



Cultivating Antifragility and Competitiveness of Delima Cakery Sukabumi in the Digital Landscape: Marketing Practices Adapting to the Evolution of the Marketing Mix

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Abstract

Disruptive technology increasingly challenges the agility, alignment and ability of SMEs with a quick response in creating products to communicating them to customers through various marketing techniques and management that are increasingly developing in an effort to grow antifragility and business competitiveness. Implementation of P2M by offering training themes and Platform-based marketing practices by adopting the evolution of the 4P marketing mix model in line with the development of digital technology, where "P" for "Place" including becoming a "Platform" that allows marketing communication channels to have a wider reach, with Delima Cakery Sukabumi as the main target partner. The method of implementing activities is operationalized through socialization, product adjustment and innovation, price evaluation and adjustment, determination of the main digital platform according to the business model and product characteristics, and selection of the right promotional program. The results of the implementation of activities are able to improve the ability of Delima Cakery Sukabumi's online marketing practices based on platforms that adopt the evolution of the marketing mix so that they have the potential to grow resilience, antifragility and business competitiveness in the digital era business landscape in the modern era, as measured by the ability to develop and match products, prices, platforms, and promotions.

Keywords: Evolution of the Marketing Mix, 4P, Antifragility, Competitiveness

Introduction

The rapid advancement of technology in the era of the industrial revolution 4.0 is cannot be separated from the increasingly massive digital revolution and have fundamentally influenced the latest business models. The issue of disruption in facing digital transformation and the behavior of digitally talented human resources continues to be a hot topic and attracts

attention throughout the journey of small and medium enterprises (SMEs) in an effort to create resilience and anti-fragility (Corvello et al., 2023), to achieve sustainable competitive advantage (Budiarti & Firmansyah, 2024), in the business landscape in the modern era (Wahdiniwaty et al., 2022). Where, disruptive technology increasingly challenges the agility, flexibility, and capabilities of SMEs with a quick response in creating products to communicating them to customers through various marketing techniques and management that are increasingly developing (Firmansyah et al., 2023).

The framework in 4P (product, price, place, and promotion) has been established in the traditional marketing mix model for decades as the basis of marketing, allowing business actors to have an adequate structured approach to managerial decision making in the marketing field (Kotler & Armstrong, 2017). It seems that there is currently a shift in the marketing approach, this trend is inseparable from the impact of the journey of the revolution that occurred in the digital technology era of the 21st century. Including in the practice of viral marketing for SME products that predominantly have the opportunity to develop in this increasingly dynamic era (Firmansyah et al., 2023), due to the flexibility and agility in managing the functional business.

The increasingly dynamic business environment that continues to challenge the culture of digital and hybrid offerings in digital business models, allows for the creation of interactive effectiveness with customer groups through internet connections on websites or other sophisticated communication tools (Jackson & Ahuja, 2016), reinforced by changes in consumer consumption behavior and tastes that rapidly increase the complexity of business operations with all the opportunities and challenges it brings in the digital landscape (Firmansyah et al., 2024; Pitri et al., 2025). Where the relevance of the evolution of the 4P marketing mix adopted for viral marketing techniques, even developed by playing with attractive promotional and price components, has proven to be very sensitive to influencing customer engagement, perceptions, and purchasing behavior. This trend shows that the application of the 4P marketing mix model is increasingly shifting and developing in accordance with the era of disruptive technology and the increasingly dynamic complexity of the business environment, thus emphasizing the importance of redesigning the marketing mix model that enables effective marketing managerial performance through the application of marketing strategies and various marketing practice approaches in the digital era (Batat, 2024; Sulaj & Pfoertsch, 2024; Wichmann et al., 2022).

However, with the increasingly low barriers to market entry as a form of opportunity offered in business operations in the digital era, in reality, not a few resilience and competitive advantages of SMEs can be shaken. For example, Delima Cakery Sukabumi which offers various types of unique cakes and sponge cakes, such as themed birthday cakes that represent the character of customers/target markets, steamed and baked brownies with various variants, wet cakes, and various types of other dry cakes, also organizationally has been operating for more than 5 years and has complete legality and business permits. Interestingly, the existing conditions that are currently a problem include unstable sales levels, the intensity of the production process which is disrupted due to decreasing demand, and decreasing market share which has an impact on decreasing cash flow so that it has the potential to lead to the fragility

of the Delima Cakery business, if not addressed and reacted through the implementation of the right marketing strategy.

