



Increase Power Competitive MSMEs Processed Banana Arta Shinda Through Digital Marketing Training and English Education in Way Sulan Regency

Marihot Manullang^{1*}, Kuras Purba², Dearlina Sinaga³, Anggun Tiur Ida Sinaga⁴, Rashmi Ranjan Panigrahi⁵

¹Universitas Lancang Kuning, Indonesia

²Universitas Sari Mutiara, Indonesia

³Universitas HKBP Nommensen, Medan, Indonesia

⁴Universitas HKBP Nommensen Pematangsiantar, Indonesia

⁵Associate Dean (Research and Development), XIM University, Bhubaneswar, Odisha, India

Received
10/04/2026

Accepted
29/05/2026

Published
31/05/2026

Correspondence address to:
Marihot Manullang Universitas
Lancang Kuning, Indonesia
Email address:
manullang.prof@gmail.com

Abstract – The digital marketing training and English language education were carried out to enhance the competitiveness of Arta Shinda banana-based SMEs in Way Sulan District, Lampung. This program was designed to address the main challenges faced by SMEs, including low digital literacy and limited English proficiency, which hinder market expansion, especially into international markets. The training activities were conducted through lectures and face-to-face presentations, covering digital marketing strategies based on social media platforms and the introduction of basic English vocabulary in a business context. The results showed an improvement in SME owners' understanding of how to utilize digital platforms for promotion and business communication, as well as increased confidence in using English to reach international consumers. This training has positively contributed to strengthening SME capacity and encouraging sustainable business growth in the digital era.

Keywords: SMEs; Digital Marketing; English Education, Competitiveness; Training; University Of Bandar Lampung



This article published by, PT. Tarombo Research Development is open access under the term of the Creative Common, CC-BY-SA license

INTRODUCTION

Micro, Small, and Medium Enterprises Medium Enterprises (SMEs) have very important role strategic in development economy national and area. MSMEs absorb power Work in amount big, creating field work new, and contribute to growth economy domestic (Ragoobur et al., 2023). Based on data from Ministry Cooperative and SMEs of the Republic of Indonesia, SMEs contribute more from 60% to Product Domestic National Gross Domestic Product (GDP) as well as absorb about 97% of the power work in Indonesia. By Because that is, strengthening MSMEs become Wrong One priority in various policy development, including in context area like Way Sulan Regency (Esubalew & Raghurama, 2020).

Way Sulan Regency, which is located in Lampung Province, is known as areas that have potential sufficient agriculture big (Ali et al., 2022). One of the results a lot of agriculture processed by public local is bananas, which then made into product processed typical namely sale banana. Product This is results innovation public in process material standard local to have mark plus economical And Power stand longer (Bala & Verma, 2018). Banana sale has become product featured local which has distinctive taste And request stable market, both within area both inside and outside Lampung region (Mandal, 2017). However, even though product This own potential big, perpetrator MSMEs Which move in sector This Still face various challenge significant, especially in matter increase Power competition business they are in the era of competition market free And digital economy (Sultan & Sultan, 2020).

Wrong One challenge main Which faced MSMEs sale banana in Regency Way Sulan is limited access to technology and supporting information development business. Some big MSME actors still depend on marketing conventional with range narrow market, sales volume low, and branding that is not optimal. In fact, in the digital era, digital marketing strategies are very effective For expand market, increase interaction with consumers, and pressing cost promotion (Purwanti et al., 2021).

Digital marketing allows perpetrator business utilise media social, marketplace, and website for speed up growth business (Amah et al., 2021). However, the digital literacy of MSMEs in Way Sulan Still low Because lack of training and support from government or institution related. In addition that, the low English language proficiency become obstacle in access global market and information important around business international (Tejamaya et al., 2021).

By Because That, training digital marketing and education Language English become solution strategic for increase Power local MSME competitiveness. Article This study How training the capable increase capacity UMKM banana sales actors in Way Sulan And push growth business they in a way sustainable.

