THE IMPACT OF TARGET MARKETS, UNIQUE RESOURCES & MARKET ATTRACTION ON DIGITAL MARKETING: THEIR SIGNIFICANCE FOR SELECTING POSTSECONDARY EDUCATION

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Abstract

Due to competition, universities in the Bandung Raya metropolitan area have integrated digital marketing into their curricula. This unique study investigates variables not previously explored in private universities. It aims to guide educational institutions in enhancing digital marketing strategies to attract prospective students. Digital marketing effectiveness is evaluated based on market attractiveness, target market, and resource uniqueness. SEM analysis reveals that Market Attractiveness directly influences by 11.88% and indirectly by 6.54% through Target Market and 6.67% through Resource Uniqueness. Resource Uniqueness also impacts indirectly by 6.67% via Market Attractiveness and 5.85% via Target Market, and directly by 12.95%. The Target Market shows a direct effect of 11.36%, with indirect effects of 5.85% through market attractiveness and 6.54% through resource uniqueness. This study innovatively links and refines these five concepts.

Keywords: target markets; unique resources; market attraction; digital marketing; selecting a postsecondary education

INTRODUCTION

Private universities must prioritize student satisfaction because the competition is becoming more fierce. Since customer behavior significantly impacts a business's ability to continue operating, universities must work to fulfill the needs of their target market to achieve this goal (Tjiptono, 2017). According to Higher Education Clustering data, three private universities are located in cluster 2, eleven in cluster 3, and seven in cluster 4. This demonstrates how every private university has distinct resources that give them an advantage over others (Arifudin, 2020). Digital media is then used to inform the public about the distinctiveness of these resources. With numerous tertiary institutions, each one is innovating in its marketing strategies. As consumer behavior shifts towards using information technology for information and communication, these institutions are increasingly adopting digital marketing to promote their offerings (Erpurini et al., 2023) One method universities can reduce their marketing expenses is through the use of digital media. Digital marketing is the term for marketing that uses digital media.(Kristanto et al., 2020) When selecting a university, five factors should be considered: (1) Identification of needs-driven problems; (2) Information gathering from both public and private sources; (3) Comparative analysis of options; (4) Site and amenities; and (5) Satisfaction or dissatisfaction (Amstrong, 2019). However, market attractiveness and the uniqueness of resources are

linked to digital marketing in a business or organization (Upamannyu et al., 2015) Internet marketing is used as a medium to help prospective students learn more about universities, making it easier for them to choose a course that interests them (Fikri & Falahi, 2019) It is hoped that selecting research subjects from fourteen universities experienced in digital marketing will make the sample representative at the time the study was conducted. There is a research gap concerning findings based on previous research. In more detail, the writer has identified several issues that will be further investigated, namely: (1) Lack of attention from universities towards prospective new students in providing detailed information about academic issues. (2) Competition among private universities offering attractive study programs at affordable costs to attract prospective new students. (3) Numerous scholarship programs offered by various universities making it difficult for prospective students to make a choice. (4) Lack of coordination among departments within universities leading to suboptimal academic services. (5) Some universities do not offer concentrations or majors that match students' interests. (6) Insufficient competent resources in student services. (7) Universities still lack uniqueness in offering programs that are not available in other institutions. (8) Low interest in existing study programs compared to the targets set by university management. (9) Few universities offer highly demanded study programs for prospective students. (10) Academic staff not fully understanding university governance. (11) Some universities have structural officials who do not meet the minimum qualifications set by the Ministry of Education and Culture. (12) Academic systems vary among universities. (13) Academic information systems do not function well when accessed by students. (14) Not all academic works by lecturers have patents. (15) Some universities have not registered their permits with official institutions. (16) Many students enroll in universities not out of their own will. (17) Universities are still not well-known among prospective students, especially those that do not promote themselves well through digital marketing or distribute e-flyers. (18) Low initial interest in applying to universities when new student admissions open. (19) Many prospective students do not know the location of the universities they choose. (20) Many new students enroll in universities because they follow their relatives or friends.The novel aspect of this study is its endeavor to establish a link between these five ideas and refine them. The goal of this research is to close the gap between digital marketing, target market attractiveness, resource uniqueness, and market attractiveness. Several related studies regarding market attractiveness, target market, uniqueness of resources, and university selection decisions have been conducted. Education matters for all kinds of reasons. The marketing mix—which includes people, processes, physical support, location, price, and promotion—influences students' decisions when selecting a university (SIAHAAN, 2022). Other studies have reported that factor analysis can determine what students consider when selecting a university. Factor analysis indicates that eight factors—the university's internal factors, supporting facilities, reputation, reference groups, location, family factors, number of study programs, and quality of study programs—affect students' decisions. Testing these factors on MCCU students identified four unfavorable factors: the canteen, lab facilities, tuition costs, and university promotion in the media and on social media. This evaluation may offer recommendations for MCCU to enhance its services (Susanto, 2018). According to other research, costs and reference groups—two of the resources universities own—impact prospective students' decisions about where to pursue their education(Widikusyanto & Wibowo, 2015). Additional research also revealed that the decision to attend a university, whether state or private, is significantly influenced by promotional media.(Dapimoendi, 2012). Social media marketing has a positive and significant influence on university selection decisions in the city of Bandung.(Nurmansyah & Rizal, 2022). From the mentioned studies, there is a research gap regarding the research findings. The novelty of this research is attempting to establish a coherent link among these five concepts and refine them. This study aims to bridge market attractiveness, target markets, unique resources, and digital marketing. Several studies have focused on market attractiveness, target markets, unique resources, and university selection decisions.

