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**Business Going Concern: Encourage and Raise the
Competitiveness of Small Businesses Through Digital
Marketing Strategies**

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Abstract: Small businesses face challenges in maintaining going concern, especially amid today's disruptive era. An innovative digital marketing mix strategy is key to building competitive advantage and enhancing marketing performance. This study examines how small businesses adapt to complex environments. Findings show that a modern, technology-driven marketing mix significantly improves sustainable marketing performance. Among the four dimensions, digital-based promotion contributes the most. This study employs a descriptive quantitative approach with the aim of developing a comprehensive understanding of digital marketing strategies and their impact on sustainable marketing performance in small-scale hijab businesses. These results highlight that small businesses embracing digital innovation in their marketing strategies are more likely to sustain and compete effectively in the evolving market.

Keywords: Marketing Strategy, Digital Marketing Mix,
Sustainable Marketing Performance, Small Business

Introduction

Indonesia is a developing country which has the largest Muslim population in the world with a total of 207 million people, and is the religion with the largest percentage in Indonesia at around 87%. Although Muslims are the majority, Indonesia is not a country based on Islam. Although it is not an Islamic country, of course, the adherents must follow the procedures and rules of life that have been determined by the Islamic religion, one of which is the procedure for dressing for women. They must pay attention to how to dress according to Islamic values. The way to wear Islamic women is often called wearing a hijab. This has become part of the culture of Islamic societies in the world, including Indonesia. Along with the development of the era, hijabs are now fashionable fashion products, which are no longer said to be outdated Muslim clothing, but have become modern clothing.

The growing belief in wearing headscarves to Muslim women has become a new phenomenon in the Muslim fashion industry today. The hijab trend continues to grow as part of the world fashion trend, including Indonesia. This development is driving increased demand for this product. This product is no longer seen as clothes that are monotonous, but more varied with various types of fashion, unique and interesting shapes.

Indonesia is targeted as the world's Muslim fashion mecca according to the Indonesian Islamic Fashion Consortium (IIFC), from 2014 to 2016, the export performance of Indonesian Muslim fashion products continues to increase, with an export growth trend of 2.30%. In 2015 the export performance of Muslim fashion products managed to penetrate USD 4.57 billion and in 2016 until 2018 continued to increase, this trend is believed to continue to increase. According to data from the Ministry of Trade, Indonesia's position is currently at number 5 as the largest Muslim fashion consumer country. The first sequence is Turkey, the United Arab Emirates, Nigeria, Egypt and Pakistan. This information illustrates the importance of developing the Muslim fashion business in Indonesia as a reference for the world's Muslim fashion industry. In the midst of global market competition, Muslim fashion industry players must have a strong and superior industrial foundation from upstream to downstream. Indonesian Muslim fashion designers, should not only be able to master the design and branding, but also the readiness of production and distribution in retail which is a benchmark of success.

High demand for hijab fashion products is an extraordinary phenomenon, resulting in the rapid growth of small businesses in this field, especially in the Bandung Regency area. Until now, small businesses that expect this product to continue to grow, this has resulted in high competition among these small businesses. One of the districts with the highest growth in small-scale business is Cicalengka District. This sub-district is one of the creative regions capable of developing various industries. Cicalengka is famous for the potential of a small creative industry that is quite large, especially the fashion industry especially hijab products. However, with the rise of the hijab industry, not all convection has better marketing performance, so it becomes a problem for business continuity.

Based on observations 38 for all the small business hijab industries in Cicalengka sub-district not all have good marketing performance, only a few factories have high performance. Though marketing performance is a very important factor for business going concern. Based on observations that marketing performance in small convection businesses in the Hijab village of Cicalengka sub-district is still very low, this is indicated by the low level of sales, lower customer satisfaction and low loyalty. Except for a few companies that have been able to implement marketing strategies optimally, namely small businesses that use marketing strategies that adopt modern marketing with a digital marketing strategy approach.

Marketing strategies in general have become an important part of every company today. The concept of marketing strategy comes from the concept of war tactics needed to win battles and protect the region. Marketing strategies are a series of choices that are internally integrated but externally focused on the organization aimed at its customers in the context of a competitive environment (Bradley 2003). According to Jain (2000) strategic marketing means looking at the company's overall product portfolio and market, and managing the portfolio to achieve the overall goals of the company. McDonald (1999) states that marketing strategies reflect the company's best choices regarding how companies apply their resource skills to the market in the most profitable way. Marketing strategy is a means used by

companies to achieve marketing objectives. Varadarajan (2014) explains that marketing strategy refers to an integrated organizational decision pattern that determines its crucial choices regarding products, markets, marketing activities and marketing resources in creating, communicating and delivering products that offer value to customers to achieve goals. According to Owomoyela, et al. (2013) the company's goal in developing a marketing strategy is to build and maintain its competitive advantage. This is important in overcoming ambiguity and uncertainty.

Marketing strategy is a process that can enable an organization to focus its limited resources on the greatest opportunities to increase sales and achieve sustainable competitive advantage (Blumberg and Perrone 2001). The marketing strategy must be centred on the key concept that customer satisfaction is the main goal. Marketing strategy is a method of focusing an organization's energy and resources on actions that can lead to increased sales and the dominance of a targeted market niche. Marketing strategies are needed by any size organization. In fact, small organizations especially, need a strategy because they may need to focus whatever resources they have on a larger opponent. (Sexton, 2006, 14). Small businesses must understand and have the essential skills needed to build and maintain a successful business (Russell, C. L., & Russell, C. L. 2016). However, not all small businesses have the skills needed to maintain their business and remain profitable. Perhaps only half of all small businesses can last more than 5 years and only one third last more than 10 years (U.S. Census Bureau, 2014). According to Goetsch and Davis (2014), factors that can contribute to failure include a lack of marketing strategy and planning.

