



Entrepreneurial Marketing and Consumer Need Adaptability for Strengthening Market Penetration Power in MSMEs FnB Sector Within Central Java

**Ahmad Ali¹, Satria Avianda Nurcahyo²,
Teguh Harso Widagdo³
Universitas Ngudi Waluyo^{1,2,3}
e-mail: ahmadali@unw.ac.id**

Abstract

This study aims to analyze the influence of entrepreneurial marketing and consumer needs adaptability in strengthening market penetration among Micro, Small, and Medium Enterprises (MSMEs) in the Food and Beverage (FnB) sector in Central and East Java. The research employs a quantitative approach using Structural Equation Modeling–Partial Least Squares (SEM-PLS). A total of 150 FnB MSME owners and managers were selected through purposive sampling. The findings indicate that entrepreneurial marketing has a significant and positive effect on marketing performance and market penetration. Consumer needs adaptability is proven to mediate the relationship between entrepreneurial marketing and marketing performance, highlighting the importance of aligning innovation with consumer expectations. Furthermore, the integration of aesthetic value in product presentation enhances consumers' emotional engagement, which indirectly supports market penetration. The results also reveal that adaptability and creativity are not only strategic capabilities but are culturally embedded practices within local MSMEs. This study concludes that FnB MSMEs can achieve sustainable growth by adopting entrepreneurial-oriented marketing strategies that are responsive to dynamic consumer preferences, local tastes, and aesthetic values, thereby improving market expansion and overall marketing performance in a competitive and evolving business environment.

Keywords: Market Penetration Power, Entrepreneurial Marketing, Consumer Need Adaptability, Aesthetical Value, Marketing Performance MSMEs.

INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) serve as one of the primary pillars supporting Indonesia's national economy, including in the Central Java region (Purwati et al., 2021). Their role in generating employment, fostering local innovation, and maintaining regional economic stability is inseparable from the dynamics of market competition and evolving consumer behavior (Zhang et al., 2022). Within this context, the Food and Beverage (FnB) sector has experienced rapid growth, driven by shifting consumer lifestyles, digital transformation, and increasing preference for locally produced goods (Quddus et al., 2020). However, despite this positive trend, many MSMEs still

struggle to achieve effective market penetration due to limited resources, low adaptability, and the absence of innovative marketing strategies.

In a competitive business environment, entrepreneurial marketing emerges as a crucial approach to enhance market agility and customer responsiveness (Kim & Jung, 2022). This marketing philosophy emphasizes creativity, proactiveness, risk-taking, and the ability to capitalize on emerging market opportunities (Saraswati, 2021). For MSMEs in the FnB sector, entrepreneurial marketing provides a strategic pathway to differentiate their products, build brand recognition, and strengthen long-term consumer relationships. Nevertheless, the success of such strategies highly depends on how well businesses can adapt to consumer needs and behavioral changes (Tirno et al., 2023). The concept of consumer need adaptability reflects the capacity of enterprises to align their marketing strategies with consumers' evolving preferences and expectations (A. U. & D. B., 2024). In the FnB context, adaptability involves understanding taste preferences, lifestyle shifts, and cultural influences that affect purchasing decisions. When MSMEs can anticipate and respond to these dynamics, they are better positioned to maintain market relevance and increase their competitiveness.

In addition, the aesthetical value of products plays a growing role in influencing consumer perception and purchase intention. Elements such as packaging design, visual appeal, and sensory experience not only enhance brand attractiveness but also create emotional engagement with consumers (Zhu, 2015). The combination of entrepreneurial marketing, consumer adaptability, and aesthetic appeal may therefore serve as an integrated strategic model for strengthening market penetration in MSMEs. Central Java presents an interesting research setting due to its diverse economic structure and high concentration of MSMEs, particularly in the FnB sector (Y. Wu & Huang, 2023). The region's cultural richness, coupled with the rise of digital marketplaces, creates both opportunities and challenges for local entrepreneurs seeking to expand beyond traditional markets. Understanding how entrepreneurial marketing and consumer adaptability interact to support market penetration in this specific regional context provides valuable insights for policy and practice.

Previous studies have highlighted the role of innovation and marketing orientation in improving business performance, yet there remains a limited understanding of how these factors collectively influence market penetration power in local MSMEs. Moreover, the mediating role of consumer adaptability and the contribution of aesthetical value have not been extensively explored, especially within developing economies such as Indonesia (Muhajirin et al., 2020). This gap underscores the need for an empirical investigation grounded in quantitative analysis.



Table 1
Problem Identification in MSMEs FnB Sector (Central Java)

No	Indicator / Current Condition	Identified Problem	Percentage of Occurrence (%)	Research Gap
1	Most MSMEs still rely on traditional sales and word-of-mouth marketing	Lack of creative and proactive marketing initiatives	72%	Limited empirical analysis of entrepreneurial marketing among FnB MSMEs
2	Consumer behavior changes rapidly due to lifestyle and digital trends	MSMEs have difficulty aligning product offerings with consumer needs	68%	Few studies assess adaptability as a mediating factor in marketing success
3	Product design and packaging lack visual appeal and brand consistency	Weak aesthetic quality reduces consumer attraction and brand loyalty	61%	Lack of empirical linkage between aesthetic value and performance
4	MSMEs' market scope remains limited to local communities	Barriers to expanding distribution and reaching new consumer segments	74%	Limited studies on market penetration strategies in MSMEs
5	Sales growth is inconsistent despite improved product quality	Ineffective integration between marketing strategy, adaptability, and aesthetics	66%	Fragmented research on integrated performance models

Source : Disperindag data, 2025

The cumulative effect of these issues has resulted in the weak marketing performance and market penetration of MSMEs in Central Java. Despite having potential for growth, 74% of enterprises remain confined to local markets and show limited capability in expanding distribution networks or exploring digital marketplaces (Rasyidah et al., 2025). This study, therefore, aims to empirically examine the relationships between entrepreneurial marketing, consumer need adaptability, aesthetical value, and marketing performance using the SEM-PLS quantitative method. The research is expected to formulate a comprehensive strategic model that enhances market penetration power

and contributes to the theoretical enrichment of entrepreneurial marketing in developing economies such as Indonesia.

