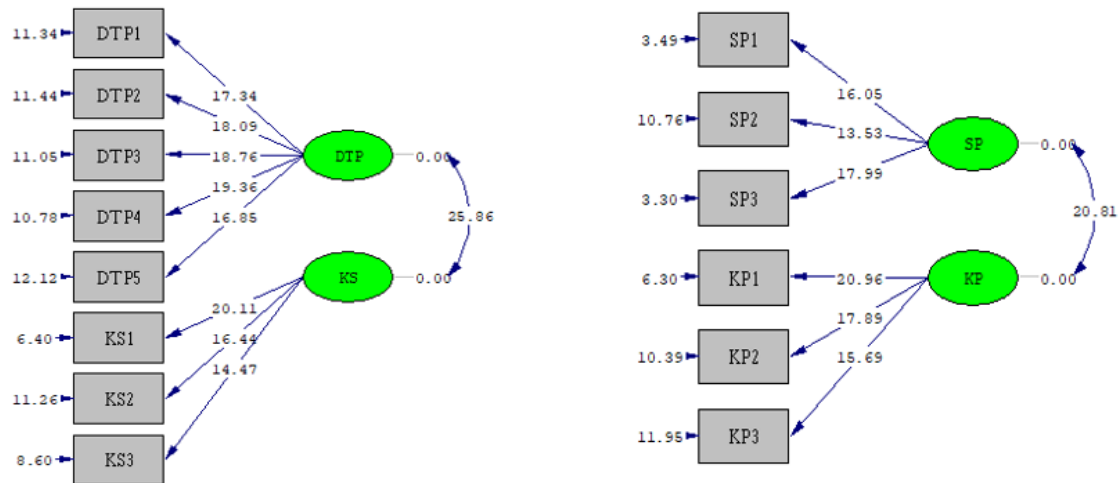
Source: Lisrel 8.8 Data Processing Results, 2025.

**Figure 2. Results of Research Model Structure Analysis**

The results of structural equation 1 from the picture above are  $SP = 0.43 \cdot DTP + 0.55 \cdot KS + 0.15\zeta_1$  and the coefficient of determination ( $R^2$ ) is 0.85, while structural equation 2 is  $KP = 0.94 \cdot SP + 0.12\zeta_2$  and the coefficient of determination ( $R^2$ ) is 0.88. The direct influence of market attractiveness on market strategy is 18.5%, while the indirect influence through source uniqueness is 20.1%, so the total influence is 38.6%. The direct influence of resource

uniqueness on market strategy is 30.2%, while the indirect influence through market attractiveness is 20.1%, so the total influence is 50.3%

The indirect influence of market attractiveness on marketing performance through market strategy is 40%, while the indirect influence of resource uniqueness on marketing performance through market strategy is 52%, and the total influence of market strategy on marketing performance is 94%.



Source: Lisrel 8.8 Data Processing Results, 2025.

### Figure 3. T-Values Analysis Results

Based on the measurement results of the loading factor score ( $\lambda$ ), it shows that overall the manifest measurement items of market attractiveness (DTP), resource uniqueness (KS), market strategy (SP), and marketing performance (KP) have a value above 0.50 with the t-value is greater than the t-table of 1.966. Referring to the measurement scores, it can be concluded that the entire manifest can reflect the construct of each latent variable. Thus, all indicators in this research are in the valid category.

The data test results obtained using Lisrel 8.8 are entered into the table as follows:

**Table 1. Research Instrument Validity Test Results**

No	Indicator	Loading Factor > 0,5 (Standardized)	Loading Factor > 1,966 (T-Kritis)	Category
1	DTP1 (Market Forces)	0,77	17,34	Valid
2	DTP2 (Competition Intensity)	0,79	18,09	Valid
3	DTP3 (Market Access)	0,81	18,76	Valid
4	DTP4 (Technological Change)	0,82	19,36	Valid
5	DTP5 (Role of Government)	0,75	16,85	Valid
6	KS1 (Human Resources)	0,81	20,11	Valid
7	KS2 (Organizational Resources)	0,69	16,44	Valid
8	KS3 (Physical Resources)	0,68	14,47	Valid
9	SP1 (Segmenting)	0,71	16,05	Valid
10	SP2 (Targeting)	0,69	13,53	Valid
11	SP3 (Positioning)	0,80	17,99	Valid
12	KP1 (Sales Growth)	0,90	20,96	Valid
13	KP2 (Market Share Growth)	0,78	17,89	Valid
14	KP3 (Profit Growth)	0,72	15,69	Valid

Source: Lisrel 8.8 Data Processing Results, 2025.

