An integrative cultural branding and digital strategy model for strengthening regional tourism competitiveness

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ARTICLE INFORMATION

ABSTRACT

This study analyzes the marketing strategy of Batik Sekarniti micro small medium entreprises through an integrated strengths-weakness-opportunity-threats and digital marketing approach to enhance tourism competitiveness in Kulonprogo, Yogyakarta, Indonesia. In the creative economy 5.0 era, micro small medium entreprises in the cultural sector must balance traditional craftsmanship with digital innovation to remain competitive. Batik Sekarniti symbolizes Kulonprogo's cultural identity and has strong potential as a culture-based tourism icon. However, challenges such as limited marketing strategies, weak branding, and low digital marketing adoption hinder growth. This quantitative study surveyed 100 respondents. Data were analyzed using the structural equation modeling method to test relationships among variables. Results show that strengths-weakness-opportunity-threats based marketing strategies have a significant positive effect on tourism competitiveness, and this relationship becomes stronger when mediated by digital marketing practices such as social media, e-commerce, and digital storytelling. The integration of strengths-weakness-opportunity-threats and digital marketing enables micro small medium entreprises to expand market reach, strengthen cultural narratives, and enhance regional branding. The implications of this study emphasize the necessity of continuous digital literacy development, collaborative branding programs between micro small medium entreprises and local governments, and policy support for creative economy ecosystems. Strengthening digital ecosystems and knowledge-sharing networks among batik entrepreneurs can foster innovation, sustainability, and inclusivity, positioning Kulonprogo as a competitive culture-driven tourism destination in the 5.0 era.

1. Introduction

Indonesia is widely known as the world's center of batik and was recognized by the United Nations Educational Scientific and Cultural Organization (UNESCO) as a masterpiece of the oral and intangible heritage of humanity in 2009, confirming that batik is an important part of the nation's cultural identity. As an intangible cultural heritage, batik is not just a textile product but a symbol of creativity and local wisdom that supports the national creative economy. In the context of the modern economy, batik micro small medium enterprises (MSMEs) play a crucial role in maintaining the continuity of cultural values while supporting economic growth based on local wisdom.

In the era of Industrial Revolution 5.0, digitalization has become a key factor in increasing the competitiveness of cultural products. Digital transformation encourages MSMEs to utilize technology, data, and human interaction to create sustainable value. Many batik MSMEs have successfully expanded their markets through digital marketing, reduced promotional costs, and strengthened their product branding through online platforms such as Instagram, Shopee, and TikTok. However, not all batik MSMEs can adapt to these digital changes. Meanwhile, a special phenomenon in Kulonprogo, Yogyakarta, Indonesia, shows great potential that has not yet been optimized. Kulonprogo has two distinctive batik styles. The Kulon Progo Regency Government has launched two new batik motifs while boosting the local creative economy by launching two new batik motifs, namely Songsong Agung Ngambararum and Binangun Kertaraharja. However, the utilization of this potential to strengthen culture-based tourism is still low.

Based on data from the Kulonprogo Tourism Office in 2024, the number of domestic tourists in Yogyakarta increased by approximately 25% from 30.4 million to 38 million visits, but the contribution of the Kulonprogo tourism sector's local own-source revenue only reached 87% of the target of IDR 8.2 billion. This means that cultural tourism attractions have not been optimally integrated into the potential of local batik MSMEs. This study is based on strategic management theory, which emphasizes the importance of analyzing internal and external environments in determining the direction of organizational strategy (David et al., 2020). The strengths, weaknesses, opportunities, and threats (SWOT) theory explains how companies map their strategic positions by evaluating internal and external factors (Kotler & Keller, 2016).

Porter's (2008) competitive advantage theory states that companies can gain a superior position through differentiation and innovation. The theory of digital transformation in MSMEs emphasizes the integration of technology as a factor in increasing efficiency, innovation, and market adaptation. In the context of this research, these theories are integrated into a strategic thinking framework, where SWOT serves as the foundation of analysis, digital marketing as a mediating strategy, and tourism competitiveness as the expected end result. Previous research has supported this phenomenon. Meanwhile, the importance of training in digital content strategies, such as visual catalogs and promotional videos, to strengthen brand image.

