

Government Strategy in Improving Micro, Small and Medium Enterprises Based on Digital Technology in Bulukumba Regency

Siti Ratnasari¹, Lukman Hakim¹, Fatmawati A. Mappasere¹

¹Master of Public Administration, Universitas Muhammadiyah Makassar, Indonesia

Email: sitiratnasari9901@gmail.com

Abstract. *The lack of digital knowledge and skills among MSME players is a major obstacle in utilising technology to develop business. The purpose of this study is to analyse the government's strategy in improving the existence of MSMEs in the use of digital technology. This research uses a type of qualitative research in which the data is collected from observations, interviews and document studies. This research was conducted in Bulukumba Regency using the theory of Windrum & Berranger (2002) using indicators 1) Stages to e-business, 2) Recent trends in the adoption of e-business technologies, 3) Organisational factors affecting adoption. The results showed that the initial stage carried out by the government was to provide regulations in an effort to provide a legal umbrella for the presence of MSMEs. In addition, MSMEs are also given training and skills in using digital technology, social media and e-commerce in marketing. The government also has a role in collaborating with educational institutions in increasing the existence of MSMEs in Bulukumba Regency. By applying digital technology in improving and reviving MSMEs is very important, because it can have an impact on the growth of the community's economy due to the surge in visitors from the archipelago and abroad.*

Keywords: Government Policy, Digital Technology, MSMEs, Biblioshiny

Received: September 23, 2025

Revised: October 19, 2025

Accepted: November 27, 2025

INTRODUCTION

MSMEs (Micro, Small, and Medium Enterprises) play a crucial role in a country's economy, especially in developing countries (Rinaldi et al., 2022). Its presence not only fuels economic growth by creating jobs and increasing community income, but also serves as a provider of products and services that are close to the needs of local communities (Trianto et al., 2024). MSMEs also play a role in creating innovative and diverse products that can compete in the global market, despite often having limited resources (Putri et al., 2022). As such, support for MSMEs is crucial, as they form the backbone of local economies that can strengthen national competitiveness. In addition, MSMEs play a role in reducing socio-economic disparities and strengthening the economic resilience of communities.

The relevance of MSMEs in the context of public administration policy is very important because policies taken by the government can directly affect the survival and development of MSMEs (Jahanshahi et al., 2011). Public administration has a role to play in creating regulations that support MSMEs through easier licensing, fiscal incentives, and better access to finance (Rosyadi et al., 2022). In addition, government policies on education and training also help improve the human resource capacity of MSME players, strengthen competitiveness, and encourage innovation.

The right policies can accelerate the growth of MSMEs, which in turn will have an impact on reducing unemployment, improving people's welfare, and the main driver of inclusive and sustainable economic growth. Research related to MSMEs is certainly still a topic that is often researched in various countries even though the term is different from Indonesia. Including research conducted in Colombia by Zuñiga-Collazos et al. (2025), that to improve the performance and sustainability of MSMEs, it is important to integrate them with technology. While in Thailand talent management can improve the performance and capabilities of MSMEs (Panya & Petchsawang, 2025).

Then the research conducted by Lingappa et al., (2025) in India, it provides a viewpoint on the importance of the role of women in community entrepreneurship. The same research conducted in India says that technology adoption can improve MSME performance (Mand & Kaur, 2025). So based on this research, it shows that MSMEs are very instrumental in increasing community income, especially among women. One of the factors that can improve the performance of MSMEs cannot be separated from the influence of technology.

Technology plays a very significant role in supporting the development of MSMEs, opening up new opportunities for efficiency and competitiveness (Arjang et al., 2023). The use of technology allows MSMEs to access a wider market through e-commerce platforms, introducing their products to global consumers without having to incur huge costs for distribution (Cakranegara et al., 2022). In addition, technology facilitates more efficient operational processes, such as automation in inventory management, accounting, and digital marketing (Omar, 2023). With analytics tools, MSMEs can also understand consumer behaviour and develop more focused strategies (Purnomo, 2024).

Communication technologies, such as social media and messaging apps, help deepen relationships with customers and build loyal communities (Rydén et al., 2015). On the other hand, technology also allows MSMEs to innovate their products or services, which can increase their appeal in the marketplace (Maulida et al., 2024). Despite facing challenges in terms of limited resources, proper utilisation of technology can give MSMEs a huge competitive advantage. As for MSMEs in Indonesia, the Indonesian government seeks to increase technology adoption to strengthen global competitiveness. Juridically, MSMEs have been regulated in Law number 20 of 2008 (Law 20/2008) on Micro, Small, and Medium Enterprises.

Micro, Small, and Medium Enterprises (MSMEs) are very important to the Indonesian economy. This sector contributes around 60% of the Gross Domestic Product (GDP) and employs almost 97% of the workforce, as well as being the foundation of the national economy (Supriyanto, 2024). In Indonesia, MSMEs have a very strategic position. According to data from Kadin Indonesia, the number of MSMEs in Indonesia in 2023 will reach 66 million (Fauzan, 2025).

However, the obstacle faced by these MSMEs is that not all of them utilise digital technology, including information technology and social media to sell their products (Triwardhani et al., 2023). Digital marketing has emerged as a critical component in contemporary corporate strategies, especially for Micro, Small, and Medium Enterprises (MSMEs) (Arfan & Hasan, 2022; Windusancono, 2021). However, some MSMEs continue to face various obstacles in implementing efficient digital marketing. A significant difficulty is the lack of knowledge and expertise in digital marketing.

Researchers conducted a search on the Scopus database using the keywords 'Micro, Small and Medium Enterprises' AND 'Technology' AND 'Digital'. In this search, the year is limited from 2020-2025. So that the results obtained 116 documents. Then the data is downloaded in the form of a CSV file to be analysed using R-Studio 'Biblioshiny'. The visualisation results can be seen in Figure 1.

