

Research Article

# Digital Marketing Strategies for Household Processed Food MSMEs via Social Media and E-Commerce in Karawang

Saptaji<sup>1\*</sup>, Mimin Aminah<sup>2</sup> and Rizal Syarief<sup>1</sup>

<sup>1</sup> Master Program of Small and Medium Industry Development, Institut Pertanian Bogor, Bogor, 16680, Indonesia

<sup>2</sup> Departement of Manajemen, Institut Pertanian Bogor, Bogor, 16680, Indonesia

\*Corresponding Author: [jiesaptaji@gmail.com](mailto:jiesaptaji@gmail.com) | Phone: +6285219108600

## ABSTRACT

The rapid development of information and communication technology has transformed the way businesses operate, especially among Micro, Small, and Medium Enterprises (MSMEs). As of July 2024, the Ministry of Cooperatives and MSMEs reported that 25.5 million MSMEs, or 38.93% of Indonesia's total 65.5 million MSMEs, have integrated into the digital ecosystem. One of the most dynamic sectors is the processed food household industry, including those in Karawang Regency. According to the Karawang Cooperative and MSME Office, the number of processed food MSMEs reached 15,538 units in 2022, an increase of 23.69% from the previous year. However, challenges remain, particularly in limited digital marketing adoption and suboptimal technology utilization. Data from the Karawang Industry and Trade Office (2025) show that 78% of MSMEs use social media for marketing and 30% use e-commerce, yet 7% reported no increase in sales, while 65% experienced varied revenue growth. This study aims to formulate digital marketing strategies to enhance the sales performance of processed food MSMEs in Karawang Regency. Primary data were collected through interviews and questionnaires with selected MSME actors, while secondary data were sourced from government institutions and literature studies. The analysis employed descriptive methods, IFE-EFE, IE, SWOT, and Analytical Hierarchy Process (AHP). The results show that the top priority strategy is the Integrated Digital Branding and Sales Program, followed by collaborative digital capacity building, digital quality assurance and product differentiation, and community based digital promotion for cost efficiency and local competitiveness.

**Keywords:** Digital Marketing; Processed Food MSMEs; 4P; SWOT, AHP

## 1. INTRODUCTION

The development of information and communication technology over the past decade has fundamentally transformed the consumption patterns and economic behavior of Indonesian society (Fahmi & Mendrofa, 2023; Fekete et al., 2022; Siregar et al., 2025). The COVID-19 pandemic has accelerated the process of digitalization across almost all sectors, including micro, small, and medium enterprises (MSMEs), which serve as the backbone of the national economy (Amankwah-Amoah et al., 2021; Nalini, 2021; Wijayanto et al., 2022). According to data from (2024), the number of internet users in Indonesia has reached 212.9 million people, or about 77% of the population, with 167 million active social media users. This condition indicates great potential for business actors to utilize digital platforms in marketing, distribution, and communication activities with consumers.

Digital transformation has become a strategic opportunity for MSMEs to expand market reach, reduce promotional costs, and enhance competitiveness through the utilization of social media and e-commerce platforms (Jurnalita, 2024; Sifwah et al., 2024). The Ministry of Cooperatives and MSMEs (2024) recorded that 25.5 million MSMEs have joined the digital ecosystem, representing approximately 38.93% of the total 65.5 million MSMEs in Indonesia. However, the uneven rate of digital adoption and limited technological literacy remain obstacles for most business actors, particularly those in the household-scale processed food (Hasan et al., 2025; Nurfazrina & Suryadi, 2025; Santoso et al., 2025; Shonubi, 2025).

Karawang Regency, as one of the regions with rapid industrial and agricultural growth in West Java, has also experienced a significant increase in the number of processed food MSMEs. Data from the Karawang Regency Office of Cooperatives and MSMEs (2022) show that there were 15,538 household-scale food industry units, an increase of 23.69% from the previous year. Although most MSMEs have utilized social media (78%) and e-commerce (30%) in their marketing activities, around 7% of business owners did not experience an increase in turnover, and 28% have not been able to fully optimize digital potential. These data indicate that the use of digital technology has not yet been maximized in creating a significant economic impact for processed food MSMEs (Kusnadi et al., 2022).

In the context of digital marketing, effective strategies are generally built upon the concept of the marketing mix introduced by McCarthy (1960) and later refined by Kotler et al., (2024). This concept includes four main elements — product, price, place, and promotion (4P) which are interrelated in determining the value offered to customers. In the digital context,

these four elements have undergone adaptation. Product encompasses innovation and the uniqueness of products presented online; price relates to pricing flexibility and digital promotions; place shifts toward online distribution channels such as marketplaces and social media; while promotion emphasizes two-way interactions and creative content designed to attract consumer attention (Sofiah et al., 2023).

