

Application of the Marketing Mix by Small Business: A Focus Group Analysis of B40 Mumpreneurs

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ABSTRACT

Small businesses are essential as they contribute significantly to the country's economic income, increase job opportunities, and support social development. The marketing mix is a set of controllable and strategic marketing elements a business can employ to produce the desired response in the target market. By using the elements in the marketing mix, the business can perform marketing activities to influence the demand for its products. It contains five elements: product, price, place, promotion, and people. To this day, the 5P model remains the most popular in most marketing literature. Thus, the study aims to explore and assess the current marketing mix practice among B40 mumpreneurs. The B40 groups have a limited social support system. In addition, most of them also have a low-moderate level of education. This makes it difficult for them to manage their businesses. This study involves two series of focus-group interviews. Each focus-group interviews involve six informants. Thematic analysis was employed to analyze data, which consists of reading through a group of data and looking for patterns of meaning in the data to find themes. The study has revealed that the current practice of the 5Ps marketing mix is quite challenging for B40 mumpreneurs. The government must support these groups with more exposure to sound, practical, and beneficial marketing management methods and provide more business assistance such as capital, networking, mentoring and coaching, training and development, and equipment and machinery assistance.

Keywords: *marketing mix, mumpreneurs, B40 group, policy implications*

1.0 INTRODUCTION

Entrepreneurship is the basis for the development of society and the country. The importance of entrepreneurship includes various social and economic benefits to individuals, culture, and the government (Ramadani et al., 2023). The field of entrepreneurship has helped generate job opportunities and produce

multiple products through the innovation and creativity of entrepreneurs (Jones & Sakong, 2020). This impact has placed the field of entrepreneurship at the core of the national agenda. Entrepreneurship development begins with forming an entrepreneurial culture in the early stages up to the tertiary level. Based on Leap 1 of the Malaysia Education Development Plan 2015-2025, the Ministry of Education has emphasized efforts to develop holistic, balanced, and entrepreneurial graduates. Women make up almost half of Malaysia's population. Their contributions are as wives, mothers, or workers in the nation's development, and the country is significant (Mohd Noor et al., 2024). The involvement of women is no stranger to the Small Medium Enterprise (SME) sector. Several factors encourage women to be involved in the business sector. These include the high cost of living, increasing family economy, and job opportunities as entrepreneurs (Ariffin et al., 2020). In Malaysia, there are many female entrepreneurs of which Malaysians can be proud. For example, Dato' Siti Nurhaliza Tarudin. The country's number-one singer has won many awards and is famous for SimplySiti products. Recognized as "The Best Halal Product" by Halal Journal Magazine, her products can now be found throughout the Watsons chain in Malaysia. Many women want to become entrepreneurs, but unfortunately, few understand entrepreneurs' concepts and context (Raman et al., 2022).

Mumpreneurs refers to mothers who are involved in entrepreneurial activities. The entrepreneurial ecosystem in Malaysia needs to be more conducive to informal business. Moreover, Malaysia's society still prioritizes traditional family values that place the primary function of women as household managers (Noor & Omar, 2024a). Therefore, women's participation in the employment sector still needs to reduce society's perception of their roles and responsibilities (Mashapure et al., 2022). The role of housekeeper placed entirely on a working woman will undoubtedly double the burden on their shoulders either mentally or physically (Emon & Nipa, 2024). Often, they feel stuck between compliance with their job duties and maintaining their role as a mother and wife. Moreover, most B40 mumpreneurs operate their small business in the informal economy (i.e., unregistered businesses). Small business problems can be viewed through several perspectives, namely: 1) lack of business capital, 2) unregulated sales practices, 3) poor management of raw material stock for sale, 4) absence of credit facilities, and 5) lack of competencies and training (Mashapure et al., 2022; Noor & Omar, 2024b).

In terms of marketing strategies, small and micro-entrepreneurs are often faced with issues and problems when managing and marketing their business. Product innovation is an important strategy and a catalyst for business success. However, micro entrepreneurs are often faced with issues and problems when implementing creativity and innovation in business. Past studies discovered only a small percentage of small businesses measure the effectiveness of social media as their marketing tool (Kowalska, 2020). This makes them unable to evaluate the extent to which social media use can help the marketing perspective. Moreover, many small businesses like to put at a low price to compete (Wichmann et al., 2022). To use this method, the cost of marketing and production needs to be lowered, and this could jeopardize the quality of the product. Understanding how much value a product provides to customers is important in setting pricing based on value. Products with unique benefits or better solutions may justify higher prices (Wichmann et al., 2022). Moreover, the issue that many small entrepreneurs out there often face is when the product or service offered is not noticed by potential customers (Faria & Ferreira, 2021). Many of them, especially those who are new, do not know the correct and effective way to market the business. Many small businesses sell the same product or service without focusing on differentiation (Roux et al., 2023).