By using the loading factor value, a reliability test is carried out to show the extent to which the measuring instrument can provide reliable results. Reliability is calculated using the Construct Reliability (CR) and Average Variance Extract (AVE) formulas. If the CR value is > 0.7 and the AVE value is > 0.05 then the indicator is said to be reliable. The reliability test results are presented in the following table:

**Table 2. Research Instrument Reliability Test Results**

No	Variable	CRValue > 0,7	AVE Value > 0,5	Category
1	Market Attractiveness	0,89	0,62	Reliabel
2	Uniqueness Resources	0,77	0,53	Reliabel
3	Market Strategy	0,77	0,53	Reliabel
4	Performance Marketing	0,84	0,64	Reliabel

Source: Lisrel 8.8 Data Processing Results, 2025.

Based on the table above, it can be seen that all indicators that explain the variables of market attractiveness, resource uniqueness, market strategy and marketing performance are in the reliable category.



To determine the suitability of the model as a requirement for the statistical tests required in SEM, it is necessary to look at the results of Chi-Square, Root Mean Square Error of Approximation (RMSEA), Goodness of Fit Index (GFI), Adjusted Goodness of Fit Index (AGFI), and Normed Fit Index (NFI).

The results of testing the suitability of the research model for the relationship between each variable based on the results of data processing with LISREL 8.80 produce the following statistical parameter testing output:

**Table 3. Goodness of Fit Index Parameter Test Results**

No	Parameter Statistic	GFI Statistics	Fit Criteria	Testing Criteria
1	P-value $\chi^2$	0,054	> 0.05	Good Fit
2	RMSEA	0,027	< 0.08	Good Fit
3	NFI	0,99	> 0.9	Good Fit
4	NNFI	0,99	> 0.9	Good Fit
5	GFI	0,97	> 0.9	Good Fit
6	AGFI	0,95	> 0.9	Good Fit
7	CFI	0,99	> 0.9	Good Fit
8	IFI	0,99	> 0.9	Good Fit

Source: Lisrel 8.8 Data Processing Results, 2025

The results of testing the goodness of fit statistical parameters, all parameters consisting of P-value  $\chi^2$ , RMSEA, NFI, NNFI, GFI, AGFI, CFI, and IFI are within the good fit criteria. This indicates that all research data has validity and feasibility in explaining the relationship and influence of market attractiveness, resource uniqueness, market strategy and marketing performance.

These results indicate that the research model is good for research so that it can describe the relationship between constructs in the research structural model well. If the research structural model is in a good fit condition, then the resulting output has a high level of confidence.

## Discussion

Utilizing the potential of market attractiveness and unique resources simultaneously has a significant influence on the implementation of market strategies for business actors in the DKI Jakarta area. The uniqueness of resources is more dominant in influencing the implementation of market strategies compared to market attractiveness.

Market attractiveness partially has a significant effect on market strategy with a large influence of 38.6%. Market attractiveness can be reflected by 5 aspects, namely: market access, competition intensity, market power, technological change, and the role of government. Technological changes provide the most dominant contribution that describes market attractiveness conditions in influencing market strategy.

The uniqueness of resources partially has a significant effect on market strategy with a large influence of 50.3%. The uniqueness of resources can be described by the state of human resources, organizational resources and physical resources. Human resources make the most dominant contribution, reflecting the uniqueness of resources in influencing market strategy.

