



Design of a Digital Marketing Strategy to Improve SMEs Sales Performance Using the Marketing Mix and PDCA Cycle: A Case Study of Ayam Geprek Selaras

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Abstract

Background, Small and medium enterprises (SMEs) in the culinary sector often experience unstable sales performance due to limited marketing reach and intense market competition. Ayam Geprek Selaras SME continued to rely on conventional marketing strategies, resulting in fluctuating revenue and limited business growth potential.

Aim: This study aims to design and implement a structured digital marketing strategy to improve SME sales performance by integrating the Marketing Mix (4P) framework with the PDCA (Plan-Do-Check-Act) cycle as a continuous improvement approach.

Methods: This research employed a descriptive, qualitative case-study approach. Data were collected through field observation, structured interviews with the business owner, and analysis of operational and sales records. The proposed strategy includes optimizing Google Maps visibility, activating social media marketing, implementing emotional pricing and product bundling strategies, improving environmentally friendly packaging, and integrating online food delivery platforms such as GoFood, GrabFood, and ShopeeFood.

Results: The implementation of the digital marketing strategy significantly improved business performance. The average monthly revenue increased from IDR 25,225,000 to IDR 35,255,000, representing a growth rate of 39.76% with. The value increased to approximately 1.72 times the initial value

Conclusions: The integration of the Marketing Mix framework with the PDCA cycle proved effective in improving SME sales performance through a systematic digital marketing strategy

Implication. This study provides a practical framework for SMEs to adopt structured digital marketing strategies and continuous improvement approaches to enhance competitiveness and achieve sustainable business growth in the digital economy.

Keywords: Digital Marketing Strategy, SME Performance, Marketing Mix, PDCA Cycle, Continuous Improvement



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INTRODUCTION

Small and Medium Enterprises (SMEs) play a significant role in supporting economic growth, employment generation, and income distribution in many developing countries, including Indonesia. SMEs contribute substantially to national economic stability due to their flexibility, adaptability, and ability to respond quickly to market changes. In Indonesia, the SMEs sector dominates the business landscape and serves as one of the main pillars of economic development (No & Zuhdi, 2025; Setiawan, Susanto, Rinamurti, & Alfian, 2025a; Surya et al., 2021). However, despite their important role, many SMEs still face challenges in maintaining sustainable business growth, particularly in marketing capabilities and competitiveness in an increasingly digital business environment.

The rapid advancement of information and communication technology has significantly transformed business activities, especially in marketing practices. Digital marketing has emerged as an essential strategy for businesses to expand their market reach, engage directly with consumers, and improve overall business performance. Through digital platforms such as social media, online marketplaces, and location-based services, businesses can promote products more efficiently and reach wider audiences compared to traditional marketing methods. Consequently, SMEs that successfully adopt digital marketing strategies are more likely to increase their competitiveness and improve sales performance (Dwivedi et al., 2021; Rizvanovi et al., 2023).

The culinary industry is one of the most dynamic SME sectors in Indonesia. The increasing popularity of ready-to-eat food and the growing trend toward spicy cuisine have contributed to the rapid growth of culinary businesses offering a range of local food products. One of the most popular dishes is *Ayam Geprek*, a traditional Indonesian fried chicken served with spicy chili sauce. Due to its strong market demand, many SMEs have entered the Ayam Geprek market, creating intense competition among businesses offering similar products. Ayam Geprek Selaras is one of the SMEs operating in this competitive culinary market. The business offers a variety of Ayam Geprek menu options and has established a customer base within its surrounding area. Based on internal operational data, the business generates an average monthly revenue of approximately IDR 25,225,000. Despite its relatively stable operations, Ayam Geprek Selaras' revenue performance still fluctuates and remains below its potential, compared to nearby competitors whose average monthly revenue ranges from IDR 30,000,000 to IDR 39,000,000. These conditions indicate that the business has not yet

fully optimized its marketing strategy, particularly in utilizing digital marketing tools to attract a wider customer base.

