



# Digital Marketing Analysis of MSMEs in Bantul District: COM-B Model Approach

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## Abstract

Progress Internet growth in Indonesia is currently growing rapidly. Shopping activities that previously mostly occurred in traditional markets and supermarkets, with the internet, shopping activities also occur on online buying and selling platforms. This study then contributes to determine the effect of digital marketing on the sales turn over of SMEs in Bantul Regency. Data collection in this study was carried out through semi-structured interviews conducted in-depth on five digital marketing users in Bantul Regency using the Capability, Opportunity, Motiva, and Behavior (COM-B) model to analyze the factors that support and hinder MSME actors from adopting digital marketing. This study found that MSME actors have realized the benefits of using digital marketing. Meanwhile, the lack of digital marketing media used by MSME actors is an obstacle for MSME actors to maximizing sales turnover. Therefore, there is a need for additional training programs.

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## Introduction

Marketing strategy is the key for companies to continue to retain their customers. According to Lubis (2004), the success of the marketing strategy implemented by the company depends on careful analysis and observation by the company of the factors that can affect the company's marketing strategy. According to Setiawan & Savitry (2016), some variables are summarized in the marketing strategy mix: price, product, promotion, and place strategies in increasing product sales in the market. The pricing strategy generally applies affordable prices according to the function of the product and can be in the form of giving discounts to increase product sales volume. Product strategy is related to quality, function, and good brand perception to increase sales. Promotional strategies include sponsorship and advertising, while place

strategies relate to strategic location selection, distribution network arrangement, and availability of goods.

Marketing activities certainly cannot be separated from sales activities. Stable sales growth has an impact on company profits making it easy for companies to consider capital structure decisions. Companies with high sales volume tend to use debt for their capital structure. Capital obtained from debt will be allocated to increase production volume where the company buys new machines to increase production and growth in sales turnover. In addition, business actors also need to change marketing patterns and strategies to be able to compete in the current era of technological disruption, for example by using digital marketing technology.

The growth of internet in Indonesia is currently growing rapidly. Based on data from Internet World Stats in 2021, Indonesia is in third place for internet users, reaching 212.35 million people in Asia after India and China. The development of the internet in Indonesia has had an impact on shopping trend activities that were originally conventional to digital. At first, shopping activities mostly occurred in traditional markets and supermarkets, while internet-made shopping activities also occur on online buying and selling platforms. This digital marketing strategy makes it easier for consumers to obtain information related to products and make transactions. The form of digital marketing can be in the form of digital media applications, data, and technology that are integrated with communication tools to achieve marketing goals (Chaffey and Chadwick, 2019). In practice, digital marketing focuses on how companies manage various forms of corporate media, such as company websites, mobile apps, and social media pages.

The rapid growth of the internet in Indonesia makes 93% of internet users in Indonesia search for goods or services online, 90% of internet users visit online stores, 88% buy products online, 25% make purchases through laptops, and 90% make purchases through mobile devices. The high interest in online shopping from internet users in Indonesia can encourage entrepreneurs to continue to increase marketing activities and make more sales so understanding and awareness of business actors regarding digital marketing is very much needed.

As one of the important pillars in the current Indonesian economy, Micro, Small, and Medium Enterprises (MSMEs) certainly cannot be separated from the role of internet users in product marketing activities. The Ministry of Cooperatives and Small and Medium Enterprises (Kemenkop UKM) reported that in 2018, the number of MSMEs in Indonesia was around 64.194.057 units, with an absorption capacity of 116.978.631 total workforces. This figure is equivalent to 99% of the total business units in Indonesia, with the percentage of labor absorption in the economic sector equivalent to 97%. While the remaining 3 percent is divided into large industrial sectors (Koperasi, 2018). Moreover, the number of MSME actors currently

reaches 64.2 million with a contribution to GDP of 61.07% or Rp 8.573.89 trillion. According to Pangestika (2018), digital marketing has benefits for companies in marketing activities in the form of speed in disseminating product information that can be measured in real-time and precisely, ease of promoting products, and a wider reach of consumers.

