THE MARKETING EFFECTIVENESS IN START-UP BUSINESS: A SYSTEMATIC LITERATURE REVIEW FROM 1973-2023

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Abstract

In today's rapidly evolving business environment, understanding dynamic marketing effectiveness is essential for startups. This study explores how flexible marketing strategies can adapt to technological advancements, shifting consumer behaviors, and global market changes. A systematic literature review of 740 scholarly articles identified 35 relevant studies. These articles address various facets of marketing effectiveness, including technology integration, strategic learning, social media use, and internationalization. The findings provide startups with practical guidance on enhancing marketing effectiveness by adopting innovative technologies and aligning with market trends. This study serves as a valuable resource for entrepreneurs and marketers, offering actionable insights into successful marketing strategies in a dynamic business landscape.

INTRODUCTION

Marketing plays a crucial role in the success of a business by creating awareness of products or services, engaging customers, and influencing their purchasing decisions (Perez et al., 2015). Additionally, marketing involves advertising, consumer research, and product design to help businesses connect with customers, build a reputation, foster long-term relationships, boost sales, stay relevant in the market, and make informed decisions based on relevant information. In the evolution of marketing, there are several stages reflecting paradigm shifts in marketing approaches (Kirchberger et al., 2020). Marketing 1.0 focuses on creating the best products, while Marketing 2.0 emphasizes customer orientation and creating products that meet their needs. Marketing 3.0 introduces the concept of "hidden needs" of customers and social awareness in business. Subsequently, the advent of the digital world brings changes in Marketing 4.0, which centers around customer experience throughout their journey. Marketing 5.0 combines technology and human elements in a balanced way to provide new meaningful experiences for customers.

Indonesia has become a fertile ground for the growth of startups, evident in its position as the world's fifth-largest startup ecosystem with 2,193 startups in 2019, trailing behind the United States, India, the United Kingdom, and Canada. The country excels not only in quantity but also in quality, with the emergence of four unicorns (startups with a valuation exceeding $1 billion) and one decacorn (startups with a valuation exceeding $10 billion). The valuations of these unicorns and decacorn dominate the startup landscape in Southeast Asia, with companies

like Gojek, Tokopedia, Traveloka, OVO, and Bukalapak leading the way. The Indonesian government has taken various initiatives to facilitate and promote the digital business sector, including the 1,000 Startup Movement, which provides support and resources to startups through events, workshops, incubation programs, and investor matching (Nurcahyo et al., 2018). The government also focuses on developing digital infrastructure, human resources, and regulatory frameworks to create an environment conducive to the growth of digital businesses. Indonesia's representation in international forums such as the World Economic Forum highlights the country's commitment to showcasing its digital economic progress and attracting collaboration and investment opportunities. The dynamic startup ecosystem and government initiatives supporting it make Indonesia a digital hub in Asia, fostering innovation, entrepreneurship, and economic growth (Yusendra et al., 2020).

To succeed and thrive, startups must face intense competition and aim to become unicorns (Tjandrawira et al., 2022). Unicorn startups have a positive impact on the economy by supporting growth, creating jobs, accelerating the flow of goods and services, and empowering individuals to achieve economic self-sufficiency (Bertels, 2019). Digital marketing is a crucial strategy in the development of startups, given their reliance on information and communication technology (Chakraborti et al., 2022). Digital marketing offers higher cost-effectiveness and broader market reach compared to traditional marketing. Digital transformation and evolving consumer behavior pose challenges for startups, requiring them to adapt marketing strategies to win and retain customers (Almeida & Santos, 2020; van den Honert, 1992). While digital marketing in startups is a well-researched topic, there are still opportunities for further development in marketing. On the other hand, the diverse behavior of Indonesian society presents a challenge for startups to win the market. Additionally, not all startups in Indonesia have the stable infrastructure, human resources, and finances needed to implement digital marketing. Therefore, there is a need for studies exploring effective marketing strategies in the startup world.

Effective marketing refers to strategies and tactics designed to achieve business goals efficiently and successfully (D'Avino et al., 2015). It involves the use of appropriate approaches, relevant tools, and effective communication to reach the target market in a way that generates positive impact. Effective marketing involves a deep understanding of the target market, setting clear objectives, using appropriate and consistent messaging, employing effective marketing channels, continuous analysis and measurement, and the ability to adapt and innovate (W. Basri, 2020). By implementing these elements, businesses can achieve their marketing goals efficiently, reach the target audience with relevant messages, enhance brand awareness, and optimize overall business outcomes. In the competitive, rapidly evolving, and quickly changing context of Indonesia, effective marketing is crucial for business success. It helps businesses compete, expand market share, build a strong brand, and meet the increasing expectations of consumers. By applying effective marketing strategies, businesses can face challenges and opportunities more effectively in a dynamic market.

