Market and Resource-Based Marketing Strategy for Micro-Enterprises

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DOI: https://doi.org/10.47772/IJRISS.2026.10100534

Received: 28 January 2026; Accepted: 02 February 2026; Published: 17 February 2026

ABSTRACT

MSMEs are a key industrial sector in Indonesia in driving national economic growth. However, in some cases, micro-entrepreneurs are often unable to optimize the potential of market attractiveness and their unique resources to leverage their business performance. Therefore, it is necessary to examine and analyze the ability of microentrepreneurs to utilize their markets and resources in creating and implementing marketing strategies. A quantitative associative research method was employed to assess those and the relationship between exogenous and endogenous variables among micro-entrepreneurs who received subsidized bank credit as part of the government incentive program from the Bank of BRI, also known as KUR, in the DKI Jakarta region. The sampling technique employed was a proportional-clustered-random sampling method, with a sample size of 400 respondents. Data were collected through observation, literature review, interviews, and cross-sectional questionnaires, which were analyzed using SEM. The results showed a significant influence of market attractiveness and resources on marketing strategies, both partially and simultaneously. Competition intensity and human resources play a dominant role in formulating marketing strategies. The findings of this study are valuable for assessing the effectiveness of subsidized bank credit absorption in improving the business performance of micro-enterprises.

Keywords: Micro-Entrepreneurs, Marketing Strategies, Bank Credit, Market Attractiveness and Resources.

INTRODUCTION

The national economy, despite its challenges and obstacles, is gradually returning to normal after the Covid-19 pandemic. This is partly due to the strategic role of the business sector, particularly micro, small, and medium enterprises (MSMEs). This strategic role stems from their significant contribution to reducing unemployment and poverty rates. Meanwhile, competition within the MSME industry is intensifying. Each MSME is competing to create and promote its products and services using its own marketing systems. This is a result of increasing consumer demand for maximum satisfaction. Therefore, MSMEs must regularly review their established marketing strategies to ensure they meet market expectations and desires.

Micro-enterprises need to have a strategic plan, particularly a marketing strategy, to increase market share and revenue. This is challenging, as micro-entrepreneurs generally face limited human resources with the necessary competencies and managerial knowledge. Given the role of MSMEs in supporting the country's economic growth, the government feels the need to provide support. To that end, the Indonesian government, through the Ministry of Micro, Small, and Medium Enterprises (MSMEs), has developed a program to leverage MSME business performance.

The government has implemented a planned, systematic, and integrated optimization of MSME empowerment, including: 1) creating a business climate to open up opportunities to create businesses as widely as possible and to ensure business certainty effectively and efficiently; 2) developing a business support system for MSMEs in increasing access to productive resources so that they can utilize the opportunities and potential of available local resources; 3) developing the quality of entrepreneurship and marketing mix strategies for micro, small, and medium enterprises (MSMEs); and 4) empowering micro-scale businesses to increase the income of small communities in the informal sector (Saroso et al., 2023).

According to data from the Ministry of Cooperatives and SMEs, the number of micro, small, and medium enterprises (MSMEs) reached 65 million units in 2022. This number decreased by 0.70% compared to the previous year's 65.46 million units. Meanwhile, data from the Indonesian Chamber of Commerce and Industry (KADIN) and the Ministry of Micro, Small, and Medium Enterprises (MSMEs) indicate that the number of MSMEs in Indonesia in 2024 is slightly under 60 million, specifically 59,489,650. This number represents 99.99% of the total number of businesses in Indonesia. Of this total, 50.7% (slightly more than 30 million) are MSMEs in the non-agricultural and fisheries industries. Of these 30 million, the retail trade sector accounts for 47.83%, followed by the food and beverage culinary sector at 21.21%. In terms of the contribution of MSMEs to the national economy, according to data from the Directorate General of Treasury, Ministry of Finance, in 2024, MSMEs have contributed to the Gross Domestic Product (GDP) by 60.5%, and can create jobs for the workforce by 96.9%, and contribute to the value of non-oil and gas exports by 15.69%. Another data point on MSMEs is the data on the spread of MSMEs in Indonesia. According to the Single MSME Data Information System released by the Ministry of MSMEs, the island of Java, specifically West, East, and Central Java, has 5.4 million, 4.58 million, and 4.45 million MSMEs, respectively. This number creates more than 25 million jobs in the MSME sector (Bank Indonesia, 2020).