The research gap does not link SWOT strategies to regional tourism. The previous research has not specifically integrated SWOT and digital marketing strategies to increase the competitiveness of regional culture-based tourism. Therefore, this study fills this gap through a smart SWOT strategy analysis that considers digital marketing as an intervening variable. The research problem is formulated as follows: Batik Sekarniti's marketing strategy is not optimal for building brands and expanding markets; the adoption of digital marketing among Kulonprogo batik MSMEs is still low due to limited human resources and digital education; and the potential for synergy between batik MSMEs and tourism has not been optimally utilized to increase regional competitiveness. The objectives of the study are as follows: Describe the strengths, weaknesses, opportunities, and threats in the marketing

strategy of Batik Sekarniti; Assess the level of digital marketing adoption by Batik Sekarniti MSMEs; Analyze the relationship between the SWOT strategy and Kulonprogo tourism competitiveness with the role of digital marketing mediation; Provide strategic recommendations in the form of digital mentoring programs, strengthening cultural branding, and cross-sector collaboration. The novelty of this study includes the following: Integration of SWOT and digital marketing as an integrated strategic model; Placement of digital marketing as an intervening variable between strategy and competitiveness; Empirical context in Kulonprogo as a local culture-based tourist destination.

2. Literature Review and Hypothesis Development

The theory that forms the basis of this research is strategic management theory, which views every organization as needing to identify its internal and external environments to formulate adaptive, competitive, and sustainable strategies. This theory is based on the premise that an organization's success depends on its ability to manage resources, opportunities, and environmental threats to achieve a competitive advantage (David et al., 2020). In the context of batik MSMEs, this theory explains how small business owners must adapt their business strategies to technological changes and global market dynamics triggered by the industrial revolution 5.0 (Barney, 1991).

The integration of SWOT and digital marketing is a concrete application of the strategic management process, namely strategy formulation, implementation, and evaluation, to build a sustainable competitive advantage (Porter, 2008). Middle-range theory explains the relationship between an organization's internal resources and its adaptive capacity to changes in the business environment. The resource-based view (RBV) theory assumes that competitive advantage is achieved through the management of unique, valuable, and difficult-to-imitate resources (Barney, 1991). In the context of batik MSMEs, these resources include artisanal skills, cultural heritage, and design creativity. Teece et al. (1997) emphasized that organizations need dynamic capabilities to integrate, build, and reconfigure internal competencies to adapt to rapid environmental changes. In this study, the digital capabilities to utilize e-commerce and social media platforms are a form of dynamic capability. Digital transformation theory (Vial, 2019) emphasizes the strategic process by which organizations integrate digital technologies to create new value and improve their operational efficiency. Supporting theory strengthens the relationship between variables in this study, namely, how SWOT strategy and digital marketing influence tourism competitiveness.

Kotler and Keller (2016) state that a marketing strategy consists of a combination of product, price, promotion, and distribution to reach the target market. Digital marketing expands the scope of these four elements using digital technology. Crouch and Ritchie (1999) explain that a region's tourism competitiveness is influenced by the attractiveness of its natural resources and culture and the effectiveness of promotional and innovation strategies. Rogers (2003) states that the adoption of new technologies, such as digital marketing, depends on an organization's level of awareness, motivation, and social readiness. The supporting research, conducted by Nguyen and Truong (2022) developed an integrative model between SWOT, analytic hierarchy process (AHP), and threats, opportunities, weaknesses, and strengths (TOWS) to support data-based strategic decision making. This study identified the internal and external factors of the organization through forum group discussions (FGD) and expert interviews, and then assigned quantitative weights to each factor using the AHP. The results were combined in a TOWS matrix to produce measurable and implementable priority strategies for the future.