Even with the continued emergence of the phenomenon of new pioneering MSMEs who dare to play competitive price incentives complementing the effectiveness of online marketing techniques, it is increasingly tightening competition in the same market. Where such a marketing strategy is quite capable of disrupting real customer loyalty and existing market share, thus affecting the stability of Delima Cakery Sukabumi's competitiveness. This reflects the still vulnerable resilience, fragility and competitive advantage of Delima Cakery Sukabumi. Resilience represents the ability to absorb shocks, and although temporarily changed, then recover afterwards; conversely, antifragility is the ability of a system to absorb shocks and become better, allowing it to overcome crises, disruptions, and improve its performance (Corvello et al., 2023). According to Blečić & Cecchini (2020); Blečić & Cecchini (2024); Conz & Magnani (2020), antifragility is the ability to respond to crises or instability by changing the business model, which can improve better performance. Antifragility can be realized in three main phases of crisis and instability management (Ramezani & Camarinha-Matos, 2020), namely preparedness, response, and recovery or revival.

Competitiveness is an important dimension in the accurate assessment of the utilization of organizational resources and capabilities, which if utilized effectively and efficiently, allows companies to achieve many competitive advantages (Bastos et al., 2023). According to Firmansyah et al., (2024), competitiveness is the ability to have good performance, where business competitiveness means the creation and sustainability of sources of competitive advantage over competitors. Porter et al., (2008), stated that competitiveness is also a relative concept, which is related to how competitive a company is compared to other industries. At the company level, competitiveness reflects the framework of assets, processes, and performance (Ajitabh & Momaya, 2004). Competitiveness can be seen from the level of productivity, organizational growth, and number of employees (Firmansyah et al., 2024). Competitiveness reflects a higher level of profitability compared to competitors (Bastos et al., 2023). Competitiveness also reflects financial, environmental, and operational performance (Le & Ikram, 2022).

In the current perspective, the level of company competitiveness is considered increasingly important, especially for SMEs because it not only produces better organizational performance but also other growth measures (Firmansyah et al., 2024), such as being able to build antifragility and maintain the sustainability of business activities. Therefore, critical attention from academics in the form of community service and empowerment (P2M) as part of the implementation of the tri dharma of higher education is still very much needed with various relevant alternative solutions offered. Given the urgency of the problems faced by the main partner of P2M at this time, namely Delima Cakery Sukabumi, which logically at a practical level can be minimized with the active participation of academics through the implementation of P2M by offering training themes and Platform-based marketing practices by adopting the evolution of the marketing mix model (MM Model) 4P which is in line with the development of digital technology. Where “P” for “Place” is expanded to “Platform” which allows marketing communication channels to have a wider reach, by implementing

concentration strategies, market expansion (new market segmentation within delivery range), and innovative product development creativity to continue to meet the latest personal preferences of customers and enable increased resale, thus potentially growing antifragility business resilience with superior competitiveness of Delima Cakery Sukabumi which is better in the business landscape in the modern era.

Method

In terms of operationalization from a methodological aspect, the implementation of P2M activities is carried out through several stages, namely: (1) observation and socialization to P2M partners; (2) analysis of partner needs; (3) planning and making implementation schedules; (4) preparation of facilities and infrastructure; (5) implementation of the main P2M activities, namely Delima Cakery Sukabumi by offering relevant solutions to overcome partner problems; and (7) monitoring, mentoring and evaluation of results. The theme of the implementation of the main P2M activities as an alternative solution is education and training in platform-based marketing practices by developing a 4P marketing mix model to foster antifragility and business competitiveness through the zoom application or coming directly to the partner's location which is operationalized through *five* activities, namely:

1. Socialization of the importance of adopting the evolution of the 4P marketing mix in platform-based online marketing practices as an effort to foster antifragility and business competitiveness in the digital era business landscape in the modern era.
2. Product adjustments to changes in target market/customer trends by increasing creativity and innovative culture of partners that emphasize the results of investigations and partner intelligence in understanding information related to target market characteristics as a basis for product development.
3. Evaluation and re-adjustment of prices.
4. Determination of the main digital platform used as an online marketing channel integrated with the second and subsequent social media platforms.
5. Selection of relevant promotional programs adopted and developed with the Delima Cakery business model in accordance with the selected social media platform used in online marketing practices.