Consumer purchasing decisions are defined as those made by households and individual end users who purchase goods and services for their own use (Amstrong, 2019).However, decisions about what to buy constitute a subset of consumer behavior, defined as the study of how individuals or groups choose, acquire, and use products, concepts, or experiences to meet their needs (Amstrong, 2019). There are five steps that buyers take when deciding what to buy.(Amstrong, 2019). There are five steps that buyers take when deciding what to buy: (1.) Identification of the Problem: When a buyer realizes there is a need or an issue, the purchasing process starts. External or internal stimuli can cause these needs. (2.) Information Gathering: Customers are encouraged to look for additional information if their needs are met. This can be split into two levels: attention strengthening and active information seeking by browsing books, making friends, and visiting stores. (3.) Alternatives Evaluation: The market needs to be aware of alternative evaluation or how customers evaluate competing brand information before reaching a decision. There isn't a single assessment method that every consumer uses. (4.) Purchasing Choice: Customers develop preferences for brands in the choice set during the evaluation phase. They may also decide to purchase the most favored brands. Two factors, however, may impede

the decision: the influence of others' attitudes and unexpected situational events (5.) Post-Purchase: Customers will feel a certain level of satisfaction after making a purchase. Dissatisfaction occurs if the product performs below expectations; satisfaction if it meets expectations; and delight if it surpasses expectations. Customers will be dissatisfied if the product performs below expectations; they will be satisfied if it meets expectations; and they will be extremely (Noer, 2022) if it surpasses expectations. First Off Decision on Search Evaluation Alternative Information Behavior Issue After-purchase Acquisition (Amstrong, 2019).

The purchase decision is one of the stages in the buying decision process before post-purchase behavior. In entering the previous stage of the purchase decision, consumers are already presented with several alternative choices, so at this stage, consumers will take action to decide to purchase a product based on their chosen option(Arfah, 2022). Purchase is the consumer's decision regarding what to buy, whether to buy or not, when to buy, where to buy, and how to pay for it.

Purchasing decisions are inseparable from the nature of a consumer, so each consumer has different habits in making purchases. The dimensions of purchasing decisions consist of product choice, brand choice, supplier choice, purchase time, and purchase amount. Factors influencing consumers to the purchasing decision stage include cultural factors, social factors, personal factors, and motivation (Amstrong, 2019). Consumer decision-making in purchasing a product is a common action taken by each consumer when making decisions to buy goods or services. The decision to purchase or not to purchase is part of the inherent elements within consumers, known as behavior, which refers to tangible physical actions (Astuti, 2020)

