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Marketing Strategy Agility and MSME Resilience: Navigating Post-Digital Consumption Behavior Shifts for Sustainable Economic Impact

Widya Nengsih[1], Ratnawita[2], Selfiana[3]
[1]Universitas Mitra Bangsa, Indonesia, Widyanengsih0902@gmail.com
[2]Universitas Mitra Bangsa, Indonesia, witadosen@gmail.com
[3]Universitas Mitra Bangsa, Indonesia, selfianas@gmail.com

Corresponding Author: Widyanengsih0902@gmail.com[1]

Abstract: Changes in post-digitalization consumption behavior encourage Micro, Small, and Medium Enterprises (MSMEs) to adapt marketing strategies that are more flexible and responsive to market dynamics. This study aims to analyze the influence of marketing strategy agility on the resilience of MSMEs in facing shifts in digital consumer behavior and its implications for economic sustainability. This study is located on MSMEs in the culinary sector in Cirebon City, Indonesia. The research uses a quantitative approach with a survey method of 60 MSME actors who have utilized digital media in marketing activities. The data analysis technique used multiple linear regression. The results of the study show that marketing strategy agility has a positive and significant effect on the resilience of MSMEs. The ability to adapt to market trends, strategic flexibility, and digital channel optimization have been proven to improve the ability of MSMEs to maintain business performance amid changes in consumer behavior. In addition, shifts in digital consumption behavior, particularly preferences for ease of access and speed of services, are contextual factors that reinforce the relevance of adaptive marketing strategies. This research contributes to the development of marketing management studies, especially related to the role of agility in the context of MSMEs, as well as practical implications for business actors and policymakers in strengthening economic resilience based on digital transformation.

Keywords: Marketing Strategy Agility, MSME Resilience, Digital Consumer Behavior, Digital Marketing, Economic Sustainability.

INTRODUCTION

Digital transformation has significantly changed the marketing landscape and consumption behavior. The development of information technology, especially through the penetration of the internet and social media, has driven a shift in consumer preferences to be more dynamic, based on ease of access, and prioritizing speed and interactive experiences (Sudirjo et al., 2023). This condition requires business actors, including Micro, Small, and Medium Enterprises (MSMEs), to be able to adapt quickly to remain relevant and competitive in an increasingly digitized market (Evanita & Fahmi, 2023).

MSMEs have a strategic role in the national economy, especially in creating jobs and encouraging local economic growth (Arifin et al., 2021). However, MSMEs also face various limitations, such as access to technology, innovation capacity, and ability to respond to market changes (Hendrawan et al., 2024). In this context, the resilience of MSMEs is an important issue that reflects the ability of businesses to survive, adapt, and maintain performance in the midst of changing business environments (Susilawati, 2024). This resilience is not only determined by internal factors, but also by the ability to respond to the ever-evolving dynamics of consumer behavior.

One of the relevant approaches in explaining this adaptability is the concept of marketing strategy agility (Khan, 2020). This concept refers to the ability of an organization to respond to market changes quickly, flexibly, and information-based. Marketing strategy agility includes the ability to identify changing consumer needs, dynamically adjust marketing strategies, and utilize digital technology and consumer data in decision-making (Joan Isibor et al., 2025). In the context of MSMEs, agility is important because it allows business actors to optimize limited resources through a more adaptive and efficient response.

In line with that, changes in digital consumption behavior are external factors that also affect the effectiveness of marketing strategies (Guan Y, 2023). Digital consumers tend to have preferences for ease of access, speed of service, information transparency, and interaction based on digital platforms (Veltri et al., 2023). This change encourages MSME players to not only adopt technology, but also adjust marketing approaches to be more responsive to consumer needs. Thus, digital consumption behavior can be seen as a contextual factor that affects the relationship between marketing strategy agility and MSME resilience.