Of course, to support the success of this work practice, it is necessary to implement a concentration strategy so that it can provide good managerial implications for marketing performance.

This activity stage is carried out with reference to the targets and output targets to be achieved, namely:

1. Able to implement more concentrated platform-based online marketing techniques by adopting the relevance of the evolution of the marketing mix model.
2. The realization of creativity and a culture of sustainable innovation carried out based on personal customer preferences.
3. Able to set selling prices based on costs with a calculation method using an approach that is relatively in accordance with the business model and type of product offered, and can be

carried out by partners sustainably even without P2M assistance in the future, and prices are no longer set based on relatively arbitrary estimates.

4. Able to select and utilize selected social media platforms as the main online marketing media that have been successfully maximized and developed and integrated into the second social media platform or as a supporting online marketing communication channel.
5. Able to implement relevant and simple promotional programs that are adopted and developed in accordance with the DeLima Cakery business model in marketing practices through e-commerce in the digital platform-based marketplace.
6. Slowly being able to build business antifragility that leads to better competitive stability.

The P2M activity is carried out by a service team consisting of five people, namely one head lecturer, deputy lecturer and three team members. The schedule for this P2M activity is carried out starting in March 2025 and will be completed in May 2025, with the main partner being Delima Cakery, Jl. Goalpara KM 4 Sawah Legah, RT/RW.007/010, Sukaraja District, Sukabumi, West Java.

Result and Discussion

The solution implemented in this P2M activity is carried out through several stages of activities with the aim that the targets and targets can be achieved in accordance with the current main theme of P2M. Regardless of the type of product and product line offered or innovation, evaluation of the suitability of prices and promotions implemented by P2M partners, to strengthen online marketing practices, it is important to implement a concentration or focus strategy that refers to one main platform to then be integrated on the second platform or other supporting platforms.

Activity Implementation

As explained in the methods section, the implementation of the main P2M activities is operationalized through *five* stages of activities.

1. Socialization of the Implementation of Marketing Mix Evolution in Online Marketing Practices

The emergence of the platform economy has fundamentally changed the dynamics of marketing. Where platforms facilitate interaction between participants by offering new value has been created with the presence of platforms, this is certainly not through a linear value chain in the traditional model. Traditional marketing mix elements are increasingly challenged by this shift, where the concept of 'place' in distribution in particular is an expanded component in its evolutionary practice. However, the P2M advisory team recognizes that there are still many other Ps that continue to be developed and included in the marketing mix model framework. However, this is inseparable from the concept of the marketing mix which refers to general marketing components that are combined as instruments in marketing strategies and are under the internal control of the company including current P2M partners to be

implemented and utilized in taking advantage of market growth and expanding the relative market share targeted.

The presentation began with the reinforcement of the material from the traditional 4P marketing mix concept which was continued with the presentation of the concept emphasizing the importance of online marketing practices that adopt the latest marketing mix that continues to develop, where the components that form the marketing mix are the stages of basic activities that will be implemented and developed in the online marketing practice of Delima Cakery Sukabumi products as an effort to increase sales, grow antifragility and business competitiveness.



Figure 1. Socialization and Delivery of Material on the Importance of Adapting the Evolution of the 4P Marketing Mix, the Concept and Indicators of Antifragility and Business Competitiveness

Product, price, and promotion as part of the 4P elements in the traditional marketing mix that are still adopted as important elements in the marketing practices of Delima Cakery Sukabumi products in the era of business transformation and digitalization in a digital ecosystem based on "platform" which is an extension of the P element for "place". The relevance of the evolution of the 4P model by considering the Platform as a communication channel media that represents Delima Cakery's digital relationship with its customers, has the potential to increase participatory interest, interaction and attract customer involvement, and enable the offering of various types of dry cakes and wet cakes with fast service to meet the expectations and needs of customers who are currently more connected to the internet and websites on various social media platforms, such as Instagram, Facebook, LinkedIn, TikTok and YouTube which enable effective and efficient business operations with a wider market reach, without ignoring the strength of the reach and characteristics of the type of Delima Cakery Sukabumi product.