As previously explained, MSMEs, particularly micro-enterprises, generally face challenges in terms of human resources and finance. Limited access to finance for micro-enterprises results in their ability to implement personnel competency improvement programs being limited, and finally, they have low skill development. Limited capital also makes it difficult for businesses to acquire the tools to increase market access, ultimately leading to low sales.

The availability of subsidized credit (KUR) provided by the government has not improved the business performance of micro-enterprises, as evidenced by the high Non-Performing Loan (NPL) rate, the lack of sales turnover growth, the tendency for business investment to slow down, and a decline in business activity (Saroso et al., 2024). It can be assumed that the business and sales performance of MSMEs in DKI Jakarta has not yet met expectations. The attractiveness of the MSME market, resources in terms of creativity, and the formulation of missed marketing strategies are considered to be the causes of the decline in micro-business performance. Optimizing the resources owned by micro-entrepreneurs in dealing with competition and taking advantage of market attractiveness opportunities with strategies to reduce costs and increase revenues (benefits) has not been optimally carried out by micro-enterprises.

Conceptually, it is believed that marketing strategy is one approach that has a positive influence on sales in micro-businesses. Furthermore, the marketing mix is an integral part of a company's marketing strategy, serving as the bridge between the company and the market. Therefore, it is believed that marketing strategies, including market strategies and marketing mix strategies (product, price, distribution, and promotion), require valid and easily accessible marketing information to develop appropriate strategies. Marketing strategy development must consider the uniqueness of resources, including physical and human resources, as well as organizational resources in the form of the company's business management system (Kotler & Armstrong, 2017; Kotler & Keller, 2012). Resources are assets, competencies, processes, skills, or knowledge controlled by the organization (Kotler & Keller, 2012).

Based on the description of the phenomenon, theoretical concepts, and previous research, it can be assumed that the existing market is not yet optimally utilized by micro-entrepreneurs, and their available resources are not utilized optimally, resulting in a lack of ability to implement appropriate market and marketing mix strategies. This inaccuracy in marketing strategies is believed to be caused by micro-entrepreneurs' inability to analyze and optimize market appeal opportunities and resource utilization, which contributes to the inaccuracy of microenterprise business strategies.

To assist micro-entrepreneurs in determining appropriate marketing strategies, it is crucial to conduct research with the following question formulation: What is the role of market appeal and resources in formulating marketing strategies for micro-entrepreneurs receiving subsidized credit from Bank BRI in the DKI Jakarta region?

LITERATURE REVIEW

Market attractiveness

Market attractiveness is a crucial aspect that significantly supports the implementation of marketing strategies. To develop a marketing strategy, business owners must analyze market attractiveness to determine target markets, target audiences, market positioning, and develop a marketing mix strategy. Market attractiveness is defined as the extent to which a market offers opportunities for a business, considering market size and growth rate, as well as the level of competition and other constraints (Best, 2000).

Market attractiveness can be planned by management through market growth rate projections and attractiveness assessments (Cravens & Piercy, 2012). In other words, market attractiveness can be measured through market size, market growth, competitive intensity, price levels, profitability, technology, sophistication, and government intervention regulations (Walker et al., 1996). As a guide for activities, strategy has several dimensions, including advantage, access, activities, and adaptation. These dimensions interact and collectively determine strategy. Organizations must select and define the target markets they will serve, establish a distinct advantage over competitors, develop communications and use distribution channels to reach those markets, and determine and implement appropriate activities.