METHOD

Activity main implemented during One day in Regency Way Sulan, which organized by student Bandar Lampung University from Study Program Administration Business and English Education. This event ongoing on Afternoon day based on agreement Banana Sale UMKM owner (Hermawati et al., 2019). The approach used in activity This is method lectures, which include stages planning, observation,

implementation, and evaluation (Wilson, 2023). Material training includes Digital Marketing and English Education. Delivery material done through method lecture And presentation, which is assessed effective And efficient (Mishra & Kushwaha, 2023). Training This done in a way face, started from stand planning, observation, implementation, until evaluation aimed at to owner of Banana Sale UMKM. In stage planning, writer designing target training that will be become respondent (Harto et al., 2024). Chairman implementer choose media digital in the form of PowerPoint For convey material. Delivery material done with method lecture, where speaker prepare content And strategy marketing through the platform digital (Dewi & Mahendrawathi, 2019). Besides That, material Also printed and in prepare in form presentation in laptop as audiovisual aids for speed up understanding participants. For support success training, speakers use preference latest about education Language English, which includes sales vocabulary Language English (Kusumaningtyas et al., 2022).

Stage observation, author bring notes small And device recorder For documenting activity in a way right, which will later will useful as data supplement (Kilay et al., 2022). Audiovisual users are expected can make it easier understanding during training, especially in Digital Marketing context and related vocabulary (OctasyIva et al., 2022). Stages final is reflection, where speaker do analysis to problems faced by UMKM Sale Pisang. From the observation, it was found that Wrong One challenge main issues faced is lack of lack of knowledge about method optimize marketing product banana sale so that its reach can more wide (S. R. Fitri, 2023). As information additional training This since beginning until end apply study relevant actions with existing studies (Nuryanah et al., 2023).

RESULT AND DISCUSSION

Digital technology has change method man in communicate, act, and take decision. Activity marketing is also inseparable from influence digital technology (Kholis et al., 2023). Terms marketing digital- based (digital marketing) has experience evolution from initially activity marketing goods and service Which use channel digital until understanding which are more wide namely the process of obtaining consumers, building preference consumers, promoting brand, look after consumers, and increase sale. Draft digital marketing originates from the internet and machine search engines on site (Sigcha et al., 2024).

According to Stelzner quoted from Purwana, 32 social media potential for help MSME actors in market the product. Application media social available start from message instant until site network social Which offer users For interact, relate, and communicate One each other. Applications This intend to For initiate And distribute information on line about experience users in consume product or brand, with objective main achieve engagement or include (Acintya et al., 2022).

society. In context business, people engagement can leading to profit creation. Business value from use media social (Stockdale et al., (2012) for MSMEs that is as following:

- a. The creation channel marketing Which sustainable ;
- b. Ascension income term short and sale term long ;
- c. Decline cost advertising until 70%;

- d. Reduction in cost marketing in a way overall;
- e. The creation competitive advantage;
- f. Convenience promotion cross platform media social;
- g. Improvement popularity brand and product;
- h. Introduction organization or company to public.

Socialization digital marketing strategies in form utilization of social media very much important Because can give knowledge to MSME actors regarding method and stages in expand network consumer through utilization of social media in market the product so that can increase superiority compete for MSMEs That Alone (Mulchandani et al., 2023). Utilization digital marketing has Lots give improvement significant to growth business for MSME actors.

