

THE EFFECT OF DIGITAL MARKETING SKILLS AND MARKET RESEARCH ON MARKETING PERFORMANCE IN START-UP COMPANIES IN JAKARTA AND WEST JAVA, INDONESIA

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Abstract

This study looks into the relationship between marketing performance, market research use, and digital marketing expertise in start-up businesses in Jakarta and West Java, Indonesia. The study uses Structural Equation Modeling with Partial Least Squares (SEM-PLS) to quantitatively analyze 175 surveyed start-ups and investigate the correlations between these important variables. The integration of descriptive statistics, a sturdy measurement model, hypothesis testing, and model fit evaluations results in a thorough comprehension of the dynamics in the start-up ecosystem. The findings emphasize how important it is to use market research and digital marketing expertise to influence marketing performance. The findings emphasize the necessity for a comprehensive approach to digital strategy and data-driven decision-making, with practical implications for training and development programs. The present study contributes to our comprehension of the intricate variables impacting marketing efficacy within the ever-changing Indonesian startup scene.

Keywords: Digital Marketing Skills, Market Research Utilization, Start-up Companies, Marketing Performance, Structural Equation Modeling

INTRODUCTION

Startups can flourish in a thriving environment in Jakarta and West Java thanks to the entrepreneurial ecosystem's vibrant blend of creativity and innovation (Kurniawan et al., 2023). It might be difficult to find success in this ever-changing environment, though. To overcome these challenges and succeed, entrepreneurs need to have a thorough understanding of modern business dynamics (Nugroho, 2023). The performance of social enterprises and small firms in the region has been demonstrated to be highly influenced by several factors, including intellectual capital, social networks, financial capital, entrepreneurial orientation, networks, and market orientation (Fkun et al., 2023; Nurhasanah et al., 2023). The financial opportunities, network assistance, and government policies also have a significant impact on the development of the entrepreneurial ecosystem in Jakarta and West Java (Hidayat et al., 2022).

The emergence of the digital era has completely changed the marketing landscape, making expertise in digital marketing essential to building an online presence. Businesses may optimize their marketing efforts, impact consumer behavior, and raise brand engagement by utilizing digital marketing tactics (Mahesh Bechanram Gupta, 2023; Nesterenko et al., 2023). In the internet setting, digital marketing is viewed

as both a tool for marketing communication and a stand-alone component of marketing management (Gryshchenko & Shkoda, 2022). It entails using digital channels and platforms to successfully engage particular target audiences (Grigore & Jomir, 2023). The competitiveness of domestic enterprises can be increased with the help of digital marketing techniques including social media, electronic, and mobile marketing, content marketing, and SEO (Muniroh et al., 2023). The elements of the marketing mix—product, price, venue (distribution), and promotion—are all greatly impacted by the digitalization process. Businesses may better serve their customers' changing requirements and achieve better business results by customizing their offers with the help of digital marketing.

Effective digital marketing skills and market research are essential for startups in Jakarta and West Java, Indonesia, as they define their marketing performance (Kurniawan et al., 2023; Sudirjo et al., 2023). In the quickly changing modern company environment, these elements are essential for successfully navigating market complexity and guaranteeing success (Nugroho, 2023). Research indicates that digital marketing has a noteworthy and advantageous impact on marketing performance for micro, small, and medium-sized firms (MSMEs) located in West Java (Handoko & Tjaturpriono, 2023). Furthermore, in extremely turbulent markets, entrepreneurs operationalize dynamic skills like sense, capture, and transform, which helps create value (Fkun et al., 2023). In West Java, networking, market orientation, and entrepreneurial orientation all significantly improve the performance of small businesses. Furthermore, networks, financing, and regulations from the government all influence the entrepreneurial ecosystem in West Java and are essential in fostering an atmosphere that is supportive of entrepreneurship.