In most cases, companies have specific goals, and to achieve them, a strategy is required. Strategy is the basic guideline, plan, and objectives, resource allocation, and interaction of the organization with the market, competitors, and other environmental factors (Walker et al., 1996). Strategy is a comprehensive and integrated plan that connects a company's internal strengths with the opportunities and threats of the external environment.

Market attractiveness can be measured by market size, level of competition, and market opportunities. The components of market attractiveness are market size, market growth, and buyer power. The components of competitive intensity are the number of competitors, competitor prices, and ease of entry (Best, 2000). Market attractiveness can be measured through market force, competitive intensity, and market accessibility. Market attractiveness and a business's competitive position can help a company in developing strategic marketing strategies. The strategic marketing process encompasses four stages: 1) strategic situation analysis; 2) marketing strategy development; 3) marketing program development; and 4) marketing implementation and control.

Market attractiveness, as a construct variable in this study, uses the following dimensions: market power, competitive intensity, market access, technological change, and the role or intervention of the government, as deemed relevant to the business situation of micro-enterprises in DKI Jakarta.

Resources

Business organizations generally possess a variety of resources, both tangible and intangible. In the resource based model, each organization is viewed as a unique collection of resources and capabilities (Hitt et al., 2013). This uniqueness forms the basis for determining the company's strategy and its ability to achieve above-average returns. Resources are inputs to the production process, including capital equipment, individual expertise, patents, finance, and talented managers. In general, resources are classified into physical resources, human resources, and organizational capital in a modern, sustainable company.

Resources are valuable and strategic assets that can increase efficiency and effectiveness (Barney & Clark, 2023). There are two ways to acquire resources: first, by developing superior resources, such as human resource skills and technology, that competitors lack, and secondly, by developing unique/specialized capabilities. Therefore, superior resources and special capabilities can be used as a basis for determining resources.

A unique resource is something very difficult for competitors to imitate or duplicate (Balqis & Saroso, 2024). Business organizations cannot sustain a marketing mix strategy solely by relying on their resources (resource based view), but must also consider market preferences (market-based view). The resource-based view of business has become one of the most frequently cited theories in the history of strategic management theory. The essence is that a company must possess resources that are valuable, rare, inimitable, and have resources and capabilities that are difficult to substitute. If an organization can achieve all of these, it will be easy to improve its sustainable marketing mix strategy.

Generally, business resources are classified into three categories: physical resources (superior resources), human resources (superior skills), and organizational resources (superior control). A resource is an asset, competency, process, skill, or knowledge controlled by the organization (Hitt et al., 2013; Wheelen et al., 2017). The three categories of company or business organization resources are: tangible assets (resources), intangible assets (skills), and control resources (Collis & Montgomery, 2005). Resources, including tangible assets, intangible assets, and control assets, are essential components in formulating a company's marketing and business strategies.

A resource is a strength for a company if it supports the effectiveness of its marketing mix strategy. Conversely, a resource is a weakness for a company if it is not superior to those of its competitors. To measure whether a company's resources are a strength or a weakness, it can be done by comparing them with its existing resources, those of its main competitors, and the industry as a whole. The criteria used are valuable, rare, and inimitable, and can be organized into resource indicators (Wheelen et al., 2017).

In the microbusiness ecosystem, there are several indicators of stakeholder strength (Bowman in Sulistiyawan & Alam, 2023), namely:

1. Consumer strength includes the number of consumers compared to the number of producers, the ease with which consumers switch from one producer to another, the level of importance of the goods purchased by consumers, consumer demands, and consumer purchasing power;

2. Competitor strength includes business scope, market share control, the direction of desired goals, competitor performance, and marketing strategies;

3. Raw material supplier strength includes the number of raw material suppliers, the supplier's ability to control raw materials, the supplier's ability to control raw material prices, the supplier's relationship with the company, and the level of importance of the supplied raw materials;

4. Intermediary strength includes the level of distribution channels, the number of intermediaries for each distribution channel, the intermediary's understanding of the market/product, the intermediary's ability to distribute and sell the product, and the intermediary's relationship with the company.

