

DIGITAL MARKETING IN ENHANCING BUSINESS COMPETITIVENESS AMONG UMKM (MICRO, SMALL, AND MEDIUM ENTERPRISES): A CASE STUDY IN THE CULINARY SECTOR

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ABSTRACT

This study aims to determine the implementation of digital marketing strategies and their contribution to improving business competitiveness for UMKM in the culinary sector in Medan City. Using a descriptive qualitative method with a case study approach, data was collected through in depth interview, observations, and documentation of seven UMKM in the culinary sector. The results showed that all informants had implemented social media platforms (Instagram, TikTok, WhatsApp, and Facebook) in their marketing efforts, but the level of optimization varied. Two groups were identified

: those with advanced digital implementation (consistency, creative content, paid advertising, QRIS, data analysis) and those with simple, inconsistent implementation. Digital marketing has been shown to increase competitiveness through expanding market reach, increasing brand awareness, and increasing sales volume. The main obstacles include limited time, knowledge of content creation, understanding of algorithms, and data analysis skills. This study recommends improving content consistency, capacity development through training, and synergy between stakeholders to support the optimization of UMKM digital marketing.

Keywords : Digital Marketing, Competitiveness, UMKM, Culinary Sector, Social Media

I. INTRODUCTION

Advancements in information and communication technology have brought about significant changes in the business world, particularly regarding how businesses market their products and interact with consumers. Digital technological progress has encouraged both large companies and Micro, Small, and Medium Enterprises (UMKM) to adopt digital marketing strategies to enhance operational effectiveness and navigate increasingly fierce competition. UMKM play a vital role in Indonesia's economy by creating jobs and improving public welfare. However, the growing number of UMKM has intensified business competition, necessitating the adoption of appropriate marketing strategies—especially via digital channels to align with shifting consumer behaviors, as more people rely on the internet and social media prior to making purchases.

Digital marketing through platforms such as Instagram, TikTok, Facebook, and WhatsApp is considered effective for expanding market reach, building brand awareness, and boosting sales at a relatively lower cost compared to conventional marketing methods. Nevertheless, many UMKM still struggle to fully leverage these strategies due to limited knowledge, a lack of content creation skills, and an insufficient understanding of digital marketing. Given this context, this study aims to analyze the implementation of digital marketing strategies among UMKM in the culinary sector and assess their role in enhancing business competitiveness. The findings are expected to provide valuable insights for UMKM owners and relevant stakeholders in developing more effective marketing strategies for the digital era.

II. LITERATURE REVIEW

Small and Medium-sized Enterprise Unit

Definition of Small and Medium-sized Enterprises

Micro, Small, and Medium Enterprises (UMKM) are productive businesses operated by individuals or business entities that meet specific criteria as stipulated by statutory regulations. According to Law Number 20 of 2008, UMKM play a vital role in boosting economic growth, creating jobs, alleviating poverty, and fostering equitable income distribution. Consequently, UMKM constitute a sector that receives significant attention in national economic development. Sarjana et al. (2022) define UMKM as businesses managed by individuals or entities operating on a relatively small to medium scale. Meanwhile, Statistics Indonesia (BPS) classifies businesses based on workforce size: small enterprises employ 5–19 workers, whereas medium enterprises employ 20–99 workers. This classification aims to facilitate business guidance and development tailored to the specific characteristics of each category.

The Role of Small and Medium-Sized Enterprises

According to Law Number 20 of 2008, Micro, Small, and Medium Enterprises (UMKM) are productive businesses that play a vital role in creating jobs, promoting equitable income distribution, driving national economic growth, and strengthening community economic resilience. Therefore, UMKM require support, protection, and development to ensure their sustainable growth. UMKM are productive businesses operated by individuals or business entities, classified according to specific criteria regarding workforce size, assets, and sales turnover. Data from Statistics Indonesia (BPS) indicates that small enterprises typically employ 5–19 workers, while medium enterprises employ 20–99 workers. These criteria serve as the basis for categorizing business operators in Indonesia.

