

Literature Review : Strategies for Using Digital Marketing to Improve MSME Performance in Supporting SDGs Programs

Siti Rahayuningsih ¹, Iwan Agus Darmawan ², Sri Yuliani Pangesti ³, Ainun Fuad ⁴,
Ludi Wishnu Wardana ⁵, Bagus Shandy Narmaditya ⁶

¹⁻⁴ Magister Pendidikan Bisnis dan Manajemen, Universitas Negeri Malang

⁵⁻⁶ Lecturer Fakultas Ekonomi dan Bisnis, Universitas Negeri Malang

Alamat: Jl. Semarang No.5, Sumber Sari, Kec. Lowokwaru, Kota Malang, Jawa Timur 65145

Korespondensi penulis: sri.yuliani.2304158@students.um.ac.id

Abstract. *The current global phenomenon shows a rapid increase in the adoption of digital technology, which has changed various aspects of life, including the micro, small and medium enterprises (MSMEs) sector. This study aims to examine effective digital marketing strategies to improve MSME performance in supporting the Sustainable Development Goals (SDGs) Program. The novelty of this research lies in a holistic approach that integrates various aspects of digital marketing, in the context of SDGs implementation. The urgency of this research is driven by the urgent need for MSMEs to remain competitive and relevant in the digital era, as well as the crucial role in the national economy and the achievement of SDGs goals. The method used in this study is Systematic Literature Review (SLR) by collecting relevant previous research through publish or perish. Then analyze the article and crucify related to keywords. The results show that the use of appropriate digital marketing can help MSMEs contribute more effectively to the achievement of SDGs, especially in terms of poverty alleviation, job creation, and inclusive economic growth. The implications of this research emphasize the importance of policy support and continuous training for MSMEs in utilizing digital technology, as well as collaboration between the public and private sectors to accelerate the digital transformation of MSMEs.*

Keywords: *Business Education; Digital Marketing; MSME Performance; SDGs.*

INTRODUCTION

In recent decades, digitalization has become a global phenomenon that is changing the economic and business landscape. Digital technology and the internet have opened up new opportunities for businesses of all sizes to increase market reach and operational efficiency (Maula et al., 2023; Amelia Setyawati et al., 2023; Wardana et al., 2023). Digital marketing, in particular, has become an important tool for businesses to communicate with consumers, build brands, and drive sales. This phenomenon does not only occur in developed countries, but also begins to penetrate developing countries, where internet access is increasingly widespread and the use of mobile devices is increasing (Maula et al., 2019; A Setyawati et al., 2022; Wardana et al., 2020).

In Indonesia, MSMEs play a vital role in the economy, contributing more than 60% of national GDP and providing around 97% of employment. However, many MSMEs in Indonesia still face significant challenges in adopting digital technology. Obstacles such as limited infrastructure, lack of digital literacy, and high costs are the main barriers to MSME digital transformation. Nevertheless, there is great potential for MSMEs in Indonesia to

improve performance and competitiveness through effective digital marketing strategies (Juwairia et al., 2023; Wardana et al., 2023, 2024).

Ideally, MSMEs in the current era can improve their business performance, seeing the development of technology that is so sophisticated it is expected to be put to good use for business opportunities. MSMEs have a very important role in supporting the Sustainable Development Goals (SDGs) program launched by the United Nations (UN) (Franco-Riquelme & Rubalcaba, 2021; Maharani & Princess, 2023). One of the main goals of the SDGs is poverty alleviation (SDG 1). MSMEs are the main providers of employment in many countries, including Indonesia (Astadi et al., 2022; In Vaio et al., 2020; Kara et al., 2021). By creating and maintaining jobs, MSMEs help reduce unemployment and poverty. Improved MSME performance means more job opportunities and increased income for the community, which directly contributes to poverty alleviation. In addition, MSMEs play an important role in decent job creation and economic growth (SDG 8). The growth and success of MSMEs contribute directly to inclusive and sustainable economic growth (Franco-Riquelme & Rubalcaba, 2021; Maharani & Princess, 2023). MSMEs that operate well can provide decent work and promote better working conditions, which in turn improves workers' living standards and supports stable and sustainable economic growth.