The strategy chosen by management must enable the company to utilize its core competencies to respond to external environmental opportunities and neutralize threats. Core competencies are unique strengths that enable a company to achieve superiority in efficiency, quality, innovation, and customer responsiveness, thus creating superior value and a strategic marketing mix (Goi, 2009; Méndez-Suárez, 2021). A company's ability to understand and continuously develop these aspects is essential for its sustainability. Internal resources consist of three categories: physical resources (superior resources), human resources (superior skills), and organizational resources (superior control). Human resources are more important than external resources for sustainable competitive strength and organizational performance. Human capital and structural capital must be taken seriously as they are internal organizational resources.

Marketing Strategy

A marketing strategy is a marketing logic that a company can use to help its business unit achieve its marketing objectives (Kotler & Keller, 2012). A marketing strategy is a plan that outlines the company's expectations regarding the impact of various marketing activities or programs on demand for its product or product line in the target market (Wahid et al., 2022).

Marketing strategy is defined as the formulation of decisions made by an organization or company regarding products, markets, marketing activities, and marketing resources that the organization will use to offer product or service value to customers, in achieving its goals. Consumers are the market or center that becomes the object of marketing managerial decisions; the goal is to create value for customers and build profitable customer relationships. Marketing strategy logically is to create value for customers to achieve profitable relationships. Companies decide which customers to serve (segmentation and marketing targets) and how (differentiation and positioning) (Kotler & Armstrong, 2017, 2023).

Marketing strategy is crucial for companies and businesspeople, as it serves as a means to achieve goals. Marketing is a process influenced by various social, cultural, political, economic, and managerial factors. As a result of these factors, individuals and groups meet their needs and wants by creating, offering, and exchanging products of commodity value (Alhassan & Akudugu, 2020; Grynberg & Newton, 2007)

In the digital age, marketers have a suite of online, mobile, and social media tools at their disposal to engage customers anytime, anywhere, co-shaping brand conversations, experiences, and communities. If they do these activities properly, they will reap the rewards in terms of market share, profits, and customer equity. Marketing strategy requires a strategic plan that defines the company's overall mission and goals (Franco-Ángel & Urbano, 2022; Quinton et al., 2018; Zéman & Bogdan, 2019).

There are two models for developing marketing strategies to achieve business performance: market-based and resource-based. Market-based models explain the conditions and characteristics of the external environment as one of the primary inputs and determinants of strategy, aiming to achieve overall business performance. The resource-based model represents internal environmental conditions as the primary input and determinant of strategy for achieving high returns in business. (Hitt et al., 2013).

To anticipate ever-changing (turbulent) and uncertain environmental conditions, business organizations can employ resource-based, market-based, or integrated strategic approaches. A resource-based approach is suitable for start-up companies, focusing on the capabilities of existing resources and optimizing their utilization. Meanwhile, a market-based approach focuses solely on existing market potential and then capitalizes on it. Both approaches have their own weaknesses, so an integrated approach is needed for optimal results.

Three indicators of marketing strategy that cause changes in marketing strategy are: 1) Product life cycle, that the strategy must be adjusted to the stages of the life cycle, namely the introduction, growth, maturity and decline stages; 2) The company's competitive position in the market, that is, the strategy must be adjusted to the company's position in the competition, whether leading, challenging, following or only taking a small part of the market; 3) Economic situation, that is, the marketing strategy must be adjusted to the economic situation and future outlook, whether the economy is in a prosperous situation or high inflation (Kotler & Armstrong, 2017, 2023).

