

Analysis of Micromanagement Strategies in MSMEs in the Digital Era

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ABSTRACT

The purpose of this study is to analyze micromanagement strategies in MSMEs in the digital era. This research approach collects data through a literature review, which involves reading literature from various sources, including books, reports, articles, and journals, employing both qualitative and deductive methods. The results of this study suggest that in the digital era, MSMEs must adopt micromanagement strategies to enhance competitiveness and operational efficiency. These strategies include operational optimization through technology, digital marketing based on social media and e-commerce, financial management utilizing digital applications, and enhancing human resources and leadership through digital literacy. The utilization of consumer data also drives innovation in products and services. The successful implementation of this strategy is supported by the synergy of the digital ecosystem, including the active role of the government, technology platforms, universities, communities, and local media and influencers in providing access, mentoring, and sustainable promotion for MSMEs.

INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) play a strategic role in supporting the Indonesian economy. Data from the Ministry of Cooperatives and SMEs shows that MSMEs contribute more than 60% to the national Gross Domestic Product (GDP) and absorb approximately 97% of the workforce. MSMEs are a strategic sector that supports national economic growth (Jihan Fatin Fadillah Lotte et al., 2025). However, in the digital era characterized by rapid technological change and increasingly fierce global competition, MSMEs face significant challenges in maintaining and improving their competitiveness. Digital transformation has altered consumer behavior, business models, and market dynamics, necessitating that MSMEs continually adapt and innovate (Nisa et al., 2025). In today's digital era, MSMEs (Micro, Small, and Medium Enterprises) face significant pressure to transform from traditional management practices to technology-based approaches. This transformation extends beyond digital adoption and necessitates structured micromanagement strategies, encompassing both daily operational management and data-driven decision-making. A systematic review has demonstrated that digital transformation can enhance operational efficiency, expand market access, and promote business sustainability (Angraini et al., 2024). Micromanagement strategies in MSMEs involve detailed internal management, such as workflow management, microfinance management, and quality control, which must align with digital strategies. As an

illustration, Susanti & Frastika (2025) reported that 76% of MSMEs implementing digital strategies recorded significant revenue growth, with an average increase of 45% in operational efficiency.

The main challenges in implementing micro-digital strategies are low digital literacy and inadequate infrastructure. (Firdaus et al., 2024) Emphasize that although internet penetration in Indonesia is high, the quality of infrastructure is not evenly distributed. This suggests that the growth in internet access has not been fully matched by equal infrastructure development nationwide, resulting in a digital divide that needs to be addressed urgently. Furthermore, other major obstacles include basic financial management, limited access to digital financing, and a weak ability to utilize marketplaces and fintech. However, they note that strategies that include efforts to increase digital literacy among business actors, utilize e-commerce platforms for product marketing and distribution, and strengthen the role of local governments in providing policy support and facilities have proven crucial elements in accelerating the growth of MSMEs in the digital era. (Moh Afrizal Miradji et al., 2025). These approaches not only help MSMEs survive market competition but also open up opportunities for broader expansion. Relevant and effective micromanagement strategies for MSMEs in the digital era include implementing small-scale *e-marketing*, utilizing microtargeting techniques through various social media platforms, and implementing targeted market segmentation. Based on findings from several systematic studies, these approaches also involve optimizing digital content with SEO techniques, maximizing social media for promotion and customer interaction, using digital analytics tools to understand consumer behavior, and integrating financial technology to improve operational efficiency and access to financing. (Agustin et al., 2023).

The isolation between internal management and digitalization leads to resistance to change. In the original literature *on Society 5.0*, the use of technology is a transformational force, but those who fail to adapt will be left behind. (Febrianita et al., 2023) Concluded that *technopreneurship* plays a strategic role as a key factor in building MSME business resilience. By innovatively adopting technology in the entrepreneurial process, MSMEs can increase efficiency, expand markets, and face competitive challenges more adaptively and sustainably. The success of adopting digital-based micro-strategies for MSMEs is often inseparable from strong external collaboration, including the active role of universities, training institutions, and support from local governments. A study on the readiness of MSMEs in Indonesia revealed that knowledge transfer from higher education institutions to the MSME sector is essential, particularly in overcoming internal obstacles such as limited technical capacity among business actors. This type of collaboration serves as a crucial bridge in accelerating the comprehensive digital transformation of MSMEs (Anatan & Nur, 2023).