The findings of this study are as follows: SWOT, which is usually qualitative, was successfully quantified through AHP weighting; this model makes it easier for researchers to

determine strategic priorities based on the greatest influence of each SWOT factor; and the integration of this method increases the accuracy of strategic decisions and reduces subjective bias. The relevance for research includes the main methodological basis for operationalizing SWOT into quantitative data that can be processed with structural equation modeling. In the context of Batik Sekarniti MSMEs, Nguyen and Truong (2022) model can be applied: Giving priority weight to factors such as "uniqueness of motif," "limited distribution," "opportunities for cultural tourism," and "threats of counterfeit products."; Producing a measurable SWOT-based marketing strategy in accordance with the Smart SWOT Strategy approach. SWOT factors were collected through FGD with experts and textile industry owners and then given numerical weights using AHP to determine the priority of strategies oriented towards sustainability and global competitiveness. The results of the study indicate the following: Strength Factors: design innovation and quality of local textile products; Weakness Factors: dependence on imported raw materials and high production costs; Opportunity Factors: eco-fashion trends and government policy support; Threat Factors: global competition and fluctuations in the raw material market. This study has a similar sector context (textiles and crafts) to that of Batik Sekarniti. This approach can be adapted to: assess and assign numerical weights to the Kulonprogo batik's SWOT factors; develop sustainability and culture-based strategies that are in line with the Tourism 5.0 era; and empirically compare the rigorous and quantitative application of the SWOT-AHP method in the creative industry.

Instead of simply interviewing experts, this study converted SWOT factors into Likert-based questionnaire items, which were statistically tested for validity and reliability. The results of the study indicate that this method allows testing the relationship between SWOT factors using multivariate analysis (structural equation modeling/partial least squares). The results show significant differences in perceptions between business owners and regulators regarding industry strength and opportunities. This quantitative approach reduces subjective bias and produces a more objective and strategic map. The relevance to our research is as follows: Converting SWOT factors (the results of FGD with batik artisans, MSMEs owners, and the tourism office) into Likert-based questionnaire items; conducting a construct validity analysis of SWOT before testing the mediation relationship with digital marketing; and producing a methodologically robust and field-based empirical Smart SWOT model. Jain et al. (2021) combined SWOT–AHP–SEM to analyze industry readiness for the implementation of Industry 4.0. SWOT factors were collected through a survey, weighted with AHP, and then tested for relationships using SEM to determine the strategic influence between variables. The results of their study showed that the dominant strength factors were technological innovation and digital training; The Opportunity factors that had a strong influence were the adoption of artificial intelligence and automation; and the SEM results showed that SWOT-based strategies significantly influenced the company's innovation performance.

3. Research Methods

This research aims to strengthen Kulonprogo tourism competitiveness through the application of SWOT analysis in the development of cultural branding and digital marketing of Batik Sekarniti. The focus is on efforts to integrate local cultural values into digital strategies to improve the region's image based on the creative economy (Nguyen & Truong, 2022). The research subjects included Batik Sekarniti owners, employees/batik artisans, digital marketing partners, and local tourism actors such as the tourism office and MSMEs supporting tourism. Batik Sekarniti is owned by only one person, but serves as a key informant for in-depth data collection (Kotler & Keller, 2016).

The study population consisted of 100 individuals involved in Batik Sekarniti activities and the Kulonprogo tourism sector. Purposive sampling was used to select respondents based on specific criteria such as experience in cultural branding and digital marketing. The Slovin formula was used to determine the sample size, resulting in 80 respondents. The questionnaires were distributed proportionally according to the respondent groups to ensure that every element of the tourism ecosystem was represented (Nguyen & Truong, 2022). For more details, see the proportional distribution of respondents in Table 1.