Marketing strategy consists of the following elements: 1) Uniqueness (Differentiation), which is a method of developing a marketing strategy by considering various aspects of the company. This strategy, which is different from competitors or new, will become the company's advantage; 2) Marketing Mix, which is a marketing element that includes 7Ps (Product, Price, Place, Promotion, Process, People, and Physical Evidence), which functions to determine the company's position (Chinakidzwa & Phiri, 2020).

Research Paradigm

The conceptual framework, in this case, is a narrative representation of how the research model was developed and described as follows:

1. Market attractiveness and resources are believed to be two factors in formulating a marketing strategy. These two variables complement each other in opening market opportunities and exploiting external business conditions to achieve a company's marketing goals.

conditions, fundamentally reform market attractiveness. Resources, on the other hand, relate to the capabilities of micro-enterprises, including facilities, infrastructure, and employees. These two factors influence a micro-enterprise's marketing strategy, which encompasses promotional intensity, distribution channels, pricing, processes, and marketing personnel.

Figure 1. Research Framework

Based on the description of the research framework above, the research hypothesis for micro-entrepreneurs receiving subsidized bank credit from Bank BRI (KUR) in the Jakarta area is that there is a partial and simultaneous influence of market attractiveness and resources on marketing strategies.

RESEARCH METHODS

This research uses a quantitative, verification approach and hypothesis testing, projected through direct data collection from the research subjects. The research location was Jakarta, with the unit of analysis being microenterprises receiving subsidized credit as part of a government program from Bank BRI for five months, from December 2024 to May 2025.

The population in this study was 31,430 micro-enterprises in the service and trade sectors that received subsidized credit. To determine the sample size, the Slovin formula was used with a precision level (e) of 5%. Therefore, after proportionally calculating, the sample size was 400 respondents.

To investigate the influence of exogenous variables on endogenous variables, Structural Equation Modeling (SEM) was used as an analytical tool. SEM performed confirmatory factor analysis and simultaneously performed path analysis (structural model). The SEM analysis used LISREL 8.80 software.

In this study, the structural model is represented in the form of a structural equation: $\eta 1 = 1\gamma\xi 1 + 2\gamma\xi 2 + \zeta$. In the next stage, model fit was checked, evaluated based on various model fit parameters, including Goodness of Fit Indexes. Simultaneous significance testing for sub-structure model 1 is formulated in the following hypotheses:

- H0: $0= \ 2\gamma 1\gamma$, : Market attractiveness ($\xi 1$) and resources ($\xi 2$) do not significantly influence marketing strategy.
- Ha: $0\neq \ 2\gamma 1\gamma$, : Market attractiveness ($\xi 1$) and resources ($\xi 2$) significantly influence marketing strategy.

RESULTS AND DISCUSSION

The output path diagram of the structural model from the results of the model calculations that have been analyzed using the Structural Equation Modeling (SEM) approach can be depicted in the figure below. The DP notation represents the Market Attractiveness indicator, SD represents the Resource indicator, while the SP notation represents the Marketing Strategy indicator.