Some previous research has shown that organizations that have a high level of agility tend to be better able to survive in uncertain environmental conditions (Darvishmotevali et al., 2020). In addition, the adoption of digital-based marketing strategies has also been proven to improve competitiveness and business performance (Achmad Fajari, 2025). However, studies that specifically link marketing strategy agility, digital consumption behavior, and MSME resilience are still relatively limited, especially in the context of local MSMEs (Handayani & Masrokhah, 2024a). Therefore, this study seeks to fill this gap by examining the relationship between variables in the context of MSMEs in the culinary sector in Cirebon City.

Based on this description, this study aims to analyze the influence of marketing strategy agility on the resilience of MSMEs, as well as examine the role of digital consumption behavior in influencing these relationships (Handayani & Masrokhah, 2024b). Thus, this research is expected to make a theoretical contribution to the development of agility-based marketing management studies, as well as practical implications for business actors and policymakers in strengthening the resilience of MSMEs in the digital era. In line with the objectives of the study, the hypotheses proposed are as follows.

H1: Marketing strategy agility has a positive and significant influence on the resilience of MSMEs.
H2: Digital consumption behavior has a positive and significant influence on the resilience of MSMEs.
H3: Digital consumption behavior plays a role as a moderation variable that strengthens the influence of marketing strategy agility on the resilience of MSMEs.

In closing, this study emphasizes the importance of integrating adaptive capabilities in marketing strategies and understanding of changes in digital consumer behavior as an effort to strengthen the resilience of MSMEs. By examining these relationships empirically in the local context, this research is expected not only to make an academic contribution to the development of strategic marketing literature, but also to produce recommendations that are applicable for

MSME actors in designing more responsive and sustainable strategies in the midst of the dynamics of the digital economy that continues to develop.

METHOD

This study uses a quantitative approach with an explanatory research design that aims to examine the causal relationship between variables, namely marketing strategy agility, digital consumption behavior, and MSME resilience. This approach was chosen to obtain empirical evidence regarding the influence of independent variables on dependent variables and the role of moderation variables in the research model (Lejla Turulja, 2020).

The location of the research was determined for MSMEs in the culinary sector in Cirebon City, West Java. The selection of this location is based on the rapid growth of MSMEs and the increasing adoption of digital technology in marketing activities. The population in this study is all MSME actors in the culinary sector in Cirebon City who have utilized digital media, such as social media or marketplace platforms, in marketing activities. The sampling technique uses purposive sampling with the criteria of respondents, namely MSME actors who have been actively running a business for at least one year and have used digital channels in product marketing. The number of samples in this study was 60 respondents.

The data used is primary data collected through the distribution of questionnaires in person or online. The research instrument was compiled using a five-point Likert scale, ranging from strongly disagree to strongly agree (Yaska & Nuhu, 2024). The variables of marketing strategy agility are measured through indicators of adaptability to market changes, flexibility of marketing strategies, and the use of technology and consumer data (Kalaignanam et al., 2021). Digital consumption behavior variables are measured through preference indicators for ease of access, speed of service, and digital interaction. Meanwhile, the resilience variables of MSMEs are measured through indicators of resilience, business adaptation, and business performance stability (Setyawan et al., 2026a).

The data analysis technique used is multiple linear regression analysis to test the influence of marketing strategy agility and digital consumption behavior on the resilience of MSMEs (Suryani & Dwiputra, 2025a). In addition, to test the role of digital consumption behavior moderation, the Moderated Regression Analysis (MRA) approach was used by incorporating the interaction variables between marketing strategy agility and digital consumption behavior into the regression model. Before the analysis, the data was tested first through validity and reliability tests, as well as classical assumption tests which included normality, multicollinearity, and heteroscedasticity tests to ensure the feasibility of the research model (Mardiatmoko, 2024). With this methodological approach, this study is expected to be able to provide an accurate empirical picture of the relationship between adaptive marketing strategies and the resilience of MSMEs in the face of changes in digital consumption behavior.

