

Driving Sustainable Competitiveness Through Holistic Marketing and Esg: An Empirical Study on Msmes in Sukabumi Regency, Indonesia

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Abstract

This study examines the influence of Holistic Marketing on the Sustainability of Micro, Small, and Medium Enterprises (MSMEs) in Sukabumi Regency, with Environmental, Social, and Governance (ESG) as the mediation variable. This topic is very crucial because even though MSMEs are the backbone of the national economy, the majority still face significant obstacles in internalizing the sustainability values needed to maintain competitiveness in the digital economy era. In particular, this study fills a gap in the literature by exploring how a holistic marketing approach can be a key driver of ESG adoption in developing countries. Using a quantitative approach with the Structural Equation Modeling - Partial Least Squares (SEM-PLS) technique, data was collected from 200 MSME actors. The results of the analysis showed that Holistic Marketing had a significant positive effect on ESG ($\beta = 0.566$; $p < 0.001$), indicating that comprehensive and digital-centric marketing strategies successfully improve ethical awareness and practices. ESG has a positive effect on Business Sustainability ($\beta = 0.375$; $p < 0.001$) and has been shown to play a role as a partial mediator that strengthens the direct influence of Holistic Marketing on Business Sustainability ($\beta = 0.329$; $p < 0.001$). The primary novelty of this study lies in the empirical evidence that the integration of digital-based holistic marketing and ESG represents a vital mechanism for MSME resilience in developing regions, a model that has been rarely explored in empirical research in Indonesia.

KEYWORDS
holistic marketing; esg; business sustainability; msmes.

Introduction

The importance of Small and Medium Enterprises (SMEs) as the basic pillars of the Indonesian economy is evidenced by their contribution exceeding 60% to the national Gross Domestic Product (GDP) and the absorption of almost 97% of the labor force; to date, the number of SMEs has exceeded 64 million business entities (Kementerian Koordinator Bidang Perekonomian, 2025). However, data from the Central Statistics Agency (BPS, 2023) shows that most MSMEs still face obstacles in the digitalization process and have not fully implemented an integrated sustainability strategy (KOMDIGI, 2024). This problem is crucial, considering that the increase in the competitiveness of MSMEs in the digital economy era is not only determined by technological adaptability, but also by the extent to which their business strategy internalizes sustainability values. The development of strategies and tactics aims to enable companies to compete in every circumstance, especially during unfavorable economic and political conditions, thereby strengthening their long-term competitive advantage (Ernawati et al., 2021). In this context, digital-based holistic marketing is a strategic approach that is able to answer the complexity of changing business environments. Holistic marketing views marketing activities as an overarching and interconnected system (Kotler & Keller, 2021a). This approach emphasizes the importance of cross-functional collaboration and long-term value orientation in building sustainable relationships between businesses and stakeholders. Integrated marketing ensures that all marketing and communication

activities are coordinated and consistent across multiple channels. This approach helps in conveying a unified message to the target audience and increasing brand recognition (Keller & Kotler, 2015).

However, efforts to implement holistic marketing do not necessarily directly guarantee business sustainability if it is not balanced with awareness of social, environmental, and good governance responsibility (Gillan et al., 2021; Tjahjadi et al., 2024). Socially responsible marketing involves considering the social and environmental impacts of marketing activities. It encourages companies to adopt ethical practices and contribute positively to Society. Holistic marketing views marketing activities as a comprehensive, interconnected system that includes internal marketing, relationship marketing, integrated marketing, and socially responsible marketing. This approach ensures that all components work synergistically to increase the effectiveness of the company in the market. The paper emphasizes that successful companies leverage this holistic concept to adapt to changing consumer interests and maintain long-term trust with partners and consumers, ultimately leading to improved market performance and social responsibility (Belova & Dunin, 2023). The integration of innovative technologies, such as digitalization and smart metering, drives the sustainable economic transformation of small and medium-sized enterprises (SMEs). These innovations are critical for businesses to navigate the post-pandemic landscape and achieve sustainable growth (Kaftan et al., 2023). The use of information system technology has been proven to reduce costs, create faster and more efficient work processes, and offer a high level of flexibility (Mohd Halim Mahphoth, 2020).