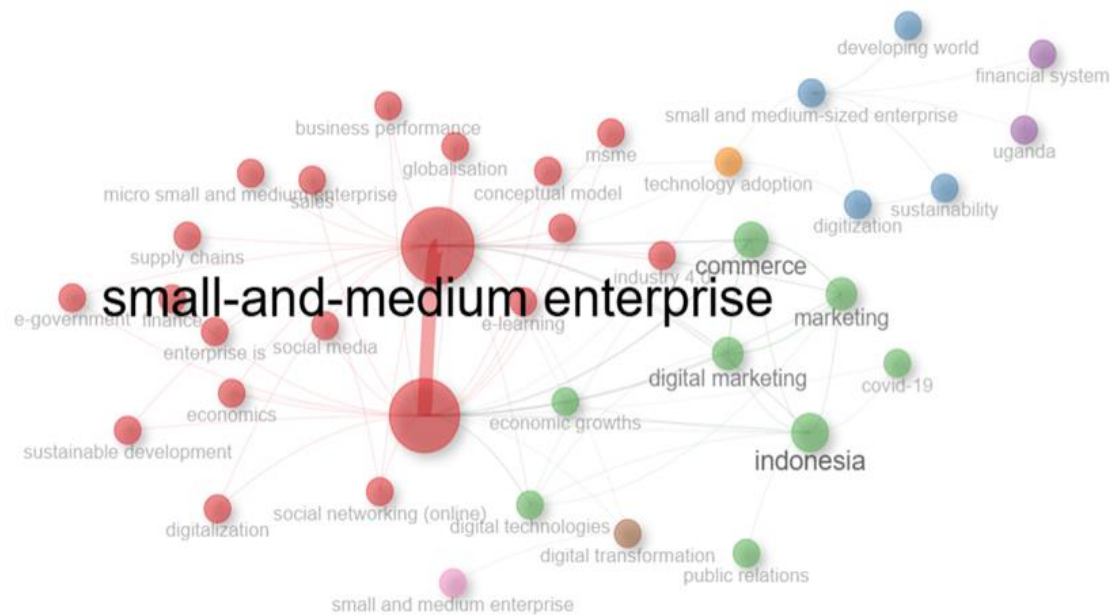


Figure 1. Co-Occurance
Source: Processed by Researchers from Scopus Database, 2025

Based on the visualisation of Figure 1, it can be seen that research related to MSMEs is still very relevant and is often researched by academics. The visualisation is divided into 4 large clusters. As found in the red cluster, in general, the direction of research topics that are often discussed is related to small and medium enterprises that connect to the types of sustainable development, business performance, e-government finance, digitalization, economic, social media. Then in the Green cluster the direction of research is more directed towards the Indonesian region, public relations, digital techonolgies, digital marketing, commerce, and covid-19. The blue cluster shows topics related to small and medium-sized enterprises, digitalisation, sustainability and developing world. Finally, the purple cluster only discusses the uganda region and financial system. So, from the visualisation results, it can be concluded that research related to the topic of MSMEs and the use of digital technology is still a hot issue to be discussed.

The contribution of authors from Indonesia outperforms researchers from various countries in the world when studying MSMEs and the use of digital technology with a total of 55 documents. Followed by India with 31 documents. Malaysia has 11 documents, the United Kingdom 5 documents, Spain 4 documents, and France, Italy, Saudi Arabia, Taiwan, Vietnam 3 documents each. The 55 documents are spread across various university affiliates in Indonesia, such as Bina Nusantara University with 6 documents and Sebelas Maret University with 5 documents, while Gadjah Mada University, State University of Malang have 3 documents. Furthermore, the University of Indonesia, Padjadjaran University and Sultan Agung Islamic University have 2 documents. Of the various researchers discussed the role of ChatGPT in improving the sales performance of MSMEs in Indonesia (Sutrisno et al., 2025).

While research from Nurqamarani et al., (2024) explained the importance of using digital technology, in this case the use of QRIS for MSME players in Indonesia. Finally, research from Wahyundaru et al., (2024) refers to e-commerce that has a positive and significant relationship with MSME sustainability performance and the need for financial literacy. Although research related to the topic of MSMEs and digital technology has often been researched and is still warm to discuss. However, based on some previous explanations, this research has a difference in the research focus which will be carried out in Bulukumba Regency, South Sulawesi Province.

Then, from the results of the analysis of contributions from various affiliates in Indonesia, there are no authors who come from the author's affiliation who have discussed it on Scopus. In addition, this research will also discuss technological challenges in the management of tourism-

based MSMEs. The research questions are, What is the role and strategy of the government in the application of MSME technology in Bulukumba district? This research certainly contributes to the sustainability of MSMEs, especially in tourism management in the digital era. In addition, this research also contributes to the government in making real regulations and supporting the presence of MSMEs to improve the economy in Indonesia.

METHODS

This research was conducted in Bulukumba Regency, South Sulawesi Province to discuss strategies in managing MSMEs. The reason for choosing Bulukumba Regency as the research locus is because Bulukumba Regency is one of the holiday destination centres in South Sulawesi. This research uses the theory of Windrum & De (2002) with indicators that are considered relevant to the objectives and topic of the research, namely: (1) Stages towards e-business, (2) Recent trends in e-business technology adoption, (3) Organisational factors that influence adoption. This research uses qualitative research from Sugiyono (2013), which will describe the strategy of strengthening MSMEs in Bulukumba Regency. Data collection techniques are carried out through observation, interviews, and document studies (Maulida, 2020). At the observation stage, the research conducted an initial review directly to the research location. Then the interview stage was carried out with the Head of the Bulukumba Regency Cooperative and MSME Office, the Head of the Tourism Office, and MSME actors in Bontobahari District. To support the data, researchers also collected various documents to be analysed which were sourced from data from the Central Bureau of Statistics, Regional Original Revenue Data, National and Foreign Tourist Visit Data, and MSME master data in Bulukumba Regency. Then, the data collected was collected and coded and analysed independently to obtain research results to be discussed.

