

Market Mastery in the MSMEs Business Scope: Private Label Success in Indonesia Analyzed Through Price, Quality, Branding, Promotion, and Consumer Perception

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ABSTRACT

The present research delves into the elements that influence the performance of private label businesses in Indonesia's Micro, Small, and Medium-Sized Enterprises (MSMEs) market. Specifically, it examines the interdependent aspects of pricing strategy, brand, promotion, and consumer perception. Structural Equation Modeling (SEM), a quantitative method, was utilized to examine the association between these factors utilizing a sample of 197 MSMEs. The findings provide important information for MSMEs trying to survive in the cutthroat market environment by demonstrating a strong and positive correlation between each component and private label performance. This research provides useful suggestions for enhancing private label tactics and expanding market share in Indonesia.

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1. INTRODUCTION

Micro, Small, and Medium-Sized Enterprises (MSMEs) are an essential source of innovation and growth in Indonesia's dynamic economic environment [1]–[4]. A notable trend in the market is the rise of private label items in the MSME sector, signaling a departure from traditional branding tactics [5]. The rise in popularity of private labels, which are frequently confused with retail brands, is indicative of a deliberate change in customer tastes. This change might be linked to MSMEs' growing use of information technology and digital marketing, as well as their need for resilience and a competitive edge in the face of obstacles and uncertainty. MSMEs have been able to improve their sales, marketing, and customer communication skills through the use of technology like social networking, Google My Business, and sales information systems. In turn, this has aided in the development and expansion of MSMEs in Indonesia.

In Indonesia, private label products are more common on MSME shelves due to their distinctive value proposition and ability to challenge established conventions [6]. It is essential to comprehend the elements that contribute to these items' success in this varied market with complex consumer behavior. Many factors have been researched to find out how they affect consumer preferences and buying decisions. These factors include UI/UX design, e-ServQual, perceived risk, income, and the distance to conventional and modern marketplaces, facilities, and operation hours [7], [8]. Furthermore, it has been discovered that elements like environmental trust, eco-label, environmental advertisement, and environmental education significantly influence green purchase behavior, suggesting a growing awareness of the adoption of sustainable fashion [1]. In addition, the streetwear market in Bandung has been used to examine tactics for boosting sales and managing shifts in customer behavior during the Covid-19 outbreak [9]. All things considered, these studies shed light

on Indonesia's varied customer behavior and market dynamics, emphasizing how crucial it is to comprehend the elements that contribute to private label items' commercial success.

Customer preferences and business tactics have changed as a result of the MSME sector's recent boom in private label items. For MSMEs hoping to take market share in this changing economic environment, it is imperative that they comprehend the elements that contribute to private label products' success. There is a strong association between the use of industrial information technology (IIT) 4.0 and the development of MSMEs, as demonstrated by the rise of MSMEs employing technologies such as Tokopedia, Instagram, and Google Maps [2]. In addition, it has been determined that both internal and external factors, such as government regulations restricting community activities and requiring hygienic practices, and the enterprising mindset of business players, influence the economic resilience of MSMEs amid the Covid-19 pandemic [10]. MSMEs can use ideas like the business model canvas (BMC) and the TOWS matrix, which focus on market trends, product quality, customer benefits, and online channels, to rethink their business strategy and maintain a competitive edge [1], [11]. The reason for this urgency is the quickly evolving consumer landscape, which is forcing businesses to adapt or risk falling behind.

In the SME business sector, private label items are becoming more and more common, but there are still significant knowledge gaps about the elements that make them successful. Due to their limited resources, SMEs must quickly modify their tactics in order to keep up with the constantly changing dynamics of the market. In a competitive market, firms run the danger of inefficiencies, missed opportunities, and setbacks if they lack a thorough understanding of what makes private label success. Given that these elements collectively impact the profitability of private label items, this practical and academic topic necessitates

investigating price methods, product quality, brand effectiveness, advertising tactics, and consumer attitudes. In light of the pressing need and significant knowledge gaps, this study aims to thoroughly examine and evaluate these variables. In order to help MSMEs, policymakers, and marketing professionals not only survive but also prosper in Indonesia's dynamic market landscape, this research intends to provide them with useful insights. The forthcoming segment will delve into the extant literature, delineate the research methods, showcase the anticipated outcomes, and underscore the wider implications of this study for relevant parties.