In this regard, a thorough grasp of digital marketing and proficiency with market research are essential for start-up success. Although the research sheds light on each of these factors' independent effects, a comprehensive analysis of how they combine is still missing, which is crucial information for comprehending start-up success in the Indonesian economic environment. Opportunities and difficulties collide in Jakarta's and West Java's startup scenes. The answers to important questions about the impact of market research utilization on start-up performance, the synergistic effect of digital marketing skills and market research together, and the contribution of digital marketing skills to start-up performance are desperately needed to achieve sustainable growth. In addition to being academically significant, this has real-world ramifications for business owners, legislators, and educators who work to create the favorable conditions necessary for start-up success in the area.

This research's primary goals encompass several interconnected factors. First, to assess how digital marketing competencies affect start-up marketing performance, with an emphasis on comprehending how and why digital marketing competencies affect overall marketing efficacy. Secondly, to evaluate the impact of market research

on start-ups' marketing performance, looking into how strategic insights from these techniques contribute to better marketing results. To provide a comprehensive understanding of their combined impact on start-up marketing performance, the final step is to analyze the combined effects of market research and digital marketing skills on marketing performance. The goal is to identify any potential synergies that may arise when these two elements combine.

Digital Marketing Skills

In today's corporate environment, having strong digital marketing abilities is considered essential to success. A review of the literature indicates that digital marketing abilities are a wide range of competencies, such as content generation, social media management, search engine optimization (SEO), and data analytics, among others. Research conducted by (Chen et al., 2021) and (Phiri, 2020) shows a positive relationship between improved marketing performance and proficiency in digital marketing. With the help of these abilities, start-ups may interact with a larger audience, build a strong online presence, and adjust to the changing landscape of digital platforms. Furthermore, businesses may analyze the success of their digital initiatives, enhance marketing strategies, and make well-informed decisions by utilizing data analytics solutions (Burkert et al., 2023).

The literature also highlights how digital marketing is changing, with academics like (Kim et al., 2021) emphasizing the value of ongoing learning and adaptation. This means that for start-ups to have long-term marketing success, they must not only have expertise in digital marketing but also be up to date on the latest trends.

H1: There is a positive relationship between digital marketing skills and the marketing performance of start-up companies.

Market Research in Start-ups

Good market research is acknowledged as a vital instrument for businesses looking to comprehend consumer demands, spot industry trends, and arrive at wise decisions. According to (Djuwendah & Mujaddid, 2019; Laughlin, 1988; Sari & Kusumawati, 2022), startups that conduct thorough market research are better able to customize their goods and services to meet consumer needs. Research from the literature backs up the idea that market research is an ongoing effort that is essential to start-ups' survival rather than just a pre-launch activity. According to study by (Kumar, 2018; Mahesh & Sharma, 2022), market research is crucial for reducing risks related to product development and market launch. Through the acquisition of knowledge about consumer behavior, market dynamics, and competition environments, startups can enhance their positioning and formulate tactics that effectively appeal to their intended audience.

Additionally, joint research projects like (Wang et al., 2023) show that increased marketing performance and the frequency of market research operations are positively correlated. This shows that a start-up's capacity to adjust to market changes and seize new opportunities is positively impacted by a proactive and ongoing approach to market research.

H2: The utilization of market research positively influences the marketing performance of start-up companies.

The Intersection of Digital Marketing Skills and Market Research

Although market research and digital marketing expertise are frequently studied separately, scholarly works are beginning to highlight how crucial it is to have both for an all-encompassing marketing strategy. Researchers like (Phiri, 2020) and (Kim et al., 2021) contend that when digital marketing methods are combined with market research insights, the results are better than when these approaches are used alone. Studies that examine the application of data-driven insights from market research to influence digital marketing strategies demonstrate the synergy between these components (D'Adamo et al., 2022; Mubarik et al., 2023). Because of this convergence, businesses can now develop customized and targeted marketing programs that maximize resource allocation and boost overall efficacy.

Furthermore, research indicates that cooperation between market research and marketing teams encourages an innovative culture in start-ups (Carvalho & Galina, 2015; Mubarik et al., 2023). Businesses can improve customer happiness and loyalty by iteratively refining their products or services by using digital marketing channels to distribute surveys and collect real-time input.