Lots evidence that has been felt by MSME actors from presence and digital utilization marketing in business Which executed. Between proof the according to Pradiana namely that MSME actors can do communication with customers and suppliers more intensive as well as effective and efficient, because communication through digital marketing can happen within 24 hours. Transaction process Also become the more easy And cheap Because only capitalized credit / quota For can communicating (W. Fitri, 2023). The use of digital marketing allows for give various interesting types of promotions like discounts, cashback, and so on. Promotion like discount or piece price can increase sale Because strategy This very interesting for consumers (Afida & Zamzami, 2020). Thus case in point with discount, cashback Also play a role important For interesting interest consumer For shop (Faskahariyanto et al., 2023). Beside benefit in communication and cost promotion Which more affordable as well as more efficient, it turns out digital marketing too proven can increase closing sales for MSMEs. According to Rozina in his research state that the use of digital marketing has help MSME actors in market product they, expand share market they And reduce cost the promotions they take it out, and shorten distance interaction between MSMEs and consumer they (Rozinah & Meiriki, 2020), Digital Marketing Also very help in the growth process And development business being run compared to with only depend on system Which conventional or Which traditional just (Maulana, 2024). Besides That, digital marketing Also capable increase return buyer to products Which on the market (Ida Ayu et al., 2023). Evidence in on show that digital marketing is the media Which very effective in increase all over aspect MSMEs. Digital marketing Good from process promotion, communication with customer, management time, and so on until in the process of improvement sale late give very beneficial big for perpetrator MSMEs.

Social media allows perpetrator business for reach consumer and build more personal relationships. Zhu and Chen (Sakijege, 2024) divide social media to in two group in accordance with characteristic base connection And interaction :

- a. Profile-based, namely social media based on focused profile to member individual. Social media group This push connection that occurs Because individual interested to social media users (eg Facebook, Twitter, WhatsApp).
- b. Content-based, namely social media that focuses to content, discussion, and comment to displayed content. Purpose the main thing is connect individual with something content provided by profile certain Because individual the like it (eg

Youtube, Instagram, Pinterest).

Media social has open door for perpetrator business for communicate with millions people about product they and has create opportunity marketing new.

Role Innovation in increase Power Competitive

Role innovation in increase Power MSME competitiveness has become the more important in this digital era. Digital marketing has become Wrong One key main in push innovation in product or services offered by MSMEs. Through digital marketing, MSMEs can understand with more Good need And preference consumers (Risdiyanto et al., 2023). Data and analysis obtained from digital platforms allows they for identify trend market, pattern behavior consumers, as well as lack or unmet needs fulfilled. With utilize information this, MSMEs can develop product or service new which are more relevant, innovative, and in accordance with request market. For example, based on collected data from interaction customers on digital platforms, MSMEs can repair feature product, customize design, or even create product new that meets growing needs. Collaboration with digital technology too enable MSMEs to present innovation in method product or service the for sale or delivered to consumers. For example, the use of e-commerce technology, augmented reality, or mobile applications can become means innovative for MSMEs to expand range product they (Syaifullah et al., 2021).

Superiority competing MSMEs in an increasingly market digitalized very related with ability they for innovate through digital marketing. Innovation No only about create product or service new, but Also about how MSMEs position themselves self And market product or service the in a way unique (Teguh & Ciawati, 2020). Digital marketing provides MSME opportunities For creating brand identity the strong one And different in middle competition Which the more strict (Khairunisa & Misidawati, 2024). With strategy marketing Which creative and directed, MSMEs can highlight superiority product or service they, communicate mark plus that they offer to consumers, and create experience Which alluring for customer potential. Content Which interesting and quality high, social media usage for interact with audience, as well as use technique marketing such as SEO (Search Engine Optimization) or SEM (Search Engine Marketing). a number of example how MSMEs can using digital marketing to strengthen superiority compete them. However, the challenge in implement innovation through digital marketing too need be noted (Febriyantoro & Arisandi, 2018). Some MSMEs may face obstacle in integrate digital technology to in strategy innovation they Because lack of knowledge or source the power required (Indriani & Sismanto, 2023). In addition that, change constant in trend technology and platform digital Also can become challenge for MSMEs in maintain innovation they in a way sustainable. For overcome matter this, MSMEs need adopt an inclusive approach and adaptive to technology. This is covers investment in knowledge technology, cooperation with expert digital, And readiness For Keep going Study And adapt strategy innovation they in accordance with development technology that occurs (Aziz et al., 2024). In overall, role innovation in increase Power very competitive MSMEs influenced by ability they in using digital marketing. Through strategy this, MSMEs can integrate innovation in product or service they with understand need market, identify existing opportunities, and create mark unique addition. Innovation driven by digital marketing not only about product or more