The total influence of resource uniqueness on market strategy is greater than the total influence of market attractiveness. This indicates that the uniqueness of resources has a dominant influence on the effectiveness of implementing market strategies for micro business actors in the DKI Jakarta area.

Market strategy has a significant effect on marketing performance with an influence contribution of 94%. The effectiveness of implementing market strategies is influenced by segmentation, targeting and positioning strategies. Positioning makes a dominant contribution in implementing market strategies in influencing the marketing performance of micro business actors in the DKI Jakarta area.

The total influence of market attractiveness and resource uniqueness on market strategy is 92%, smaller than the total influence of market strategy on marketing performance, so it can be concluded that market strategy is a mediating or intermediary variable for market attractiveness and resource uniqueness in influencing marketing performance.

Conditions of market attractiveness including market strength, intensity of competition, market access, technology adoption, and the role of government can be used as a basis and reference in formulating and implementing appropriate market strategies for micro business actors receiving BRI Bank KUR in DKI Jakarta. The uniqueness of resources which include human resources, organizational resources and physical resources can be used as a basis or reference in implementing effective market strategies. The human resources aspect provides a high level of confidence in reflecting the uniqueness of resources in implementing market strategies.

The collaboration of market attractiveness and unique resources can be used as a reference in implementing an effective marketing mix strategy for micro business actors receiving BRI Bank KUR in the DKI Jakarta area. The uniqueness of resources provides a more dominant contribution in influencing the implementation of marketing mix strategies than market attractiveness. This is in line with the research results of Lizardo & Colline, (2023) which states that market attractiveness and unique resources can significantly influence business performance both directly and indirectly through collaboration strategies. This is also in accordance with the research results of David and Reiman in Lizardo and Colline (2023) which concluded that market attractiveness and main business resources (core competence) can be used as a basis for formulating competitive advantage strategies. Market attractiveness through market strength, competition intensity, market access, technology adoption, and the role of the government can be used as a reference in the implementation of an effective marketing mix strategy by micro business actors who receive KUR Bank BRI in the DKI Jakarta area.

The uniqueness of resources consisting of organizational resources, physical resources and human resources can be used as a reference in implementing an effective marketing mix strategy for micro business actors receiving BRI Bank KUR in the DKI Jakarta area.

Implementation of market strategy through segmenting, targeting and positioning aspects can influence the marketing performance of micro business actors receiving BRI Bank KUR in the DKI Jakarta area. Positioning provides a high level of confidence in describing market strategy conditions in influencing marketing performance compared to segmenting and targeting.

The research results can also be stated to support and strengthen the opinion that market strategy has a positive and significant effect, both partially and simultaneously, on marketing performance in the research subjects of Micro, Small & Medium Enterprises (MSMEs) (Khadappi et al., 2022; Maryasih, 2022; Arofahtiani & Cahyadi, 2022; Anita, 2022; Tarigan et al., 2021).

The marketing performance of micro business actors in the DKI Jakarta area is experiencing sales growth, but this is not necessarily accompanied by profit growth. This can be seen from the indicators of increasing the number of new buyers and customers as well as the high use of online media for purchasing transactions and the relatively increasing sales volume in one period, but still experiencing difficulties in repaying debts.

Models for formulating and implementing market strategies and marketing mix strategies based on market attractiveness and unique resources can influence increased marketing performance.

## **5. CONCLUSION AND RECOMMENDATION**

Based on the results of the analysis, hypothesis testing and research discussion, several things can be concluded in this research:

1. Market attractiveness and resource uniqueness simultaneously have a significant influence on market strategy with a large influence of 92% and resource uniqueness provides a more dominant influence in influencing market strategy;
2. Market attractiveness partially has a significant effect on market strategy by 38.6% and technological changes have a dominant contribution in influencing the effectiveness of implementing market strategy.
3. The uniqueness of resources partially has a significant effect on market strategy by 50.3% and human resources make a dominant contribution in influencing the effectiveness of implementing market strategy.
4. Market strategy has a significant influence on marketing performance with a total influence of 94% and positioning has a dominant contribution in influencing increased marketing performance.