Characteristics of Small and Medium-Sized Enterprises

According to Law Number 20 of 2008, the characteristics of UMKM (Micro, Small, and Medium Enterprises) are as follows:

A. Micro Enterprises

Micro enterprises are productive businesses with a maximum annual turnover of IDR 300 million and net assets of no more than IDR 50 million, excluding land and buildings. Examples include street vendors, market traders, and simple service businesses.

B. Small Enterprises

Small enterprises have an annual turnover ranging from over IDR 300 million to IDR 2.5 billion and net assets ranging from over IDR 50 million to IDR 500 million. Examples include eateries, catering businesses, repair shops, and laundry services.

C. Medium Enterprises

Medium enterprises have an annual turnover ranging from over IDR 2.5 billion to IDR 50 billion and net assets ranging from over IDR 500 million to IDR 10 billion. Examples include large restaurants, building supply stores, and large-scale bakeries.

According to Bank Indonesia, the characteristics of UMKM can also be described as follows:

A. Micro Enterprises

Micro enterprises generally lack proper financial administration, often commingle business and personal finances, and have limited access to financial institutions and business legal status.

B. Small Enterprises

Small enterprises have a fixed business location, have begun implementing simple financial record-keeping, separate business and personal finances, and—in some cases—possess business licenses and access to bank financing.

C. Medium Enterprises

Medium enterprises employ more professional management, have a clear division of duties, utilize organized financial administration systems, possess complete business legal documentation, and are supported by more skilled human resources.

Marketing Theory

Definition of Marketing

According to Kotler and Armstrong (cited in Priansa, 2017), marketing is a social and managerial process that enables individuals and groups to satisfy their needs and wants through the creation, offering, and exchange of valuable products. The American Marketing Association, as cited by Elliyana et al. (2022), also defines marketing as an organizational function that creates, communicates, and delivers value to customers while building mutually beneficial relationships. Fundamentally, marketing involves identifying and satisfying consumer needs profitably (Lesmana et al., 2022). According to Sunyoto (2018), marketing serves as the spearhead for companies in selling products and navigating market competition. Therefore, companies must implement appropriate marketing strategies to deliver value, build strong relationships with consumers, and enhance their competitiveness and profitability.

Objectives and Functions of Marketing

The primary goal of marketing is to meet customer needs while helping the company achieve profitability. According to Zinurossalamia (2020), marketing objectives include:

1. Short-term
Generating profit by covering production costs and realizing a financial gain.
2. Medium-term
Reaching the break-even point, expanding promotional efforts, and increasing sales volume.
3. Long-term
Building customer loyalty through product innovation and special offers for loyal customers.

Marketing functions encompass the activities involved in distributing goods and services from producers to consumers. According to Bayu Swastha (cited in Zinurossalamia, 2020), marketing functions include:

1. Exchange Functions

- a. Buying: determining the type, quality, and quantity of goods based on needs.
- b. Selling: identifying markets and boosting demand through sales and promotional activities.

2. Physical Supply Functions

- a. Transportation: distributing products to reach the consumer.
- b. Storage (Warehousing): storing goods to maintain their quality and availability.

3. Facilitating Functions

- a. Financing: providing funds to support marketing activities.
- b. Risk Bearing: managing risks that may arise during business operations.
- c. Standardization and Grading: categorizing products based on specific standards and quality levels.
- d. Market Information Gathering: collecting information to serve as a basis for marketing decision-making.

Definition of Marketing Strategy

A marketing strategy is a plan formulated by a company to effectively achieve marketing objectives and contend with competition. According to Canon et al. (cited in Elliyana et al., 2022), a marketing strategy is the process of identifying a target market and developing an appropriate marketing mix. This strategy comprises two main components: The target market, representing the group of consumers upon which the company focuses; and The marketing mix, consisting of a set of variables used to meet consumer needs and ensure consumer satisfaction.