To improve mumpreneurs business performance, the business needs to present its brand. The brand's strength is vital in raising a business's identity and prospects' trust. In a business, marketing is the central pillar ensuring it continues growing (Darmawan & Grenier, 2021). Through effective marketing methods and systematic management, entrepreneurs can expand their business network by selling the brand to the outside world. Marketing is a step in introducing a service or product to the public and focusing on interested prospects. It is not enough to have a great product; targeting ads to the correct prospects should also be considered (Perreault Jr et al., 2021). A business without marketing will make people sceptical about trying the product or services because there is no information about the brand they are selling (Katsikeas et al., 2020). The first 5P marketing strategy is the product. Determining the product in the business is the most crucial step before the business runs. The products must be to the needs of the target market. Therefore, entrepreneurs should research market tastes and trends beforehand and see how big the market opportunities are targeted (Rosário & Raimundo, 2021). For example, soft drink companies

introduce new products with a fresher taste and more practical packaging. The next 5P marketing strategy is price. To determine the selling price of the product, the entrepreneurs must calculate the total of all costs incurred during production. There are three pricing methods to avoid losses. First is price determination based on production cost plus profit. Second is pricing based on competitors. For example, it sets the price below the competitor but with the same quality as the competitor. Third is price determination based on demand, in which the consumer will determine the product's price. However, if the price given is still below the production price, the entrepreneurs must be able to raise the selling price to make a profit (Palmatier & Sridhar, 2020).

The third 5P marketing strategy is promotion. Promotion is a step in introducing the products to consumers. For the promotion to be on target, the entrepreneurs must research the products sold and the potential customers to buy the product (Faria & Ferreira, 2021). The fourth marketing strategy is place. For sales to be maximized and products to be readily available to consumers, entrepreneurs should choose a strategic place to sell (Roux et al., 2023). A strategic location is easily accessible by everyone and close to the crowd. The product sold must attract the attention of consumers. The last 5P marketing strategy is people. The selected human resources should be able to produce the best products and services (Roux et al., 2023). Entrepreneurs must avoid references from acquaintances or friends if their skills are unsuitable. By applying elements of the 5P marketing strategy, businesses can ensure that their marketing strategy focuses on the needs and desires of customers, as well as market conditions and the business environment (Varadarajan, 2020). This will help the business gain a strong position in the market and meet customers' needs. However, it should be remembered that marketing strategies must be applied continuously and adapted to changing market conditions and the business environment. Therefore, the business should monitor and measure the effectiveness of its marketing strategies periodically and make necessary changes (Katsikeas et al., 2020).

The main objective of this study is to examine and assess the marketing mix (5P) of B40 mumpreneurs to identify the challenges and any discrepancies in the current practice and provide practical solutions to overcome the problem. B40 mumpreneurs could be defined as mothers involved in business activities either as full-time entrepreneurs or part-timers and coming from low-income groups with monthly household incomes of less than Ringgit Malaysia (RM) 4,850. More information and empirical studies are needed to examine the marketing mix from the context of B40 mumpreneurs, which has limited the ability to conclude a topic. For instance, the difficulties faced by mumpreneurs and unmarried or male entrepreneurs are contextually different. These require more validation studies from the current research. By conducting qualitative research, we can minimize bias. Past studies have heavily employed quantitative studies to examine the marketing mix's level or impact. Thus, this study aims to evaluate the topic from different points of view. This study expects to contribute to the development of knowledge and become an essential reference for other researchers in conducting research in the future.

2.0 LITERATURE REVIEW

2.1 Overview of Entrepreneurship

To this day, there is no accurate definition to explain the term entrepreneur. According to Cunningham (1991), agreement has yet to be reached regarding the definition of entrepreneur and entrepreneurship. Varying definitions have created inconsistencies in views on the meaning of entrepreneurship, what an entrepreneur does, the characteristics of an entrepreneur, and what to learn to make a person an entrepreneur. The term entrepreneur was taken from the French word "entreprenre" which means an individual whose position is between suppliers and consumers. An entrepreneur is an individual who controls production or projects (Schlaile et al., 2021). Most entrepreneurship experts think that entrepreneurs are different from merchants or traders. A trader is a person who runs a business that usually already exists, and an entrepreneur may create the company. Entrepreneurs think creatively and are innovative and can get to know each other about specific opportunities, generate business opportunities, and work on them until they succeed (Williams et al., 2021). Although the reality is that the entrepreneur will meet many challenges, it is necessary to prepare oneself and the resources that are required before venturing into a business (Schlaile et al., 2021).