Several studies support the effectiveness of digital marketing mix strategies in improving the performance of MSMEs. Amanda (2022) emphasized that the application of the 4P framework in digital marketing can increase sales through the adjustment of content, pricing, and distribution channels. Arija et al (2021) showed that these four elements have a positive influence on the performance of food MSMEs. Panjalu et al. (2024) dan Banerji & Singh (2024) also found that the consistent use of social media can expand market share and enhance customer loyalty. Meanwhile, Gao et al., (2023); Sari & Kurniawan (2025) research emphasize that e-commerce provides broader market access and contributes significantly to increasing the income of MSMEs. However, the success of digital marketing is not solely determined by platform selection, but also by the ability of business actors to manage internal and external factors that influence strategy effectiveness (Mulyanto & Budi, 2025; Schomburg & Silberberger, 2025). The SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis serves as an important tool to map these internal and external conditions (Mardiyana et al., 2022). Furthermore, the Analytical Hierarchy Process (AHP) method is used to determine the most relevant and applicable strategic priorities (Szabo et al., 2021). The combination of SWOT and AHP provides a systematic and measurable foundation for decision-making in the formulation of digital marketing strategies (Popescu & Gasparotti, 2022).

Although the digital marketing mix and social media strategies have been widely discussed in prior studies, most research has focused only on describing digital adoption outcomes rather than identifying which strategic actions should be prioritized based on MSMEs' internal and external conditions. Existing studies on processed food MSMEs in Indonesia rarely integrate the marketing mix (4P) with structured strategic analysis such as SWOT and multi-criteria decision-making methods. In Karawang Regency, where digital utilization remains inconsistent, illustrated by the fact that 7% of MSMEs report no sales improvement and 28% have not fully optimized digital platforms, the absence of a priority-based strategic formulation becomes a significant gap. Therefore, a combined SWOT–AHP approach is required to produce measurable, evidence-based digital marketing strategies that respond directly to the unique challenges faced by household-scale processed food MSMEs.

Based on the aforementioned background, this study aims to analyze and formulate effective digital marketing strategies for household-scale processed food MSMEs in Karawang Regency using the 4P marketing mix, SWOT, and AHP approaches. The findings of this study are expected to provide practical contributions for MSME actors and local governments in enhancing the competitiveness of local products while strengthening community economic resilience in the digital era.

## 2. RESEARCH METHOD

The study was conducted in Karawang Regency, West Java, from August to October 2025, focusing on household-scale processed food MSMEs. Primary data were obtained through interviews and questionnaires with selected MSME actors using purposive sampling. The sampling criteria included possession of a Business Identification Number (NIB) and Household Industry Food Production Certificate (SPP-IRT), as well as engagement in marketing through social media or e-commerce. Secondary data were collected from relevant institutions, publicly available online data, and literature studies. The analytical process began with a descriptive analysis to identify the characteristics, marketing practices, and digital engagement patterns of the MSMEs using the marketing mix (4P) framework as a reference. Subsequently, internal and external factors influencing digital marketing performance were assessed using the Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) matrices. Each factor was assigned weights and ratings based on its relative importance and impact. The weighted scores of both matrices were then combined and plotted into the Internal–External (IE) Matrix to determine the strategic position of the MSMEs within the digital business environment. The SWOT matrix was constructed to formulate four strategic alternatives (SO, WO, ST, WT), derived from interactions between internal strengths and weaknesses and external opportunities and threats (Hafidoturrohmah et al., 2025). To determine the relative priority of these strategies, the Analytical Hierarchy Process (AHP) method was employed. AHP is suitable for use as an analytical tool for formulating strategies because of its ability to decompose complex multi-criteria problems into a logical and structured hierarchical structure (Akbar & Aulawi, 2021; Andini et al., 2021; BKL, 2024). Pairwise comparison matrices were developed to calculate the priority weights of factors and sub-factors, while consistency ratios (CR) were computed to ensure logical coherence in respondents' judgments. Only comparison matrices with CR values below 0.1 were accepted.

## 3. RESULTS AND DISCUSSION

### 3.1 Analysis of Internal and External Factors

The SWOT analysis was carried out by examining internal and external factors related to the 4P marketing mix strategy, namely product, price, place, and promotion (Kusumajaya et al., 2023; Trojanowski, 2021). Internal factors include the strengths and weaknesses possessed by the enterprises, while external factors encompass the opportunities and threats faced by processed food MSMEs in implementing digital marketing strategies through the use of social media and e-commerce platforms. The results of the internal and external factor analysis are presented in [Table 1](#).

**Table 1.** The results of the internal factor analysis of processed food MSMEs

4P Elements Marketing Mix	Internal Factors				
	Strengths		Weaknesses		
Product	S1	<b>Quality &amp; Legal</b> The processed food products have diverse and distinctive qualities based on local ingredients, safety certification (NIB, SPP-IRT, Halal)		W1	<b>Production &amp; Innovation Capacity</b> Limited production capacity, rarely innovate, and stronger focus on maintaining existing products
		Price	S2		
Place	S3			<b>Digital Marketing &amp; Logistics</b> Use of commonly used social media and e-commerce platforms, as well as product delivery using trusted digital transportation platform services	
		Promotion	S4	<b>Content &amp; Customers Communication</b> Use of engaging content (photos/videos) for promotion and good customer relations, responsive and loyal on digital media	

