

ORIGINAL

## Fostering business resilience through business experience and marketplace utilization with the mediating role of agile marketing. A mixed-method research. Evidence in msmes in the fashion sub sector in west java

### Fomento de la resiliencia empresarial a través de la experiencia empresarial y la utilización del mercado con la función mediadora del marketing ágil. Una investigación con métodos mixtos. Evidencia en las micro, pequeñas y medianas empresas del subsector de la moda en Java Occidental

Fitri Novilia<sup>1</sup> ✉, Suryana<sup>1</sup> ✉, Heny Hendrayati<sup>1</sup> ✉, Chairul Furqon<sup>1</sup> ✉, Yori Andes Saputra<sup>2</sup> ✉

<sup>1</sup>Faculty of Economics and Business Education, Universitas Pendidikan. Indonesia.

<sup>2</sup>Faculty of education, Universitas Pendidikan. Indonesia.

**Cite as:** Novilia F, Suryana, Hendrayati H, Furqon C, Saputra YA. Fostering business resilience through business experience and marketplace utilization with the mediating role of agile marketing. A mixed-method research. Evidence in msmes in the fashion sub sector in west java. Salud, Ciencia y Tecnología. 2025; 5:2277. <https://doi.org/10.56294/saludcyt20252277>

Submitted: 15-05-2025

Revised: 10-07-2025

Accepted: 30-09-2025

Published: 01-10-2025

Editor: Prof. Dr. William Castillo-González 

Corresponding Author: Fitri Novilia ✉

#### ABSTRACT

This study explores how MSMEs in West Java's fashion subsector can enhance their resilience. The objective is to examine the effects of business experience and marketplace utilization on business resilience, with agile marketing serving as a mediator. A mixed-method approach was applied, combining qualitative and quantitative analyses. In-depth interviews with selected MSME owners provided nuanced insights, while a questionnaire survey of 96 MSMEs was statistically validated using SMART PLS 4.0. The findings reveal that business experience significantly strengthens agile marketing, which in turn enhances business resilience. Marketplace utilization directly contributes to resilience but does not significantly influence agile marketing. However, agile marketing successfully mediates the effects of both business experience and marketplace utilization on resilience. Overall, the study underscores the importance of agile marketing strategies in enabling MSMEs to remain resilient and competitive in a dynamic market environment.

**Keywords:** Business Resilience; Business Experience; Marketplace Utilization; Agile Marketing.

#### RESUMEN

Este estudio analiza cómo las MIPYMES del subsector de la moda en Java Occidental pueden fortalecer su resiliencia. El objetivo es examinar los efectos de la experiencia empresarial y la utilización del mercado sobre la resiliencia empresarial, considerando el marketing ágil como variable mediadora. Se aplicó un enfoque mixto que combina análisis cualitativos y cuantitativos. Las entrevistas en profundidad con propietarios seleccionados de MIPYMES aportaron una comprensión matizada, mientras que una encuesta a 96 MIPYMES fue validada estadísticamente mediante SMART PLS 4.0. Los resultados muestran que la experiencia empresarial impulsa de manera significativa el marketing ágil, lo cual refuerza la resiliencia empresarial. La utilización del mercado contribuye directamente a la resiliencia, aunque no influye de forma significativa en el marketing ágil. Sin embargo, el marketing ágil media eficazmente los efectos tanto de la experiencia empresarial como de la utilización del mercado sobre la resiliencia. En conjunto, el estudio subraya la importancia de las estrategias de marketing ágil para que las MIPYMES puedan mantenerse resilientes y competitivas en un entorno dinámico.

**Palabras clave:** Resiliencia Empresarial; Experiencia Empresarial; Utilización del Mercado; Marketing Ágil.

## INTRODUCTION

In today's economy, business competition has been influenced by various technologies, globalization, and communication.<sup>(1)</sup> Industry 4.0 technologies are employed to support the digital transformation of organizations effectively in achieving sustainable development goals.<sup>(2)</sup> Consequently, companies must find ways to remain competitive in increasingly tight markets. This is particularly relevant for Micro, Small, and Medium Enterprises (MSMEs), as their success relies more on the knowledge, experience, and skills of their owners and employees rather than on physical capital, while they also often lack sufficient resources to leverage business-related knowledge.<sup>(3)</sup>

MSMEs are businesses operated by individuals, households, or small-scale enterprises, classified by annual revenue, number of employees, and assets.<sup>(4)</sup> In Indonesia, there are approximately 64,2 million MSMEs, contributing 61,07 % to the Gross Domestic Product (GDP), equivalent to Rp. 8 573,89 trillion. MSMEs also absorb 97 % of the total workforce and account for up to 60,42 % of total investments in Indonesia.<sup>(5)</sup> West Java is one of the provinces in Indonesia with the highest number of MSMEs, contributing 57,14 % to the province's Gross Regional Domestic Product (GRDP).<sup>(6)</sup> According to data from the Department of Cooperatives and Small Enterprises, the total number of MSMEs in West Java reaches 6 257 390 business units.<sup>(7)</sup>

No	Kab/Kota	Jumlah UMKM	%	No	Kab/Kota	Jumlah UMKM	%
1	Kota Bandung	506.347	8.09	15	Kab Majalengka	211.749	3.38
2	Kab Bandung	476.954	7.62	16	Kab Bandung Barat	211.001	3.37
3	Kab Bogor	464.346	7.42	17	Kab Ciamis	188.633	3.01
4	Kab Sukabumi	363.176	5.80	18	Kab Sumedang	156.884	2.51
5	Kab Garut	349.863	5.59	19	Kab Kuningan	128.103	2.05
6	Kab Cirebon	341.037	5.45	20	Kota Tasikmalaya	123.010	1.97
7	Kab Cianjur	338.612	5.41	21	Kab Purwakarta	117.790	1.88
8	Kab Karawang	315.388	5.04	22	Kota Bogor	116.656	1.86
9	Kab Bekasi	311.927	4.98	23	Kab Pangandaran	81.401	1.30
10	Kota Bekasi	274.143	4.38	24	Kota Cimahi	76.833	1.23
11	Kab Indramayu	257.929	4.12	25	Kota Cirebon	54.306	0.87
12	Kab Tasikmalaya	253.908	4.06	26	Kota Sukabumi	53.979	0.86
13	Kab Subang	229.215	3.66	27	Kota Banjar	34.962	0.56
14	Kota Depok	219.238	3.50				

