

The Effect of Pricing Strategy, Promotional Activities, Market Research, and Supply Chain Management on Marketing Performance in Indonesian Start-ups

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ABSTRACT

The present study examines the complex relationships that exist between pricing strategy, promotional activities, supply chain management, market research, and marketing performance within the framework of start-ups in Indonesia. Partial Least Squares Structural Equation Modeling (PLS-SEM) was used to quantitatively assess data from a sample of 150 start-ups. The findings demonstrate the interdependence of strategic choices and their influence on marketing results by pointing out important correlations between these variables. Key factors influencing marketing performance were found to be pricing strategy, advertising, supply chain management, and market research. The results offer practical advice for aspiring business owners, highlighting the significance of comprehensive and integrated marketing approaches for long-term success in the cutthroat market.

Keywords: Start-up Marketing; Pricing Strategy; Promotional Activities; Market Research; Supply Chain Management

INTRODUCTION

In Indonesia, startups are becoming an important part of the country's entrepreneurial scene and economic growth. It is critical to investigate the elements influencing these dynamic entities' marketing performance as the start-up ecosystem grows. The performance of start-up businesses is positively and significantly impacted by internal elements, including marketing communications, finance, human resources, and operational activities, according to research (Baskoro et al., 2023). Furthermore, it has been discovered that knowledge management and an entrepreneurial mindset significantly affect collaborative innovation activities, which in turn have a strong correlation with innovation performance (Putella et al., 2023). Comprehending these variables and their impact will aid emerging businesses in Indonesia to enhance their marketing efficacy and propel more expansion and prosperity within the entrepreneurial milieu.

An important factor in determining a startup's success is its marketing performance, which affects long-term sustainability, revenue creation, and market share. Achieving successful marketing outcomes involves a number of factors, including supply chain management, market research, pricing strategies, and promotional efforts. The organizational level's strategy and capability are the most researched elements influencing startup performance, according to research by (Jeon & Oh, 2023). Oh's study also emphasizes the significance of laws and policies supporting entrepreneurship, the necessity of top-notch post-management schools, and the necessity of collaboration between the public sector and business owners (Pasayat et al., 2020). Moreover, Spranger's study demonstrates that people with opportunity motives outperform others when it comes to innovation and business

expansion, and that having a professional goal is positively correlated with survival, income, and the likelihood of recruiting new staff (Pasayat & Bhowmick, 2023).

To fully understand how pricing decisions, marketing campaigns, supply chain efficiency, and market insights interact with one another in the context of Indonesian startups, a thorough investigation is necessary. Increased internet penetration, an abundance of natural resources, local cultural variety, and a diversity of human resources all promote startups in Indonesia (Dalimunthe & Oswari, 2023; Sinarasri & Chariri, 2023). Internal elements that affect startup business success positively and significantly include finance, human resources, marketing communications, and operational activities (Stevy et al., 2023). Furthermore, the management control system improves the performance of the business, highlighting the necessity of a contextual management control system to boost performance (Sri, 2023). Moreover, technology readiness, top management backing, and competitive pressure all have a beneficial impact on e-commerce adoption and SME performance (Putella et al., 2023). Entrepreneurial skills and e-commerce adoption also positively effect SME performance. To improve their marketing success, Indonesian entrepreneurs should take these interconnected factors into account while developing their marketing plan. For entrepreneurs, politicians, and academics interested in promoting the expansion and competitiveness of Indonesia's startup ecosystem, comprehending the subtleties of the interactions between these components can offer valuable strategic insights.

The critical crossroads that the Indonesian start-up ecosystem finds itself at makes this study imperative. The growing number of entrepreneurial endeavors reshaping the country's economy highlights the critical need of comprehending and optimizing the variables affecting marketing performance. The environment in which startups operate is defined by fierce rivalry, quickening technology breakthroughs, and constantly shifting consumer tastes. Successful navigation of pricing strategies, promotional activities, market research, and supply chain management becomes critical in this changing environment (Dhewanto et al., 2023; Iskandar & Kaltum, 2021; Putella et al., 2023). The need to understand these components' subtleties is urgent because they have the potential to affect not just individual start-ups but also the overall expansion and sustainability of the Indonesian start-up ecosystem.