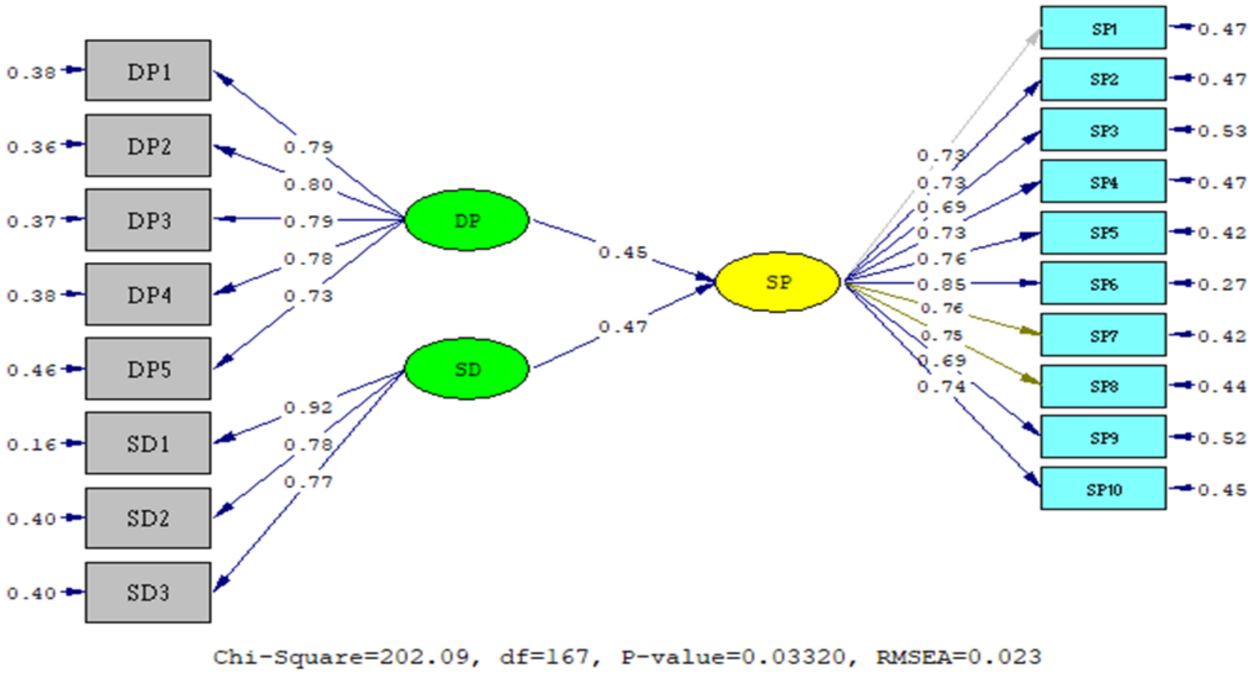


Figure 2. Results of the Structural Analysis of the Research Model

Based on the research structure analysis measurements, it can be seen that the competitive intensity has the highest factor loading score of 0.800 compared to other factors on the market attractiveness of micro-enterprises. This indicates that the data on competitive intensity has a high level of reliability. Meanwhile, the government role manifests the lowest factor loading score of 0.735 on the market attractiveness variable for microenterprises.

The measurement values indicate that the human resources manifest has the highest factor loading score compared to other resource manifests, with a value of 0.92. The organizational resources manifest has the lowest factor loading score, at 0.77, among micro-entrepreneur resources. The measurement values also show that the Process Determination manifest has the highest factor loading score, at 0.85. The Positioning Targeting manifest has the lowest factor loading score, at 0.69, among micro-entrepreneur marketing strategies. The Goodness of Fit Index (GFI) test for the relationship between each variable based on data processing using LISREL 8.80 produced statistical parameter test outputs, which can be presented as follows:

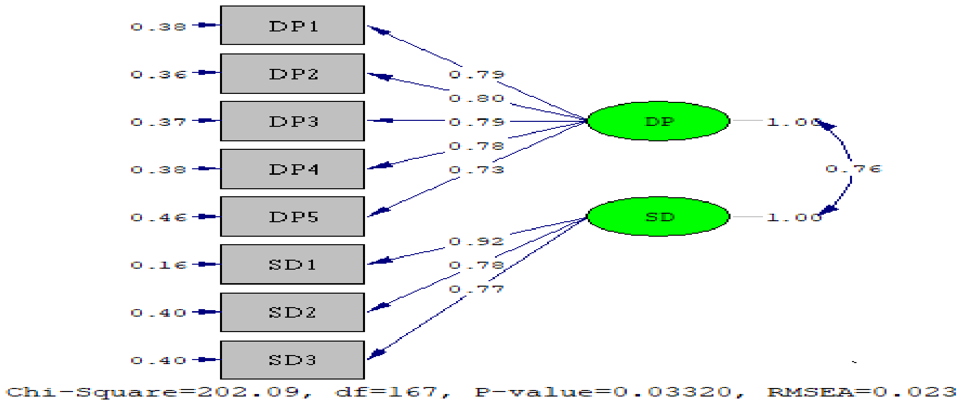
Table 1. Goodness of Fit Index Parameter Test Results