**Table 2.** The results of the external factor analysis of processed food MSMEs

4P Elements Marketing Mix	External Factors				
	Opportunities		Threats		
Product	O1	<b>Government Support &amp; Local Trend</b> Support from relevant government agencies for product development and MSME digitalization, along with the growing trend of local specialty foods and healthy products		T1	<b>Competition &amp; Quality Changes in Delivery</b> Competition among similar products and the risk of quality changes during delivery
		Price	O2		
Place	O3			<b>Internet User Growth &amp; Fast Delivery</b> The growth of internet users and the ease of access to social media and e-commerce platforms, along with fast and reliable delivery services through digital transportation platforms	
		Promotion	O4	<b>Combination of promotions &amp; Industry Partnerships</b> Cross-platform digital promotion collaboration and potential partnerships with large industries	

### 3.1.1 IFE-EFE Matrix

The IFE–EFE matrix is a portfolio analysis tool that maps a business position in the form of a nine cell diagram (Kalangi et al., 2022). This matrix is constructed based on two main dimensions: the total weighted IFE (Internal Factor Evaluation) score on the horizontal axis and the total weighted EFE (External Factor Evaluation) score on the vertical axis. The IFE matrix is used to assess the extent of an organization’s internal strengths and weaknesses, while the EFE matrix functions to evaluate the company’s ability to respond to opportunities and threats originating from the external environment (Zahra et al., 2021). The internal environment analysis was conducted to identify the strengths and weaknesses of MSMEs (A. R. Sari et al., 2023). Each factor was assigned a weight and rating to assess its level of influence on internal conditions. The results of this weighting are presented in **Table 3**.

**Table 3.** Result internal factor evaluation (IFE)

Internal Factors		Weight	Rating	Score
<b>Strengths</b>				
S1	Quality and Legality	0,15	4,00	0,60
S2	Price and Value	0,12	3,50	0,42
S3	Digital Marketing & Logistics	0,13	3,25	0,42
S4	Content & Customers Communication	0,10	3,75	0,38
Subtotal		0,50		1,82
<b>Weaknesses</b>				
W1	Production & Innovation Capacity	0,13	2,00	0,26
W2	Packaging & Shipping Costs	0,10	2,25	0,23
W3	No Advertising Budget & ECommerce Optimization	0,15	2,75	0,41
W4	No Content Plan & Inconsistent Promotions	0,12	2,50	0,30
Sub total		0,50		1,20
Total Score		1,00		3,02

The results of the external environment analysis can be seen in **Table 4**.

**Table 4.** Result external factor evaluation (EFE)

External Factors		Weight	Rating	Score
<b>Opportunities</b>				
O1	Government Support & Local Trend	0,15	3,75	0,56
O2	Discounts & Wholesale Prices	0,10	3,50	0,35
O3	Internet User Growth & Fast Delivery	0,13	4,00	0,52
O4	Combination of promotions & Industry Partnerships	0,12	3,50	0,42
Subtotal		0,50		1,85
<b>Threats</b>				
W1	Competition & Quality Changes in Delivery	0,12	2,50	0,30
W2	Raw Material & Competitor Product Price	0,10	2,25	0,23
W3	Social Media and E-Commerce Competition & Security Risk	0,15	2,75	0,41
W4	Platform Policy & Competitor Promotions	0,13	2,50	0,33
Subtotal		0,50		1,27
Total Score		1,00		3,12

### 3.1.2 IE Matrix

Based on tables 3 and 4, it is known that the total IFE score is 3.02 and the EFE score is 3.12. The combination of these scores places the position of processed food MSMEs in Quadrant I, which represents the Grow and Build area (Purnomo et al., 2024; Salsabila et al., 2024). This means that the appropriate strategy to implement is an aggressive strategy, namely expanding markets, developing products, and strengthening integrated digital marketing through the integration of social media and e-commerce. Under these conditions, MSMEs have great opportunities to grow and strengthen their competitiveness in the digital market.

		Strong 3,00 – 4,00	Average 2,00 – 3,99	Low 1,00 – 1,99	
High	3,00 – 4,00	I	II	III	EFE
Medium	2,00 – 2,99	IV	V	VI	
Weak	1,00 – 1,99	VII	VIII	IX	
		IFE			

Figure 1. IE Matrix

### 3.2 SWOT Matrix Analysis

The SWOT matrix analysis was conducted to identify and combine internal factors (strengths and weaknesses) and external factors (opportunities and threats) that influence the digital marketing strategies of processed food MSMEs in Karawang Regency, resulting in four main alternative strategies — SO, WO, ST, and WT — which are presented in Table 5:

Table 5. SWOT matrix analysis

<b>Internal Factor</b>	<b>Strengths</b>	<b>Weaknesses</b>
<b>External Factor</b>	S1. Quality and Legality S2. Price and Value S3. Digital Marketing & Logistics S4. Content & Customers Communication	W1. Production & Innovation Capacity W2. Packaging & Shipping Costs W3. No Advertising Budget & ECommerce Optimization W4. No Content Plan & Inconsistent Promotions
<b>Opportunity</b>	<b>SO Strategies</b>	<b>WO Strategies</b>
O1. Government Support & Local Trend O2. Discounts & Wholesale Prices O3. Internet User Growth & Fast Delivery O4. Combination of promotions & Industry Partnerships	<b>Integrated Digital Branding &amp; Sales Program</b>  Develop an integrated digital branding and sales program for processed food MSMEs based on certified local products, supported by government initiatives and industry partnerships, through cross-platform promotion on social media and e-commerce that leverages healthy food trends and digital discount programs.	<b>Collaborative Digital Upscaling Program</b>  Optimize government support and collaboration with digital platforms and industry partners to strengthen production capacity, reduce operational costs, and enhance the effectiveness of digital marketing for processed food MSMEs.
<b>Threats</b>	<b>ST Strategies</b>	<b>WT Strategies</b>
T1. Competition & Quality Changes in Delivery T2. Raw Material & Competitor Product Price T3. Social Media and E-Commerce Competition & Security Risk T4. Platform Policy & Competitor Promotions	<b>Digital Quality Assurance &amp; Competitive Differentiation Program</b>  Develop a digital-based product quality assurance system and product differentiation strategy that highlights the quality, legality, and local value of processed food MSMEs to anticipate competition risks, platform policy changes, and market fluctuations.	<b>Optimizing Community-Based Collaborative Digital Production and Promotion for Cost Efficiency and Competitiveness of Local Products</b>  Integrate production efficiency, inter-MSME synergy, and community-based digital promotion to strengthen local competitiveness.

### 3.3 Analysis of Digital Marketing Strategy Priorities

In this study, the determination of marketing mix strategy priorities in the context of digital marketing based on social media and e-commerce was carried out using the Analytical Hierarchy Process (AHP) method, which consists of four hierarchical levels. The first level represents the main goal, namely selecting the most appropriate marketing mix strategy. The second level includes criteria grouped into four main factors derived from the results of the SWOT analysis. The third level contains sub-criteria that describe key factors within each group, while the fourth level includes alternative strategies that are compared and evaluated. The alternative strategy with the highest weight value is determined as the top-priority strategy (Subiyantoro et al., 2022).

#### 3.3.1 AHP Hierarchical Structure

Based on the results of the SWOT matrix analysis conducted previously, a hierarchical decision structure was developed as shown in Figure 1. At the first level, the main goal is defined as determining the most appropriate digital marketing (marketing mix) strategy for processed food MSMEs. The second level consists of the main criteria, which include the four SWOT factors: strengths, weaknesses, opportunities, and threats. The third level contains sub-factors for each SWOT group, comprising four strength sub-factors, four weakness sub-factors, four opportunity sub-factors, and four threat sub-factors. The fourth or lowest level in the AHP structure consists of alternative digital marketing strategies, including four main strategic alternatives: SO, ST, WO, and WT.

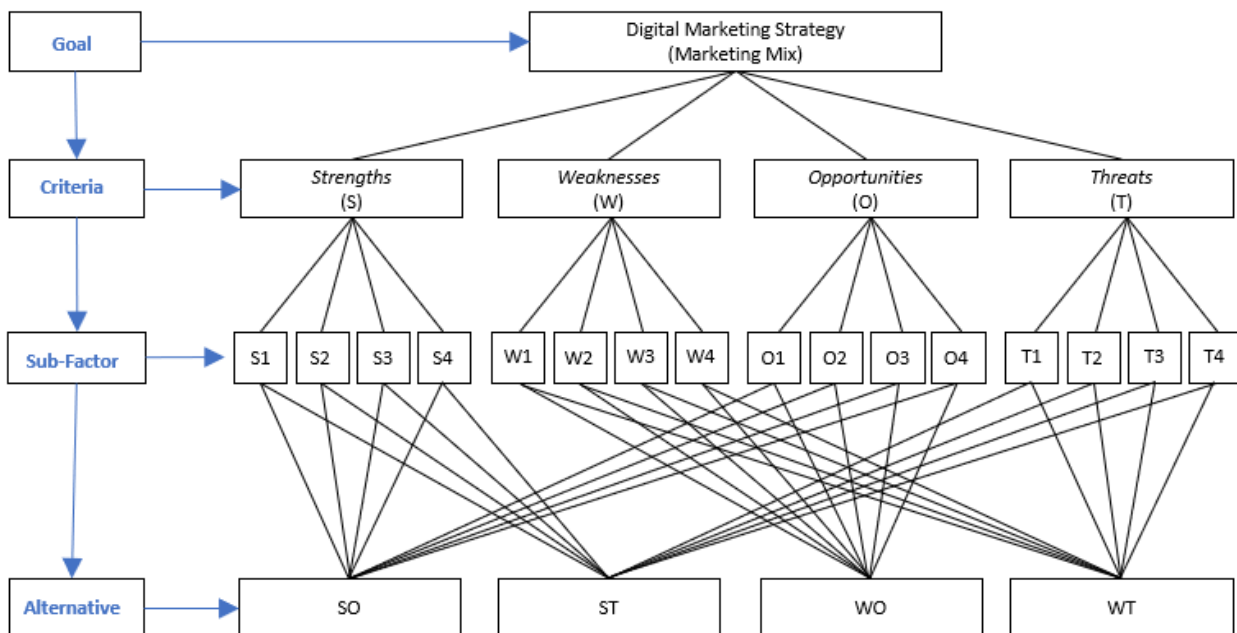


Figure 2. Hierarchical Structure of Digital Marketing Strategy Selection

#### 3.3.2 Analysis of SWOT Factor Priority Weights

The results of the priority weight analysis indicate the order of importance for each SWOT factor as follows:

Table 6. SWOT Factor Priority Weights

Factor (Criteria)	Weight	Consistency Ratio (CR)	Rank
S	0,338	0,0042	2
W	0,106		4
O	0,399		1
T	0,157		3

The analysis results show that the opportunity factor (O) has a higher level of importance compared to the other three factors, namely strengths (S), threats (T), and weaknesses (W). The priority weight value for opportunities is recorded at 0,399, followed by strengths at 0,338, threats at 0,157, and weaknesses at 0.106. These findings confirm that the opportunity factor plays the most dominant role in formulating digital marketing mix strategies for processed food MSMEs in Karawang Regency. Therefore, the available opportunities should be maximized to increase product sales through digital channels.

### 3.3.3 Analysis of SWOT Sub-Factor Priorities

The analysis of sub-factor priority weights was conducted to determine the priority level of each sub-factor within the strength, weakness, opportunity, and threat factors.

**Table 7.** SWOT Sub-Factor Priority Weights

Factor	Sub-Factor	Weight	Consistency Ratio (CR)	Rank
Strength	<b>S1. Quality &amp; Legal</b>	<b>0,427</b>	0,0497	1
	S2. Price & Value	0,082		4
	S3. Digital Marketing & Logistic	0,328		2
	S4. Content & Customers Communication	0,162		3
Weaknesses	<b>W1. Production &amp; Innovation Capacity</b>	<b>0,486</b>	0,0193	1
	W2. Packaging & Shipping Costs	0,095		4
	W3. Advertising Budget & E-Commerce Optimization	0,215		2
	W4. Content Plan & Inconsistent Promotions	0,205		3
Opportunities	<b>O1. Government Support &amp; Local Trend</b>	<b>0,497</b>	0,0130	1
	O2. Discounts & Wholesale Prices	0,108		4
	O3. Internet User Growth & Fast Delivery	0,259		2
	O4. Combination of Promo & Industry Partnerships	0,136		3
Threats	T1. Competition & Quality Changes in Delivery	0,206	0,0170	3
	<b>T2. Raw Material &amp; Competitor Product Price</b>	<b>0,455</b>		1
	T3. SocMed and E-Commerce Competition & Sec.Risk	0,230		2
	T4. Platform Policy & Competitor Promotions	0,109		4

Based on the **Table 7**, it can be seen that the opportunity (O) factor has the most dominant weight, followed by strength (S), while weakness (W) and threat (T) occupy the subsequent ranks. The sub-factor with the highest weight is O1 (government support and the trend of local and healthy products) with a value of 0,497, highlighting the significant potential of the external environment in supporting MSME digitalization. On the strength side, S1 (product quality based on local ingredients and business legality) has a weight of 0,427, followed by S3 (use of digital media and online logistics) at 0,328. The main weakness is W1 (limited production and innovation capacity) with a weight of 0,486, while the greatest threat arises from T2 (fluctuations in raw material prices and competitor product prices) with a weight of 0,455. Overall, these results emphasize the importance of strategies that combine internal strengths and external opportunities through the reinforcement of integrated digital branding and sales.

### 3.3.4 Results of Digital Marketing Strategy Weighting

Based on the results of the AHP calculation for the four alternative strategies, the following priority order was obtained:

**Table 8.** Priority Weights of Alternative Digital Marketing Mix Strategies

Alternative Strategy	Total Weight	Rank
SO. Integrated Digital Branding & Sales Program	0,737	1
ST. Digital Quality Assurance & Competitive Differentiation Program	0,495	3
WO. Collaborative Digital Upscaling Program	0,505	2
WT. Optimizing Community-Based Collaborative Digital Production and Promotion for Cost Efficiency and Competitiveness of Local Products	0,263	4

The AHP weighting results for the four alternative strategies show that the SO (Integrated Digital Branding & Sales Program) strategy has the highest weight of 0,737, making it the top priority in developing digital marketing for processed food MSMEs. This strategy focuses on synergizing internal strengths and external opportunities through brand strengthening, integration of social media and e-commerce, and increasing the visibility of local products. The second position is occupied by the WO (Collaborative Digital Upscaling Program) strategy with a weight of 0,505, which emphasizes enhancing the digital capacity of MSME actors through training and cross-sector collaboration. Furthermore, the ST (Digital Quality Assurance & Competitive Differentiation Program) strategy ranks third (0,495), focusing on quality assurance and product differentiation. Meanwhile, the WT (Community-Based Promotion and Cost Efficiency) strategy ranks last (0,263) and serves as a supporting strategy for promotional efficiency and strengthening community networks.