LITERATURE REVIEW

Market Penetration Power

Market Penetration Power refers to the organization's capability to expand its market share, strengthen its customer base, and increase product acceptance within a targeted market segment (Y. Li et al., 2025). It reflects how effectively a business can introduce, promote, and distribute its products or services to achieve wider market coverage and greater consumer recognition. In the context of MSMEs, especially in the Food and Beverage (FnB) sector, market penetration power indicates the firm's ability to transform potential customers into actual buyers through strategic marketing initiatives, price competitiveness, distribution efficiency, and consumer relationship management (Dwivedi & Keswani, 2025). The higher the market penetration power, the stronger the enterprise's position in sustaining growth and maintaining profitability within a competitive environment. From a strategic marketing perspective, market penetration power is not limited to increasing sales volume but also encompasses the firm's adaptive capacity to identify and respond to evolving market opportunities. This involves optimizing product differentiation, improving promotion intensity, and leveraging technological tools such as digital marketing to reach new audiences (Wulandari, 2022). A business with strong market penetration power is characterized by its agility, customer insight, and innovative use of marketing channels to overcome entry barriers and outperform competitors. For MSMEs in Central Java's FnB industry, this means developing a deep understanding of consumer preferences and continuously innovating to maintain relevance in both traditional and digital markets. Moreover, market penetration power serves as a critical indicator of marketing performance and strategic sustainability (Rehman et al., 2021). It bridges the gap between marketing efforts and tangible business outcomes such as customer loyalty, revenue growth, and brand visibility. Strengthening market penetration requires the integration of entrepreneurial marketing principles, consumer adaptability, and aesthetical product values to create an appealing and differentiated brand experience (Bonsón Ponte et al., 2015). Therefore, measuring and enhancing market penetration power provides valuable insights into how MSMEs can optimize their strategic direction, align with market dynamics, and ensure long-term competitiveness within the increasingly dynamic FnB sector.

Entrepreneurial Marketing

Entrepreneurial Marketing refers to a strategic approach that combines the principles of entrepreneurship and marketing to create innovative ways of delivering value to customers, especially under conditions of limited resources and high market uncertainty (Bradley et al., 2021). Unlike traditional marketing, which relies on structured planning and formal segmentation,



entrepreneurial marketing emphasizes creativity, opportunity recognition, proactive behavior, and innovative problem-solving (Shi et al., 2020). It reflects the ability of business owners particularly in MSMEs to identify emerging market trends, experiment with new ideas, and implement unconventional strategies to strengthen their market position.

In the context of MSMEs, entrepreneurial marketing becomes a vital tool because these businesses often operate with constrained budgets, limited technological capabilities, and intense competition (Abdelfattah et al., 2022). By applying entrepreneurial thinking, MSMEs can leverage unique market insights, build strong customer relationships, and differentiate their products through innovation rather than scale (Zeebaree & Siron, 2017). This approach includes practices such as personalized marketing, flexible pricing, grassroots promotion, and leveraging social networks or digital platforms to reach wider audiences. Entrepreneurial marketing thus enables MSMEs to move quickly, adapt to consumer needs, and exploit niche market opportunities that larger firms may overlook (Nurchahyo et al., 2025).

Moreover, entrepreneurial marketing plays a central role in enhancing competitive advantage and sustainable business performance. Its focus on innovation, responsiveness, and value creation allows businesses to build strong emotional connections with consumers, optimize market penetration strategies, and increase customer loyalty (Purmono, 2023). For F&B MSMEs in Central Java, entrepreneurial marketing is essential to navigate dynamic consumer trends, high product diversity, and rapidly shifting digital ecosystems. By incorporating creative marketing initiatives, continuous adaptation, and proactive opportunity-seeking behavior, entrepreneurial marketing becomes a powerful driver for long-term growth, strategic differentiation, and market resilience (Rauch et al., 2009).

Consumer Need Adaptability

Consumer Need Adaptability refers to a business's ability to adjust, respond, and realign its products, services, and marketing strategies in accordance with changes in consumer preferences, behaviors, and expectations (van Assen, 2020). In a dynamic market environment, especially within the Food and Beverage (F&B) sector, consumer tastes can shift rapidly due to lifestyle trends, technological influences, cultural patterns, and socio-economic conditions (Kim & Jung, 2022). A company with strong consumer need adaptability can detect these shifts early, interpret them accurately, and implement necessary adjustments to maintain relevance and competitiveness. This adaptability becomes a strategic foundation for sustaining customer satisfaction and fostering long-term loyalty (Albaity & Rahman, 2019).

For MSMEs, particularly those operating in Central Java, consumer need adaptability is crucial because they often depend on consistent customer engagement and repeat purchases. Adaptability includes the capacity to innovate menus, modify product features, introduce healthier or trend-based options, adjust pricing strategies, and refine communication styles to align

with consumer expectations. It also involves leveraging digital tools such as social media analytics, customer feedback systems, and online review monitoring to capture real-time consumer insights (Saraji et al., 2018). Businesses that excel in this area are better equipped to maintain product-market fit, reduce the risk of consumer switching, and seize new opportunities emerging from evolving market demands. Moreover, consumer need adaptability acts as a mediating factor that strengthens the impact of marketing strategies particularly entrepreneurial marketing on overall business performance (Y. Wu & Huang, 2023). When businesses proactively adapt to consumer needs, their marketing initiatives become more effective, emotionally engaging, and strategically targeted. This synergy enhances marketing performance, brand authenticity, and market penetration power. Therefore, in the context of MSMEs, consumer need adaptability is not only a functional capability but also a strategic asset that determines resilience, competitive advantage, and long-term business sustainability (Homayoun et al., 2024).

Aesthetical Value

Aesthetical Value refers to the visual, sensory, and experiential appeal that a product or brand conveys to consumers through its design, presentation, and overall artistic impression (Riduan, 2021). In the context of the Food and Beverage (FnB) sector, aesthetical value encompasses elements such as packaging design, color harmony, typography, plating style, product photography, and the ambiance of the physical or digital selling environment. These aesthetic components play a crucial role in shaping consumer perception, as they create the first impression that often determines whether a customer feels attracted, curious, or connected to a product (Ingvaldsen & Engesbak, 2020). A high aesthetical value enhances emotional resonance, increases perceived quality, and elevates the consumer's experience beyond simple functional satisfaction. For MSMEs in Central Java, improving aesthetical value is essential, especially as consumers increasingly prioritize products that are visually appealing and "Instagrammable." In the era of digital marketing and social media dominance, visual attractiveness directly influences purchasing decisions, consumer engagement, and brand visibility (S. Wu et al., 2025). MSMEs that invest in aesthetic innovation such as modern packaging, consistent brand identity, appealing product displays, or creative visual storytelling can stand out in a crowded market. Aesthetical value also strengthens brand differentiation, allowing FnB businesses to communicate authenticity, craftsmanship, and cultural uniqueness through visual elements that reflect local identity (Santoso et al., 2019).

Furthermore, aesthetical value contributes significantly to marketing performance and market penetration power. Products with strong aesthetic appeal tend to be more memorable, more shareable on digital platforms, and more capable of generating organic consumer-driven promotion. When combined with entrepreneurial marketing and consumer adaptability,



aesthetical value becomes an amplifying factor that enhances overall marketing effectiveness (Herawaty, 2008). It increases consumer trust, attracts new audiences, and reinforces the brand image, ultimately supporting sustainable competitive advantage. Thus, for MSMEs aiming to expand their market reach, aesthetical value is not merely an artistic attribute but a strategic component of modern marketing (Julia & Kassim, 2020).