services good, but Also about how MSMEs position themselves self they in market Which the more digitized. By Because that, investment And commitment in use digital technology becomes key in guard Power competition And growth of MSMEs in an era that continues changed And develop This (Singh et al., 2021).

Utilization Digital Marketing

Social media potential for help MSME actors in market the product (Stelzner, 2012). Application media social available start from message instant until site network social offerings users for interact, relate, and communicate One each other. Applications This intend to For initiate And distribute information on line about experience users in consume product or brand, with objective main reach (engage) the community (Dwijayanti et al., 2022).

In context business, people engagement can leading to profit creation. Wardhana (2015) find that strategy digital marketing influential until 78% against superiority compete MSMEs in market the product (Kotler et al., 2017). Strategy the consists of from:

1. Availability information product and guide product;
2. Availability Images like Photo or illustration product;
3. Availability video Which capable visualize product or display presentation supporters;
4. Availability attachment document - document Which containing information in various format;
5. Availability communication on line with businessman;
6. Availability tool transaction and variation media payment;
7. Availability help and service consumers;
8. Availability support opinion on line;
9. Availability appearance testimonials;
10. Availability notes visitors;
11. Availability offer special;
12. Availability serving information latest through SMS- blog;
13. Convenience search product;
14. Ability create visibility and awareness brand;
15. Ability identify and interesting customer new;
16. Ability strengthening image the brand that accepted by consumers.

Utilization Digital Marketing own a number of superiority among them :

1. Target can arranged in accordance demographics, domicile, style life, And even habit;
2. Results fast seen so that marketers can do action correct or change if felt there is something wrong in accordance;
3. Cost Far more cheap than marketing conventional ;
4. Reach more wide Because no limited geographical ;
5. Can accessible any time No limited time;
6. Results can measured, for example amount visitors site, amount consumer who do online purchases;
7. The campaign Can personalized;
8. Can engage or reach consumer Because communication happen in a way direct

and two direction so that perpetrator business foster relation and grow Trust consumers.

Socialization digital marketing strategies in form utilization of social media very much important Because can give knowledge to MSME actors regarding method and stages in expand network consumer through utilization of social media in market the product so that can increase superiority compete for MSMEs Alone. (Prabaswari et al., 2024)

CONCLUSION

Digital marketing training and English education for processed MSME actors bananas, in particular sale banana Arta Shinda in Regency Way Sulan, has give impact significant positive to improvement capacity And Power competition business they. This program succeed overcome a number of challenge the main thing that has been This hinder development of MSMEs, such as lack of knowledge about utilization digital technology for marketing and limitations ability speaking English that is blocking effort expand network market, especially to market international.

In digital marketing training, participants get understanding deep about various strategy digital marketing, starting from utilization of social media until manufacturing content attractive, marketplace usage, and analysis behavior consumer online. With knowledge this, they can increase visibility products, reach more Lots consumer potential, as well as optimize process sale with higher costs efficient compared to with method marketing conventional. Besides that, the use of technology digital too give chance for MSMEs for adapt with trend a market that is always changed and strengthen his position in competition business.

In side others, education English give important basics for MSME actors in order to communicate in a way effective in context business international. Ability speaking English No only increase trust self they in weave connection business with partners foreign, but also make things easier access to information, sources power, and opportunity global market that previously difficult reachable. With Thus, training This No only increase skills technical, but Also expand outlook and pattern think MSME actors to adopt a more global perspective.