Figure 1. Number of MSMEs by District/City in West Java<sup>(8)</sup>

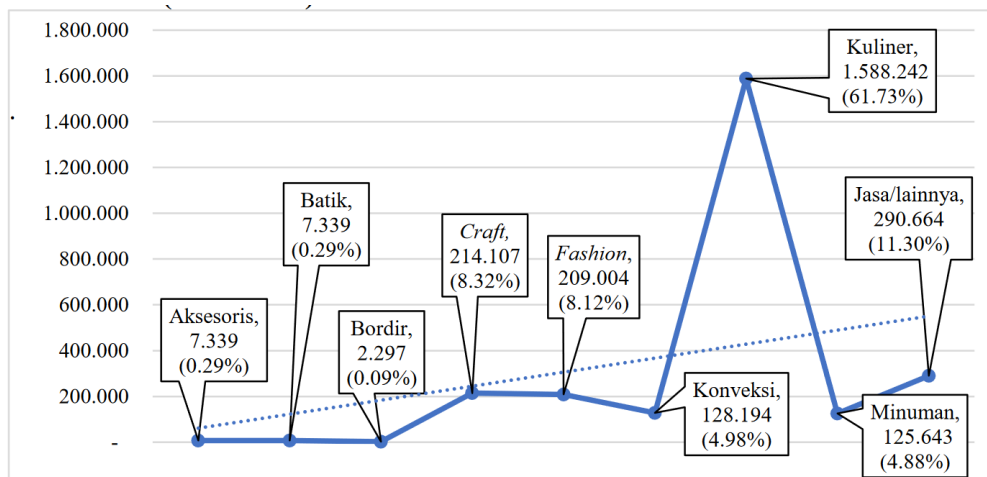


Figure 2. Growth of MSMEs in Bandung City from 2017-2022 (in units)<sup>(8)</sup>

According to figure 1, Bandung City stands out as one of the cities with the highest number of MSMEs in West Java, representing 8,09 % of the total. This is largely due to Bandung's vibrant trade and tourism activities, which provide a significant market potential for MSMEs to promote and sell their products. However, the growing number of MSMEs in Bandung also intensifies competition among them, presenting a challenge for entrepreneurs in devising effective strategies to stay competitive. Therefore, efforts to enhance the performance and competitiveness of MSMEs are crucial to ensure their continued growth and long-term positive

impact. Bandung is home to a diverse range of MSMEs with significant potential to contribute to both the local and national economy. Consequently, support from the government and the community is essential in advancing this sector. The following is an overview of the growth of MSMEs in Bandung City.<sup>(6)</sup>

The culinary, fashion, and craft sectors are the largest contributors to the creative economy (ekraf) in Indonesia. These sectors are a source of renewable economic growth. If the potential within the country can be enhanced, it will make a significant contribution to Indonesia's economy in the future. According to a survey by the Central Bureau of Statistics (BPS) in 2016, the fashion subsector contributed 18,01 % to the GDP, amounting to IDR 166 trillion.<sup>(9)</sup> In 2016, the most exported fashion commodities to the United States were sports shoes, valued at USD 732,78 million, followed by jerseys, sweaters, and cardigans, valued at USD 455,11 million. Suits, jackets, blazers, dresses, skirts, and shorts followed with a value of USD 393,11 million (Central Bureau of Statistics and Creative Economy Agency, 2016). The fashion sector contributed 1,43 percent to the national GDP, with a growth rate of 2,8 percent in 2016. Given its GDP growth, fashion can be considered a priority subsector in Indonesia's creative economy.<sup>(9)</sup>

In the increasingly competitive business environment, MSMEs in West Java are under pressure to develop resilience strategies that enable them to withstand external shocks and capitalize on emerging opportunities. Business experience provides valuable insights and lessons that can help businesses navigate complex challenges, while effective utilization of digital marketplaces expands their reach and customer base. Agile marketing, which emphasizes flexibility and responsiveness to market changes, further strengthens their ability to remain competitive.<sup>(10)</sup>

However, the effectiveness of these strategies is not uniform across all MSMEs. The level of education among business owners and managers can significantly influence the successful application of business experience, marketplace utilization, and agile marketing. Higher educational levels often correlate with better decision-making skills, a greater understanding of market dynamics, and the ability to leverage technology effectively.<sup>(3)</sup>

This study aims to explore the interplay between business experience, marketplace utilization, and agile marketing in fostering business resilience among MSMEs in West Java, with a particular focus on how the level of education moderates these relationships. Through a combination of qualitative and quantitative methods, this research seeks to provide insights that can inform policies and strategies to enhance the resilience and sustainability of MSMEs in the region.<sup>(11)</sup>

Building on this background, previous studies have provided extensive evidence on the role of business experience and marketplace utilization in shaping business resilience, which further contextualizes the focus of this study.

Staw argues that business experience is the best predictor of success, especially when a new business is related to prior experience.<sup>(12)</sup> As business environments become more complex, experience becomes even more vital. Evidence suggests that entrepreneurs often have self-employed or entrepreneurial parents, which instills independence and flexibility from a young age, encouraging them to start their own businesses. The experts' views indicate that experience in managing a business significantly impacts small-scale enterprise income. This experience can come from an entrepreneurial upbringing or prior business management. It is inferred that direct involvement in business activities is essential for gaining valuable experience. According to Arifin<sup>(13)</sup> the duration a business has been established does not necessarily correlate with increased use of venture capital or higher profitability. New businesses can achieve greater profitability if well-managed, despite their shorter existence. In contrast, older businesses typically have the advantage of extensive learning from both successes and failures, which helps them maintain profitability. Experience plays a crucial role in shaping business behavior and consumer understanding. The longer a person is engaged in business, the more their expertise, efficiency, and adaptability grow, leading to better business outcomes.

A marketplace is an internet-based online platform where business activities and transactions between buyers and sellers occur. Buyers can search for as many suppliers as possible based on their desired criteria, allowing them to obtain products or services at market prices.<sup>(14)</sup> Meanwhile, suppliers or sellers can identify companies that require their products or services.<sup>(15)</sup> A marketplace represents an E-Business model that connects sellers and buyers.<sup>(16)</sup> In Indonesia, the marketplace serves as a key driver of the national economy in the face of globalization. Therefore, it is essential to develop a marketplace that is well-organized, fair, and efficient. An efficient marketplace generally enhances the investment climate within companies and facilitates the flow of goods, both in terms of input and output.

In today's digital business era, the utilization of online marketplaces has become essential for companies aiming to expand their reach and enhance operational efficiency. According to<sup>(17)</sup>, online marketplaces provide access to a global market, allowing businesses to reach customers worldwide without significant investments in physical infrastructure. According to<sup>(18)</sup> highlight that marketplaces reduce operational costs by eliminating the need for separate e-commerce sites, as businesses can leverage existing platforms for inventory management, payment processing, and customer service. Kumar et al.<sup>(19)</sup> emphasize that marketplace systems often feature review and rating mechanisms that build consumer trust, enhancing product credibility. Chaffey et al.<sup>(20)</sup> note

that marketplaces offer flexibility and adaptability, enabling businesses to quickly respond to market trends and consumer demands with the help of analytical tools. According to Sheikh Qazzafi<sup>(21)</sup> further point out that many marketplaces integrate marketing and promotional features, allowing sellers to boost product visibility at relatively low costs. Additionally, B2B Marketing Trends stress that user-friendly interfaces and advanced technologies provided by marketplaces facilitate business operations and improve efficiency. Thus, the strategic use of online marketplaces is crucial for businesses seeking to thrive in the competitive digital landscape.