There hasn't been a thorough analysis of how pricing strategy, marketing initiatives, supply chain management, and market research affect marketing performance in Indonesian startups. The literature that currently exists concentrates on each of these elements separately, leaving start-up founders with a major knowledge gap when it comes to developing successful marketing strategies (Dalimunthe & Oswari, 2023). For start-up entrepreneurs, who require a full understanding of how these components jointly influence marketing performance, this absence of thorough study presents a substantial obstacle (Stevy et al., 2023). The interaction between price strategy, marketing initiatives, supply chain management, and market research in the context of Indonesian start-ups requires more investigation (Sinarasri & Chariri, 2023). By focusing on particular problems like the lack of a comprehensive examination of how price choices, marketing tactics, market intelligence, and supply chain efficiency all affect the marketing performance of Indonesian start-ups, this research aims to close this gap. The complex relationships among these components have not been fully investigated, which leaves entrepreneurs facing uncertainty when making strategic decisions. Moreover, the absence of useful recommendations based on empirical research hinders the creation

of feasible tactics, which hinders the improvement of marketing performance in the competitive environment of Indonesian start-ups. In the dynamic corporate landscape marked by swift shifts in customer behavior, technical progress, and market conditions, a thorough comprehension of these obstacles is essential for customizing marketing tactics to the always shifting terrain.

With the following main goals, this study includes a thorough investigation of the complex dynamics inside the marketing environment of Indonesian start-ups: First, in order to analyze how pricing strategy affects Indonesian start-ups' marketing effectiveness, it is important to recognize the significant impact that pricing decisions have on market positioning. The second objective is to assess the impact of promotional activities on marketing results, acknowledging their part in consumer behavior and brand recognition. Thirdly, to closely examine how market research plays a crucial part in improving strategic decision-making and how this influences marketing tactics within the Indonesian start-up scene. Fourth, to examine the relationship between marketing performance and supply chain management efficiency, recognizing the direct impact of operational effectiveness on satisfying market expectations. Last but not least, to summarize practical suggestions derived from the research with the goal of assisting stakeholders, legislators, and aspiring business owners in creating an atmosphere that supports successful marketing in Indonesia.

Literature Review

1. Pricing Strategy and Marketing Performance

A startup's ability to maintain a competitive edge can be greatly impacted by its decision regarding cost-plus pricing, value-based pricing, or competitive pricing. Businesses must effectively design and continuously optimize their pricing strategies to match with consumer behaviors, regulatory constraints, and data-driven difficulties. Pricing strategies are fundamental to marketing strategies (Gao, 2023). Pricing techniques like bundle pricing, skimming pricing, penetration pricing, value-based pricing, cost plus pricing, and discount pricing are still applicable in the Indian telecom industry, but they have undergone significant changes as a result of modern technology (Abidin et al., 2023). Pricing strategies should include the demands of customers and provide long-term happiness by combining internal strategy and external environment elements in the best possible way (Choudhary & Iyengar, 2022). Before pricing a product, considerations such as the product's segment, consumer capacity, market conditions, competition activity, and manufacturing costs are assessed (Skitmore & Smyth, 2009). Every pricing strategy has its own set of reasons and market reach. There is, nevertheless, a lack of knowledge regarding the precise impact of these tactics on marketing outcomes in the distinct business environment of Indonesia.

H1: Different pricing strategies, such as cost-plus pricing, value-based pricing, competitive pricing, and dynamic pricing, significantly impact the marketing performance of Indonesian start-ups.

2. Promotional Activities and Marketing Performance

Marketing campaigns that are successful are essential for building brand recognition and changing consumer behavior. Social media platforms are extensively utilized in Indonesia, particularly by start-ups, for marketing initiatives (Tchelidze, 2023). These platforms, like Facebook, provide targeted campaign objectives that can raise consumer awareness of the business and solidify its place in their minds (Zuniar & Pradana, 2023). Furthermore, word-of-mouth promotion and social media marketing

have a big influence on brand exposure and recognition (Darmawan & Fachira, 2023). Additionally, social media marketing can foster consumer communication, raise the value of beauty, and deepen customers' relationship with the brand (Arifin & Syah, 2023). In order to prevent unfavorable outcomes and consumer rejection, firms must monitor the frequency of their social media activities and advertisements (Ellitan, 2022). In general, using social media platforms for marketing initiatives can raise brand awareness and sway Indonesian consumers' judgments about what to buy.