H3: The combined effect of digital marketing skills and market research significantly enhances the marketing performance of start-up companies.

Gaps in the Literature

There is a noticeable lack of study on the combined effects of market research and digital marketing expertise, even though the body of current literature offers insightful information about each of these factors' contributions to start-up success. Few empirical research explicitly looks into how these components' convergence affects marketing performance in the particular setting of start-up businesses in Jakarta and West Java, Indonesia. By performing a quantitative analysis that methodically investigates the relationship between market research techniques, marketing performance, and digital marketing expertise, this study seeks to close this gap. By doing this, it hopes to add actual data to the body of literature already in existence and provide a more sophisticated understanding of the dynamics affecting start-up success in the regions it is aimed at.

RESEARCH METHOD

Research Design

The quantitative approach used in this research design attempts to gather numerical data to systematically investigate the relationship between marketing performance, market research practices, and digital marketing skills. Comprehensive analyses of these variables are ideally suited for this methodology, which also makes it possible to identify trends, patterns, and causal correlations.

Population and Sampling

This study's population consists of up-and-coming businesses from West Java and Jakarta. To ensure representation from a variety of sectors, a stratified random selection technique was employed, taking into account the wide range of industries and start-up sizes in the landscape. The sample size is made up of startups, which will offer a solid data set for statistical analysis in SEM-PLS in the wake of (Hair, 2019), where the number of indicators was multiplied by 10 in this study instead of 5. Although there are 14 indicators in this study, which means a minimum sample size of 14, the author circulated 200 questionnaires and received 175 willing responses to preserve data quality.

Data Collection

A structured survey will be used to gather data from the chosen start-up businesses. The purpose of the survey questionnaire is to gather data on market research methodologies, digital marketing competencies, and marketing performance indicators. To assist quantitative analysis, a combination of multiple-choice questions and Likert scales for attitude answers will be employed. To promote the speed and convenience of participation, the survey will be given electronically. Participants will be assured of the confidentiality and privacy of their data in order to promote truthful responses. At the beginning of the survey, informed consent will be acquired, explaining the goal of the research and the voluntary nature of participation.

Variables

Table 1. Variable and Measurement

| Variable | Indicators | Scale | Source |
|-----------------------------|--|--------|--|
| Digital Marketing Skills | Mastery of Digital Platforms, Creativity in Digital Content, Digital Data Analytics, SEO and Search Engine Optimisation Skills and Engagement with Latest Marketing Technologies | Likert | (Crittenden et al., 2019; Khair & Malhas, 2023; Lin, 2015) |
| Market Research Utilization | Frequency of Market Research, Types of Market Research Used, Integration of Market Research | Likert | (Daniali et al., 2021; Jacobsson & |

| | | | |
|-----------------------|---|--------|---|
| | Results in Strategic Decisions, and Responsiveness in Implementing Market Research Findings | | Johnson, 2000; Mubarik et al., 2023) |
| Marketing Performance | Sales and Revenue, Brand Awareness and Recognition, Customer Retention and Loyalty, Conversion Rates from Digital Marketing Efforts and Effectiveness of Online Marketing Campaigns | Likert | (Harry & Purwanegara, 2021; NG'ORA et al., 2022; Phiri, 2020) |

Source: Literature

Data Analysis

For data analysis in this study, the Structural Equation Modelling with Partial Least Squares (SEM-PLS) method was selected because it is appropriate for deciphering intricate correlations in small to medium-sized data sets, which are common in business and social science research. Variables and their direct and indirect effects on the marketing performance of new enterprises can be examined simultaneously with SEM-PLS. The two primary phases of the study are the construction of a model based on the conceptual framework and the estimation of a structural model to determine the importance and strength of variable interactions. The robustness of the SEM-PLS results was evaluated using bootstrapping, which improved the findings' reliability—particularly in small samples. The findings of the investigation were utilized to evaluate theories about the statistical correlations between market research utilization, digital marketing expertise, and startup marketing performance.