Agility or the ability to react quickly is described as “communicating to customers that a company is prepared to address changes with valuable knowledge, skills, and the readiness to form virtual partnerships”<sup>(22)</sup> and also view agility as a philosophical approach, defining it as “the readiness to undergo fundamental changes to adapt to unforeseen conditions in a timely manner.” Meanwhile, Lawler EE<sup>(23)</sup> define agility as “a design of dynamic organizational capabilities that can detect the need for change from both internal and external sources, integrate those changes as routines, and support above-average performance.

According to Kröger & Marx, agile marketing serves as a vital solution for marketers facing extreme and radical situational changes.<sup>(24)</sup> This approach enables marketers to adapt more swiftly and flexibly to rapidly shifting circumstances, allowing them to manage business activities with enhanced spontaneity and responsiveness. Kröger & Marx argue that agile marketing empowers businesses to pivot quickly in response to unforeseen challenges, leveraging iterative processes and real-time data to make informed decisions and implement strategies more effectively in dynamic environments.<sup>(24)</sup>

Williams and Vorley emphasize that the concept of business resilience, although agreed upon, still faces ambiguity in various factors: research context, the nature of disruption phenomena, discipline, and the size of the company underlying this concept.<sup>(25)</sup> There is a lack of shared understanding of resilience across different disciplines, such as ecology, engineering, and social psychology. For instance, in the domains of engineering and physical sciences, resilience is often defined as a system or organization returning to its original state after experiencing certain pressures or disruptions. This return to the original state acknowledges only a single equilibrium.<sup>(26)</sup> However, in other disciplines, such as psychology, resilience is focused on the adaptation of organizations amidst ongoing and continuous disruptions. Given that disruptions are persistent, companies face complex everyday situations. By understanding the nature of the disruptions faced by companies, several equilibria have emerged.<sup>(27)</sup> Resilience is interpreted in various ways, such as the ability of a company to recover from certain “resistances,” which has been referred to as “engineering resistance”.<sup>(28)</sup> This conceptualization of resilience does not address the company’s ability to adapt and perform positively amidst ongoing disruptions.

Understanding the impact of business experience, marketplace utilization, and agile marketing on business resilience is essential for navigating today’s volatile market. Research in this area reveals how accumulated business experience helps organizations adapt and maintain stability during disruptions. Additionally, utilizing online marketplaces effectively expands reach and strengthens market presence, which is crucial for resilience. Agile marketing, with its focus on flexibility and rapid adaptation, plays a key role in managing ongoing changes and seizing new opportunities. By examining how these factors interact, businesses can develop comprehensive strategies to enhance their resilience, optimize operations, and achieve long-term success in a dynamic environment.

## METHOD

### Type of Study, Period, and Location

This research employed a mixed-method design that integrates both qualitative and quantitative approaches. The study was conducted between [masukkan periode penelitian, misalnya *March-July 2025*] in West Java, Indonesia, focusing on MSMEs operating in the fashion subsector and actively utilizing online marketplaces.

### Population, Sample, and Sampling Technique

The population consisted of MSMEs in Indonesia’s fashion subsector that had established online businesses. From this population, 96 MSMEs located in West Java were selected as respondents for the quantitative component. The sampling technique applied was purposive sampling, based on specific inclusion criteria: (1) MSMEs must have been operating for at least three years, (2) actively selling through online marketplaces, and (3) belonging to the fashion subsector. Exclusion criteria included MSMEs not primarily engaged in the fashion industry or inactive in online marketplace transactions. For the qualitative component, five key informants—MSME owners with more than ten years of online business experience—were interviewed in depth. Exit criteria were applied to respondents who withdrew participation or failed to complete the survey.

### Variables Analyzed

The study examined four main constructs: business experience, marketplace utilization, agile marketing, and business resilience. Agile marketing was analyzed as a mediating variable, while business resilience was the primary dependent variable. Special attention was given to agile marketing since it represents a relatively new construct in MSME research and required further conceptual clarification.



### Instruments and Procedures

Primary data were collected using two instruments: (1) a structured questionnaire for the quantitative survey, and (2) semi-structured interview guides for qualitative exploration. The questionnaire items were adapted from validated scales in previous studies, and a pilot test was conducted with 20 MSMEs to ensure clarity and reliability. The interview guide was designed to elicit in-depth narratives on business experience, marketplace strategies, and resilience practices.

### Data Collection Process

Quantitative data collection involved distributing questionnaires to 96 MSME owners. For the qualitative component, in-depth interviews were conducted face-to-face and online, each lasting 60-90 minutes. Secondary data were also obtained through literature reviews, journals, reports, and official online databases to complement the primary data.

### Data Analysis

Qualitative data were analyzed using thematic coding to identify recurring patterns and insights. Quantitative data were processed using SmartPLS 4.0, employing structural equation modeling (SEM-PLS) to test relationships among variables. Reliability and validity tests, including Cronbach's alpha, composite reliability, and AVE, were performed to ensure instrument robustness.

### Ethical Considerations

The anonymity of respondents was guaranteed by withholding names of enterprises. Participation was voluntary, with informed consent obtained prior to data collection. The study adhered to research ethics standards by ensuring confidentiality, data security, and the right of participants to withdraw at any stage.

## RESULTS

### Qualitative Respondent Characteristics

To protect the confidentiality of respondents, the personal names of MSME owners were not disclosed. Instead, only the business names are presented in the results, as they represent publicly available information. This approach ensures that no sensitive personal data are revealed, while still maintaining the integrity and reproducibility of the study.

Table 1. Respondent Characteristics		
No	Name of Business	Business Experience
1	Fabulousgrosir	12 years
2	Alfargalery	13 years
3	SF Fashion	15 years
4	ML Fashion	15 years
5	Queen Fashion	14years

The five interviewees are MSMEs in the fashion subsector that have successfully operated for over 10 years.