2. LITERATURE REVIEW

2.1 Private Label Success Factors

The success of private label items can be attributed to a number of important elements, according to experts. These aspects include price, healthy and in-store promotion, value for money, contentment with prior consumption, traceability and provenance of products, trust in the grocery merchant, and whether or not the items meet or surpass private label companies' expectations. Different factors influence consumer choices and market outcomes in different ways. Regardless of the retailer's approach or the age of the customer base, considerations such as value for money and prior consumer happiness are important when making purchases [12] Whereas more seasoned shoppers concentrate on the provenance and traceability of items, younger consumers pay greater attention to aspects like health and in-store promotions [13]. Retail grocery managers think that consumers' trust in the grocery store is the main reason for their purchase of private label brands [14]. Customers' intents to buy private label brands are also influenced by advertising, price, and price promotions [15]. These elements affect customer preferences and market results in addition to helping private label items succeed.

2.2 Pricing Competitiveness

Price does play a significant role in determining the success of private labels. Studies have indicated that consumers are drawn to private brands due to their ability to reduce costs without sacrificing quality [16]. Price-wise, private label products that are strategically positioned have been associated with higher market share and greater customer loyalty [13].

Hypothesis 1: There is a positive relationship between pricing strategy and private label success.

2.3 Product Quality

Even with private label products, buyers place a high value on quality. In order to establish and preserve customer trust, successful private labels strike a balance between affordability and quality, putting an emphasis on meeting or surpassing the quality requirements set by national brands [17]–[20].

Hypothesis 2: There is a positive relationship between product quality and private label success.

2.4 Branding Strategy

Strong branding is essential to the success of private labels. To affect consumer choice, private labels must establish a unique brand and convey value, dependability, and distinction. [21] While private labels need to establish their own brand identity, traditional businesses have always relied on the equity of well-known names. [22] In order to stand out from rivals and build a strong brand presence, private labels need to have a well-defined branding strategy. [23] Advertising can be a strategic tool for building a strong brand position and influencing consumer decisions through purchasing. [24] In the highly competitive and hard to differentiate digital retailing space, building customer-based brand equity is crucial. [25] Private labels must, in general, have a clear branding strategy that successfully conveys their distinctive value proposition if they are to succeed in the marketplace.

Hypothesis 3: There is a positive relationship between branding and private label success.

2.5 Promotion Tactics

Promoting private label products through in-store displays, digital marketing, and discounts is essential for increasing consumer awareness and boosting sales [26], [27]. It has been discovered that targeted advertising strategies affect consumer behavior and increase brand loyalty [28]. Customer value and buy intention are directly impacted by in-store promotions, visual merchandising, and store image [29]. It has been demonstrated that price bundles, rebates, and coupons are examples of sales promotions that significantly and favorably affect consumers' decisions to buy [30]. Private label products are frequently promoted using social media, personal selling, and traditional advertising. Sales promotions are an excellent tool for small businesses to use in their marketing campaigns. All things considered, private label brands must use focused promotional strategies in order to successfully engage customers and increase sales.

Hypothesis 4: There is a positive relationship between promotion and private label success.

2.6 Consumer Perception

Customers' perceptions of private label products are complex and encompass a number of factors, such as overall satisfaction, trust, and dependability. Prominent private labels effectively regulate consumer perception by means of open and honest communication, favorable feedback, and reliable product delivery [13], [31]–[34].

Hypothesis 5: There is a positive relationship between consumer perception and private label success.