Besides contribution on improvement Power competitiveness of processed MSMEs banana, training This Also give opportunity real for student Study program English language education for implement competence they in a way direct. Student major This No only play a role as facilitator in English education related basis with business vocabulary and communication international, but also participate develop module learning relevant contextual with world business. Involvement student English language education in this program confirm importance collaboration cross discipline knowledge for support MSMEs in face global competition. They practice English teaching for objective English for Specific Purposes (ESP), especially in the field of entrepreneurship and marketing product local, so that skills pedagogical and linguistics they the more sharpened. This is Also become form devotion to public and contextual learning media that can applied in curriculum major Language English That alone. With Thus, the activities This at a time support achievement learning outcomes student Education Language English in field teaching based public and collaboration

multidisciplinary. To front, integration activity kind of This with eye studying like ESP, Material Development, And Community Service can become Wrong one implementation model real link and match between world education and need public.

In a way overall, training This has equip perpetrator MSMEs with skills practical and knowledge essential strategic for face challenges in the digital era. Hopefully, this can push growth sustainable business, improving income, and strengthen contribution of MSMEs to economy local and national. However, the success training This very depends on sustainability mentoring and support from various parties so that knowledge is gained can implemented optimally and Keep going develop in accordance with need market. With Thus, digital marketing training and English education is step very strategic important in effort empowering MSMEs processed bananas in Way Regency Sulan For increase Power competition and sustainability business in the middle dynamics digital economy and globalization.

Suggestion

1. Training And Development Competence In a way Sustainable

Training digital marketing And Language English should No only done once, but in a way routine and sustainable. This is It is important that MSME actors can Keep going follow development technology digital and trend marketing latest. Training advanced Also can deepen understanding as well as increase skills practical required in management business.

2. Mentoring And Monitoring Implementation

After training, necessary existence mentoring intensive for help MSME actors apply knowledge gained in activity his business daily monitoring and evaluation in a way periodically very important for identify the obstacles that faced as well as give solution Which appropriate so that implementation digital marketing and English walk effective and give optimal results.

3. Optimization Utilization Platform Digital

MSME actors must pushed for more active and creative in utilise various digital platforms such as social media, marketplaces, and official websites. The use of these platforms can optimally expand range market, increase interaction with consumers, as well as speed up the transaction process and promotion product.

4. Development Product and Innovation Content Promotion

MSMEs need Keep going innovate in develop product processed banana so that more interesting and in accordance with need market. Besides that, making content creative promotions and informative very important for interesting attention consumer and build image strong brand. Good content Also can increase engagement and loyalty customer.

Reference

Acintya, A., Wulansari, D., Ali, S., & Hapsari, F. U. (2022). Sustainable Manufacturing Practices In Micro, Small, Medium Enterprises (Msmes): Evidence From Indonesia. *Journal Of Sustainability Science And Management*, 17(10), 98–120. <https://doi.org/10.46754/jssm.2022.10.008>

Ali, H., Rivai Zainal, V., & Rafqi Ilhamalimy, R. (2022). Determination Of Purchase