Based on previous research, there are numerous differences explaining how effective marketing works for a startup. Lucas (1994) and Honert (1992) emphasize the role of technology in executing effective market strategies and the importance of a user-oriented approach in project startups, respectively. Rothaermel (2002) underscores the need for companies to adapt to technological changes, emphasizing new product development, economies of scale, public ownership, and regional technology clusters. Funk (2007) provides a case study on the challenges faced by mobile internet development, highlighting successful innovations like micro-payment systems and push-based internet mail. Joglekar and Levesque (2009) offer insights into improving product and marketing strategies at different stages of startup growth for optimal resource allocation. D'Avino et al (2014) propose a three-stage tool for startups to create successful promotion plans, considering e-market analysis, resource assessment, and cost-effectiveness. Bhargava et al (2012) and Bhargava (2014) discuss product line decisions for big companies and the benefits of product line expansion. Coleman et al (2014) emphasize the importance of a clear marketing plan for expanding client bases. Zhao et al (2014) highlight factors influencing the success of a startup's first product, including marketing and technical resources and the founding team's experience. Falahat et al (2020) identify market intelligence, product innovation, pricing, and marketing communication as crucial export capabilities for competitive advantage in exporting SMEs. AnniArnav (2019) highlights the significance of LinkedIn as a platform for personalized content marketing. Kaiser and Berger (2020) emphasize the role of trust with investors, and Chandrawira et al (2022) focus on digital startups in Indonesia optimizing various channels according to workforce and budget considerations. Dykha et al (2021) propose a due diligence procedure to enhance marketing for agricultural startups. Chakraborti et al (2022) identify barriers hindering the adoption of digital marketing by Indian startups. Finally, Kim et al (2021) find that CEOs with a career in strategy and planning exhibit the highest meta-frontier efficiency in market performance among ICT startups. However, from those studies, it appears that there hasn't been a clear discussion of the concept of effective marketing.

The objective of this study is to explore effective marketing strategies in the startup world in Indonesia. The study will involve an analysis of how startups in Indonesia utilize digital marketing, the challenges faced in adopting effective marketing strategies, and the opportunities that can be developed in startup marketing.

The primary goal of this study is to provide insights and recommendations useful for startups in Indonesia in developing effective marketing strategies to achieve growth and success. This study adopts a systematic literature review (SLR) approach, where this method is used to construct a comprehensive and objective research framework in addressing research questions. In this case, the approach will be utilized to gather, review, and analyze studies and articles related to effective marketing strategies in the context of startups.

METHOD

In this research, the Systematic Literature Review (SLR) method is employed to identify, review, and evaluate relevant studies (Xiao & Watson, 2019). The SLR method involves several systematically organized stages, including literature search, establishment of inclusion and exclusion criteria, literature selection, data presentation, data processing, and drawing conclusions (Peters et al., 2015). During the literature search stage, relevant literature sources are gathered. This process may involve searching academic databases, journals, conferences, and other sources pertinent to the research topic (Templier & Paré, 2015). Employing the SLR method offers several significant advantages. Firstly, SLR ensures a comprehensive and unbiased synthesis of existing research by systematically identifying, reviewing, and evaluating relevant studies. This thorough approach minimizes the risk of bias and provides a more accurate and reliable foundation for drawing conclusions (Xiao & Watson, 2019). Furthermore, the method's structured stages-from literature search to data processing and conclusion drawing-enhance the transparency and replicability of the research process, which are crucial for academic rigor and validation (Peters et al., 2015). By leveraging academic databases, journals, and conference proceedings, the literature search stage ensures the inclusion of a diverse range of high-quality sources, contributing to a robust and well-rounded understanding of the research topic (Templier & Paré, 2015). Overall, the SLR method facilitates meticulous aggregation of existing knowledge and helps identify gaps and inconsistencies in the literature, thereby guiding future research directions and advancing the field systematically.