No	Parameter Statistic	GFI Statistics	Kriteria Fit	Kriteria
1	P-value χ^2	0,033	> 0.05	Fair
2	RMSEA	0,023	< 0.08	Good Fit
3	NFI	0,99	> 0.9	Good Fit
4	NNFI	1,00	> 0.9	Good Fit
5	GFI	0,95	> 0.9	Good Fit
6	AGFI	0,94	> 0.9	Good Fit
7	CFI	1,00	> 0.9	Good Fit
8	IFI	1,00	> 0.9	Good Fit

Testing of all GFI parameters indicates that the research structural model meets the good fit criteria. These results indicate that the research model, which analyzes the influence of market attractiveness and resources on marketing strategy, is a good research model, as it accurately depicts the relationships between constructs within the research structural model. A good fit of the research structural model will result in a high level of reliability in the output.

The correlation coefficient of the relationship between exogenous latent variables (φ12) in this study was calculated using LISREL 8.80 software by referring to the correlation value of Market Attractiveness (DP) and the correlation value of Resources (SD) in the Correlation Matrix of Independent Variables as listed in the output attachment of the Research Data Processing Results, as follows:

Figure 3. Relationship Between Exogenous Latent Variables



The table above depicts that the correlation between the exogenous latent variables of market attractiveness orientation and resources is 0.76, which is considered moderately high. This correlation coefficient can then be used to calculate the indirect effect of the exogenous latent variables Market Attractiveness (DP) and Resources (SD) on the endogenous latent variables and Marketing Strategy (SP).

The equation explains that marketing strategy is positively influenced by market attractiveness, with a path coefficient of 0.45, and resources, with a path coefficient of 0.47. The margin of error is 0.27, and the total effect (R^2) is 0.73.

Based on the partial hypothesis testing results, which present the estimated values, t-values, and significance levels of each partially tested variable, the following results are presented:

Table 2. Goodness of Fit Index Parameter Test Results

Structure	**Path Coefficient Value**	t_{count}	t_{table}	**Decision**
γ_1	0,45	5,91	1,966	**H_0 rejected,** there is a significant influence of market attractiveness on marketing strategy
γ_2	0,47	6,14	1,966	**H_0 rejected**, there is a significant influence of resources on marketing strategy

Based on the test results, we reject hypothesis H_0 but accept hypothesis H_a, concluding that market attractiveness significantly influences marketing strategy, and resources significantly influence marketing strategy.

To determine the significance of market attractiveness and resources on marketing strategy simultaneously, an F-test was used with the following calculation:

$$F_{count} = \frac{(400 - 2 - 1)\,0{,}73}{3\,(1 - 0{,}73)} = 357{,}79$$

With degrees of freedom ($df_1 = 2$) and ($df_2 = 397$) and a probability value of 0.05, the F-table value is 3.018. Furthermore, by comparing the calculated F-value to the F-table value, it is found that 357.79 > 3.018. These results indicate that H_0 is rejected and H_a is accepted, which means that market attractiveness and resources have a significant simultaneous influence on marketing strategy.

The analysis shows that the total influence of resources is greater than that of market attractiveness. This can be interpreted that micro-enterprises receiving subsidized credits from Bank BRI in the Jakarta area have not optimally utilized the potential market attractiveness of micro-enterprises in formulating an appropriate marketing strategy. They focus solely on their existing resources and fail to consider the potential market attractiveness.

The estimator research model is accurate or unbiased and provides significant values, because the statistical probability error rate of the research model is very low, namely less than the significance level set at 5% or p value < 0.05 for each hypothesis.