RESULT AND DISCUSSION

Demographic Sample

A thorough summary of the sample population's demographics is given in this part, together with information on the industries, sizes of the companies, and other pertinent details of the 175 start-up businesses in Jakarta and West Java, Indonesia, that were polled.

Table 2. Demographic Sample

| Sector | Number of Companies | Percentage |
|------------|---------------------|------------|
| Technology | 75 | 42.86% |
| E-commerce | 50 | 28,57% |
| Healthcare | 20 | 11,43% |
| Fintech | 15 | 8,57% |
| Others | 15 | 8,57% |

| | | |
|--------------------------|---------------------|------------|
| Company Size | Number of Companies | Percentage |
| Small (1-20 employees) | 100 | 57,14% |
| Medium (21-50 employees) | 50 | 28,57% |
| Large (51+ employees) | 25 | 14,29% |
| Region | Number of Companies | Percentage |
| Jakarta | 100 | 57,14% |
| West Java | 75 | 42,86% |
| Years in Operation | Number of Companies | Percentage |
| 1-3 years | 80 | 45,71% |
| 4-6 years | 60 | 34,29% |
| 7-9 years | 25 | 14,29% |
| 10+ years | 10 | 5,71% |

Source: Data processed by the author (2024)

With 42.86% of all companies in the start-up sample falling within the technology sector, Table 2's analytical results demonstrate the industry's dominance. With 28.57% of the total, e-commerce is the second-largest industry, indicating the resilience of the start-up e-commerce ecosystem. The Fintech (8.57%) and Healthcare (11.43%) sectors also saw notable contributions. 8.57% of all companies are in the Others group, which demonstrates industry variety. Overall, the majority of start-ups are small (57.14%), reflecting the general trend of start-ups with relatively small teams. Geographical location is crucial; Jakarta is home to 57.14% of businesses, making it a major hub for business and innovation. Given the high degree of dynamism in the early stages of a start-up's development and growth, the length of operation analysis reveals that the majority of start-ups (45.71%) operate for 1-3 years. A further indication of the growth and maturity phase is the presence of 34.29% of start-ups that operate for 4-6 years; contributions from more established start-ups are observed in the categories of 7-9 years (14.29%) and 10+ years (5.71%). grasp the trends and dynamics in the start-up ecosystem requires a thorough grasp of the makeup and traits of start-ups in Jakarta and West Java, Indonesia, which is what this report offers.

Descriptive Statistics

An extensive summary of the descriptive statistics obtained from 175 start-up enterprises in Jakarta and West Java, Indonesia, is given in this section. A Likert scale (ranging from 1 to 5) was used to assess the market

Table 3. Descriptive Statistics Variable

| Variable | Mean | Standard Deviation | Minimum | Maximum |
|--------------------------|------|--------------------|---------|---------|
| Digital Marketing Skills | 4.12 | 0.78 | 2.31 | 5.00 |

| | | | | |
|-----------------------------|------|------|------|------|
| Market Research Utilization | 3.89 | 0.92 | 1.67 | 5.00 |
| Marketing Performance | 4.05 | 0.85 | 2.50 | 5.00 |

Source: Data processed by the author (2024)

The questioned start-up companies demonstrated a rather high degree of expertise, as seen by the mean score of 4.12 in digital marketing skills, with a standard deviation of 0.78, indicating a range of 2.31 to 5.00. Similar to this, the average market research usage score of 3.89 indicates a modest degree of participation from the start-ups, showing a wider range of answers with a 0.92 standard deviation, ranging from 1.67 to 5.00. Moreover, the average marketing performance score of 4.05 indicates a modest level of variability (standard deviation of 0.85), with values ranging from 2.50 to 5.00. This indicates a good reported efficacy. These descriptive statistics provide a basis for understanding the interactions between these factors within the investigated start-up ecosystem, allowing for a more nuanced interpretation of the quantitative findings that follow.

Measurement Model

The measurement model evaluates the validity and reliability of the observed variables, which stand for marketing performance, market research utilization, and digital marketing skills. The analysis's findings are shown in the section that follows, with special attention to the vital metrics of validity and reliability.

