

The Influence of Business Competence, Access to Capital, and Marketing Strategy Creativity on Student Business Performance in the Entrepreneurial Student Development Program

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ABSTRACT: This study investigates the impact of business competence and access to capital on student business performance, with marketing strategy creativity serving as a mediating variable within the Entrepreneurial Student Development Program (P2MW). Using a quantitative associative approach, data were collected from 120 students representing 57 universities across Indonesia at the 14th KMI Expo, and analyzed through Structural Equation Modeling (SEM) with WARP PLS 07. The findings reveal that business competence and access to capital significantly influence both marketing strategy creativity and business performance. Furthermore, marketing strategy creativity plays a crucial mediating role, amplifying the effects of both independent variables, with business competence showing the strongest influence. These results underscore the importance of integrating entrepreneurial skills and financial access with innovative marketing strategies to enhance the performance of student-led ventures. The study's cross-sectional design and lack of demographic analysis pose limitations. Future research should employ longitudinal methods and explore demographic variations to deepen understanding and guide policy for more effective entrepreneurship education.

Keywords: Business Competence, Access to Capital, Marketing Strategy Creativity, Business Performance, P2MW.



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INTRODUCTION

The role of entrepreneurship is increasingly vital in accelerating economic growth and paving the way toward a Golden Indonesia by 2045 ([Ramadhan, 2021](#)). On the other hand, the number of entrepreneurs in Indonesia remains relatively low compared to its population, highlighting the need for continuous efforts to increase the number of entrepreneurs in the country. Entrepreneurship is also a key factor in creating a prosperous society and nation ([Al-Qudah et al., 2022](#)).

Presidential Regulation No. 2 of 2022 on the Development of National Entrepreneurship serves as a driving force to achieve an entrepreneurship ratio of 3.95% by 2024. To support this initiative, the

Ministry of Education, Culture, Research, and Technology, through the Directorate of Learning and Student Affairs at the Directorate General of Higher Education, Research, and Technology (Ditjen Dikristek), has implemented the Entrepreneurial Student Development Program (P2MW). This program aims to enhance entrepreneurial competence among students and strengthen the entrepreneurial ecosystem within higher education institutions. In 2023, a total of 7,582 students (152% of the target) participated in the P2MW program, surpassing the initial target of 5,000 students running their businesses ([Ditjen Dikristek, 2024](#)).

The government continues to encourage an increase in the number of entrepreneurs, including within the student community ([Smith & King, 2020](#)). Entrepreneurship represents innovation, and fostering innovation and entrepreneurship no longer depends solely on individual personality traits but involves collaboration among various parties ([Cekule et al., 2023](#)). A country that enhances its entrepreneurial landscape provides a solution to improving its economy ([Bruton et al., 2021](#)). This has led the government to show interest in entrepreneurship training/education to enhance strategic thinking and provide the necessary skills to succeed in a complex business environment ([Pardo-Garcia & Barac, 2020](#)).

The P2MW program has facilitated student entrepreneurship by providing access to capital in the form of grant funding ([Jafar Dalimunthe et al., 2024](#)). The focus of this program is not only on building innovative entrepreneurial character but also on achieving impact and sustainability ([Buchari et al., 2023](#)). However, on the other hand, according to de ([Cera & Cera, 2020](#)), their research shows that entrepreneurship training programs designed to promote entrepreneurship through business creation have limited impact on start-up activity.

To amplify the impact of entrepreneurship programs, four aspects must be considered in entrepreneurial development: entrepreneurship training, ease of access to capital, innovation, and the government's role in creating a conducive business environment. Data shows that entrepreneurs play a key role in improving the quality of life for individuals, communities, and nations ([Muhammed & Abubakar, 2020](#)). Entrepreneurial development is closely tied to business performance improvement; thus, if business performance improves, the ventures that have been initiated can continue sustainably.

Despite the growing implementation of entrepreneurship development programs aimed at enhancing student business competence and performance, there remains a gap in the literature regarding an integrative understanding of how internal factors such as business competence and access to capital interact simultaneously to influence business outcomes. Most previous studies tend to focus on the direct effects of these variables in isolation, paying limited attention to the strategic role of marketing strategy creativity as a mediating mechanism. In the context of student entrepreneurship, marketing creativity has the potential to serve as a crucial lever for navigating resource constraints and market competition.