RESULTS AND DISCUSSION

The utilisation of technology in MSMEs is crucial as it can improve operational efficiency and expand market reach. By adopting technology, MSMEs can automate various business processes, such as inventory management, ordering, and payment, which previously required a lot of time and labour. The use of technology-based systems allows business owners to access real-time business data and information from anywhere, which is very helpful in making quick and precise decisions. In addition, technology also allows MSMEs to be more efficient in managing resources, reducing operational costs and increasing productivity. In addition to internal efficiency, technology also opens up opportunities for MSMEs to expand their markets, both nationally and internationally.

Through e-commerce platforms, social media, and digital marketing tools, MSMEs can reach a wider range of consumers without requiring large investments in physical infrastructure. Technology allows MSMEs to innovate in the way they interact with customers, provide more personalised services, and introduce new products or services more quickly and effectively. Therefore, the utilisation of technology not only helps MSMEs to survive in a competitive market, but also encourages them to grow and thrive in the long run. In the development of MSMEs in Bulukumba, it has started in 2019 with training related to digital marketing with approximately 40 participants. This is in accordance with the opinion of Putri et al., (2022) which is related to training the community in conducting digital marketing for MSME players. Therefore, based on the research theory used, it can be explained as follows:

Stages to E-Business

Stages to e-business refers to the stages that companies, including MSMEs, go through in adopting and integrating e-business technology into their operations (Putra & Hasibuan, 2015). The first stage is pre-implementation, where companies begin to realise the importance of digital technology and e-business to improve their performance and competitiveness (Margherita & Petti, 2009). At this stage, companies often conduct a needs analysis and study various technology solutions that can be implemented, as well as assess the readiness of their infrastructure and resources. In addition, companies begin to plan a digital transformation strategy, including

selecting an appropriate e-commerce platform, management software, or digital marketing system.

The second stage is implementation, where companies begin to integrate e-business technology into their operational processes (Hackbarth & Kettinger, 1999; Watt, 2007). At this stage, companies focus on improving the effectiveness of existing systems, such as updating website features, enhancing mobile capabilities, and strengthening data security. With a phased approach, MSMEs can ensure that they adopt technology wisely and sustainably to maximise long-term benefits.

In fact, from the results of research conducted in Bulukumba Regency, it was found that initially tourism-based MSME business actors were given training to increase digital marketers. Even Dyatmika et al., (2023) argued that digital marketing is crucial for tourism MSMEs as it can help increase the visibility and competitiveness of businesses in an industry that relies heavily on accessibility and consumer appeal. By using digital platforms such as social media, websites and mobile applications, MSMEs in the tourism sector can more easily reach a global audience without requiring a large budget for traditional marketing. The amount of MSME data in Bulukumba Regency can be seen in Figure 3.

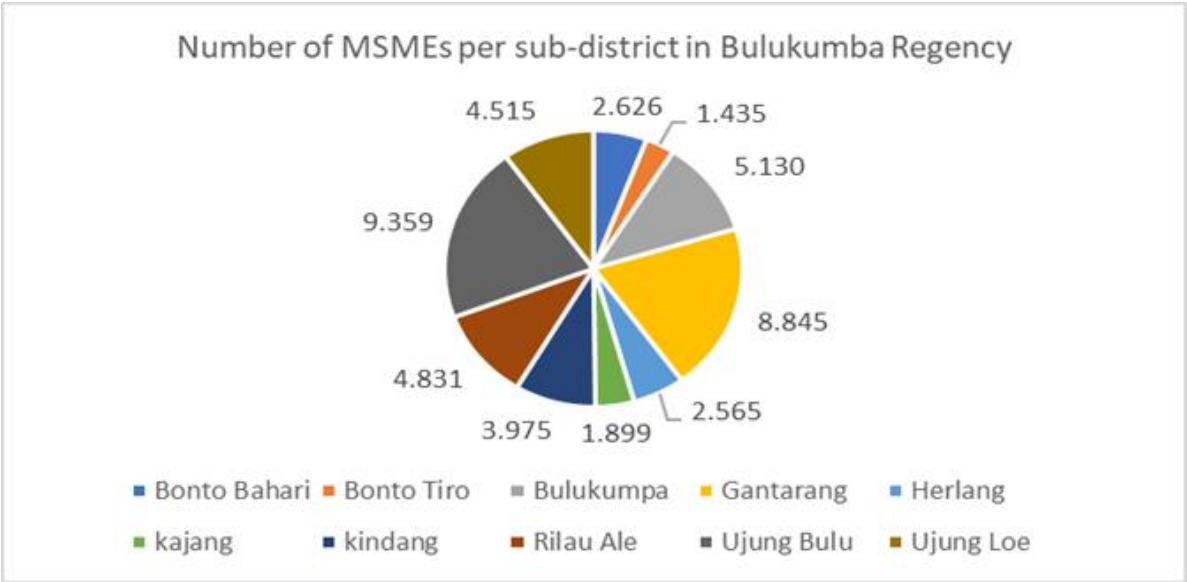


Figure 3. Number of MSMEs in Bulukumba Regency
Source: Processed by Researchers from Government Data, 2025

Based on this data, it can be seen that of the 10 sub-districts in Bulukumba, each sub-district has MSMEs. However, the largest number of MSMEs is in Ujung Bulu sub-district with a total of 9,359 MSMEs. Then in second place is Gantarang District with a total of 8,845 MSMEs. In third place, Bulukumba sub-district has a total of 5,130 MSMEs. Of course, the large number of MSMEs in Bulukumba Regency is a very influential potential in improving the community's economy, especially to increase local revenue. This can be obtained if the government is able to properly manage MSMEs in its area, starting from clear regulations and providing adequate assistance.