Adoption of the use of digital marketing is very important, especially in this era of technological development and amid a pandemic where most buying and selling activities are carried out via the internet. A survey from Bank Indonesia in 2020 stated that only 27.6% of MSMEs experienced an increase in sales. However, in 2021, many MSMEs have recovered and increased significantly. According to a survey by Bank Indonesia in 2021, it was recorded that 15.5 million MSMEs had carried out digital marketing, and even Bank Indonesia estimated an increase in e-commerce transactions in 2021 to around Rp 395 trillion.

In contrast to the conditions described previously, as many as 80% of the 512.000 MSMEs in the Province of the Special Region of Yogyakarta (DIY) are not yet Internet literate, while 9% of MSMEs already use the internet in buying and selling activities. The MSME sector in the Province of the Special Region of Yogyakarta (DIY) has an important role in economic growth. The contribution of the MSME sector to the DIY economy is 79.6% of the Gross Regional Domestic Product (GRDP). Meanwhile, one of the highest contributors to the GRDP of the MSME sector in the Special Region of Yogyakarta (DIY) is Bantul Regency with a contribution value of 15.18%, followed by the agriculture, forestry, and fishery sectors. This is supported by the creative industry which is the leading sector in Bantul Regency.

However, the high contribution of the MSME sector in the Bantul Regency is not comparable to the growth of digital marketing in the Bantul Regency. Only a small number of MSMEs in Bantul Regency have used the internet as a marketing medium, which is 15% -20%. This figure is relatively small from the total number of MSMEs in Bantul Regency, which is 46,378 MSMEs. This is because the characteristics of MSMEs in Bantul Regency are still fairly traditional in product marketing. Many traders still use face-to-face methods in buying and selling activities. This makes it difficult for MSMEs to enter the world of digital marketing. Based on this background, this study aims to analyze the digital marketing of MSME actors in Bantul Regency using the COM-B model approach.

This study uses a qualitative approach that aims to gain understanding by exploring the meaning of social problems in the natural environment. The emphasis of the qualitative approach lies in the analysis of inductive thinking processes (Gunawan, 2016). We identified what factors driving and inhibiting the use of digital marketing in increasing sales that were found by researchers in the field.

## **Literature Review**

Marketing activities are activities that are interconnected with other people and aim to satisfy consumer needs, to maintain the survival of the company. Sahla (2019) argues that marketing is a social process that focuses on meeting individual and group needs by creating exchanges that can generate satisfaction. Meanwhile, Amanda (2020) suggests that the marketing concept is a design or picture used to analyze the market, goods, and services to be sold. This concept is one of the basics that must be done so that market and consumer needs can be analyzed by traders or companies.

The development of technology and information in the era of globalization has created new ways to study and track customers and create products and services to meet customer needs. Kotler and Armstrong (2012) suggest that technology helps companies to distribute products more efficiently and effectively. Technology also helps companies communicate with customers in large groups or individuals. Various business ventures from small to large scale have utilized technology to run their business. Marketing and media are the right strategies to be able to reach a wider market so that sales volume can continue to increase rapidly. Digital marketing is one of the media that is currently in great demand by the public to support various activities. With digital marketing, communication and transactions can be done at any time and even worldwide (Pradiani, 2017). Through social networks, business actors can easily carry out marketing activities, such as expanding product marketing, establishing communication with consumers and potential customers, and expanding business networks. Social networks or social media help Micro, Small, and Medium Enterprises (MSMEs) in marketing their products and services (Stelzner, 2013). Digital marketing includes product offerings via email, search engine optimization, social media, online advertising, and marketplaces.

Email marketing is a feature that almost every person or business entity uses. The e-mail feature is a facility available on the internet that can be used for marketing activities, especially promotions at a very low cost (Oetomo, 2015). With a low cost, business actors can use email as a means of promotion and communication with consumers to increase product sales volume.

Search Engine Optimization (SEO) or search engine optimization is a systematic process to increase the volume and quality of traffic visits through search engines to certain sites by utilizing the working mechanism or search engine algorithms. Website pages that rank highest in search engines have a high chance of getting visitors and increasing sales volume.