The search is conducted using the Publish or Perish (PoP) application, following established procedures. After gathering literature, inclusion and exclusion criteria are determined to select studies that align with the research questions. These criteria may include aspects such as publication year, language, research methods, and relevance to the research topic. During the literature selection stage, the researcher evaluates the identified literature based on these criteria. This involves reading abstracts, summaries, or the full texts of articles to assess their relevance to the research questions. Subsequently, data from the selected literature is presented and processed, which may include creating tables or matrices with essential information such as authors, publication year, research methods, main findings, and conclusions. Finally, the researcher synthesizes and analyzes the collected data, evaluating and comparing findings from various studies. The conclusions drawn from this analysis will result in a comprehensive understanding of effective marketing strategies within the context of startups in Indonesia, including the challenges faced and the opportunities available. Using the Publish or Perish (PoP) application in the literature search process provides several theoretical advantages within the SLR framework. PoP facilitates the efficient retrieval and citation analysis of relevant academic literature, aligning seamlessly with the structured stages of SLR. During the literature search stage, PoP's robust algorithms assist in identifying high-quality sources by analyzing citation metrics and publication data, ensuring a thorough collection of pertinent studies. This aids in adhering to established inclusion and exclusion criteria, such as publication year and research methods. PoP's capability to generate citation metrics and perform in-depth analysis enhances the literature selection process, allowing researchers to prioritize influential and relevant studies. As data from selected literature is presented and processed, PoP supports the organization and visualization of essential information, which is critical for creating accurate tables or matrices. Integrating PoP into the SLR process streamlines the search and selection phases and contributes to a thorough and objective synthesis of research findings. Consequently, leveraging PoP enables researchers to achieve a more precise and comprehensive understanding of effective marketing strategies, challenges, and opportunities in the context of startups in Indonesia.

The article search for this study involves using the keywords "Marketing" and "Startup" without limiting the publication year on the Scopus database. To facilitate access to available articles, the researcher restricts this study to only include literature in the form of "articles" and excludes sources such as books, conference papers, etc. Based on Figure 1, 31 articles have been identified as relevant and accessible for synthesis in this study. The next step involves synthesizing the content of these articles. In the process of synthesizing, the researcher will read and analyze each article thoroughly to identify the main findings, the methodology used, the data employed, and research outcomes relevant to the specified research questions. During the synthesis development, the researcher will examine patterns and emerging findings from the selected articles, compare and contrast these findings, and identify similarities, differences, or trends. This will aid in constructing a

comprehensive understanding of effective marketing strategies in the context of startups. Ultimately, the synthesis development will result in a comprehensive summary of the findings derived from the synthesized articles. This summary will serve as the basis for drawing conclusions related to the specified research questions, providing insights, and offering recommendations useful for startups in developing effective marketing strategies. The following is the PRISMA flow diagram resulting from the search for this study:

740 References Imported for Screening → 382 Books, Conference etc excluded

358 Articles Screened → 311 Irrelevant Articles excluded

47 Relevant Articles → 12 articles can not be accessed
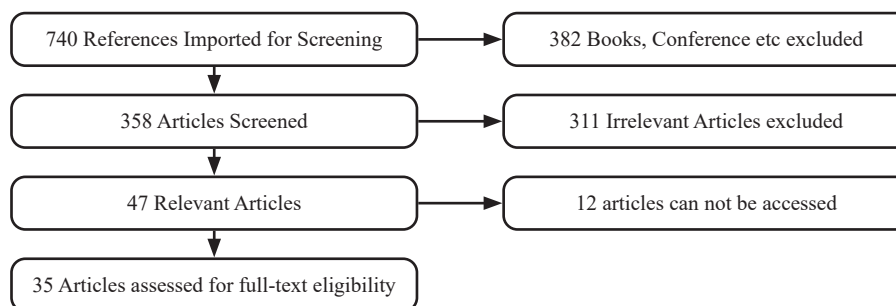
35 Articles assessed for full-text eligibility

Figure 1. Prisma Flow Diagram

The identified 31 articles span the period from 1973 to 2023, highlighting the rapid growth of marketing studies. The following Table 1 describes all the articles used in this study.