In this 4.0 era, marketing strategies are crucial, even for small businesses. Where the development of technology and digital information strongly dominates consumer activity. So the marketing strategy must shift to a strategy based on technology and digital information. Digital marketing strategies have a transformational impact that creates a new paradigm in business (Chandra, 2001), including small businesses. This marketing model is a developing faceless modern electronic-based marketing model and is becoming an innovative marketing strategy that adopts internet technology as a medium of promotion and sales. This marketing strategy can reach all potential areas at low cost (Adelaar, 2006). Digital marketing strategies are also business models that are oriented towards creating customer value to encourage better sustainable marketing performance (Eid and Trueman, 2002: 54). The Internet-based digital marketing model creates potential interactions with customers on a global scale (Arnott and Bridgewater, 2002: 87). According to experts Digital marketing strategy is a series of actions that help achieve company goals through carefully selected online marketing channels. Digital marketing is the use of technologies to help marketing activities in order to improve customer knowledge by matching their needs (Chaffey & Smith, 2017). Digital marketing includes the use of various shipping channels which include pull and push techniques. It is used to expand corporate service support and consumer involvement. Companies need to be adaptive and responsive in winning consumers. Defence in this new paradigm, a small business must make a strong commitment to digital marketing by utilizing technology that is no longer expensive.

Therefore, in order to achieve the sales target of small businesses, they must try to adapt to new marketing strategies in order to improve the company's sustainable performance. Digital marketing strategies are strategies that small businesses need to consider at the moment. There have been many various applications provided by developers, both in the form of social media and special applications that can be used as a means to improve business

performance. Small businesses do not need to have expensive technology, but can join existing applications.

The marketing strategy will eventually talk about the marketing mix. The marketing mix is a term that is trying to hold of the marketing world as a term that is only associated with the industry, but the marketing mix can be applied to small businesses, they need to understand how to plan and implement a good marketing mix. The marketing mix is defined as the four marketing P's: product, price, place, and promotion. These four fields form a complete outline for marketing a product or service. Moderns marketing mix strategy is certainly not only related to products, prices, distribution, and promotion, but it elaborates the marketing strategy in the digital era, where all marketing mix strategies need to adopt a digital system to facilitate customers in recognizing products and services and the entire transaction process that will do. The application of digital marketing strategies has become crucial for small businesses to survive and grow amid increasingly tight business competition. As explained in a journal published by IRE Journals (2020), digital marketing allows small businesses to reach a broader audience at an affordable cost through the use of social media, SEO, and email marketing. This is reinforced by the study of Pitri et al. (2025), which discusses how the evolution of the 4P marketing mix (product, price, place, and promotion) in the digital era significantly influences consumer purchase intentions. The study emphasizes that a marketing mix adapted to the digital context has a positive impact on marketing effectiveness, both directly and through interaction with customer behavior (customer mix). Furthermore, a journal from PPIPBR Journal (2024) explains that Micro, Small, and Medium Enterprises (MSMEs) that implement digital marketing strategies—especially through social media and content marketing—can enhance brand visibility and expand their customer base. This digital strategy helps small businesses reach consumers directly and build more personal relationships. These findings are in line with a paper from EasyChair (2024), which highlights the importance of using data-driven approaches to manage marketing mix strategies in the era of digital transformation. The use of data and analytics enables small businesses to allocate resources efficiently, improve campaign effectiveness, and drive sustainable business growth. In addition, a journal published through ResearchGate (2023) emphasizes that MSMEs with well-established marketing strategies are better able to compete in the digital era. Based on structured interviews, the study reveals that the use of technology and the adaptation of digital marketing strategies are key factors for MSMEs to survive and grow in the fast-changing business landscape. Referring to these five journals, it can be concluded that digital marketing strategies and the effective application of the marketing mix are essential for small businesses to achieve sales targets, improve competitiveness, and attain business sustainability in the digital era.

In a digital marketing strategy a company must look at the customer's perspective. What products or services do they value? What do they want? What do they need? In this condition, the 4C marketing mix model proposed by Lauterbom suggests that marketing strategies are the wants and needs of consumers, the cost to satisfy, the convenience to buy and communication (Annmarie Hanlon, 2016). This model considers marketing issues from a consumer perspective (Constantinides, 2002). According to Jerom (2016) the marketing mix in the digital era shifts 4Ps to 4Cs where customers become the focus to consider 4Cs as a basic element for any tactical and strategic success of any business today. The marketing mix in the digital age shows that business success is based on: content, context, relationships and community. 4Cs includes four points. First, the consumer wants & needs: what the customer wants must be sold rather than what the company can produce. Second, cost to satisfy:

companies must make every effort to reduce the cost of fulfilling customer demand. Third, convenience to buy: companies must make every effort to provide convenience to customers for purchases. Finally, communication with customers is more important than just promotion (Wang et al., 2005).

To find out the extent of the modern marketing mix strategy carried out in the veil convection small business sector in Kampung Hijab Cicalengka, the researchers made observations. The results of preliminary observations show that the marketing mix strategy applied is still a problem, especially it can be seen from the results of the initial observations which show that the implementation of the marketing mix strategy is still considered to be not optimal. Therefore it is necessary to manage the right marketing mix in this digital age so as to provide high benefits for the company. The right marketing mix strategy should be a sustainable advantage for the company, so that small businesses have high competitiveness and will further enhance the company's sustainable performance. Measurement of sustainable marketing performance is associated with relationship marketing which is centered on developing long-term relationships with profitable customers (Clark, 2002; Palmer, Lindgreen & Vanhamme, 2005). Measurement of marketing performance in the digital age must focus on a relational view concentrating on assessing the quality and value of long-term relationships with customers. The central element of this paradigm is the management of customer expectations, both in the pre-sales and after-sales processes (Blythe, 2009).