## 3.4 Implications of AHP Findings for Digital Marketing of MSMEs

Based on the AHP results, the highest-priority strategy is the SO (Strengths–Opportunities) strategy. This strategy leverages all internal strengths of MSMEs while optimizing external opportunities. The managerial implications of this

finding emphasize the importance of implementing an integrated digital branding program that combines product quality and legality as the foundation of consumer trust with the utilization of various digital channels. These findings are inline with research finding from (Aulia et al., 2024; Fasluqi et al., 2023; Suhaemi et al., 2024). Strategic steps that can be undertaken include digital branding, marketplace optimization, social media integration, collaborative promotion programs, and strengthening customer relationships.

#### 4. CONCLUSION

This study demonstrates that the implementation of digital marketing strategies based on social media and e-commerce plays a vital role in enhancing the competitiveness of processed food MSMEs in Karawang Regency. Based on the results of the SWOT–AHP analysis, the opportunity factor has the greatest influence, with a weight of 0,399, followed by the strength factor at 0,338. These findings indicate that the external environment provides substantial opportunities for MSMEs to grow if they are able to leverage their internal strengths effectively. The weighting results of the alternative strategies position the SO (Integrated Digital Branding & Sales Program) strategy as the top priority, with a weight of 0,737. This strategy emphasizes integrated branding reinforcement, optimization of social media and marketplace utilization, and cross-platform promotional collaboration to expand market reach. By combining product quality, business legality, and the ongoing trend of digitalization, processed food MSMEs can enhance customer trust, strengthen loyalty, and drive sustainable sales growth in the digital economy era.

#### ACKNOWLEDGEMENTS

The author would like to express sincere gratitude to all parties who have provided support, input, and assistance during the implementation of this research, especially to the relevant institutions and processed food MSME actors in Karawang Regency.

#### REFERENCES

- Akbar, G. N., & Aulawi, H. (2021). Perancangan Strategi Pemasaran Jersey Olahraga Menggunakan Metode Analisis SWOT dan AHP. *Jurnal Kalibrasi*, 19(1), 82–89. <https://doi.org/10.33364/kalibrasi/v.19-1.1063>
- Amanda, S. R. (2022). Strategi Pemasaran Digital Marketing untuk meningkatkan jumlah Penjualan Paket Wisata Lombok: Studi kasus: Tiara Sentosa Tours & Travels. *Journal of Mandalika Review*, 1(1), 18–22. <https://doi.org/10.55701/mandalika.v1i1.4>
- Amankwah-Amoah, J., Khan, Z., Wood, G., & Knight, G. (2021). COVID-19 and digitalization: The great acceleration. *Journal of Business Research*, 136, 602–611. <https://doi.org/10.1016/j.jbusres.2021.08.011>
- Andini, P., Kurnia, B. P. Y., Suryadi, U., Hudori, H. A., & Pratama, F. E. A. (2021). Strategi Peningkatan Kualitas Produk Rokok Kretek “Gagak Hitam” Dengan Menggunakan Metode SWOT dan AHP di Perusahaan Rokok Gagak Hitam Kabupaten Bondowoso. *Jurnal Ilmiah Inovasi*, 21(2), 95–101. <https://doi.org/10.25047/jii.v21i2.2639>
- Arija, F. H., Jamhari, J., Irham, I., & Rahayu, W. L. (2021). Effect of e-marketing mix based on e-marketplace on marketing performance of food MSMEs. *Russian Journal of Agricultural and Socio-Economic Sciences*, 116(8), 147–158. <https://doi.org/10.18551/rjoas.2021-08.18>
- Aulia, E., Zawawi, Z., & Warmana, G. O. (2024). Pemanfaatan Branding Digital Marketing Sebagai Upaya Meningkatkan Kualitas dan Daya Saing Produk UMKM Penjaringsari. *Jurnal Pengabdian Kepada Masyarakat Nusantara*, 5(1), 994–999. <https://doi.org/10.55338/jpkmn.v5i1.2413>
- Banerji, R., & Singh, A. (2024). Do social media marketing activities promote customer loyalty? A study on the e-commerce industry. *LBS Journal of Management & Research*, 22(1), 93–109. <https://doi.org/10.1108/LBSJMR-04-2023-0016>
- BKL, D. D. (2024). Pengaruh Kebijakan Larangan Ekspor Batubara Terhadap Perusahaan Sektor Pertambangan Batubara Dan Mengidentifikasi Alternatif Strategi Berdasarkan Analisis SWOT Serta Metode AHP. *Innovative: Journal Of Social Science Research*, 4(5), 432–444. <https://doi.org/10.31004/innovative.v4i5.14190>
- E. J., M. (1960). *Basic Marketing: A Managerial Approach*. Homewoods, Illinois.
- Fahmi, F. Z., & Mendrofa, M. J. S. (2023). Rural transformation and the development of information and communication technologies: Evidence from Indonesia. *Technology in Society*, 75, 102349. <https://doi.org/10.1016/j.techsoc.2023.102349>
- Fasluqi, R. B., Mala, I. K., & Sutantri, S. (2023). Strategi Digital Marketing Oleh Rumah Kurasi Kediri Dalam Meningkatkan Omzet UMKM. *Innovative: Journal of Social Science Research*, 3(6), 6105-6112. <https://j-innovative.org/index.php/Innovative/article/view/7183>