This is supported by a statement from Muchie & Bekele, (2009) that the government's role in MSMEs is very important to support the growth and development of this sector, considering that MSMEs are the backbone of the economy in many countries. The statement is also in line with Zainuri et al., (2025) that the government can provide policy incentives, such as subsidies, training programmes, and easy access to financing. This can help MSMEs overcome barriers they often face, such as limited capital, lack of managerial skills, or low competitiveness. In addition, government policies that support digitalisation and the development of technological

infrastructure are also important so that MSMEs can more easily adopt new technologies that improve their efficiency and expand their markets.

In integrating these needs, the Bulukumba Regency government has also provided education to MSME players regarding the use of technology. In its implementation, MSME players are equipped with training in terms of photography, then how to upload by making interesting captions so that those who see are interested in the products being promoted. Then in its development it also uses the influencer community as a form of promotion. Even social media is used as a medium for promoting tourist destinations and EKRAF (creative economy) products. Even the government budgets for paid content such as on social media such as Facebook, Instagram, TikTok and other social media that we really take advantage of and the reach is more if using paid content. This is supported by a statement from Minazzi, (2015) that Social media plays a very important role in destination marketing as it provides an opportunity to reach a wide and diverse audience at a relatively low cost.

Therefore, in this indicator of stages to e-business, it can be said that it has gone well. This is evidenced by the stages of collecting data on the number of MSMEs and mapping the MSME sector in Bulukumba Regency. In addition, one of the manifestations of the running of this stage is the presence of clear regulations from the Bulukumba Regency government contained in Regional Regulation Number 3 of 2022 concerning Ease, Protection, and Empowerment of Cooperatives and Micro Enterprises. This regulation aims to provide support to cooperatives and MSMEs in the form of easy licensing, legal protection, and empowerment through various programmes and facilities. With this regulation, MSME players are given training by the local government to improve their understanding of the management and use of digital technology.

Recent Trends in the Adoption of E-Business Technologies

The trend of e-business technology has been a breath of fresh air for Micro, Small, and Medium Enterprises (MSMEs) in Indonesia. E-commerce platforms such as Tokopedia, Shopee, and Lazada have opened up opportunities for MSMEs to reach a wider market (Prabowo et al., 2024). In addition, social media is also a powerful tool to build brand awareness and interact directly with customers (Utomo et al., 2023). By utilising features such as Instagram Shop and Facebook Marketplace, MSMEs can easily sell their products online. However, behind the great opportunities, MSMEs also face challenges such as intense competition, limited resources, and the need for rapid adaptation to technological changes.

To overcome these challenges, MSMEs need to have the right strategies in place. This includes innovative product development, utilising customer data for marketing personalisation, and building strong relationships with customers. Collaboration with other parties, such as other business players, influencers, or MSME associations, can also provide added value for MSMEs. In addition, the government also has an important role in supporting the development of MSMEs through the provision of adequate digital infrastructure, training, and access to capital. With the right support, MSMEs in Indonesia can grow and develop rapidly in the digital era.

In the case of MSMEs in Bulukumba, the application of the use of technology or media has actually been applied and has even been given special training by the government, even outside the government. This has also been done by Hasnidar et al., (2024) by providing assistance in digital marketing through Instagram and Facebook platforms. While the same thing was also done by Opu et al., (2022) that in his research provides the application of web and marketplace applications whose purpose is to make it easier for local people and national / foreign tourists to access them. This indicates that MSME players in Bulukumba Regency have implemented the use of digital technology, market place platforms and social media to improve the performance of their MSMEs. Of course, this can attract local and foreign tourists to come to Bulukumba Regency. The data related to domestic and foreign tourist visits can be seen in Figure 4.

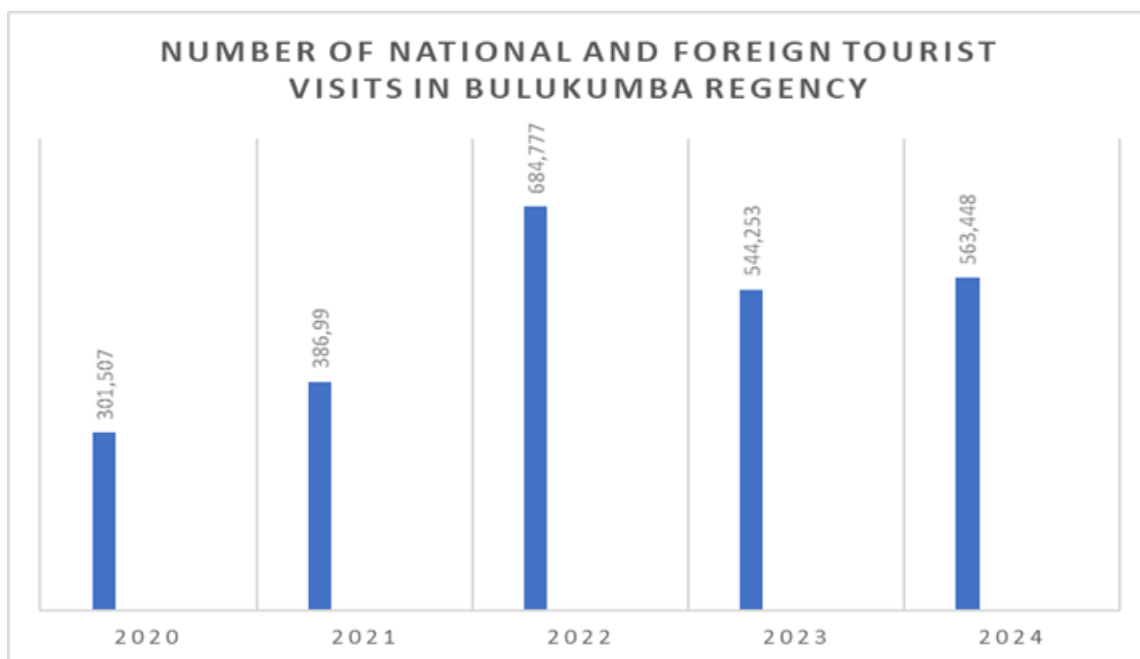


Figure 4. Number Of National/Foreign Tourists 2020-2024
Source: Bulukumba Regency Government, 2025