Table 1. Descriptive Analysis of The Identified Articles

Journal	SJR	Total	1973-2000	2001-2005	2006-2010	2011-2015	2016-2023
Journal of Product Innovation Management	3.222	1				1	
Production and Operations Management	3.120	1				1	
Journal of Business Research	2.895	1				1	
Information & Management	2.688	1	1				
Technological Forecasting & Social Change	2.644	3					3
International Journal of Project Management	2.333	1	1				
Journal of Marketing Management	1.664	1					1
European Journal of Marketing	1.630	1				1	
Management Review Quarterly	1.327	1					1
Telecommunications Policy	1.192	1			1		
IEEE Transactions On Engineering Management	1.002	2		1	1		
Sustainability	0.664	2					2
International Journal of Computational Intelligence Systems	0.554	1					1
Informatics	0.545	1					1
Information Technology and Management	0.534	1				1	
Journal of Business-to-Business Marketing	0.519	1					1
Management and Marketing	0.478	1					1
Economics and Sociology	0.439	1					1
Journal of Eastern European and Central Asian Research	0.270	1					1
Journal of System and Management Sciences	0.250	1					1
Journal of Content, Community & Communication	0.249	1					1
Journal of Technology Management & Innovation	0.237	1				1	
International Journal of Business and Society	0.230	1					1
Emerald Emerging Markets Case Studies	0.190	1					1
Journal of Theoretical and Applied Information Technology	0.165	1					1
International Journal of Economic Perspectives	0.116	1					1
International Journal of Psychosocial Rehabilitation	0.111	1					1
The Case Journal	0.108	1					1
International Journal of Advanced Science and Technology	0.108	1					1
International Journal of Engineering & Technology	0.103	1					1
Journal of Agriculture and Crops	-	1					1
Total		35	2	1	2	6	24

From Table 1, it is evident that research on marketing has experienced significant growth. Journals with the highest SJR scores, such as "Journal of Product Innovation Management," "Production and Operations Management," and "Journal of Business Research," demonstrate consistent contributions over time, with scores of 3.222, 3.120, and 2.895, respectively. Additionally, the journals "Technological Forecasting & Social Change" and "International Journal of Project Management" also reflect strong interest in this field, with scores of 2.644 and 2.333. In the recent period, there is a noticeable trend of increasing interest in sustainable marketing and information technology, as reflected in the positive performance of "Sustainability" (0.664) and "Information Technology and Management" (0.534) during the period from 2016 to 2023. Furthermore, Table 1 indicates that marketing studies over this time span reflect significant shifts and evolution, with a specific focus on product innovation, operational management, business research, and other aspects related to technological development and sustainability.

RESULTS

ThMarketing effectiveness refers to the degree to which a company's marketing efforts achieve their intended goals and objectives (Bhargava et al., 2013; Rothaermel, 2002). It is a measure of how well a company's marketing strategies and campaigns contribute to the overall success of the business (Kirchberger et al., 2020). Effective marketing goes beyond simply reaching a target audience; it involves creating a positive impact that leads to desired outcomes, such as increased brand awareness, customer engagement, sales, and overall business growth. In essence, marketing effectiveness for startups involves not only attracting attention but also building trust among investors and potential customers (Bhargava, 2014; Kumar et al., 2020). It's about utilizing innovative and cost-effective approaches to enhance visibility, communicate value, and ultimately contribute to the startup's growth and long-term viability. The effectiveness of marketing efforts is measured not only by immediate results but also by their impact on the startup's ability to raise capital, survive in a competitive landscape, and thrive in the long run (W. S. Basri & Siam, 2017). A summary of scholars regarding the concept of marketing effectiveness is outlined in the Table 2:

Table 2. The Findings of Scholars

No	References	Findings
1	Lucas (1994)	Technology facilitates the execution of effective market strategies
2	Honert (1992)	Utilizing a user-oriented approach in project startups
3	Rothaermel (2002)	The companies need to adapt to substantial technological changes such as the startup's new product development, economies of scale, public ownership, and location in a regional technology cluster
4	Funk (2007)	The development of mobile internet faced challenges, particularly the startup problem, but successfully addressed them through innovations like micro-payment systems and push-based internet mail.
5	Joglekar and Levesque (2009)	Improving the product and marketing to boost sales, and whether to limit expenses for better profits, providing insights into optimal practices for resource allocation during different stages of startup growth.
6	D'Avino et al (2014)	A three-stage tool for startups to create a successful promotion plan by removing ineffective advertising formats, focusing on e-market analysis, considering available resources, and assessing cost-effectiveness
7	Bhargava et al (2012)	Big companies have to decide whether to offer many or just a few products, but smaller startups do better by waiting before expanding
8	Bhargava (2014)	Emphasizing that product line expansion is beneficial.
9	Coleman et al (2014)	The study develop a clear and viable written marketing plan to effectively expand her client base and achieve success
10	Perez et al (2013)	There are four phases of learning: the beginning of an alliance, collaborative learning, focusing on specific areas, and the process of discovering new insights.
11	Zhao et al (2014)	The success of the first product for new ventures is influenced by factors such as marketing resources, technical resources, and founding team startup experience
12	Falahat et al (2020)	The study identifies market intelligence, product innovation, pricing, and marketing communication as crucial export capabilities influencing competitive advantage for exporting Small and Medium Enterprises (SMEs)
13	Mingione and Abratt (2020)	The study emphasizes the strategic importance of building a corporate brand for startups in the digital age, using the successful case of the OneDay Group to provide five imperatives for entrepreneurs and marketing managers to effectively create and develop born-digital startups
14	Almeida and Santos (2020)	The study suggests that social networks, particularly LinkedIn, play a significant role in the internationalization of startups, contributing to the acceleration of the process and reducing costs.
15	Durda and Ključnikov (2019)	The study reveals that social networking, particularly through strong ties with business partners and friends, as well as business angels, plays a crucial role in the establishment and development of startups.
16	Basri (2020)	The study finds that the adoption of artificial intelligence-assisted social media marketing (AISMM) in startup businesses and SMEs in Saudi Arabia contributes to increased customer numbers and bases, enhanced profitability, and improved overall business performance
17	Bertels (2020)	The Search Engine Optimization (SEO), Content Marketing, Social Media Marketing, Pay-Per-Click (PPC) Marketing, Affiliate Marketing, and Email Marketing—represent diverse strategies for optimizing online visibility, engaging with target audiences, and promoting products or services in the digital marketing landscape
18	Gupta and Bose (2018)	For startups, actively understanding the business environment is crucial. This strategic learning helps in transforming the business model, ensuring a competitive edge and sustained success in the digital entrepreneurship landscape
19	Gupta et al (2020)	The study reveals that software startups effectively innovate their business model value proposition by continuously involving freelancers, employing strategies such as task-based, panel-based, or hybrid associations, overcoming challenges like uncertainties, terminology issues, and lack of resources.
20	Kirchberger (2020)	The study finds that for startups, adopting the customer's perspective, quantifying monetary value, and substantiating the value proposition are crucial steps in gaining pilot customers.
21	Kumar et al (2020)	The retention of key personnel, particularly a salesforce like Pravin, is crucial for the survival and growth of entrepreneurial start-ups, and strategies such as offering better remuneration and incentives may be necessary to motivate and retain valuable employees.
22	Basri and Siam (2020)	This study underscore the significant and untapped potential of social media platforms, such as Facebook and Twitter, for startups in terms of advertising, brand awareness, and customer acquisition, emphasizing the need for businesses to leverage these platforms more effectively.
23	Nurcahyo et al (2018)	Indonesian fashion startups predominantly rely on intuitive decision-making and tend to adopt intensive strategies, particularly market penetration through marketing and related diversification, reflecting the unique characteristics and challenges faced by early-phase organizations in the dynamic and growing market.
24	Yusendra et al (2020)	Collaborative business incubation and entrepreneurial marketing, mediated by Value Co-creation Capabilities and Dynamic Capabilities, significantly contribute to the progressive improvement of startup business performance, offering a viable and operable model applicable to Industry 4.0 contexts.
25	Saura et al (2020)	Based on User Generated Content (UGC) analysis on Twitter, Black Hat SEO is not the most favored strategy among SEO UGC communities for startup positioning in digital marketing, and the study identifies key optimization indicators while highlighting the predominantly negative perception of Black Hat SEO in this context.
26	AnniArnav (2019)	The significance of LinkedIn as a vital platform for businesses, including startups, to promote their services, emphasizing the need for personalized content marketing strategies tailored to the nature and commercial transactions of each organization, while also exploring the management of online practices and factors influencing the audience on LinkedIn.
27	Kaiser and Berger (2020)	Emphasizing the role of trust with investors
28	Chandrawira et al (2022)	The digital startups in Indonesia focus on optimizing various digital channels according to workforce and budget considerations
29	Dykha et al (2021)	The study highlights the challenges of marketing for agricultural startups, proposing a due diligence procedure to enhance it
30	Chakraborti et al (2022)	The study identifies key barriers, including usage, value, risk, and psychological barriers, that hinder the adoption of digital marketing by Indian start-ups, with gender, age, and company size influencing the adoption intention differently among owners.
31	Kim et al (2021)	The study finds that the CEO group with a career in strategy and planning exhibits the highest meta-frontier efficiency in market performance among information and communication technology (ICT) startups.
32	(Rizvanović et al., 2023)	Digital marketing enhances start-up growth by supporting digital interactions, impacting product testing, customer engagement, and partnership development.
33	(Wulandari & Assidiq, 2023)	The influencer marketing strategy of an Indonesian FMCG start-up includes four stages: determining, managing relationships, monitoring, and evaluating campaigns. This strategy is a repeated cycle, where evaluation informs the next campaign.
34	(Indriastuti et al., 2023)	Market information accessibility and successful collaboration innovation mediate the relationship between network competence and sales growth in Indonesian start-ups.
35	(Rosita et al., 2023)	Entrepreneurial Orientation and Social Media Adoption directly enhance Marketing Performance of Surabaya's culinary start-ups.