- Fekete, A., Fuchs, S., Garschagen, M., Klepp, S., Lüder, C., Neise, T., Sett, D., Elverfeldt, K. Von, & Wannowitz, M. (2022). Adjustment or transformation? Disaster risk intervention examples from Austria, Indonesia, Kiribati and South Africa. *Land Use Policy*, *120*, 106230. <https://doi.org/10.1016/j.landusepol.2022.106230>
- Gao, J., Siddik, A. B., Khawar Abbas, S., Hamayun, M., Masukujaman, M., & Alam, S. S. (2023). Impact of E-commerce and digital marketing adoption on the financial and sustainability performance of MSMEs during the COVID-19 pandemic: An empirical study. *Sustainability*, *15*(2), 1594. <https://doi.org/10.3390/su15021594>
- Hafidoturrohman, N., Ana, L., Ekaningsih, F., & Muslih, I. (2025). Marketing Strategy Using Swot Analysis in Increasing Sales of Amanah Products : A Case Study on PT . UPS Pawnshop Simpang Lima Banyuwangi. *Electronic Journal of Education, Social Economics and Technology*, *6*(1), 1103–1109. <https://doi.org/10.33122/ejeset.v6i1.285>
- Hasan, N. N., Maulana, F., Wiguna, A. P., & Khair, O. I. (2025). Pemanfaatan Teknologi Informasi Untuk Efisiensi Operasional UMKM. *Jurnal Sains, Ekonomi, Manajemen, Akuntansi dan Hukum*, *2*(4), 285–291. <https://doi.org/10.60126/sainmikum.v2i4.1094>
- Jurnalita, A. C. (2024). The impact of digital transformation on msme competitiveness and economic growth. *Arthatama: Journal of Business Management and Accounting*, *8*(2), 95–106. <https://lifescifi.com/journal/index.php/art/article/view/525>
- Kalangi, J. K., Lainawa, J., & Rintjap, A. K. (2022). Analysis of Strategy for Local Beef Cattle Competitiveness Development in North Sulawesi. *Management*, *7*(1), 30–45. <https://doi.org/10.32535/ijabim.v6i3.1439>
- Kotler, P., Armstrong, G., & Balasubramanian, S. (2024). *Principles of Marketing* (19th Edition (ed.)). Harlow: Pearson Education Limited.
- Kusnadi, I., Nurlenawati, N., & Yani, D. (2022). Penerapan Pemasaran Digital Sebagai Upaya Meningkatkan Pendapatan Pada UMKM Saung Tutut Tegalsawah di Kota Karawang. *Journal of Business and Economics Research (JBE)*, *3*(3), 306–310. <https://doi.org/10.47065/JBE.V3I3.1929>
- Kusumajaya, D., Pratiwi, R., & Fatimah, E. (2023). Marketing Mix Strategy in Increasing MSMEs Income (Case Study in Purwodadi City, Grobogan Regency). *International Conference On Research And Development (ICORAD)*, 143-149. <https://doi.org/10.47841/icorad.v2i1.120>
- Mardiyana, M., Ihsan, M., Adrial, A., Parida, H., Sidiq, S., & Hidayat, T. (2022). A SWOT (Strength Weakness opportunity and threat) analysis as a strategy to enhance competitiveness. *International Journal of Management Science and Application*, *1*(1), 18–27. <https://doi.org/10.58291/ijmsa.v1i1.8>
- Mulyanto, D., & Budi, A. P. (2025). Penerapan Pemasaran Digital dan Kinerja Umkm: Dukungan Faktor Lingkungan Internal dan Eksternal. *Jurnal Bisnis Dan Kewirausahaan*, *14*(2), 301–313. <https://doi.org/10.37476/jbk.v14i2.5173>
- Nalini, S. N. L. (2021). Dampak covid-19 terhadap usaha mikro, kecil dan menengah. *Jesya (Jurnal Ekonomi Dan Ekonomi Syariah)*, *4*(1), 662–669. <https://doi.org/10.36778/jesya.v4i1.278>
- Nurfazrina, I., & Suryadi, E. (2025). The Influence of Financial Literacy, Financial Technology, and Financial Inclusion on The Financial Performance of SMEs in the Services and Trade Sectors in Pontianak City. *Electronic Journal of Education, Social Economics and Technology*, *6*(2), 781. <https://doi.org/10.33122/ejeset.v6i2.781>
- Popescu, G., & Gasparotti, C. (2022). SWOT-AHP hybrid method for ranking the strategies in the shipbuilding sector. *Journal of Business Economics and Management (JBEM)*, *23*(3), 706–730. <https://doi.org/10.3846/jbem.2022.17029>
- Purnomo, S., Nurmalitasari, N., & Nurchim, N. (2024). Digital transformation of MSMEs in Indonesia: A systematic literature review. *Journal of Management and Digital Business*, *4*(2), 301--312. <https://doi.org/10.53088/jmdb.v4i2.1121>
- Salsabila, A., Adiza, T. N., Irdianti, A. J., & Saraswati, D. (2024). Strategy to Increase the Competitiveness of MSME Businesses in the Era of Digitalization for Rural Communities in the Medan Region of North Sumatra. *Jurnal Pemberdayaan Ekonomi Dan Masyarakat*, *1*(3), 1–11. <https://doi.org/10.47134/jpem.v1i3.409>
- Santoso, G., Rasenda, Rizal, M., Wiyana, H., & Subagja, S. N. (2025). Digitalisasi UMKM: Strategi Dan Model Bisnis Berbasis Teknologi Untuk Keberlanjutan. *Jubisdigi: Jurnal Bisnis Digital*, *1*(1), 21–30. <https://doi.org/10.9030/jubisdigi.v1i1.936>
- Sari, A. R., Hariyanto, M., Aditi, B., & Sitorus, O. T. (2023). Swot Analysis Approach To MSME Development. *Alkhidmah: Jurnal Pengabdian Dan Kemitraan Masyarakat*, *1*(3), 151-159. <https://doi.org/10.59246/alkhidmah.v1i3.450>
- Sari, E. A. P., & Kurniawan, D. J. (2025). The Role of E-Commerce in Improving Market Access for UMKM in Indonesia. *Journal of Economics and Business*, *1*(1), 31–40. <https://journal.goufpublisher.com/index.php/ecobis/article/view/2>