2. Products; Product Innovation Assistance Based on Creativity and Innovative Culture

The variety of cake products offered by Delima Cakery Sukabumi must be innovative and become one of the main challenges in the competition in maintaining/expanding market share, although cake products are generally the same, they should not give the impression of

being saturated or the same as competitor products without any differences or uniqueness, so it is necessary to make adjustments to changes in target market trends from time to time, even for products marketed through digital platforms that allow them to be accessed by a wide audience.

The basis of creativity and innovation refers to information on the character of customers or target markets personally obtained from the results of investigations and the intelligence of the owner of Delima Cakery Sukabumi in improvising and developing his creativity which is manifested through the creation of birthday cake products that are able to represent the characteristics of each customer which of course differ both personally and in society.

3. Price; Evaluation and Readjustment of Selling Price

Interestingly, it is clear that the selling price of Delima Cakery Sukabumi products has actually been set and for this type of cake product, the market price has been formed according to its own market mechanism, but internally it is still necessary to evaluate and adjust with the standard cost approach (cost plus pricing) so that the selling price does not exceed the upper limit or is too low exceeding the lower limit, with the aim of being able to set the right selling price for the product, competitive among the prices of competing products and affordable for the purchasing power of the target market. In implementing P2M activities in this phase, the community service team provided input to Delima Cakery's partner MSMEs to set selling prices based on standard costs (standard cost plus pricing) with general and relevant considerations according to the characteristics of the Delima Cakery Sukabumi product and business model.

Consideration of product selling price based on standard cost:

- a. The business run by Delima Cakery Sukabumi is based on sales activities consisting of sales volume (demand) and selling price, not mass production of cakes so there is no inventory (based on orders).
- b. Production activities consist of standards: raw materials-BB (quantity and price), direct labor costs-BTKL (hours and wage rates), factory overhead costs-BOP (capacity and rates) which are product costs incurred in addition to BB and BTKL costs.
- c. Commercial activities consist of: marketing costs (activity units and rates), and administrative costs (activity units and rates).

In a simple and easy-to-understand way for MSME partners, the P2M team offers a standard cost plus pricing method that involves production costs or cost of goods sold (COGS) for each type of Delima Cakery product before the production process begins, where this standard cost can be used as a reference in determining the amount of production costs for each type of product which is also the basis for setting the selling price by adding a percentage (%) of the markup or expected profit margin from Delima Cakery which of course must be appropriate (not too low or too high), for example 15%, 20% or 25% to 30% (percentage of costs or COGS), this expected margin percentage must of course be able to cover the costs incurred in marketing activities (promotion and use of digital platforms).

However, the emphasis is that if there is a deviation in the realization of actual production costs that is too large, then the Delima Cakery actor must be responsive in reviewing the price

decisions that have been set with the aim of maintaining balance and avoiding losses so that they continue to have business resilience and are anti-fragile with stable competitiveness.



Figure 2. Identification of Raw Materials, Collection of Production Costs, Calculation of Cost of Goods Sold, Adjustment of Selling Prices

The results of the study obtained different COGS and selling prices by setting a lower selling price than the previous estimated selling price of IDR.200,000, - to IDR.175,500, - a difference of IDR.25,500, - (lower), and for the 20cm size the previous price of IDR.360,000, - to IDR.345,000, - a difference of IDR.15,000, - and there is a difference in selling prices for –“kue kering-kuker” (nastar cookies) and brownies after adjusting the calculation of costs and selling prices (see table 1).