The organizational competency model is also crucial, (González-Varona et al., 2021) Designed a capability framework that can help MSMEs in recognizing and strengthening their internal digital capabilities, so that they can increase their technological readiness and gradually achieve a more optimal and sustainable level of digital maturity in managing their businesses. In the Indonesian context, legal aspects and policies related to Information and Communication Technology (ICT) play a significant role in driving the digitalization process of MSMEs. These policies serve as a crucial foundation that not only strengthens digital system governance but also encourages synergistic collaboration between various stakeholders, including the government, the private sector, and the business community. Through well-targeted policies, the digital transformation process of MSMEs becomes more focused, inclusive, and sustainable.

The importance of digital micro-strategies is also evident in the context of the COVID-19 pandemic. (Bahasoan et al., 2024) Stated that implementing digitalization and utilizing e-marketing through marketplace platforms is a crucial step in ensuring business continuity. In a crisis, MSMEs without adequate digital micro-strategies tend to be more vulnerable to declining performance and even face a significant risk of permanently ceasing operations. A digital-based micromanagement strategy involves utilizing a variety of simple tools, such as analytical tools to understand business trends,

monitoring daily sales through dashboards on e-commerce platforms, and managing small-scale working capital with the help of fintech services. A literature review indicates that this approach, which includes the use of digital analytical tools and the enhancement of human resource capacity through digitalization, can significantly reduce the risk of business failure, particularly in the highly dynamic MSME sector, which is susceptible to market fluctuations.

MSMEs that can cultivate a culture of adaptive innovation at the micro level tend to have a more decisive competitive advantage. A study on digital business found that implementing strategies such as precise market segmentation, specific consumer targeting, strategic brand positioning, and the integration of digital marketing mix concepts *proved* highly relevant and effective in supporting optimal digital-based micro-management. This approach enables MSMEs to adapt more quickly to changing market dynamics and consumer preferences. Overall, this background description emphasizes the importance of formulating a micro-management strategy analysis that focuses explicitly on small-scale internal management aspects, such as daily cash flow management and product quality control. This strategy needs to be effectively integrated with digital approaches, including the implementation of micro-e-marketing and optimal utilization of marketplaces. These overall efforts should be strengthened through synergy with external stakeholders and supported by conducive policies. Furthermore, success is also greatly influenced by an innovative culture, adequate digital literacy, and a strong entrepreneurial orientation among MSMEs. By thoroughly examining the various challenges and opportunities faced by MSMEs, this paper aims to establish a solid analytical foundation for formulating the most appropriate and relevant micromanagement strategies to support the development of MSMEs in Indonesia, particularly in addressing the dynamics and demands of the current digital era.

RESEARCH METHODS

The deductive qualitative method used in this study aims to analyze micromanagement strategies in MSMEs in the digital era. This study employs micromanagement and MSMEs as its units of analysis, and data are collected through a literature review from various sources, including reports, books, articles, and journals. The qualitative analysis method used in this study is a comparative descriptive method, which means describing or describing the conditions of the research object to identify and analyze the problems faced by the research subjects.

RESULTS AND DISCUSSION

Micromanagement

Micromanagement is a managerial approach that focuses on managing small units within an organization or business, such as divisions, departments, or even individuals. In the context of MSMEs, micromanagement refers to the management of small-scale operations, including the direct and detailed planning, organizing, executing, and supervising of business activities.

Micromanagement covers various aspects of managing small-scale business units, including:

1. Microfinance management: Cash management, bookkeeping, budgeting, and cost control on a small scale.
2. Micro operational management: Management of production processes, logistics, and inventory management daily.
3. Micro human resource (HRM) management: Workforce management, employee capacity development, and efficient task allocation.
4. Micromarketing management: Sales strategies, customer service, local promotions, and product development relevant to a limited market.
5. Decision making: Focus on fast and flexible decisions based on market dynamics and internal resource availability.

The primary goal of micromanagement is to create efficiencies in internal processes and increase the productivity of small units within an organization. Some specific goals include:

1. Ensuring smooth daily operations.
2. Optimizing the use of limited resources.
3. Identify and solve problems directly.
4. Improve the quality of service or product.
5. Supporting the growth and sustainability of small businesses.

Effective micromanagement is carried out based on several basic principles, including:

1. Operational efficiency: Focus on cost- and time-efficient processes.
2. Transparency: Clear recording and reporting, even on a small scale.
3. Responsive and adaptive: Quickly respond to operational changes or challenges.
4. Structural flexibility: Simple yet dynamic managerial structure.
5. Direct involvement: The owner or manager is directly involved in the decision-making process.