Marketing Strategy Models

The marketing strategy model known as the marketing mix (4P) consists of Product, Price, Place, and Promotion (Malau, 2020).

- a. Product
The product must meet consumer needs, possess good quality, and provide satisfaction and added value.
- b. Place
The product needs to be available in easily accessible locations, whether through direct sales or digital channels.
- c. Price
The price must reflect the product's value, align with market purchasing power, and remain competitive against similar products.
- d. Promotion
Promotion is carried out through various media—such as advertising, social media, direct sales, and public relations to boost consumer interest and awareness regarding the product.

Marketing Strategy Implementation Model

According to Sunandari and Hanafi (2024), marketing strategies can be implemented in the following ways:

1. Partnership
Establishing partnerships with other parties to expand the market at a relatively efficient cost.
2. Collaborating with Influencers
Leveraging influencers or Instagram personalities to expand promotional reach and influence consumer purchasing decisions.
3. Engaging Employees
Encouraging employees to participate in promotional activities to boost creativity while simultaneously expanding the reach of information.
4. Retaining Existing Customers

Maintaining customer loyalty by offering bonuses, discounts, or special deals, thereby encouraging customers to continue making purchases and recommending the products to others.

Digital Marketing

Definition of Digital Marketing

Digital marketing encompasses marketing activities that utilize various company-owned media such as blogs, websites, email, and Add Words as well as diverse social media platforms. These activities involve planning and implementing strategies related to idea management, pricing, promotion, and the distribution of the company's products (Erislan, 2024).

Characteristics of Digital Marketing

According to Kotler and Keller (2016), digital marketing possesses several key characteristics:

1. **Interactivity:** Allows consumers to communicate directly with the company via digital media.
2. **Customization:** Information and offers can be tailored to the specific needs and preferences of individual consumers.
3. **Accessibility:** Product information can be accessed anytime and anywhere via the internet.
4. **Speed:** Information delivery and responses to consumers can occur rapidly or in real-time.
5. **Integration:** Various digital media such as websites, email, and social media—are interconnected, supporting more effective marketing.

Types of Digital Marketing According to Erislan (2024), digital marketing encompasses the following types:

1. **Website**
A website serves as a medium for information and promotion, showcasing the company's professionalism and making it easier for consumers to obtain information.
2. **Search Engine Marketing (SEM)**
A marketing strategy utilizing search engines to make a website more easily discoverable by potential consumers.
3. **Search Engine Optimization (SEO)**
Efforts to improve a website's search engine ranking organically at a relatively low cost.
4. **Paid Search Engine Marketing (SEM)**
Promotion via paid advertisements on search engines to ensure the website appears more prominently in search results.
5. **Social Media Marketing**
Leveraging social media platforms—such as Facebook, Instagram, TikTok, and others—to promote products and build relationships with consumers.
6. **Online Advertising**
Paid promotion via the internet to reach a larger consumer base quickly and effectively.
7. **Email Marketing**
Delivering information regarding products, promotions, or special offers to customers via email.
8. **Video Marketing**
Marketing that uses video content to introduce products, build consumer trust, and increase sales.

Concept of Business Competitiveness Definition of Business Competitiveness

Competitiveness refers to the ability of business entities to survive and grow amidst business competition (Sulistiyani et al., 2020). It reflects a company's capacity to produce and offer products or services that are superior to those of competitors, thereby enabling it to meet market demands. Companies with strong competitiveness find it easier to sustain their operations, whereas those unable to compete risk losing customers and struggling to survive in the long run. Competition can have both positive and negative impacts on a company. On one hand, it drives companies to innovate continuously, enhance product quality, and improve service, creating opportunities for growth. On the other hand, companies that fail to adapt and improve their product quality risk falling behind and losing their competitive edge in the market.