Table 1. Product Selling Price Based on Standard Cost (Cost-Plus Pricing)

Types of products	Size	Standard Cost Components	Total Standard Cost (COGS)	Expected Margin (%Mark-up)	Cost-Plus Pricing	Selling Price
Character-themed birthday cake	16 cm	RM Costs-BB, DL Costs-BTKL, Factory Overhead Costs-BOP (other costs other than BB and BTKL)	IDR.139,500	25% = IDR.34,875	IDR.174,375	IDR.174,500
	20 cm	BBB, BTKL, BOP	IDR.275,750	25% = IDR.68,937.5	IDR.344,687.5	IDR.345,000
Dry cake – Kuker (nastar)	600ml	BBB, BTKL, BOP	IDR.34,250	30% = IDR.10,275	IDR.44,825	IDR.45,000
	1000ml	BBB, BTKL, BOP	IDR.47,500	30% = IDR.14,250	IDR.61,750	IDR.61,750
Brownies	20x10 cm	BBB, BTKL, BOP	IDR.48,000	30% = IDR.14,400	IDR.62,400	IDR.62,500
	20x20 cm	BBB, BTKL, BOP	IDR.59,500	30% = IDR.17,850	IDR.77,350	IDR.77,500

Note: Estimation of production cost (COGS) and calculation of selling price using the cost plus pricing method, P2M Team and MSMEs partner Delima Cakery 2025.

Basically, this price adjustment is made so that the selling price of Delima Cakery products is not too high or too low to touch the point of total production costs, so that the selling price set is more appropriate and competitive among the prices offered by competitors, more

attractive and affordable for the purchasing power of target consumers. For birthday cake type products, it is the product with the highest sales so that it becomes Delima Cakery Sukabumi's flagship product as a home industry creativity. Therefore, after the price adjustment is made, it is expected to be able to help increase the effectiveness of marketing performance on the platform, increase real customer loyalty and motivate the growth of potential customer buying interest, trigger an increase in the number of orders and sales volume. The long-term impact, Delima Cakery MSME partners are able to increase business effectiveness by operating on the personal preferences of target customers, have business resilience and are anti-fragile with sustainable competitive advantages.

4. Platforms Used as Online Marketing Media

Referring to the evolution of the marketing mix in the digital era, “Platform” expands the traditional “Place” element to encompass web front-end interfaces, back-end systems, and physical facilities, emphasizing the importance of physical and digital (phygital) ecosystems that enable operational and distribution efficiencies (Bezhovski, 2025). Digital platforms have unlimited roles as multifunctional relationships, unlike physical places and distribution channels that focus primarily on the logistics of moving products from suppliers to consumers. The sophistication and breadth of platforms are not limited to the product distribution aspect, but go beyond that and can act as channels for customer engagement, data collection, and operations integration. Digital platforms are at the center of the new marketing landscape, where content distribution channels and engagement centers reflect the critical roles they offer.

In a digital-first economic landscape, strategic assets are part of strategic assets that strengthen various consumer searches and influence customer value perceptions (Chaffey & Ellis-Chadwick, 2019). Common and widely used platforms by MSMEs include new start-ups that allow wide audience access, such as e-commerce websites, social media networks (IG, FB, TikTok, Twitter, and LinkedIn), to mobile applications (smartphones) because they are quite capable of representing more than just distribution channels. Where focus and concentration are one of the strategies that support the success of online product marketing communications through digital platforms. Instagram (IG) as one of the main social media platforms used by Delima Cakery MSME partners, which can be visited on the page: https://www.instagram.com/delima_cakery/?igsh=MTI2dmtpeXNkMmh1Zw%3D%3D#