- Schomburg, N., & Silberberger, M. (2025). The ICT growth puzzle: Disentangling the role of individuals, firms, and governments across digitalization stages. *Telecommunications Policy*, 49(9), 103039. <https://doi.org/10.1016/j.telpol.2025.103039>
- Shonubi, O. A. (2025). Innovation challenges of digital transformation: Transitioning legacy to the future. *Sustainable Futures*, 10, 100971. <https://doi.org/10.1016/j.sftr.2025.100971>
- Sifwah, M. A., Nikhal, Z. Z., Dewi, A. P., Nurcahyani, N., & Latifah, R. N. (2024). Penerapan digital marketing sebagai strategi pemasaran untuk meningkatkan daya saing UMKM. *Journal of Management Accounting, Tax and Production*, 2(1), 109–118. <https://doi.org/10.57235/mantap.v2i1.1592>
- Siregar, E. A., Wardi, Y., & Marwan, M. (2025). The Role of Technology in Increasing the Competitiveness of SMEs in the Digital Era. *Electronic Journal of Education, Social Economics and Technology*, 6(1), 589–600. <https://doi.org/10.33122/ejeset.v6i1.451>
- Sofiah, M., Ramadhani, S., & Rahmani, N. A. B. (2023). Analisis pengaruh bauran pemasaran 4p (product, price, promotion, and place) terhadap keputusan pembelian pada usaha mikro kecil menengah (umkm). *Jurnal Riset Ekonomi Dan Bisnis*, 16(2), 122–141. <https://doi.org/10.26623/jreb.v16i2.7288>
- Subiyantoro, E., Muslikh, A. R., Andarwati, M., Swalaganata, G., & Pamuji, F. Y. (2022). Analisis pemilihan media promosi UMKM untuk meningkatkan volume penjualan menggunakan metode Analytical Hierarchy Process (AHP). *Jurnal Teknologi Dan Manajemen Informatika*, 8(1), 1–8. <https://doi.org/10.26905/jtmi.v8i1.6760>
- Suhaemi, Ichsan, M., & Putri, N. S. (2024). Peningkatan Kualitas Produk UMKM Kaidah Snack Melalui Digital Marketing, Upgrading Kemasan, dan Legalitas Produk. *Almujtamae: Jurnal Pengabdian Masyarakat*, 4(1), 18–23. <https://doi.org/10.30997/almujtamae.v4i1.11663>
- Szabo, Z. K., Szádóczki, Z., Bozóki, S., Stănculescu, G. C., & Szabo, D. (2021). An analytic hierarchy process approach for prioritisation of strategic objectives of sustainable development. *Sustainability*, 13(4), 2254. <https://doi.org/10.3390/su13042254>
- Trojanowski, T. (2021). Swot analysis of sustainable marketing mix of food industry enterprises. *WSEAS Transactions on Environment and Development*, 7, 997–1003. <https://doi.org/10.37394/232015.2021.17.92>
- We Are Social and Mealtwater. (2024). *Digital 2023 Indonesia*. <https://wearesocial.com/id/blog/2023/01/digital-2023/>
- Wijayanto, G., Jushermi, J., Restu, R., Pramadewi, A., & Rama, R. (2022). Pemulihan Ekonomi Pada Masa Pandemi Covid-19 Melalui Digitalisasi Markeing Pada Sektor UMKM. *Jurnal Sosial Teknologi*, 2(7), 630–635. <https://doi.org/10.59188/jurnalsostech.v2i7.378>
- Zahra, A. F. A., Wahyudin, W., & Nugraha, B. (2021). The Implementation of the Strategy of Marketing Management through a SWOT Analysis with the Matrix of IFE, EFE and IE. *Jurnal Serambi Engineering*, 6(2). <https://doi.org/10.32672/jse.v6i2.2867>