Micromanagement plays a crucial role in organizational success, particularly in the context of MSMEs. Some of its strategic roles include:

1. Bridging big vision with technical implementation.
2. Control daily activities to keep them aligned with business goals.
3. Become the basis for developing managerial capacity.
4. Provide concrete data for strategic decision making.

MSMEs

MSMEs are independent and profitable businesses owned and operated by individuals or organizations across all economic sectors. Generally, the value of tangible assets (excluding land and buildings), average annual revenue, or number of permanent employees are the basis for distinguishing between Micro, Small, and Medium Enterprises. (Nanda Amilia et al., 2024) .

Based on Law No. 20 of 2008 concerning MSMEs, MSMEs are defined as follows:

1. Micro-enterprises are a form of productive business owned by individuals or individual business entities, which meet the criteria for Micro-Enterprises as regulated in this law.
2. Small Business is a type of productive economic business that stands alone, carried out by individuals or business entities that are not subsidiaries or branches of Medium Enterprises or Large Enterprises, and fulfills the criteria as a Small Business as regulated in this law.
3. Medium Enterprises are a form of productive economic enterprise that stands alone, carried out by individuals or business entities that are not subsidiaries or branches of Small Enterprises or Large Enterprises, and have a net worth or annual sales results that are by the provisions stipulated in this law. (Maria et al., 2024) .

The following are several criteria for MSMEs according to (Ariza & Aslami, 2021) , including:

1. The criteria for a micro-business are having a maximum net value of Rp. 50,000,000.00 (fifty million rupiah), excluding assets and business premises, or a maximum turnover of Rp. 300,000,000 (three hundred million rupiah).
2. Have annual sales of more than IDR 300,000,000.00 (three hundred million rupiah) up to a maximum of IDR 2,500,000,000.00 (two billion five hundred million rupiah) or have net assets of more than IDR 50,000,000.00 (fifty million rupiah) up to a maximum of IDR 500,000,000.00 (five hundred million rupiah) excluding land and buildings for business premises.
3. Having annual sales of more than Rp2,500,000,000.00 (two billion five hundred million rupiah) up to Rp50,000,000,000.00 (fifty billion rupiah) or having net assets of more than Rp500,000,000.00

(five hundred million rupiah) up to Rp10,000,000,000.00 (ten billion rupiah) excluding company assets and buildings.

(Bismala, 2017) Stated that the problems often faced by MSMEs are as follows:

1. Classic and fundamental problems in MSMEs (*basic problems*) include capital problems, legal entity forms that are generally non-formal, human resources, product development, and marketing access.
2. Advanced problems *include* suboptimal introduction and penetration of export markets, a lack of understanding of product designs that suit market characteristics, legal issues concerning patent rights, sales contract procedures, and regulations in force in the export destination country.
3. Intermediate problems *are* issues that relevant agencies face in resolving fundamental issues to address further challenges better. These include financial management, collateral, and limitations in the entrepreneurial process.

The needs of MSMEs highlight several important aspects that must be considered for optimal growth. MSMEs play a crucial role in creating jobs and driving local economic growth, but they also face various challenges. Therefore, several key elements require attention. Capital and access to financing are crucial for the sustainability of MSMEs. Sufficient capital is essential for MSMEs to start and expand their businesses. Furthermore, access to financing is also crucial. Limited access, such as stringent banking requirements, often poses a barrier for MSMEs. With access to various funding sources, MSMEs can have the flexibility to manage their finances and grow their businesses. (Malik et al., 2024).

Opportunities for MSMEs in the Digital Era

1. Wider Market

With the advancement of digital technology, the market reach for MSMEs is now significantly broader than it was before. They are no longer limited to consumers in their local area, but have significant opportunities to market their products or services to various cities and even penetrate international markets. (Silviana Batubara, 2025) . Ease of access through digital platforms enables MSMEs to reach a more diverse and geographically dispersed consumer segment, thereby opening up opportunities for significant business growth at both national and global levels.

2. Low Promotion Costs

Promotion costs have become much more affordable, especially with the advent of social media as a low-cost yet highly effective marketing tool. These digital platforms enable MSMEs to reach a broad audience without the need for large budgets, significantly enhancing the efficiency with which they increase the visibility and appeal of their products or services. (Arbani, 2025).