Ayam Geprek Selaras faces marketing challenges due to its limited digital marketing and reliance on conventional approaches, such as word-of-mouth promotion and physical store presence, which limit market reach and hinder performance evaluation. In the digital era, SMEs must adopt more structured marketing strategies to remain competitive. Previous studies show that digital marketing can improve SMEs' competitiveness by increasing brand visibility, customer engagement, and product accessibility through online platforms (Sharabati et al., 2024). However, many SMEs still struggle to implement digital marketing effectively due to limited knowledge and a lack of strategic planning (Wiweko & Anggara, 2025). The Marketing Mix (4P) framework provides a structured approach for designing marketing strategies, while the PDCA (Plan-Do-Check-Act) cycle offers a systematic method for implementation, evaluation, and continuous improvement (Naughton et al., 2024). Integrating these approaches enables SMEs to develop more effective and sustainable marketing strategies. Despite the growing adoption of digital marketing among SMEs, research integrating marketing strategy frameworks with continuous improvement methodologies to enhance SME sales performance remains limited. Most studies focus either on digital marketing implementation or marketing mix analysis without incorporating systematic improvement cycles such as PDCA (Aulia et al., 2025). This gap highlights the need for research that combines both approaches to develop a structured, sustainable digital marketing strategy for SMEs.

Therefore, this study aims to design a digital marketing strategy to improve the sales performance of Ayam Geprek Selaras SMEs by integrating the Marketing Mix (4P) framework with the PDCA cycle. The integration of these two approaches is expected to provide a comprehensive strategy that not only focuses on marketing planning but also ensures continuous evaluation and improvement of marketing performance (Theoharakis et al., 2024). The main contribution of this research is the development of a structured digital marketing framework that integrates marketing analysis and continuous improvement methods to optimize SME performance. The findings of this study are expected to provide practical insights for SMEs, particularly in the culinary sector, in designing effective digital marketing strategies to enhance competitiveness and achieve sustainable business growth in the digital economy.

Recent studies highlight the growing importance of digital marketing strategies for improving SME performance, particularly in highly competitive sectors such as the culinary industry. Digital marketing enables SMEs to expand market reach, enhance brand visibility, and interact directly with customers through platforms such as social media, online marketplaces, and location-based services. These technologies provide cost-efficient promotional tools that allow small businesses to compete with larger firms in the digital economy.

Several scholars emphasize that the adoption of digital marketing significantly influences SME competitiveness and sales performance. Research by Dwivedi et al. (2021) and Rizvanovi et al. (2023) suggests that integrating digital platforms into marketing activities can strengthen customer engagement and support business growth. Similarly, Sharabati et al. (2024) report that digital marketing improves SME operational performance by increasing market accessibility and communication efficiency.

In terms of marketing strategy development, the Marketing Mix (4P) framework—comprising product, price, place, and promotion—remains one of the most widely used models for designing marketing strategies. This framework helps businesses align product value, pricing strategies, distribution channels, and promotional activities with consumer needs.

Meanwhile, the PDCA (Plan–Do–Check–Act) cycle has been widely applied in quality management and organizational improvement. The PDCA method enables organizations to systematically implement strategies, evaluate outcomes, and continuously improve processes. Previous studies indicate that the PDCA cycle is effective in supporting decision-making and operational improvement across various industries.

Although both frameworks are widely discussed in the literature, most studies analyze digital marketing strategies or marketing mix variables separately, without integrating them into a continuous improvement methodology such as PDCA.

LITERATURE REVIEW

Small and Medium Enterprises (SMEs)

Small and Medium Enterprises (SMEs) play a strategic role in economic development by contributing to employment generation, regional development, and income distribution. In many developing countries, SMEs dominate the business sector and serve as a key driver of economic growth (Prasanna et al., 2019). SMEs are characterized by

relatively small capital investment, limited workforce, and flexible operational structures that allow them to adapt quickly to market changes. However, despite their flexibility, SMEs often face several constraints, including limited access to technology, a lack of managerial capability, and insufficient marketing strategies. In Indonesia, SMEs significantly contribute to national economic stability. The culinary sector, in particular, has experienced rapid growth driven by rising consumer demand for ready-to-eat food products and evolving lifestyle trends. Nevertheless, intense competition among culinary SMEs requires businesses to develop effective marketing strategies to maintain competitiveness and improve sales performance (Lestari et al., 2024).