Social media is used by most MSMEs to make personal contact with consumers, as a means to introduce products, record consumer needs, respond to consumers, and as a basis for making business decisions (Priambada, 2015). The many benefits of social media can encourage MSME actors to develop products and develop a broad market. Kautsarina (2013) in his research states that social media is a powerful way to promote products and services owned by business actors through internet marketing. Social media makes it easier for MSME actors to expand the market and create interactions with consumers. Effective online advertising must also convey messages that create a positive image for consumers (Aqsa, 2018). Frolova (2014) argues that companies use online advertising to tell about

themselves, the products and services they provide, or some company activities in the hope of eliciting a reaction from their consumers. Not only solving company problems, but effective online advertising can also increase sales volume.

The marketplace has a concept like a traditional market that seems to be on the internet. The owner of the marketplace acts as a party that brings together sellers and buyers on the website (Artaya and Purworusmiardi, 2019). Ahsyar (2020) stated that the marketplace helps business actors to facilitate, promote their business products widely, and facilitates business actors to consult with related parties.

Harto (2019) argued that social media sales were able to increase sales volume rapidly. The use of digital marketing is very efficient and effective in developing products, communicating with consumers, distributing, and developing a wider market network to increase sales. Ayu and Nia (2018) suggests that technology and communication help organizational performance and processes. Technological developments are beneficial for organizations because they can get the right information and help organizations make accurate decisions. The development of technology and communication is expected to encourage organizations to have better management.

MSMEs have an important role in the regional economy, namely increasing job opportunities, as a means of sales, reference prices for basic commodities, increasing regional original income (PAD), as well as being the estuary as well as the upstream of the informal economy. Andayana (2020) stated that MSMEs are business activities that are in direct contact with the community. MSMEs themselves arise of the spearheads for the Indonesian economy in supporting national economic activities and strengthening Indonesia to penetrate international markets through exports. Purnomo (2019) argues that MSMEs have an important role in terms of equity and increasing people's income, encouraging economic growth, and realizing national stability. The existence of MSMEs can make a positive contribution to the economy as well as provide solutions in alleviating economic and social problems.

The Central Statistics Agency (BPS) classifies the MSME group into three types based on the number of workers they have. First, if the business has a workforce of one to four people, it is called a home industry. Second, if the business has a workforce of five to nine people, it is called a small industry. Finally, if the business has ten to 99 people, it is called a medium/medium industry. Specifically, MSMEs per sector registered in DIY Province include trade, agriculture, marine and fisheries, forestry, energy and mineral resource sectors, transportation, communication, construction, real estate, processing industry services, and the creative economy.

## **Method**

This study uses a semi-structured interview technique directly and in-depth five MSMEs that have used digital marketing in Bantul Regency. This research was conducted in July 2022. The reason for choosing MSMEs in Bantul Regency is because Bantul Regency is one of the highest contributors to the GRDP of the MSME sector in the Province of the Special Region of

Yogyakarta (DIY) with a contribution value of 15.18%, followed by agriculture, forestry, and fisheries. This is supported by the creative industry which is the leading sector in Bantul Regency.

Five sub-districts in Bantul Regency area sampled in this study, namely Bantul, Sanden, Kasihan, Pundong and Sewon Districts with one informant being interviewed for each sub-district. Researchers chose these sub-districts because they have different socio-economic characteristics and then this has implications for the dominant MSME sector in each sub-district.

MSMEs who were selected as informants came from various types of sectors, namely handicrafts, fisheries, services, culinary, and fashion. The reason the researcher chose informants from various MSME sectors was to enrich the analysis through data heterogeneity. The researcher assumes that the five MSMEs are sufficient to collect information to reach data saturation. Saturation occurs if in the process of data analysis, researchers find repetitive patterns so that no new information is found (Sugiono, 2016). In qualitative research, selected informants do not need to represent the population as a whole.

The COM-B model is used in this study with the aim of knowing the views of the behavior of MSMEs in using digital marketing. The COM-B model which assumes that behavior is the result of the interaction of three components, namely: ability, opportunity, and motivation. The COM-B model was developed to understand a behavior and the ability (C), opportunity (O), and motivation (M) needed to carry out a behavior (B) (Michie et al, 2014). In this case, ability can be interpreted as knowledge. Opportunity relates to the use of resources, while motivation can be defined as intentions and emotions. The COM-B model then helps identify the factors that support and hinder the use of digital marketing in increasing MSME sales turnover.