In recent years, the concept of Environmental, Social, and Governance (ESG) has been increasingly discussed as a comprehensive sustainability framework (Gillan et al., 2021); (Friede et al., 2015). ESG emphasizes that sustainable business performance should include three key dimensions: environmental protection, social responsibility, and governance transparency. Companies that are actively involved in ESG initiatives tend to gain a better market reputation. This is because ESG practices demonstrate a commitment to ethical and sustainable business operations, which is increasingly valued by stakeholders (Miao et al., 2024) (Kim et al., 2024). In addition, ESG principles play an important role in shaping consumer trust. Companies that integrate non-financial disclosures with traditional performance metrics through sustainability reporting can indeed increase transparency and strengthen brand reputation. The study highlights that comprehensive and credible sustainability reports increase consumer confidence and investor confidence, aligned with stakeholder values. This integration not only strengthens ethical corporate practices but also serves as a catalyst for sustainable economic growth, which ultimately positively influences purchasing behavior and investment decisions (Jaganathan, 2025). Therefore, the integration between holistic marketing and ESG practices is believed to be able to strengthen the foundation of MSME sustainability, especially in the context of developing regions such as Sukabumi Regency.

Despite the rapid digitalization of MSMEs, a critical gap remains in understanding how these digital capabilities translate into sustainable business performance through ESG. However, the extent to which holistic marketing affects MSME sustainability through ESG

Remains empirically untested. Previous studies have largely treated digital marketing and sustainability as separate domains, often overlooking the synergistic potential of integrating holistic marketing with ESG principles, particularly in the context of developing regions.

In Sukabumi Regency, this gap is evident; while MSMEs are increasingly adopting digital marketing tools to expand market reach, their orientation towards ESG values remains low, creating a 'sustainability disconnect' that threatens their long-term competitiveness. Existing literature has not adequately explored ESG as a mediating mechanism that bridges this divide in the Indonesian MSME sector. Consequently, this raises a pivotal empirical question: to what extent can the implementation of holistic marketing directly improve the sustainability of MSMEs, and does ESG play a crucial role in mediating this relationship? Based on this background, this study aims to analyze the influence of Holistic Marketing on MSME Business Sustainability with ESG as a mediating variable. Theoretically, this research seeks to expand the understanding of the relationship between holistic marketing strategies and business sustainability practices within the framework of sustainable marketing. Practically, the results of the research are expected to provide recommendations for MSME actors and policymakers in designing business strategies that are able to combine digital innovation with the principles of economic, social, and environmental sustainability.

Methods

Types of Research

This study uses a quantitative approach with a cross-sectional survey design to analyze the influence of Holistic Marketing on MSME Business Sustainability with Environmental, Social, and Governance (ESG) as a mediating variable. This approach was chosen because it is able to measure the causal relationship between variables simultaneously and provide an empirical picture of the relationship patterns at a specific point in time.

Data were collected through structured questionnaires compiled based on indicators from holistic marketing theory (Kotler & Keller, 2021a), sustainability theory (Triple Bottom Line) - (Elkington, 1998), and ESG principles (Whelan et al., 2021). To ensure the quality of the instrument, content validity was tested through expert judgment prior to distribution to verify that the items accurately represented the theoretical constructs (Miguel Ángel Villasis-Keever; Horacio Márquez-González; Jessie Nallely Zurita-Cruz; María Guadalupe Miranda-Novales; Alberto Escamilla-Núñez, 2018). Additionally, to minimize response bias, the study guaranteed respondent anonymity and employed procedural remedies by separating the measurement of independent and dependent variables in the questionnaire layout (Yarsasi et al., 2025). Common Method Bias (CMB) was further controlled statistically during the analysis phase. SEM-PLS was preferred over Covariance-Based SEM (e.g., AMOS) for several methodological reasons. First, SEM-PLS is more suitable for this study's predictive and exploratory framework, which aims to maximize the explained variance (R^2) of the dependent variables rather than merely confirming a theoretical model (Hair et al., 2022). Second, SEM-PLS demonstrates superior robustness in handling data that may not follow a strictly normal distribution, a common characteristic in social science research involving MSMEs.¹ Finally, this method is highly capable of handling complex structural models involving multiple mediation pathways with greater statistical power than CB-SEM (Sarstedt et al., 2021).