Marketing Performance MSMEs

Marketing Performance in MSMEs refers to the measurable outcomes of marketing activities undertaken by micro, small, and medium enterprises to achieve their business objectives (Agarwal & Gowda, 2020). These outcomes typically include increased sales volume, higher customer acquisition rates, stronger customer loyalty, improved brand awareness, and enhanced market share (Zafar & Abu-Hussin, 2025). For MSMEs in the Food and Beverage (F&B) sector, marketing performance reflects how effectively the business can translate its marketing strategies such as promotional efforts, digital engagement, pricing decisions, and market positioning into tangible economic and strategic results. Strong marketing performance indicates that the enterprise has successfully connected its products with the right consumers in the right market segments (Haryanto et al., 2018).

In the competitive landscape of Central Java's F&B industry, marketing performance becomes a critical determinant of business sustainability (Al-Aali & Teece, 2014). MSMEs often operate with constrained resources, making it essential for every marketing effort to produce maximum impact. Factors such as entrepreneurial marketing, consumer need adaptability, and aesthetical value directly influence the ability of an MSME to improve its marketing performance (Hussain et al., 2020). When these elements are effectively integrated, the business can build compelling customer experiences, increase repeat purchases, and establish a loyal consumer base. High marketing performance also reflects the enterprise's capacity to differentiate itself from competitors, maintain price competitiveness, and capture emerging market opportunities more effectively (Y. H. Li et al., 2009).

From a strategic perspective, marketing performance serves as a key indicator of overall business health and future growth potential. It provides feedback on whether the company's marketing decisions align with consumer expectations and market dynamics (Alqahtani & Uslay, 2020). For MSMEs, enhancing marketing performance means strengthening brand visibility, optimizing digital presence, improving promotional consistency, and creating value-driven customer interactions. In the long term, high marketing performance not only boosts profitability but also supports greater market penetration power, enabling MSMEs to expand into broader regional or national markets (Pham & Gammoh, 2016). Therefore, understanding and improving marketing performance is fundamental for MSMEs aspiring to achieve long-term competitive advantage and sustainable growth (Paraskevi, 2015).

METHOD

This study employs a quantitative research design using the Structural Equation Modeling Partial Least Squares (SEM-PLS) approach to analyze the relationships among entrepreneurial marketing, consumer need adaptability, aesthetical value, market penetration power, and marketing performance in MSMEs within the Food and Beverage (FnB) sector in Central Java. The SEM-PLS method is selected because it is highly suitable for predictive modeling, complex variable relationships, and research conditions where data distribution may not be perfectly normal (Hair, 2017). Data collection is carried out using a structured questionnaire with Likert scale indicators, allowing researchers to quantify perceptions, attitudes, and behavioral tendencies of MSME owners or managers. This method enables accurate measurement of latent variables and provides robust statistical outcomes for both direct and indirect effects among variables.

The population of this research consists of all registered FN B MSMEs operating in Central Java, which represent one of the largest and most dynamic MSME clusters in the region. Given the wide distribution and varying sizes of these businesses, the study applies a purposive sampling technique to ensure that respondents meet specific criteria such as minimum one year of operation, active business activities, and involvement in marketing decision-making (Hair et al., 2019). Based on preliminary mapping and feasibility, the study involves a total of 150 MSMEs as the research sample, which is considered adequate for SEM-PLS analysis. This sample size allows for reliable estimation of model parameters and ensures that the findings are representative of the broader FnB MSME sector in Central Java. A sample size of 150 respondents is considered adequate for this study because the research employs Partial Least Squares Structural Equation Modeling (PLS-SEM), a method that is well suited for small to moderate sample sizes and focuses on maximizing explained variance rather than reproducing covariance matrices. According to the commonly applied 10-times rule, the minimum sample size should be at least ten times the largest number of structural paths directed at any latent construct in the model, a criterion that is comfortably met with 150 observations. Furthermore, methodological literature indicates that PLS-SEM models with medium effect sizes and a moderate level of complexity typically require samples in the range of 100–200 respondents to achieve sufficient statistical power. Therefore, using 150 respondents not only fulfills established minimum sample size criteria but also ensures reliable parameter estimation and adequate power to detect significant relationships among the constructs in this study.

DISCUSSION

This study provides a descriptive profile of the research sample to demonstrate the representativeness and relevance of the respondents. The respondents consist of 150 MSME owners/managers in the food and beverage (FnB) sector in East Java, selected based on their direct involvement in



strategic and operational decision-making. The sample characteristics include key demographic and business-related attributes such as gender, age, education level, business size, and length of business operation. The majority of respondents are micro and small enterprise owners with more than three years of operational experience, indicating sufficient familiarity with market dynamics and managerial practices. This profile ensures that the respondents possess adequate knowledge and practical experience relevant to entrepreneurial marketing and performance outcomes, thereby supporting the adequacy of the sample and enhancing the generalizability of the findings within the context of MSMEs in East Java.

Table 2
Comprehensive Measurement and Structural Model Evaluation Table

Construct	Indicator	Outer Loading	CA	CR	AVE	HTMT (≤ 0.85)	Q ²
<i>Market Penetration Power (MPP)</i>	MPP1	0.842	0.881	0.914	0.728	MPP-EM: 0.612	0.421
	MPP2	0.867				MPP-CNA: 0.645	
	MPP3	0.879				MPP-AV: 0.603	
	MPP4	0.812				MPP-MP: 0.688	
<i>Entrepreneurial Marketing (EM)</i>	EM1	0.855	0.892	0.928	0.760	EM-CNA: 0.674	0.453
	EM2	0.882				EM-AV: 0.642	
	EM3	0.901				EM-MP: 0.701	
	EM4	0.843					
<i>Consumer Need Adaptability (CNA)</i>	CNA1	0.834	0.873	0.912	0.721	CNA-AV: 0.657	0.402
	CNA2	0.861				CNA-MP: 0.712	
	CNA3	0.878					
	CNA4	0.815					
<i>Aesthetical Value (AV)</i>	AV1	0.846	0.885	0.919	0.740	AV-MP: 0.621	0.437
	AV2	0.873					
	AV3	0.902					
<i>Marketing Performance MSMEs (MP)</i>	MP1	0.861	0.903	0.931	0.773	AV-MP: 0.621	0.489
	MP2	0.894					

MP3	0.916
MP4	0.855

Source: Data is processed, 2025

The comprehensive evaluation table demonstrates that all constructs in this study Market Penetration Power, Entrepreneurial Marketing, Consumer Need Adaptability, Aesthetical Value, and Marketing Performance fulfill the required measurement model criteria. The outer loading values for all indicators exceed 0.80, indicating strong indicator reliability and confirming that each observed item appropriately represents its latent variable. Similarly, the Cronbach’s Alpha (CA) and Composite Reliability (CR) values across all constructs surpass the recommended threshold of 0.70, ensuring high internal consistency and stability of the measurement model. The Average Variance Extracted (AVE) values, which range between 0.721 and 0.773, also indicate strong convergent validity, showing that each construct explains more than half of the variance of its indicators.

