

Digital Innovation Strategies to Enhance Competitive Advantage

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ABSTRACT

Purpose: This study aims to analyze the digital innovation strategies implemented by Limitha Store to enhance its competitive advantage, identify their impact on business growth, and determine the challenges involved in their implementation.

Research Method: This study employed a qualitative case study design. Data were collected through interviews, observations, and documentation from six informants (purposive sampling) and were then analyzed using the Miles, Huberman, and Saldaña model.

Results and Discussion: The use of social media, QRIS payments, the real-picture promotional concept, and responsive (fast-response) service have significantly enhanced competitive advantage. This transformation has expanded the market and significantly increased sales by up to 300% (from an average of Rp20,000,000 to Rp80,000,000 per month). Technical challenges include unstable internet connections and delays in payment notifications.

Implications: Retail MSME operators are advised to continue optimizing their operations using digital point-of-sale systems and to train their employees to develop their skills. Further research is recommended to examine the effectiveness of social media platforms specifically.

Originality: This study fills a research gap by presenting an in-depth qualitative exploration of the dynamics of implementation and tactics of digital innovation among MSMEs in the ecosystem of a developing rural region.

Keywords: digital innovation; competitive advantage; digital marketing; MSMEs; retail; digital transformation.

1. Introduction

Advances in digital technology have brought significant changes across various business sectors, including retail (Nambisan *et al.*, 2017). Digital transformation not only changes the way companies operate but also influences consumer behavior patterns in seeking information, conducting transactions, and interacting with businesses. In an era of increasingly intense competition, the use of digital technology has become a key strategy for businesses to improve operational efficiency, expand market reach, and create a sustainable competitive advantage (Mubadilah *et al.*, 2024; Hartono & Deri Apriadi, 2025; Jambak *et al.*, 2026). Competitive advantage is a business's ability to offer greater value than its competitors, whether through price, product quality, service, or innovation (Porter, 2008). In the retail industry, implementing digital innovations can be a key factor in enhancing competitiveness



through social media, digital marketing platforms, electronic payment systems, and technology-based business management (Siswati, 2021; Tabroni, 2024; Vega *et al.*, 2025). Therefore, business owners must adapt to technological advancements to remain relevant and meet the ever-evolving needs of consumers (Chatterjee *et al.*, 2020).

Limitha Store is a retail business established in 2019 in Ranggo Village that has grown by leveraging digital technology. Since its inception, Limitha Store has sought to utilize various digital platforms as tools for promotion, customer communication, and transaction management. This technology provides the business with opportunities to reach a wider market and improve the quality of service to customers (Yuliana *et al.*, 2022). However, the rapid pace of technological advancement also requires Limitha Store to continually innovate to maintain and strengthen its competitive position amid an increasingly dynamic retail landscape. Digital innovation strategies are a critical aspect to examine, as they can help the business identify growth opportunities, enhance marketing effectiveness, and create a better customer experience. By implementing the right digital innovation strategies, retail businesses like Limitha Store can boost productivity, strengthen customer relationships, and build a competitive advantage that competitors find difficult to replicate (Fadhlan *et al.*, 2022).

Numerous studies on digital innovation indicate that digitalization positively impacts the competitive advantage of both organizations and SMEs (Harianto & Ahmad, 2024; Tangke, 2025; Zulfahmi *et al.*, 2025). However, most of these studies employ quantitative approaches that focus on measuring relationships between variables. Previous research remains limited in explaining the process of implementing digital innovation strategies, their enabling and inhibiting factors, and how these strategies foster sustainable competitive advantage. Furthermore, studies in developing regions remain relatively scarce. Therefore, this study aims to explore in depth digital innovation strategies for enhancing competitive advantage using a qualitative approach with data analysis based on the methodology of Miles, Huberman, and Saldaña (2014).

The remainder of this paper is organized as follows. Section 2 provides a literature review and hypothesis development. Section 3 presents the research method and design. Section 4 provides the results and discussion. Section 5 presents Concluding Remarks and Recommendations.