Tabel 3. Model Accuracy Testing

H_0	Market Attractiveness and Resources to Marketing Strategy	p-value ($\zeta1$) = 0,039 < 0,05
H_a	Strategi Pemasaran Terhadap Kinerja Pemasaran	p-value ($\zeta2$) = 0,024 < 0,05

The next test is the Explanatory Ability Test, which aims to explain the relationship between variable phenomena. The measurement criterion is a Standard Error (SE) of less than half times the absolute value of the path coefficient (γ/β), with the following results:

Tabel 4. Explanatory Ability Testing

Model Testing for Market Attractiveness and Resources to Marketing Strategy		
-	Standard Error (SE) Market Attractiveness	$0.076 < {}^{1}/2\ (0.45)$
-	Standard Error (SE) Resources	$0.076 < {}^{1}/2\ (0.47)$
Model Testing for Marketing Strategy to Marketing Performance		
-	Standard Error (SE) Marketing Strategy	$0.056 < {}^{1}/2\ (0.96)$

The simultaneous hypothesis test also found that market attractiveness and resources influence marketing strategy. Based on these two premises, it is concluded that market attractiveness and resources concurrently have a positive and significant effect on marketing strategy. These two variables are closely related, so changes in one variable will impact the other.

Market attractiveness reflects a marketing strategy based on market size, customers, and competition (Martoyo et al., 2025). Unique resources in the form of value that are difficult for competitors to imitate reflect the internal ability of a business organization to identify and exploit market opportunities (Cardeal & António, 2012). Market attractiveness is a crucial aspect that supports the success of a marketing strategy (Sharabati et al., 2024). Such a vast market certainly cannot be served by all the resources owned by business actors. Therefore, to determine the target market, business actors need to prepare resources and select potential markets through the right marketing strategy.

The potential for market attractiveness and resources can simultaneously influence the formulation and implementation of the marketing strategy. Similarly, it was found that market attractiveness and resources can significantly influence business performance, both directly and indirectly through collaborative strategies (Chandler & Hanks, 1994; Haleuš & Paganel, 2023). Furthermore, it was revealed that market attractiveness and core business resources can be used as a basis for formulating a competitive advantage strategy (Lu & Shaharudin, 2024). This becomes the basis for formulating a Marketing Strategy through market attractiveness and resources in improving micro-business performance. Marketing strategies are formulated based on the results of an analysis of internal and external factors of the business environment, with the selection of the right target market.

The analysis of the influence of market attractiveness and resources on marketing strategies provides new insights that the collaboration between market attractiveness and resources significantly influences the implementation of marketing strategies for micro-entrepreneurs receiving subsidized credit. Resources are more dominant in influencing the implementation of marketing strategies than market attractiveness. This indicates that resources can independently influence the implementation of marketing strategies.

The potential market attractiveness that has not been optimized through the utilization of resources in the formulation and implementation of marketing strategies can be overcome by: 1) the need to conduct a SWOT analysis before determining the Marketing Strategy; 2) the need to conduct a strategic orientation that includes customer preferences, characteristics, and needs, competitor considerations and the utilization of superior resources owned by micro-business actors.

CONCLUSION

Based on the analysis, hypothesis testing, and research discussion, it can be concluded that market attractiveness and resources simultaneously have a significant influence on marketing strategy, with a total influence of 74.73%. Resources have a more dominant influence on marketing strategy than market attractiveness. Market attractiveness partially has a significant influence on marketing strategy, amounting to 36.32%. The direct influence of market attractiveness through resources on marketing strategy is greater than its indirect influence. Meanwhile, resources partially have a significant influence, amounting to 38.41%. The direct influence of resources through market attractiveness on marketing strategy is greater than its indirect influence.

Based on the benefits and results of the analysis and discussion of this research, it is recommended that microbusinesses in Jakarta utilize and consider the potential of market attractiveness and resource utilization in formulating marketing strategies, particularly in identifying competitive intensity and empowering superior human resources.

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