This study uses a qualitative approach that aims to gain understanding by exploring the meaning of social problems in the natural environment. The emphasis of the qualitative approach lies in the analysis of inductive thinking processes (Gunawan, 2016). In this approach, the author describes the actual conditions that exist in the field without any engineering where the researcher is the key instrument and data collection techniques are carried out by observation, interviews, and documentation. The researcher then used thematic analysis. At first, certain keywords that appear in the transcript are identified by codes. This coding allows for differences in data between respondents. Second, the code is organized and grouped into several categories which then become the core theme. This is what is then called thematic analysis. In presenting the data, the researcher used a narrative approach by laying out the core themes that emerged from the case studies. Inductive and narrative approaches are used in this study when discussing themes to generate relevant conclusions. The inductive approach in this case is an approach that begins with the presentation of a number of special circumstances which are then concluded into a fact (Rahmawati, 2011).

This research uses purposive sampling technique in determining the research subject. The purposive sampling technique is the determination of the data source on the person to be interviewed with certain considerations, namely people who are more familiar with the implementation of digital marketing on MSMEs in Bantul Regency. Based on these considerations, the subject of this research is MSME actors who have adopted digital marketing. The consideration in choosing MSMEs that adopt digital marketing as informants is because they have experience and feel the influence of selling products with the help of digital marketing. Researchers get informant data from the recommendations of employees who work in the UMKM service in Bantul Regency according to the needs of researchers. Initially, prospective informants will be contacted by telephone to be given an explanation of the details of the research and to find out their availability for direct interviews in the field to provide more in-depth information. This method was continued until the fifth informant was obtained.

Data collection techniques are one way in research that aims to obtain data. Data collection techniques in this study were conducted by interview and documentation. The technique of collecting data through interviews is used by researchers to find out in depth the information to be obtained through question and answer to informants (Sugiono, 2016). The type of interview in this study is an in-depth interview.

In this study, the interview technique conducted was semi-structured, where the interview was more free, open, and could add questions outside the interview guidelines that had been prepared by the researcher. This interview was conducted with MSME actors in Bantul Regency who have adopted digital marketing. Interviews were conducted offline which would be recorded by the researcher and then written in the form of a transcript. The interview guide contains a short written list of questions or information to be collected. Researchers made interview instruments so that the information collected focused on the implementation of digital marketing on MSMEs in Bantul Regency.

The researcher (as well as the interviewer) then gave a letter of approval to the informant about the scope of the research. Prior to the interview, prospective informants were asked for approval to participate in the study. The interviewer informs the main questions and research objectives which all answers from the informants will be kept confidential. Informants were told that they could stop the interview at any time if there was an unwillingness to be interviewed further, and all recordings would be deleted. Interviews were conducted in Indonesian and audio-recorded to ensure accuracy. The interview process lasted for 30 minutes for each informant and within the time agreed by the informant.

The data instrument test in this study was source triangulation. Triangulation is done by checking the data obtained from various data or sources with different techniques (Sugiono, 2016). Source triangulation is done to compare the data obtained from interviews with different

sources, but the technique is the same. Triangulation methods allow researchers to perform comparisons and cross-checks and reduce the potential for systematic bias by using various data sources, procedures, or methods (Maxwell, 2009).

The triangulation method used in this study was an interview with parties outside the MSME actors, namely the Bantul Regency MSME Service with the aim of increasing the accuracy of the researchers. The MSME Service is an institution that is responsible for overseeing developments and providing special training to MSME actors. This method aims to determine the adoption of digital marketing from the perspective of related parties. There are differences in the structure of the questions asked to MSME actors and the MSME Service. Meanwhile, Figure 3.3 further explains the structure of the questions asked during interviews with MSME actors and the MSME Service.

## **Result and Discussion**

This study uses thematic analysis to identify themes that stand out from the abundance of information obtained through interviews with informants and focus group discussions. The researcher then refined the theme through discussion with the supervisor as a comparison material and to verify the theme. Next, the researcher classified the identified themes into sub-themes related to ability, opportunity, and motivation. The theme classification was then analyzed together with the supervisor as another form of triangulation and to mitigate subjectivity in research.

In this section, the researcher describes what are the driving and inhibiting factors for MSMEs in Bantul Regency related to the adoption of digital marketing which have been grouped based on capability, opportunity, and motivation.