Previous studies have highlighted the importance of digital marketing in improving the performance and competitiveness of small and medium enterprises (SMEs). Chaffey and Ellis-Chadwick (2019) emphasized that the use of integrated digital marketing strategies enhances customer interaction, brand recognition, and market reach. Tiago and Veríssimo (2014) demonstrated that SMEs benefit significantly from adopting digital tools such as social media and content marketing to improve customer engagement and operational efficiency. Similarly, Constantinides (2014) noted that the digital environment reshapes consumer behavior, urging SMEs to adapt by developing more personalized and data-driven marketing approaches. In the context of sustainability, Durmaz and Efendioğlu (2016) examined how digital marketing contributes to business growth, but their study focused primarily on urban-based enterprises, lacking insights into sector-specific applications in peripheral areas. Eid and El-Gohary (2013) conducted a comprehensive study on e-marketing adoption among SMEs in developing countries, identifying key success factors but not linking them directly to business going concern or long-term viability. In addition, research by Dwivedi et al. (2021) and Kumar et al. (2022) explored the digital transformation of marketing practices, yet primarily from a technological or strategic implementation perspective, rather than its sustained impact on niche businesses. Despite the breadth of existing literature, there remains a research gap regarding how digital marketing strategies specifically affect the long-term sustainability and competitiveness of sector-specific small businesses, such as hijab-focused enterprises in rural Indonesia. This study addresses this gap by exploring how digital marketing mix strategies (product, price, place, promotion) influence sustainable marketing performance and business going concern in hijab small businesses located in Cicalengka, West Java. The novelty of this research lies in its contextual focus on a niche market segment within a geographically underexplored region, and its integration of digital marketing strategies with the concept of business continuity—providing practical insights to support the resilience and competitiveness of small businesses in the digital economy. Based on the background of the problems above, this study basically aims

to find out and test the extent to which sustainable marketing performance is influenced by digital marketing strategies. The variable used in this research is a digital marketing mix strategy that is applied to the small business sector of veil hijab convection in Cicalengka District, Bandung Regency.

Literature Review

Digital Marketing Theory

Digital marketing is a technology-based strategy that has fundamentally transformed the interaction between businesses and consumers. According to Rowley (2008), digital marketing encompasses all marketing activities that utilize electronic devices or the internet, including social media, mobile applications, email, and digital content. Its development marks a shift from traditional approaches toward more measurable, automated, and interactive strategies (Dwivedi et al., 2020). The main advantages of digital marketing lie in its broad reach, cost efficiency, and high levels of customer engagement. However, challenges such as data privacy issues, the potential for negative public feedback, and the rapid pace of technological change demand continuous adaptation and innovation. Therefore, ongoing research and development of digital strategies are crucial to ensuring marketing effectiveness in the era of digital transformation. Furthermore, the implementation of digital marketing has been proven to enhance the performance of micro, small, and medium enterprises (MSMEs). A study by Susilowati and Fauzan (2020) demonstrated that the use of social media and other digital platforms significantly contributes to increased sales volume, promotional effectiveness, and market reach for MSMEs. Similarly, research by Kurniawati and Wibowo (2021) found that digital marketing has a positive impact on marketing performance and the competitiveness of MSMEs in the digital era. These findings affirm that digital marketing is not merely a promotional tool but also a strategic instrument that supports the sustainability and growth of small businesses amidst economic and technological challenges.

Consumer Wants & Needs to Marketing Performance

In an era of increasingly competitive business competition, a deep understanding of consumer wants and needs is the main foundation in designing an effective marketing strategy. Today's consumers not only expect products that fulfill their basic functions, but also demand added value in the form of emotional benefits and satisfying experiences. This reflects an increasingly complex shift in consumer behavior, where purchasing decisions are influenced by psychological, social, and digital factors. Research by Latinović and Ostojić (2023) shows that modern marketing strategies have the ability to effectively influence individual wants and needs. This is influenced by various sociopolitical factors and the use of increasingly sophisticated digital marketing strategies. Marketing strategies are no longer one-way, but dynamic and adaptive to changes in the environment and consumer behavior. Furthermore, a study conducted by Dailey et al. (2006) emphasizes that understanding and fulfilling consumer wants and needs through targeted marketing strategies, in-depth market research, and targeted communication can directly improve marketing performance. These performance indicators include increased customer satisfaction and loyalty, growth in sales volume, and strengthening of brand image and position in the market. However, there are still many business actors who are not able to optimally bridge consumer expectations with relevant product or service offerings. This discrepancy is often caused by a lack of

understanding of consumer dynamics and a lack of investment in market research. As a result, the marketing strategies that are implemented tend to be ineffective and fail in building long-term relationships with consumers. Companies need to adopt a customer-centric marketing approach, where every strategic decision is based on data and insights about consumers. The use of digital technologies, such as big data analytics and social media platforms, can help in identifying trends, preferences, and consumer behavior in real-time. Through this approach, companies are not only able to meet consumer needs more accurately, but can also create sustainable value for both customers and the business itself.

The Effect Cost to Satisfy on Marketing Performance

The concept of Cost to Satisfy has a strategic role in influencing marketing performance, because it is directly related to consumer perception of the value and satisfaction received. Ibrahim and Harrison (2019) show that Cost to Satisfy has a positive influence on Marketing Performance, where the reduction of the cost burden felt by consumers—both in the form of finance, time, energy, and psychology—can increase satisfaction, loyalty, and strengthen the long-term relationship between consumers and brands. Ghosh and Galbreth (2023) add that increased search costs can reduce the level of price competition but encourage competition in the form of advertising, which ultimately affects equilibrium prices, company profits, and consumer surpluses. Meanwhile, other studies show that while high customer satisfaction has the potential to lower future marketing and sales costs, the financial impact varies depending on the company's strategy, industry context, and can also be offset by increased operational costs (Dailey et al., 2006). Therefore, effective Cost to Satisfy management not only increases customer satisfaction and loyalty, but also becomes decisive in creating marketing efficiency and sustainable competitive advantage.