Digital Marketing

Digital marketing refers to the use of digital technologies and online platforms to promote products or services, interact with customers, and build brand awareness. With the rapid growth of internet usage and mobile technology, digital marketing has become an essential strategy for businesses to reach wider audiences and improve marketing efficiency. Digital marketing enables businesses to use platforms such as social media, search engines, online marketplaces, and digital advertising to communicate with customers more effectively. Compared to traditional marketing, digital marketing offers several advantages, including lower promotional costs, greater market reach, real-time customer interactions, and measurable performance. For SMEs, digital marketing provides opportunities to compete with larger businesses by leveraging online platforms to expand market access and enhance customer engagement. In the culinary industry, digital marketing plays a particularly important role in influencing consumer purchasing decisions. Online food delivery platforms, location-based services, and social media promotion have become key tools for attracting customers and increasing sales (Agel et al., 2024; Rosário, 2025).

Marketing Mix (4P)

The Marketing Mix, introduced by McCarthy, is a widely used framework for marketing strategy comprising four elements: product, price, place, and promotion. These elements represent controllable variables that influence consumer purchasing decisions. *Product* relates to the value offered to customers, including quality, variety, and packaging. *Price* determines the value exchanged by customers and influences their perception of value. *Place*

concerns distribution channels and product accessibility, including digital platforms. *Promotion* refers to communication activities used to inform and persuade customers. Effective integration of these elements helps businesses align marketing strategies with consumer needs and market conditions (Zulfikar et al., 2023).

PDCA Cycle (Plan-Do-Check-Act)

The PDCA cycle, also known as the Deming Cycle, is a continuous improvement method widely used in quality management and process improvement. It consists of four stages: Plan, Do, Check, and Act. The *Plan* stage involves identifying problems and designing improvement strategies. The *Do* stage focuses on implementing the planned strategies. The *Check* stage evaluates the results using performance indicators such as sales growth and marketing effectiveness. Finally, the *Act* stage standardizes successful strategies or introduces adjustments for further improvement. Through this systematic process, the PDCA cycle enables organizations to continuously improve their operational and marketing performance (Naughton et al., 2024).

Integration of Marketing Mix and PDCA in Digital Marketing Strategy

Integrating the Marketing Mix framework with the PDCA cycle provides a comprehensive approach to developing and improving marketing strategies. The Marketing Mix helps businesses analyze and design marketing variables, while the PDCA cycle ensures systematic implementation and continuous improvement of the strategies.

Through this integration, SMEs can identify weaknesses in their current marketing practices, implement targeted improvements, evaluate their effectiveness, and continuously refine their marketing strategies. This approach is particularly beneficial for SMEs that aim to adopt digital marketing strategies in a structured and sustainable manner.

By applying the Marketing Mix framework within the PDCA cycle, businesses can optimize digital marketing activities, improve operational efficiency, and ultimately enhance sales performance (Lendel, 2025).

Despite the extensive literature on digital marketing and SME performance, several gaps remain in current research:

1. Limited integration of strategic marketing frameworks with continuous improvement models. Most previous studies focus on implementing digital marketing or analyzing marketing mix elements, but they rarely combine these strategies with structured improvement cycles such as PDCA.
2. Lack of practical frameworks for SMEs in implementing digital marketing strategies systematically. Many SMEs struggle to adopt digital marketing due to limited strategic planning and evaluation mechanisms.
3. Insufficient empirical case studies examining the impact of integrated marketing strategies on SME sales performance. Existing studies often use conceptual or survey-based approaches, while fewer studies demonstrate practical implementation through real SME case studies.
4. Limited research focusing on the culinary SME sector in Indonesia. Given the rapid growth and intense competition in this sector, research on effective digital marketing strategies remains necessary.

These gaps indicate the need for research that integrates digital marketing strategy development with continuous improvement approaches to enhance SME performance in real business contexts.

METHOD

Research Design

This study employs a descriptive qualitative case study approach to design and evaluate a digital marketing strategy aimed at improving the sales performance of a small and medium enterprise (SMEs). The case study focuses on Ayam Geprek Selaras, a culinary SME operating in Palembang, Indonesia. The research design integrates the Marketing Mix (4P) framework with the PDCA (Plan-Do-Check-Act) cycle to develop and implement a structured digital marketing strategy. The Marketing Mix framework is used to analyze and design marketing strategies through four key variables: product, price, place, and promotion (Zulfikar et al., 2023). Meanwhile, the PDCA cycle serves as a continuous improvement method that enables systematic planning, implementation, evaluation, and refinement of the proposed marketing strategy.