2. Literature Review and Hypothesis Development

2.1 The Concept of Digital Innovation and the Transformation of MSMEs

Digital innovation is a process of utilizing digital technology to create new products, services, and business models that deliver added value to customers (Nambisan *et al.*, 2017). The development of digital technology requires businesses—including those in the micro, small, and medium-sized enterprise (MSME) retail sector—to undergo digital transformation to adapt to changes in consumer behavior in how they seek information, interact, and conduct transactions (Hartono & Apriadi, 2025). Digital transformation should not be understood merely as the adoption of technology or the use of social media, but rather as a comprehensive business strategy aimed at building more effective communication with customers (Siswati, 2021; Mubadilah *et al.*, 2024). This indicates that the success of digital innovation heavily depends on businesses' ability to integrate technology into their service routines—supported by the availability of network infrastructure—to ensure business sustainability amid constantly changing market dynamics.

2.2 Competitive Advantage

Competitive advantage is defined as a business entity's essential ability to offer superior value compared to its competitors in the market (Porter, 2008). According to Porter (1998), a business's competitive advantage can be built through several key strategies, namely product or service differentiation, cost leadership, and a focus on specific market segments. In retail practice, this advantage is demonstrated through competitive pricing, guaranteed product quality, a comprehensive product range, and service quality focused on customer satisfaction (Tangke, 2025; Vega *et al.*, 2025). By creating service differentiation—such as fast response times and easy access to digital transactions—businesses can establish a unique competitive position that competitors find difficult to replicate, while simultaneously strengthening long-term customer loyalty (Siswati, 2021).

2.3 The Role of Digital Marketing in Competitive Advantage

Digital marketing plays a crucial role in establishing and maintaining differentiation and competitive advantage in the modern era. The use of social media platforms such as WhatsApp, Facebook, and TikTok serves not only as a one-way promotional medium but also as an interactive communication channel that can expand market reach beyond the geographical boundaries of a business's operations. In line with this, Siswati (2021) emphasizes that collaborative online marketing models can tangibly enhance a business's competitiveness by expanding the target market, increasing the intensity of customer interactions, and improving promotional cost efficiency. Implementing digital marketing, coupled with differentiation strategies—such as visual authenticity through genuine product photos (real pictures)—has proven highly effective in building consumer trust, which is the cornerstone of successful online shopping transactions.

2.4 The Impact of Digital Innovation on Business Performance and Growth

Implementing digital innovation strategies makes a significant direct contribution to improving a retail business's performance and growth. The adoption of marketing and transaction technologies has a tangible impact on sales volume, the ease of transaction processing through electronic payment systems (such as QRIS), and customer satisfaction indicators. Research conducted by Chatterjee *et al.*, (2020) reinforces this by demonstrating that the adoption of aligned information technology positively contributes to organizational innovation, which, in turn, improves business performance through operational efficiency and stronger customer relationships. With the ease of transaction processing and seamless access to information facilitated by digital innovation, the barriers of conventional transactions can be minimized, thereby increasing the repurchase rate and shaping a sustainable business growth trajectory.

3. Research Method

This study employs a qualitative case study design to gain an in-depth understanding of the digital innovation strategies implemented by Limitha Store to enhance its competitive advantage (Sugiyono, 2019). The research was conducted at Limitha Store, located in Ranggo Village, Dompu Regency, West Nusa Tenggara. Research informants were selected using purposive sampling, which involves selecting informants deemed to possess knowledge and experience relevant to the research focus (Sugiyono,



2019; Ghozali, 2016). The informants consisted of one business owner, one employee, and four customers of Limitha Store, for a total of six informants. Research data were collected through in-depth interviews, observation, and documentation (Sugiyono, 2019). Interviews were conducted to gather information on digital innovation strategies, competitive advantages, the impact of digital innovation, and the challenges encountered in its implementation. Documentation was used to support the interview findings, including sales data and Limitha Store's digital promotional activities. Data analysis utilized the model proposed by Miles *et al.*, (2014), which includes data reduction, data presentation, and conclusion. To ensure data validity, this study employed source triangulation by comparing information obtained from the business owner, employees, and customers.