This study seeks to fill this gap by adopting an integrative approach that positions marketing strategy creativity as a mediating variable between business competence, access to capital, and business

performance. This approach not only enriches the theoretical discourse on student entrepreneurship but also offers practical implications for the design of more effective and contextually relevant entrepreneurship education programs. From the outset, this study emphasizes its novelty exploring the mediating role of creative marketing strategies as a compelling contribution to academic scholarship and policy formulation aimed at fostering sustainable student-led ventures.

Competence has evolved beyond mere knowledge and basic skills, requiring highly specialized and complex abilities across various professions, from doctors to babysitters (Fatonah, 2023). Educational institutions and entrepreneurship policy organizations play a vital role in cultivating these competencies, emphasizing innovation, creativity, problem-solving, and business opportunity recognition to prepare individuals for entrepreneurial success (Chaudhary et al., 2023). Entrepreneurial competencies are categorized into strategic competence, which emphasizes future vision and strategic action (Samimi et al., 2022), conceptual competence, which fosters innovative thinking beyond standard procedures (Wise & Kenett, 2024), opportunity competence for identifying and evaluating market opportunities (Shingairai, 2020), and organizing and leadership competence for managing resources effectively (Ochieng, 2023). Additionally, technical competence involving the use of tools and methods (Manafe et al., 2024) and personal competence reflecting self-management and individual effectiveness (Morandini, 2021) are essential pillars that support entrepreneurial achievement.

The success of student entrepreneurship development programs can be deemed effective if there is an improvement in business performance after participating in the program (Boldureanu et al., 2020). Entrepreneurship training programs have an impact on business performance metrics such as revenue, sales, profits, and inventory (Huang et al., 2022). Therefore, this study focuses on identifying factors that can enhance business performance. Several empirical studies have shown that business competence significantly influences business performance improvement; when business competence is enhanced, business performance also improves (Alsheyadi et al., 2024; Ibidunni et al., 2021; Kalogiannidis, 2020). Further studies on improving business performance have been conducted by researchers such as (Purwati et al., 2020), (Ratnawati, 2020), and (Zarrouk, H, Sherif, M, 2020), who found that access to capital also positively affects business performance among SMEs.

Based on the aforementioned studies most research primarily focuses on specific aspects such as business competence or access to capital while paying less attention to the combined role of these factors alongside the mediating effects of marketing strategy creativity. Consequently, to address this gap, the present study will focus more on exploring the interplay between business competence, access to capital, and the role of marketing strategy creativity as an intervening variable in improving business performance among student entrepreneurs. The research gap lies in the limited exploration of how these factors collectively influence sustainable business growth in the context of entrepreneurship development programs. The novelty of this study is its integrative approach in examining these variables, providing a comprehensive understanding of how strategic creativity in marketing can amplify the effects of entrepreneurial competence and financial access, ultimately contributing to more impactful and sustainable entrepreneurial outcomes.

The research problem formulated in this study includes the following questions Does business competence influence the creativity of marketing strategies. Does access to capital affect the creativity of marketing strategies. Does business competence have an impact on business performance. Does access to capital influence business performance and does the creativity of marketing strategies affect marketing performance. The primary objective of this study is to analyze the relationships between business competence, access to capital, marketing strategy creativity, and business performance. Specifically, this research aims to determine the extent to which business competence and access to capital contribute to the development of creative marketing strategies and how these strategies, in turn, impact overall business performance. Additionally, the study seeks to assess the direct effects of business competence and access to capital on business performance, providing a holistic understanding of the factors that drive entrepreneurial success among student-led businesses.