Digital marketing is the creation of a marketing strategy based on digital technology, specifically through the internet, mobile devices, and gaming consoles. It significantly impacts consumers' purchase decisions(Heidrick, 2015). Digital marketing includes online channels such as websites, email, digital TV, blogs, feeds, podcasts, and social networks. It aims to gain profits and retain customers through multi-channel and customer life cycle purchasing processes.(Chaffey, D., & Ellis, 2016). Digital marketing, also known as electronic media marketing, is a type of marketing that leverages electronic media via social media and internet-based media(Tarigan, R., 2015) This explanation makes it clear that digital marketing, also known as electronic media marketing, is a type of marketing that helps businesses with their marketing efforts by leveraging electronic media via social media and internet-based media. Digital marketing is an innovative approach that utilizes databases and reaches consumers individually, cost-effectively, and more accurately(Rauf, 2021). Digital Marketing strategies to reach user targets and penetrate markets include: Search Engine Optimization (SEO), Content Marketing, Marketing Automation, Pay-Per-Click (PPC), Native Advertising, Affiliate Marketing, and Social Media Marketing.(Yuliastini et al., 2022). Digital marketing activities on Instagram are visible in the branding aspect executed through content, feed tone, captions/language style, and hashtags. Completeness is facilitated by the Campsite app for sharing links with Instagram's user-friendly functionality. Interactivity is fostered through established relationships, and visual communication is evident in the color identity to create brand recall. The use of Instagram ads and publications by influencers and food bloggers serves as relevant advertising. Community relationships are maintained through intensive and exclusive approaches, while connectivity with other owned social media accounts can build virality.(Utomo et al., 2023). Every consumer makes various decisions about searching for, purchasing, and using different products and brands during any given period. Consumers often make numerous decisions regarding daily activities each day. They make decisions every day or periodically without realizing that they have made them. A decision is a selection between two or more alternative choices. In other words, alternative choices must be available for someone when making a decision. (Tangkilisan et al., 2014)

Market attractiveness is conceptualized and measured from a management perspective, emphasizing organizational norms and values. Businesses should focus on customer orientation, competitor orientation, and interdepartmental coordination to position themselves for market success (Tjiptono, 2017). Market attractiveness refers to a market's relative appeal determined by its competitive landscape, market dynamics, and accessibility. Therefore, market forces, competitive intensity, and market access can be used to measure how attractive a market is (Best, 2019). when evaluating an industry's market attractiveness, it must be measured against the strength of six forces: the threat of new competitors, rivalry among existing ones, threat from substitute goods and services, buyer and supplier bargaining power, and relative power of stakeholders. The greater the strength of these six factors, the more favorable an industry will be for investment. As a result, the business's capacity to raise prices and generate bigger profits is progressively restricted.(Wheelen, T., Hunger, D., Hoffman, A., & Bamford, 2018). Tourist attractions are defined as anything that serves as a destination for holiday recreation. They possess uniqueness, rarity, and authenticity, along with specific characteristics that attract tourists to visit. The appeal of a tourist destination is the primary motivation for tourists to make a visit. (Ardiansyah & Ratnawili, 2021) . Product appeal encompasses everything that merchants/sellers can offer to attract attention, be requested, sought after, purchased, and consumed by the market as a fulfillment of the

market's needs or desires. It emphasizes the characteristics that lead to the emergence of product categories, which result in potential customer evaluations of those categories. If the characteristics become more attractive to all customers, the appeal of the product category increases for them, enhancing the likelihood that customers will adopt innovations and make purchases.Product appeal is shaped by eight statements such as product price, product advantages, company reputation, availability of supporting products, accessories and services, quality of product reviews, product complexity, relative benefits, and level of standardization.(Triyono et al., 2018). Educational institutions must have high appeal and competitiveness to satisfy the public as customers of educational services. If, in reality, an educational institution cannot provide educational services that meet the public's expectations, it will result in a poor image of the institution. To meet these expectations, effective educational marketing management is necessary. (Wahyudi, 2016)