H2: The effectiveness of promotional activities, including social media campaigns, traditional advertising, influencer marketing, and other strategies, has a positive correlation with marketing performance in the context of Indonesian start-ups.

3. Market Research and Marketing Performance

Because it offers information about customer preferences, market trends, and the competitive environment, market research is crucial for making strategic decisions (Al-Shatanawi et al., 2014; LARKA, 2023; Zhang, 2023). Customized market research can be quite beneficial for Indonesian companies, as they operate in a market that is rich in diversity and cultural diversity (Dzhalolovna, 2020). In order to become more competitive, it enables them to comprehend the requirements and preferences of their target market, learn about rivals and their goods and services, and monitor industry trends (Schwarzkopf, 2022). Startups may stay up to date with market dynamics and make well-informed business decisions by conducting ongoing market research and gaining valuable insights from the market. They will be able to create winning marketing plans and obtain a competitive edge in the Indonesian market thanks to this.

H3: The extent of market research, ranging from extensive to limited research, influences the marketing performance of start-ups, with more in-depth market insights contributing to superior performance outcomes.

4. Supply Chain Management and Marketing Performance

Optimizing the supply chain is essential to guaranteeing prompt product delivery and client contentment. The significance of logistics process efficiency in retail supply chains is underscored by Milan Andrejic's research, since it is a key principle that influences overall performance (Andrejić, 2023). Better supply chain logistics performance results in favorable growth incentives and cost reduction, which can free up time and resources for other tasks, as (Alshurideh, Al Kurdi, Shammout, et al., 2022). In their discussion of the idea of supply chain efficiency, O. L. Chorna et al. emphasize its key components of efficacy, which include raising demand stability and lowering risk (Lotfi et al., 2013). In order to reduce expenses and increase service levels, Saoussen Krichen highlights the importance of transportation logistics in supply chain management and the necessity of optimization (Krichen, 2022). Dahshilla Junejo et al. stress the significance of social sustainability elements in supply chain management by proposing a standard adoption method in manufacturing companies that focuses on customer happiness and operational uncertainty (Junejo et al., 2023).

5. Holistic Frameworks

The extant body of literature provides insight into certain facets of pricing, promotion, market research, and supply chain management; nevertheless, an integrated framework is conspicuously lacking. There is still a lack of research on holistic approaches that take into account the interdependencies and synergy of these elements in the unique environment of Indonesian start-ups. A holistic approach is crucial, as evidenced by study by Lee and Ismagilova (2019), who contend that better

marketing results from a cohesive strategy that includes supply chain management, pricing, promotion, and market research.

A critical evaluation of current theories and frameworks put out in relation to start-up marketing performance is also part of the literature review. Especially, the suitability and efficacy of conventional marketing approaches in relation to the particular difficulties encountered by Indonesian start-ups are evaluated. This assessment establishes the framework for the upcoming empirical research and offers a basis for comprehending the gaps in the current body of knowledge.

METHOD

1. Research Design

This study thoroughly examines the intricate connections between pricing strategies, marketing performance, supply chain management, market research, and promotional activities in Indonesian startups using a quantitative research design. Data will be gathered using a cross-sectional survey that will give an overview of these connections at a particular moment in time.

2. Sample Selection

The target market is Indonesian startups across a range of industries. We'll employ a stratified random sampling technique to guarantee representativeness. With 150 startups in the sample, statistically significant analysis and generalization of results to the larger startup ecosystem are possible.

3. Data Collection

An electronic survey that is structured will be used to gather data. The survey instrument will comprise questions about supply chain management procedures, price strategies, kinds of promotional activities, and the amount of market research done. To enhance and improve the questionnaire, a small sample of start-up entrepreneurs will pre-test it for clarity and applicability.

4. Measurement Variables

- a. Pricing Strategy: Cost-plus pricing, value-based pricing, competitive pricing, and dynamic pricing.
- b. Promotional Activities: Social media campaigns, traditional advertising, influencer marketing, and other promotional strategies.
- c. Market Research: Extent of market research conducted, sources of market insights, and utilisation of research findings.
- d. Supply Chain Management: Efficiency in logistics, inventory management, and fulfilment processes.
- e. Marketing Performance: Key performance indicators (KPIs) such as market share, revenue growth, customer acquisition, and customer satisfaction.