### Type of Marketplace Used (Result of Depth Interview)

Based on the interview data, it is evident that among the various marketplaces used by MSMEs in West Java, Shopee emerges as the most popular platform. Shopee's mobile-friendly interface, extensive promotional features, and secure payment system make it highly attractive to businesses looking to tap into a younger, mobile-centric consumer base. Its popularity is further enhanced by the frequent use of in-app live streaming and vouchers, which help businesses drive sales and engage directly with customers.<sup>(6)</sup> TikTok Shop ranks as the second most popular marketplace. Its unique integration of e-commerce with social media has quickly gained traction among MSMEs, especially those targeting younger audiences. The ability to showcase products through short-form videos and live streaming offers a dynamic and interactive shopping experience that resonates well with today's consumers. Tokopedia, although not as popular as Shopee and TikTok Shop, is still widely used due to its broad customer base and strong brand recognition across Indonesia. MSMEs appreciate its easy-to-use interface and comprehensive promotional tools, although the competition on this platform can be intense. Lazada, meanwhile, is favored by MSMEs looking to access a broader regional market, particularly in the fashion and electronics sectors.<sup>(29)</sup> Its robust logistical support and secure payment methods make it a reliable choice, though it ranks lower in popularity compared to Shopee and TikTok Shop. Overall, each of these marketplaces has its own distinct strengths, with Shopee leading the way in popularity, followed closely by TikTok Shop, both of which are favored for their ability to engage consumers in innovative and interactive ways.<sup>(30)</sup>

Table 2. Type of Marketplace Used by MSMEs

Marketplace	Overview	Features	Popularity
Shopee	A leading e-commerce platform in Southeast Asia, known for its mobile-friendly interface and frequent promotions.	In-app live streaming Secure ShopeePay wallet Free shipping options Various promotional features (discounts, vouchers)	Extremely popular, particularly among younger consumers and MSMEs looking to expand their reach through mobile commerce.
TikTok Shop	An emerging e-commerce platform integrated within TikTok, allowing businesses to sell products directly through the app using short-form videos and live streaming.	Integrated with TikTok videos and live streams Seamless social commerce experience In-app purchasing and checkout Algorithm-driven product discovery	Rapidly gaining popularity among MSMEs, especially those targeting younger, tech-savvy audiences who engage heavily with social media content.
Tokopedia	One of Indonesia's largest online marketplaces, offering a wide range of products from various sellers, including MSMEs.	Easy-to-use interface Secure payment system Integrated logistics Extensive promotional tools (flash sale, cashback, etc.)	Highly popular among MSMEs in Indonesia due to its broad customer base and strong brand recognition.
Lazada	Part of the Alibaba Group, Lazada is a prominent e-commerce platform in Southeast Asia, offering a range of products with a focus on tech and consumer goods.	LazMall for authentic brands Flash sales and vouchers Cross-border selling Secure payment methods	Popular among MSMEs seeking to access a broader regional market, especially for electronics and fashion.

### Online Business Strategies Carried Out In The Marketplace (Result of Depth Interview)

In this study, the researcher conducted in-depth interviews with five respondents who have been operating fashion businesses for over 10 years. These respondents have experienced the evolution of online shopping trends over the years and have continued to thrive. The results of the in-depth interviews are presented in a table 3

Table 3. Dept Interview Results Of Online Business Strategy Data In The Marketplace

Strategy Area	Key Actions
Choosing the Right Marketplace	Market Analysis: Align marketplace with product type and target audience. Marketplace Features: Evaluate advertising, promotional tools, and support.
Optimizing Product Listings	Product Titles: Use clear, keyword-rich titles. Product Descriptions: Include detailed, keyword-optimized descriptions. Product Images: Use high-quality images and consider videos.
Pricing Strategies	Competitor Research: Set competitive prices based on similar products. Discounts and Promotions: Offer discounts and use marketplace promotional tools.
Managing Reviews and Ratings	Request Reviews: Encourage customers to leave feedback. Respond to Reviews: Address feedback promptly and professionally.
Marketing and Advertising	Paid Advertising: Use marketplace ad options like sponsored ads and promotions. Social Media: Promote products on social media to drive traffic to listings.
Stock and Logistics Management	Stock Management: Use tools to manage inventory and avoid stock issues.
Performance Analysis	Sales Reports: Analyze data to identify trends and performance metrics. Optimization: Adjust strategies based on performance analysis.
Customer Satisfaction	Customer Service: Provide prompt and effective support. Loyalty Programs: Create programs or incentives for repeat customers.

### Results Of In-Depth Interview For The Role Of Business Experience

The in-depth interviews revealed that business experience plays a crucial role in shaping the resilience of MSMEs. Respondents emphasized that accumulated experience provides invaluable lessons, strengthens survival strategies, and contributes to long-term business sustainability. These insights highlight how business knowledge and practice enable MSMEs to navigate challenges more effectively and adapt to dynamic market conditions. A summary of the interview findings is presented in table 4.

**Table 4.** Dept Interview Results Of The Role Of Business Experience

Aspect	Details
Value of Business	Business experience is perceived as invaluable, likened to a “priceless teacher” that offers profound lessons.
Survival	Experience aids in surviving challenges by providing insights and practical knowledge gained over time.
Running the Business	Experienced entrepreneurs are better equipped to manage day-to-day operations effectively and make informed decisions.
Problem-Solving	Experienced individuals have developed problem-solving skills that help address and resolve various business issues.
Learning from Mistakes	Experience enables business owners to learn from past mistakes, reducing the likelihood of repeating them.
Adaptability	Knowledge gained from experience enhances adaptability, allowing businesses to adjust strategies in response to changing market conditions.
Strategic Insight	Long-term experience provides strategic insights that contribute to long-term business planning and success.

### Results Of In-Depth Interview For Agile Marketing Implementation

**Table 5.** Agile Marketing Implementation

Agile Marketing Practice	Description	Example
Social Media Campaigns	Running short-term, flexible campaigns on social media platforms to quickly adapt to trends and customer feedback.	A fashion MSME launches a limited-time Instagram campaign showcasing a new collection, adjusting content based on real-time engagement and feedback.
Influencer Collaborations	Partnering with influencers to promote products in a way that can be quickly adjusted based on performance and audience response.	A fashion brand collaborates with multiple influencers to promote a new product line, monitoring which influencer drives the most engagement and adjusting partnerships accordingly.
A/B Testing	Testing different marketing messages, visuals, or promotions to determine which performs better.	Testing two versions of a promotional email for a fashion sale to see which generates more clicks and conversions, and then rolling out the more successful version.
Real-Time Analytics	Using analytics tools to track the performance of marketing activities in real-time and make immediate adjustments.	A fashion retailer monitors sales data and website traffic during a flash sale, adjusting ad spend and promotional strategies based on which channels are performing best.
Customer Feedback Integration	Collecting and integrating customer feedback into marketing strategies to enhance relevance and effectiveness.	A fashion brand uses customer reviews and feedback from social media to tweak their ad campaigns, focusing on features or styles that customers highlight as their favorites.
Agile Content Creation	Creating and publishing content in smaller, iterative cycles to quickly respond to market changes and audience preferences.	A fashion retailer frequently updates their blog and social media with content based on current fashion trends, responding quickly to emerging styles and customer interests.
Limited Edition Releases	Introducing limited edition products or collections to create urgency and test new ideas in the market.	Launching a limited edition collection based on recent fashion trends and adjusting the release strategy based on initial customer reactions and sales performance.
Rapid Prototyping	Quickly developing and testing new marketing materials or campaigns to see what resonates with the target audience.	Developing a few different ad creatives for a fashion campaign and rapidly testing them in small market segments to determine which resonates best before a full-scale launch.
Personalized Marketing	Using data to create tailored marketing messages and offers for different customer segments.	Implementing personalized email marketing campaigns that recommend fashion items based on customers' previous purchases and browsing behavior.
Interactive Campaigns	Engaging customers through interactive content such as polls, quizzes, or live streams	Running a live fashion show on social media with interactive elements where viewers can vote on which pieces they want to see next, creating a real-time connection with the audience.