Population and Sample

The population of this study includes all MSME actors who are active in Sukabumi Regency West Java. Based on data from the Ministry of Cooperatives and SMEs (2024), there are more than 15,000 MSME units engaged in various sectors, such as culinary, handicrafts, trade, and services. The sampling technique was carried out by purposive sampling, namely the deliberate selection of respondents based on the following criteria: (1) MSME actors who have been operating for at least two years, (2) using digital media in marketing activities, and (3) having at least two permanent employees. Consequently, a final sample of 200

eligible respondents was established for the analysis. This amount is considered adequate according to the recommendation (Hair et al., 2022), which is at least 5–10 times the number of indicators in the PLS model (6 x 29 = 174).

Research Location

This research was conducted in Sukabumi Regency, West Java Province, which has MSME-based economic characteristics with varying levels of digitalization. The region was chosen because it still faces a gap between digital adoption and business sustainability practices. This context provides a relevant space to analyze how digital-based holistic marketing strategies and ESG implementation can contribute to the resilience and sustainability of local businesses.

Research Instruments

The main instrument in this study was a structured questionnaire compiled using a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree), selected to reduce respondent frustration and increase response quality among MSME owners. The questionnaire consists of three main constructs:

1. Holistic Marketing (X1) – 12 indicators, covering the dimensions of internal marketing, integrated marketing, relationship marketing, and socially responsible marketing (Keller & Kotler, 2015).
2. Environmental, Social, and Governance (ESG) (Z) – 8 indicators that measure environmental awareness, social responsibility, and business governance (Whelan et al., 2021).
3. Business Sustainability (Y) – 9 indicators based on the Triple Bottom Line concept covering economic, social, and environmental dimensions (Elkington, 1998).

Before being used, the questionnaire was tested for content validity through expert judgment from three academics in the field of management and entrepreneurship, as well as an initial reliability test on 30 trial respondents (Cronbach's Alpha > value of 0.70).

Data Collection Procedure

Data collection was carried out during June-July 2024 through an online survey using Google Form and direct dissemination through the MSME community fostered by the Sukabumi Regency Cooperative Office. Each respondent was given an explanation of the purpose of the research and the guarantee of data confidentiality before filling out the questionnaire.

The data collection procedure consists of three stages:

1. The preparation stage, namely the preparation and validation of research instruments.
2. The implementation stage, namely questionnaire distribution and response monitoring.
3. The verification stage, which is checking the completeness and accuracy of the answers before the analysis process.

Data Analysis

Data analysis was carried out using the Partial Least Squares–Structural Equation Modeling (PLS-SEM) approach using SmartPLS 4.0 software. The analysis steps include:

1. Evaluation of the outer model to test the convergent validity, discriminant validity, and reliability of the construct (via AVE, CR, and loading value > 0.7).
2. Internal model evaluation to test the relationship between latent variables through path analysis, as well as significance test using the bootstrapping method (5000 subsamples).

3. Test the effect of ESG mediation between Holistic Marketing and Business Sustainability by looking at the value of specific indirect effects.