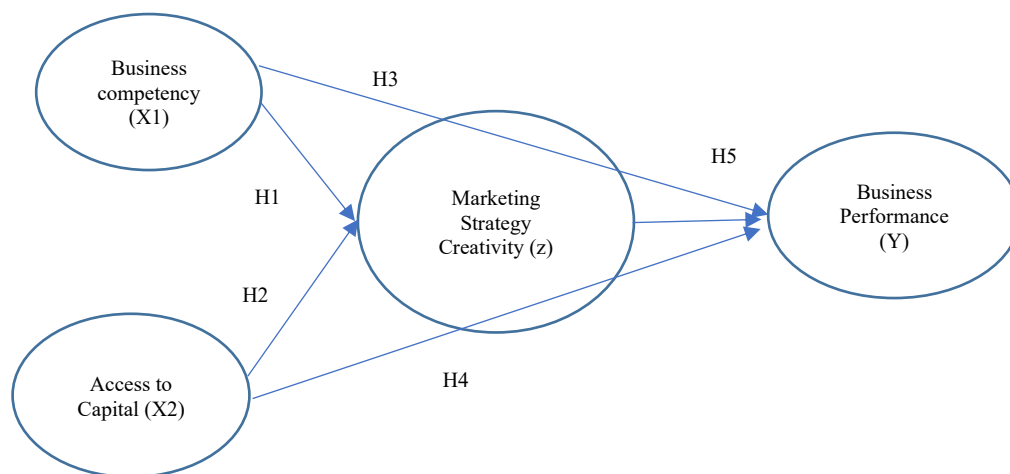


Figure 1. Research Conceptual Framework

Figure 1 presents the conceptual framework of the study, illustrating the relationships among business competence (X1), access to capital (X2), marketing strategy creativity (Z), and business performance (Y). The model hypothesizes that both business competence and access to capital have a direct impact on marketing strategy creativity and business performance. Additionally, marketing strategy creativity functions as a mediating variable that strengthens the influence of business competence and access to capital on business performance. Hypotheses H1 and H2 test the impact of business competence and access to capital on marketing strategy creativity, while H3 and H4 examine their direct effects on business performance. Hypothesis H5 assesses the role of marketing strategy creativity in enhancing business performance. Thus, this framework offers a comprehensive overview of how internal factors (competence) and external resources (capital) can be transformed through creative marketing strategies to achieve superior business performance.

The objective of this study is to analyze the influence of business competence and access to capital on marketing strategy creativity and business performance among students participating in the Entrepreneurial Student Development Program (P2MW). Specifically, this research aims to determine

the extent to which business competence and access to capital contribute to the development of creative marketing strategies and how these strategies mediate the relationship between competence, capital, and business performance. Furthermore, the study seeks to provide a holistic understanding of the critical factors driving entrepreneurial success among student-led businesses by integrating business skills, financial access, marketing innovation, and performance outcomes.

METHOD

This study employed a quantitative associative approach with a cross-sectional survey design. The aim was to identify the relationship between variables and determine the strength and direction of these relationships ([Sugiyono, 2019](#)). The quantitative method was deemed appropriate as it enables empirical testing of direct and indirect relationships among multiple constructs using statistical modeling.

The population of this study consisted of students participating in the Indonesian Student Entrepreneurship (KMI) Expo, specifically those who had received funding through the Entrepreneurial Student Development Program (P2MW). A total of 120 students from 57 universities across Indonesia were selected as the sample using purposive sampling, focusing on students actively running entrepreneurial projects during the Expo ([Sugiyono, 2021](#)).

The research was conducted at Ganesha University of Education, Bali, during the 14th Indonesian Student Entrepreneurship (KMI) Expo. This setting was chosen as it provided access to a diverse group of entrepreneurial students from across Indonesia, offering a rich context for analyzing entrepreneurial competencies, capital access, marketing strategy creativity, and business performance.

Data were collected using a structured questionnaire, which served as the primary research instrument. The questionnaire was designed to measure key variables: business competence, access to capital, marketing strategy creativity, and business performance. Items were adapted from previous validated scales and refined to fit the context of student entrepreneurs participating in the P2MW program ([Ghozali, 2018](#)).

Data collection was conducted through a self-administered survey distributed during the KMI Expo event. Students were briefed on the research purpose, provided informed consent, and given clear instructions on how to complete the questionnaire. The survey process ensured participant anonymity and voluntary participation to maintain ethical research standards ([J. W. Creswell & Creswell, 2018](#)).

Data were analyzed using Structural Equation Modeling (SEM) with the assistance of WARP PLS 07 software. SEM was chosen for its ability to assess complex relationships between latent variables, including both direct and mediating effects. The analysis tested the influence of business competence and access to capital on marketing strategy creativity and business performance, providing robust estimations even in the presence of non-linear relationships ([J. Creswell, 2016](#)).