### **Capability**

In general, MSME actors in Bantul Regency have realized the potential of using digital marketing in increasing sales turnover. MSME actors have adopted digital marketing to increase turnover. MSME actors are always learning and trying to master digital marketing by presenting interesting content.

*"When I promote it, I usually use social media, Mas, and then to sell it, someone comes here and buys it. There are also those who buy it through the marketplace or social media to order products"* (MSME actor 01, 30 years old, Poor)

*"As a user, you have to keep learning, Mas and don't be afraid to try, because the longer the application takes, there will definitely be more, bro, if I miss it, I'll be left behind"* (MSME actor 03, 23 years old, Bantul District)

However, the lack of knowledge about digital marketing and the few applications that are used actually become an obstacle in increasing sales. The lack of knowledge about digital marketing is a difficulty for MSMEs to maximize digital marketing features.

*"Wow, if I don't know digital marketing, Mas, my old man used to use it straight away. so I don't know" (MSME actor 04, 40 years old, Pundong)*

*"Maybe because the online application that I use for selling is only a little, it's not optimal, Mas" (MSME actor 04, 40 years old, Pundong)*

*"Actually, there are many applications that I use, but they are not optimal. For example, like Facebook, Mas. Facebook is supposed to be used for several things, bro, in sales, but at this time I can only upload and continue to make captions" (MSME actor 01, 30 years old, poor)*

### **Opportunity**

Supportive devices and strategic locations are added values for MSME actors in maximizing the use of digital marketing. Study by Harto et al (2019) found the use of social media in small and medium-sized businesses tends to boost revenue volumes. In addition, the COVID-19 pandemic and technological developments are opportunities for MSME actors to use digital marketing. The local government has also provided training related to the use of digital marketing for MSME actors.

*"If it's a device, it doesn't matter, Mas, because the cellphone I use is also a new product, so it still supports it." (MSME actor 02, 27 years old, Sewon).*

*"This location is strategic, Mas, because it's in the middle of the city and close to Paseban Square. Apart from a lot of people passing by, the signal is also good." (MSME actors 03, 23 years old, Bantul).*

*"Right now, Masm, technological developments are getting more advanced and more diverse, especially for marketing. And what I feel after following this trend, thank God, I got many benefits for my business." (MSME actors 02, Sewon).*

*"Yes, Mas, usually the buyer comes to see the catfish they want to buy, since yesterday was a pandemic so the buyer just had to chat via WhatsApp and Instagram and we'll send samples of our products." (MSME actors 04, 40 years old, Pundong).*

*"I usually take training from the MSME Service Mas because it is free and the training is varied, such as Marketplace, Social media, and many more, Mas" (MSME actor 03, 30 years old, poor).*

We found inhibiting factors in the use of digital marketing on sales turnover, such as the lack of information related to digital marketing training.

*"I've never even had digital marketing training, Mas, because I only use the online application for sales, so if I look for information on the training, I've never actually done it." (MSME actors 04, 40 years old, Pundong)*

Limited time is a limitation for MSME actors in following technological developments so that they remain focused on applications that are already commonly used.

*"Not yet, Mas, because we are only constrained by time, Mas. There are a lot of orders and not to mention my work is outside this business so there are no plans to add applications yet." (MSME actors 05, 35, Sanden)*

*"I've been busy lately, Mas, so I rarely open my cellphone. Open your cellphone, at least just whatsapp, so it's like I don't have an update." (MSME actors 01, 30 years old, poor)*

*"I don't know how to make it yet, how to use it, Mas. In addition, we have also only focused on applications that are commonly used." (MSME actors 03, 23 years old, Bantul District)*

*"If there is no organizational structure, Mas" (MSME actor 05, 35 years old, Sanden)*

### **Motivation**

Digital marketing has helped MSME players to expand their market network so that product sales have increased. In addition, digital marketing is able to provide convenience in sales and the costs incurred tend to be cheap.