The model is considered good if it meets the criteria of an outer loading value above 0.70 and an Average Variance Extracted (AVE) value of more than 0.50 in each construct, a Composite Reliability (CR) value above 0.7 and Cronbach's Alpha above 0.80, as well as a discriminating test using the Fornell-Larcker and HTMT criteria (<0.85), (Sarstedt et al., 2021).

Result and Discussion

This section presents the main findings of a quantitative study that analyzes the influence of Holistic Marketing (HM) on Business Sustainability (SB) in Micro, Small, and Medium Enterprises (MSMEs) in Sukabumi Regency, with Environmental, Social, and Governance (ESG) as the mediating variable. The analysis was conducted using Structural Equation Modeling–Partial Least Squares (SEM-PLS) based on 200 MSME respondents in the region.

Measurement Analysis Results (Outer Model)

Validity and Reliability Tests

Convergent Validity Test

Convergent validity is tested through Outer Loading and Average Variance Extracted (AVE) values. The convergent validity criteria are met if each indicator has a loading ≥ of 0.70 and AVE ≥ 0.50. AVE is a measure of the amount of variance captured by the construct in relation to the variance due to measurement error. AVE 0.5 or higher is generally considered acceptable, indicating that the construct explains more than half of the variance of the indicator (Hair et al., 2022).

As presented in Table 1, the measurement model demonstrates robust convergent validity. All indicators exhibited outer loadings ranging from 0.716 to 0.799, successfully clearing the required threshold. Furthermore, the AVE values for Holistic Marketing (0.576), ESG (0.568), and Business Sustainability (0.596) exceeded the 0.50 cut-off. Substantively, these high AVE values imply that the constructs explain more than 50% of the variance in their indicators, confirming that the measurement items are accurate representations of the theoretical concepts being studied.

Construct Reliability Test

Reliability tests are seen through Cronbach's Alpha and Composite Reliability (CR). A construct is said to be reliable if Cronbach's Alpha value > 0.70 and CR > 0.

Table 1. Convergent Validity Test

Construct	Range Loading	AVE	Ket
Holistic Marketing (X)	0.716 – 0.790	0,576	Valid
ESG (M)	0.717 – 0.799	0.568	Valid
Business Sustainability (Y)	0.725 – 0.793	0.596	Valid

Table 2. Construct Reliability Test

Construct	Cronbach's Alpha	Composite Reliability (CR)	Ket
Holistic Marketing (X)	0.926	0.937	Reliable
ESG (M)	0.808	0.867	Reliable
Business Sustainability (Y)	0.914	0.929	Reliable

Table 3. Discriminant Validity Test (HTMT)

Construct Pairs	HTM	Ket
X – M	0.647	Valid
X – Y	0.579	Valid
M – Y	0.641	Valid

Table 4. Structural Analysis

Line	Path Coefficients	T-statistics	Significance	Interpretasi
Holistic Marketing → ESG	0.566	11.825	p < 0.001	Positive Significance
ESG → Business Sustainability	0.375	5.508	p < 0.001	Positive Significance
Holistic Marketing → Business Sustainability	0.329	4.908	p < 0.001	Positive Significance

Regarding reliability, the results indicate high internal consistency. Table 2 Cronbach's Alpha values surpassed 0.80, and CR values were well above 0.86. This indicates that the questionnaire items are consistent and stable in measuring the intended variables, minimizing random error in the data collection process.

Discriminant Validity Test (HTMT)

The validity of the discriminant was evaluated by looking at the HTMT (Heterotrait-Monotrait Ratio) value. Table 3 a good HTMT value is below 0.90.

The HTMT value of all construct pairs < 0.90, indicating that each construct has good discriminant validity and empirically measures different concepts. Discriminate test by criteria *Fornell-Larcker* and HTMT (<0.85) indicate that each construct has a clear difference from each other, so that all constructs have met the criteria of convergent validity and construct reliability (Sarstedt et al., 2021). These results show that the variables of Holistic Marketing, ESG and Business Sustainability are well measured by their indicators. This empirically confirms that Holistic Marketing, ESG, and Business Sustainability are distinct concepts that do not overlap, ensuring the uniqueness of each variable in the structural model.