The Effect Convenience to Buy on Marketing Performance

Convenience to Buy has been proven to have a significant influence on improving Marketing Performance. Studies have shown that the convenience aspects offered to consumers—such as time efficiency, ease of access, transaction flexibility, and user-friendly digital features—directly contribute to increased consumer satisfaction, loyalty, and purchase intent. Vyt et al. (2022) found that in the context of click and collect retail, functional convenience had the strongest impact on consumer response, while ease of access showed a negative influence in drive-in systems, indicating that the convenience dimension can have different impacts depending on the context and consumer segment. Meanwhile, Gawor and Hoberg (2019) emphasized that in electronic order fulfillment (e-fulfillment), consumers highly value the speed of service and convenience, which is even above price considerations in the selection of omni-channel retailers. Research by Saha et al. (2020) also shows that increasing convenience in online transactions not only increases customer satisfaction and loyalty, but also has a positive impact on environmental sustainability and corporate social responsibility, which ultimately strengthens Marketing Performance. Furthermore, Liu et al. (2024) emphasized that in the practice of online community group buying, marketing performance increases significantly when product information is conveyed emotionally, complemented by clear visual imagery, and includes the brand in the title of the purchase event, all of which are forms of increased consumer convenience and engagement. Based on these findings, it can be concluded that Convenience to Buy is a strategic variable that not only directly affects consumer behavior, but also contributes to the effectiveness and success of overall marketing performance.

Communication to Marketing Performance

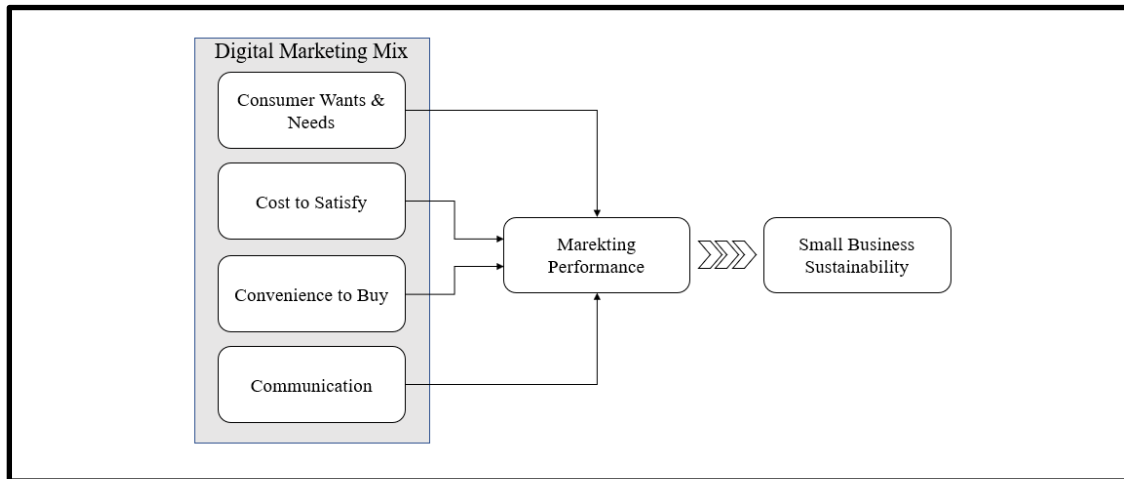
Effective and integrated communication has a very significant influence on improving the company's marketing performance. In the ever-evolving digital age, a good communication strategy—both through traditional and digital media—is one of the key factors that strengthen the effectiveness of marketing campaigns and build stronger brand awareness. This in turn can significantly increase the company's sales and financial results (Ngan & Thanh, 2022). An integrated marketing communication strategy, which combines conventional media with digital technology, not only assists companies in adapting to digital changes and transformations but also plays a vital role in improving overall marketing performance. This approach provides a greater competitive advantage, by building a strong brand and ensuring consistent messaging across various communication platforms (Adamczak, 2024). In addition, high communication competence in various aspects, including interpersonal communication, contributes greatly to improving marketing performance. Companies' ability to communicate with consumers directly and personally allows them to understand consumer needs and preferences more deeply, which can strengthen long-term relationships and increase customer loyalty (Sulistiyani & Sugiyarti, 2021). Further research shows that effective interpersonal communication can explain up to 80% of the marketing performance achieved, showing how important good interaction between a company and its consumers is in creating marketing success (Abdurrahman, 2018). Therefore, well-planned and managed communication, through a thorough and adaptive approach, not only strengthens the relationship with consumers but also has a sustainable positive impact on the competitiveness and marketing performance of the company. With the effective utilization of communication, companies can more easily build strong connections with consumers, improve customer experience, and optimize marketing strategies to achieve long-term business goals.

Methods

This research is descriptive, quantitative with the aim of developing a comprehensive appreciation of digital marketing strategies and sustainable marketing performance. Quantitative methods were adopted to gather more precise and measurable information about the effect of digital marketing mix strategies on the performance of sustainable marketing in hijab small businesses in the Bandung district of Cicalengka, West Java Province. This research was conducted at a hijab convection small business in Bandung district, Cicalengka sub-district, West Java Province, Indonesia. The observation unit is business operators 39 respondents. The criteria for selecting micro, small, and medium enterprises (MSMEs) engaged in hijab garment manufacturing in the Cicalengka District, Bandung Regency, West Java Province, for this study include several key considerations. First, the selected businesses must specifically operate in the hijab garment sector, either in production or direct sales of hijab products. Second, the scale of the business must be classified as small according to the official Indonesian MSME standards, with a maximum of 19 employees and annual turnover within the defined limits. Third, the business location should be within Cicalengka District, Bandung Regency, West Java Province to facilitate direct data collection and ensure contextual relevance. Fourth, the selected businesses must have been operational for at least one year, allowing sufficient experience in implementing marketing strategies, particularly digital marketing. Fifth, the businesses must actively utilize at least one digital platform for marketing activities, such as social media, marketplaces, or websites, to enable analysis of the impact of digital marketing on business performance.

Lastly, business owners must be willing to actively participate in the research by providing data through questionnaires and, if necessary, interviews. The going concern business model developed in this study was measured using four dimensions of the 4C digital marketing mix strategy, namely: Client, Cost, Convenience and Communication, and sustainable marketing performance. To test the model in this study using multivariate regression. This technique is used to determine the extent to which the dimensions of the digital marketing mix strategy affect marketing performance. This analysis basically conducts a confirmatory analysis test for a model based on the theory, whether this model is accepted or rejected.