RESULTS AND DISCUSSION

Participant Characteristics

This research involves 60 MSME actors in the culinary sector in Cirebon City who have adopted digital technology in marketing activities. The characteristics of respondents were analyzed based on the length of business and type of use of digital platforms, which are considered relevant in reflecting the level of business experience and readiness to adapt to digital transformation.

Table 1. Demographic Profile of Participants

Characteristics	Categories	Quantity	Percentage (%)
Long Term of Effort	1–3 years	18	30.0
	4–6 years	25	41.7
	>6 years old	17	28.3

Digital Usage	Social Media	35	58.3
	Marketplace	15	25.0
	Combinations	10	16.7

Based on Table 1, the majority of respondents have a business period of 4-6 years (41.7%), which shows that most MSMEs have been in a relatively stable development phase. In terms of digital adoption, the use of social media dominates (58.3%), followed by marketplaces and a combination of both. These findings indicate that MSMEs have started to adopt digital technology, although they still tend to focus on easily accessible channels. This condition shows that the level of digital adaptation has developed, but is not yet fully integrated, so it is relevant to examine the role of marketing strategy agility in increasing business resilience

Validity and Reliability Tests

The validity test is carried out to ensure that each indicator in the research instrument is able to measure the construct in question precisely. The test results showed that all statement items had a correlation value (r-count) greater than the r-table value (0.254), so that all indicators were declared valid and suitable for use in further analysis. Furthermore, a reliability test was carried out to measure the level of internal consistency of the research instrument. The results of the reliability test are presented in the following table:

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Remarks
Marketing Strategy Agility	0.812	Reliable
Digital Consumption Behavior	0.784	Reliable
MSME Resilience	0.826	Reliable

Based on Table 2, all variables had a Cronbach's Alpha value above 0.70, which indicates that the research instrument had a good level of reliability. This indicates that each item in the variable is capable of providing consistent and reliable measurement results. Thus, it can be concluded that the instruments used in this study have met the criteria of validity and reliability, making them suitable for hypothesis testing at a later stage.

Classic Assumption Test

The classical assumption test is carried out to ensure that the regression model used in this study meets the feasibility criteria of the analysis, so that the results obtained can be valid and unbiased. The tests carried out include normality, multicollinearity, and heteroscedasticity tests.

The results of the normality test using the Kolmogorov-Smirnov method showed that the significance value was greater than 0.05, so it can be concluded that the data is distributed normally. Furthermore, the results of the multicollinearity test showed that all variables had a Variance Inflation Factor (VIF) value of less than 10 and a Tolerance value greater than 0.10. This indicates that there is no high linear relationship between independent variables in the model.

In addition, the heteroscedasticity test using the Glejser method showed that all variables had a significance value above 0.05, so it can be concluded that there were no symptoms of heteroscedasticity in the regression model. Based on the overall results of the test, it can be concluded that the regression model in this study has met the required classical assumptions, making it feasible to use it for further hypothesis testing.

Results of Multiple Linear Regression Analysis

The results of testing the influence of independent variables on dependent variables were carried out using multiple linear regression analysis. A summary of the results of the analysis is presented in the following Table 3:

Table 3. Multiple Linear Regression Results

Variable	Coefficient (β)	t-count	Sig.	Remarks
Constant	1.245	-	-	-
Marketing Strategy Agility (X)	0.432	3.215	0.002	Significant
Digital Consumption Behavior (Z)	0.365	2.874	0.006	Significant

Based on Table 3, the marketing strategy agility variable has a regression coefficient of 0.432 with a significance value of 0.002 (< 0.05), which shows that this variable has a positive and significant effect on the resilience of MSMEs. This indicates that increasing the ability of MSMEs to adapt quickly, flexibly, and digitally based will be followed by an increase in the level of business resilience.