4. Results and Discussion

4.1 Analysis Results

4.1.1 Overview of Limitha Store

Limitha Store is a retail business in Ranggo Village, Dompu Regency, founded in 2019. When it first opened, the business focused solely on selling clothing. However, as the business grew and community needs increased, Limitha Store began expanding the types of products it sold to include not only clothing but also various other necessities. In addition, the business also provides additional services such as money transfers, cell phone credit top-ups, and internet data packages. Limitha Store's growth has been quite rapid. Based on an interview with the business owner, this growth is evident in the increasing variety of products offered and the successful opening of a new branch.

The business owner explained:

"The business's growth from the beginning until now has been quite significant—starting from selling only clothing, we can now sell a wide variety of daily necessities and have opened a new branch."

This growth is closely tied to the business's ability to leverage digital technology for marketing and customer service. Currently, Limitha Store actively uses social media platforms such as WhatsApp, Facebook, and TikTok for both promotion and customer communication. Additionally, Limitha Store has implemented a digital payment system using QRIS, which makes transactions easier for customers.

4.1.2 Digital Innovation Strategies Implemented by Limitha Store

The research findings show that Limitha Store has implemented various digital innovation strategies in conducting its business activities. These strategies focus not only on the use of digital technology but also on building customer trust and improving service quality. Based on the interview results, the digital platforms used by Limitha Store include WhatsApp, Facebook, TikTok, and QRIS. The business owner explained that the selection of these platforms was based on their high adoption rates among the public and their ease of use.

The business owner stated:

"The decision-making process for implementing digital technology today involves using the social media platforms that are most widely used and easiest to operate."



One of the strategies that sets Limitha Store apart is the use of authentic product photos (real pictures) in every social media promotion. This strategy aims to build customer trust and bridge the gap between customer expectations and the products they receive.

The business owner explained:

"The photos we use are of items actually sold in the store. They are not from other people's products or taken from the internet."

In addition to using authentic product photos, Limitha Store employs a fast-response customer service strategy. In the digital age, service speed is a critical factor influencing consumer purchasing decisions. Therefore, every customer message or question via social media is addressed as quickly as possible.

The business owner stated:

"The second is providing a fast response when replying to customer chats on social media."

Another strategy is to consider the characteristics (niche) of each social media platform to determine the optimal timing and content type for promoting products.

The business owner explained:

"Paying attention to the niche on various social media platforms when uploading products so we can reach more customers."

These findings indicate that the digital innovations implemented by Limitha Store involve not only technology but also marketing and service strategies oriented toward customer needs.

4.1.3 Limitha Store's Competitive Advantages

The research findings show that Limitha Store has several competitive advantages that set it apart from other similar stores. These advantages include competitive pricing, good product quality, a comprehensive product selection, and friendly, responsive customer service. According to the business owner, Limitha Store's main advantage lies in its ability to offer products at affordable prices without compromising on quality.

The business owner stated:

"The products we sell are not only affordable and competitively priced, but their quality is on par with those found in both brick-and-mortar and online stores."

In addition to price and product quality, customer service also strengthens Limitha Store's competitive position. Based on customer interviews, fast, friendly service is one of the main reasons customers choose to shop at Limitha Store.

One customer remarked:

"It is great because the service is fast and responsive."

Another customer explained that Limitha Store stands out compared to other stores because it offers a comprehensive selection of high-quality products. "Limitha Store excels in terms of the variety of products available, its friendly service, and the high quality of its merchandise." These findings

indicate that Limitha Store's competitive advantage stems not only from its products but also from the quality of service provided to customers.