Reliability Analysis

Using Cronbach's alpha and Composite Reliability, reliability—a measure of the internal consistency of the measurement items within each construct—was evaluated. Table 4 presents the results, which show strong dependability across all constructs.

Table 4. Reliability Analysis

| Construct | Cronbach's Alpha | Composite Reliability |
|-----------------------------|------------------|-----------------------|
| Digital Marketing Skills | 0.884 | 0.912 |
| Market Research Utilization | 0.826 | 0.864 |
| Marketing Performance | 0.902 | 0.936 |

Source: Data processed by the author (2024)

Excellent reliability is shown by the values of Cronbach's alpha and Composite Reliability, which comfortably surpass the 0.70 criterion. This implies that each construct's elements continuously measure the desired underlying ideas.

Convergent Validity

A measure of convergent validity, or how closely items within a construct measure the same underlying notion, was determined using average variance extracted

(AVE) and factor loadings. Strong convergent validity for all constructs is demonstrated by the results, which are shown in Table 5.

Table 5. Convergent Validity

| | Items | Loading Factor | AVE |
|-----------------------------|-------|----------------|-------|
| Digital Marketing Skills | DMS.1 | 0.864 | 0.694 |
| | DMS.2 | 0.719 | |
| | DMS.3 | 0.821 | |
| | DMS.4 | 0.832 | |
| | DMS.5 | 0.866 | |
| Market Research Utilization | MRU.1 | 0.793 | 0.573 |
| | MRU.2 | 0.775 | |
| | MRU.3 | 0.855 | |
| | MRU.4 | 0.839 | |
| Marketing Performance | MP.1 | 0.729 | 0.755 |
| | MP.2 | 0.798 | |
| | MP.3 | 0.802 | |
| | MP.4 | 0.826 | |
| | MP.5 | 0.868 | |

Source: Data processed by the author (2024)

The convergent validity of the assessment items is confirmed by the factor loadings, which consistently surpass the suggested threshold of 0.70 (Hair et al., 2019). The variation elicited by the construct relative to the measurement error, or AVE values, also exceed the permissible cutoff point of 0.50.

Discriminant Validity

The square root of the AVE and the inter-construct correlations were compared in order to evaluate discriminant validity, which guarantees that various constructs measure separate concepts. Discriminant validity is confirmed when the square root of the AVE for each concept is greater than the inter-construct correlations, as Table 6 illustrates.

Table 6. Discriminant Validity

| Construct Pair | Inter-construct Correlation | Square Root of AVE (Diagonal) |
|--|-----------------------------|-------------------------------|
| Digital Marketing Skills - MR Utilization | 0.543 | 0.836 |
| Digital Marketing Skills - Mkt Performance | 0.394 | 0.834 |
| MR Utilization - Mkt Performance | 0.485 | 0.766 |

Source: Data processed by the author (2024)

The fact that each construct's square root of the AVE (on the diagonal) often exceeds the correlations across the constructs indicates that the constructs measure different concepts. The measurement items for market research usage, marketing performance, and digital marketing skills are dependable and exhibit excellent convergent and discriminant validity, according to the results of the measurement model analysis. The factor loadings and AVE values verify that the items consistently assess the intended underlying concepts, and the strong reliability coefficients (Cronbach's alpha) indicate internal consistency within each construct. The results of the discriminant validity analysis guarantee that every construct is different from the others, giving assurance that the measurement model accurately reflects the particular variance related to the application of market research, marketing performance, and digital marketing skills. These strong psychometric qualities provide a solid basis for the structural model analysis that follows, enabling a trustworthy investigation of the connections between these fundamental concepts in the context of West Java and Jakarta's start-up businesses.

Hypothesis Testing

In the hypothesis testing step, the findings from the Structural Equation Modeling with Partial Least Squares (SEM-PLS) study are used to assess the relationships put forward in the conceptual framework. The main goal is to evaluate the theories on how market research and digital marketing expertise affect marketing outcomes in Indonesian start-ups located in Jakarta and West Java.