Research Location and Object

The research was conducted at Ayam Geprek Selaras, a culinary SME specializing in spicy fried chicken dishes (*Ayam Geprek*). The business operates in a competitive culinary market where similar products are offered by multiple competitors within the surrounding area. The object of the study is the SME's digital marketing strategy and sales performance.

Data Collection Methods

This study utilizes both primary and secondary data. *Primary Data*. Primary data were obtained through observation. Direct observation was conducted to understand the operational activities, marketing practices, and business environment of Ayam Geprek Selaras. Structured interviews were conducted with the business owner to gather information regarding marketing strategies, operational challenges, and business performance. *Secondary Data*. Secondary data were collected from Business operational records, monthly sales reports, and relevant literature, including journals, books, and previous studies on digital marketing, marketing mix strategies, and continuous improvement methods.

Data Analysis Method

The data analysis employed the PDCA (Plan-Do-Check-Act) cycle to ensure systematic improvement. In the Plan stage, marketing problems were identified, and strategies were designed using the Marketing Mix framework. The Do stage involved implementing digital marketing activities, including social media promotion, Google Maps optimization, emotional pricing, product bundling, packaging improvements, and integration with online food delivery platforms. The Check stage evaluated sales performance, while the Act stage standardized successful strategies and introduced improvements.

Performance Measurement

To evaluate the effectiveness of the proposed digital marketing strategy, the study compares monthly sales revenue before and after strategy implementation. The effectiveness of the strategy is measured by analyzing revenue growth and calculating the effectiveness ratio between pre-implementation and post-implementation sales performance.

Research Framework

This study adopts an integrated framework that combines Marketing Mix analysis with the PDCA cycle to design and continuously improve digital marketing strategies for SMEs. The framework consists of three main stages: a) Identification of marketing problems and opportunities, b) Development and implementation of digital marketing strategies based on the Marketing Mix, and c) Evaluation and continuous improvement using the PDCA cycle. This integrated approach enables SMEs to systematically design marketing strategies,

implement improvements, and evaluate performance to achieve sustainable business growth.

Figure 1 shows the conceptual research framework.

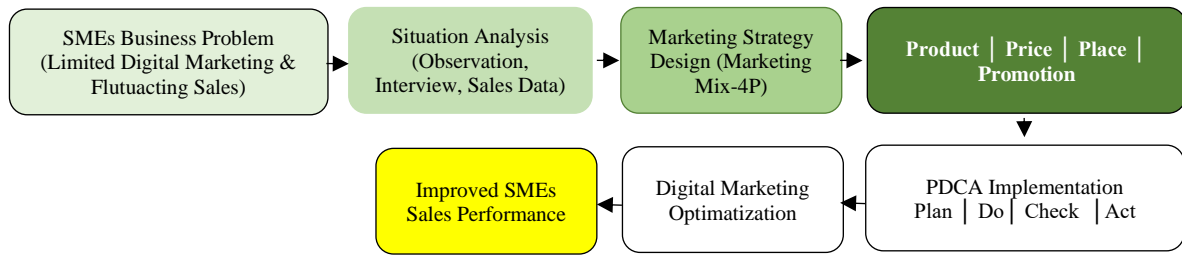


Figure 1. Conceptual research framework

Figure 1 shows a framework in which digital marketing strategies are designed through Marketing Mix analysis, then implemented and evaluated using the PDCA cycle to ensure continuous improvement in marketing and sales performance.

DISCUSSION

Analysis of Existing Marketing Conditions

The initial analysis was conducted to identify the marketing conditions of Ayam Geprek Selaras before implementing the proposed digital marketing strategy. Figure 2 illustrates the geographic location of Ayam Geprek Selaras and several nearby competing culinary businesses offering similar products. The map indicates that the SME operates in a highly competitive area, with multiple food vendors targeting similar customer segments. This spatial proximity increases market competition and highlights the importance of implementing effective marketing strategies, particularly digital marketing, to expand market reach and improve business performance.

Based on observations and interviews with the business owner, the enterprise relied primarily on conventional marketing methods, such as word-of-mouth promotion and in-store sales. Although this approach helped maintain a stable customer base within the surrounding area, the marketing reach remained limited.