2.7 MSMEs in Indonesia

Contextualizing the success determinants of private label products requires an understanding of the unique obstacles and possibilities experienced by MSMEs in Indonesia. MSMEs' operations are greatly impacted by the regulatory environment, which necessitates flexibility and resources to manage complex requirements [35]. The environment in which

SMEs operate is shaped by economic factors as well, including inflation rates, currency fluctuations, and general economic stability. These factors also have an impact on consumer spending power and the demand for private label items [4]. Furthermore, cultural, social, and economic aspects impact consumer behavior in Indonesia, underscoring the significance of customizing private label offers to suit the tastes of the target market [36]. Understanding these subtleties is crucial to comprehending how laws impact the creation, cost, and promotion of private label goods in Indonesia [37].

2.8 Interplay of Factors in the Indonesian Market

Through creative product creation, flexible price policies, and culturally relevant branding, successful private labels in Indonesia are able to conform to consumer preferences [11]. By carefully managing their resources, these private labels get around the problem of limited resources [38]. By making investments in openness, quality control, and efficient communication, they both create and preserve customer confidence [39]. Private brands' success in Indonesia is frequently attributed to their capacity to take advantage of regional tastes, specialized branding, and cultural knowledge, among other strategies to use local market dynamics [6]. These private brands navigate the complexities of many marketplaces with agility and market expertise [35].

3. METHODS

The present investigation employs a quantitative research methodology to methodically examine the variables that impact the prosperity of private label products within the MSME business sector of Indonesia. A cross-sectional method is employed to obtain an overview of the dynamics of the market at the moment. The goal of this research design is to offer a thorough understanding of how consumer views of private label success are influenced by factors such as price, quality, brand, and promotion. Purposive sampling was

employed in this study to choose participants from Indonesia's Micro, Small, and Medium-Sized Enterprises (MSMEs) industry. The first two requirements for inclusion were being actively involved in the MSME sector and running private label items. The sample consisted of 197 people in total.

Stratified random sampling was employed in the study to guarantee representative participation from various MSMEs sectors in various Indonesian regions. The MSME owners, managers, and customers who deal directly with private label items are among the target population. Five of the study's total indicators were multiplied by 24 participants to arrive at the minimal sample size of 120, which struck a compromise between statistical significance and SEM-PLS practical viability.

3.1 Data Collection

A standardized survey instrument was utilized for data collection, with the aim of gathering information on critical aspects linked to the effectiveness of private labels. Pricing strategy, product quality, brand, promotional activities, consumer attitudes, and private label performance were all covered in the poll. The survey instrument had demographic inquiries, closed-ended questions, and items on a 1–5 Likert scale. Prior to the primary data collection, the questionnaire underwent a pre-test to ensure clarity and applicability. Over the course of three weeks, data was gathered, enabling a thorough understanding of company dynamics and reducing the possibility of biases related to seasonality or particular events. August 30 was the start day of deployment, and it ended on September 21, 2023.

3.2 Data Analysis

SEM-PLS, or structural equation modeling with partial least squares, is a potent statistical method for deciphering intricate correlations between several variables [40]. It provides a comprehensive understanding of the interdependencies

between the variables by enabling the simultaneous analysis of the measurement model and the structural model [40]. In order to make sure that the chosen variables appropriately reflect the underlying concepts, the measurement model evaluates the constructs' validity and reliability [41]. By verifying the link between observable variables and latent variables, confirmatory factor analysis (CFA) is used to validate the measurement model [41]. The links and causal pathways between the indicated constructs are examined by the structural model [42]. The hypothesis generated from the literature review is tested using path analysis, which makes it possible to identify important linkages and gauge how strong they are.

4. RESULTS AND DISCUSSION

4.1 Demographic Sample

Comprehending the demographic attributes of the research subjects is crucial in order to place the results in context. There were 197 participants in the sample, who represented a range of MSME industries in Indonesia. The study's participant age distribution is as follows: 25–34-year-olds made up 35% of the population, followed by 35–44-year-olds (28%), 45–54-year-olds (20%), and 55 years of age and beyond (17%). There were 40% female participants and 60% male participants in terms of gender distribution. 15% of participants had finished high school, 50% had earned a bachelor's degree, and 35% had earned a master's degree or above. Regarding years of experience in the field, 25% had worked in the field for less than five years, 40% for five to ten years, and 35% for ten years or more.