In synthesis, the integration of technology, as elucidated by Lucas (1994), becomes pivotal as it serves as a supportive element for marketing strategies. Rothaermel (2002) emphasizes the imperative need for companies to adapt to technological changes to effectively confront challenges. The early stages of startup projects benefit significantly from a user-oriented approach, as highlighted by Honert (1992), while D'Avino et al (2014) stress the importance of crafting successful promotion plans by eliminating ineffective advertising formats and conducting

thorough market analyses. Strategic decisions related to startup products are explored by Bhargava et al (2012), while Bhargava (2014) underscores the significance of product line expansion as a business development effort. Learning processes within business partnerships are discussed by Perez et al (2013), and Zhao et al (2014) delve into factors influencing the success of a new company's first product. The intersection of export and innovation is tackled by Falahat et al (2020), emphasizing crucial export capabilities such as market intelligence, product innovation, and marketing communication. The pivotal role of social media in advertising, brand awareness, and customer acquisition is underscored by Basri and Siam (2020), while Mingione and Abratt (2020) highlight the importance of corporate brand building for startups in the digital era. Gupta and Bose (2018) stress the significance of active comprehension of the business environment in adopting successful digital marketing strategies, and Chakraborti et al (2022) identify obstacles hindering the adoption of digital marketing by startups. Therefore, the following model (Fig 2.) of marketing effectiveness emerges from a synthesis of relevant studies.
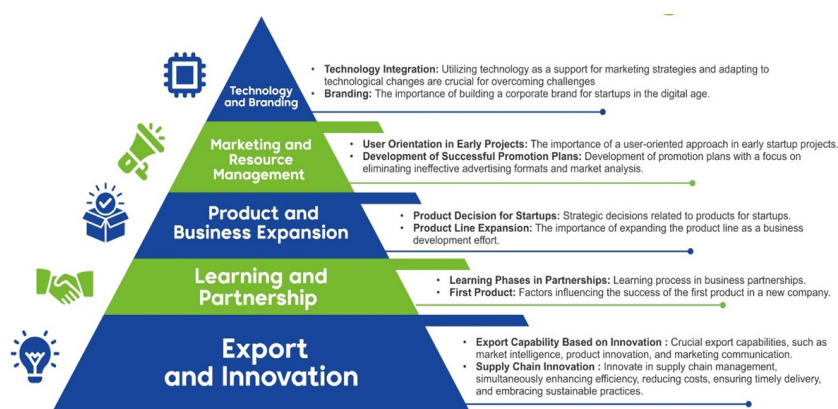

Figure 2. Result and Finding Research

The evolution of startups in Indonesia has been a dynamic and multifaceted journey, marked by various phases of growth, challenges, and transformations. Over the past few decades, Indonesia has emerged as one of the most vibrant and promising startup ecosystems in Southeast Asia. The evolution can be traced back to the early 2000s when the internet began gaining widespread adoption in the country. This period saw the emergence of online marketplaces, e-commerce platforms, and digital media ventures, laying the groundwork for the subsequent boom in startup activities.

The first wave of Indonesian startups was characterized by a focus on basic online services, such as e-commerce platforms like Tokopedia and Bukalapak, which aimed to connect local sellers with a broader consumer base. The growth of these platforms was fueled by the increasing internet penetration and a rising middle class with a growing appetite for online shopping. This phase also witnessed the establishment of travel and hospitality startups like Traveloka, tapping into the burgeoning demand for convenient and affordable travel solutions. As the startup landscape matured, the second wave brought forth a diversification of business models and a broader array of services. The fintech sector gained prominence with the rise of companies like GoPay and OVO, leveraging the growing smartphone penetration to offer digital payment solutions. This period also witnessed the emergence of edtech startups, addressing the need for innovative and accessible educational platforms in a country with a large and young population. Government initiatives and supportive regulatory frameworks played a crucial role in fostering the growth of startups during this phase. Initiatives such as the "Making Indonesia 4.0" roadmap aimed to boost the digital economy, encourage innovation, and create an environment conducive to startup development (Mingione & Abratt, 2020). Regulatory reforms, such as simplified business registration processes and increased support for foreign investment, further fueled the startup ecosystem's expansion (Almeida & Santos, 2020). The third wave of the Indonesian startup evolution saw a heightened focus on technology-driven solutions, including artificial intelligence, machine learning, and data analytics. Startups like Gojek, initially a ride-hailing platform, evolved into super apps offering a diverse range of services, from food delivery and digital payments to logistics and entertainment. This phase witnessed a significant increase in investment from both local and international players, reflecting the growing confidence in the potential of the Indonesian startup ecosystem.