Figure 1. **Research Paradigm**



Findings

The data analysis aimed to determine the impact of the Marketing Mix dimensions Consumer wants & needs, Cost to satisfy, Convenience to buy, and Communication on Sustainable Marketing Performance at Hijab Village Convection in Cicalengka Sub-district, Bandung, West Java. The respondents in this study consisted of 38 small hijab garment business operators located in Cicalengka District, Bandung Regency, West Java Province. The majority of respondents were female, aged between 25 and 45 years old, reflecting the significant role of women in the small hijab garment sector in this region. Most respondents have been in business for more than one year, meeting the selection criteria and indicating sufficient experience in applying digital marketing strategies. Regarding educational background, most respondents have at least a high school diploma or its equivalent, supporting their ability to operate digital platforms for marketing activities. This demographic profile is relevant for depicting the characteristics of business actors in the study context and analyzing the influence of digital marketing strategies on sustainable marketing performance of MSMEs in the hijab garment sector within the area. Method Using multiple linear regression with SPSS 20, the analysis evaluated how these factors influence the long-term marketing performance of businesses in the area. The results provide insights into the effectiveness of each marketing strategy component in driving sustainable performance. Statistical measures such as R-squared, p-values, and coefficients reveal the significance and strength of each marketing mix variable in contributing to overall marketing sustainability.

Table 1. Substructure Determination Coefficient 1

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,937a	0,878	0,864	1,70787

Predictors: (Constant), Consumer wants & needs, Cost to satisfy, Convenience to buy, Communication

Based on the results of the analysis in Table 1: Model Summary, an R Square value of 0.878 was obtained, which shows that 87.8% of the variation of dependent variables can be explained by independent variables, namely Consumer wants & needs, Cost to satisfy, Convenience to buy, and Communication. This value reflects that the model has very high predictive power. Furthermore, the Adjusted R Square of 0.864 confirms that after adjusting for the number of predictors, the model remains stable and relevant, reducing the possibility of overfitting. Meanwhile, the Standard Error of the Estimate value of 1.70787 indicates that the model's prediction error is relatively small, so the resulting prediction is quite accurate. Overall, this regression model can be concluded to be strong, significant, and reliable in explaining the influence of the four independent variables on the dependent variables in Substructure 1.

Table 2. Results of Simultaneous Hypothesis Test Substructure 1

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	715,894	4	178,974	61,359	0,000b
1 Residual	99,172	34	2,917		
Total	815,067	38			

a. Dependent Variable: Marketing Performance

b. Predictors: (Constant), Consumer wants & needs, Cost to satisfy, Convenience to buy, Communication

Based on Table 2: ANOVA, an F value of 61.359 with a significance of 0.000 was obtained, which means that the regression model is simultaneously significant in explaining the influence of Consumer wants & needs, Cost to satisfy, Convenience to buy, and Communication on Marketing Performance. The Sum of Squares Regression value of 715,894 is much greater than the Residual 99,172, suggesting that most of the variation in marketing performance can be explained by the model. In addition, the Mean Square Regression (178.974) which is much higher than the Residual (2.917) reinforces the evidence that the model has excellent clarity power. Overall, the results of the ANOVA test confirm that the regression model is valid and significant to explain the relationship between independent variables and marketing performance.

Table 3. Results of Substructure 1 Partial Hypothesis Test

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	-0,189	1,662		-0,114	0,910
Consumer wants & needs	0,182	0,073	0,259	2,504	0,017
Cost to satisfy	0,319	0,098	0,301	3,255	0,003
Convenience to buy	0,241	0,118	0,263	2,052	0,048
Communication	0,382	0,114	0,272	3,346	0,002

Dependent Variable: Marketing Performance

Based on the results of the analysis in Table 3: Coefficients, all independent variables—Consumer wants & needs, Cost to satisfy, Convenience to buy, and Communication—have a positive and partially significant effect on Marketing Performance. The Communication and Cost to satisfy variables showed the most dominant influence, with significance values of 0.002 and 0.003, respectively. This shows that improvements in communication and cost efficiency are significantly driving marketing performance. Meanwhile, Consumer wants & needs (Sig. = 0.017) and Convenience to buy (Sig. = 0.048) also made significant contributions, albeit relatively lower. Thus, the results of this study confirm that the four elements of the customer-oriented marketing mix individually have an important role in improving marketing performance.

To see the magnitude of the contribution of the influence of each independent variable on the dependent variable, a partial contribution calculation is performed by calculating the partial determination coefficient. Calculations using the standard Beta coefficient formula times the Zero Order correlation coefficient. The Zero order coefficient is a partial correlation of each independent variable to the dependent variable. Following are the contributions of each partial effect of each independent variable as follows:

Table 4. Determination Partial Coefficients Contribution

Model	Standardized Coefficients Beta	Zero Order Coefficients Correlation	Determination Partial Coefficients
Consumer wants & needs	0,259	0,827	0,214
Cost to satisfy	0,301	0,778	0,234
Convenience to buy	0,263	0,876	0,230
Communication	0,272	0,733	0,199

Following are the contributions of each partial effect of each independent variable, we can see it in Standardized Coefficients Beta as follows: consumer wants & needs is 21.4%, cost to satisfy is 23.4%, convenience to buy is 23.0%, and communication is 0.19.9 %. Then the total effect of the dimension digital marketing mix on the performance of sustainable marketing is 87.8% (R Square). As for the partial testing of each dimension of the digital marketing mix variable, based on table 3, the results show that all dimensions have a significant effect on marketing performance. The test results with a confidence level of 95% and $\alpha = 0.05$ can get sig values for all dimensions below 5%, then the hypothesis is accepted. This means that each dimension has a significant effect on marketing performance partially. Based on the explanation above, it can be concluded that the most dominant variable affecting marketing performance is cost to satisfy with an influence of 23.4%.

Table 5. Substructure Determination Coefficient 1

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,958a	0,918	0,906	1,39821

Predictors: SBS

Based on the Model Summary Table (Revised), the values of $R = 0.958$ and $R \text{ Square} = 0.918$ show a very strong relationship between predictor variables and Marketing Performance, *with*

91.8% of the variation being explained by the model. Adjusted R Square = 0.906 indicates the model remains stable and not overfitting. A lower Standard Error of the Estimate (1.39821) indicates an improvement in prediction accuracy. Overall, this model is very effective in explaining marketing performance.