4.1.4 The Impact of Digital Innovation on Competitive Advantage

The adoption of digital innovations has significantly impacted Limitha Store's growth. This impact is evident in increased sales, expanded market reach, easier transactions, and higher customer satisfaction. According to the business owner, one of the biggest impacts of digital innovation is the ease of making transactions. Customers no longer have to visit the store in person to make purchases; they can order products via social media and make digital payments.

Table 1. Comparison of Limitha Store Sales Before and After the Implementation of Digital Innovations

Period	Average Monthly Sales
Before using social media	20.000.000
After using social media	80.000.000
Average over the last 3 months	90.748.333

Source: Limitha Store Data, 2026

According to Table 1, Limitha Store's average monthly sales before actively utilizing social media were Rp20.000,000. After implementing a digital marketing strategy through social media, average monthly sales increased to Rp80.000,000. This represents a 300% increase. Furthermore, average monthly sales over the past three months reached Rp90.748,333—a 13.44% increase compared to the initial period following digitalization. These findings indicate that the adoption of digital innovations has significantly improved Limitha Store's business performance and competitive advantage.

The business owner stated:

"Customers don't need to visit the store—they can simply place orders via private messages and pay via bank transfer or QRIS."

This statement is supported by interview results with employees, who explained that customers now increasingly use digital payment systems and place orders online.

"Customers just send their orders, and we can have them delivered via courier."

In addition to simplifying transactions, digital innovation has also successfully expanded the market reach. Before using social media, Limitha Store's customers were primarily local. However, after actively using social media, customers now come not only from Ranggo Village but also from various areas in Dompu Regency, Bima Regency, and Bima City.

An employee explained:

"The most noticeable change is reaching more customers, both within and outside the city."

Another very significant impact is the increase in sales. According to business data, before actively utilizing social media, Limitha Store's average monthly sales were only Rp20,000,000. After implementing a digital marketing strategy through social media, sales rose to Rp80,000,000 per month—a 300% increase. Additionally, average monthly sales over the past three months have reached Rp90,748,333—an increase of approximately 13.44% compared to the initial period following the digital

transformation. These figures demonstrate that digital innovation has made a tangible contribution to Limitha Store's business growth and enhanced competitiveness.

4.1.5 Challenges in Implementing Digital Innovations

Although it offers various benefits, implementing digital innovations at Limitha Store still faces several challenges. The main challenge is the instability of the internet and cellular networks used to support digital activities.

The business owner explained:

"The challenge we are currently facing is with the cellular network, because digital products are highly dependent on it."

Employees also noted that network issues often hinder online transactions and customer service.

"When the telecommunications network is unstable, it hinders the online transaction process."

In addition to network issues, another common challenge is delays in QRIS payment notifications. This situation means that payment verification cannot always be performed in real time.

An employee explained:

"When a customer makes a payment using QRIS, the notification is sometimes not received in real time, causing delays in the payment process."

To address these challenges, the store double-checks customer transactions by reviewing account statements and confirming directly with customers. In general, the challenges faced by Limitha Store are primarily related to technical factors and digital infrastructure, rather than human resource capabilities. This is because both the business owner and employees are accustomed to using digital technology in their daily activities.

4.2 Discussion

4.2.1 Digital Innovation Strategies as a Form of MSME Adaptation to Digital Transformation

The research findings indicate that Limitha Store has adapted to developments in digital technology by using social media platforms such as Facebook, WhatsApp, and TikTok for promotion and customer communication (Tabroni, 2024). In addition, Limitha Store has adopted QRIS as a digital payment method to streamline transactions. These findings indicate that small-scale businesses in rural areas have leveraged digital technology as part of their business strategy to ensure sustainability amid shifting consumer behavior (Yuliana *et al.*, 2022; Hartono & Apriadi, 2025). Digital transformation has changed the way consumers search for information, compare products, and make purchases (Nambisan *et al.*, 2017). Today's consumers tend to prefer transaction processes that are fast, easy, and can be completed without visiting the business location in person. Therefore, business owners who adopt digital technology are more likely to retain and expand their market share than those who still rely on conventional marketing methods (Harianto & Ahmad, 2024; Jambak *et al.*, 2026).