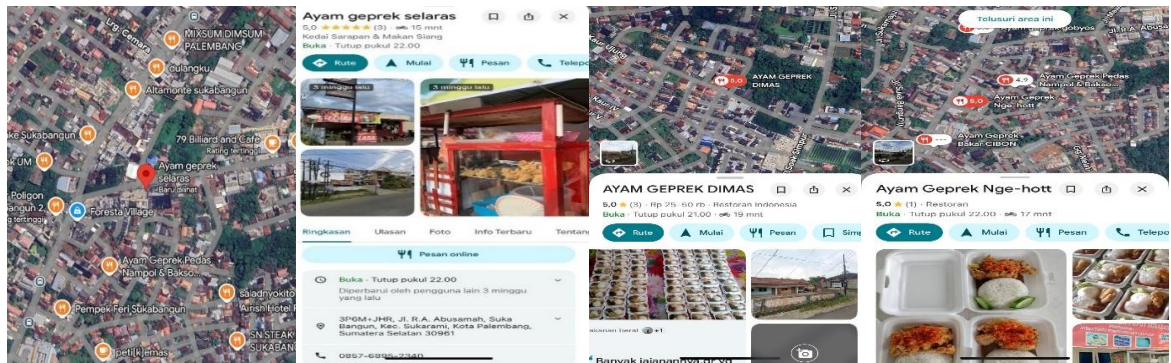


Figure 2. Geprek chicken location map in line with competitors

Furthermore, the use of digital platforms remained minimal. The business had not fully optimized its presence across digital channels, including social media, online food delivery applications, and location-based services. As a result, the enterprise faced difficulties in attracting new customers and competing with nearby culinary businesses that had already adopted digital marketing strategies (Setiawan et al., 2024). These conditions indicated the need for a more structured and systematic marketing strategy to improve sales performance.

Digital Marketing Strategy Design Using the Marketing Mix

Based on the analysis, a digital marketing strategy was developed using the Marketing Mix (4P) framework: product, price, place, and promotion. *The product strategy* focused on improving menu variety, packaging, and product quality. *The price strategy* applied emotional pricing and product bundling to increase purchase attractiveness. *The place strategy* expanded distribution through online food delivery platforms such as GoFood, GrabFood, and ShopeeFood and optimized the business location on Google Maps. *The promotion strategy* utilized social media to increase brand visibility, promote menu offerings, and attract customers through digital promotions.

Implementation of the PDCA Cycle.

The digital marketing strategy was implemented using the PDCA (Plan-Do-Check-Act) cycle to ensure systematic execution and continuous improvement. In the Plan stage, marketing problems and opportunities were identified through business performance analysis and market observation, and strategies were designed using the Marketing Mix framework. The Do stage involved implementing digital marketing activities, including

social media promotion, Google Maps optimization, product bundling, emotional pricing, and registration on online food delivery platforms. In the Check stage, strategy effectiveness was evaluated by comparing monthly revenue data. Finally, the Act stage standardized successful strategies and introduced improvements to support sustainable business growth. Figure 3 illustrates the implementation of limited-time promotional campaigns on Instagram, TikTok, and Facebook. These digital platforms play an important role in improving brand exposure and customer engagement, thereby increasing market reach and sales performance.



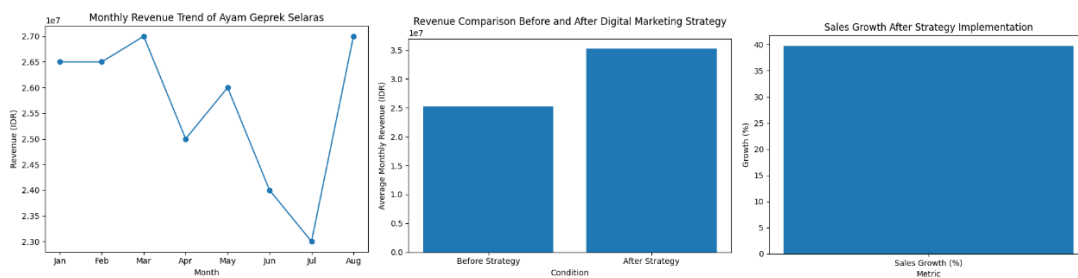
Figure 3. Publication results limited promo on Instagram, Tik Tok, and Facebook

Impact of Digital Marketing Strategy on Sales Performance.