### **Recomendations**

Based on the results of the research discussion, several things can be recommended in this research, namely as follows:

1. It is necessary to study more comprehensive dimensions, such as the strength of suppliers and substitute products on market attractiveness; dimensions of new entrants, non-physical resources, capital resources, and technological mastery of unique resources. Market strategy dimensions such as new market development, level of competition, economic/social conditions of consumers as well as dimensions of sales volume, sales returns and customer growth in marketing performance.
2. Micro business actors can formulate and implement market strategies based on market attractiveness and unique resources in an effort to improve marketing performance by considering optimal use of technology and increasing human resource competency

**REFERENCES**

- Anita, S. Y. (2022). Analisis strategi bersaing usaha mikro kecil dan menengah (UMKM) di masa pandemi Covid-19 dalam perspektif etika bisnis Islam (Studi pada pelaku UMKM keripik pisang di Jl. ZA. Pagar Alam). *Jurnal Ilmiah Ekonomi Islam*, 8(1), 352–362. <https://doi.org/http://dx.doi.org/10.29040/jiei.v8i1.3912>
- Arofahtiani, R., & Cahyadi, E. R. (2022). Strategi adaptasi UMKM kuliner pada masa pandemi Covid-19 (Studi kasus: Rumah Makan Haji Masduki, Pekalongan). *Jurnal Aplikasi Manajemen Dan Bisnis*, 8(2), 458–470. <https://doi.org/http://dx.doi.org/10.17358/jabm.8.2.458>
- Bank Indonesia. (2023). Survei penjualan eceran.
- Bordoloi, S., Fitzsimmons, J. A., Fitzsimmons, M. J., & Bordoloi. (2023). Service management: Operation, strategy, information strategy. In S. Mattson (Ed.), *Service Management: Operations, Strategy, Information Technology* (9th ed., p. 536). McGraw-Hill/Irwin.
- Bowo, F. A. (2021). Strategi pemasaran usaha mikro, kecil dan menengah (UMKM) dalam masa pandemi. *Manajerial*, 15(1), 5–13.
- Erpurini, W., Sucherly, & Juju, U. (2022). Market attractiveness analysis using digital marketing for higher education choices. *Budapest International Research and Critics Institute-Journal*, 5(3), 28324–28331.
- Fatonah, S., Haryono, T., & Indah, S. N. N. (2021). Peran orientasi pelanggan dalam meningkatkan kinerja pemasaran UMKM rumah makan di Kabupaten Sragen. *Ekuitas: Jurnal Ekonomi Dan Keuangan*, 5(1), 78–97. <https://doi.org/10.24034/j25485024.y2021.v5.i1.4750>
- Haque-Fawzi, M. G., Iskandar, A. S., Erlangga, H., Nurjaya, & Sunarsi, D. (2022). Strategi pemasaran konsep, teori dan implementasi (D. Anastasya, Ed.; 1st ed.). Pascal Books.
- Hitt, M. A., Ireland, R. D., & Hoskisson, R. E. (2017). *Strategic management: Competitiveness and globalization concepts* (12th ed.). Cengage Learning.
- Khadappi, M., Damayanti, & Komarudin. (2022). Strategi digital bauran pemasaran 4P terhadap kinerja UMKM Kota Palopo. *Jurnal Pemasaran Kompetitif*, 5(2), 157–168.
- Kotler, P., & Armstrong, G. (2018). *Principles of marketing* (L. Albelli, Ed.; 17th ed.). Pearson Education Limited.
- Kotler, P., & Keller, K. L. (2022). *Marketing management* (S. Wall, Ed.; 16th ed.). Pearson Prentice Hall.
- Liliyan, A. (2020). The effect of entrepreneurial marketing on marketing performance in SMEs. *Journal of Research in Business, Economics, and Education*, 2(6), 1311–1321.
- Lizardo, J., & Colline, F. (2023). The influence of market attractiveness and unique capability on collaboration strategy and business performance: A study at digital creative industry in Java. *The Winners*, 24(1), 45–56. <https://doi.org/10.21512/tw.v24i1.10034>