3. Operational Automation

Automation of business operations is becoming increasingly easier with the help of various digital tools, including *Point of Sale* (POS) systems, financial record-keeping applications, and e-commerce platforms. The use of this technology enables MSMEs to manage their businesses more effectively and efficiently, from transaction processing and inventory management to financial reporting, resulting in more structured and time-saving operational activities.

4. More Open Collaboration

Collaboration opportunities are increasingly available to MSMEs, as the digital ecosystem evolves. They can partner with various parties, including digital platforms, social media influencers, and startups, to expand their market reach and increase brand exposure. This collaboration not only aids promotion but also provides added value in product development, distribution, and improved customer service.

5. Product and Service Innovation

Digitalization presents greater opportunities for MSMEs to innovate their products and services. By leveraging digital technology, MSMEs can more easily research market trends, understand consumer needs and preferences, and design more targeted product development. Access to broader data and information allows them to continuously adapt and create relevant solutions, thereby increasing their competitiveness and attracting market interest more effectively.

6. Government Support

The government provides various forms of support to encourage the digitalization of MSMEs, including training programs, incentives, and technology-based mentoring. These initiatives are designed to help MSMEs improve digital literacy, strengthen business capacity, and utilize technology more optimally in running their businesses (Astuti et al., 2025). This support is a strategic effort to accelerate the digital transformation of MSMEs, enabling them to better prepare for competition in the digital economy era.

Challenges for MSMEs in the Digital Era

The following are some of the main challenges faced by MSMEs in the digitalization process, including:

1. Low Digital Literacy

Many MSMEs lack an adequate understanding of how to utilize social media, marketplace platforms, and various other digital tools that can be leveraged to expand their market reach, improve operational efficiency, and enhance business competitiveness in today's digital era.

2. Limited Capital and Access to Technology

Most MSMEs struggle to allocate funds to purchase hardware, such as computers or smartphones, or to support software, including business management and digital marketing applications. This situation makes it difficult for them to keep up with the rapid development of technology and limits their ability to capitalize on opportunities in the digital realm.

3. Limited Human Resources

Not all MSMEs have a workforce with adequate knowledge or skills in technology, especially when it comes to utilizing digital tools and online marketing strategies. Many are unfamiliar with or have never received training in digital marketing, making it difficult to optimize marketing potential through digital channels effectively.

4. Lack of Ecosystem Support

Not all regions have adequate technological infrastructure, such as a stable and affordable internet connection, which is crucial for supporting business digitalization. Furthermore, the availability of mentoring institutions, training programs, or communities that can guide and support MSMEs in adopting digital technology is still limited, making it difficult for businesses to develop independently in an unfavorable environment.

5. Competition with Big Business Players

The advent of digital technology has forced small businesses to face competitors with greater resources, both in terms of capital, technology, and marketing strategies. This has created a much more competitive and global landscape, requiring MSMEs to innovate and adapt to avoid being eliminated in the increasingly fierce market competition.

Micromanagement Strategies That Can Be Applied to MSMEs in the Digital Era

Below are several management strategies that can be applied to MSMEs in the digital era, including:

1. Operational Strategy

This operational strategy incorporates the practical application of digital technology to enhance business continuity and resilience. MSMEs are advised to use functional yet straightforward applications to record sales transactions, manage inventory, and regularly monitor cash flow. Furthermore, automation in production processes and customer service is crucial for improving work efficiency, saving time, and reducing manual errors. Furthermore, the integration of digital payment methods, such as QRIS and e-wallets, is also necessary to ensure faster and more secure transactions, aligning with today's consumer preferences.

2. Marketing Strategy

This digital marketing strategy emphasizes the importance of utilizing various online platforms to expand market reach. MSMEs are encouraged to optimize the use of social media platforms such as Instagram, TikTok, and Facebook for promotion, customer interaction, and consistent brand image building. Furthermore, utilizing e-commerce platforms such as Tokopedia, Shopee, and Bukalapak can be an effective distribution channel for selling products to a broader range of regions. (Nilfatri, 2024) . To strengthen brand identity, developing storytelling through engaging and relevant digital content is also crucial, thereby building emotional connection with consumers and increasing loyalty to the products or services offered.

3. Financial Strategy

This financial management strategy encourages MSMEs to manage their business finances more efficiently and effectively. One step that can be taken is implementing a digital bookkeeping system using applications such as BukuKas or Jurnal.id, which enable practical, real-time financial recording. Furthermore, it is essential to conduct regular cash flow analyses to ensure a healthy cash flow and prevent potential leaks or uncontrolled use of funds. To support business growth, MSMEs can also take advantage of financing access from technology-based financial institutions (fintech) or through government financing programs such as the digital People's Business Credit (KUR).