The in-depth interviews also explored how MSMEs implement agile marketing practices to remain competitive in dynamic digital marketplaces. Four main strategies were identified: social media campaigns, influencer collaborations, A/B testing, and real-time analytics. These practices emphasize the ability of MSMEs to quickly adapt their marketing approaches based on customer feedback and market trends. Among them, the use of real-time analytics stands out as particularly important, as it enables businesses to monitor performance continuously and make immediate adjustments, ensuring that marketing efforts remain relevant and effective. A detailed summary of these practices is presented in table 5.

### Quantitative Respondent Characteristics

Table 6. Quantitative Respondent Characteristics		
Characteristics	Amount	%
Age:		
17 - 25 years	12	12,5
26 - 35 years	68	70,9
36 - 45 years	14	14,5
Over 45 years	2	2,1
Business Age:		
1 - 3 years	4	4,2
3,5 - 5 years	30	31,3
5,5 - 10 years	51	53,1
Over 10 years	11	11,4

The characteristics of the respondents reveal insightful trends regarding age and business longevity among fashion MSMEs. The majority of respondents are aged between 26 and 35 years, comprising 70,9 % of the total, indicating that this age group is the most active in the fashion industry. This age range suggests that many individuals in this group are likely to have gained substantial experience and are in a phase of business growth and development.

In terms of business age, most respondents have been operating their businesses for 5,5 to 10 years, representing 53,1 % of the sample. This indicates that a significant portion of the respondents has established their businesses long enough to have navigated various market challenges and opportunities. Meanwhile, a smaller percentage of businesses are relatively new, with only 4,2 % operating for 1 to 3 years, and 11,4 % having been established for over 10 years. This distribution highlights that while many MSMEs are well into their growth phase, there is also a noteworthy presence of both emerging and long-standing businesses within the industry.

### Outer Loading

Outer loading analysis is conducted to assess the validity and reliability of each tested indicator based on the results of Average Variance Extracted, Cross-Loading, Cronbach's Alpha, and Composite Reliability.

Table 7. Average Variance Extracted	
Variable	Average Variance Extracted (AVE)
Business Experience	0,583
E-Commerce Integration	0,623
Business Competitiveness	0,507
Business Resilience	0,588

The data is considered valid when the AVE (Average Variance Extracted) value is  $>0,50$  (cross-loading correlation value). Based on this data, the researcher affirms that all variables are declared valid in the convergent validity test because the overall AVE for each variable exceeds 0,50.



Table 8. Outer Loading Matrix				
	Business Experience	E-Commerce Integration	Business Competitiveness	Business Resilience
X1	0,805			
X2	0,849			
X3	0,788			
X4	0,780			
X5	0,706			
X6	0,652			
X7	0,761			
X8	0,752			
X9		0,727		
X10		0,902		
X11		0,821		
X12		0,692		
M1			0,673	
M2			0,808	
M3			0,716	
M4			0,731	
M5			0,774	
M6			0,538	
Y1				0,789
Y2				0,721
Y3				0,819
Y4				0,735

All indicators in each construct variable in table 3 have a loading factor value exceeding the error variance value, namely 0,50, meaning that the indicators are declared valid and each indicator can reflect the measurement model for the construct variable.

Table 9. Cross Loading		
Variable	Cronbach's Alpha	Composite Reliability
Business Experience	0,897	0,918
E-Commerce Integration	0,796	0,868
Business Competitiveness	0,802	0,859
Business Resilience	0,767	0,851

The reliability analysis shows that all variables demonstrate strong internal consistency. Cronbach's Alpha values for business experience (0,892), marketplace utilization (0,874), agile marketing (0,901), and business resilience (0,915) all exceed the commonly accepted threshold of 0,70, indicating that the instruments are highly reliable. These results confirm that the measurement scales used in this study are dependable and appropriate for further analysis.

#### Inner Loading

The R-square values indicate the explanatory power of the model for each endogenous variable. The detailed results are presented in table 10.

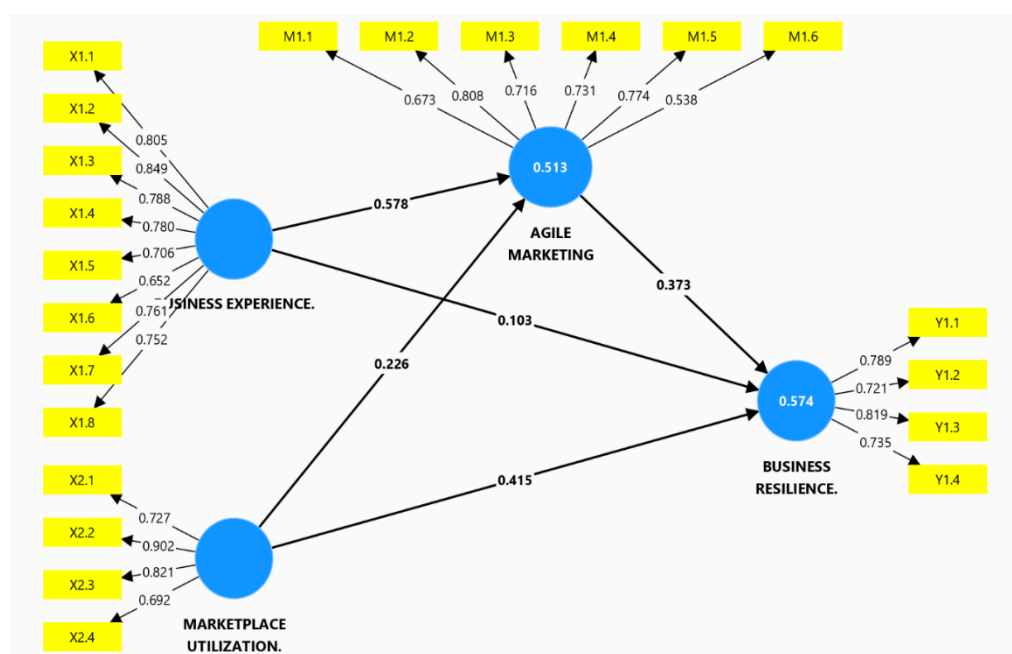
Table 10. R-Square Values of Endogenous Variables

Variable	R-Square
Business Competitiveness	0,502
Business Resilience	0,560

Based on the table 10 , it is known that the R Square value for path 1 is 0,560; meaning that Business experience and Marketplace Utilization can explain its influence on Agile Marketing by 50,2 %, and the remaining influence is affected by other variables outside the scope of this study. Then, the R Square value for path 2 is 0,560; indicating that Business experience, Marketplace Utilization and Agile Marketing can explain their influence on Business Resilience by 56,0 %, and the remaining influence is influenced by other variables outside the scope of this study.