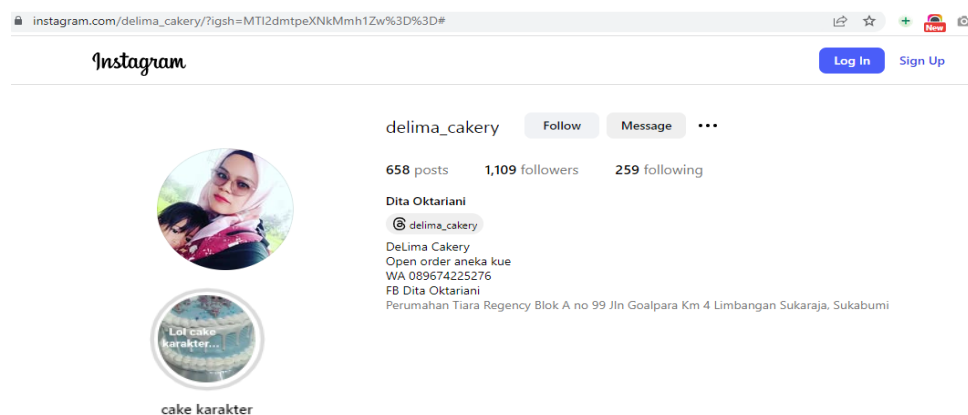


Figure 3. Instagram Home of Delima Cakey Sukabumi Partners

Instagram Delima Cakery presented in Figure 3 and Figure 4 s a social media platform as an online marketing channel that is again aggressive and critically active in continuing to pay attention to and update the number of followers, where this trend is more often done during P2M activities. The goal is to conduct a study and review of the development of online marketing activity trends compared to its performance which can be measured from changes in the number of sales.

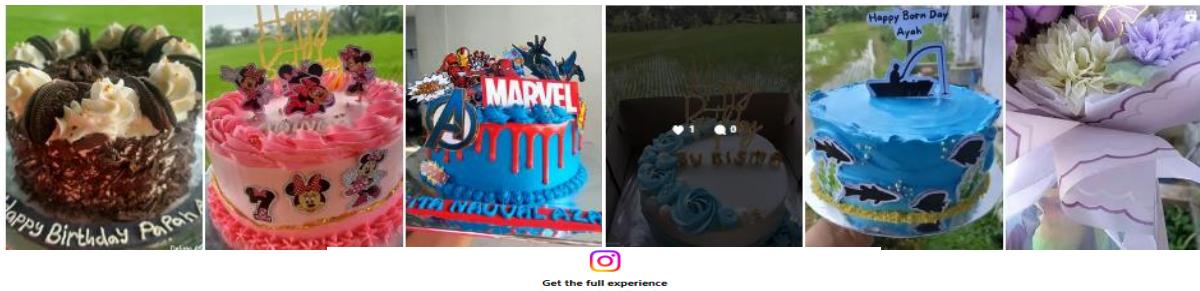


Figure 4. Featured Products Thematic Birthday Cake Variants

The product and platform concentration strategy places Instagram as the main online marketing media that is maximized and developed by Delima Cakery, where every time there is a product update or promotion on Instagram, it needs to be integrated with other social media platform accounts as a second choice or supporting online marketing media, such as Facebook, Twitter, or TikTok as online marketing channels or other social media platforms today.

At the time of P2M implementation, Delima Cakery's MSME partners only had two social media platforms. The first is Instagram (free-organic which is not yet Reels-based) as the main online marketing media that is maximized and developed, and the second is Facebook which has different user-audience characteristics as a complementary online marketing media integrated from the Instagram account. While TikTok is currently still in the study stage by partners and has been tried by Delima Cakery as an online marketing media that has relatively many advantages with a customer base that is more directed at the younger generation, but its use is still relatively rare so its followers are also still low.

5. Promotion: Promotions Applied

Delima Cakery partners currently have a relatively good market share and market growth with a clear target market supported by the attractiveness of businesses that offer unique products. This condition facilitates the implementation of promotional programs that are more targeted to the target market. Through the implementation of this P2M activity, several relevant promotional programs were adopted and developed with the Delima Cakery business model on Instagram as one of the social media platforms, including:

- a. Product promotion by utilizing and maximizing the Instagram platform. Delima Cakery's active use of Instagram by regularly uploading photos and short videos of products is part of relevant promotional activities on Instagram, as presented in Figures 3 and 4. The reason is, this promotional activity method is low-cost with low risk, but can relatively have a positive impact on long-term business prospects, while allowing it to be run sustainably by Delima Cakery according to its digital resources and competencies. However, to avoid the impression of boredom, it is necessary to pay attention to refreshing the product with

thematic models and designs that touch the various characters of the target market, especially for types of birthday cakes. For the right time to promote product uploads, the best time with an interesting communication style also needs to be considered, for example, the intensity of uploading photos and short videos of products can be increased at times approaching holidays or big days, especially for types of cookies (nastar, putri salju, lidah kucing, and kastengel), to brownies and other types of cakes.