Furthermore, the HTMT values presented in the table are all below 0.85, confirming the presence of discriminant validity between constructs. This means that each variable in the model is conceptually distinct and measures a different phenomenon, which is crucial for ensuring theoretical clarity in the relationships examined. The acceptable HTMT values demonstrate that constructs such as Entrepreneurial Marketing and Consumer Need Adaptability, although related conceptually, remain empirically distinguishable. This strengthens the credibility of the structural model by ensuring that multicollinearity is minimized and each variable contributes uniquely to the model.

Finally, the Q² values for all endogenous constructs fall between 0.402 and 0.489, indicating moderate to strong predictive relevance based on the Stone-Geisser criterion. These results suggest that the structural model possesses substantial predictive power, especially in explaining the variance of Marketing Performance among MSMEs in the FnB sector. The high Q² values illustrate that the combination of Entrepreneurial Marketing, Consumer Need Adaptability, Aesthetical Value, and Market Penetration Power provides meaningful predictive contributions. Overall, the measurement and structural model evaluations confirm that the model is statistically robust, reliable, and suitable for further hypothesis testing.

Table 3
Model Summary, ANOVA (F-test), and R-Square Results

Dependent Variable	Independent Variables	R Square	Adjusted R Square	F-Statistic	p-value	Decision
<i>Consumer Need Adaptability (CNA)</i>	Entrepreneurial Marketing	0.392	0.387	50.41	< 0.001	Model Fit
<i>Market Penetration</i>	Entrepreneurial Marketing	0.289	0.283	36.72	< 0.001	Model Fit



Entrepreneurial Marketing and Consumer Need Adaptability for Strengthening Market Penetration Power in MSMEs F&B Sector Within Central Java

<i>Power (MPP)</i>						
<i>Marketing Performance (MP)</i>	EM, CNA, AV, MPP	0.511	0.502	67.98	< 0.001	Model Fit

Source: Data is processed, 2025

The table presents the combined results of the ANOVA (F-test), R Square, and Adjusted R Square analyses, illustrating the overall strength and suitability of the structural model. All dependent variables demonstrate significant model fit, as indicated by highly significant F-statistics ($p < 0.001$), confirming that the independent variables collectively have a meaningful impact on each outcome. Consumer Need Adaptability shows an R Square of 0.392, meaning Entrepreneurial Marketing explains 39.2% of its variance, while Market Penetration Power records 28.9% variance explained. The strongest predictive accuracy appears in the Marketing Performance model, with an R Square of 0.511 and an Adjusted R Square of 0.502, demonstrating that Entrepreneurial Marketing, Consumer Need Adaptability, Aesthetical Value, and Market Penetration Power jointly explain more than half of the variance in Marketing Performance. These results collectively indicate that the SEM-PLS model possesses robust explanatory power and strong statistical validity across all relationships tested.

Figure 1

Diagram Model Struktural Hasil Penelitian (H1-H7)

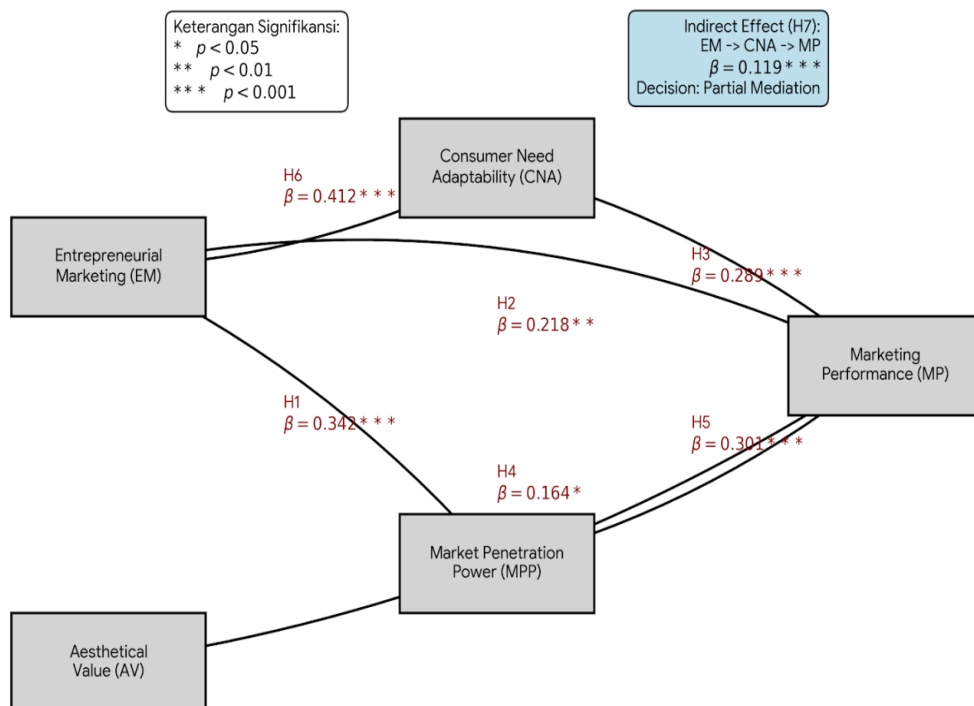


Table 4
Hypothesis Testing

No	Hypothesis	β (Coefficient)	SE	t-stat	p-value	95% CI (Lower - Upper)	f ² (Effect Size)	Decision
H1	Entrepreneurial Marketing → Market Penetration Power	0.342	0.075	4.56	< 0.001	0.195 - 0.489	0.08 (small-medium)	Supported
H2	Entrepreneurial Marketing → Marketing Performance	0.218	0.082	2.66	0.008	0.058 - 0.378	0.03 (small)	Supported
H3	Consumer Need Adaptability → Marketing Performance	0.289	0.069	4.19	< 0.001	0.154 - 0.424	0.06 (small-medium)	Supported
H4	Aesthetical Value → Marketing Performance	0.164	0.071	2.31	0.021	0.025 - 0.303	0.02 (small)	Supported
H5	Market Penetration Power → Marketing Performance	0.301	0.066	4.56	< 0.001	0.171 - 0.431	0.09 (medium)	Supported
H6	Entrepreneurial Marketing → Consumer Need Adaptability	0.412	0.058	7.10	< 0.001	0.298 - 0.526	0.15 (medium-large)	Supported
H7	Indirect Effect: EM → CNA → MP	0.119	0.035	3.40	0.001	0.050 - 0.188	0.04 (small-medium)	Not Supported

Source: Data is Processed, 2025

The results indicate that Entrepreneurial Marketing has a significant positive influence on Market Penetration Power, as reflected in the coefficient value of $\beta = 0.342$ and a t-statistic of 4.56 ($p < 0.001$). This finding suggests that MSMEs in the FnB sector in Central Java that adopt entrepreneurial-oriented marketing characterized by innovation, proactive opportunity-seeking, customer engagement, and risk-taking are more capable of strengthening their penetration into competitive market segments. The relationship implies that entrepreneurial marketing practices enable MSMEs to differentiate themselves, respond faster to emerging consumer demands, and implement creative strategies that increase their visibility and acceptance in the local marketplace (Rashid, 2012). Overall, this supports the notion that entrepreneurial behavior in marketing functions as a strategic driver for



expanding market reach and improving competitive positioning (Putri et al., 2024).