The procedure for assessing and choosing one or more market segments that are thought to be the most desirable to target with a particular marketing campaign(Tjiptono, 2017)(Daryanto & Hasiholan, 2019). The process of determining which market segments to enter and how appealing they are is closely tied to another definition of the target market. More competitive businesses use a target marketing system by focusing on the biggest customers who can be satisfied with their offerings. Marketers must, among other things, do the following in order to effectively target markets: (1) Determine and characterize the needs and preferences of distinct consumer groups.(2) Decide which market niches to pursue. (3) Identify and convey the various advantages of market offerings for each target segment. (Ramasyam, 2023). Social media and other information and communication technology-based applications can also be used to create target markets, allowing sellers to connect with a larger pool of potential customers (Kader & Setianingsih, 2018). Target market determination is the activity of evaluating and measuring the attractiveness of each market segment identified by the company, then selecting one or more segments to enter. In determining the target market, three factors must first be considered (1)The size and growth rate of the market segment (2) The level of attractiveness of the market segment (3) Objectives and resources (Utama, 2019). Target market selection is the process of evaluating and choosing one or more market segments deemed most attractive to be served with the company's specific marketing program. (Mujahidin & Khoirianingrum, 2019). In determining the target market, it involves evaluating the activity of each segment and then selecting one or more market segments to serve. Target market determination is done by developing criteria and attractiveness for each segment and then choosing the target segments.(Purnomo, 2022). Promotional activities for educational services must support and enhance the marketing goals of educational services.(Turmudi & Fatayati, 2021)

A company's production process uses resources as inputs, including capital goods, labor capabilities, funds, patents, and skilled managers (Lau et al., 2017) According to the resources-based model, every organization is thought to represent a distinct set of abilities and resources. The company's strategy and its capacity to generate returns that are higher than average are based on the distinctiveness of these resources and capabilities. Resources are inputs for a business's production process that fall into three general categories: organizational capital, human resources, and physical resources. These include capital equipment, individual employee skills, patents, finances, and talented managers. Company resources are divided into two categories by (Hitt, M., Ireland, R., & Hoskisson, 2016) : tangible assets and intangible assets. Financial, organizational, physical, and technical resources are examples of tangible assets since they are observable and quantifiable. According to the theory-resources-based view (RBV), because every company has a different set of resources, they are all essentially different. Three categories comprise unique resources, specifically: Buildings, factories, machinery, locations, technology, and raw materials are examples of physical resources. Employees, training, experience, knowledge, intelligence, skills, and abilities are all included in human resources. Organizations can use the distinctiveness of their resources as valuable capital to seize opportunities and counteract threats. company resources as organizational assets, or the fundamental pieces of an organization made up of human assets, such as the number of employees, their skills, and their motivation, as well as intangible assets, like technology (patents and copyrights), culture, and reputation. Tangible assets include things like factory buildings, equipment, finances, and locations. Capability, on the other hand, refers to an organization's capacity to utilize its resources, which are made up of procedures and business processes that control how resources interact in order to transform input into output (Wheelen, T., Hunger, D., Hoffman, A., & Bamford, 2018) Uniqueness will provide a distinct advantage, as the product can no longer be directly compared to its competitors. This uniqueness will be difficult for competitors to replicate because they cannot gain access to that knowledge source. (Poli, 2015). The basic essence demonstrated by the resource-based view approach is (1) that organizations have heterogeneity in terms of resource management and (2) the consequences of differences in resource management will result in differences in organizational performance. In relation to the VRIO framework (Valuable, Rare, Inimitable, and Organization), resource management aims to gain competitive advantage because resources have strategic value. This process of resource management enables the organization to improve efficiency and effectiveness.

The goal is for the organization to achieve benefits because existing resources become sources of sustainable competitive advantage and possess strategic value (valuable), resources are difficult for competitors to find and cannot be easily imitated (rare), organizational resources are expected not to be easily implemented by other organizations (inimitable), and finally, these resources must be embedded in the organization, allowing the organization to manage them into strategically valuable resources that can ultimately be used as sources of competitive advantage (organization) (Rengkung, 2015).