The implementation of the digital marketing strategy significantly improved business performance. The average monthly revenue of Ayam Geprek Selaras increased from IDR 25,225,000 to IDR 35,255,000, representing a growth rate of 39.76% or approximately 1.72 times the initial value. These results indicate that integrating digital marketing strategies with the Marketing Mix framework and the PDCA cycle effectively enhances SMEs sales performance.

The findings highlight the importance of structured digital marketing strategies for SMEs in competitive markets. The Marketing Mix provides a practical framework for optimizing product, price, place, and promotion, while the PDCA cycle ensures systematic implementation and continuous improvement. In the culinary sector, digital platforms such as social media and online food delivery applications play a crucial role in expanding market reach and attracting new customers (Setiawan, Susanto, Rinamurti, & Alfian, 2025b). Overall, combining digital promotion, strategic pricing, product innovation, and expanded distribution channels can significantly improve SMEs competitiveness and business sustainability in the digital economy. Figure 4 illustrates the fluctuation of monthly revenue

from January to August, with the lowest revenue recorded in July and recovery observed in August, a significant improvement in the average monthly revenue after the implementation of the digital marketing strategy, indicates a sales growth of 39.76%, demonstrating that the integration of the Marketing Mix and PDCA cycle effectively improves SMEs sales performance (Setiawan, Susanto, Rinamurti, Alfian, et al., 2025).



Figures 4. Visualization of Ayam Geprek Selaras SMEs' performance, including the monthly revenue trend, comparison of average monthly revenue before and after digital marketing strategy implementation, and the resulting sales growth.

The novelty of this study lies in integrating the Marketing Mix (4P) framework with the PDCA cycle to design and implement a structured digital marketing strategy for SMEs. The specific contributions include:

1. Development of an integrated marketing improvement framework. The study combines marketing strategy analysis (Marketing Mix) with a continuous improvement method (PDCA), providing a systematic approach to digital marketing implementation.
2. Application of the framework in a real SME case study. The research demonstrates the practical application of the integrated framework in a culinary SME (Ayam Geprek Selaras), showing measurable improvement in sales performance.
3. Empirical evidence of digital marketing effectiveness. The study quantitatively evaluates the strategy's impact, showing a 39.76% increase in average monthly revenue, demonstrating the effectiveness of the integrated approach.
4. Practical guidelines for SMEs adopting digital marketing. The research offers a replicable strategy for SMEs to design, implement, evaluate, and continuously improve their digital marketing activities.

CONCLUSION

This study aims to design and implement a digital marketing strategy to improve the sales performance of Ayam Geprek Selaras SMEs by integrating the Marketing Mix (4P) framework with the PDCA (Plan-Do-Check-Act) cycle. The main challenge identified was the limited use of digital marketing platforms, which constrained market reach and led to fluctuating sales. Based on the Marketing Mix analysis, several strategies were implemented, including improving product value through better packaging and menu presentation, applying emotional pricing and product bundling, expanding distribution through online food delivery platforms (GoFood, GrabFood, and ShopeeFood), and optimizing digital promotion via social media and Google Maps. The implementation using the PDCA cycle enabled systematic planning, execution, evaluation, and continuous improvement of marketing activities. As a result, the average monthly revenue increased from IDR 25,225,000 to IDR 35,255,000, representing a growth rate of 39.76%. The value increases to approximately 1.72 times the initial value. These results indicate that integrating the Marketing Mix with the PDCA cycle effectively improves SMEs sales performance.

IMPLICATION

The results of this study provide important implications for SMEs, particularly those operating in the culinary sector. First, SMEs need to adopt digital marketing strategies to remain competitive in the increasingly digital marketplace. Utilizing platforms such as social media, online food delivery applications, and location-based services can significantly increase business visibility and customer reach. Second, the integration of the Marketing Mix framework with the PDCA cycle provides a structured approach for SMEs to design, implement, and continuously improve their marketing strategies. This approach allows businesses to evaluate marketing performance systematically and make data-driven improvements. Third, the findings demonstrate that even small-scale businesses can significantly improve sales performance by optimizing marketing variables such as product attractiveness, pricing strategy, distribution accessibility, and promotional activities.

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