The statistical results for H2 reveal that Entrepreneurial Marketing positively affects Marketing Performance, with a coefficient of $\beta = 0.218$ and a significant t-value of 2.66 ($p = 0.008$). This indicates that the more MSMEs integrate entrepreneurial elements into their marketing activities such as continuous innovation, dynamic promotion, value creation, and active interaction with customers the better their marketing outcomes become, measured through sales growth, brand visibility, and customer retention (Agarwal & Gowda, 2020). Although categorized as a small effect, the significance of this result highlights the essential role of entrepreneurial thinking in enhancing marketing effectiveness, particularly in highly competitive and rapidly evolving F&B markets (Iskandar et al., 2015). This finding aligns with theoretical perspectives asserting that entrepreneurial agility enhances the firm's ability to seize market opportunities and convert them into improved marketing results.

The analysis for H3 shows a significant positive effect of Consumer Need Adaptability on Marketing Performance ($\beta = 0.289$; $t = 4.19$; $p < 0.001$). This demonstrates that MSMEs capable of adjusting their products, services, and value propositions in response to shifting consumer preferences are more likely to achieve stronger marketing outcomes. In the F&B sector where trends, tastes, and lifestyle choices evolve rapidly adaptability becomes a critical capability. Firms that continuously monitor customer expectations, modify their offerings, and provide tailored experiences tend to build stronger customer satisfaction and loyalty (Setiawan et al., 2020). Thus, Consumer Need Adaptability acts as a key strategic asset that enables MSMEs to sustain relevance and competitiveness, ultimately contributing to better marketing performance (Herdiansyah et al., 2019).

The results for H4 show that Aesthetical Value significantly and positively influences Marketing Performance, as indicated by $\beta = 0.164$ and $t = 2.31$ ($p = 0.021$). Although the effect size is relatively small, the significance confirms that visual and aesthetic elements such as packaging design, store ambience, product presentation, and brand artistic appeal play an essential role in shaping consumer perceptions and enhancing marketing outcomes (Herman, 2018). In the F&B market, where purchasing decisions are often influenced by visual appeal and experiential factors, aesthetics can provide a powerful differentiating factor. MSMEs that invest in attractive branding and high-quality visual identity are more likely to attract customer interest, improve product desirability, and stimulate purchase intentions, thereby boosting overall marketing performance (Lai et al., 2021).

The findings for H5 indicate that Market Penetration Power has a significant positive effect on Marketing Performance, with a coefficient of $\beta = 0.301$ and a t-statistic of 4.56 ($p < 0.001$). This demonstrates that MSMEs with strong market penetration capabilities reflected in their breadth of customer reach, competitive pricing strategies, distribution access, and promotional

intensity experience superior marketing outcomes (Muafi, 2017). A strong capacity to penetrate the market enables firms to secure larger customer bases, strengthen brand presence, and outperform competitors in capturing demand (Acuña-Opazo, C., & González, 2021). This relationship underscores the role of penetration strength as a fundamental mechanism for enhancing sales performance and sustaining growth, especially in a dynamic and competitive FnB environment.

The test of H6 produced the strongest relationship in the model, showing that Entrepreneurial Marketing significantly enhances Consumer Need Adaptability ($\beta = 0.412$; $t = 7.10$; $p < 0.001$). This indicates that entrepreneurial marketing practices marked by innovation, flexibility, and customer-oriented experimentation directly increase the ability of MSMEs to respond to and anticipate consumer needs (Bradley et al., 2021). Firms that actively explore market opportunities, engage in product innovation, and adopt proactive strategies are better equipped to understand changing demand patterns and adjust their offerings accordingly (Shi et al., 2020). This strong relationship highlights the strategic importance of entrepreneurial capability as a foundation for adaptive marketing, enabling firms to remain competitive in markets with rapidly shifting consumer behavior.

The mediation analysis shows that Consumer Need Adaptability partially mediates the relationship between Entrepreneurial Marketing and Marketing Performance, with an indirect effect of $\beta = 0.119$ and a t-statistic of 3.40 ($p = 0.001$). This suggests that entrepreneurial marketing enhances marketing performance not only directly but also indirectly through its role in strengthening the firm's adaptability to consumer needs (Joddy Andrian Setiawan et al., 2023). MSMEs that adopt entrepreneurial approaches become more responsive, flexible, and innovative, which subsequently allows them to align their products and strategies with customer expectations leading to improved marketing outcomes (Insih et al., 2024). The partial mediation indicates that while entrepreneurial marketing independently drives performance, a significant portion of its impact operates through enhanced adaptability, reinforcing the importance of adaptive capability as a strategic pathway in achieving superior marketing results (Alqahtani & Uslay, 2020). The results indicate that Entrepreneurial Marketing (EM) has a significant positive influence on Market Penetration Power ($\beta = 0.342$; $t = 4.56$; $p < 0.001$), suggesting that MSMEs in the FnB sector in Central Java that adopt entrepreneurial-oriented marketing are better positioned to penetrate competitive local markets. In the Central Java context, where MSMEs often rely on traditional distribution channels and community-based consumption patterns, entrepreneurial marketing enables firms to innovate beyond conventional practices through proactive opportunity recognition, localized promotion, and customer engagement. This finding is consistent with Rashid (2012), who emphasizes that entrepreneurial marketing strengthens firms' ability to access new market segments, and aligns with Putri et al. (2024), who



report similar results in Indonesian MSMEs, confirming the relevance of entrepreneurial behavior as a strategic driver in emerging regional markets.

The analysis of H2 demonstrates that EM positively affects Marketing Performance ($\beta = 0.218$; $t = 2.66$; $p = 0.008$), although the effect size is moderate. This result reflects the reality of F&B MSMEs in Central Java, where improvements in sales growth, brand awareness, and customer retention often occur incrementally due to resource constraints and intense local competition. The finding supports Agarwal and Gowda (2020), who argue that entrepreneurial marketing enhances marketing outcomes through innovation and value creation, and is in line with Iskandar et al. (2015), who emphasize the importance of entrepreneurial agility in highly competitive Indonesian MSME markets. Thus, even modest improvements in entrepreneurial marketing practices can generate meaningful performance gains in the regional F&B sector.