RESULT AND DISCUSSION

The respondents in this study were students who successfully passed the Entrepreneurial Student Development Program (P2MW) and participated in the 14th Indonesian Student Entrepreneurship (KMI) Expo held at Ganesha University of Education, Bali, in 2023. The KMI Expo, organized by the Ministry of Education, Culture, Research, and Technology, is a business competition event open to students across Indonesia who have been selected to showcase their product excellence, build networks, and present their business progress. A total of 120 students from 57 universities across Indonesia participated as respondents. Of these, 58% were female, and 42% were male. In terms of business development stages, 73% of the respondents were in the growth phase, while 27% were in the early stage of their business ventures.

The data instrument testing in this study is based on validity and reliability tests. The data validity test was conducted using combined loadings and cross-loadings, as follows:

Table 1. Combined loadings and cross-loadings

Indicator	COMPT	ACCESS	MARKT	PERF	P-Value
X1.1	0.627	0.068	-1.129	0.578	<0.001
X1.2	0.706	-0.312	-0.724	0.487	<0.001
X1.3	0.908	0.369	-0.188	-0.360	<0.001
X1.4	0.871	-0.122	0.084	0.091	<0.001
X1.5	0.857	-0.026	0.348	-0.145	<0.001
X1.6	0.886	-0.112	0.275	-0.004	<0.001
X1.7	0.852	0.054	0.253	-0.034	<0.001
X1.8	0.884	0.028	0.633	-0.341	<0.001
X2.1	0.187	0.923	0.258	-0.246	<0.001
X2.2	0.079	0.968	-0.039	0.033	<0.001
X2.3	0.065	0.974	-0.050	0.103	<0.001
X2.4	-0.416	0.754	-0.202	0.126	<0.001
Z1.1	0.335	0.035	0.897	0.061	<0.001
Z1.2	0.134	-0.196	0.913	0.024	<0.001
Z1.3	-0.148	0.073	0.907	-0.023	<0.001
Z1.4	-0.337	0.095	0.852	-0.065	<0.001
Y1.1	-0.610	-0.126	0.693	0.842	<0.001
Y1.2	-0.261	-0.406	0.607	0.851	<0.001

Indicator	COMPT	ACCESS	MARKT	PERF	P-Value
Y1.3	-0.331	-0.350	0.214	0.856	<0.001
Y1.4	0.520	-0.115	-0.221	0.830	<0.001
Y1.5	0.707	-0.142	-0.213	0.819	<0.001
Y1.6	0.264	0.369	-0.509	0.769	<0.001
Y1.7	-0.168	0.062	-0.188	0.847	<0.001
Y1.8	-0.066	0.798	-0.479	0.784	<0.001

Source: WarpPLS 0.7 Output Results (2024)

Based on Table 1, it can be concluded that all 24 indicators are valid and meet the requirements for reflective indicators, as the P-Value is below 5%. Furthermore, data reliability was tested using composite reliability coefficients.

Table 2. Composite Reliability Coefficients

Variable	Coefficient Value
COMPT	0.946
ACCESS	0.950
MARKT	0.940
PERF	0.945

Source: WarpPLS 0.7 Output Results (2024)

Based on Table 2 it can be concluded that all four research variables have coefficient values above 0.7, indicating that they are reliable. According to (Latan & Ghozali, 2012), a coefficient value greater than 0.7 signifies a high level of internal consistency, which ensures that the measurement items are consistent in capturing the intended construct. Reliability is a critical aspect of quantitative research, as it demonstrates the stability and dependability of the data collection instruments. In this study, the high reliability of the variables suggests that the questionnaire used to measure business competence, access to capital, marketing strategy creativity, and business performance consistently reflects the underlying constructs, thereby providing a strong foundation for further analysis and interpretation.

Table 3. Model fit and Quality Indices

Metric	Value	Acceptable Threshold	Ideal Threshold
Average Path Coefficient (APC)	0.382	P < 0.001	
Average R-squared (ARS)	0.853	P < 0.001	
Average Adjusted R-squared (AARS)	0.850	P < 0.001	
Average Block VIF (AVIF)	5.472	Acceptable if ≤ 5	Ideally ≤ 3.3
Average Full Collinearity VIF (AFVIF)	6.237	Acceptable if ≤ 5	Ideally ≤ 3.3
Tenenhaus GoF (GoF)	0.799	Small ≥ 0.1 , Medium ≥ 0.25 ,	