Factors Affecting Business Competitiveness

According to Muhardi (2017:41), the factors influencing business competitiveness include:

1. Location
A strategic business location makes it easy for consumers to reach the premises, thereby boosting interest and increasing the number of buyers.
2. Price
Pricing that aligns with product quality and consumer purchasing power is a key factor influencing purchasing decisions.
3. Service
Good service ranging from product quality and the comfort of the premises to the friendliness of the staff can enhance customer satisfaction.
4. Product Quality
High-quality products that meet consumer needs and comply with standards will enhance the company's competitiveness in the market.
5. Promotion
Promotion through various media whether print, electronic, or digital plays a role introducing products, attracting consumers, and increasing sales.

III. RESEARCH METHODS

Types of research

This study employs a qualitative method with a descriptive approach. The qualitative method is used to gather data in the form of verbal information, interview results, and direct field observations. The descriptive approach aims to systematically describe the conditions or phenomena under study based on the facts discovered. Through this method, the researcher can gain a deeper understanding of the subject matter without manipulating the data. Therefore, this approach is considered suitable for examining digital marketing strategies aimed at enhancing the competitiveness of UMKM in the culinary sector.

Data collection technique

1. Observation
Observation is conducted by directly observing the conditions and activities of the research object in the field to obtain data aligned with the research objectives.

2. Interviews

Interviews were conducted directly with informants—specifically UMKM owners—to gather information on the marketing strategies implemented to enhance business competitiveness.

3. Documentation

Documentation served as supporting data, comprising photographs, notes, and documents related to the research process.

Data Analysis Techniques

1. Data Collection

Data were obtained through observation, interviews, and documentation in accordance with research needs.

2. Data Reduction

The collected data were selected, summarized, and focused on information relevant to the research.

3. Data Presentation

The reduced data is organized into a narrative format to facilitate understanding and analysis.

4. Drawing Conclusions

Conclusions are formulated based on the results of the data analysis, supported by valid evidence, to address the research objectives.

IV. RESULTS AND DISCUSSION

Research result

Research indicates that implementing digital marketing strategies has become a crucial step for culinary UMKM (Micro, Small, and Medium Enterprises) to grow their businesses and enhance competitiveness. UMKM owners utilize various digital platforms such as Instagram, WhatsApp, TikTok, and Facebook—for promotion, communication, and sales. Through these channels, they can introduce their products to a wider audience by sharing photos, videos, promotional details, and customer testimonials. While approaches and levels of usage vary among UMKM, digital media has facilitated easier consumer outreach and helped build stronger customer relationships.

Adopting digital marketing strategies positively impacts business growth. Digital promotions expand market reach, introduce products to new potential customers, and boost order volumes and sales. Furthermore, faster communication with consumers fosters greater trust and customer satisfaction. However, implementation challenges remain, such as limited time for content creation, a lack of social media management skills, and insufficient understanding of effective digital marketing strategies, all of which hinder optimal utilization. To address these obstacles, UMKM owners are taking steps to schedule promotions, use spare time for content creation, and improve their knowledge through training, webinars, and self-directed learning via the internet and social media.

They also evaluate promotional outcomes to refine their strategies and better align them with market needs. Overall, the research demonstrates that digital marketing enhances the competitiveness of culinary UMKM by expanding market reach, increasing customer interaction, and creating more sales opportunities. Consequently, consistency in using digital media and the ability to keep pace with technological advancements are vital factors for business success.

Discussion

Implementation of Digital Marketing Strategies for UMKM in the Culinary Sector in Medan City

The implementation of digital marketing strategies among culinary UMKM in Medan demonstrates that digital media has become a primary tool for marketing activities. Business owners utilize platforms such as Instagram, WhatsApp, TikTok, and Facebook to showcase products, engage with customers, and expand their market reach. These strategies involve creating content including photos, videos, promotional materials, and customer testimonials tailored to the characteristics of the target market. Furthermore, the use of digital media makes it easier for consumers to access product information and place orders more conveniently.