- Decisions And Customer Satisfaction: Analysis Of Brand Image And Service Quality (Review Literature Of Marketing Management). *Dinasti International Journal Of Digital Business Management*, 3(1), 141–153. <https://doi.org/10.31933/dijdbm.v3i1.1100>
- Amah, N., Rustiarini, N. W., & Hatmawan, A. A. (2021). Tax Compliance Option During The Pandemic: Moral, Sanction, And Tax Relaxation (Case Study Of Indonesian Msmes Taxpayers). *Review Of Applied Socio-Economic Research*, 22(2), 21–36. <https://doi.org/10.54609/reaser.v22i2.108>
- Aziz, A., Khan, S., & Haque, I. U. (2024). Gender Differences In Response To Digital Marketing: Analyzing Purchase Intentions And Behaviors. *Market Forces*, 19(1). <https://doi.org/10.51153/mf.v19i1.646>
- Bala, M., & Verma, D. (2018). A Critical Review Of Digital. *International Journal Of Management*, 8(10), 321–339.
- Dewi, F., & Mahendrawathi, E. R. (2019). Business Process Maturity Level Of Msmes In East Java, Indonesia. *Procedia Computer Science*, 161, 1098–1105. <https://doi.org/10.1016/j.procs.2019.11.221>
- Dwijayanti, A., Komalasari, R., Harto, B., Pramesti, P., & Alfaridzi, M. W. (2022). Efektivitas Penggunaan Media Sosial Sebagai Sarana Promosi Dan Pemasaran Pada Umkm Sablon Anggi Screen Di Era Digital. *Ikra-Ith Abdimas*, 6(2), 68–75. <https://doi.org/10.37817/ikra-ithabdimas.v6i2.2408>
- Esubalew, A. A., & Raghurama, A. (2020). The Mediating Effect Of Entrepreneurs' Competency On The Relationship Between Bank Finance And Performance Of Micro, Small, And Medium Enterprises (Msmes). *European Research On Management And Business Economics*, 26(2), 87–95. <https://doi.org/10.1016/j.iedeen.2020.03.001>
- Faskahariyanto, K., Edy, I. C., & Adinugroho, S. (2023). Governance Of Msmes Tourism Based On Local Wisdom That Is Competitive And Sustainable In Herbal Tourism Destinations Tawangmangu. *International Journal Of Business, Economics And Social Development*, 4(4), 302–309. <https://journal.rescollacomm.com/index.php/ijbesd/index>
- Febriyantoro, M. T., & Arisandi, D. (2018). Pemanfaatan Digital Marketing Bagi Usaha Mikro, Kecil Dan Menengah Pada Era Masyarakat Ekonomi Asean. *Jurnal Manajemen Dewantara*, 1(2), 67–76. <https://doi.org/10.26533/jmd.v1i2.175>
- Fitri, S. R. (2023). *Analisis Pengaruh E-Service Quality, Digital Marketing, Kepercayaan, Terhadap Minat Pembelian Ulang Dengan Kepuasan Pelanggan Sebagai Variabel Intervening*. Universitas Mercu Buana Jakarta-Menteng.
- Fitri, W. (2023). The Legal Protection For Security Crowdfunding Based On Sharia Investment In Msmes Economic Recovery. *International Journal Of Law Reconstruction*, 7(1), 39. <https://doi.org/10.26532/ijlr.v7i1.30917>
- Harto, B., Rukmana, A. Y., Sulistianingsih, S., Parlina, L., & Reniawati, D. (2024). Implementasi Transformasi Digital Sebagai Pendorong Efektivitas Green