- Ma, Y., Pu, L., & Wang, G. (2021). A business analysis for the Taier company based on STP model and market forecasting. *Proceedings of the 2021 3rd International Conference on Economic Management and Cultural Industry (ICEMCI 2021)*, 1282–1288.
- Maryasih, N. L. K. (2022). Strategi usaha mikro kecil dan menengah (UMKM) di Jabodetabek dalam menghadapi pandemi Covid-19. *(MJIR) Moestopo Journal International Relations*, 2(2), 150–159.
- Melati, W. P. (2022). UMKM mulai menggeliat pasca pandemic Covid 19. *Kemenkeu RI*.
- Ningsih, K., & Marwati, T. A. (2023). Marketing strategy analysis based on segmenting, targeting, and positioning in hospital. *Disease Prevention and Public Health Journal*, 17(1), 47–54. <https://doi.org/https://doi.org/10.12928/dpphj.v17i1.6420>
- Nofrizal, Lubis, N., Sucherly, Juju, U., Arizal, N., Dwika, W., & Listihana. (2022). The key to success increasing customer satisfaction of SMEs product souvenir food. *Cogent Business & Management*, 9(1), 1–11. <https://doi.org/https://www.tandfonline.com/action/showCitFormats?doi=10.1080/23311975.2022.2084897>
- Pomantow, G. V., Mananeke, L., & Jorie, R. J. (2019). Analisis segmentasi, targeting, dan positioning terhadap keputusan pembelian produk Maxx Coffee di Hotel Aryaduta Manado. *Jurnal EMBA*, 7(4), 3129.
- Rahayu, A., Yuliawati, A. K., & Wakhrudin, S. (2020). Value creations through co-creation and collaboration strategy in SMEs creative industry. *Jurnal Pendidikan Ekonomi & Bisnis*, 8(1), 77–85. <https://doi.org/DOI:doi.org/10.21009/JPEB.008.1.8>
- Rahayu, N. K. (2019). Tarik pasar, kreasi nilai dan keunikan sumber daya untuk meningkatkan keunggulan bersaing serta implikasinya terhadap kinerja rumah sakit umum swasta di Jawa Barat. *Coopetition: Jurnal Ilmiah Manajemen*, 10(1), 41–52.
- Sukartono, S., Jusuf, E., & Juanim. (2024). Analisis pengembangan strategi pemasaran berbasis pasar dalam upaya meningkatkan kinerja pemasaran bank sampah. *Journal of Management and Business (JOMB)*, 6(3), 941–963.
- Sulistiyawan, E., & Alam, W. Y. (2023). *Marketing strategis (1st ed.)*. Pena Persada.
- Supriadi, A., Setiawan, M., Rahayu, M., & Djumahir. (2019). The conceptual model of the influence of external marketing environment and market orientation on marketing performance with the mediation of product innovation. *Advances in Economics, Business and Management Research*, 144(23), 222–226.
- Tarigan, Z. N. A. B., Dewi, F. N., & Pribadi, Y. (2022). Keberlangsungan usaha mikro, kecil, dan menengah di masa pandemi: Dukungan kebijakan pemerintah. *Jurnal BPPK*, 15(1), 12–13.
- Tjiptono, F. (2020). *Strategi pemasaran: Prinsip & penerapan (4th ed.)*. Andi.
- Wheelen, T. L., Hunger, J. D., Hoffman, A. N., & Bamford, C. E. (2020). *Strategic management and business policy (S. Wall, Ed.; 15th ed.)*. Pearson.

- Wiwoho, G. (2018). Orientasi kewirausahaan, kreativitas program pemasaran serta pengaruhnya terhadap kinerja pemasaran UMKM. *Jurnal Fokus Bisnis*, 17(1), 54–72.
- Yuliantoro, R., Syah, T. Y. R., Pusaka, S., & Darmansyah, H. (2019). Implementation of marketing mix strategy for start-up business: Fruit combining. *RJOAS*, 3(87), 220–231. <https://doi.org/DOI 10.18551/rjoas.2019-03.26>