Research findings indicate that the implementation of digital marketing strategies varies across UMKM, as it is influenced by the capabilities, experience, and resources of individual business owners. Nevertheless, all informants recognize the importance of digital marketing as a more effective promotional medium compared to conventional marketing. These findings align with digital marketing theory, which posits that the use of digital technology enhances the effectiveness of marketing communications and fosters closer relationships with consumers. Consequently, digital marketing serves as a relevant strategy for supporting the growth of culinary UMKM in Medan.

The Contribution of Digital Marketing to Enhancing the Competitiveness of Culinary UMKM

Digital marketing contributes significantly to enhancing the competitiveness of UMKM in Medan's culinary sector. Through digital channels, business owners can reach a wider consumer base, boost product awareness, and expand sales opportunities. Furthermore, rapid customer interaction helps build trust and loyalty, thereby strengthening the UMKM's position amidst business competition. Beyond market expansion, digital marketing encourages UMKM owners to adopt creative approaches to promotional strategies. Creating engaging content, providing comprehensive product information, and leveraging social media features are key factors in stimulating consumer interest. These elements demonstrate that digital marketing serves not merely as a promotional tool but also as a means to build a business image and bolster competitiveness in an increasingly challenging market environment.

Overall, research findings indicate that digital marketing plays a crucial role in enhancing the competitiveness of culinary UMKM. This success is evidenced by expanded market reach, a growing customer base, and increased product sales. Consequently, the consistent use of digital marketing can serve as an effective strategy to support the sustainability and growth of UMKM in the digital era.

Obstacles and Challenges in Digital Marketing Operations and Their Implications for UMKM Sustainability

Despite the numerous benefits of digital marketing, its implementation still faces various obstacles. Research indicates that time constraints, limited social media management skills, and a lack of knowledge regarding digital marketing strategies are the primary hurdles encountered by UMKM owners. Furthermore, creating engaging content

requires creativity, skill, and consistency—qualities that are not easily mastered by every business owner. Rapidly changing trends and social media algorithms also require UMKM to constantly adapt to ensure their marketing strategies remain effective. Failure to address these challenges diminishes the likelihood of UMKM successfully competing and sustaining their businesses. To overcome these challenges, UMKM owners need to enhance their ability to leverage digital technology through training, seminars, and self-directed learning. Additionally, creating promotional schedules, evaluating marketing results, and developing more creative content must be done on an ongoing basis. These efforts will help business owners improve the effectiveness of their digital marketing while strengthening their competitive edge. Ultimately, the success of digital marketing depends not only on the use of digital platforms but also on the ability of UMKM owners to adapt to technological advancements and market demands, thereby ensuring the business's sustainable growth.

CONCLUSION

Based on the research findings regarding the implementation of digital marketing strategies to enhance the competitiveness of culinary UMKM in Medan City, the following conclusions can be drawn:

1. Culinary UMKM in Medan City have implemented digital marketing strategies by utilizing social media platforms such as Instagram, WhatsApp, TikTok, and Facebook—for promotion, communication, and product sales. These strategies enable business owners to expand their market reach and facilitate easier interaction with customers.
2. Digital marketing contributes positively to enhancing UMKM competitiveness. This is evidenced by expanded market reach, a growing customer base, increased sales, and greater public awareness of their products. Furthermore, digital marketing helps UMKM build stronger relationships with consumers and improves their competitive standing within the business landscape.
3. During implementation, UMKM owners still face challenges such as time constraints, a lack of knowledge regarding digital marketing, and limited skills in managing social media. To address these issues, business owners organize promotion schedules, engage in self-learning, attend training sessions, and continuously adapt to technological advancements, thereby ensuring that digital marketing operates more effectively and supports business sustainability.

SUGGESTION

1. Culinary UMKM operators in Medan City are encouraged to optimize their use of digital marketing by enhancing content creativity, maintaining consistent promotional efforts, and keeping pace with technological and social media trends to boost business competitiveness.
2. Future researchers are encouraged to expand upon this study by incorporating additional variables or a broader scope of analysis; this would yield more diverse findings and serve as a valuable reference for subsequent research on digital marketing

and UMKM competitiveness.

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