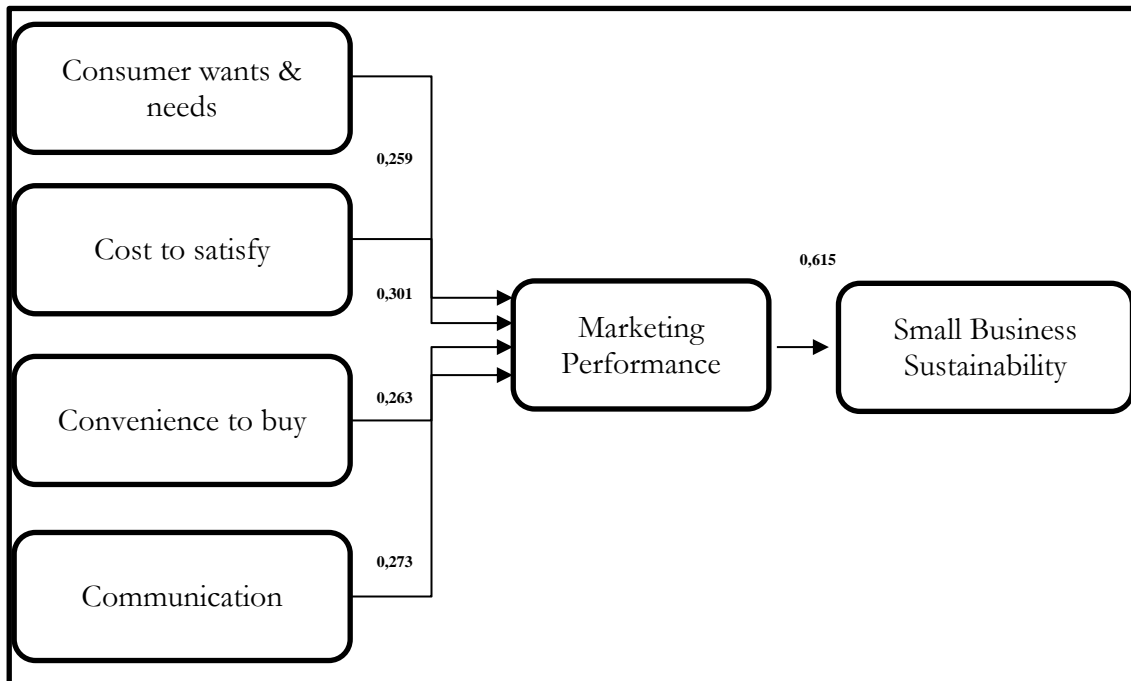
Table 6. **Substructural Regression Test Result 2**

Coefficients ^a						
Model	B	Std. Error	Beta	t	Sig.	
1 (Constant)	15.121	2.424		5.652	0.000	
MK	0.451	0.055	0.615	9.415	0.000	

a. Dependent Variable: SBS

Based on the results of the Coefficients Table, the Marketing Performance (MK) variable has a significant positive influence on Small Business Sustainability (SBS), with coefficients B = 0.451 and Beta = 0.615, indicating that every single unit increase in Marketing Performance will increase Small Business Sustainability by 0.451, with considerable influence. The values of t = 9.415 and Sig. = 0.000 confirm that the influence of Marketing Performance on Small Business Sustainability is very statistically significant. The constant of 15.121 indicates the base value of the SBS when the MK is zero, although it is not significant in this context. Overall, these results show that Marketing Performance contributes greatly to explaining Small Business Sustainability, with strong and significant relationships.

Figure 2. **Path Analysis**



Based on the results of the path analysis shown in Figure 1, this study shows that four independent variables—Consumer wants & needs (X1), Cost to satisfy (X2), Convenience

to buy (X3), and Communication (X4)—have a significant influence on Marketing Performance (Y). Consumer wants & needs (X1) with a coefficient of 0.259 indicates that meeting the right consumer needs and desires can improve marketing performance. Furthermore, Cost to satisfy (X2) with a coefficient of 0.301 has the greatest influence, which indicates that efficient cost management in meeting consumer needs contributes significantly to improving marketing performance. Convenience to buy (X3), with a coefficient of 0.263, shows that the ease of buying products, both in terms of accessibility and shopping convenience, also greatly affects marketing performance. Finally, Communication (X4) with a coefficient of 0.273 shows that effective communication in promoting products and building relationships with consumers also strengthens marketing performance. Overall, these results confirm that proper management of these four dimensions of the marketing mix is essential in improving the performance of marketing that sustainable.

Based on the results of the study it can be seen that the marketing strategy which consists of four dimensions, is Consumer wants & needs, Cost to satisfy, Convenience to buy, Communication has a positive and significant effect on sustainable Marketing Performance. This can be seen from the results of multiple linear regression analysis which shows that Consumer wants & needs, Cost to satisfy, Convenience to buy, Communication have a positive effect on Marketing Performance. This study found that marketing strategies (Consumer wants & needs, Cost to satisfy, Convenience to buy, Communication) significantly together affect the performance of business marketing. Each has a unique contribution to improving business performance. It also shows the importance of marketing strategies, no matter how small the business. Its performance depends proportionally and in line with the marketing strategies adopted. Therefore, this study recommends that small businesses have high potential and opportunities to grow, needing to institute appropriate and adequate marketing strategy steps in their business practices will greatly assist in business success. This is also coupled with the emerging economic nature of the country that if marketing strategies are used properly, there is no doubt for improved performance.