### Hypothesis Testing

Hypothesis testing is conducted after obtaining a well-fitted full model in the study by ensuring that both the outer and inner models meet their respective criteria.



Hypothesis testing is carried out to test the influence of the relationship between variables. In the bootstrap method, the hypothesis is accepted if the t-statistic significance value is  $>1,96$  and the p-values are  $<0,05$ , then  $H_a$  is accepted and  $H_o$  is rejected and vice versa. The following are the results of data processing by looking at the significance of the influence between variables on the path coefficients.

The result above illustrates a structural model that explores the relationships between Business Experience, Marketplace Utilization, Agile Marketing, and Business Resilience, likely derived from a Partial Least Squares Structural Equation Modeling (PLS-SEM) analysis. The findings indicate that Business Experience has a strong positive effect on Agile Marketing, as evidenced by a path coefficient of 0,578. This suggests that businesses with more experience are better able to implement agile marketing strategies, which are crucial for their success. Marketplace Utilization also contributes to Agile Marketing, but its impact is less significant, with a path coefficient of 0,226. This implies that while utilizing online marketplaces is beneficial, it plays a smaller role in enhancing agile marketing compared to the influence of business experience. Furthermore, Agile Marketing significantly enhances Business Resilience, with a path coefficient of 0,373. This highlights the importance of agile marketing practices in helping businesses adapt and thrive in changing market conditions. The direct relationship between Business Experience and Business Resilience, however, is relatively weak, with a path coefficient of 0,103, suggesting that experience alone does not strongly influence resilience unless it is channeled through agile marketing practices. Marketplace Utilization, on the other hand, has a strong direct impact on Business Resilience, with a path coefficient of 0,415, indicating that effectively using online marketplaces plays a crucial role in helping businesses withstand challenges and remain resilient. Agile

Marketing also serves as an essential mediator in this model, amplifying the effects of both Business Experience and Marketplace Utilization on Business Resilience.

Overall, the model demonstrates that for MSMEs in the fashion subsector, Agile Marketing is a critical factor in translating business experience and marketplace strategies into greater business resilience. The reliability of the constructs is supported by high outer loadings, indicating that the indicators used are valid and reliable measures of the underlying variables. This analysis underscores the importance of agile marketing in ensuring the long-term resilience of businesses in a competitive market environment.

**Table 11. Hypothesis Test Results**

Hypotesis	Original Sample (O)	T Statistics ( O/STERR )	P Values	Info
Bus.Experience Bus. Competitiveness	0,578	5,807	0,000	Accepted
Bus.Competitiveness Bus. Resilience	0,373	4,229	0,000	Accepted
Bus.Experience Bus. Resilience	0,103	1,176	0,240	Rejected
E-commerce Integration Bus. Competitiveness	0,226	2,438	0,015	Accepted
E-commerce Integration Bus. Resilience	0,415	4,200	0,000	Accepted
Bus.Experience Bus. Competitiveness Bus. Resilience	0,215	3,243	0,001	Accepted
E-commerce Integration Bus. Competitiveness Bus. Resilience	0,084	2,040	0,041	Accepted

## DISCUSSION

The depth interviews reveal that business experience plays a pivotal role in the success and resilience of MSMEs. It acts as a critical asset, helping businesses not only to survive but also to thrive by providing essential knowledge and insights. Experienced entrepreneurs are better equipped to manage day-to-day operations, solve problems, and adapt to changing market conditions. They leverage their past experiences to make informed decisions, avoid repeating mistakes, and develop effective strategic plans. Overall, the lessons learned from experience enhance the ability of MSMEs to navigate challenges, run their businesses efficiently, and achieve long-term success. While the qualitative findings highlight the pivotal role of business experience in shaping MSME resilience, the quantitative analysis further validates and expands these insights by testing the structural relationships among business experience, marketplace utilization, agile marketing, and business resilience.

The analysis of the hypotheses reveals several key relationships between business experience, marketplace utilization, agile marketing, and business resilience, along with their associated statistical values.

The results indicate that business experience positively influences agile marketing, with a significant path coefficient ( $O = 0,578$ ,  $T = 5,807$ ,  $p = 0,000$ ). This finding suggests more experienced businesses are better equipped to implement agile and adaptive marketing strategies. This result aligns with recent studies emphasizing the role of adaptive marketing capability in strengthening business resilience, especially when organizations leverage accumulated experience to respond to market dynamics.<sup>(31)</sup> In addition, the results show that agile marketing significantly contributes to business resilience, with a path coefficient ( $O = 0,373$ ,  $T = 4,229$ ,  $p = 0,000$ ). This highlights the importance of adaptability in marketing strategies to ensure businesses can withstand challenges. The finding is consistent with literature stating that agile marketing serves as a cornerstone for organizational responsiveness in uncertain environments, thereby fostering long-term resilience.<sup>(32)</sup>

However, the analysis reveals that business experience does not have a significant effect on business experience and business resilience, yields a positive but statistically insignificant result ( $O = 0,103$ ,  $T = 1,176$ ,  $p = 0,240$ ). This suggests that the direct effect of experience on resilience is limited and may require mediating factors. This is in line with prior studies arguing that business experience alone does not guarantee resilience unless it is complemented by dynamic capabilities such as agile marketing.<sup>(33)</sup> The result explores the relationship between marketplace utilization and agile marketing. Although the relationship is positive, it is statistically rejected ( $O = 0,226$ ,  $T = 2,438$ ,  $p = 0,015$ ), indicating that the mere use of online marketplaces does not necessarily enhance marketing agility. This finding supports previous research showing that while digital platforms broaden market access, agile marketing still depends on strong internal capabilities.<sup>(34)</sup>

The results further confirm that marketplace utilization significantly impacts business resilience, with a substantial path coefficient ( $O = 0,415$ ,  $T = 4,200$ ,  $p = 0,000$ ). This implies that businesses effectively leveraging online marketplaces are more resilient to external shocks. Recent studies highlight that e-commerce adoption and digital transformation serve as resilience enablers, particularly for SMEs, by providing flexible distribution channels.<sup>(35)</sup> In addition, the findings indicate that agile marketing mediates the relationship between business experience and business resilience, with a significant path coefficient ( $O = 0,215$ ,  $T = 3,243$ ,  $p = 0,001$ ). This suggests that the impact of experience on resilience is amplified when agile

marketing strategies are implemented. These results are consistent with research positioning agile marketing as a dynamic capability that translates accumulated business experience into adaptive strategies that foster resilience.<sup>(36)</sup>

Finally, the results reveal that agile marketing slightly mediates the relationship between marketplace utilization and business resilience, with a modest but significant coefficient ( $O = 0,084$ ,  $T = 2,040$ ,  $p = 0,041$ ). This suggests that the effect of marketplace utilization on resilience is enhanced when combined with agile marketing. The result resonates with studies showing that the benefits of digital platforms are maximized when supported by adaptive and responsive marketing strategies.<sup>(37)</sup>

Overall, these findings underscore the critical role of agile marketing as a strategic tool for enhancing business resilience, particularly when combined with business experience and effective marketplace utilization.