Table 1. Proportional Distribution of Respondents

Respondent Category	Total Population	Proportion (%)	Number of Samples (n)
Owner of Batik Sekarniti	1	1%	1
Batik Employess/Craftmen	39	39%	39
Digital Marketing Partnet/Team	20	20%	16
Local Tourism Actors (MSMEs & Departments)	40	40%	32

This study uses SWOT analysis as a SWOT analysis tool. SWOT is a systematic method for evaluating internal factors (strengths and weaknesses) and external factors (opportunities and threats) that influence the strategy of an organization or MSMEs (Kotler & Keller, 2016). According to David et al. (2020), SWOT analysis functions to match strengths and opportunities (strengths- opportunities strategy), overcome weaknesses with opportunities (weaknesses-opportunities strategy), use strengths to face threats (strengths-threats strategy), and minimize weaknesses and threats (weaknesses-threats strategy).

This study examines the influence of two independent variables, cultural branding and digital strategy, on tourism competitiveness. The structural equation modeling approach based on partial least squares was used because it can test latent relationships between variables with complex sub-indicators and is suitable for limited sample sizes. The proposed structural model is as follows: Cultural branding has a positive effect on tourism competitiveness; digital strategy has a positive effect on tourism competitiveness; and cultural branding has a positive effect on digital strategy, thus potentially forming a mediating effect on tourism competitiveness.

4. Results and Discussion
4.1. Descriptive Analysis

The highest scores for brand image and differentiation indicate that Batik Sekarniti's main strength lies in its uniqueness and distinctive brand positioning. However, the lowest score indicates that the community's sense of pride and emotional attachment needs to be strengthened through community engagement programs. The description of the cultural branding variables is shown in Table 2.

Table 2. Cultural Branding Varible

Indicator	Average	Interpretation
Local Cultural Identity	217.3	Good
Cultural Values and Stories	224.3	Very Good
Perception of Authenticity	227.6	Very Good
Brand Image and Differentiation	230.6	Very Good
Pride and Emotional Attachment	200.6	Pretty Good

The greatest strength is in the utilization of digital platforms, which shows quite active social media adoption, but the main weakness is in customer interaction and digital measurement, which is still weak. The description of the digital strategy variable is shown in Table 3.

Table 3. Digital Strategy Varible

Indicator	Average	Interpretation
Utilization of Digital Platforms	358.3	Very Good
Digital Content Quality	210.6	Good
Customer Interaction and Engagement	135	Pretty Good
Digital Performance Analysis and Measurement	154	Pretty Good
Innovation and Technology Adaption	142.6	Pretty Good

The indicator with the lowest score was accessibility and infrastructure, indicating that transportation and tourism facilities remain problematic. The description of the tourism competitiveness variable is shown in Table 4.

Table 4. Tourism Competitiveness Varible

Indicator	Average	Interpretation
Destination Attraction	157.3	Good
Quality of Service and Facilities	210.6	Good
Accessibility and Infrastructure	135	Low
Destination Promotion and Image	188.7	Pretty Good

4.2. Correlation Analysis

Table 5 shows the results of the hypothetical correlation based on the average between constructs, which shows a strong positive relationship. This means that the stronger the cultural branding and the more effective the digital strategy, the higher the competitiveness of Kulonprogo's tourism. Branding plays a dominant role in enhancing the image of a destination and increasing tourist preferences.

Table 5. Correlation Analysis Result

Correlation	Correlation Coefficient	Interpretation
Cultural Branding – Digital Strategy	0.780	Strong and Positive
Cultural Branding – Tourism Competitiveness	0.820	Very Strong and Positive
Digital Strategy – Tourism Competitiveness	0.760	Strong and Positive

4.3. Simultaneous Test (F-Test)

Conceptually, the F-test was used to measure the joint influence of cultural branding and digital strategy on tourism competitiveness. Based on the hypothetical SEM-PLS model estimate: R^2 (Y) = 0.63, meaning that 63% of the variation in competitiveness is explained by cultural branding and digital strategy, with the remaining 37% influenced by other factors (infrastructure, policy, economics). With an F-value of 44.8 > F-table (3.09; α=0.05), the model was simultaneously significant. Conclusion: Cultural branding and digital strategy significantly influence tourism competitiveness.

4.4. Partial Test (T-Test)

Cultural branding has the greatest direct impact on competitiveness, indirectly contributing through improved digital strategies. Table 6 shows the results of the partial

test.