Based on this figure, it shows that the dynamics of the number of tourist visits in Bulukumba Regency do not fully have significant developments. In 2020 the number of visitors was 301,507 people, this actually experienced an increase after the covid-19 in 2019. Then in 2021, the number of visitors increased with a total of 386,990 visitors. The following year in 2022 experienced a very drastic increase with a total of 684,777 visitors. However, the last 2 years, namely in 2023, it decreased to 544,253 visitors. But in 2024 it rose again to 563,448 visitors. This certainly depends on the role of media and technology in increasing or decreasing the number of visitors. The most frequently visited tourist destination in Bulukumba Regency is Bira Beach with a total of 470,809 visitors.

Therefore, it can be said that e-business technology trends have had a positive impact on the development of the MSME world in Bulukumba Regency. However, of course, the government and the community must improve the quality of their infrastructure including the equitable distribution of existing telecommunications networks. This is in accordance with the opinion of Suseno et al., (2023) that it is very important to improve the equitable distribution of telecommunication networks to overcome the digital divide. On the other hand, the trend of using technology in e-business for MSME players in Bulukumba Regency must involve the role of government, private sector in academia to improve their skills and knowledge. The Public-Private Partnership scheme is one of the solutions in overcoming obstacles and improving the performance of MSMEs in each sector (Rusliadi et al., 2023; Yulistio et al., 2024).

The analysis was then conducted using biblioshiny by using the Wordcloud feature by analysing data from scopus with the keywords 'MSME' AND 'Technology'. The data found there are 437 documents from various authors in various countries. From various studies, it was found that the use of technology in running MSMEs in general (1) can reduce processing time, (2) increase digital marketing, (3) can improve policy recommendations in improving digital-based MSMEs, 4). Village community empowerment. The visualisation using Wordcloud can be seen in Figure 5.

are other supporting factors. However, it is not only internal factors that need to be considered. External factors such as business competition, government regulations, and technological developments also influence an organisation's decision to adopt e-business technology. By understanding these factors, organisations can design effective strategies to adopt e-business technology and gain competitive advantage.

In the case of MSMEs in Bulukumba Regency, the responsible regional apparatus organisation is the Office of Cooperatives and SMEs of Bulukumba Regency. The activity programme on human resource development and creative economy for MSMEs provided by the government includes training on improving innovation and hygiene of culinary dishes, digital market guidance, guidance on making vlogs. Furthermore, the tourism promotion and marketing development programme, the activity of implementing tourism events is the phinisi festival which is always included in the national calendar of the Ministry of tourism called 'charisma event nusantara, and involves umkm actors and creative economy business actors in the implementation of tourism events.

The use of digital technology for MSME players cannot be separated from the role of the government both from preparing regulations and even to the implementation stage. Juridically, the government Law No.24 of 2019 concerning the creative economy that accommodates the creative economy. In line with that, the government's commitment is to provide training starting from 2019-now. Even the government as an institution responsible for developing community MSMEs also collaborates with educational institutions such as POLTEKPAR Makassar as evidenced by the MoU. This agrees with research conducted by Sutrisno, (2023) that multi-stakeholder partnerships can expand access to markets, resources and help connect with other business networks.

Micro, Small and Medium Enterprises (MSMEs) based on tourism potential have a strategic role in driving the regional and national economy (Siregar et al., 2023). However, in facing the digital era, MSMEs in Bulukumba Regency also need to be supported by various sectors in order to compete and develop sustainably. This statement is supported by Khie et al., (2024) that cross-sector contributions, from the government, private sector, academics, to the community, are the main keys in accelerating the growth of tourism-based MSMEs by utilising digital technology. This collaboration not only improves the competitiveness of MSMEs but also creates a more inclusive and innovative business ecosystem.

The government has an important role in creating regulations and policies that support the digitisation of tourism MSMEs (Dredge et al., 2018). Through proactive policies, the government can provide incentives, funding, and training programmes to improve the digital literacy of businesses. In addition, digital infrastructure, such as widespread internet access and integrated e-commerce platforms, should also be developed to ensure that MSMEs in tourist areas can connect with a wider market. Programmes such as traditional market digitalisation and technology-based marketing training can be concrete steps in encouraging the digital transformation of MSMEs.

The private sector, especially technology companies and banks, also plays a role in accelerating the digitisation of MSMEs (Supari & Anton, 2022). Marketplace platforms and fintech applications can help MSMEs access global markets as well as gain convenience in financial transactions. For example, the use of e-wallets and digital payment systems allows travellers to transact more practically, thereby increasing the attractiveness of MSMEs in the digital tourism ecosystem (Arner et al., 2022). In addition, technology companies can provide assistance in terms of digital marketing, use of social media, and data analysis to understand market trends and consumer behaviour.

The role of academics is also crucial in supporting the transformation of tourism-based MSMEs through research and technological innovation. Universities can provide training and mentoring for MSME players in utilising digital technology effectively (Rosyadi et al., 2020). Through collaboration programmes, academics can create technology-based solutions tailored to

the specific needs of MSMEs in the tourism sector, such as artificial intelligence-based travel booking applications or geospatial information systems to increase the visibility of local MSMEs.