Results of Structural Analysis (Inner Model)

Path Coefficient Results

The structural analysis results presented in Table 4 provide compelling evidence for the proposed framework. The strongest relationship emerged between Holistic Marketing and ESG ($\beta = 0.566$; $T = 11.825$; $p < 0.001$). This high path coefficient indicates that the integration of comprehensive marketing strategies is a primary driver for adopting ethical, social, and governance standards within MSMEs. It suggests that as marketing becomes more holistic and digital-centric, the organizational awareness of sustainability principles naturally intensifies. Furthermore, ESG positively impacts Business Sustainability ($\beta = 0.375$; $T = 5.508$; $p < 0.001$), confirming that environmental and social compliance is not merely a cost, but a strategic asset that enhances long-term viability. Additionally, Holistic Marketing exerts a significant direct influence on Business Sustainability ($\beta = 0.329$; $T = 4.908$; $p < 0.001$).

Interestingly, the coefficient for the direct path (0.329) is lower than the path to ESG (0.566), implying that holistic marketing is even more effective at driving sustainability when it is used to foster ESG capabilities first.

Model Predictive Power (R^2 , f^2 and Q^2) To demonstrate the predictive strength and relevance of the model, the Coefficient of Determination (R^2), Effect Size (f^2), and Predictive Relevance (Q^2) were assessed. As shown in the analysis, the R^2 value for ESG is 0.321, indicating that Holistic Marketing explains 32.1% of the variance in ESG adoption, which is considered a moderate predictive level. Meanwhile, the R^2 for Business Sustainability is 0.601, indicating that the combined model accounts for 60.1% of the variance. According to (Sarstedt et al., 2021), this represents a substantial predictive power. In terms of effect size (f^2), the relationship between Holistic Marketing and ESG shows a large effect (0.472), highlighting the critical role of marketing strategy in driving ESG. The effect of ESG on Business Sustainability is medium (0.198), while the direct effect of Holistic Marketing on Business Sustainability is also medium (0.155). Furthermore, the blindfolding procedure yielded Q^2 values of 0.326 for ESG and 0.594 for Business Sustainability. Since both values are well above zero, this confirms that the model has strong predictive relevance for the observed phenomena. Indirect Influence (Mediation Analysis) The analysis confirms that ESG mediates the relationship between holistic marketing and business sustainability ($\beta = 0.212$; $p < 0.05$). Conceptually, this signifies that ESG acts as a "value translation mechanism." While holistic marketing builds the strategic intent and stakeholder connection, ESG provides the operational framework—encompassing environmental compliance, social responsibility, and governance—that converts this intent into tangible sustainability performance. Thus, ESG is not just a passive outcome, but an active catalyst that amplifies the impact of marketing on the long-term resilience of MSMEs.

Indirect Influence (Mediation)

The results of the analysis showed that ESG mediated the relationship between holistic marketing and business sustainability, with an indirect effect of $\beta = 0.212$ ($\approx 0.566 \times 0.375$) and significant ($p < 0.05$). This shows that ESG variables play a role as partial mediators. A holistic marketing strategy strengthens business sustainability both directly and through improving ESG practices. ESG serves as an additional mechanism that amplifies the influence of marketing on sustainability, not the only path.