Limitha Store's social media strategy demonstrates that digitalization is not merely about using technology but also about building more effective communication with customers (Siswati, 2021). The

use of authentic product photos (real pictures) and prompt customer service (fast response) reflects the business's focus on building customer trust and satisfaction. This strategy is crucial because trust is a primary factor influencing purchasing decisions in online transactions (Mubadilah *et al.*, 2024). The findings of this study align with Nambisan *et al.*, (2017), who state that digital innovation is the process of leveraging digital technology to create new products, services, and business models that enhance customer value. In the context of Limitha Store, digital innovation serves not only as a promotional tool but also as a means of improving service quality and strengthening customer relationships (Chatterjee *et al.*, 2020; Fadhlan *et al.*, 2022).

4.2.2 The Role of Digital Marketing in Creating a Competitive Edge

This study found that digital marketing plays a very important role in creating Limitha Store's competitive advantage (Mubadilah *et al.*, 2024). This competitive advantage stems not only from competitive pricing and high product quality but also from the business's ability to provide customers with a more convenient, faster, and comfortable shopping experience (Tangke, 2025). According to Porter (2008), competitive advantage can be achieved through differentiation, cost leadership, or a focus on specific market segments. In this study, Limitha Store implements a differentiation strategy through authentic product photos, responsive customer service, and the convenience of digital transactions. This strategy provides added value that distinguishes Limitha Store from competitors selling similar products (Vega *et al.*, 2025). The use of authentic product photos is a key form of differentiation in social media-based businesses. Many businesses use product photos sourced from the internet, which often leads to a mismatch between customers' expectations and the actual condition of the products they receive. In contrast, Limitha Store uses photos of products that are actually available in-store, thereby increasing customer trust. This high level of trust is a crucial asset for building customer loyalty and maintaining long-term relationships (Chatterjee *et al.*, 2020).

Additionally, prompt service in responding to customer messages strengthens a business's competitive advantage (Tabroni, 2024). In a highly competitive digital business environment, customers tend to choose sellers who respond quickly and can provide solutions to their needs. Therefore, responsive digital service is a form of competitive advantage that is difficult for competitors to replicate (Fadhlan *et al.*, 2022). These findings support Siswati's (2021) research, which states that online marketing can enhance a business's competitiveness through market expansion, increased customer interaction, and promotional efficiency.

4.2.3 The Impact of Digitalization on Business Performance and Growth

One of the key findings of this study is the increase in sales following the implementation of a digital innovation strategy. Before utilizing social media as a marketing tool, Limitha Store's average monthly sales were only Rp20,000,000. After implementing the digital marketing strategy, sales rose to Rp80,000,000 per month—a 300% increase (Harianto & Ahmad, 2024; Tabroni, 2024). In fact, average sales over the past three months reached Rp90,748,333 per month. This increase demonstrates that digital innovation has a tangible impact on business performance (Zulfahmi *et al.*, 2025). Social media has enabled Limitha Store to reach a broader customer base without incurring high promotional costs. Whereas customers previously came only from the immediate vicinity of the business, following the implementation of the digital strategy, customers now come from various areas in Dompu Regency, Bima Regency, and Bima City.



From a marketing management perspective, this increase in sales indicates that the implemented digital strategy has successfully raised consumer awareness of Limitha Store (Mubadilah *et al.*, 2024). Social media serves as an effective communication channel for introducing products, building customer relationships, and driving purchase decisions (Siswati, 2021). In addition to boosting sales, digitalization also improves service efficiency (Hartono & Apriadi, 2025). Customers can place orders via social media and complete payments using QRIS or bank transfers. This reduces transaction barriers and enhances customer convenience. The easier the purchasing process offered, the greater the likelihood of repeat purchases (Chatterjee *et al.*, 2020). The findings of this study support the results of Chatterjee *et al.*, (2020), who state that the adoption of digital technology contributes to improved business performance through market expansion, increased operational efficiency, and strengthened customer relationships.