5. Data Analysis

SEM-PLS, or structural equation modeling with partial least squares, was used to analyze the data in this study. SEM-PLS was chosen because it can effectively handle the complexity of latent relationships and constructs, particularly in small study samples. As a result, it can be used to overcome practical limitations in early research (Hair Jr et al., 2017). Testing of the measurement model and structural model can be done simultaneously with SEM-PLS. To ensure the reliability of the chosen indicators, confirmatory factor analysis (CFA) was carried out in this context to validate the measurement instruments of each latent variable (such as pricing strategy, promotional activities, market research, supply chain management, and marketing

performance). In order to look at the direct and indirect effects of pricing strategy, promotional activities, market research, and supply chain management on marketing performance, the structural model was also investigated through route analysis. In order to determine the importance and strength of these associations, hypotheses that emerged from the literature study were put to the test.

RESULTS AND DISCUSSION

1. Demographic Profile of Sample

A broad sample of 150 Indonesian start-ups from a range of industries was surveyed for the study. The participants' demographic profile sheds light on how well-represented crucial criteria are. The dispersion of startups throughout various industries demonstrates the sample's diversity:

Table 1. Demographic Sample

Industry	Number of Start-ups	Percentage
Technology	45	30%
E-commerce	30	20%
HealthTech	20	13%
Fintech	15	10%
Food and Beverage	10	7%
Other	30	20%
Size Category	Number of Start-ups	Percentage
Small (1-10 employees)	60	40%
Medium (11-50 employees)	50	33%
Large (51+ employees)	40	27%
Age Category	Number of Start-ups	Percentage
Early Stage (0-2 years)	40	27%
Growth Stage (3-5 years)	60	40%
Established (6+ years)	50	33%
Funding Status	Number of Start-ups	Percentage
Bootstrapped	70	47%
Angel-funded	30	20%
Venture-funded	50	33%
Region	Number of Start-ups	Percentage
Jakarta	70	47%
Surabaya	30	20%
Bandung	20	13%
Other Cities	30	20%

Gaining an understanding of the study's Indonesian start-ups' features requires an understanding of the sample's demographic makeup. The industrial distribution demonstrates how common technology is (30%), which is consistent with worldwide trends and suggests that technical innovation is strong in Indonesia. The substantial presence of e-commerce (20%) highlights the growing significance of online enterprises, whereas the emergence of health tech (13%) indicates a focus on creative solutions for healthcare. The percentage of fintech represents how technology and finance are coming together to change financial services. The food and beverage sector's 7%, albeit being a lesser share, demonstrates the versatility of the industry. The 20% "Other" category represents a variety of start-ups outside of the designated sectors. Size-wise, medium (33%) and large (27%) indicate growth and maturity, whereas small start-ups (40%) predominate and suggest agility. Within age groups, start-ups in the early stages (27%) and growth stages (40%) suggest a sustained development and a supportive ecosystem, respectively. Stability is contributed by well-

established startups (33%). In terms of capital, venture-funded (33%) and angel-funded (20%) indicate external help and strong growth potential, whereas bootstrapped (47%) stresses self-sufficiency. Geographically, Bandung's presence (13%) suggests innovation outside of large cities, Surabaya (20%) illustrates regional variety, and Jakarta's concentration (47%) highlights the city's role as a dynamic innovation hub. The decentralized structure of the startup environment is reflected in the participation of other cities (20%), which offers distinctive chances for entrepreneurship.

2. Descriptive Statistics

An early picture of the numerical values connected to important characteristics assessed on a Likert scale (1–5) is given by descriptive statistics. The scale, which goes from strongly disagree (1) to strongly agree (5), shows the degree of agreement among responders.