Consumer Wants & Needs to Marketing Performance

In the dynamics of modern competitive business, Marketing Performance is greatly influenced by the extent to which the company is able to understand and meet factors directly related to consumer behavior, including Consumer Wants & Needs, Cost to Satisfy, and Convenience to Buy. The results showed that Consumer Wants & Needs had a significant effect on Marketing Performance, with a value of $B = 0.182$ and $Beta = 0.259$ ($t = 2.504$; $Sig. = 0.017$), which indicates that the better the company understands consumer preferences and expectations, the higher the chances of improving marketing performance. This is in line with the findings of Latinović and Ostojić (2023) and Dailey et al. (2006), who affirm the importance of adaptive and research-based marketing strategies in bridging consumer needs to generate customer satisfaction and loyalty. Furthermore, Cost to Satisfy—which reflects the total sacrifice of consumers in acquiring products—also has a positive influence on marketing performance. Ibrahim and Harrison (2019) emphasized that reducing the cost, time, and psychological burden felt by consumers can increase loyalty and strengthen relationships with brands. However, Ghosh and Galbreth (2023) and Dailey et al. (2006) remind that the industry context and company strategy also affect the effectiveness of the financial impact of customer satisfaction. On the other hand, Convenience to Buy has also proven to be a strategic factor that drives marketing performance. Convenience in purchases, whether functionally, digitally, or emotionally, has been shown to increase purchase intent,

loyalty, and consumer satisfaction (Vyt et al., 2022; Gawor & Hoberg, 2019; Saha et al., 2020; Liu et al., 2024). Overall, these three variables are interrelated in creating value that consumers feel, which ultimately has a significant impact on achieving sustainable Marketing Performance. Therefore, companies need to adopt a marketing approach that is consumer-centric, technology-based, and responsive to changing market behavior to remain relevant and competitive.

Cost to Satisfy on Marketing Performance

The results showed that Cost to Satisfy had the greatest and significant influence on Marketing Performance, with a coefficient of $B = 0.319$ and $Beta = 0.301$ ($t = 3.255$; $Sig. = 0.003$), which indicates that cost efficiency in meeting consumer needs is a key factor in significantly improving marketing performance at a 99% confidence level. The concept of Cost to Satisfy reflects consumer perception of the total sacrifice made—whether in the form of finance, time, energy, or psychological—to benefit from a product or service. The lower the burden felt, the more likely consumers are to feel satisfied, loyal, and make a repeat purchase. Ibrahim and Harrison (2019) emphasized that good cost management is able to build long-term relationships between consumers and brands. In the context of digital marketing, pricing strategies are becoming very decisive because consumers can now easily compare prices between brands through digital media such as the internet, which makes price transparency a competitive tool (Ghosh & Galbreth, 2023). Prices that are considered to match the value of the product by consumers will drive purchasing decisions and create opportunities for improved Marketing Performance. On the other hand, Dailey et al. (2006) show that high customer satisfaction can reduce future marketing and sales costs, although its financial impact is highly dependent on the industry context and the strategy applied. Therefore, companies are required to not only offer competitive prices, but also align pricing strategies with the perception of value that consumers expect. This approach allows for the creation of marketing efficiencies, strong differentiation, and a sustained competitive advantage in the midst of increasingly fierce competition.

Convenience to Buy on Marketing Performance

Convenience to Buy has been shown to have a significant influence on improving *Marketing Performance*, as shown by the coefficients $B = 0.241$ and $Beta = 0.263$ with values $t = 2.052$ and $Sig. = 0.048$. This indicates that the easier and more convenient the buying process, the greater its contribution to improving marketing performance. This ease of purchase includes various aspects, including accessibility, transaction speed, flexibility of payment method choices, and convenience in navigating digital platforms. These factors affect consumer satisfaction, loyalty, and purchase intent which ultimately contributes to increased sales volume and the strengthening of brand image. In the context of digital marketing, the concept of location or place that was previously known in the marketing mix has now been transformed into convenience to buy. Kotler (2016) states that location is a strategy that determines where and how products are sold to consumers. In the digital era, easy access through internet channels is one of the most crucial aspects. Through technological advancements, consumers can now buy products without having to go to a distant and crowded physical market, just by clicking on an app or website, which saves them time and effort. Gawor and Hoberg (2019) found that in online order fulfillment (*e-fulfillment*), consumers tend to prefer retailers who can offer speed of service and convenience in transactions, even considering this aspect more important than price. Research by Saha et al.

(2020) shows that increased convenience in online transactions not only contributes to increased customer satisfaction and loyalty, but also has a positive impact on environmental sustainability and corporate social responsibility, which ultimately affects overall marketing performance. Furthermore, Liu et al. (2024) added that in the online practice of *community group buying*, marketing performance increases significantly when product information is conveyed emotionally, with a clear image, and includes the brand in the title of the purchase event. This shows that the convenience element in the shopping experience can increase consumer engagement, strengthen brand relationships, and improve marketing performance.

Communication to Marketing Performance

Effective communication showed a significant positive influence on improving marketing performance, with coefficients of $B = 0.382$ and $Beta = 0.272$, as well as $t\text{-values} = 3.346$ and $Sig. = 0.002$. This confirms that clear and accessible communication, both through traditional and digital media, plays an important role in attracting consumers' attention and building good relationships. As part of the digital marketing mix strategy, communication transforms into more effective promotion, serving not only to inform products, but also to attract consumer interest and build a more personal relationship with them. In the ever-evolving digital era, a good communication strategy further strengthens the effectiveness of marketing campaigns, strengthens brand awareness, and improves sales and financial results of companies (Ngan & Thanh, 2022). Integrated marketing communication, which combines conventional media with digital technology, allows companies to adapt to digital changes and transformations, while improving overall marketing performance (Adamczak, 2024). In addition, high communication competence, both in terms of interpersonal communication and mass communication, provides a great competitive advantage by increasing customer loyalty and strengthening long-term relationships between companies and consumers (Sulistiyani & Sugiyarti, 2021). Research also shows that effective interpersonal communication can explain up to 80% of the marketing performance achieved, reflecting how important it is to have direct interactions that build strong relationships with consumers (Abdurrahman, 2018). Therefore, planned and integrated communication, with an adaptive and comprehensive approach, not only strengthens relationships with consumers but also has a sustainable positive impact on the competitiveness and marketing performance of companies. Effective use of communication allows companies to build stronger connections with consumers, improve customer experience, and optimize marketing strategies to achieve long-term business goals.