4. HR and Leadership Strategy

This human resource development strategy aims to improve the readiness of MSMEs to face digital transformation. MSMEs need to continuously develop their capacities, particularly in digital literacy and entrepreneurial understanding, to run their businesses effectively in the digital era. Furthermore, forming small work teams characterized by productivity, flexibility, and the ability to adapt quickly to technological changes is key to creating agile and responsive operations. To support this, MSMEs are also advised to actively participate in online training and engage with digital business communities to expand their knowledge, networks, and access various business opportunities.

5. Product and Service Innovation Strategy

This innovation and service strategy encourages MSMEs to utilize digital data as a basis for business decision-making. Information obtained from social media and marketplace platforms can be used to analyze consumer trends, market preferences, and buyer behavior patterns. Based on this data, products need to be adapted to be more relevant to the needs of the digital market, such as through attractive packaging design, the inclusion of customer testimonials, and adding product value that differentiates them from competitors (Putri Sandrina Sitompul et al., 2025) . Furthermore, customer service must also be improved by adopting online-based systems, such as the use of chatbots, rapid responses via instant messaging, and order tracking features, to create a more convenient, professional, and reliable shopping experience for consumers.

The Role of Supporting Ecosystems

Digitalization of MSMEs requires synergy between various parties, including:

1. Government

The government plays a crucial role in encouraging the development of MSMEs through various forms of strategic support. One form of this support is establishing regulations that favor the growth of MSMEs, thus creating a conducive business climate (Enny Diah Astuti & Rahmi Rosita, 2024). Furthermore, the government provides various incentives to ease the burden on MSMEs, including financial assistance, subsidies, and access to financing. Equally important, the government also facilitates free training to improve the competency of MSMEs, particularly in digital skills, business management, and product innovation.

2. Technology Platform

Technology platforms play a crucial role in supporting the digital ecosystem for MSMEs by providing various services that streamline business processes and operations. Through these platforms, businesses can gain direct access to marketplaces to market their products more widely, utilize payment gateway systems to facilitate secure and efficient digital transactions, and connect with logistics services that facilitate faster and more integrated delivery. These technology platforms enable MSMEs to operate in a more modern, practical, and competitive manner amidst the competitive digital marketplace.

3. College and Community

Universities and communities play a crucial role in the development of MSMEs, particularly through mentoring, research, and education initiatives. Higher education institutions can contribute by providing experts and students to assist MSMEs in developing effective business strategies, adopting digital technologies, and enhancing product quality. They also conduct applied research that benefits MSMEs and innovation, as well as problem-solving. Meanwhile, business and entrepreneurial communities also serve as platforms for sharing experiences and knowledge, as well as providing practical education relevant to the needs of MSMEs in the field. This collaboration between academics and communities is a crucial force in accelerating the transformation and sustainability of MSMEs.

4. Local Media and Influencers

Local media and influencers play a crucial role in promoting MSMEs and strengthening brand awareness. Through the content they create and distribute, whether in the form of product reviews, digital campaigns, or creative collaborations, they can reach a broader and more relevant audience, both geographically and demographically. Their presence helps MSMEs increase product visibility, attract consumer interest, and build a stronger and more trusted brand image in the public eye, especially in the local communities where their businesses operate.

CONCLUSION

Digital transformation presents significant opportunities for MSMEs to grow faster and compete more effectively in the modern economy. Through digitalization, MSMEs can expand their global market reach, reduce promotional costs through social media, automate operations with digital tools, and collaborate with various parties, including technology platforms and influencers. Furthermore, digitalization enables data-driven innovation in products and services. It is supported by government programs that provide training, incentives, and regulations to promote the growth of small and medium-sized enterprises.

However, the digitalization process for MSMEs also faces several challenges, including low digital literacy, limited capital and access to technology, a shortage of skilled human resources, inadequate supporting infrastructure, and pressure from competition with large businesses. Therefore, a micromanagement strategy encompassing operational, marketing, financial, human resources, and innovation aspects is needed to help MSMEs adapt and grow sustainably.

The success of MSME digitalization also depends heavily on the involvement of various ecosystem elements, including the government, technology platforms, universities, communities, and local media and influencers. Collaboration and support from all stakeholders are key to creating a more inclusive, innovative, and competitive business environment for MSMEs in the digital era.

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