The ability of startups to pivot or adapt to changing market needs, such as the increased demand for contactless delivery services or remote work solutions, is crucial for optimizing marketing effectiveness (Guerreiro et al., 2015). Those offering innovative solutions in e-commerce or health tech can leverage digital marketing strategies to reach a broader audience, utilizing online advertising, social media, and other digital platforms (Durda & Ključnikov, 2019). Startups facing infrastructure challenges, such as internet connectivity

and logistics issues, can enhance marketing by emphasizing reliability and building customer trust. Highlighting successful funding rounds or significant investments can also be a key component of marketing strategies, instilling confidence in customers and potential partners (Arnav et al., 2019). Additionally, startups focusing on social or environmental impact can employ value-based marketing, sharing success stories related to healthcare, education, or sustainability to build emotional connections with customers. Collaborative efforts with the government and corporations can be promoted as part of a collaborative marketing strategy, strengthening brand image. Lastly, startups utilizing emerging technologies like blockchain, IoT, and 5G can market their technological innovations by illustrating how these advancements add value to customers (Saura et al., 2020). By combining smart marketing strategies with innovation and market understanding, startups in Indonesia can enhance their marketing effectiveness and achieve sustainable growth (Keh et al., 2006).

The concept of marketing effectiveness encompasses a multifaceted approach to achieving optimal results in promoting products or services (Palmatier et al., 2006). It becomes evident that the concurrent development of marketing effectiveness is a dynamic and intricate process influenced by various factors (Falahat et al., 2020). This discussion will delve deeper into the concept, exploring success factors, other relevant considerations, the competitive landscape, and potential challenges for the future.

A paramount success factor in concurrent marketing effectiveness is a comprehensive understanding of the target market (Solcansky & Simberova, 2020). This involves delving into market trends, consumer behaviors, and emerging needs (Kaiser & Berger, 2021). The data underlines the significance of startups aligning their strategies with market demands and being agile in response to changes. Additionally, the success of marketing efforts is intricately tied to the collaborative engagement of teams. The efficient coordination of efforts among team members ensures that the devised marketing strategies are implemented seamlessly. Continuous monitoring and evaluation of marketing performance are integral to success (Dykha et al., 2022). By establishing and measuring Key Performance Indicators (KPIs), businesses can assess the impact of their strategies. The emphasis on KPIs in the records suggests that startups, especially, need to be data-driven in their approach. This approach enables them to adapt their strategies based on real-time feedback, enhancing their overall effectiveness.

Market research emerges as a foundational factor in the concurrent development of marketing effectiveness (Chakraborti et al., 2022). Thorough research and analysis inform decision-making processes and contribute to the formulation of targeted strategies. It is imperative for businesses to stay abreast of industry trends and consumer preferences, as highlighted in the data records. Innovation and the integration of technology into marketing strategies are other critical factors. The modern landscape demands a tech-savvy approach, utilizing tools and platforms that resonate with the target audience. Customer engagement, particularly through digital channels, is emphasized as a means to build and maintain relationships (Tjandrawira et al., 2022). Social media, in particular, plays a pivotal role in contemporary marketing. Leveraging these channels effectively not only enhances brand visibility but also fosters a sense of community around the brand.

The competitive landscape significantly influences the concurrent development of marketing effectiveness (Bertels, 2019). Understanding competitors' strategies, strengths, and weaknesses is crucial for strategic planning. The data notes the importance of swift responses to changes in the competitive environment. This agility is a competitive advantage, allowing businesses to capitalize on emerging opportunities or mitigate threats effectively. Moreover, the data highlights the stark contrasts in startup landscapes, with European cities striving to catch up with the robust startup ecosystem of Silicon Valley (V. Gupta et al., 2020). This competitive dimension extends beyond individual businesses to regional and global scales. The success of marketing efforts is intricately linked to how well businesses position themselves within this broader competitive context.