*"In the past, it was usually my friends and locals who bought it, Mas, but now most of those who buy it are from outside the region, sometimes there are people outside the island, and even abroad." (MSME actors 03, 23 years old, Bantul District).*

*"Alhamdulillah, since I often promote online, now many are ordering Mas. Sometimes we even beat ourselves up." (MSME actors 05, 35 years old, Sanden).*

*"Yes, Mas, first, interaction with buyers is easier, bro. In the past, the buyer had to come here first, now you can via chat, later the buyer will just chat and I will send the product via WA." (MSME actors 04, 40 years old, Pundong).*

*"I used to use brochures, bro, so I had to make interesting brochures first and then I had to print a lot of them first. Besides that, it also has to be circulated in various places, so you have to pay a hefty fee, Mas. But since there is digital marketing, I just have to design an ad and then I upload it on my social media with my sales media. So it's cheaper." (MSME actors 02, Sewon).*

Other factors that hinder MSME actors from using digital marketing include the age of business actors who are starting to age. The age of MSME actors who tend to get older has resulted in MSME actors selling products to regular customers and not expanding their market.

*"You can do it, but I don't think it's necessary. The thing is, my business sells the fish in the stalls that Mas is regular, like regular customers, so if you want to go outside, I don't think so." (MSME actors 04, 40 years old, Pundong).*

*"How are you, mas, I'm old too hehe. I am not updated on the development of online selling applications, mas"* (MSME actor 04, 40 years old, Pundong)

The results from the research above also strengthen previous research conducted in Ciamis (Suprayogi & Razak, 2019) and quantitative studies of digital marketing strategies during the COVID-19 pandemic (Lestari & Saifrudin, 2020). Broadly speaking, the lack of knowledge of MSME actors regarding the use of technology and digital marketing is one of the inhibiting factors for MSME actors to increase sales. Changes in conventional marketing strategies to digital marketing promotions carried out by companies during the COVID-19 pandemic have a positive impact, so that companies are more practical to do marketing, save on company operating costs, and respond to consumers more quickly. Furthermore, Oktaviani & Rustandi (2018) found that digital marketing helps disseminate product information accurately and completely and expands the reach of the marketing area.

The explanation above provides an overview of what must be done in increasing MSME sales turnover related to the use of digital marketing. The government is expected to provide several additional programs related to the use of digital marketing by MSME actors, such as a training program for website creation to market products. In addition, the government also needs to emphasize the importance of an organizational structure to facilitate MSME actors in developing the use of digital marketing. This is because there are still many MSME actors who do not yet have an organizational structure. In addition, work outside the business and the large number of orders make it difficult for MSME actors to add applications and observe the times.

The explanation above provides an overview of what the government should do to intervene in an effort to increase the competitiveness of local MSMEs. This can be done by providing additional programs such as website training, and paid advertising on the internet. The government can also provide counseling or socialization regarding the importance of using digital marketing in increasing MSME sales turnover in Bantul Regency. It is hoped that MSME actors will pay more attention to technological developments in order to increase sales through digital marketing. Establish an organizational structure so that the division of duties and responsibilities of each employee becomes easier and can assist in the use of digital marketing.

## **Conclusion**

MSME has a very significant impact on the economy in Indonesia. MSME has an important role in the economy because this sector runs in our daily life economics circle. One of the strategies that engaged the MSME is digital marketing. Digital marketing has a very important role in sales but, there are several inhibiting and supporting factors for the use of digital marketing in increasing sales that were found by researchers in the field. The adoption of the use of digital marketing that has been used by MSME actors, a wider market reach, and costs that

tend to be cheap are some of the main factors that support the use of digital marketing. This study then contributes to determine the effect of digital marketing on the sales turnover of MSMEs in Bantul Regency. The government also supports the use of digital marketing with various programs launched which will be able to increase the sales turnover of MSME actors in Bantul Regency. The government or groups of entrepreneurs can provide an explanation of how to do digital marketing. We also suggest that the government can provide a place where MSME can compete with products from a large market. The government can provide assistance in the form of managing a special MSME platform managed by the trade service, so that MSME products can be reached by the wider community from outside the region

### **Research Limitations**

The limitation of this research is the length of time it takes to apply for a research permit at the MSMEs Office of Bantul Regency. This is due to the many activities of the MSMEs Service outside the office and crossing the Bantul Regency Anniversary so that the flow of submitting letters is hampered. The absence of data on MSMEs that have used digital marketing is a limitation for researchers to add informants.

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