MSMEs are also a significant source of innovation and creativity, supporting innovation and infrastructure goals (SDG 9). Businesses are able to bring new products and services to market, encourage technology improvements and local infrastructure development (Arsawan et al., 2022; Bahena-Álvarez et al., 2019; Puspaningrum, 2020). Good performance of MSMEs can spur sustainable innovation and better infrastructure development, which is important for technological progress and increased economic competitiveness. In the context of reducing inequality (SDG 10), MSMEs help reduce economic inequality by empowering local economies and creating economic opportunities in various regions (Anwar, 2018; Singh et al., 2020). Improved performance of MSMEs enables a more equitable distribution of economic prosperity, especially in remote and less developed areas, thereby reducing the economic gap between urban and rural areas. Responsible consumption and production (SDG 12) can also be supported by MSMEs that implement sustainable and responsible business practices (Chen & Liu, 2020; Liu & Yang, 2020). By adopting environmentally friendly and efficient production techniques, MSMEs can reduce their ecological footprint and promote sustainability. Good performance from MSMEs that focus on sustainability can encourage more environmentally friendly consumption and production.

MSMEs also play a role in climate action (SDG 13) by adopting greener and more efficient business practices. Many MSMEs can play a role in mitigating climate change by reducing carbon emissions and using natural resources more wisely (Farida et al., 2021; S. D. Lestari et al., 2020; Papíková & Papík, 2022). Good performance of environmentally friendly MSMEs can contribute to reducing negative impacts on the environment and support climate action goals. Finally, successful MSMEs can participate in global and local partnerships to achieve the sustainable development goals (SDG 17). Through collaboration with governments, non-profit organizations, and other private sectors, MSMEs can play an important role in achieving the SDGs (Bagis, 2021; Falahat et al., 2020; Kiyabo & Isaga, 2020). These partnerships enable MSMEs to get the necessary support and share knowledge and resources to achieve broader development goals. Overall, good performance of MSMEs is key to achieving many of the SDGs. By supporting and empowering MSMEs through appropriate policies, training, and access to technology, we can ensure that they are able to contribute maximally to sustainable and inclusive development.

However, the reality is that many MSMEs in Indonesia are still lagging behind in the adoption of digital technology. Many business actors still rely on conventional marketing methods and do not fully understand or utilize the potential of digital marketing. Limited knowledge, resources, and access to technology are the main obstacles that hinder the digital transformation of MSMEs. As a result, many MSMEs are missing opportunities to improve business performance and their contribution to the achievement of SDGs. It should be able to utilize digital technology to optimize its business operations, expand markets, and increase competitiveness. Effective use of digital marketing can help MSMEs reach new customers, build a strong brand, and increase efficiency and productivity. In addition, the implementation of digital marketing should also support the achievement of Sustainable Development Goals (SDGs), such as alleviating poverty, creating decent work, and supporting inclusive economic growth.

To bridge this gap, a comprehensive and targeted strategy is needed in understanding business today, through business education. Business education plays a crucial role in improving the performance of MSMEs, which in turn is very important to support the achievement of the Sustainable Development Goals (SDGs) Program (Alam et al., 2019; Debarliev et al., 2022). Business education provides the knowledge and skills necessary for effective and efficient management (Eniola, 2021; Shepherd et al., 2020). MSMEs often face challenges in human resource management, finance, and day-to-day operations. With the right business education, MSME owners and managers can learn about strategic planning, budget

management, and more efficient operational techniques. Overall, business education is the key to improving the performance of MSMEs. By improving knowledge and skills in various aspects of business, MSMEs can operate more efficiently, innovate faster, and grow more sustainably. This not only improves their economic performance, but also strengthens their contribution to the achievement of the SDGs, including poverty alleviation, inclusive economic growth, inequality reduction, and environmental protection. Greater support for business education for MSMEs is a strategic investment in sustainable development that provides long-term benefits to society and the economy.

By understanding the existing business, business actors can use digital marketing optimally. This strategy should include training and education on digital marketing, providing adequate technology infrastructure, and policy support from the government and private sector (P. Lestari & Saifuddin, 2020; Ritz et al., 2019; Yanto et al., 2022). The use of social media, SEO, content marketing, and digital analytics must be integrated in MSME marketing strategies to achieve optimal results. Digital marketing has a very important role in improving the performance of MSMEs (Micro, Small and Medium Enterprises), which in turn helps support the achievement of the Sustainable Development Goals (SDGs) Program. Digital marketing allows MSMEs to expand their market reach far beyond local geographical boundaries (Kurdi et al., 2022; Redjeki & Affandi, 2021). By using social media, search engines, and e-commerce platforms, MSMEs can reach potential customers around the world.