- b. Implementing a promotional strategy by giving bonuses to new customers. The goal is to give a positive impression to new customers that has a long-term impact so that repeat orders can occur. Of course, this promotional method is implemented by Delima Cakery without neglecting service to old customers.
- c. Implementing a free shipping strategy. For birthday cake products which are products that are susceptible to damage and do not last long, the ordering area in the far category is still within the reach of the market which of course (based on experience) is not too far from the domicile of Delima Cakery partners. Therefore, the free shipping policy for far and near is very suitable to be implemented consistently so that this offer can influence consumer interest and decisions. Meanwhile, for dry cake products to brownies, it allows for a wide market reach but is supported by distribution capabilities that reach distances outside the domicile of Delima Cakery partners, so that the free shipping policy can be implemented but by setting the criteria for the number of purchases at a certain minimum limit as a requirement. Promotion with this free shipping method has proven to be quite effective in increasing customer attention, interest, and purchasing decisions so that Delima Cakery's sales volume shows an increasing trend although not yet significant.

The P2M Team applies at least three simple promotional methods that can be developed by Delima Cakery Sukabumi's MSME partners. The considerations are the characteristics and business models, the variety of products offered, the digital platform utilized as an online marketing channel, financial resources, HR competencies, digital literacy, dynamic capabilities and innovation capabilities of MSME actors, and various other relevant factors. Although the three promotional methods look simple, providing sustainable positive results is not easy at the implementation level. Therefore, to ensure the effectiveness of the implementation of the three promotional methods that are in accordance with the Delima Cakery business model, of course, they can be applied based on the results of research and trend analysis conducted by the P2M Team regarding relevant products and promotional trends that are familiar and popular with the target market for products offered online based on the Instagram platform. This stage is determined by considering information from two analysis activities, namely:

- a. Intensity of interaction with customers on the social media platform "Instagram".
- b. Analysis of competitor actions, so that information about target customer expectations can be quickly mined (real time) and fulfilled through product and service marketing practices.

Evaluation of Activity Implementation Results

Mentoring and evaluation of the results of the implementation of solutions by the P2M team in an effort to grow the antifragility and competitiveness of Delima Cakery Sukabumi MSMEs in the business landscape in the digital era through marketing practice training that

adopts the evolution of the marketing mix. Where, the implementation of solutions carried out by the P2M team together with key partners has provided several important output points that are realistic and contribute positively to the operational effectiveness and business development of Delima Cakery Sukabumi MSME partners.

Implementation of the evolution of the 4P marketing mix as an important component developed in online marketing practices by P2M partners in the current digital era business landscape, considering "Platform" as an adjustment that expands "P" for "place". Feedback from Delima Cakery Sukabumi partners after the implementation of the activity showed a gradual increase in business intelligence, seen starting to have analytical capabilities where every business decision is taken based on very reasonable considerations by referring to customer-based information. Especially in online marketing practices that adopt the latest relevant marketing mix can be developed according to the business model, capabilities, HR competencies and existing resources.



Figure 5. Evaluation of Platform-Based Online Marketing Practices by Adopting the 4P Marketing Mix as an Effort to Grow Antifragility and Business Competitiveness

Implementation of the evolution of the 4P marketing mix as an important component developed in online marketing practices by P2M partners in the current digital era business landscape, considering "Platform" as an adjustment that expands "P" for "place". Feedback from Delima Cakery Sukabumi partners after the implementation of the activity showed a gradual increase in business intelligence, seen starting to have analytical capabilities where every business decision is taken based on very reasonable considerations by referring to customer-based information. Especially in online marketing practices that adopt the latest relevant marketing mix can be developed according to the business model, capabilities, HR competencies and existing resources.

Therefore, the implementation of P2M activities has provided output results according to the expected achievements. Where Delima Cakery partners are able to develop platform-based online marketing practices by adopting the evolution of the 4P marketing mix in the business landscape in the era of digital disruption. The development of marketing practices by adopting the marketing mix can be seen from the understanding of the application and development of 4P in an effort to grow antifragility and business competitiveness according to the business model, type of product offered, and resources owned. Some of these achievements are measured from the development and suitability of products, price, platform, and promotion.