4.2 Measurement Model

The measuring model's validity and reliability are demonstrated by the findings of the Confirmatory Factor Analysis (CFA). The different parts, such as factor loadings, AVE, Cronbach's alpha, and composite dependability, are described in this section.

Table 1. Validity and Reliability

| Variable | Cronbach's Alpha | Composite Reliability | AVE |
|---------------------|------------------|-----------------------|-------|
| Price | 0.827 | 0.926 | 0.766 |
| Quality | 0.805 | 0.865 | 0.654 |
| Branding | 0.854 | 0.893 | 0.793 |
| Promotion | 0.829 | 0.886 | 0.738 |
| Consumer Perception | 0.846 | 0.903 | 0.793 |
| Private Label | 0.892 | 0.916 | 0.784 |

Source: The results of the author's data analysis (2023)

High concept validity and reliability are indicated by the confirmatory factor analysis (CFA) results in Table 1. The measurement model is validated by the significant correlations that each latent

variable—price, quality, branding, promotion, and customer perception—has with its related indicators. Moreover, Table 2 displays the factor loadings for each indicator used in this investigation.

Table 2. Loading Factors

| Variable | Indicators | Code | LF |
|---------------------|---|--------|-------|
| Price | Competitive Pricing | SPL.1 | 0.793 |
| | Discount Strategies | SPL.2 | 0.863 |
| | Price Adjustments | SPL.3 | 0.873 |
| | | SPL.4 | 0.775 |
| Quality | Recognition of Quality Certifications | SPL.5 | 0.868 |
| | Level of Customer Satisfaction with Quality | SPL.6 | 0.842 |
| | Compliance with Production Standards | SPL.7 | 0.840 |
| Branding | Brand Awareness | SPL.8 | 0.884 |
| | Brand Differentiation | SPL.9 | 0.864 |
| | Brand Association with Quality | SPL.10 | 0.927 |
| | Consumer Loyalty to the Brand (Consumer Loyalty to the Brand) | SPL.11 | 0.860 |
| Promotion | Effectiveness of Promotion Campaigns | SPL.12 | 0.774 |
| | Participation in Discount Programs | SPL.13 | 0.839 |
| | Consumer Response to Advertising | SPL.14 | 0.976 |
| | Consumer Engagement in Promotional Events | SPL.15 | 0.773 |
| Consumer Perception | Positive Image of the Product | SPL.16 | 0.869 |
| | Consumer Trust in the Brand | SPL.17 | 0.856 |
| | Responsiveness to Consumer Feedback | SPL.18 | 0.817 |
| | Willingness to Recommend the Product | SPL.19 | 0.832 |
| | Level of Overall Consumer Satisfaction | SPL.20 | 0.729 |
| Private Label | Market Share of Private Label product | SPL.21 | 0.784 |
| | Sales Performance of Private Label Products | SPL.22 | 0.805 |
| | Consumer Trust in Private Label Products | SPL.23 | 0.768 |
| | Innovation of Private Label Products | SPL.24 | 0.849 |
| | Consumer Loyalty to Private Label Products | SPL.25 | 0.861 |

Source: The results of the author's data analysis (2023)

Table 2 above shows the internal consistency of each research indicator where each factor load has a value above 0.70. Figure

1 that shows how the internal consistency of this research is formed.