Metric	Value	Acceptable Threshold	Ideal Threshold
		Large ≥ 0.36	
Sympton's Paradox Ratio (SPR)	1.000	Acceptable if ≥ 0.7	Ideally = 1
R-squared Contribution Ratio (RSCR)	1.000	Acceptable if ≥ 0.9	Ideally = 1
Statistical Suppression Ratio (SSR)	1.000	Acceptable if ≥ 0.7	
Nonlinear Bivariate Causality Direction Ratio (NLBCDR)	1.000	Acceptable if ≥ 0.7	

Source: WarpPLS 0.7 Output Results (2024)

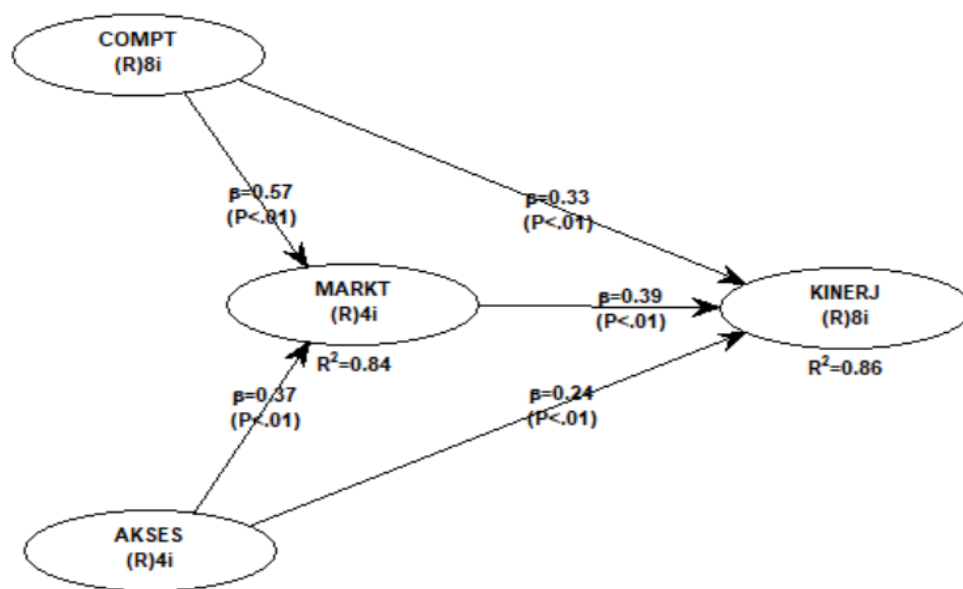


Figure 2. Structural Equation Modeling (SEM) Model

The next step is to test the hypothesis model using Structural Equation Modeling (SEM). Based on the model fit test in Table 1.4, it is observed that the ARS and AARS values both have P-values <0.001 or $<5\%$, and the AVIF value of 5.4 is within an acceptable range. Therefore, the model generated from this research can be considered valid and ideal. Hypothesis testing is then conducted based on the path coefficient and P-value as follows:

Table 4. Path Coefficient and P value

Path Coefficient	COMPT	ACCESS	MARKT	PERF
COMPT				
ACCESS				
MARKT	0.570	0.375		
PERF	0.330	0.240	0.395	

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P-Value	COMPT	ACCESS	MARKT	PERF
COMPT				
ACCESS				
MARKT	<0.001	<0.001		
PERF	<0.001	0.003	<0.001	

Source: WarpPLS 0.7 Output Results (2024)

Based on Figure 2 and Table 4, the following results were obtained:

- Hypothesis 1 (H1) is accepted, with a P-value < 0.001 and a path coefficient of 0.570, indicating that business competence has a positive and significant effect on marketing strategy creativity.
- Hypothesis 2 (H2) is accepted, with a P-value < 0.001 and a path coefficient of 0.375, indicating that access to capital has a positive and significant effect on marketing strategy creativity.
- Hypothesis 3 (H3) is accepted, with a P-value < 0.001 and a path coefficient of 0.330, indicating that business competence has a positive and significant effect on business performance.
- Hypothesis 4 (H4) is accepted, with a P-value of 0.003 and a path coefficient of 0.240, indicating that access to capital has a positive and significant effect on business performance.
- Hypothesis 5 (H5) is accepted, with a P-value < 0.001 and a path coefficient of 0.395, indicating that marketing strategy creativity has a positive and significant effect on business performance.