Based on the definition between traders and entrepreneurs, the difference is significant in innovation, creativity, and the creation of business opportunities. However, a trader can be categorized as an entrepreneur when applying values such as changes in thinking, management techniques, and marketing that lead to innovation, creativity, and other entrepreneurial values (Diandra & Azmy, 2020). Based on research, there are various purposes and causes of a person's venture into entrepreneurship. A deep interest in entrepreneurship is the main reason that is common among entrepreneurs. This interest may arise through family business heritage (Chandra, 2022). These family members become entrepreneurs, idols, and the encouragement of particular parties or hobbies. They may also occur based on experience as an employee or intermediary entrepreneur in a specific field. When a person has a deep interest, that interest will provide positive elements such as stamina, competitiveness, patience, physical endurance, mental, and an attitude of not giving in to a challenge and effort. The desire for freedom can also cause a person to venture into entrepreneurship. Still, freedom also has limits because it depends on an individual's definition of freedom. An entrepreneur's freedom is needed to determine their way of life, realize ideas, make any business planning, consult, and, of course, this kind of freedom encompasses the needs of a discipline. Apart from interest and freedom, they are also venturing into entrepreneurship because they are not getting a job in the public or private sector (Demir et al., 2020). A person may enter the field of entrepreneurship because of retirement, quitting a job, or being dismissed from work. For someone who has retired, it is easier if the business is run closely related to the experience of being an employee of an organization or a hobby. To be an entrepreneur, a concentration of time, energy, and family is essential.

2.2 5Ps Marketing Mix

To develop a business, one important thing to do is plan a marketing strategy. A good-quality product will be sold with the right marketing strategy. A marketing strategy aims to market and introduce a product or service to the community (Roux et al., 2023). In the process of introducing a product, most customers will see the advantages and benefits of a product first. It is common for customers to first find out on the Internet about the product they will buy. The product has five elements in the marketing strategy that should be observed. The five elements are the 5Ps: Product, Price, Promotion, Place, and People. The first element of the marketing strategy is the product. Things that customers consider from a product usually include the advantages, benefits, functions, quality, appearance, and packaging of the product. Therefore, the product is vital to the marketing strategy's success (Kowalska, 2020). The next element of marketing strategy is price, which is a sensitive matter for a customer. Therefore, entrepreneurs should be careful when setting the price of the product to be offered (Wichmann et al., 2022). They can consider several things before determining the cost of the product. For example, the selling price of products in the market, discounts, payment methods, credit, and other services.

Next, the promotional element in the marketing strategy is essential. Promotion is an activity that allows many people to recognize a business or product. Promotional activities can include advertisements, adding relationships, and sponsors (Faria & Ferreira, 2021). Entrepreneurs should determine the right promotional strategy to increase product sales. The next element of marketing strategy is place. The selection of place refers to where the product is made, sold, and distributed. There are several things to consider when choosing a place, such as choosing one that is easy to access and does not cost too much (Kazibudzki & Trojanowski, 2020). So that customers can easily find the product. The final marketing strategy element is people. This is closely related to human resources to support the business. One of the success factors in carrying out business strategies is the existence of competent human resources. Competent human resources can provide good service to customers. So, the marketing strategy is booming, and sales are increasing (Roux et al., 2023).

The function of a marketing strategy is to help businesses gain a strong position in the market and meet the needs and desires of customers (Burns, 2022). Marketing strategy has several vital functions. A marketing strategy helps a company clearly define its target market. This helps companies understand customers' needs and wants and how to meet them. Marketing strategies help businesses create a competitive advantage by positioning their products or services as better solutions than competitors (Katsikeas et al., 2020). Marketing strategies help companies increase brand awareness by promoting their products or services through various channels, such as social media, advertisements, and promotions (Rosário & Raimundo, 2021). The primary function of marketing strategy is to increase the company's sales. Marketing strategies help companies retain customers by offering loyalty programs and creating solid customer

relationships through a good customer experience (Perreault Jr et al., 2021). Overall, the function of marketing strategy is to help companies meet the needs and desires of customers, create competitive advantage, increase brand awareness, increase sales, retain customers, increase marketing efficiency, and increase the ability to adapt to changes in the business environment (Rejeki, 2021).