The community also has a major contribution to the digital ecosystem of tourism MSMEs. Awareness to support local products through purchases and promotions on social media can help MSMEs gain wider exposure. In addition, digital communities, such as influencers and content creators, can be a bridge in introducing MSME products to a larger audience. Through digital campaigns and positive reviews, the community can play a role in increasing the credibility and attractiveness of MSME products in the eyes of domestic and foreign tourists. Cross-sector collaboration in utilising digital technology for tourism-based MSMEs is a strategic step in accelerating inclusive-based economic growth. With comprehensive support from various stakeholders, MSMEs will not only be able to survive in the digital era, but also develop into major players in a competitive and sustainable tourism industry.

Based on the development of MSMEs using digital technology in Bulukumba Regency, it shows that it has gone well. This is evidenced by the clarity of regulations from the Regional Government and the role of strategy in improving the quality of MSMEs in Bulukumba Regency. In addition, the presence of the government opens up great opportunities for MSMEs to increase income due to training in the use of technology, social media and other media utilisation to improve their human resources. On the other hand, it can also be seen from the collaboration with educational institutions to increase the dissemination of information related to MSMEs in Bulukumba Regency. This will certainly have a positive impact on the role of the government and can improve the community's economy and also increase local revenue from the MSME sector both from the culinary business, tourism.

CONCLUSION

The development of digital technology-based MSMEs is a joint effort between the government, business actors, and the community in Bulukumba Regency. With strong synergy, we can create a healthy and sustainable digital ecosystem, so as to drive economic growth and improve community welfare. The adoption of digital technology by Micro, Small and Medium Enterprises (MSMEs) in Bulukumba Regency offers enormous opportunities to improve competitiveness and expand markets. In addition, if managed properly, it will improve the quality of life of the community from the economic sector. So it can be concluded that the application of e-business technology for MSMEs in Bulukumba Regency is already running well.

SUGGESTION

This research has limitations related to the research locus which was only conducted in Bulukumba Regency. So, so that future research can integrate with other regions. This research greatly contributes to the progress of MSMEs in Indonesia.

ACKNOWLEDGMENT

We would like to thank all stakeholders involved such as the Government of Bulukumba Regency and the entire academic community of Universitas Muhammadiyah Makassar.

REFERENCES

- Arfan, N., & Hasan, H. A. (2022). Penerapan Digital Marketing Dalam Upaya Peningkatan Pendapatan Usaha Mikro Kecil Dan Menengah. *ILTIZAM Journal of Shariah Economics Research*, 6(2), 212–224. <https://doi.org/10.30631/iltizam.v6i2.1452>
- Arjang, A., Sutrisno, S., Permana, R. M., Kusumastuti, R., & Ausat, A. M. A. (2023). Strategies for Improving the Competitiveness of MSMEs through the Utilisation of Information and Communication Technology. *Al-Buhuts*, 19(1), 462–478. <https://doi.org/10.30603/ab.v19i1.3405>

- Arner, D. W., Animashaun, S., Charamba, K., & Cai, Y. (2022). MSME access to finance: The role of digital payments. *United Nations, Economic and Social Commission for Asia and the Pacific, MSME Financing Series*, (7).
- Cakranegara, P. A., Zuana, M. M. M., Sestri, E., Surahman, B., & Kurniawansyah, K. (2022). Implementation of the e-commerce platform to improve technology adaptation in MSMEs. *Jurnal Ekonomi*, 11(03), 1713-1719.
- Chin, P. P. (2024). Unlocking the Potential of Visionary Leadership: A Study on Shared Vision, Teamwork and Team Performance. *Education Quarterly Reviews*, 7(2).
- Dredge, D., Phi, G., Mahadevan, R., Meehan, E., & Popescu, E. S. (2018). Digitalisation in tourism. *depth analysis of challenges and opportunities*, 6.
- Dyatmika, S. W., Suyanto, B., Setijaningrum, E., & Setioningtyas, W. P. (2023). Redefining Indonesia's MSMEs Landscape: Unleashing Digital Virality for Sustainable Growth. *JASF: Journal of Accounting and Strategic Finance*, 6(2), 280-299. <https://doi.org/10.33005/jasf.v6i2.471>
- Ekayanthi, D., Lubis, D. P., Sumardjo, & Sarwoprasodjo, S. (2024). Communication strategies to strengthen the resilience of micro, small and medium-sized enterprises during the COVID-19 pandemic: A systematic review. *Multidisciplinary Reviews*, 8(5), 2025137. <https://doi.org/10.31893/multirev.2025137>
- Fauzan, M. (2025). Jumlah UMKM Indonesia capai 66 juta pada 2023. *GoodStats*. Dari URL: <https://data.goodstats.id/statistic/jumlah-umkm-indonesia-capai-66-juta-pada-2023-CN6TF>.
- Hackbarth, G., & Kettinger, W. J. (1999). Building an e-business strategy. In *IS Management Handbook* (pp. 623-644). Auerbach Publications.
- Hasnidar, H., Jusri, J., Sultan, S., Adi, A., Rahman, S., & Febriyanti, E. M. (2024). Pendampingan Pemasaran Digital pada UMKM di Desa Tritiro Kecamatan Bontotiro Kabupaten Bulukumba. *Celebes Journal of Community Services*, 3(2), 361-366.
- Helmi, S., Setyadi, B., Wedadjati, R. S., AM, M. A., & Yahya, N. (2025). Digital Literacy Model To Improve The Marketing Skills Of MSME Women With A Community-Based Educational Approach. *Jurnal Ilmiah Ilmu Terapan Universitas Jambi*, 9(1), 313-322. <https://doi.org/10.22437/jiituj.v9i1.32670>
- Jahanshahi, A. A., Nawaser, K., Sadeq Khaksar, S. M., & Kamalian, A. R. (2011). The relationship between government policy and the growth of entrepreneurship in the micro, small & medium enterprises of India. *Journal of Technology Management & Innovation*, 6(1), 66-76. <http://dx.doi.org/10.4067/S0718-27242011000100007>
- Khie, S., Lindawati, L., & Listiorini, D. (2024). Cross-Sector Collaboration and Socio-Economic Growth: The Practices of Entrepreneurial Universities. *Iapa Proceedings Conference*, 866-879. <https://doi.org/10.30589/proceedings.2024.1188>
- Lingappa, A. K., Rodrigus L.R., L., & Shetty, D. K. (2025). Learning pathways of necessity and opportunity-driven women entrepreneurs: a qualitative study. *Industrial and Commercial Training*, 57(1), 69-81. <https://doi.org/10.1108/ICT-05-2024-0042>
- Mand, H. S., & Kaur, G. (2025). Impact of information technology adoption and internal financing sources on firm performance. *International Journal of Business and Globalisation*, 39(2), 167-182. <https://doi.org/10.1504/IJBG.2025.143915>
- Margherita, A., & Petti, C. (2009). E-business adoption: a readiness and process study of the Italian tourism distribution. *International Journal of E-Business Management*, 3(1), 3-19. <https://doi.org/10.3316/informit.728021173557760>