- Marketing Untuk Umkm Desa Jayagiri Lembang. *Jurnal Pengabdian Masyarakat: Pemberdayaan, Inovasi Dan Perubahan*, 4(5).
<https://doi.org/10.59818/jpm.v4i5.793>
- Hermawati, A., Suhermin, & Puji, R. (2019). The Transglobal Leadership-Based Strategy Of Msmes Performance Optimization Of Malang Raya And The Implementation Of Quality Of Work Life. *Research Journal Of Textile And Apparel*, 23(1), 38–57.
<https://doi.org/10.1108/Rjta-05-2018-0038>
- Ida Ayu, P. S., Gusti, A. A., Kania, C., & Taufiq, C. (2023). B11-Determinants Of The Use Of Non-Cash Transactions By Micro, Small, And Medium Enterprises (Msmes) In Mandalika Sezs, Central Lombok Regency, West Nusa Tenggara, Indonesia An Application Of The Utaut Model (Unified Theory Of Acceptance And Use Of Techno. *Ijiset-International Journal Of Innovative Science, Engineering & Technology*.
<http://eprints.unram.ac.id/id/eprint/37981>
- Indriani, L., & Sismanto, A. (2023). Digital Marketing Strategy To Increase Tourist Visits At Tri Muara Karang Waterfall (Case Study Of Tri Muara Karang Waterfall In Belitas Seberang Village, Sindang Kelingi District, Rejang Lebong Regency). *Jurnal Ekonomi, Manajemen, Akuntansi Dan Keuangan*, 4(3), 623–638.
<https://doi.org/10.53697/emak.v4i3.1273>
- Khairunisa, A. N., & Misidawati, D. N. (2024). Pemanfaatan Digital Marketing Dalam Meningkatkan Penjualan Produk Umkm Di Indonesia. *Sahmiyya: Jurnal Ekonomi Dan Bisnis*, 3(1), 184–190.
- Kholis, N., Ayu Savitri, G., & Husna, N. (2023). The Use Of Social Media (Instagram) For The Radio Industry (Content And Marketing Strategies To Increase Audience Loyalty). *E3s Web Of Conferences*, 426, 02031.
<https://doi.org/10.1051/e3sconf/202342602031>
- Kilay, A. L., Simamora, B. H., & Putra, D. P. (2022). The Influence Of E-Payment And E-Commerce Services On Supply Chain Performance: Implications Of Open Innovation And Solutions For The Digitalization Of Micro, Small, And Medium Enterprises (Msmes) In Indonesia. *Journal Of Open Innovation: Technology, Market, And Complexity*, 8(3), 119. <https://doi.org/10.3390/joitmc8030119>
- Kotler, P., Kartajaya, H., & Setiawan, I. (2017). *Marketing 4.0: Moving From Traditional To Digital*. Wiley.
- Kusumaningtyas, R. O., Subekti, R., Jaelani, A. K., Orsantinutsakul, A., & Mishra, U. K. (2022). Reduction Of Digitalization Policy In Indonesian Msmes And Implications For Sharia Economic Development. *Juris (Jurnal Ilmiah Syariah)*, 21(2), 157.
<https://doi.org/10.31958/juris.v21i2.6855>
- Mandal, P. (2017). Understanding Digital Marketing Strategy. *International Journal Of Scientific Research And Management*, 5(06), 5428–5431.
<https://doi.org/10.18535/ijrm/v5i6.11>
- Maulana, F. R. (2024). From Traditional To Digital: Exploring The Online Marketing Transformation Of Culinary Micro, Small, And Medium Enterprises (Msmes) In