3.0 METHODOLOGY

The data of this study was obtained using qualitative research methods. Qualitative research data was obtained through a series of two focus group discussions. The focus group discussion technique is used by the researchers to dig for data on perceptions, opinions, beliefs, and attitudes towards a marketing concept because it is relatively easier and faster to complete compared to other data collection techniques. As a socially oriented research method, it is flexible and has high face validity, which means it measures what it wants to measure (Colucci, 2007). It also produces quick results and does not cost much to do. Group dynamics often bring out aspects of a topic or reveal information about a subject that the researchers may never have anticipated or emerged from individual interviews (Colucci, 2007). This study relies on data saturation to ensure that the study's objectives are achieved. Saturation in qualitative research is intended to see the extent to which the data obtained has reached saturation point (Guest et al., 2020). The number of informants in this study was twelve people. Saturation in qualitative research can be seen in terms of density and rich data (Chitac, 2022). Data density refers to the amount of information obtained in terms of quantity based on the number of informants and the quantity of interviews. Data richness relates to data quality, namely layered, complex, detailed, and nuanced data. Based on these categories, saturation in this study relies on the richness of data in each informant. Two focus-group interviews involve B40 mumpreneurs from the People's Housing Program (PPR) Kerinchi, Kuala Lumpur. The PPR is a program under the Ministry of Housing and Local Government. The help offered is a house to buy and a house to rent. Each focus group has six participants. Therefore, the purposive sampling method has been used to select the twelfth B40 mumpreneurs as participants in this study. B40 mumpreneurs in this study refer to mothers involved in business activities either as full-time entrepreneurs or part-timers and coming from low-income groups with monthly household incomes of less than Ringgit Malaysia (RM) 4,850. Each focus group discussion lasted for 45 to 60 minutes. The consent form attached to the studies has been obtained from all subjects. This study used the thematic analysis method to analyze qualitative data. The main reason for using this analysis method is because it is very flexible and can use different theoretical perspectives. The interview recordings were transcribed verbatim. The transcribed version was then double-checked with the recording for accuracy. Next, transcriptions were imported into NVIVO software for analysis. Table 1 shows the information on the study's key informants.

Table 1: Key Informants Information

No.	Key Informant Code	Age	Period of Business	Business Orientation
1	Sally	40	More than five years	Full-time
2	Yana	45	More than eight years	Full-time
3	Mira	39	More than five years	Full-time
4	Syelly	35	More than three years	Full-time
5	Nora	42	More than three years	Full-time
6	Mayang	40	More than five years	Part-time
7	Ana	37	More than five years	Full-time
8	Mel	38	More than five years	Full-time
9	Tipah	40	More than five years	Full-time
10	Qistina	41	More than five years	Full-time
11	Fasha	45	More than five years	Full-time
12	Azean	35	More than five years	Full-time

4.0 RESULT AND DISCUSSION

4.1 First P: Product

4.1.1 Theme 1: Product Appearance

Many factors need to be considered to create a successful design. These factors cover aspects of aesthetics, functionality, security, and sustainability. Aesthetics is an essential factor in optimal product design. A visually appealing design can increase the appeal of a product and make it stand out in the market. Aesthetics can also influence the consumer's perception of the quality and value of the product. Ten out of twelve informants stated they focused on establishing a good product appearance and design. Among the verbatim quotes are the following:

“As a cake seller, the up-to-date aspect of decoration, cakes, and pastries with the latest trends is essential. For example, in the past, people were interested in traditional cakes, and in today's trends, many are interested in modern cakes such as cream puffs, macaroons, cromboloni, croissants, and others. If we can sell cakes with unique decorations, customers will pay more” (Mira).

“For me, using attractive packaging and colours can attract customers' attention. For example, I used to use purple and white. However, after being reprimanded by a workshop I attended, I changed it to a combination of red, yellow, and black colours and interesting fonts. As a result, people are interested in buying my cookies. Labelling is also important because it can describe several things about a product, such as who the distributor is, where it is made, what it contains, and how to use it safely. Labels can also promote products through attractive graphics” (Sally).

4.1.2 Theme 2: Product Quality

Product quality influences optimal product design. A product must be designed and manufactured to a high standard for excellent and durable performance. Good product design will consider factors such as materials, construction, and technology used to ensure high reliability and quality. Reliable and quality products will satisfy consumers, and packaging involves designing and manufacturing containers or packaging for a product. In a marketing environment, packaging allows sellers to influence buyers. Among the verbatim quotes are the following:

“Customers want quality products even if they must pay more. For example, before this, I sold banana leaf nasi lemak. However, I did not put any more banana leaves in the market due to the insufficient supply, and my sales are decreasing. The nasi lemak that I put in the cafe did not run out. When I asked customers about it, they told me it is challenging to find banana leaf nasi lemak in Kuala Lumpur. They like it because it smells delicious. That is what differentiates my nasi lemak from others” (Yana).