METHOD

A research design is essentially a broad outline of the study plan that will be implemented in order to accomplish the specified goals. According to(Priadana & Sunarsi, 2021), this research design can be thought of as a "road map" to help researchers stay consistent in carrying out the research process. This study aims to examine the influence of market attractiveness, target market, and resource uniqueness on digital marketing and its implications for the decision to choose a Higher Education Institution. To achieve this objective, this research falls into the category of explanatory research, which explains the causal relationships between variables through hypothesis testing. The following are the steps taken in designing descriptive-verificative research (Sudarmanto et al., 2021): (1) Preliminary Study; a. Purpose: To explore the current phenomena related to the research object, b. Methods: Interviews, observations, documentation studies, and theoretical studies (preliminary research), c. Result: A definite overview of the phenomena to be studied. (2) Problem Identification and Problem Formulation Students : a. Purpose: To determine the issues to be researched based on the occurring phenomena, b. Focus: Decision to choose a Higher Education Institution, c. Result: A relevant and specific research title, (3) Establishing the Framework of Thought ; a. Purpose: To develop the research flow, relate variables conceptually and theoretically, and identify the literature review, b. Output: Grand theory, middle theory, and application theory, c. Research Paradigm: Conceptual and based on problem formulation and hypotheses. (4) Formulating Research Hypotheses : Based on phenomena and theoretical support. (5) Variable Concepts and Measurement ; Simultaneously establishing the research variables and their measurements. (6) Determining the Instrument, a. Instrument: A tool for data collection in the form of a questionnaire, b. Before data analysis: Testing the instrument's validity, reliability, and data normality. (7) Data Analysis, a. Method: Inferential statistical analysis, b. Approach: Descriptive and verificative methods. (8) Conclusion, The conclusion answers the problem formulation derived from the research hypotheses. Enrolled in universities in the larger Bandung metropolitan area that use digital marketing make up the population of this study. 13,402 persons were listed as students at higher education institutions, according to information the author received from the higher education database for the odd semester of 2021–2022. 388 persons will be the number of samples used in this study, according to calculations made with Slovin's notation. The proportion of tertiary institutions that use digital marketing, (1) Bandung City Area, indicates that the proportional cluster random sampling technique is used to select samples proportionately and randomly based on the characteristics of the region the population comes from.(2) The vicinity of Cimahi City.

RESULTS

The hypothesis states that the following relationship between Market Attractiveness, Target Market, and the Uniqueness of Resources in Digital Marketing is characterized by Structural Model 1:Target market attractiveness, resource uniqueness, and market attractiveness all have a simultaneous and partial impact on digital marketing. According to the hypothesis put forth, the following outcomes were attained based on the structural model 1 data processing results of the LISREL program:

$Y = 0.3447 * X_1 + 0.3371 * X_2 + 0.3598 * X_3$, Errorvar.= 0.1645,
$R^2 = 0.7431(0.1422)\ (0.1332)\ (0.1574)\ (0.1376)\ 3.4212\ 3.3784\ 3.5107\ 3.2772$

According to the above equation, the variable for digital marketing is positively influenced by three factors: market attractiveness (path coefficient of 0.3447), target market (path coefficient of 0.3371), and resource uniqueness (path coefficient of 0.3598). Value 1 of the X path coefficient against Y is 0.3447. This indicates that when market attractiveness rises, digital marketing will rise by 0.3447 units as well, or that market attractiveness raises digital marketing by 0.3447 units. Value 2 of the X path coefficient against Y is 0.3371. Accordingly, in the event that the Target Market grows, Digital Marketing will also grow by 0.3371 units, or the Target Market will contribute 0.3371 units toward the increase in Digital Marketing. The path coefficient 3's magnitude against Y is 0.3598. This indicates that either digital marketing will increase by 0.3598 units if