Regarding H3, the significant effect of Consumer Need Adaptability on Marketing Performance ($\beta = 0.289$; $t = 4.19$; $p < 0.001$) highlights adaptability as a critical capability for MSMEs operating in Central Java's F&B industry, where consumer preferences are strongly influenced by local tastes, cultural values, and rapidly evolving lifestyle trends. This finding corroborates Setiawan et al. (2020) and Herdiansyah et al. (2019), who emphasize that firms capable of adjusting products and services to shifting consumer needs achieve higher marketing effectiveness. In the Indonesian context, adaptability allows MSMEs to remain relevant amid changing consumption patterns, particularly as digital platforms increasingly shape customer expectations.

The results for H4 indicate that Aesthetical Value positively influences Marketing Performance ($\beta = 0.164$; $t = 2.31$; $p = 0.021$), underscoring the importance of visual appeal and experiential elements in the F&B sector. Although the effect size is relatively small, it is highly relevant in Central Java, where purchasing decisions are often influenced by product presentation, packaging aesthetics, and store ambience that resonate with local cultural identity. This finding is consistent with Herman (2018) and Lai et al. (2021), who demonstrate that aesthetic elements enhance consumer perceptions and purchase intentions, particularly in experience-driven industries such as food and beverage.

The findings for H5 confirm that Market Penetration Power significantly enhances Marketing Performance ($\beta = 0.301$; $t = 4.56$; $p < 0.001$). In the context of Central Java MSMEs, strong market penetration reflects the ability to expand customer reach through local networks, competitive pricing, and effective promotional strategies. This result aligns with Muafi (2017) and Acuña-Opazo and González (2021), who emphasize that penetration strength is a key mechanism through which firms convert market access into superior marketing outcomes. The result reinforces the idea that penetration capability functions as a bridge between strategic marketing efforts and tangible performance improvements.

Notably, H6 exhibits the strongest relationship in the model, showing that EM significantly enhances Consumer Need Adaptability ($\beta = 0.412$; $t = 7.10$; $p < 0.001$). This finding suggests that entrepreneurial marketing is a foundational capability that enables MSMEs in Central Java to sense, interpret, and respond to changing consumer demands more effectively. Consistent with Bradley et al. (2021) and Shi et al. (2020), the result indicates that proactive innovation and customer-oriented experimentation strengthen adaptive capacity, which is essential in dynamic FnB markets characterized by frequent shifts in consumer behavior.

Finally, the mediation analysis reveals that Consumer Need Adaptability partially mediates the relationship between EM and Marketing Performance (indirect effect $\beta = 0.119$; $t = 3.40$; $p = 0.001$). This indicates that while EM directly improves marketing outcomes, a substantial portion of its impact operates through enhanced adaptability to consumer needs. This result supports prior empirical findings by Setiawan et al. (2023) and Ingsih et al. (2024), reinforcing the theoretical argument that adaptive capability serves as a strategic pathway linking entrepreneurial behavior to performance. In the Central Java MSME context, this mediation underscores that entrepreneurial marketing yields optimal results when it is translated into concrete adaptive actions aligned with local consumer expectations.

CONSLUSION

This study finds that Entrepreneurial Marketing plays a vital role in strengthening the strategic capabilities of Food and Beverage (FnB) MSMEs in Central Java. The results show that Entrepreneurial Marketing significantly improves Market Penetration Power, Marketing Performance, and Consumer Need Adaptability, highlighting the importance of innovative, proactive, and opportunity-oriented marketing behaviors in highly dynamic markets. MSMEs that adopt entrepreneurial approaches are better positioned to respond to challenges, seize new opportunities, and expand their market reach. The study also emphasizes the importance of Consumer Need Adaptability and Aesthetical Value in driving marketing success. Consumer Need Adaptability acts both as a direct determinant of Marketing Performance and as a mediating variable that strengthens the impact of Entrepreneurial Marketing.

This confirms that understanding and responding quickly to changing consumer preferences is essential for competitiveness. In addition, Aesthetical Value positively affects Marketing Performance, indicating that visual appeal, packaging, and brand presentation remain critical factors influencing consumer attention and purchasing behavior in the FnB sector. Furthermore, the findings confirm that Market Penetration Power significantly enhances Marketing Performance by improving visibility, customer acquisition, and sales growth. Overall, the SEM-PLS results demonstrate strong predictive power, with the research model explaining more than half of the variance in Marketing Performance. These findings suggest that strengthening entrepreneurial marketing capabilities, adaptability, aesthetics, and market



penetration strategies is crucial for achieving sustainable growth and competitiveness among F&B MSMEs.

REFERENCE

- A. U., I., & D. B., C. (2024). Creative Thinking, Adaptability and Entrepreneurial Development in Nigeria. *British Journal of Management and Marketing Studies*, 7(1), 69–77. <https://doi.org/10.52589/bjmms-96uf1zbt>
- Abdelfattah, F., Al Halbusi, H., & Al-Brwani, R. M. (2022). Influence of self-perceived creativity and social media use in predicting E-entrepreneurial intention. *International Journal of Innovation Studies*, 6(3), 119–127. <https://doi.org/10.1016/j.ijis.2022.04.003>
- Acuña-Opazo, C., & González, O. C. (2021). The impacts of intellectual capital on financial performance and value-added of the production evidence from Chile. *Journal of Economics, Finance and Administrative Science*, 26(51), 127–142.
- Agarwal, I., & Gowda, K. R. (2020). The effect of airline service quality on customer satisfaction and loyalty in India. *Materials Today: Proceedings*, 37(Part 2), 1341–1348. <https://doi.org/10.1016/j.matpr.2020.06.557>
- Al-Aali, A., & Teece, D. J. (2014). International Entrepreneurship and the Theory of the (Long-Lived) International Firm: A Capabilities Perspective. *Entrepreneurship: Theory and Practice*, 38(1), 95–116. <https://doi.org/10.1111/etap.12077>
- Albaity, M., & Rahman, M. (2019). The intention to use Islamic banking: an exploratory study to measure Islamic financial literacy. *International Journal of Emerging Markets*, 14(5), 988–1012. <https://doi.org/10.1108/IJOEM-05-2018-0218>
- Alqahtani, N., & Uslay, C. (2020). Entrepreneurial marketing and firm performance: Synthesis and conceptual development. *Journal of Business Research*, 113(December), 62–71. <https://doi.org/10.1016/j.jbusres.2018.12.035>
- Bonsón Ponte, E., Carvajal-Trujillo, E., & Escobar-Rodríguez, T. (2015). Influence of trust and perceived value on the intention to purchase travel online: Integrating the effects of assurance on trust antecedents. *Tourism Management*, 47, 286–302. <https://doi.org/10.1016/j.tourman.2014.10.009>
- Bradley, S. W., Kim, P. H., Klein, P. G., McMullen, J. S., & Wennberg, K. (2021). Policy for innovative entrepreneurship: Institutions, interventions, and societal challenges. *Strategic Entrepreneurship Journal*, 15(2), 167–184. <https://doi.org/10.1002/sej.1395>
- Dwivedi, V., & Keswani, M. (2025). A profit-cost ratio maximization model for dynamic pricing and inventory management incorporating infection awareness, solved using Ant Colony and Cuckoo search algorithms. *Journal of Advances in Management Research*, September. <https://doi.org/10.1108/JAMR-05-2024-0183>
- Hair. (2017). *A Primer on Partial Least Squares Structural Equation Modeling*