“Maintaining product quality is very important. For example, if the price of raw materials goes up, I have no intention of switching to another brand. I emphasize on the quality aspect. The cakes I produce only use premium ingredients. My sample does not use artificial colouring. My customers always stay because they know I care greatly about the quality of my cakes” (Syelly).

“For me, the quality and appearance of the product is essential. For example, before I sold Rempyek in sealed plastic. However, customers complain that it is easily broken and damaged. So, I switched to using jars. Customers are happy with this pack change” (Sally).

4.1.3 Theme 3: Environmental Friendly Product

The last factor that affects optimal product design is sustainability. In an era increasingly concerned about the environment, businesses should consider the environmental impact of their products. Optimum product design will consider factors such as using environmentally friendly materials, energy efficiency, and recycling. By creating environmentally friendly products, businesses can meet the demands of a market that is increasingly aware of sustainability. Among the verbatim quote is the following:

“I sell packaged food. In the past, I used polystyrene containers as food packaging for customers. However, some customers did not like it and once reprimanded me. Now, I switch to using recyclable food containers or biodegradable materials such as paper, boxes, and greaseproof paper. Some customers complimented me, saying they wanted to buy again” (Nora).

4.2 Second P: Price

4.2.1 Theme 1: Low Price Demand

The pricing strategy determines the appropriate price for the goods or services. The objective is to set a price to encourage customers to buy while leaving a good margin for the business to make a profit. Based on the interviews, most informants set the lowest price among their competitors to attract customers. However, in contrast to competitive pricing, economic pricing primarily targets consumers willing to sacrifice quality for a lower price. For example, knowing the price of raw materials has increased, the seven informants admitted that they need to reduce the quantity or change the brand of their raw materials to maintain the lowest price. They will find cheaper materials, remove extra features such as size and portion, and make other adjustments to reduce the production costs. The informants also admitted that most B40 customers demanded low prices and were willing to buy the product with a reduced quality. Among the verbatim quotes are the following:

“Many customers still want to buy my banana leaf nasi lemak for RM1. It is tough to offer too cheap a price. In my RM1 nasi lemak, I no longer put banana leaves, eggs, cucumber, and anchovies. Only anchovies sauce. Many people continue to buy” (Yana).

“In the past, I used quality fish such as Selayang, Basung, and Tamban for laksa. Right now, I have switched to cod because it is cheaper. The customers are fine and continue to buy” (Mayang).

“Yes, the price is very influential. I sell traditional cakes. However, the cost of raw materials has increased. I still sell three mini cakes for RM1, while many traders have raised the price to RM2 to RM3. However, I was worried, and the customer ran away. Therefore, I will bear a small profit and reduce the size” (Qistina).

In addition, six informants believe that cost-plus pricing is crucial to ensure that they still can maintain the quality of their product while selling it at an inexpensive price. It is a strategy somewhat similar to value-based pricing. Businesses set prices by calculating production costs and their target profit margins rather than basing them on what customers are willing to pay. For example, if the business's target margin is 20% and the product costs RM10 to produce, it will sell for RM12. The cost-plus price must still be within the customer's willingness-to-pay range but is not determined based on the customer's willingness to pay specifically. If the price exceeds the range, the business must change its target margin or find a solution to reduce costs. Among the verbatim quotes are the following:

“I found that most small entrepreneurs are not good at calculating the cost of sales. For example, utility costs are not considered when determining the selling price. In addition, some are willing not to count delivery costs in the selling price. Therefore, the profit margin is sometimes tiny. Do not be afraid to raise prices if raw materials go up. Customers must understand because they are also buyers of raw materials. Otherwise, the business will never progress” (Nora).

“I used to sell a jar of my Rempyek for RM10 per jar. That is the price five years ago. Due to the increased cost of raw materials, I am selling at RM15 per jar. If it is the festive season, it can be RM18 per jar. I still take care of the quality. For example, I only use one brand of rice flour, and I do not change it because it guarantees the taste” (Sally).

4.2.2 Theme 2: Value for Money

Value-based pricing is the most well-known pricing strategy. Since it involves determining what the customer is willing to pay, the entrepreneurs need to ensure it is greater than the cost of production. If necessary, they can change the price if the new price is still within the range the customer is willing to pay. Entrepreneurs can achieve this by adding value to their goods or services to make customers more willing to pay a higher price. Among the verbatim quote is the following:

“Selling price plays an important role. If the sale is costly, the customer will be compliant. Most of my customers are from the B40 group, so I cannot put too high a price. However, some customers are willing to pay more for quality. For example, I sell my nasi lemak for RM1.50, and a customer once requested that the price be raised to RM3 by adding medium-sized anchovies and eggs. Therefore, I will customize the price of nasi lemak to suit the wishes of my customers” (Yana).