resource uniqueness increases, or resource uniqueness will contribute to an increase in digital marketing of 0.3598 units. As a result, the suggested conceptual hypothesis has been verified and is now acceptable. The structural model for substructure 1 can be summarized as follows in its entirety:
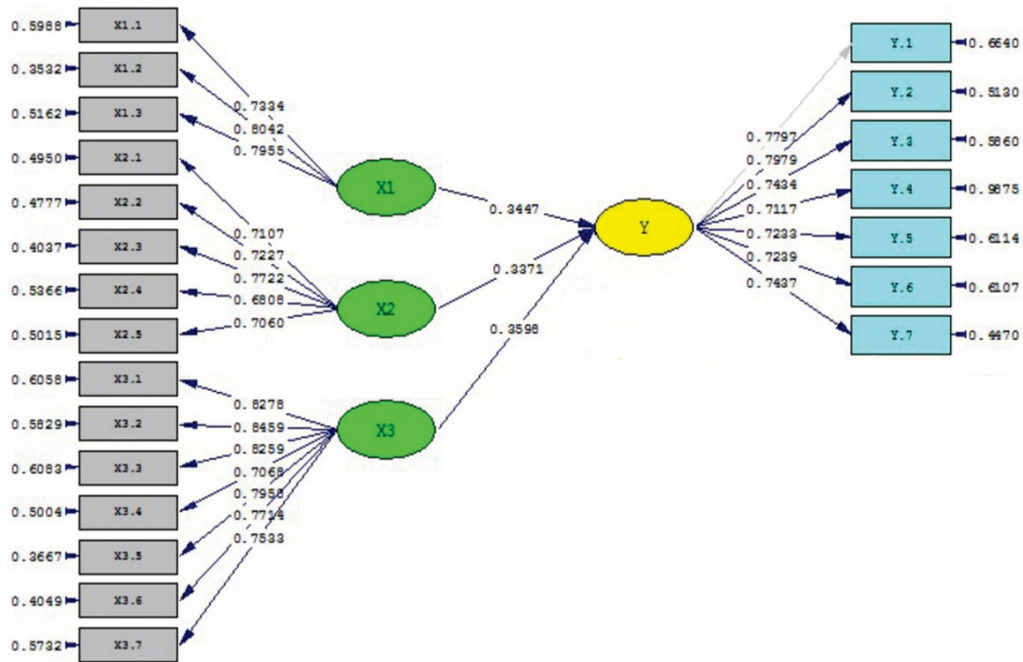

Figure 1. Path Coefficient of Market Attractiveness, Target Market, and Resource Uniqueness in Digital Marketing
Source: Data Processing Results (2022)

The computed results indicate that the Digital Marketing variable is partially or simultaneously influenced by Market Attractiveness, Target Market, and Uniqueness of Resources. The correlation values and path coefficients derived from the LISREL 8.72 program's calculations demonstrate the extent to which market attractiveness, target market, and resource uniqueness directly and indirectly impact digital marketing.

Table 1. Direct and Indirect Influence of Market Attractiveness, Target Market and Uniqueness of Resources Variables on Digital -Marketing

| Variable | Path Coefficient | Direct Influence | Influence Through | | | Total Indirect Effect | Total Influence |
			Market Attarctiveness	Target Market	Uniqueness of Resources		
Market Attarctiveness	0,3447	11,88%	eness	6,54%	6,67%	13,21	25,10%
Target Market	0,3371	11,36%	6,54%		5,85%	12.39	23,75%
Uniqueness of Resources	0,3598	12,95%	6,67%	5,85%		12,52	25,46%
Total Influence							74,31%
Epsilon							25,69%

Source: Data Processing Results (2022)

Digital marketing and structural model 2's relationship is explained. About selecting a university, the hypothesis makes the following statement:A college's decision is influenced by digital marketing. Following the suggested hypothesis, the following outcomes were attained based on the structural model 2 data processing results from the LISREL program:

$Z = 0.8930*Y$, Errorvar.= 0.2015, $R^2 = 0.7974$
(0.08720) (0.0405)
10.2340   5.1023

With a path coefficient of 0.8930, the Digital Marketing variable has a positive influence on the Decision to Choose Higher Education variable, as can be understood from the equation above. This indicates that if Digital Marketing increases, the Decision to Choose a College will also increase by the path coefficient, which is 0.8930. In other words, for every unit increase in Digital Marketing, the Decision to Choose a University will increase by 0.8930. The magnitude of Digital Marketing's influence on the decision to choose a college is 79.74% (0.8930^2 x 100%) based on the path coefficient value.

As a result, the suggested conceptual hypothesis has been verified and is now acceptable. The following summarizes the structural model for substructure 2 in its entirety:
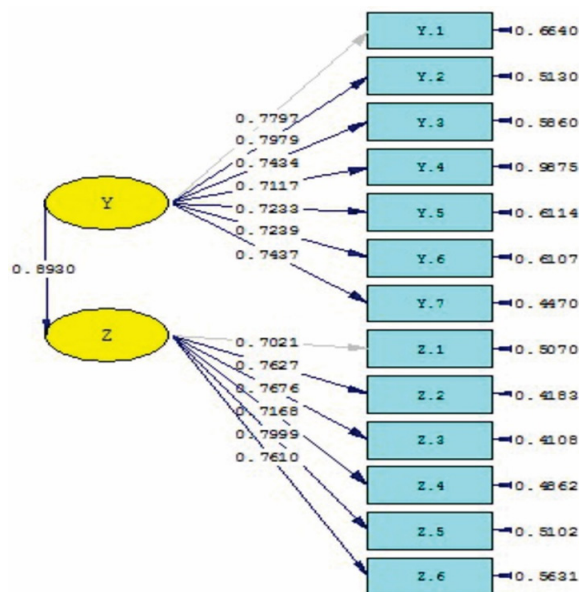