Interpretation of Key Findings

The empirical results provide robust evidence regarding the structural relationships proposed in this study. First, Holistic Marketing emerged as a dominant predictor of ESG adoption ($\beta = 0.566$; $T = 11.825$; $p < 0.001$). This strong correlation suggests that when MSMEs adopt a digital-centric holistic marketing approach integrating internal, performance, and relationship marketing they are inherently more predisposed to internalize ethical and governance standards. This aligns with recent findings by (Tjahjadi et al., 2024) and (Efendri Waruwu, 2023), who argue that modern strategic frameworks must incorporate social and spiritual capital to foster genuine sustainability. Second, the study confirms that ESG performance significantly propels Business Sustainability ($\beta = 0.375$; $T = 5.508$; $p < 0.001$). This refutes the traditional view of ESG as a mere compliance cost; instead, it validates the meta-analysis by (Whelan et al., 2021), demonstrating that strong environmental and social governance serves as a strategic asset that enhances financial and operational resilience. Third, while Holistic Marketing exerts a significant direct influence on Business Sustainability ($\beta = 0.329$; $T = 4.908$; $p < 0.001$), the path coefficient is notably lower than its impact on ESG. This distinction is critical as it highlights the role of ESG as a vital mechanism. The significant mediation effect confirms that while marketing strategies can directly drive sustainability, their impact is substantially amplified when

channeled through robust ESG practices. Thus, for MSMEs in developing regions, ESG acts as the "translation layer" that converts marketing potential into long-term sustainable competitiveness.

The empirical findings underscore the pivotal role of ESG as a mediator between holistic marketing and business sustainability. Theoretically, this mediation mechanism can be explained through the Resource-Based View (RBV) (Huang & Yu, 2024; Liang et al., 2022). While holistic marketing generates valuable intangible resources—such as brand equity and customer relationships—these resources alone are insufficient to guarantee long-term survival in a volatile market (Golley & Amah, 2025). ESG acts as the critical dynamic capability that transforms these marketing resources into a sustainable competitive advantage (Khan & Arrowood, 2025). By embedding environmental and social governance into their operations, MSMEs convert "marketing promises" into "operational realities," thereby enhancing stakeholder trust and legitimizing their business existence in the eyes of the community and investors (Bhandari et al., 2022).

In the specific context of MSMEs in Sukabumi Regency, these findings offer a solution to a persistent local challenge: resource constraints. Typically, MSMEs in developing regions view sustainability adoption as a costly burden due to limited financial capital and technical know-how. However, this study reveals that when ESG is approached through a holistic marketing lens, it ceases to be a mere compliance cost. Instead, it becomes a differentiation strategy. For instance, local MSMEs that integrate "local wisdom" and community empowerment (Social aspect of ESG) into their marketing narratives are more likely to overcome resource limitations by gaining strong community support and customer loyalty. Thus, holistic marketing provides the necessary strategic roadmap, allowing MSMEs to adopt ESG not as an external pressure, but as an internal value-creation tool that aligns with local economic and social needs.

Comparison with Previous Studies

These findings align with (Kotler & Keller, 2021) and (Rahman & Rahim, 2022), confirming that holistic marketing acts as a strategic driver for ESG adoption. By integrating environmental orientation—often mediated by green capabilities (Rehman et al., 2022)—MSMEs can enhance reputation and competitive advantage (Meléndez, 2025; Yee, 2016). This supports the view that embedding ESG values into marketing redefines organizational practices towards long-term social value (Lima, 2025; Magomedova, 2024; Otero, 2024).

Furthermore, the positive impact of ESG on business sustainability corroborates (Freeman et al., 2020) and (Eccles et al., 2021) regarding long-term stability. In the Indonesian context, this study validates that sustainable marketing strategies significantly explain variations in competitive advantage (Rizal & Widodo, 2023; Tjahjadi et al., 2024) and attract investment for growth (Narotama et al., 2023).

Theoretically, this study contributes by establishing a novel framework where holistic marketing synergies (internal, integrated, relational, and social) function not merely as promotional tools, but as the foundational antecedent for building a solid ESG system. It extends existing literature by empirically demonstrating that for MSMEs in developing regions, the integration of digital-centric marketing and ESG principles is the critical mechanism for achieving sustainable competitiveness.