Furthermore, the digital consumption behavior variable has a coefficient of 0.365 with a significance value of 0.006 (< 0.05), which shows a positive and significant influence on the resilience of MSMEs. These findings indicate that the higher the level of consumer orientation towards digital channels, the greater the incentive for MSMEs to improve service quality and responsiveness, which ultimately has an impact on increasing business resilience.

Overall, the results of this analysis show that both internal factors in the form of marketing strategy agility and external factors in the form of digital consumption behavior have an important role in increasing the resilience of MSMEs. Thus, these findings support the hypothesis proposed that these two variables have a positive effect on business resilience.

Moderation Test Results

The moderation hypothesis was tested using the Moderated Regression Analysis (MRA) approach through the addition of interaction variables between marketing strategy, agility, and digital consumption behavior (X × Z) into the regression model. The test results are presented in the following Table 4:

Table 4. Results of Moderated Regression Analysis (MRA).

Variable	Coefficient (β)	t-count	Sig.	Remarks
Marketing Strategy Agility (X)	0.298	2.145	0.036	Significant
Digital Consumption Behavior (Z)	0.271	2.032	0.047	Significant
Interaction (X × Z)	0.189	2.221	0.030	Significant

Based on Table 4, the interaction variable (X × Z) has a positive coefficient of 0.189 with a significance value of 0.030 (< 0.05). These results show that the interaction between marketing strategy agility and digital consumption behavior has a positive and significant effect

on the resilience of MSMEs. Thus, digital consumption behavior has been proven to play a role as a moderation variable that strengthens the influence of marketing strategy agility on the resilience of MSMEs.

More specifically, these findings indicate that the effectiveness of marketing strategy agility in increasing business resilience will be more optimal in conditions where the level of consumer digital consumption behavior is higher. In other words, MSMEs that are able to develop adaptive marketing strategies will benefit more when operating in a digitalized consumer environment.

In addition, the variables of marketing strategy agility and digital consumption behavior still show a positive and significant influence directly on the resilience of MSMEs in the moderation model. This indicates that digital consumption behavior in this study acts as a partial moderator, because it not only strengthens the relationship between variables, but also has a direct influence on dependent variables.

Coefficient of Determination (R^2)

The determination coefficient is used to measure the model's ability to explain the variation of dependent variables. The results of the determination coefficient test are presented in the following Table 5:

Table 5. Coefficient of Determination

Models	**R^2**	**Adjusted R^2**
Regression	0.612	0.589

Based on Table 5, the Adjusted R^2 value of 0.589 shows that 58.9% of the variation in MSME resilience can be explained by the variables of marketing strategy agility and digital consumption behavior. Meanwhile, the remaining 41.1% were influenced by other variables outside the research model that were not studied in this study.

This value indicates that the research model has a fairly strong level of explanatory ability in explaining the factors that affect the resilience of MSMEs, especially in the context of adaptive marketing strategies and changes in digital consumer behavior.

Hypothesis Testing Summary

To provide a more systematic overview of the hypothesis test results, the following summary is presented in Table 6:

Table 6. Hypothesis Testing Summary

Hypothesis	**Statement**	**Results**
H1	Marketing strategy agility → MSME Resilience	Accepted
H2	Digital consumption behavior → MSME Resilience	Accepted
H3	Moderation of digital consumption behavior	Accepted

Based on Table 6, all hypotheses proposed in this study were declared accepted. This shows that marketing strategy agility and digital consumption behavior have a positive influence on the resilience of MSMEs, and digital consumption behavior is proven to strengthen the relationship between marketing strategy agility and MSME resilience.

Discussion

The results of this study show that marketing strategy agility has a positive and significant influence on the resilience of MSMEs. These findings confirm that the ability of MSME actors to respond quickly and flexibly to market changes is a key factor in maintaining business sustainability (Kaewkumpol et al., 2025). In the context of digital transformation, agility not only serves as an adaptive response, but also as a strategic mechanism to anticipate increasingly dynamic changes in consumer behavior (Peter Ayeoribe & Elizabeth Ayeoribe, 2025). This is in line with the view that organizations with a high level of agility tend to be more resilient in the face of uncertainties in the business environment.