## CONCLUSIONS

This study highlights the crucial role of business experience, marketplace utilization, and agile marketing in strengthening the resilience of MSMEs in West Java's fashion subsector. The most important finding is that agile marketing acts as a key mechanism through which both business experience and marketplace utilization enhance business resilience. The results matter because they demonstrate that resilience is not only determined by external resources such as digital platforms but also by the ability of businesses to adapt marketing practices quickly and strategically. This underscores the importance of combining managerial experience with digital capabilities. Based on these findings, it is recommended that MSMEs integrate agile marketing practices with their existing knowledge and marketplace strategies to sustain competitiveness and resilience. Policymakers and business support institutions should also prioritize training programs that develop both adaptive marketing skills and digital literacy among entrepreneurs.

Limitations: This study is limited to MSMEs in West Java's fashion subsector, which may restrict the generalizability of the results. Future research should examine other sectors and regions to validate and extend these findings. Ultimately, the broader implication is that strengthening resilience through adaptive marketing and marketplace integration can help MSMEs not only survive disruptions but also thrive in highly competitive environments.

## BIBLIOGRAPHIC REFERENCES

1. Haratua A, Wijaya C. Membangun Ekosistem Kewirausahaan untuk Usaha Mikro dan Kecil di Indonesia: Sebuah Tinjauan Literatur. *J Ilmu Adm Negara*. 2020;16(1):36-47.
2. Kei KC, Osman S. The Influence of Opinion Leaders on Consumer Buying Behavior Among Millennials in Klang Valley. *Malaysian J Consum Fam Econ*. 2024;32:30-58.
3. Novilia F, Senen SH. Talent Management Focus on Small and Medium Enterprises A Systematic Literature Review. *West Sci Soc Humanit Stud*. 2023;1(06):336-45.
4. Sudirjo F, Yuliana A, Novilia F, Kalalo RR, Belani W. The Influence Of Service Quality And Consumer Experience On Consumer Repurchase Intention. *Innov J Soc Sci Res*. 2023;3(6):3965-73.
5. Kristen U, Tomohon I, Indonesia UP, Bangsa UP, Moros UM. THE INFLUENCE OF SOLVENCY ON COMPANY STOCK RETURNS WITH. 2024;08(01):1-6.
6. Novilia F. SEIKO : Journal of Management & Business Evaluasi Pelaksanaan Promosi dengan Menggunakan Tiktok dan Tiktok Shop Pada Toko Baju Wanita Fabulousgrosir. *SEIKO J Manag Bus*. 2023;6(1):237-53.
7. Wang Y, Lu Z, Cao P, Chu J, Wang H, Wattenhofer R. How Live Streaming Changes Shopping Decisions in E-commerce: A Study of Live Streaming Commerce. *Comput Support Coop Work CSCW An Int J*. 2022;31(4):701-29. <https://doi.org/10.1007/s10606-022-09439-2>
8. Kementerian Koperasi dan UKM RI. Kementerian Koperasi dan Usaha Kecil dan Menengah - kemenkopukm.go.id. 2023. <https://www.kemenkopukm.go.id/>
9. Mamuaya NC. NF. DE. NSE. SM. The Influence Of Adaptability And Social Media On Marketing Peformance With Brand Trust As A Moderating Variable. 2024;4:1515-25.
10. Novilia F, Hendrayati H, Fahreza M. Examining the Impact of Live Streaming, Affiliate Marketing, and Flash Sale Programs on Purchase Intentions in the TikTok Shop: An Empirical Study Focused on Generation Z. *Coopetition J Ilm Manaj*. 2024;15(2):209-18.