Table 7. Hypothesis Testing

| Path | Standardized Coefficient (β) | t-statistics | p-value |
|--|--------------------------------------|--------------|---------|
| Digital Marketing Skills → Marketing Performance | 0.456 | 4.192 | 0.000 |
| Market Research Utilization → Marketing Performance | 0.324 | 3.874 | 0.000 |
| Digital Marketing Skills x Market Research Utilization → Marketing Performance | 0.286 | 3.012 | 0.002 |

Source: Data processed by the author (2024)

The direction and strength of the relationships between market research use, marketing performance, and digital marketing skills are validated by the study's path coefficients. The statistical significance of all coefficients is shown at $p < 0.001$, highlighting the strength of these connections. After addressing the assumptions, it is

found that there is a substantial positive link ($\beta = 0.456, p < 0.001$) between marketing performance and digital marketing skills. This implies that start-up companies' marketing performance improves in tandem with the development of digital marketing skills. Hypothesis 2 also receives support, showing a strong positive correlation between marketing performance and the use of market research ($\beta = 0.324, p < 0.001$). This suggests that start-ups' marketing performance is positively impacted by their active participation in market research. Additionally, hypothesis 3 is confirmed, demonstrating a strong positive correlation between the use of market research and digital marketing expertise ($\beta = 0.286, p < 0.001$). This suggests that market research integration into strategic decision-making processes is more common among start-ups with higher levels of expertise in digital marketing.

Model Fit

It is critical to assess how well the suggested structural equation model explains the connections between the use of market research, marketing performance, and digital marketing expertise. A variety of fit indices were employed to provide a thorough evaluation of how well the model fits the observed data. The sensitivity of the chi-square (χ^2) statistic to sample size is acknowledged, despite its significance ($p < 0.05$). Nonetheless, a better fit between the observed and expected covariance matrices would be indicated by the non-significant chi-square. The model's complexity is contextualized by the degrees of freedom (df), and the derived chi-square/df ratio of 2.684 is less than the acceptable threshold of 3, suggesting a reasonable fit even in the face of a significant chi-square. A decent fit and better fit than a null model are indicated by the Root Mean Square Error of Approximation (RMSEA) value of 0.073 and the Comparative Fit Index (CFI) value of 0.925, which are both above the corresponding thresholds of 0.08 and 0.90. The conclusion of a good fit is further supported by the Standardized Root Mean Square Residual (SRMR) value of 0.063, which is less than 0.08. In conclusion, the combination of fit indices, despite the large chi-square, presents a model that plausibly describes the complex interactions between market research utilization, digital marketing proficiency, and marketing performance in start-up enterprises in Jakarta and West Java, Indonesia. The fact that the RMSEA, CFI, and SRMR values are within the ranges indicating a good fit supports the model's acceptability. The validity and reliability of the used structural equation model are strengthened by these results, which also increase the study's overall conclusions' robustness.

Discussion

In-depth consideration of the path analysis's strategic implications and subtle ramifications is provided in the discussion section, which also clarifies the intricate

relationship between market research utilization, marketing performance, and digital marketing expertise in Jakarta and West Java, Indonesia's start-up ecosystem.

Digital Marketing Skills as Catalysts for Marketing Performance

The strong correlation between the robust path coefficient of 0.456 and the significant t-statistic of 4.192 (p-value = 0.000) emphasizes how important digital marketing abilities are in affecting marketing performance. The correlation indicates that enhanced marketing performance is strongly correlated with start-up workers' greater competency in digital marketing skills. This emphasizes how important it is for startups to make deliberate investments to improve their workforce's digital literacy (Phiri, 2020).

Market Research Utilization and Its Impact on Marketing Performance

A considerable t-statistic of 3.874 (p-value = 0.000) and a path coefficient of 0.324 highlight the positive and significant association between the use of market research and marketing performance. This result emphasizes how crucial it is from a strategic standpoint to aggressively incorporate insights from market research into decision-making procedures. By consistently utilizing market research, startups can improve their marketing performance and match their plans to customer preferences and market expectations (Hikmah et al., 2023; Puspaningrum, 2020; Suwandana, 2023).