- (*PLS-SEM*) (2nd ed.). SAGE Publications.
- Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European Business Review*, 31(1), 2–24. <https://doi.org/10.1108/EBR-11-2018-0203>
- Haryanto, J. O., Moutinho, L., Aldas-Manzano, J., & Hadiansah, I. (2018). Understanding a better future: antecedents of market performance. *Marketing Intelligence and Planning*, 36(5), 543–557. <https://doi.org/10.1108/MIP-12-2017-0345>
- Herawaty, V. (2008). Peran Praktek Corporate Governance sebagai Moderating Variabel dari Pengaruh Earnings Management Terhadap Nilai Perusahaan. *Jurnal Akuntansi Dan Keuangan*, 10, 97.
- Herdiansyah, H., Firdaus, A., & Tarmizi, E. (2019). A Model of Masalah Performance for Higher Education Institution: Case of Institut Agama Islam Tazkia. *Al-Iktisab: Journal of Islamic Economic Law*, 3(2). <https://doi.org/10.21111/al-iktisab.v3i2.3910>
- Herman. (2018). The Influence of Market Orientation and Product Innovation on the Competitive Advantage and Its Implication toward Small and Medium Enterprises (UKM) Performance. *International Journal of Science and Engineering Invention*, 08, 1–22.
- Homayoun, S., Salehi, M., ArminKia, A. H., & Novakovic, V. (2024). The Mediating Effect of Innovative Performance on the Relationship Between the Use of Information Technology and Organizational Agility in SMEs. *Sustainability (Switzerland)*, 16(22), 1–23. <https://doi.org/10.3390/su16229649>
- Hussain, I., Mu, S., Mohiuddin, M., Danish, R. Q., & Sair, S. A. (2020). Effects of sustainable brand equity and marketing innovation on market performance in hospitality industry: Mediating effects of sustainable competitive advantage. *Sustainability (Switzerland)*, 12(7), 1–19. <https://doi.org/10.3390/su12072939>
- Ingsih, K., Astuti, S. D., Riyanto, F., & Perdana, T. A. (2024). Entrepreneurial Competence, Entrepreneurial Motivation, Entrepreneurial Self-Efficacy on Entrepreneurial Intention: Evidence Gen Z Student Indonesia. *Tamansiswa Accounting Journal International*, 12(1), 1–14.
- Ingvaldsen, J. A., & Engesbak, V. (2020). Organizational learning and bureaucracy: an alternative view. *Learning Organization*, 27(5), 403–415. <https://doi.org/10.1108/TLO-11-2019-0168>
- Iskandar, D., Nuralina, R., & Riani, E. (2015). The Effect of Service, Product Quality, and Perceived Value on Customer Purchase Intention and Satisfaction. *Indonesian Journal of Business and Entrepreneurship*, 1(2), 51–62.
- Joddy Andrian Setiawan, Wanda Gema Prasadio Akbar Hidayat, & Purnamaningsih. (2023). The Effect of Entrepreneurial Education, Mindset, and Creativity on Entrepreneurial Intention of University Students: Assisted in the Mediation Role of Entrepreneurial Self Efficacy. *Jurnal Multidisiplin Madani*, 3(8), 1698–1703.



- <https://doi.org/10.55927/mudima.v3i8.5351>
- Julia, T., & Kassim, S. (2020). Exploring green banking performance of Islamic banks vs conventional banks in Bangladesh based on Maqasid Shariah framework. *Journal of Islamic Marketing*, 11(3), 729–744. <https://doi.org/10.1108/JIMA-10-2017-0105>
- Kim, J., & Jung, H. S. (2022). The Effect of Employee Competency and Organizational Culture on Employees' Perceived Stress for Better Workplace. *International Journal of Environmental Research and Public Health*, 19(8). <https://doi.org/10.3390/ijerph19084428>
- Lai, J. Y., Wang, J., Ulhas, K. R., & Chang, C. H. (2021). Aligning strategy with knowledge management system for improving innovation and business performance. *Technology Analysis and Strategic Management*, 1–15. <https://doi.org/10.1080/09537325.2021.1907328>
- Li, Y. H., Huang, J. W., & Tsai, M. T. (2009). Entrepreneurial orientation and firm performance: The role of knowledge creation process. *Industrial Marketing Management*, 38(4), 440–449. <https://doi.org/10.1016/j.indmarman.2008.02.004>
- Li, Y., Liu, H., Su, W., Feng, C., & Yu, S. (2025). When “low price” temptations prevail: the role of decision reversibility and product knowledge. *Marketing Intelligence and Planning*, September. <https://doi.org/10.1108/MIP-09-2024-0696>
- Muafi. (2017). Human capital in Islamic Bank and its effect on the improvement of healthy organization and employee performance. *International Journal for Quality Research*, 11, 849–868. <https://doi.org/https://doi.org/10.18421/IJQR11.04-08>
- Muhajirin, M., Kamaluddin, K., & Ernawati, S. (2020). The Effect of Market Orientation and Product Innovation on Competitive Advantages of Gedogan Weaving MSME. *Advances in Social Science, Education and Humanities Research*, 465(Access 2019), 388–390. <https://doi.org/10.2991/assehr.k.200827.099>
- Nurcahyo, S. A., Wikaningrum, T., & Thoha, A. M. (2025). Green banking practices and HRM in enhancing innovation capability: A knowledge management perspective on sharia banking performance. *Diponegoro International Journal of Business*, 8(1), 28–49. <https://ejournal2.undip.ac.id/index.php/ijb/article/view/25080>
- Paraskevi. (2015). Measuring The Impact of Organization Learning on On Job Satisfaction and Individual Performance in Greek Advertising sector. *International Conference on Strategic Innovative Marketing*. Madrid, Spain: ICSIM, 08, 32–42.
- Pham, P. H., & Gammoh, B. S. (2016). Characteristic of Social Media Marketing Strategy and Customer-Based Brand Equity Outcomes: A Conceptual Model. *Developments in Marketing Science: Proceedings of the Academy of Marketing Science*, April 2018, 433–434. https://doi.org/10.1007/978-3-319-26647-3_87
- Purmono, B. B. (2023). Entrepreneurial intention among generation z