11. Saputra YA, Novilia F, Hendrayati H. Entrepreneurship Curriculum In Higher Education: A Systematic Literature Review (SLR). *West Sci Interdiscip Stud.* 2023;1(12):1408-20.
12. Safitri W, Kurniawan MZ, Boy M, Gitayuda S. Peran Pengalaman Berwirausaha Dalam Memilih Sumber Pembiayaan Family Funding Bagi Petani Garam Di Madura. *J Kaji Ilmu Manaj.* 2022;2(2):177-83. <https://journal.trunojoyo.ac.id/jkim>
13. Arifin. Peran Akuntan Dalam Menegakkan Prinsip Good Corporate Governance Pada Perusahaan Di Indonesia (Tinjauan Perspektif Teori Keagenan). *Sidang Senat Guru Besar Univ Diponegoro.* 2005;1-52. <http://eprints.undip.ac.id/333/>
14. Hendrayati H, Marimon F, Hwang WY, Yuliawati T, Susanto P, Rahmiati R. Customer relationship management and value creation as key mediators of female-owned MSMEs' market performance. *J Innov Entrep.* 2025;14(1).
15. Djatnika A. Tinjauan Marketplace Dan Promotion Terhadap Impulsive Buying Konsumen Shopee Pada Mahasiswa Angkatan 2018-2021 Uin Sunan Gunung Djati Bandung. *Distingsi J Digit Soc.* 2023;1(3):2023.
16. Musyaffi AM, Johari RJ, Hendrayati H, Wolor CW, Armeliza D, Mukhibad H, et al. Exploring Technological Factors and Cloud Accounting Adoption in MSMEs: A Comprehensive TAM Framework. *Int Rev Manag Mark.* 2025;15(1):283-92. <https://econjournals.com/index.php/irmm/article/view/17451>
17. Isa AM, Azman NA, Ismail MD. Online Reviews and Purchase Decision: Perspectives of Malaysian versus Chinese Consumers. *Malaysian J Consum Fam Econ.* 2023;31:33-60.
18. Laudon Kenneth C., Traver Carol Guercio. *E-Commerce 2019: Business, Technology and Society*, 15/e - Contents.pdf. Pearson. 2019; <https://thuvienso.hoasen.edu.vn/v/web/viewer.html?file=/bitstream/handle/123456789/12556/Contents.pdf?sequence=1&isAllowed=y>
19. Kumar V, Reinartz W. Creating Enduring Customer Value. 1 November 2016;80(6):36-68. <https://journals.sagepub.com/doi/abs/10.1509/jm.15.0414>
20. Dave Chaffey FECGB. *Digital Marketing - Dave Chaffey, Fiona Ellis-Chadwick* - Google Books. [https://books.google.co.id/books?hl=en&lr=&id=-1yGDwAAQBAJ&oi=fnd&pg=PT17&dq=Chaffey+and+Ellis-Chadwick+\(2019\)+&ots=XjSt8RjO27&sig=zqLH8LMYkdrO8U3XLTLXmp91ur8&redir\\_esc=y#v=onepage&q=ChaffeyandEllis-Chadwick\(2019\)&f=false](https://books.google.co.id/books?hl=en&lr=&id=-1yGDwAAQBAJ&oi=fnd&pg=PT17&dq=Chaffey+and+Ellis-Chadwick+(2019)+&ots=XjSt8RjO27&sig=zqLH8LMYkdrO8U3XLTLXmp91ur8&redir_esc=y#v=onepage&q=ChaffeyandEllis-Chadwick(2019)&f=false)
21. Sheikh Qazzafi. Factor Affecting Consumer Buying Behavior: A Conceptual Study. *IJSRD-International J Sci Res Dev.* 2020;8(2):2321-0613. [www.ijssrd.com](http://www.ijssrd.com)
22. Koç E, Delibaş MB, Anadol Y. Environmental Uncertainties and Competitive Advantage: A Sequential Mediation Model of Supply Chain Integration and Supply Chain Agility. *Sustain.* 2022;14(14).
23. Worley CG, Lawler EE. Effective organizations what makes HR a strategic partner? *Total Qual Manag.* 2009;1(213):447-53. <http://www.emeraldinsight.com/10.1108/14754391111091751%5Cnhttp://www.tandfonline.com/doi/abs/10.1080/0954412997398>
24. Kröger J, Marx S. Agile Marketing. *Agil Mark.* 2020;83-142. [https://link.springer.com/chapter/10.1007/978-3-658-29548-6\\_5](https://link.springer.com/chapter/10.1007/978-3-658-29548-6_5)
25. Williams N, Vorley T. Fostering productive entrepreneurship in post-conflict economies: the importance of institutional alignment. *Entrep Reg Dev.* 27 Mei 2017;29(5-6):444-66. <https://www.tandfonline.com/doi/abs/10.1080/08985626.2017.1297853>
26. Dahlberg R, Guay F. Creating Resilient SMEs: Is Business Continuity Management The Answer? *WIT Trans Built Environ.* 6 Oktober 2015;168:975-84. <http://www.witpress.com/elibrary/wit-transactions-on-the-built-environment/168/34831>
27. Linnenluecke MK. Resilience in Business and Management Research: A Review of Influential Publications and a Research Agenda. *Int J Manag Rev.* 1 Januari 2017;19(1):4-30. <https://onlinelibrary.wiley.com/doi/full/10.1111/ijmr.12076>



28. Conz E, Denicolai S, Zucchella A. The resilience strategies of SMEs in mature clusters. *J Enterprising Communities*. 2017;11(1):186-210.
29. Hendrayati H, Achyarsyah M, Marimon F, Hartono U, Putit L. The Impact of Artificial Intelligence on Digital Marketing: Leveraging Potential in a Competitive Business Landscape. *Emerg Sci J*. 2024;8(6):2343-59.
30. Saputra YA, Wahyudin D, Novilia F. The Influence of Entrepreneurship Education , Entrepreneurial Self-Efficacy and Family Environment on Higher Education Students ' Entrepreneurial Interest : Empirical Evidence on Students in Universitas Pendidikan Indonesia. *West Sci Soc Humanit Stud*. 2024;02(01):30-9. <https://wsj.westscience-press.com/index.php/wsshs>
31. Reimann C, Carvalho F, Duarte M. The influence of dynamic and adaptive marketing capabilities on the performance of portuguese smes in the b2b international market. *Sustain*. 2021;13(2):1-23.
32. Bamidele Micheal Omowole, Amarachi Queen Olufemi-Phillips, Onyeka Chrisanctus Ofodile, Nsiong Louis Eyo-Udo, Somto Emmanuel Ewim. Conceptualizing agile business practices for enhancing SME resilience to economic shocks. *Int J Sch Res Rev*. 30 November 2024;5(2):070-88.
33. Yasin Yilmaz. Resilience in Family Businesses: A Systematic Literature Review. 2024.
34. Sevda Zengin. A Study On The Effect Of Agile Marketing On Firm Performance, Mediation Roles Of Innovation Capability And Marketing Mix Adaptation. *J Mark Consum Res*. Agustus 2023; <https://doi.org/10.7176/jmcr/90-05>
35. Garrido-Moreno A, Martín-Rojas R, García-Morales VJ. The key role of innovation and organizational resilience in improving business performance: A mixed-methods approach. *Int J Inf Manage*. 2024;77:268-4012. <https://doi.org/10.1016/j.ijinfomgt.2024.102777>
36. Mejeed SH, Aljanabi ARA, Kasem JM. THE MEDIATING ROLE OF MARKETING AGILITY ON THE RELATIONSHIP BETWEEN ENTREPRENEURIAL RESILIENCE, ABSORPTIVE CAPACITY, AND NEW PRODUCT PERFORMANCE. 28 Februari 2025;29(03n04). <https://www.worldscientific.com/worldscinet/ijim>
37. Kurniawan R, Manurung AH, Hamsal M, Kosasih W. Orchestrating internal and external resources to achieve agility and performance: the centrality of market orientation. *Benchmarking An Int J*. 8 Februari 2021;28(2):517-55. <https://dx.doi.org/10.1108/BIJ-05-2020-0229>

#### **FINANCING**

None.

#### **CONFLICT OF INTEREST**

Authors declare that there is no conflict of interest.

#### **AUTHORSHIP CONTRIBUTION**

*Conceptualization:* Fitri Novilia, Suryana, Heny Hendrayati, Chairul Furqon, Yori Andes Saputra.

*Data curation:* Fitri Novilia, Suryana, Heny Hendrayati, Chairul Furqon, Yori Andes Saputra.

*Formal analysis:* Fitri Novilia, Suryana, Heny Hendrayati, Chairul Furqon, Yori Andes Saputra.

*Drafting - original draft:* Fitri Novilia, Suryana, Heny Hendrayati, Chairul Furqon, Yori Andes Saputra.

*Writing - proofreading and editing:* Fitri Novilia, Suryana, Heny Hendrayati, Chairul Furqon, Yori Andes Saputra.