4.3 Third P: Place

4.3.1 Theme 1: Non-Strategic Location

The location of the business plays a vital role in determining its success. Choosing the right location can give a competitive advantage and help the company achieve maximum profit. Accessibility, infrastructure, operating costs, demographic profile, and competition in the area must be considered when choosing a suitable location. Most informants stated that poor location had hindered their business progress, and nine out of twelve informants preferred online business to offline business. Among the verbatim quotes are the following:

“I do business on the side of the road and sell fried chicken. However, sometimes, it is difficult for customers to stop buying as the PPR Kerinchi area is very dense, and there is no room for cars to stop. Therefore, most of my customers are PPR residents only. My customers are minimal” (Ana).

“This PPR area is full of people, but it is difficult for cars to stop. Difficult for business people. With many cases of double parking. Not to mention people fighting because there is no parking. So it is hard to open a shop. I used to open a shop but chose to close it because I prefer doing business online and managing operations from home” (Mayang).

“DBKL has helped some of the residents here to open businesses by offering a shop lot. However, the shop lot is located at Cheras, which is very far away. In addition to the heavy jam, it takes an hour to get there” (Mel).

4.3.2 Theme 2: Spacing for Operating the Business

The physical location of a business can significantly impact its operations. Choosing the right location can improve efficiency and access to resources. Even though online businesses have provided some benefits, most informants have admitted that their PPR residents are small and not spacious, which has prohibited their business operations. Among the verbatim quotes are the following:

“Although I do business online, I need a business place to store my sales stock. This is because sometimes I receive orders for hundreds of chip jars, especially during the festive season. The PPR house is not spacious; sometimes, the living room part is full of my business materials” (Ana).

“It is also challenging to do business at home. Sometimes, we cook and fry until the walls of the house are full of smelly dab. Neighbors also have complaints. We cannot afford to rent a business shop” (Sally).

4.4 Fourth P: Promotion

4.4.1 Theme 1: Inconsistent Promotional Approach

Most informants admit that they need to be more consistent in conducting marketing. For example, they will update about sales products on social media once a week or once a month. For those who open shops on the side of the road, marketing techniques only depend on word of mouth from friends and residents. Among the verbatim quotes are the following:

“Regarding this roadside business, what marketing do I have to do? I have a bunting design with an exciting banner to be placed on the side of the booth. That is all. I do not have time to manage marketing on social media platforms” (Yana).

“I do not have time to post and create content. I share a picture of what I cooked. I do not understand how to make a video or a testimonial. I am afraid to make a live video. I rarely do online marketing” (Azean).

4.4.2 Theme 2: Limited Platform

In today's digital age, social media is a potent tool for interacting with customers, building brand awareness, and promoting products or services. Many businesses fail to utilize the potential of social media optimally, either due to a lack of knowledge about the right platform for their audience, inconsistency in posting, or not understanding how to interact with customers effectively. Moreover, creating less interesting or unsuitable content for the target audience is another factor that can cause failure in marketing. Many businesses fail in this regard because they need to understand the preferences and needs of the audience, thus producing irrelevant or uninteresting content. Among the verbatim quote is the following:

“So far, I have only used Instagram and TikTok to do business. I used to use Facebook, but I think people do not use Facebook much anymore. I have not yet tried to do business using the Shopee platform. However, there is much competition. For example, I sell bread, and many people sell bread. Sometimes, I see people

making cooking content. I do not know how to manage the device for the record. Regarding recording, I use the phone only” (Ana).

4.4.3 Theme 3: Lack of Marketing Skills and Knowledge

Understanding the target market's characteristics must be considered. Marketing efforts can miss the mark without deeply understanding potential consumers' needs, preferences, and behaviour. Low customer involvement can be a big obstacle. With a solid and interactive relationship with the customer, the product or service may get a good reception in the market. Informants admitted that they are not good at using social media platforms. Some are shy, do not speak well, and have low self-confidence. Among the verbatim quotes are the following:

“I used to do live on TikTok. There are only ten views, and only five products are sold. Maybe it is because I am not good at talking to customers. I am not even good at making jokes. Because of that, I prefer marketing among friends and neighbours only” (Mel).

“As a trader, I rarely give discounts or gifts to customers because I am not sure this tactic will attract customers. Yes, my customers are only the B40 group. They like free stuff and do not even want to buy it. I do not know; I do not even understand what other strategy I need to use” (Tipah).