Marketing Performance Small Business Sustainability

Marketing Performance shows a significant positive influence with a coefficient of $B = Sig. = 0.000$ on Small Business Sustainability. It can be explained that This improvement in good marketing performance will directly contribute to the sustainability of small businesses. Effective marketing performance can improve the competitiveness of small businesses by attracting and retaining customers, optimizing operational costs, and increasing brand visibility and loyalty. The value of $Sig. = 0.000$ indicates that this influence is statistically significant, confirming that the relationship between the two variables is not a coincidence and is an important factor for the long-term sustainability of small businesses. Therefore, small businesses that want to survive and thrive in a competitive market need to focus on improving marketing performance, which will help them adapt to market changes and ensure the survival of the business.

Based on these results there are a number of things that were found in this study, namely that small businesses that have implemented digitally-based marketing strategies must be able to set costs that can satisfy consumers. Satisfactory costs are the dominant factor in this study. Cost is a very sensitive matter in the field of marketing, especially in digital marketing strategies. Before the company decides to price the product listed on the website. Companies must research how much the best costs can be felt by customers as good costs that can satisfy them and then they look at some other companies' price lists to make comparisons. If the costs are too expensive compared to the company's competitors, maybe the company will lose customers. If the costs are low compared to competitors, customers might think that the company provides low or cheap quality. In digital marketing prices must be placed on the price list so that consumers will easily make purchasing decisions by transacting online, therefore the costs that must be sacrificed to satisfy consumers must be measured properly. Price is one of the biggest factors most considered in buying and selling online. Low prices at online stores encourage consumers to increasingly like to shop via the internet. In addition, the process is also fast, the variety of goods offered makes consumers increasingly high spending activities.

The next finding is that to achieve sustainable performance, small businesses must be able to build superior communication with consumers. Communication in this connection is about the closeness between producers and consumers, it can be about dialogue, two-way conversation, between companies and customers. This has become an approach that has evolved when digital marketing has evolved. Communication to encourage closeness with consumers can take advantage of Social Media & E-commerce. In today's digital era, the flow of communication seems to be faster, easier and cheaper with internet technology. Small businesses only need an adequate internet network and can reach wider consumers through social media. In addition to being able to reach a wider, cheaper and more efficient market target, another advantage of marketing strategies with e-commerce is being able to shorten the distance of the spread of product sales so that consumers can get cheaper prices. Shopping comfort is the next determining factor in today's digital marketing strategy. Shopping via the internet or digitally becomes more convenient where consumers do not need to jostle with many people, do not hear noise, do not need to be hard to find parking, travel to shopping places and so on. Through a computer screen or mobile device. Shopping can be done casually while doing other activities. Consumers can immediately see the best offers at the lowest price in accordance with the budget. Shopping online is more convenient. Shopping online because it is free from stress and fatigue compared to shopping offline where shopping or the market.

Next, of course the company must make products in accordance with the desires and needs of consumers that can provide value for consumers. Products must have unique advantages that competitors do not have. Now, consumers are already very smart in choosing the products they want. With the intense competition among small businesses, it requires business people to be able to think more creatively and also innovatively in developing their products so that they can meet the expectations and desires of consumers. If a small business product is not up to date, it is likely to be easily abandoned by consumers. From the above review, that a planned small business marketing strategy with the right arrangement can make various marketing activities run more effectively. By implementing modern marketing strategies such as digital approaches, it is possible for a small business to develop quite rapidly, thus maintaining the going concern of its business.

Conclusion

Business going concern is a major problem for the existence of small businesses. The digital marketing mix strategy is the key to the success of the competitive advantage of small businesses today that will become invaluable assets that will improve marketing performance. The marketing mix strategy developed with modern innovation by small businesses will help companies to compete in this era of disruption. Small businesses are still considered as companies that have not been able to innovate in their marketing strategies. Usually marketing strategies in small businesses tend to be created and run spontaneously, unfocused, and improvised. Detailed and complicated planning is considered to be difficult. So they prefer strategies that are flexible. The reason is because of the limited amount of budget for marketing. Digital marketing strategy is an effective way to market products or services for small businesses with a low marketing budget or even without using a budget. The advantages of affordable digital marketing, accurate measurement of digital marketing results, digital marketing to reach the ideal target market, digital marketing makes the market more competitive, easy to change tactics and strategies, digital marketing is able to reach a wider target market. Therefore, to maintain its going concern, small businesses need to adopt a more modern marketing strategy that adapts technological change, namely digital media. With a digital marketing strategy small businesses will be able to reach a wider target market, lower promotional costs, and be able to make changes to the marketing mix strategy more quickly. The study found that marketing strategies (Consumer wants & needs, Cost to satisfy, Convenience to buy, Communication) were significant independent and were joint predictors of business performance. Each has a unique contribution and its impact on small business performance. It also shows the importance of marketing strategies, no matter how small the business is. Its performance depends proportionally and in line with the applied marketing strategy. Therefore, this study recommends that because small businesses have high potential and opportunities to grow, institutionalizing the steps of an appropriate and adequate marketing strategy in their business practices will be very helpful in business success. This is also coupled with the economic nature of the emerging country which, if the marketing strategy is used correctly, there is no doubt about improving performance.

This study is grounded in the grand theories of the Marketing Mix and the Going Concern Theory. The evolution of the marketing mix from the traditional 4Ps model to the 4Cs (Client, Cost, Convenience, Communication) in the context of digital marketing underscores the importance of a customer-centric approach and technological adaptation as key drivers of competitive advantage for small businesses in the disruption era. The digital marketing mix strategy adopted by small enterprises enables them to sustain their existence and improve marketing performance in alignment with the principles of business sustainability, which demand innovation and responsiveness to changes in the business environment.

This study has several limitations, including a limited sample scope focused on small hijab confection businesses in the Cicalengka district with 38 respondents, which restricts the generalizability of the findings to other business sectors or regions. Moreover, the use of quantitative methods with questionnaire instruments may introduce subjective bias. The study's focus on digital marketing strategies and sustainable marketing performance without considering external factors such as macroeconomic conditions and socio-cultural aspects is another limitation. Theoretically, this research reinforces the evolution of the marketing mix concept in the digital era, while practically, it encourages small businesses to adopt well-

measured and focused digital marketing strategies to enhance competitiveness and business sustainability in the digital economy, especially in developing countries.

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