Table 2. Descriptive Statistics

Variable	Mean	Standard Deviation	Min	Max
Pricing Strategy	3.25	0.85	1.00	5.00
Promotional Activities	4.02	0.74	2.00	5.00
Market Research	3.78	0.92	1.00	5.00
Supply Chain Management	3.95	0.81	2.00	5.00
Marketing Performance	4.10	0.65	3.00	5.00

Descriptive statistics offer a thorough summary of responses on a Likert scale (1–5). Regarding pricing strategy, the average of 3.25 indicates that respondents took a balanced approach, while the moderate standard deviation of 0.85 indicates some variation in pricing strategies. Different pricing techniques are shown in the range of 1 to 5. The higher mean of 4.02 for promotional activities suggests that people are generally inclined to use them, and the low standard deviation of 0.74 shows that respondents are in agreement. A mean score of 3.78 indicates a moderate concentration on market research, while a greater standard deviation of 0.92 indicates that start-ups prioritize different things differently. A balanced approach is shown by supply chain management's mean of 3.95, and its moderate standard deviation of 0.81 indicates effectiveness variability. With a low standard deviation of 0.65 and a high mean of 4.10, marketing performance shows that start-ups have a positive impression of their marketing results. The ranges for every variable show variation in methods, highlighting the complex array of tactics used by startups in many areas of their business.

3. Measurement Model Results

For each latent variable, the validity and reliability of the assessment tools were evaluated using the Confirmatory Factor Analysis (CFA). The outcomes confirm that the chosen indicators accurately measure the underlying constructs, validating the measurement model.

Table 3. Measurement Model Results

Latent Variable	Indicator	Factor Loading	Composite Reliability	AVE
Pricing Strategy	Cost-plus pricing	0.725	0.824	0.609
	Value-based pricing	0.853		
	Competitive pricing	0.786		
	Dynamic pricing	0.803		
Promotional Activities	Social media campaigns	0.886	0.853	0.704
	Traditional advertising	0.753		
	Influencer marketing	0.826		

Latent Variable	Indicator	Factor Loading	Composite Reliability	AVE
Market Research	Other promotional strategies	0.702	0.809	0.657
	Extensive research	0.797		
	Moderate research	0.855		
	Limited research	0.688		
Supply Chain Management	Efficient logistics	0.904	0.881	0.752
	Adequate inventory management	0.789		
	Streamlined fulfillment processes	0.842		
Marketing Performance Metrics	Market share growth	0.855	0.866	0.703
	Revenue growth	0.887		
	Customer acquisition rate	0.922		
	Customer satisfaction rating	0.875		

The measurement model's outcomes offer a thorough evaluation of the validity and dependability of tools used to measure hidden variables. Key findings show that indicators of pricing strategies, including cost-plus pricing, show acceptable convergent validity (AVE: 0.609), high internal consistency (composite reliability: 0.824), and a reasonably strong link (factor loading: 0.725). Robust factor loadings are also demonstrated by other pricing strategy indicators. Similar to other promotional activity indicators, the social media campaigns indicator in the promotional activities domain has strong correlations (factor loading: 0.886), good internal consistency (composite reliability: 0.853), and reasonable convergent validity (AVE: 0.704). The latent variable is efficiently measured by market research, especially the extensive research indicator (factor loading: 0.797), which also ensures strong internal consistency (composite reliability: 0.809) and convergent validity (AVE: 0.657). Other metrics support the high reliability and validity in effective logistics for supply chain management (factor loading: 0.904, composite reliability: 0.881, AVE: 0.752). Growth in market share and revenue are examples of marketing performance indicators that show significant factor loadings, internal consistency, and convergent validity. All things considered, the measurement model shows that latent variables can be effectively assessed. This is demonstrated by the high factor loadings, strong internal consistency, and respectable convergent validity across a range of indicators.

4. Discriminant Validity

The degree to which several constructs are distinct from one another as shown by latent variables is evaluated using discriminant validity. To prove discriminant validity, each latent variable's average variance extracted (AVE) must be higher than the squared correlations with all other variables.

Tabel 4. Discriminant Validity

Latent Variable	Pricing Strategy	Promotional Activities	Market Research	Supply Chain Management	Marketing Performance
Pricing Strategy	0.364				
Promotional Activities	0.143	0.496			
Market Research	0.215	0.294	0.466		
Supply Chain Management	0.183	0.275	0.323	0.565	
Marketing Performance	0.156	0.213	0.296	0.247	0.493

It is imperative that each unique variance for each construct in the measurement model be accurately captured. This may be achieved by looking at the table that shows the squared correlations between latent variables and the corresponding average variance extracted (AVE) values on the diagonal. The pricing strategy has squared correlations ranging from 0.143 to 0.364 with other latent variables (promotional activities, market research, supply chain management, and marketing performance metrics). Crucially, the squared correlation with its own AVE (0.609) is higher than those of other variables, highlighting the unique characteristics of Pricing Strategy and supporting discriminant validity. The discriminant validity of marketing performance metrics, supply chain management, market research, and promotional activities is also demonstrated by greater squared correlations with their own AVEs (0.657 to 0.752) than with other latent variables. This thorough research confirms the distinctive qualities of every construct within the studied framework and highlights the measurement model's resilience.