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Table 6. Partial Test Result

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Path Analysis	β Coefficient	T-Test	P-Value	Interpretation
Cultural Branding – Tourism Competitiveness	0.510	7.800	0.000	Significant
Digital Strategy – Tourism Competitiveness	0.330	5.120	0.000	Significant
Cultural Branding – Digital Strategy	0.580	8.400	0.000	Significant

4.5. Discussion

The results show that Batik Sekarniti is in an aggressive position (quadrant I) in the SWOT matrix, indicating high internal strengths and broad external opportunities. Its main strengths lie in its distinctive local cultural heritage, the aesthetic value of its motifs, and the unique image of Kulonprogo's batik. Digital strategy acts as an enabler of expanding market reach and strengthening its cultural image globally. However, the main challenges are limited tourism infrastructure, low digital interaction, and the lack of integrated promotion among tourism actors. This reduces the effectiveness of the destination's overall competitiveness.

Root of the Problem: 1). Lack of coordination between batik MSMEs, local government, and tourism actors; 2). Low digital human resource capacity:; and 3). Accessibility and tourism facilities are not yet adequate to attract large numbers of visitors. Strategic Solutions: a). Integrated Branding: preparation of the Sekarniti brand book, annual cultural festivals, and digital storytelling narratives based on the history of Kulonprogo batik; b). Digital Transformation: creative content training, marketplace management, and the social media campaign "#BatikKulonprogoExperience.; c). Infrastructure Strengthening: Improving road access, tourist signage, and interactive digital maps to make it easier for tourists.

The results of the quantitative SWOT analysis show that the total Strengths (S) and Opportunities (O) scores are high, placing Batik Sekarniti in the Aggressive (SO) quadrant. This position reflects that strong internal factors (artisan skills, distinctive cultural motifs, product quality, knowledge of local traditions, and production flexibility) can and should be leveraged to pursue existing external opportunities (Kulonprogo tourism growth, tourist interest in cultural experiences, expanding digital channels, and local policy support). These findings align with studies recommending the use of S×O synergy for market expansion and product differentiation (Nguyen & Truong, 2022). In detail, dominant internal factors provide competitive advantages: authentic batik motifs and inherited skills enable strong brand storytelling; micro-scale production capacity facilitates product customization for the tourism segment; and the presence of active owners as key informants accelerates strategic decision-making. However, relatively lower weaknesses (W) need to be addressed, such as limited digital marketing resources, lack of quality certification, and business management capacity. External opportunities (O), such as tourism collaborations, e-commerce platforms, and cultural events, must be exploited immediately to ensure sustainability. Threats (T), such as competition from mass producers and fluctuations in tourism demand, must be anticipated. Based on an aggressive position, focused solutions for Batik Sekarniti include: (1) proactive cultural branding — building an origin story narrative, cultural values, and certificates of authenticity for differentiation; (2) omnichannel digital strategy — including a web store, marketplace, Instagram/YouTube storytelling videos of the manufacturing process, and collaborative campaigns with tourism influencers; (3) tourism experience packages —

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integrating batik workshops, small factory tours, and souvenir packages to increase tourism added value; (4) capacity building — training in digital marketing, quality management, and product standardization; and (5) multi-sector collaboration — partnering with the Tourism Office, local travel agents, and MSME associations for joint promotions (Kotler & Keller, 2016; Nguyen & Truong, 2022). For implementation, the priority recommendation is to invest in digital storytelling and cultural event collaborations within the first 6–12 months, with success indicators being increased online traffic, e-commerce sales conversions, the number of experience packages sold, and increased tourist visits related to Batik Sekarniti products. Threats are anticipated through product diversification, competitive pricing, and strengthening the supplier networks. By leveraging its internal strengths to seize external opportunities, Batik Sekarniti can consolidate its position as a cultural brand that boosts Kulonprogo's tourism competitiveness.