Figure 2. Digital Marketing Path Coefficient Regarding the Decision to Choose a College
Source: Data Processing Results (2022)

DISCUSSION

There are various discussions based on the research findings, such as the following: (1) Private universities in the Bandung Metropolitan Area must constantly enhance their market attractiveness, the target markets that their marketing services are focused on, and the distinctiveness of their resource offerings. in an endeavor to develop and enhance digital marketing for private higher education (universities) in the Bandung Metropolitan area, including prominent academic community members. The aforementioned results indicate that Private Higher Education (Universities) in the Bandung Metropolitan area must simultaneously combine different aspects and metrics of Market Attractiveness, Target Market, and Resource Uniqueness in order to make integrated operational improvements and not focusing solely on a few dimensions or indicators, which could compromise the integrity of how these variables are applied in the field.

This analysis's findings also align with a number of earlier theories that demonstrate the impact of market attractiveness, target market, and resource uniqueness, as well as their strong correlation with digital marketing (Alwan & Alshurideh, 2022) (Homburg & Wielgos, 2022) (Yasmin et al., 2015).

Although conducted in a different research context than this study, the results of previous studies regarding the impact of target markets, market attractiveness, and resource uniqueness on digital marketing are also validated by the findings of this study. Raising the attractiveness of the market, particularly for universities that use their superior and distinctive values as a differentiator to draw in prospective students. In the face of competition amongst universities and the openness of today's digital information, this is also required as a foundation for developing successful digital marketing campaigns. According to research theory (Hakim et al., 2022) Market attractiveness influences digital marketing. The analysis's findings support this theory. The ability to identify competitors, focus on providing exceptional service to the community and potential students, position higher education institutions in the face of fierce competition, and create policies that uphold the values of excellence, distinctiveness, selling points, and a positive reputation are all examples of market attractiveness. In order for universities to compete with one another, it is crucial that they develop strong digital marketing strategies. When implementing their plans, efforts to expand the target market must take into account a number of different dimensions and indicators for each dimension. According to respondents' evaluations, the Market Specialization dimension has the highest value in this instance; the most significant dimensions in the Target Market that still require improvement are the Product Specialization, Full Market Coverage, and Single Segment Concentration dimensions. Stated differently, the Bandung Metropolitan area's private higher education institutions need to constantly strive for improvement in order to enhance different aspects and metrics of the target market. The study's findings essentially corroborate the earlier hypothesis, which holds that the target market has a big impact on digital marketing. Therefore, efforts

to broaden the target market go beyond simple technical and procedural goals associated with efficient marketing. However, in today's world of open information and advanced technology, efforts to broaden the target market also complement higher education institutions' aspirations to strengthen the dedication of the academic community as a whole to meeting the needs of students and the community as stakeholders in education. Digital marketing is therefore impacted by this target market (Homburg & Wielgos, 2022) (Yasmin et al., 2015). The capacity to offer the support required to develop these resources' uniqueness is what makes them special.The findings of this study largely support the hypothesis that served as its foundation—namely, that distinctiveness of resources plays a significant role in digital marketing. The primary explanation is that resource uniqueness stands for the principles of excellence, uniqueness, scarcity, and irreplaceability—all of which are essential for building the kind of sustainable competitiveness that is sorely lacking in the marketing industry. As a result, everything pertaining to this resource's uniqueness will have an impact on digital marketing in general. This is the fundamental explanation for why the distinctiveness of resources in numerous research findings greatly affects and advances digital marketing(Tiewul, 2020). To enhance prospective students' decision to attend a private university in the Bandung Metropolitan area, these institutions must be able to execute a variety of successful marketing campaigns, particulrly those that highlight service improvement through the use of social media, websites, and various ICT devices. - advertising materials to showcase the university's exceptional values and to create a network of strategic partnerships for more potent digital marketing. Enhancing the operational quality of digital marketing variables, including website dimensions, patents, information systems, copyright, public relations, affiliate marketing, strategic partnerships, social networks, planning process, higher education structure, and others, is imperative, as is the decision to select a university. The study's findings essentially corroborate the theory that served as its main source of information—namely, the idea that a person's decision to attend a particular university is influenced by digital marketing. Prospective students will use digital marketing to a greater extent when selecting their target university, the more effective it is. However, given how reliant on the digital world today's society is for information gathering and self-reflection when making decisions, it is inevitable that universities in question will also struggle to enhance their selection process if they are unable to effectively develop their digital marketing (Alwan & Alshurideh, 2022) (Hoang et al., 2020) (Sathya, 2017) (Ahmad et al., 2020).