Despite the evident importance of concurrent development in marketing effectiveness, there are notable challenges on the horizon (Dawes & Massey, 2006). Managing the complexity of marketing campaigns across diverse channels and platforms is a significant hurdle (Funk, 2007; G. Gupta & Bose, 2019). The proliferation of digital channels necessitates a strategic approach to ensure consistent messaging and branding. Measuring the holistic impact of marketing poses another challenge. The interconnected nature of marketing efforts makes it challenging to attribute success to specific channels or campaigns accurately (Joglekar & Moren, 2009; Lucas & Jr, 1994). This challenge is compounded by the evolving nature of consumer behavior, which is subject to rapid and sometimes unpredictable changes. Adapting to technological advancements is an ongoing challenge (Kim et al., 2021). While technology offers new opportunities, staying abreast of these changes and incorporating them seamlessly into marketing strategies requires continuous learning and adaptation. Startups, in particular, need to balance the adoption of new technologies with the sustainability of their operations. Enhancing sustainability and social impact is an emerging consideration (Perez et al., 2015). The data implies that modern consumers, especially in the startup sphere, are increasingly conscious of the social and environmental footprint of businesses. Balancing profit motives with ethical and sustainable practices is a nuanced challenge that marketers must navigate.

DISCUSSION

The findings presented in the study underscore the critical importance of marketing effectiveness for startups, which goes beyond mere outreach to encompass building trust among investors and customers (Gladson Nwokah & Ahiauzu, 2009). The multidimensional approach involves technological adaptation, user-oriented strategies, effective promotion planning, product and marketing improvements, social network utilization, brand building, strategic learning, and innovative business models. Various scholars have contributed insights into factors influencing marketing effectiveness, such as market intelligence, product innovation, pricing, marketing communication, and the adoption of artificial intelligence-assisted social media marketing (Raman et al., 2012).

The case study on the evolution of startups in Indonesia reveals a dynamic journey marked by phases of growth, challenges, and transformations. Marketing effectiveness is identified as pivotal for success, emphasizing the need for startups to adapt to changing market needs and employ strategies tailored to their specific challenges (Leung et al., 2015). The success factors include a comprehensive understanding of the target market, efficient team coordination, continuous monitoring and evaluation through KPIs, market research, innovation, and customer engagement through digital channels. Furthermore, the competitive landscape significantly influences marketing effectiveness, with the need for businesses to understand competitors' strategies and swiftly respond to changes (Yasmin et al., 2015). The data also highlights challenges for the future, In the future, startups in Indonesia will face a number of complex challenges in managing their marketing effectiveness (Guerreiro et al., 2015). Firstly, managing the complexity of marketing campaigns across multiple channels is a major challenge (Mongula et al., 2023). Startups will need to align effective marketing strategies across social media, digital platforms, and traditional channels, while ensuring their messages are consistent and relevant across all touchpoints with customers (D'Avino et al., 2015). Secondly, measuring the holistic impact of marketing will become increasingly difficult. Startups must develop more sophisticated methods to evaluate overall campaign performance, including measurement of long-term impact and contribution to business growth, not just immediate results (Azila & Noor, 2011). Thirdly, adapting to technological advancements is a big challenge. New technologies such as artificial intelligence, big data, and advanced analytics require significant skills and investment to implement effectively, while technology continues to evolve rapidly (Purbey, 2020). Fourth, startups must balance the profit motive with ethical and sustainability practices. Integrating socially responsible and environmentally friendly marketing practices is important to meet the demands of consumers who are increasingly aware of sustainability and ethical issues. Fifth, startups also face challenges in dealing with global market dynamics. They need to navigate international regulations, cultural differences, and global competition while maintaining the relevance and adaptability of their marketing strategies. Overcoming these challenges requires an integrated strategy and an innovative approach to stay competitive in an ever-changing market.

CONCLUSION

The results show that marketing effectiveness for startups involves technological adaptation, strategic learning, and innovative business models. Case studies in Indonesia reveal challenges such as market understanding, team coordination, and KPI monitoring. The competitive environment demands adaptation and awareness of industry trends. Startups of the future must address the challenges of marketing campaigns, technological advancements, and the balance between profitability and sustainability. A strategic, data-driven, and socially conscious marketing approach is necessary for long-term success. Limitations of this study include a regional focus that may limit generalisability, reliance on existing literature, potential qualitative bias, and not fully reflecting the latest marketing dynamics. To address these, future research should cover other geographic regions, collect primary data, and explore new marketing technologies and trends such as AI and blockchain. Investigating the long-term effects of sustainability practices is also important. These conclusions provide useful insights and recommendations for startups in Indonesia to develop effective marketing strategies and achieve growth and success.

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