4.5 Fifth P: People

4.5.1 Theme 1: Limited of Manpower

Human resources are an essential element in developing a business. Most informants said they lacked employee resources and had to manage all business-related matters. This happened due to the lack of capital to pay the workers due to their small-scale business. In addition, improper financial management causes them to only sometimes have enough capital to hire employees. Because of that, many informants have a very high workload due to managing all business-related matters. For example, cooking and managing the delivery of food to customers. Among the verbatim quotes are the following:

“I admit I am not hands-on enough to manage a business. With a paralyzed husband, the burden of taking care of the family is very high. Sometimes, I do business, and sometimes, I do not do business for up to a month. I am exhausted, and to hire workers, I cannot afford to pay their wages. Sometimes, I hire my son to help deliver the product” (Qistina).

“I used to hire workers but faced some losses because I had to pay their wages. Now, I only expect my daughter to help me. Sometimes, I feel sorry for my child who is tired because of schoolwork and needs to help me” (Fasha).

“After my Rempyek business developed, I hired two workers from Indonesia to help me fry Rempyek and do packaging. Therefore, I must manage my sales only. Yes, employees help my business a lot” (Sally).

4.5.2 Theme 2: Unskilled Worker

For startup businesses, mistakes in hiring can cause losses and affect the industry. Among the measures to reduce hiring errors are searching for potential employees through career websites or advertising vacant positions on the website. It is a good start and will help the business to find the right candidate. Most of the informants have admitted that they have workers who are not skilled enough. For example, Indonesian workers can be hired to help them in the store. However, these employees need to be trained in account management and marketing. These workers are only in the low-skill category, cooking, packing, and cleaning the business premises. Among the verbatim quote is the following:

“I have an employee, but mainly to help fry Rempyek. They are not very good at business management. For example, I once told them to deliver the product, but it was slow and went to the wrong house” (Sally).

Figure 1 shows the identified themes for each marketing mix. In discussing the first marketing mix (i.e., product), three themes are derived. These include product appearance, product quality, and environmentally friendly products. Mumpreneurs admitted that product design is important, however among the main constraints in product design are related to cost, reliability, safety, product, and performance. Product quality is important because it helps build a business reputation in the customer market. When a business can create high-quality products that continue to meet customer demand, it can lead to lower production costs, a higher return on investment, and increased revenue. Moreover, in this modern era, awareness of environmental sustainability is increasing among consumers. The use of environmentally friendly

packaging not only helps to reduce the negative impact on the environment, but also reinforces the brand's image.

Subsequently, two themes are derived for the second marketing mix (i.e., price). These include low price demand and value for money. In this strategy, the mumpreneurs sets a lower price than competitors. The goal is to attract price-conscious customers and increase sales at the expense of lower profit margins. This strategy is often used by businesses to increase their market share quickly. However, some mumpreneurs willing to set up prices higher than competitors by improving their product's quality or features to justify a premium price. In a market full of choices, customers often make purchasing decisions based on price comparisons. By offering competitive prices, businesses can attract customers from competitors and increase their market share.

In discussing the third marketing mix (i.e., place), two themes are derived. These include non-strategic location and spacing for operating the business. Choosing a good business location can directly impact business profits by increasing foot traffic, making it easier to attract customers, and increasing business visibility. Yet, even though, some mumpreneurs are locating their business in a visible place, the main challenges are difficulties in reaching customers due to heavy traffic jams and the location does not reach to high-income consumers. Another issue is the availability of proper production places and space for businesses could limit the business operation. For example, most mumpreneurs operate their business at their homes, and this is not a conducive place for operating the business. PPR houses are assistance provided by the government to help the B40 and extremely poor to have a comfortable and safe home. However, the house is small which may limit the business production and operation.

Afterwards, for the fourth marketing mix (i.e., promotion), three themes have emerged. These include inconsistent promotional approach, limited platform, and lack of marketing skills and knowledge. If the business does not understand well who the target market is, the audience will not be interested in the product or service offered. Most mumpreneurs are unable and inconsistent in conducting market research to understand the needs, preferences, and behaviours of the target market. Moreover, vague or unclear marketing messages sometimes leave the consumers confused about what is on offer. The channels used are also limited and the marketing message does not reach the right audience. Without regular monitoring and evaluation of marketing campaigns, it is difficult to know what is working and what is not. Mumpreneurs are advised to identify weaknesses and make necessary changes to improve marketing effectiveness.

In the final marketing mix (i.e., people), two themes are derived. These include limited manpower and unskilled workers. Mumpreneurs need dedicated and highly capable employees to perform important business tasks. This is very important to consider because, without a credible workforce, the business may face problems. They also need enthusiastic employees which could affect the quality of the work. Passionate workers will do something because they want to. Thus, entrepreneurship training including business management, financial management, operations management, marketing, and information and communication technology is crucial for both entrepreneurs and business staff. Business coaching is also important as it provides guidance and support to business staffs to perform well and productively.