CONCLUSION

The limitations of this research are as follows: (1)Based on existing phenomena, issues found in universities include community resistance, mismatches between higher education and the needs of the workforce, educated unemployment, high cost of education, educational effectiveness, inadequate educational facilities, and the low quality of educators. However, this study confines its scope to theoretical perspectives in Management studies, specifically focusing on five main variables: (a) market attractiveness; (b) target markets; (c) unique resources; (d) digital marketing; and (e) university selection decisions. (2) The sampling method used is Cluster Stratified Proportional Random Sampling. (3) The research object, not previously studied in prior research, includes aspects of market attractiveness, target markets, unique resources, digital marketing, and university selection decisions. (4) The research is conducted among undergraduate students at universities in the Greater Bandung Metropolitan Area. (5) The unit of analysis in this study is undergraduate students enrolled in the odd semester of the academic year 2021/2022 at universities in the Greater Bandung Metropolitan Area. (6) The research employs descriptive and verificative analysis methods. Descriptive analysis aims to understand the existing conditions of variables in the study, while verificative analysis aims to determine the level of causality between variables and to test hypotheses. (7) The study uses cluster sampling technique and data analysis is conducted using Structural Equation Modeling (SEM). It can be inferred from the research that has been done that the state of digital marketing, target market, unique resources, and market attractiveness are all in fairly good to good condition. In the context of private higher education (universities) in the Bandung Metropolitan area, the combined influence of market attractiveness, target market, and resource uniqueness on digital marketing is 74.31%. Market attractiveness has a partial and direct influence of 11.88% on the digital marketing of private universities in the Bandung metropolitan area. Target market and resource uniqueness have an indirect influence of 6.54% and 6.67%, respectively, for a total influence of 25.10%. Following resource uniqueness in terms of influence, market attractiveness has the second-highest value in relation to digital marketing. The Competitor Orientation dimension is the one from the Market Attractiveness variable that has the biggest impact on Digital Marketing. Conversely, the Customer Orientation dimension has the least amount of influence from Market Attractiveness on Digital Marketing. The partial and direct influence of the Target Market on Digital Marketing in the Private Higher Education (University) environment in the Bandung Metropolitan area is 11.36%, and the indirect influence through Market Attractiveness and Resource Uniqueness, respectively 6 .54% and 5.85%, where the total influence is 23.75%. In the private higher education

(university) setting in the Bandung Metropolitan area, the uniqueness of resources has a partial and direct influence on digital marketing of 12.95%, while the target market and market attracttiveness have an indirect influence of 6.67% and 5.85%, respectively. 25.46% is the total influence. In the Bandung Metropolitan area, 74.31% of decisions about which private tertiary institution (university) to attend are influenced by digital marketing. In the meantime, other factors that were not examined accounted for the remaining 25.69%. This research is novel in that the selection of a university is predicated on how each university uses digital marketing as a research object. The characteristics of market attractiveness, target market, and resource uniqueness were not examined concurrently with this digital marketing variable in earlier research. For future research, it is recommended to include private university administrators as respondents in order to achieve maximum improvements in various academic and non-academic aspects. Additionally, it is suggested to consider adding variables closely related to issues in private universities, such as management administration variables or other variables not explored in this or previous studies.

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