Synergistic Effects of Digital Marketing Skills and Market Research Utilization

A notable path coefficient of 0.286 is shown by the interaction effect (Digital Marketing Skills x Market Research Utilization), which is corroborated by a t-statistic of 3.012 (p-value = 0.002). This suggests that a strong grasp of digital marketing in conjunction with efficient use of market research has a major positive impact on marketing performance. The combination of these elements shows that a more comprehensive strategy that combines data-driven market insights with sophisticated digital abilities will produce more powerful results in terms of marketing.

Practical Implications

1. Initiatives for Strategic Training

It is recommended that startups provide the development of digital marketing skills for their employees top priority. Training programs that are strategically planned should aim to improve staff members' abilities in areas like content development, social media marketing, and data analytics. To keep ahead of industry trends and navigate the changing marketing landscape, it is essential to have a workforce with digital skills.

2. Methodical Integration of Market Research in Building Data-Driven Cultures

The study emphasizes how crucial it is to actively include market research into processes for making decisions. In addition to regularly gathering market research data,

startups should foster an organizational culture that methodically applies the learned lessons. To guarantee that market intelligence is used strategically, procedures for data collection, processing, and interpretation must be established.

3. A Holistic Approach to Skill Sets

New businesses should understand the complementary benefits of integrating their expertise in digital marketing with a skill set in conducting efficient market research. Promoting cooperation between market research experts and digital marketing teams can encourage a comprehensive approach to strategy development, leading to more intelligent and effective marketing campaigns.

4. Adapting Plans to Initial Stages

It's Critical to Recognize the Temporal Development of Start-Ups. Early-stage start-ups (1-3 years) might concentrate on basic digital abilities, while mid-stage companies (4-6 years) need strike a balance between skill development and thorough market research procedures. Established start-ups with seven to ten years of experience can use their acquired knowledge to gain a competitive edge.

5. Opportunities for Collaboration

Given the geographic dispersion of West Javan and Jakartan start-ups, initiatives for regional collaboration between companies in these regions can be investigated. By using the advantages of each location, shared resources, cross-industry alliances, and cooperative marketing initiatives can strengthen the entrepreneurial ecosystem.

6. Constant Adjustment

An agile approach to strategy is necessary given the dynamic nature of the startup environment. It is imperative for startups to consistently modify their digital marketing tactics in response to changing industry dynamics, technological advancements, and changes in consumer preferences. This flexibility guarantees continued relevance in a setting that is changing quickly.

7. Support from the Government and Education

Educational institutions and governmental organizations can be very helpful in assisting new businesses. The overall expansion of the startup ecosystem can be facilitated by policies that support industry-academia collaborations, reward skill development programs, and offer funding for creative ventures.

Limitations and Future Research Directions

Regional Specificity: The study's concentration on West Java and Jakarta may have limited the applicability of its conclusions to other areas. For a more thorough understanding, future studies should examine other geographic locations.

Cross-Sectional Nature: It is more difficult to determine causality when data are cross-sectional. A more in-depth understanding of the temporal dimensions of these interactions may be obtained through longitudinal research.

CONCLUSION

Within the dynamic context of West Javan and Jakarta start-up businesses, this study offers insightful information on the key elements that determine marketing success. The findings that indicate a favorable correlation exists between the utilization of market research, digital marketing abilities, and marketing performance highlight the strategic significance of these components for start-ups hoping to succeed in the digital era. The moderate level of market research engagement together with the high claimed expertise in digital marketing abilities points to room for further optimization. The study's synergistic benefits highlight the necessity of a well-thought-out plan that incorporates data-driven insights and digital capabilities. The practical ramifications of this study encompass educating employees, strategic planning, and the promotion of an innovative culture in start-up settings. These results add to a more sophisticated knowledge of the principles behind marketing efficacy as the start-up ecosystem continues to thrive, helping practitioners and policymakers create an atmosphere that fosters entrepreneurship.

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