Based on the study's outcome, the study discovered that the 5Ps marketing mix for B40 mumpreneurs is quite challenging, and most informants are at a lower level of marketing performance. Among the issues identified are a lack of marketing skills and knowledge, weak networking, lack of support, wrong marketing techniques, ignorance of the needs and demands of the customer, poor business location, lack of workforce, underutilization of social media platforms, and lack of focus on product innovation and uniqueness. Small business marketing problems arise from intense competition in the market. In addition to competition problems, there are problems related to marketing channels. The problem of the marketing channel system arises because, firstly, small traders do not get patronage under this system, and secondly, due to the attitude of wanting to carry out marketing work themselves. Another marketing problem small traders face is price competition with other traders. This problem has been known for a long time and still exists today.

As for practical implications, content marketing is one of the most effective marketing techniques for getting the brand in front of customers. Content marketing is the definition of a win-win situation. As the entrepreneurs generate leads and increase revenue, the audience learns how to handle specific issues (He et al., 2021). Content marketing involves more than just content. Creation is the first step in the process, followed by promotion, measurement, and continuous optimization. However, a learning curve is involved,

and patience is vital. The entrepreneurs must take advantage of social media marketing. They can use social media networks like TikTok, Facebook, Instagram, Pinterest, Snapchat, and YouTube to find what works best for the business. Marketing on social media is a great way to connect with potential customers (Dolega et al., 2021). The most exciting example of a pull promotion strategy is word of mouth or WOM marketing. Although experts consider it one of the most effective methods available, it is also challenging. WOM advertising comes in two types. First is when someone recommends a product or service to another person, and second is through advertising efforts and referral programs created to promote or accelerate WOM in current or new communities. These two complement each other.

Product	Price	Place	Promotion	People
<ul style="list-style-type: none"> •Theme 1: Product Appearance •Theme 2: Product Quality •Theme 3: Environmental Friendly Product 	<ul style="list-style-type: none"> •Theme 1: Low Price Demand •Theme 2: Value for Money 	<ul style="list-style-type: none"> •Theme 1: Non-Strategic Location •Theme 2: Spacing for Operating the Business 	<ul style="list-style-type: none"> •Theme 1: Inconsistent Promotional Approach •Theme 2: Limited Platform •Theme 3: Lack of Marketing Skills and Knowledge 	<ul style="list-style-type: none"> •Theme 1: Limited of Manpower •Theme 2: Unskilled Worker

Figure 1: Identified Themes for the Marketing Mix

While WOM marketing is an ongoing process, the entrepreneurs can create a community around the brand by starting a social media group. Happy customers will eventually begin to promote the brand without further effort. The most organic advertising is having an unbiased individual promote the product and act as a brand ambassador on social media. Working with influencers is similar to maximizing traditional word-of-mouth marketing in the digital world. An influencer has established a network of loyal and respectful social media fans (Leung et al., 2022). For example, working with influencers to ask them to share discount coupons for certain things is one approach to increase sales and make the product/service more visible. Influencer marketing is affordable, especially if the business chooses highly effective and trustworthy micro-influencers. Next, businesses could increase sales by offering free samples, sales coupons, and promotions. People love that there are deals available everywhere. A discount can be an excellent example of an inbound marketing strategy for an item, regardless of whether it comes as a free sample, coupon, or promotion.

5.0 CONCLUSION

The study has revealed that the current practice of the 5Ps marketing mix could be more challenging for B40 mumpreneurs. Several themes have been derived from the focus group discussions. These include product appearance, product quality, environmentally friendly products, low price demand, value for money, non-strategic location, spacing for operating the business, inconsistent promotional approach, limited platform, lack of marketing skills and knowledge, limited of manpower, and unskilled workers. The transformation of the small business sector among B40 mumpreneurs must be implemented to develop the national economy. This effort should continue to be implemented to improve the quality of life of a B40 community. Empowering the B40 managers can be implemented with government and private sector efforts, together with local community initiatives. Marketing is the central pillar that ensures a business continues growing. Through effective marketing methods and systematic management, mumpreneurs can expand their business network by selling their brand to the outside world. In addition, entrepreneurs must be creative when planning a marketing plan. They depend on one platform and need to explore other platforms involving website development, innovative use of social media, and public relations among prospects and the business industry. The researchers hope this study can help policymakers understand the

marketing challenges faced by B40 groups and strategize current policies and programs to solve the problems and cater to the current needs of this group.

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