Based on Table 4, the researcher determined the strengths, weaknesses, and strategic factors. The results obtained from the strengths and weaknesses were weighted from 1 to 3, according to their level of significance. The strength and weakness scores were 2.28 and 1.00, respectively. After determining the IFAS, the difference between the strengths and weaknesses scores was 1.28. Based on Table 5, the researcher determined the opportunity and threat factors, as well as their strategic factors. The results obtained from the opportunity and threat factors were assigned a weight of 1-3, each according to the level of significance according to the researcher. The opportunity and threat scores were 2.45 and 1.00, respectively.

Table 7. Internal Calculation of Strategic Factor

Internal Factors	Strategic Factors	Rating	Weight	Rank	Total score
Strength	1. Strategic Location of Batik Sekarniti MSMEs	3	0.17	5	0.83
	2. The owner has strong creativity and innovation.	1	0.06	3	0.17
	3. Good Product Quality	2	0.11	4	0.44
	4. Strong Technology/Internet	3	0.17	5	0.83
Number of Strength					**2.28**
Weakness	1. Employee Limitations	3	0.17	3	0.5
	2. Capital is still low	1	0.06	1	0.06
	3. Mastery of Technology: Still lacking	3	0.17	2	0.33
	4. Development suboptimal management	2	0.11	1	0.11
Number of Weaknesses					**1.00**
		18	1.00	3.28	3.28
IFAS					**1.28**

Table 8. External Calculation of Strategic Factor

External Factors	Strategic Factors	Rating	Weight	Rank	Total score
Opportunity	1. Support from the Kulonprogo Regional Government	3	0.27	3	0.82
	2. Easy Local Government Permits	2	0.18	4	0.73
	3. Low Tariff/Tax Policy for MSMEs	2	0.18	5	0.91
	Number of Opportunity				**2.45**
Threat	1. There are many batik businesses in the area.	1	0.09	2	0.18
	2. Young workers like to look for work in the city	3	0.27	3	0.82
	Number of Threats				**1.00**
	3. The existence of a large batik company that can control prices	11	1	3.45	3.45
	EFAS				**1.45**

The researcher determined the IFAS obtained from the difference between the opportunity and threat scores, which was 1.45. The results of the IFAS and EFAS are depicted in a SWOT Analysis graph, as shown in Figure 2.
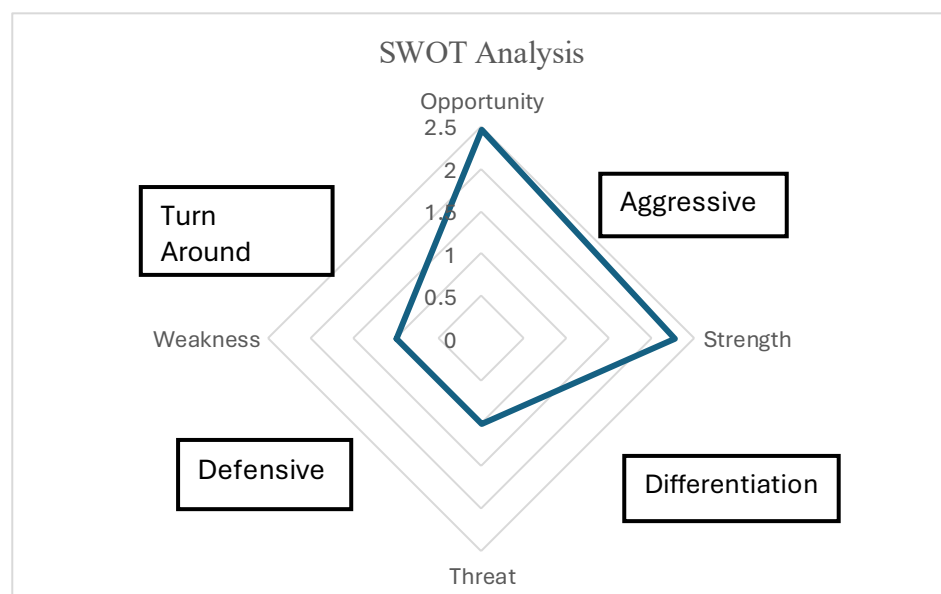