- Maulida, M. (2020). Teknik Pengumpulan Data Dalam Metodologi Penelitian. *Darussalam*, 21(2). <http://dx.doi.org/10.58791/drs.v21i2.39>
- Maulida, M., Gunawan, M. A., & Rosyidah, H. (2024). Encouraging MSME Growth with Digital Platforms: Halal Competition and Innovation Strategy. *International Conference on Islamic Economics (ICIE)*, 1, 380–389.
- Minazzi, R. (2015). *Social media marketing in tourism and hospitality*. Springer International Publishing Switzerland. <https://doi.org/10.1007/978-3-319-05182-6>
- Muchie, M., & Bekele, E. (2009). Promoting micro, small and medium Enterprises (MSMEs) for sustainable rural Livelihood.
- Nurqamarani, A. S., Fadilla, S., & Juliana, A. (2024). Revolutionizing Payment Systems: The Integration of TRAM and Trust in QRIS Adoption for Micro, Small, and Medium Enterprises in Indonesia. *Journal of Information Systems Engineering and Business Intelligence*, 10(3), 314–327. <https://doi.org/10.20473/jisebi.10.3.314-327>
- Omar, N. A. (2023). Effect of technological innovations on the accounting practices efficiency in Kenya. *African Journal of Commercial Studies*, 3(2), 118–126. <https://doi.org/10.59413/>
- Opu, M. I. M., Aprizal, A., Heriadi, H., & Nurdiansah, N. (2022). Perancangan Aplikasi Marketplace Cinderamata Khas Bulukumba Berbasis Web. *Dipangara Komputer Teknologi Informatika*, 15(1), 53–62. <https://doi.org/10.36774/dipakomti.v15i1.1054>
- Panya, F., & Petchsawang, P. (2025). Innovation capability as a mediator of the relation between talent management and entrepreneurial firm performance. *Journal of Small Business and Enterprise Development*, 32(1), 56–75. <https://doi.org/10.1108/JSBED-02-2024-0074>
- Prabowo, D. A., Tariazela, C., & Birgithri, A. (2024). An Examination of the Impact of Using Marketplaces to Promote the Growth of Micro, Small, and Medium Enterprises (MSMEs) in Indonesia. *Startuppreneur Business Digital (SABDA Journal)*, 3(1), 26–33. <https://doi.org/10.33050/sabda.v3i1.483>
- Purnomo, Y. J. (2024). Consumer Behavior Analysis of MSME Products through Social Media Interaction during Eid al-Fitr Celebration. *Journal of Contemporary Administration and Management (ADMAN)*, 2(1), 423–429. <https://doi.org/10.61100/adman.v2i1.164>
- Putra, P. O. H., & Hasibuan, Z. A. (2015). E-business framework for small and medium enterprises: A critical review. *2015 3rd International Conference on Information and Communication Technology (ICoICT)*, 516–521. <https://doi.org/10.1109/ICoICT.2015.7231478>
- Putri, A. P., Hetami, A. A., Fourqoniah, F., Andriana, A. N., Ardiyani, M., Muniroh, T. U., Riandani, R., Mulyani, E., Yashyika, A., & Listiana, A. P. (2022). Pelatihan digital marketing untuk mencapai optimalisasi strategi pemasaran pada UMKM. *Jurnal Pengabdian Kepada Masyarakat Nusantara*, 3(2.1 Desember), 828–839. <https://ejournal.sisfokomtek.org/index.php/jpkm/article/view/451>
- Rinaldi, F., Maarif, S., Thamrin, S., & Supriyadi, A. A. (2022). Role of Micro, Small, and Medium Enterprises (MSMEs) in Supporting National Defense from Economic Perspective. *Journal of Positive School Psychology*, 6(5), 8914–8920.
- Rosyadi, S., Kusuma, A. S., Fitrah, E., Haryanto, A., & Adawiyah, W. (2020). The multi-stakeholder's role in an integrated mentoring model for SMEs in the creative economy sector. *SAGE Open*, 10(4), 2158244020963604. <https://doi.org/10.1177/2158244020963604>
- Rosyadi, S., Kusuma, A. S., Fitrah, E., Zayzda, N. A., & Pimoljinda, T. (2022). Barriers of public policy faced by SMEs of creative economy in Indonesia. *International Journal of Law and Management*, 64(1), 32–48. <https://doi.org/10.1108/IJLMA-02-2020-0061>
- Rusliadi, R., Widianingsih, I., & Buchari, R. A. (2023). Public-Private Partnership in the Implementation of Non-Cash Food Assistance Programs in Addressing Poverty, Stunting