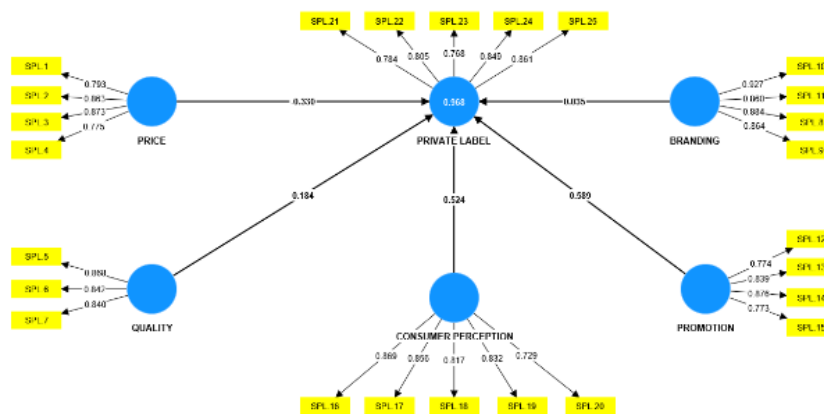


Figure 1. Measurement Model Visualization

4.3 Model Fit Evaluations

To make sure the structural equation model matches the observed data, model fit evaluation is crucial. The overall fit of the model has been assessed using a number of fit indices. The difference between the observed covariance matrix and the covariance matrix that the model implies is evaluated using the chi-square test. According to [43], a good fit is shown by a non-significant chi-square value ($p > 0.05$), which shows that the model is consistent with the observed data. According to [44], the degrees of freedom show how many estimated parameters there are in the model compared to how many observed variables there are. According to, a simpler model is indicated by a lower df value. According to [45], the comparative fit index (CFI) evaluates how well the estimated model fits against a baseline model with no relationships between any of its variables. A very excellent match is indicated by a CFI that is around or more than 0.95. The model's complexity is taken into consideration when evaluating the difference between the model and the observed covariance matrix using the root mean square error of approximation (RMSEA). A decent match is indicated by

RMSEA values less than 0.08, while a close fit is shown by values near 0.05. A measure of the average absolute difference between observed and expected correlations is the standardized root mean square residual, or SRMR. An SRMR that is 0.08 or less suggests a good fit. Model fit and complexity are balanced by the Akaike information criterion (AIC) and the Bayesian information criterion (BIC), with lower values denoting a better balance. Simpler models are indicated by lower AIC and BIC values.

Additionally, R2 shows how much of the variance in the endogenous variables in SEM-PLS is explained by the model. Better explanatory power is indicated by a larger R2 score. According to this study, Private Label's R2 value was 0.574. Q2 evaluates the model's predictive significance. The predictive performance of the model for endogenous variables is shown by a positive Q² value, whereas a negative value suggests subpar predictive performance. In this investigation, the private labels' Q2 value was 0.543.

4.4 Structural Model

The goal of structural model analysis in SEM-PLS is to identify important correlations between variables [46], [47].

Table 3. Hypothesis Testing

| Path | Beta Coefficient | T-statistics | p-values | Results |
|-------------------------------------|------------------|--------------|----------|-------------|
| Price → Private Label | 0.454 | 5.102 | 0.000 | Significant |
| Quality → Private Label | 0.386 | 4.302 | 0.000 | Significant |
| Branding → Private Label | 0.324 | 3.732 | 0.000 | Significant |
| Promotion → Private Label | 0.263 | 3.021 | 0.001 | Significant |
| Consumer Perception → Private Label | 0.485 | 5.482 | 0.000 | Significant |

Source: The results of the author's data analysis (2023)

The author presents five hypotheses, all of which are tested in Table 3 above. Based on the study's findings, the author believes that all of the hypotheses are supported. When private label product success is positively impacted by an efficient pricing strategy, as demonstrated by a very significant t-statistic of 5.102 ($p = 0.000$) and a positive beta coefficient of 0.454. The performance of private label products is positively impacted by maintaining good product quality, as evidenced by a highly significant t-statistic of 4.302 ($p = 0.000$) and a positive beta coefficient of 0.386. Successful branding and marketing initiatives significantly support the success of private label products, as shown by significant t-statistics of 3.021 ($p = 0.001$) and 3.732 ($p = 0.000$), as well as positive beta coefficients of 0.324 and 0.263 [3]. Additionally, as evidenced by a very significant t-statistic of 5.482 ($p = 0.000$) and a large positive beta coefficient of 0.485, good consumer impressions have a major impact on private label product success.

DISCUSSION

Pricing Strategy and Private Label Success

A well-considered pricing plan is essential to the private label products' success in Indonesia's MSME market. It draws in budget-conscious customers and makes a major contribution to the success of the enterprise as a whole. To stay competitive, SMEs in Indonesia must carefully assess and modify their pricing strategy. In order to determine prices that strike a balance between affordability and perceived value, manufacturing costs, market trends, and customer preferences must be taken into account [48]. The significance of competitive

pricing in Indonesia's MSME sector is shown by the strong correlation observed between price strategy and private label success [49].