Limitations and Precautions

This research has several limitations that need to be

considered. First, the data are cross-sectional, so causal relationships can only be inferred statistically, not temporally. Second, respondents are limited to MSMEs in Sukabumi Regency, which may not yet represent the condition of MSMEs in other regions in Indonesia with different industry characteristics and scales. Third, variable measurement is carried out by self-assessment, which has the potential to cause a biased perception of respondents. In addition, external aspects such as government regulations, access to financing, or digitalization support have not been included as control variables that can affect the relationship between constructs. Holistic marketing offers many benefits for MSMEs, challenges remain in its implementation. Factors such as financial constraints, lack of technological support, and regulatory hurdles can hinder the transition to sustainable practices. Additionally, the effectiveness of a holistic marketing strategy can vary across different regions and sectors, requiring a tailored approach to address specific challenges and opportunities (Hamdani et al., 2024; Nirwal & Bhardwaj, 2025).

Recommendations for Future Research

Further research is recommended for using a longitudinal approach to monitor the dynamics of the relationship between holistic marketing, ESG, and sustainability over a given time frame. Furthermore, expand the scope of regions and industrial sectors, so that the results are more generalizable to the MSME population in Indonesia. Then include moderator or control variables, such as government support, digital technology adoption, or green entrepreneurship orientation, to obtain a more comprehensive understanding of fiber using a mixed-method approach to explore qualitative dimensions such as ethical perceptions, social values, and ESG implementation challenges in the field. Marketing Holistic offers many benefits for SME sustainability, it is important to consider potential challenges. For example, the integration of ESG principles requires significant changes in organizational culture and processes, which can be resource-intensive. Additionally, the effectiveness of a holistic marketing strategy can vary depending on the industry and regional context, as seen in different studies in different countries (Masocha, 2018) (Wiesner et al., 2010). Therefore, SMEs must adapt their approach to align with their specific operational environment and stakeholder expectations.

Conclusion

This study investigates the influence of Holistic Marketing on MSME Business Sustainability with ESG as a mediating variable. The findings demonstrate that Holistic Marketing serves as a primary driver for both ESG adoption and business sustainability. Crucially, the analysis confirms that ESG plays a pivotal role as a partial mediator, implying that a comprehensive marketing strategy not only directly supports business viability but also significantly amplifies sustainability outcomes when channelled through robust environmental, social, and governance practices.

Theoretically, this study enriches the marketing literature by establishing a novel framework where holistic marketing synergies function as the foundational antecedent for building a solid ESG system. It extends existing theories, such as the Resource-Based View, by empirically proving that for MSMEs in developing regions, the integration of digital-centric marketing and ESG principles creates a unique dynamic capability that is rarely explored in isolation.

Practically, the results provide a strategic roadmap for MSME actors and policymakers. It suggests that digital marketing efforts should not merely focus on sales promotion but must be redesigned to internalize sustainability values. For policymakers, this implies that support programs for MSME digitalization should be integrated with ESG capacity building to ensure long-term resilience.

This study acknowledges limitations regarding its geographical scope, which is confined to Sukabumi Regency, and

its cross-sectional design. Future research is encouraged to expand the geographical context, incorporate external variables, and apply longitudinal approaches to gain a deeper understanding of the causal mechanisms over time.

Overall, this study confirms that holistic marketing based on ESG values is a key strategy for building long-term resilience. Distinct from prior research that often examines these concepts in isolation or primarily within large corporations, this study uniquely establishes ESG as the critical "translation mechanism" for MSMEs in developing regions. By empirically proving that digital-centric holistic marketing acts as the necessary antecedent to unlock ESG capabilities, this research fills a significant gap in the Indonesian literature, offering a novel framework for achieving sustainable competitiveness in the digital era.

Author Contribution

All authors contributed meaningfully to this study. The first author was responsible for the conceptualization, data collection, formal analysis, and writing the original draft. The second author contributed to the methodology, validation of the results, and supervision of the research process. The third author assisted in the investigation,

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Conflict of Interest

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