- , and Economic Growth in Takalar Regency , Indonesia. *Preprints.Org*, April, 1–20. <https://doi.org/10.20944/preprints202304.0740.v1>
- Rydén, P., Ringberg, T., & Wilke, R. (2015). How managers' shared mental models of business–customer interactions create different sensemaking of social media. *Journal of Interactive Marketing*, 31(1), 1–16. <https://doi.org/10.1016/j.intmar.2015.03.001>
- Said, M. M., & Soi, A. B. (2025). *Expanding SME Product Export Market Through Digital Innovation in Indonesia* (pp. 253–270). <https://doi.org/10.4018/979-8-3693-3936-7.ch012>
- Siregar, N. S. S., Prayudi, A., Sari, W. P., Rosalina, D., & Pratama, I. (2023). The role of social media literacy for micro small medium enterprises (MSMEs) and innovation in Developing Tourism Village in Indonesia. *Przestrzeń Społeczna (Social Space)*, 23(2), 221–249.
- Sugiyono. (2013). *Memahami Penelitian Kualitatif*. Bandung: Alfabeta.
- Supari, S., & Anton, H. (2022). The impact of the national economic recovery program and digitalization on MSME resilience during the COVID-19 pandemic: a case study of bank rakyat indonesia. *Economies*, 10(7), 160. <https://doi.org/10.3390/economies10070160>
- Supriyanto, B. E. (2024). Mendorong pertumbuhan ekonomi lewat KUR dan insentif UMKM. *tt https://djpbb.kemenkeu.go.id/kppn/watampone/id/profil/309-artikel/3796-mendorong-pertumbuhan-ekonomi-lewat-kur-dan-insentif-umkm.html*.
- Suseno, T. A. P., Moh, A. L., Prayoga, R. A. S., & Bagaskara, D. B. (2023). Pemerataan infrastruktur telekomunikasi untuk kesejahteraan digital. *Prosiding SEMNAS INOTEK (Seminar Nasional Inovasi Teknologi)*, 7(1), 9–17. <https://doi.org/10.29407/inotek.v7i1.3399>
- Sutrisno, S. (2023). The Role of Partnerships and Business Networks in the Growth of MSMEs in the Digital Age. *Technology and Society Perspectives (TACIT)*, 1(3), 122–131. <https://doi.org/10.61100/tacit.v1i3.61>
- Sutrisno, S., Ausat, A. M. A., & Prabowo, H. (2025). The impact of ChatGPT integration and customer relationship management on MSME sales performance with operational efficiency as a mediating variable. *Decision Science Letters*, 14(1), 91–104. <https://doi.org/10.5267/j.dsl.2024.10.011>
- Trianto, H. B., Ramadhany, A. E., Faticha, M. N., & Irawati, S. T. (2024). Panduri Berseri Ecotourism: Corporate Social Responsibility Program by Fuel Terminal Tuban to Community Empowerment in Tasikharjo Village Tuban. *Asian Journal of Management, Entrepreneurship and Social Science*, 4(04), 117–132. <https://doi.org/10.63922/ajmesc.v4i04.1070>
- Triwardhani, I. J., Alhamuddin, Adwiyah, R., & Putra, R. P. (2023). The use of social media in product marketing activities of micro, small and medium enterprises. *International Journal of Productivity and Quality Management*, 38(1), 123–141. <https://doi.org/10.1504/IJPQM.2023.128608>
- Utomo, S. B., Nugraha, J. P., Indrapraja, R., & Panjaitan, F. A. B. K. (2023). Analysis of The Effectiveness of Integrated Digital Marketing Communication Strategies in Building MSMEs Brand Awareness Through Social Media. *Jurnal Sistim Informasi Dan Teknologi*, 8–13. <https://doi.org/10.60083/jsisfotek.v5i4.311>
- Wahyundaru, S. D., Putra, W., Wibowo, M., Ivada, E., Nurastuti, P., Sasongko, C. D., Choiri, M. M., & Yuzaria, D. (2024). Linking the role of e-commerce and financial literacy on MSME's sustainability performance during the digital era. *International Journal of Data and Network Science*, 8(4), 2651–2662. <https://doi.org/10.5267/j.ijdns.2024.4.013>
- Watt, D. (2007). *E-business Implementation*. London: Routledge.
- Windrum, P., & De Berranger, P. (2002). *The adoption of e-business technology by SMEs*. <https://doi.org/10.26481/umamer.2002023>

- Windusancono, B. A. (2021). Upaya Percepatan Pertumbuhan Usaha Mikro Kecil Dan Menengah (Umkh) Di Indonesia. *Mimbar Administrasi Fisip Untag Semarang*, 18(1), 1–14. <https://doi.org/10.56444/mia.v18i1.557>
- Yulistio, M. R., Aurelita, M., Dwimahendra, M. A., & Sadiawati, D. (2024, July). Skema Public Private Partnership pada Sustainable Tourism Untuk Menciptakan Lapangan Pekerjaan di Indonesia. In *National Conference on Law Studies (NCOLS)* (Vol. 6, No. 1, pp. 254-278).
- Zainuri, Z., Yasin, M. Z., Amijaya, R. N. F., Wilantari, R. N., & Vipindrartin, S. (2025). The role of government policy on the performance of MSMEs in the creative industry: evidence from Jember Regency, East Java, Indonesia. *Cogent Economics & Finance*, 13(1), 2446657. <https://doi.org/10.1080/23322039.2024.2446657>
- Zuñiga-Collazos, A., Galvez-Albarracin, E. J., Vera-Jaramillo, F., & Patiño-Giraldo, L. V. (2025). Digitalization, innovation, sustainability and performance: A causal analysis applied to tourism MSMEs. *International Journal of Innovation Studies*, 9(1), 46–59. <https://doi.org/10.1016/j.ijis.2024.12.001>