Empirically, these findings strengthen the argument that MSMEs that are able to adjust marketing strategies in a sustainable manner, such as through the use of social media, content innovation, and rapid response to consumer demand, have a greater chance of maintaining the stability of their business performance. Thus, marketing strategy agility can be seen as a strategic capability that plays an important role in increasing the resilience of MSMEs, especially in the culinary sector which is greatly influenced by consumer trends and preferences (Suryani & Dwiputra, 2025).

Furthermore, the results of the study also show that digital consumption behavior has a positive and significant effect on the resilience of MSMEs (Setyawan et al., 2026). This indicates that changing consumer preferences towards digital is not only a challenge, but also an opportunity for MSMEs to increase their competitiveness (Dwi Yanti Octaviani et al., 2025). Consumers who increasingly prioritize ease of access, speed of service, and digital-based interaction encourage business actors to improve service quality and expand market reach through digital platforms (Octavian et al., 2025). These findings are in line with the literature that states that the adoption of digital technology can improve operational efficiency and strengthen the competitive position of businesses (Kaewkumpol et al., 2025).

Furthermore, the results of the moderation test showed that digital consumption behavior strengthened the influence of marketing strategy agility on the resilience of MSMEs (Setyawan et al., 2026). These findings make an important contribution to the research, as they show that the effectiveness of adaptive marketing strategies is highly dependent on the context of consumer behavior. In an environment where consumers are increasingly digital, agile strategies are becoming increasingly relevant and have a significant impact on business sustainability (Tessema, 2025). On the other hand, without the support of understanding of digital consumer behavior, the agility capabilities of MSMEs may not have the optimal impact (Ko et al., 2022).

Conceptually, these findings indicate that the relationship between marketing strategy agility and MSME resilience is contextual, where external factors in the form of digital consumption behavior play a role as a reinforcement (Shahzad et al., 2026). This enriches the study of marketing management by emphasizing that the success of a strategy is not only determined by internal capabilities, but also by its suitability with the dynamics of the market environment (Stefia et al., 2024).

From a practical perspective, the results of this study imply that MSME actors need to develop marketing strategies that are not only adaptive, but also based on a deep understanding of digital consumer behavior. Efforts such as optimizing social media, improving the quality of digital interactions, and utilizing consumer data are important steps in strengthening business resilience (Rane et al., 2024). In addition, policymakers also need to encourage the improvement of digital literacy and the adaptation capacity of MSMEs through continuous training and mentoring programs (Matsen et al., 2023).

Overall, this study emphasizes that the integration of marketing strategy agility and understanding of digital consumption behavior is a key factor in increasing the resilience of MSMEs in the era of digital transformation (Rizha & Machdum, 2025). Thus, an adaptive and

contextual marketing approach is becoming increasingly important in creating business sustainability and broader economic impact

CONCLUSION

This research proves that marketing strategy agility has an important role in increasing the resilience of MSMEs, especially in the face of increasingly digitized market dynamics. The ability to adapt quickly, flexibly, and respond to changing consumer needs has proven to be a key factor in maintaining the sustainability and stability of business performance.

In addition, digital consumption behavior also has a significant effect on the resilience of MSMEs, as well as acting as a contextual factor that strengthens the effectiveness of adaptive marketing strategies. These findings show that in an increasingly digital consumer environment, MSMEs that are able to integrate agility in marketing strategies will have higher resilience than non-adaptive ones.

Thus, this study emphasizes that the resilience of MSMEs is not only determined by internal capabilities, but also by the ability to respond appropriately to changes in consumer behavior. The integration between marketing strategy, agility, and understanding digital consumption is key in creating business sustainability and broader economic impact.

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