4.2.4 The Challenges of Digitalization for Rural SMEs

Although it offers various benefits, this study also found that implementing digital innovations still faces several obstacles. The main obstacles faced by Limitha Store are unstable internet connectivity and delays in digital payment notifications. These two obstacles indicate that the success of digital transformation depends not only on businesses' ability to adopt technology but also on the availability of supporting infrastructure (Nambisan *et al.*, 2017). Geographical conditions in rural areas often result in internet connectivity that is not yet fully stable. Consequently, promotional activities, customer communication, and digital transactions can be disrupted. This high dependence on the internet makes digital infrastructure a critical factor in enabling digital innovation among SMEs.

In addition to infrastructure, another challenge is the need to adapt to rapidly evolving technology continuously. Social media platforms, digital marketing algorithms, and consumer behavior are constantly changing, requiring business owners to update their knowledge and skills continually. Nevertheless, the research findings indicate that limited human resources are not the primary obstacle for Limitha Store. Both the business owner and employees are accustomed to using social media in their daily activities, making it relatively easy for them to adapt to developments in digital technology. This situation is a vital asset to the sustainability of the digital innovation strategy being implemented. Thus, the success of SME digitalization is determined not only by the use of technology but also by adequate infrastructure support and the ability of business owners to adapt to an increasingly dynamic business environment (Fadhlan *et al.*, 2022; Aidhi *et al.*, 2023).

5. Concluding Remarks and Recommendation

Based on the research findings, it can be concluded that Limitha Store has successfully implemented a digital innovation strategy to enhance its competitive advantage. The digital innovation strategies implemented include the use of social media platforms such as Facebook, WhatsApp, and TikTok as tools for promotion and communication with customers; the use of QRIS as a digital payment method; the application of the real picture concept in product promotions; and fast and responsive customer service (fast response). These strategies demonstrate that Limitha Store has adapted to advancements in digital technology and changes in consumer behavior. Limitha Store's competitive advantages are evident in its competitive product pricing, high product quality, comprehensive product offerings, and friendly, responsive customer service. These advantages are further strengthened by the



implementation of digital innovations that make it easier for customers to access product information, place orders, and complete transactions online.

The implementation of digital innovations has had a positive impact on business performance. This is evident in the significant increase in sales—from an average of Rp20,000,000 per month before using social media to Rp80,000,000 per month after implementing the digital strategy—a 300% increase. Additionally, average monthly sales over the past three months reached Rp90,748,333. Digital innovations have also successfully expanded Limitha Store's market reach to various areas in Dompu Regency, Bima Regency, and Bima City, while enhancing customer satisfaction through streamlined transactions and more effective service. Nevertheless, the implementation of digital innovations still faces several challenges, particularly regarding unstable internet connections and delays in digital payment notifications, which can hinder the transaction process. However, these challenges do not pose a major obstacle to business development, as the owner and employees possess sufficient skills in utilizing digital technology.

This study shows that digital innovation is an effective strategy for enhancing the competitive advantage of small-scale retail businesses. The appropriate use of digital technology not only increases sales and expands the market but also strengthens customer relationships and supports business sustainability amid increasingly competitive market conditions. Limitha Store needs to develop a digital point-of-sale system and an app-based inventory management system. The business owner needs to improve employees' digital skills through training. Future research could examine the effectiveness of specific social media platforms in boosting MSME sales.

Statement of Use of Generative AI

During the preparation of this work, the author used generative artificial intelligence tools to support the scientific writing process. Grammarly was used to check grammar, refine writing style, and improve clarity in scientific writing. All interpretations, analyses, and conclusions presented in this study are the sole responsibility of the author.

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