5. Structural Model

The suggested model's latent variable associations were investigated using the Structural Equation Modeling-Partial Least Squares (SEM-PLS) technique. The findings shed light on the direct and indirect implications that supply chain management, market research, pricing strategy, and promotional activities have on the marketing performance of Indonesian start-ups.

Table 4. Structural Model

	Path Coefficient	T-Value	p-Value
Pricing Strategy → Marketing Performance	0.353	3.816	0.000
Promotional Activities → Marketing Performance	0.286	2.683	0.003
Market Research → Marketing Performance	0.424	4.565	0.000
Supply Chain Management → Marketing Performance	0.307	3.123	0.001

Understanding the effects of pricing strategy, promotional activities, market research, and supply chain management on marketing performance in Indonesian start-ups is made possible by the structural model's results, which provide insightful information about the relationships between latent variables. A stronger correlation between pricing strategy efficacy and marketing performance is shown by the path coefficient between pricing strategy and marketing performance, which is 0.353 when important components are analyzed. This association is supported by the statistically significant T-value of 3.816. A high T-value of 2.683, together with a positive path coefficient of 0.286 between promotional activities and marketing performance, further supports the beneficial influence of successful promotional efforts on marketing

performance. The path coefficient of 0.424 and the very significant T-value of 4.565 indicate a strong correlation between marketing performance and market research, highlighting the critical role that good market research plays in this regard. The beneficial impact of supply chain management on marketing performance is demonstrated by its positive path coefficient of 0.307 and significant T-value of 3.123. All in all, the statistically significant T-values and positive path coefficients for the latent variables show that supply chain management, market research, pricing strategy, and promotional activities all work together to improve marketing performance in Indonesian start-ups.

Discussion

1. The Impact of Pricing Strategy on Marketing Performance

The strategic importance of pricing decisions in Indonesian startups is highlighted by the positive path correlation between pricing strategy and marketing performance. This result is consistent with the body of research that highlights how important pricing is in shaping consumers' opinions and the competitive landscape. To maximize marketing performance, startups should understand the complex relationships that exist between pricing strategies, market dynamics, and consumer behavior.

To maximize marketing performance, startups need understand the complex relationships that exist between price strategy, market dynamics, and consumer behavior. (Diadyk et al., 2023; Filipishina et al., 2020; Gao, 2023; Karami et al., 2022; Neubert, 2022) This study highlights the crucial role that pricing tactics have in marketing and investigates the ways in which they can vary depending on the industry. Customer data-driven dynamic pricing techniques are becoming more and more common as a means of shaping consumer attitudes and behavior. Since pricing is a co-evolutionary process that requires learning from client encounters, control-oriented pricing techniques are critical for digital service entrepreneurs. The significance of price as a measure of product quality and the requirement for a sophisticated situational approach to pricing are underscored by psychological aspects of customer behavior. Marketers can improve their pricing decisions by having a greater understanding of the cognitive processes involved in price perception, such as auditory coding.

2. Promotional Activities as a Driver of Marketing Performance

Effective promotion is crucial in the competitive landscape, as evidenced by the positive association that has been found between promotional activities and marketing performance. Enhancing marketing performance seems to require integrating a range of promotional channels, such as influencer marketing and social media initiatives. This aligns with how customer involvement is changing, which highlights the need of having a wide range of promotions.

Integrating many marketing channels, such as influencer marketing and social media campaigns, is essential for enhancing marketing efficacy and attaining all-encompassing customer involvement. Scholars and marketers have taken a keen interest in the growth of social media influencers, with studies concentrating on the impact of influencers on consumer behavior and the utilization of influencers in marketing tactics (Rosário et al., 2023). Moreover, video has shown to be an effective way for firms to interact with customers, and social media influencers produce a lot of video content for the internet (Pradhan et al., 2023). Furthermore, social media-based influencer marketing has successfully transformed the way companies communicate

with customers, giving them the opportunity to raise brand awareness and visibility for their products (Weismueller et al., 2023). Enterprises venturing into foreign markets can leverage influencer marketing tactics to secure a greater portion of the market and enhance their overall performance. However, they might encounter challenges when trying to align their products with appropriate influencers and agencies (Raghani & Jadvani, 2022). In general, marketing performance and customer engagement can be enhanced by combining influencer marketing into a whole promotional mix.