- Karawang Indonesia. *Open Access Indonesia Journal Of Social Sciences*, 7(5), 1773–1788. <https://doi.org/10.37275/Oaijss.V7i5.269>
- Mishra, S. K., & Kushwaha, H. (2023). Managing Litigation Risk Through Business Legal Expense Insurance: Facilitators And Inhibitors For Msmes. *Iimb Management Review*, 35(1), 57–70. <https://doi.org/10.1016/J.Iimb.2023.04.002>
- Mulchandani, K., Jasrotia, S. S., & Mulchandani, K. (2023). Determining Supply Chain Effectiveness For Indian Msmes: A Structural Equation Modelling Approach. *Asia Pacific Management Review*, 28(2), 90–98. <https://doi.org/10.1016/J.Apmrv.2022.04.001>
- Nuryanah, S., Mahabbatussalma, F., & Satrio, A. A. (2023). Evaluation Of Government Reform In Tax Administration: Evidence From Micro, Small And Medium Enterprises (Msmes) In Indonesia. *International Journal Of Public Administration*, 46(5), 313–325. <https://doi.org/10.1080/01900692.2021.1995746>
- Octasyilva, A. R. P., Yuliati, L. N., Hartoyo, H., & Soehadi, A. W. (2022). Innovativeness As The Key To Msmes' Performances. *Sustainability (Switzerland)*, 14(11). <https://doi.org/10.3390/Su14116429>
- Prabaswari, A. D., Haryono, S., & Rachmawati, I. (2024). The Role Of E-Wom And Brand Trust On Purchase Intention Through Customer Satisfaction In The Digital Marketplace Era. *Journal Of Digital Marketing And Consumer Behaviour*, 8(1), 45–49.
- Purwanti, Y., Erlangga, H., Kurniasih, D., Pratama, A., Sunarsi, D., Manan, A., Imam Duta Waskita, N., Ilham, D., Aditya Dwiwarman, D., & Purwanto, A. (2021). The Influence Of Digital Marketing & Innovation On The School Performance. *Turkish Journal Of Computer And Mathematics Education*, 12(7), 118–127.
- Ragoobur, V. T., Seetanah, B., Jaffur, Z. K., & Mooneeram-Chadee, V. (2023). Building Recovery And Resilience Of Mauritian Msmes In The Midst Of The Covid-19 Pandemic. *Scientific African*, 20. <https://doi.org/10.1016/J.Sciaf.2023.E01651>
- Risdwiyanto, A., Sulaeman, M. M., & Rachman, A. (2023). Sustainable Digital Marketing Strategy For Long-Term Growth Of Msmes. *Journal Of Contemporary Administration And Management (Adman)*, 1(3). <https://doi.org/10.61100/Adman.V1i3.70>
- Sakijege, T. (2024). Disaster Recovery And Business Continuity: A Case Of Msmes In Dar Es Salaam. *Jamba: Journal Of Disaster Risk Studies*, 16(1), 1–10. <https://doi.org/10.4102/Jamba.V16i1.1714>
- Sigcha, E., Sucozhañay, D., Siguenza-Guzman, L., & Vanegas, P. (2024). Evaluating The Social Performance Of Ecuadorian Textile Msmes Using Social Organizational Life Cycle Assessment. *Cleaner Environmental Systems*, 12(February), 100176. <https://doi.org/10.1016/J.Cesys.2024.100176>
- Singh, R. K., Kushwaha, B. P., Chadha, T., & Singh, V. A. (2021). The Influence Of Digital Media Marketing And Celebrity Endorsement On Consumer Purchase Intention. *Journal Of Content, Community & Communication*, 14(7), 145–158.
- Sultan, S., & Sultan, W. I. M. (2020). Women Msmes In Times Of Crisis: Challenges And

- Opportunities. *Journal Of Small Business And Enterprise Development*, 27(7), 1069–1083. <https://doi.org/10.1108/Jsbed-06-2020-0226>
- Syaifullah, J., Syaifudin, M., Sukendar, M. U., & Junaedi, J. (2021). Social Media Marketing And Business Performance Of Msmes During The Covid-19 Pandemic. *The Journal Of Asian Finance, Economics And Business*, 8(2), 523–531. <https://doi.org/10.13106/Jafeb.2021.Vol8.No2.0523>
- Teguh, M., & Ciawati, S. T. (2020). Perancangan Strategi Digital Marketing Communication Bagi Industri Perhotelan Dalam Menjawab Tantangan Era Posmodern. *Bricolage: Jurnal Magister Ilmu Komunikasi*, 6(1), 51–134. <https://doi.org/10.30813/Bricolage.V6i01.2067>
- Tejamaya, M., Puspoprodo, W., Susetyo, H., & Modjo, R. (2021). An Analysis Of Pivotal Factors In The Implementation Of Occupational Health And Safety Management Systems In Micro, Small And Medium Enterprises (Msmes): Literature Review. *Gaceta Sanitaria*, 35, S348–S359. <https://doi.org/10.1016/J.Gaceta.2021.10.050>
- Wilson, J. (2023). Utilization Of Local Wisdom To Develop Meat Tourism Village Of Toba Regency Through Digital Marketing-Based Tourism Promotion. *Jurnal Scientia*, 12(02), 1631–1644. <https://doi.org/10.58471/Scientia.V12i02.1429>