Product development, including: [1] the growth of a culture of creativity and innovation based on personal customer preferences obtained from information from investigations and marketing intelligence; [2] the impact of increasing sales trends. The “P” component for products as a fundamental and irreplaceable basic component in the marketing mix can be applied and developed by Delima Cakery Sukabumi in online marketing practices by offering unique products, for example thematic birthday cakes as superior products that can increasingly represent the characteristics of customers or target markets.

The ability to evaluate and adjust prices at the selling price determination stage, namely being able to set selling prices based on standard costs (cost plus pricing) which culminates in the ability to analyze total production costs and COGS plus the expected margin contribution markup as the basis for determining product selling prices. Pricing also with this method approach allows Delima Cakery Sukabumi actors to run it sustainably in the future even without assistance. The positive impact for the long term, it is hoped that Delima Cakery partners will be able to increase business effectiveness by operating based on the personal preferences of target customers, have business resilience and be anti-fragile with sustainable competitive advantages.

The ability to choose and develop a Platform, namely placing Instagram (IG free-organic) as one of the main social media platforms used by Delima Cakery Sukabumi partners. The product and platform concentration strategy places Instagram as the main online marketing media that has been successfully maximized and developed by Delima Cakery, where every product update or promotion on Instagram needs to be integrated into other social media platform accounts as a second or additional online marketing media option. The reason is, the concentration strategy is one of the strategies that supports the success of online product marketing communication through platforms in the era of digital disruption to market products that are in the growth phase, such as various Delima Cakery Sukabumi products. The implementation of the product and platform concentration strategy in this online marketing practice in a relatively short period of time has had a positive impact on changes in Delima Cakery Sukabumi sales, namely placing the most popular thematic birthday cake products compared to nastar cakes or brownies.

Promotion program development, able to choose and develop the most appropriate promotion program, including: [1] Product promotion by utilizing and maximizing the Instagram platform; [2] Implementing a promotion strategy by providing bonuses for new customers; and [3] Implementing a free shipping strategy. All three can be developed based on the results of research and trend analysis by considering information from two analysis activities, namely [1] Intensity of interaction with customers on the social media platform "Instagram"; and [2] Analysis of competitor actions. These three promotion methods can certainly be applied based on the results of research and trend analysis of Delima Cakery Sukabumi's MSME partners routinely related to relevant products and familiar promotion trends that are liked by the target market for products offered online based on the Instagram platform. This practice has been started by Delima Cakery as an effort to ensure the effectiveness of the implementation of these three promotion methods on an ongoing basis.

The development and suitability of products, prices, platforms, and promotions carried out by Delima Cakey Sukabumi currently reflect the achievement of the adoption of the evolution of the marketing mix in platform-based online marketing practices. Feedback from the results of the implementation of this P2M activity, although not yet significant, has had a real impact referring to changes in the trend of increasing sales with the implementation of competitive prices, appropriate and low-cost promotions, having the ability to adapt and survive in the digital ecosystem on social media platforms, and production intensity that reflects relatively high productivity based on market demand or special orders as an indicator of better antifragility growth and business competitiveness.

Conclusion

The results of the implementation of P2M are able to improve the marketing practice capabilities of Delima Cakery Sukabumi partners online based on a platform that adopts the evolution of the marketing mix so that it has the potential to grow resilience, antifragility and business competitiveness in the digital era business landscape in the modern era, as measured by the ability to develop and match products (product), price (price), platform and promotion (promotion). Its analytical capabilities also grow where every business decision is taken based on very reasonable considerations referring to customer-based information. The contribution of the implementation of this P2M activity broadens the understanding of the importance of online marketing theory and practice based on a digital platform that adopts the evolution of the 4P marketing mix to strengthen business resilience, grow antifragility and stability of competitiveness in the era of digital disruption. The limitations of this P2M activity consider the growth of antifragility and business competitiveness based on the ability of online marketing practices based on a platform that adopts the evolution of the marketing mix as seen from the 4P components that can be developed by partners according to the business model and characteristics of the products offered. However, aspects of capital resources, dynamic capabilities, innovative capabilities and thinking, digital competence of marketing HR, MSME actors and other supporting resources are still very much needed to strengthen the achievement of marketing performance effectiveness, which in depth is still not visible from the assistance and evaluation of the implementation of activities, so further assistance is still needed.

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