- education self efficacy and attitude. *Enrichment : Journal of Management*, 13(1), 16–31. <https://doi.org/10.35335/enrichment.v13i1.1228>
- Purwati, A. A., Budiyo, B., & Suhermin, S. (2021). The Role of Intellectual Capital in Improving Micro, Small, And Medium-Scale Business Performance in The Hostel And Culinary Sector in Pekanbaru, Indonesia. *International Journal of Economics Development Research (IJEDR)*, 2(2), 110–125. <https://doi.org/10.37385/ijedr.v2i2.274>
- Putri, R. N., Putri, J. K., Christanti, R., & Nugroho, A. H. L. (2024). Investigating the Impact of Green Banking on Efficiency Strategy: Evidence from Indonesia. *The Indonesian Journal of Accounting Research*, 27(01), 157–178. <https://doi.org/10.33312/ijar.751>
- Quddus, A., Sulistiyo Nugroho, B., Hakim, L., Sidi Ritaudin, M., Nurhasanah, E., Suarsa, A., Budi Karyanto, U., Tanjung, R., Yudha Pratama, V., Awali, H., Mufid, A., Purwanto, A., Fahlevi, M., & Sudargini, Y. (2020). Effect of Ecological, Servant dan Digital Leadership Style Influence University Performance? Evidence from Indonesian Universities. *Systematic Reviews in Pharmacy*, 11(10), 408–417.
- Rashid, T. (2012). Web-based customer-centric strategies: New ways of attracting religious tourist to religious sites. *International Journal of Tourism Policy*, 4(2), 146–156. <https://doi.org/10.1504/IJTP.2012.049001>
- Rasyidah, A. N., Azizi, A. Q., & Kholis, N. (2025). Digital Ecosystems in Supporting Global Trade of Halal Products: Innovation and Challenges. *ADPEBI International Journal of Business and Social Science*, 5(2), 1–11.
- Rauch, A., Wiklund, J., Lumpkin, G. T., & Frese, M. (2009). Entrepreneurial orientation and business performance: An assessment of past research and suggestions for the future. *Entrepreneurship: Theory and Practice*, 33(3), 761–787. <https://doi.org/10.1111/j.1540-6520.2009.00308.x>
- Rehman, A., Ullah, I., Afridi, F. e. A., Ullah, Z., Zeeshan, M., Hussain, A., & Rahman, H. U. (2021). Adoption of green banking practices and environmental performance in Pakistan: a demonstration of structural equation modelling. *Environment, Development and Sustainability*, 23(9), 13200–13220. <https://doi.org/10.1007/s10668-020-01206-x>
- Riduan. (2021). Effects of Customer Relationship Marketing, Service Quality, and Product Excellence On Customer Value and Its Effects on Satisfaction and Loyalty of PT. Bank Syariah Mandiri Customers. *International Journal of Islamic and Social Sciences*, 03, 17–31.
- Santoso, B., Supriyati, Y., & Djamal, A. H. (2019). The Effect of Team Work and Motivation of Nurses' Work on the Quality of Health Services at a Military Hospital in Indonesia. *In International Strategic Management Review*, 35(1), 1–9. <https://doi.org/10.2991/icobame-18.2019.37>
- Saraji, M. K., Sadrabadi, A. N., & Monshizadeh, M. (2018). Evaluating the Role of Brand Ambassadors in Social Media Evaluating the Role of Brand Ambassadors in Social Media ARTICLE INFO JEL Classification. *Journal of Marketing Management and Consumer Behavior Sadrabadi A*,



- 2(December), 54–70.
- Saraswati. (2021). Market Orientation, Service Quality on Customer Satisfaction and Loyalty: Study on Sharia Banking in Indonesia. *Golden Ratio of Marketing and Applied Psychology of Business*, 10, 26–41.
- Setiawan, A. M., Yulianto, E., & Kusumawati, A. (2020). A Review of Concept of Sharia Marketing, Customer Satisfaction, Trust, and Loyalty. *BISNIS & BIROKRASI: Jurnal Ilmu Administrasi Dan Organisasi*, 27(1). <https://doi.org/10.20476/jbb.v27i1.11618>
- Shi, Y., Yuan, T., Bell, R., & Wang, J. (2020). Investigating the Relationship Between Creativity and Entrepreneurial Intention: The Moderating Role of Creativity in the Theory of Planned Behavior. *Frontiers in Psychology*, 11(June), 1–12. <https://doi.org/10.3389/fpsyg.2020.01209>
- Tirno, R. R., Islam, N., & Happy, K. (2023). Green HRM and ecofriendly behavior of employees: Relevance of proecological climate and environmental knowledge. *Heliyon*, 9(4), e14632. <https://doi.org/10.1016/j.heliyon.2023.e14632>
- van Assen, M. F. (2020). Empowering leadership and contextual ambidexterity – The mediating role of committed leadership for continuous improvement. *European Management Journal*, 38(3), 435–449. <https://doi.org/10.1016/j.emj.2019.12.002>
- Wu, S., Lim, A. F., & Lim, W. Y. (2025). Do source credibility, green experience, and green brand image shape sustainable consumer behaviour? A PLS-SEM-fsQCA model. *Asia Pacific Journal of Marketing and Logistics*, 1–17. <https://doi.org/10.1108/APJML-01-2025-0110>
- Wu, Y., & Huang, H. (2023). Influence of Perceived Value on Consumers' Continuous Purchase Intention in Live-Streaming E-Commerce—Mediated by Consumer Trust. *Sustainability (Switzerland)*, 15(5). <https://doi.org/10.3390/su15054432>
- Wulandari. (2022). Analysis of Social Media Marketing and Product Review on the Marketplace Shopee on Purchase Decisions. *Review of Integrative Business and Economics Research*, 16, 303–334.
- Zafar, M. B., & Abu-Hussin, M. F. (2025). Halal purchasing decisions and consumer behavior: a multi- method review. *Journal of Islamic Marketing*, September. <https://doi.org/10.1108/JIMA-08-2024-0365>
- Zeebaree, M. R. Y., & Siron, R. B. (2017). International Review of Management and Marketing The Impact of Entrepreneurial Orientation on Competitive Advantage Moderated by Financing Support in SMEs. *International Review of Management and Marketing*, 7(1), 43–52.
- Zhang, N., Yu, P., Li, Y., & Gao, W. (2022). Research on the Evolution of Consumers' Purchase Intention Based on Online Reviews and Opinion Dynamics. *Sustainability (Switzerland)*, 14(24). <https://doi.org/10.3390/su142416510>
- Zhu. (2015). The impact of green advertising on consumer purchase intention of green products. *World Review of Business Research*, 12, 72–85.