Figure 2. SWOT Analysis in Quadrant 1

Based on the SWOT analysis results, Batik Sekarniti MSME is in Quadrant I (Aggressive) in the SWOT diagram. This position indicates that the company has high internal strengths (Strengths) and faces significant external opportunities (Opportunities). Organizations in the aggressive quadrant should implement intensive growth and market expansion strategies because their internal conditions allow for the optimal utilization of external opportunities. The main internal strengths of Batik Sekarniti include unique batik motifs and designs with strong Kulonprogo cultural characteristics, local craftsman skills that have been passed down from generation to

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generation, product quality that is well known in the local market, local cultural values and philosophies that become brand identity (cultural branding), and production flexibility that allows adaptation to market trends.

Meanwhile, from an external perspective, opportunities that can be exploited include the increasing growth of Kulonprogo's cultural tourism, local government support for MSMEs and local products, the development of digital marketing technology that opens wider market access, and the tendency of tourists to seek authentic products with high cultural value. The combination of strengths and opportunities confirms that Batik Sekarniti's aggressive position has great potential for implementing market development and penetration strategy. According to the TOWS model (Weihrich, 1982), the relevant strategy is the SO Strategy (Strengths–Opportunities Strategy), which uses internal strengths to maximize external opportunities.

5. Conclusion

Based on the results and discussion, the researcher can conclude that the strength indicators in this model include the uniqueness of Sekarniti batik motifs, local cultural values, and the quality of natural-based products. This means that the uniqueness of Sekarniti Batik as a local culture-based product contributes to increasing tourist attraction. This hypothesis is accepted because the internal strength in the form of cultural values and aesthetics of batik is the main attraction in the cultural tourism sector. This is consistent with the previous literature, which states that the uniqueness of local products can strengthen the identity of tourist destinations and increase competitive differentiation. Weakness variables include low digital literacy, limited mastery of online platforms, and reliance on conventional promotions. The hypothesis is accepted because the internal weaknesses of MSMEs, such as technological unpreparedness and less adaptive human resources, hinder promotional capabilities and market expansion. In the context of modern tourism, these weaknesses make MSMEs lag behind competitors who have gone digitalized. Thus, strengthening internal capacity should be a priority in mentoring.

Opportunity indicators include cultural tourism trends, increasing online markets, and government policy support for MSMEs. This hypothesis is accepted because MSMEs can utilize external opportunities such as digitalization and the rise of culture-based tourism to expand their product reach. Ecosystem support, such as government policies, online shopping trends, and the existence of digital promotional platforms, increases the opportunity to increase competitiveness if they can be responded to quickly and adaptively. The threats tested include the increasing competition of substitute products (e.g., printed batik), the lack of regeneration of craftsmen, and the decline in the interest of the younger generation. The hypothesis is accepted because MSMEs that cannot respond to external market threats will find it difficult to maintain their position in the tourism market. When substitute products are cheaper and easier to produce, and there is minimal regeneration of craftsmen, the sustainability of local products such as Batik Sekarniti is threatened. Adaptation strategies based on innovation and collaboration are required to overcome these threats.

SEM-PLS also shows that the overall SWOT strategy has a significant and positive influence on digital marketing adoption. This means that strengths and opportunities encourage MSMEs to actively adopt digital marketing, whereas weaknesses and threats motivate them to seek solutions through digital media. The hypothesis is accepted because digital marketing is often use digital MSMEs as a response to internal and external business conditions. Actors who are aware of the potential strengths and opportunities, as well as market threats, are more encouraged to utilize digital platforms as a business transformation tool. Digital marketing variables, including social media usage, marketplace utilization, and content strategy, have a significant positive influence on competitiveness. This hypothesis is

accepted because MSMEs that adopt digital technology can reach a wider consumer base, build brand awareness, and compete in the digital tourism market. Digital marketing functions as a mediator that strengthens the relationship between SWOT factors and increased competition. This finding is in line with recent research that states that digital transformation is an important pillar in increasing the competitiveness of MSMEs in the industrial era 5.0.

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