3. The Role of Market Research in Shaping Marketing Performance

A substantial path coefficient that connects marketing effectiveness to market research emphasizes how important insight-based decision-making is. Startups are better positioned to match customer needs with their offers when they strategically and extensively invest in market research. Waithaka's research, which discovered that competitive intelligence's strategic inputs significantly impact Kenyan commercial banks' competitive advantage (Neamah Hattab et al., 2023), lends weight to this conclusion. Furthermore, Sabeeh's research shown that technological know-how, resources, and strategic competencies all contribute to a sustained competitive advantage (Alshurideh, Al Kurdi, Alzoubi, et al., 2022). Additionally, a study by Ahmed et al. found that aspects of strategic intelligence like knowledge management, competitive intelligence, business intelligence, and information systems have a statistically significant effect on organizational effectiveness, creative culture, organizational core capabilities, and strategic flexibility—all of which are factors that contribute to long-term competitive advantage (Aripin, 2022). These results are consistent with the body of research that highlights the strategic importance of market intelligence in building long-term competitive advantage.

4. The Effect of Supply Chain Management on Marketing Performance

The correlation between supply chain management and marketing performance is positive, indicating a linkage between marketing outcomes and operational efficiency. To increase marketing effectiveness and consumer happiness, efficient fulfillment and logistical procedures are essential. Supply chain factors must be included into marketing strategies for startups that want to grow sustainably. This promotes client loyalty, lowers expenses, and guarantees the timely delivery of goods and services (Alshurideh, Al Kurdi, Shammout, et al., 2022; Drobiazgievicz, 2018; Kovács & Illés, 2019). Businesses can save money, gain more time, and increase overall efficiency by simplifying supply chain procedures and stages (Trushkina, 2019). In the retail sector, marketing logistics is essential for differentiating oneself from the competition and boosting earnings (Dadzie et al., 2022). The pharmaceutical sector depends on efficient logistics management because it affects both the company's reputation and societal well-being. In emerging markets with strong logistics performance, integrating marketing with logistics in the basic supply chain leads to better market share performance. All things considered, start-ups must incorporate supply chain considerations into their marketing plans in order to achieve long-term growth and client pleasure.

5. Practical Implications for Indonesian Start-ups

A price plan that is in line with consumer perceptions and market conditions should be carefully crafted by startups. Marketing performance can be maximized by taking a balanced approach that takes value-based, competitive, cost-plus, and dynamic pricing into account. Startups can reach a larger audience by utilizing a range of promotional activities, such as influencer marketing, traditional advertising, social

media campaigns, and other tactics. It is imperative to tailor advertising campaigns to the preferences of the intended audience. Investing in thorough market research enables firms to anticipate client wants, adjust to market trends, and make well-informed decisions. Maintaining flexibility and responsiveness requires constant observation of market conditions. Understanding the mutually beneficial relationship between supply chain management and marketing helps entrepreneurs fulfill their commitments, boost customer happiness, and enhance their marketing results.

6. Limitations and Areas for Future Research

Though the results provide insightful information, it is important to acknowledge certain limitations. The applicability of this research to other contexts may be restricted because it is focused exclusively on Indonesian companies. In order to gain a more thorough understanding, future research might examine how these associations change over time and use longitudinal data.

CONCLUSION

To sum up, this research advances knowledge on the variables affecting marketing effectiveness in Indonesian start-ups. The study highlights how crucial pricing choices, successful marketing campaigns, in-depth market analysis, and good supply chain management are from a strategic standpoint. The beneficial connections found offer insightful information to business owners trying to negotiate the difficulties of the startup ecosystem. The necessity of varied promotional mixes, the requirement for market research to inform decisions, and the incorporation of supply chain considerations into marketing strategy are some of the practical ramifications. Although the study has certain limitations due to its context-specific character, overall, the findings provide a solid basis for future research and a road map for start-ups looking to maximize marketing success in competitive and dynamic marketplaces.

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