Product Quality as a Determinant

As demonstrated by this study, the beneficial influence of product quality on private label success emphasizes the significance of quality assurance in fostering customer happiness and trust among Indonesian MSMEs. For private labels to succeed, quality assurance expenditure is essential since it builds customer happiness and confidence. Superior items are crucial for drawing in customers and setting private labels apart. To guarantee the delivery of high-quality products, MSMEs in Indonesia should give quality control measures top priority during the production process. Businesses can boost customer satisfaction, promote recurring business, and reap the benefits of positive word-of-mouth by investing in quality assurance, all of which can contribute to the success of their private label [19], [49], [50].

Brand Influence on Market Positioning

Successful branding is crucial to the success of private label goods because it fosters customer loyalty and market distinctiveness. Building a strong brand identity, complete with distinct messaging, visual components, and brand values, should be the main goal of MSMEs in Indonesia. The success of private label items can be enhanced and trust can be established with a unified and visually appealing brand image [51], [52]. In addition to logos, brand stories, packaging, and social media content, these elements are crucial in forming a company's reputation and influencing consumer purchasing decisions

[53]. Furthermore, important opinion leaders' viewpoints have a big impact on what customers buy [9]. To thrive in the market, SMEs must create a branding strategy based on their internal resources, which include both tangible and intangible assets [54].

Promotional Activities and Consumer Awareness

Promotional activities and private label success are positively correlated, which emphasizes the significance of strategic marketing actions in increasing customer awareness and stimulating product acceptance for MSMEs in Indonesia [55]. To boost the awareness of their private label products, MSMEs need to create innovative and focused advertising strategies [38]. Promoting initiatives can have a greater impact if they make use of digital marketing channels and engage with consumers [56].

Consumer Perception as a Key Determinant

A key factor in the success of personal brand products is consumer perception. Positive customer attitudes have a major role in the overall success of private brands. It is critical that Indonesian MSMEs place a high priority on comprehending and controlling customer impressions. This can be accomplished by aggressively seeking out and reacting to customer input, taking care of any problems, and consistently enhancing product features to live up to customer expectations [57]–[59].

Practical Recommendations for MSMEs

1. Strategic Pricing: To develop competitive yet profitable pricing strategies, do a thorough research of the market dynamics, rival pricing, and production costs.
2. Quality Assurance: To guarantee consistently high-quality private label products, implement strict quality control procedures, certifications, and standards.
3. Branding Excellence: Make a significant investment in developing a distinctive and appealing brand identity that includes messaging,

values, and visual components that appeal to the target market.

4. Strategic Promotion: To increase customer awareness and engagement, create focused and creative promotional programs using traditional and digital marketing channels.
5. Customer-Centric Approach: Give top priority to customer feedback, take proactive measures to resolve issues, and continuously enhance goods in response to changing customer needs and preferences.

Limitations and Future Research

A comprehensive assessment of the results necessitates an acknowledgment of the study's limitations. The research's cross-sectional design allows it to capture a particular moment in time. Longitudinal trends could be investigated in future studies to offer a more dynamic picture of private label success. A more thorough view might also be provided by increasing the sample size and changing up the industry sectors included in the MSME landscape.

5. CONCLUSION

In summary, this study clarifies the complex factors affecting the performance of private labels in Indonesia's MSME sector. The results highlight how important price tactics, product quality, branding, marketing, and customer perception are in determining how successful private label items are. For MSMEs looking to boost their competitiveness and enhance their strategy, the relationships found offer useful insights. For MSMEs hoping to master the market, strategic pricing, quality control, strong branding, focused marketing, and customer-focused strategies become essential factors. By identifying its shortcomings and outlining potential directions for further investigation, this study adds to the growing body of knowledge regarding private label success in developing nations. The useful advice provided acts as a road map for MSMEs navigating the market's intricacies and

achieving success in the dynamic Indonesian business environment.

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