The next step is to test the indirect effects to determine whether the intervening variable, marketing strategy creativity, serves as a mediator between the independent variables and the dependent variable.

Table 4. Path Coefficient and P value

Path Coefficient	COMPT	ACCESS	MARKT	PERF
COMPT				
ACCESS				
MARKT				
PERF	<0.001	0.009		

Source: WarpPLS 0.7 Output Results (2024)

Based on Table 5, it can be interpreted that the variable *marketing strategy creativity* significantly mediates the relationship between business competence and business performance, with a P-value of 0.001, which is less than 0.05. This indicates that marketing strategy creativity acts as a crucial intermediary in enhancing the effect of business competence on business outcomes. Additionally, *marketing strategy creativity* also significantly mediates the relationship between access to capital and business performance, with a P-value of 0.009, which is also less than 0.05. This finding highlights the importance of creative marketing approaches in leveraging financial resources to improve business results. These results suggest that fostering marketing creativity not only strengthens the direct impact

of business competence and access to capital but also enhances overall business performance, making it a key factor in achieving sustainable entrepreneurial success.

Interpretation of Key Findings

The research findings have been empirically tested, demonstrating that business competence significantly influences marketing strategy creativity. The higher the business competence of students, the greater their ability to enhance marketing strategy creativity. According to the core competence theory ([Prahalad & Hamel, 1990](#)), strong business competence provides a solid foundation of specialized knowledge and strategic thinking that enables students to identify and capitalize on market opportunities. This theory aligns with the findings of ([Elrehail et al., 2021](#)), who highlighted that business competence significantly impacts innovative marketing strategies, as well as ([Octasyilva et al., 2022](#)), who asserted that higher business competence enhances marketing strategy creativity in MSMEs. Furthermore, studies by ([Abubakar et al., 2024](#)) and ([Rehman et al., 2022](#)) have shown that business competence plays a vital role in shaping creative marketing approaches. Thus, the evidence supports the hypothesis that greater business competence fosters more innovative and effective marketing strategies.

This study also found that access to capital has a positive and significant effect on marketing strategy creativity. According to the resource-based view theory ([Barney, 1991](#)), access to financial resources allows businesses to experiment with innovative marketing techniques. For instance, ([Chien et al., 2021](#)) demonstrated that SMEs rely heavily on external funding to adopt growth-oriented marketing strategies. This is consistent with findings by ([Weedige, 2022](#)), who emphasized that financial access enhances marketing creativity, and ([Ganlin et al., 2021](#)), who showed that adequate capital resources enable SMEs to develop unique promotional approaches. Additional support comes from ([Suoniemi et al., 2020](#)) and ([Ramos et al., 2021](#)), both of whom reported that greater financial access leads to more creative and effective marketing strategies. Collectively, these findings reinforce the notion that improved access to capital enhances the ability of students to implement creative marketing initiatives.

Business competence is not only a driver of marketing strategy creativity but also directly improves business performance. According to the dynamic capabilities framework ([Teece et al., 1997](#)), competence enables businesses to adapt to changing environments and maintain a competitive edge. This study corroborates the findings of ([Gao et al., 2023](#)) and ([Arjang et al., 2023](#)), which both identified business competence as a critical determinant of enhanced business performance. Moreover, ([Wahyuni & Sara, 2020](#)) and ([Onileowo et al., 2021](#)) concluded that higher competence levels lead to better operational efficiency, financial outcomes, and business sustainability. Thus, the current study adds further evidence that strengthening business competence directly contributes to improved performance outcomes.

Access to capital is another crucial factor that directly influences business performance. The findings indicate that businesses with easier access to capital experience better performance metrics. According

to the resource-based view theory, financial resources enable businesses to pursue growth opportunities and enhance operational efficiency. Supporting evidence comes from (Setini et al., 2020) and (Manzoor et al., 2021), both of whom found a significant positive relationship between financial access and business growth. Additional studies by (Nugraha et al., 2022) and (Delovieres et al., 2025) further confirm that access to capital is directly associated with higher profitability, market share, and overall sustainability. Therefore, the empirical evidence supports the hypothesis that better access to financial resources enhances business performance.

A notable new finding from this study is the role of marketing strategy creativity as a moderating variable. This creativity not only bridges the relationship between business competence and business performance but also between access to capital and performance. According to the dynamic capabilities framework, marketing strategy creativity allows businesses to leverage their resources more effectively, resulting in improved performance outcomes. Recent studies by (Oghenekome Urefe et al., 2024), (Thameer, 2023), and (Nguyen et al., 2023) confirm that businesses employing creative marketing strategies consistently achieve superior results. The integration of creative marketing efforts within the organization's operations helps sustain competitive advantages, enhances profitability, and supports long-term business growth. This evidence underscores the importance of directing both business competence and access to capital toward fostering marketing creativity, ultimately leading to improved business performance.

Limitations and Cautions

Although this study provides important insights into the relationship between business competence, access to capital, marketing strategy creativity, and business performance among student entrepreneurs in the P2MW program, several limitations must be acknowledged. First, the research employed a **cross-sectional design**, meaning data were collected at a single point in time. As a result, the study cannot capture dynamic changes in business competence, marketing creativity, or business performance over time. Longitudinal studies would be necessary to track how these variables evolve as businesses grow and face different developmental challenges. Additionally, the sample was limited to students participating in the 14th KMI Expo, which may not fully represent all entrepreneurial students across Indonesia. Students attending the Expo might already possess higher entrepreneurial motivation and skills compared to the broader student population, leading to a potential selection bias that limits the generalizability of the findings.

Demographic factors such as gender, age, business sector, and previous entrepreneurial experience were not analyzed in depth, even though these variables could influence how business competence and access to capital affect business performance. The absence of this demographic analysis presents a caution for interpreting the findings, as different subgroups may respond differently to entrepreneurial challenges and resources. Moreover, the use of **self-reported questionnaires** introduces the possibility of response biases, such as social desirability bias, where participants might

overestimate their competence or business performance. Future studies are recommended to incorporate multi-method approaches, such as combining surveys with objective business performance metrics or qualitative interviews, to validate the findings more robustly. Despite these limitations, this study provides a valuable foundation for understanding the critical role of competence, financial access, and creative marketing in fostering entrepreneurial success among students, while highlighting the need for broader and more nuanced research in the future.

Recommendations for Future Research

Future research should consider adopting a longitudinal study design to better capture the dynamic development of business competence, marketing strategy creativity, and business performance over time among student entrepreneurs. This approach would provide a deeper understanding of how entrepreneurial capabilities evolve and impact sustainability beyond the early stages of business development. Additionally, future studies should incorporate a broader and more diverse sample, including student entrepreneurs from various regions and different types of higher education institutions, to enhance the generalizability of the findings. It is also recommended to examine the moderating effects of demographic variables such as gender, age, type of business, and prior entrepreneurial experience to identify potential differences in how business competence and access to capital influence entrepreneurial outcomes. Employing a mixed-methods approach, combining quantitative surveys with qualitative interviews or case studies, could offer richer insights and minimize biases associated with self-reported data. Furthermore, future research could expand the model by integrating additional variables such as digital literacy, innovation capability, entrepreneurial mindset, and resilience, which are increasingly relevant in the contemporary entrepreneurial landscape. Exploring the influence of institutional support systems, such as mentorship programs, incubators, and government policies, on student entrepreneurial success would also provide a more comprehensive understanding of the external factors that facilitate or hinder business growth and sustainability.

CONCLUSION

This study concludes that both business competence and access to capital significantly enhance marketing strategy creativity and, in turn, business performance among student entrepreneurs. The mediating role of marketing strategy creativity proves essential in translating entrepreneurial competencies and financial access into tangible performance improvements. These findings confirm that creativity in marketing is not merely a supplementary skill but a strategic asset that amplifies core entrepreneurial capabilities.

Beyond confirming these relationships the study offers broader implications for the design and implementation of entrepreneurship education and student business incubation programs. It

highlights the need for higher education institutions and policy makers to integrate creative marketing modules into entrepreneurship curricula and to provide more structured, accessible funding pathways for student businesses. Strengthening institutional support—such as mentorship schemes, innovation labs, and cross-disciplinary collaboration platforms—can further encourage the development of innovative marketing practices among young entrepreneurs. These efforts will not only improve business performance but also contribute to a more resilient and dynamic entrepreneurial ecosystem in Indonesia. Future research should adopt longitudinal and demographically diverse approaches to capture the evolving dynamics of competence, creativity, and performance across different entrepreneurial stages and contexts.

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