Through digital marketing strategies such as SEO (Search Engine Optimization), content marketing, and social media, MSMEs can increase visibility and brand awareness (Sopiyan, 2022; Zhu, 2019). These improvements are important to attract more customers and build a strong reputation in the market. Digital marketing also enables direct interaction and personalization with customers through social media, email marketing, and other digital platforms (Baskoro & Maulidian, 2019; Sari, 2022). Higher customer engagement can increase customer loyalty and satisfaction, and drive better customer retention. This is important for the long-term growth of MSMEs and supports the achievement of SDG 10 on reducing inequality.

Digital marketing opens opportunities for MSMEs to connect with business partners, suppliers, and investors around the world (Nisa & Pramesti, 2020; Omar & Atteya, 2020). This connectivity can improve access to markets, resources, and support needed for business expansion. By leveraging digital marketing, MSMEs can achieve higher efficiency, better visibility, and greater customer engagement. This not only supports economic growth and poverty alleviation, but also strengthens the contribution of MSMEs to the achievement of

various SDGs goals, including environmental sustainability, inequality reduction, and global partnership building. Greater support for digital marketing for MSMEs is an important investment in sustainable development that provides long-term benefits for society and the global economy.

Although many studies have been conducted on digital marketing and MSMEs, research that integrates these two topics in the context of achieving SDGs is still limited. In addition, research that considers local and specific conditions of MSMEs in Indonesia is also still minimal. This creates research gaps that need to be filled to provide more precise and relevant guidance for MSMEs in Indonesia.

The novelty of this research lies in a holistic approach that combines digital marketing with SDGs goals, as well as focusing on the specific conditions and needs of MSMEs in Indonesia. This research offers a new perspective on how digital marketing strategies can be tailored to support the sustainability and growth of MSMEs in the context of achieving global goals.

The urgency of this research is very high considering the important role of MSMEs in the Indonesian economy and the urgent need to improve their competitiveness in the digital era. Digital transformation through digital marketing strategies can be the key for MSMEs to stay relevant and thrive in an increasingly competitive business environment.

The implications of this study include policy and practice recommendations to support the adoption of digital marketing by MSMEs. This includes the need for continuous training, technological infrastructure support, and collaboration between the government and the private sector. With the implementation of the right strategy, MSMEs can contribute more significantly to the achievement of SDGs and sustainable economic growth in Indonesia.

LITERATURE REVIEW

The review of the theories described in this research comes from several relevant previous studies, as the basis for the theoretical framework, determination, and research analysis. Furthermore, in this section, successive discussions of:

Business Education

Business education is a learning process that aims to equip students with broad knowledge, skills, and understanding of business concepts, practices, and principles related to various aspects of business, including management, marketing, finance, human resources, and entrepreneurship (Abbasianchavari & Moritz, 2021; Chairunisa Muchtar et al., 2018; Oumlil & Juiz, 2018). The learning approach in business education includes a combination of theory,

practice, and practical experience to help students understand and develop the skills necessary for success in the business world.

Digital Marketing

Digital marketing is a series of marketing activities carried out through digital media and the internet to promote products or services, increase brand awareness, and reach target audiences effectively and efficiently. This includes the use of social media, SEO, paid advertising, email marketing, and analytics to measure campaign performance (Purwaningwulan & Ramdan, 2022; Ritz et al., 2019; Saura, 2021; Amelia Setyawati et al., 2023; Yanto et al., 2022). With relevant content strategies, personalization, and influencer utilization, digital marketing enables MSMEs to increase visibility, interaction, and conversion, as well as support sustainable business growth.

MSME Performance

MSME performance is a measure of the effectiveness and efficiency of business operations in achieving goals through specific indicators such as sales and revenue growth, profitability, operational efficiency, productivity, product or service quality, innovation, customer satisfaction, financial management, workforce growth, and sustainability (Baral et al., 2022; Wibowo & Christian Widayat, 2023; Yusgiantoro et al., 2019). These indicators provide a framework for assessing performance objectively and consistently, enabling MSMEs to identify areas of improvement and support the achievement of SDGs.

Sustainable Development Goals (SDGs)

The Sustainable Development Goals (SDGs) are a series of 17 global goals drafted by the United Nations (UN) to end poverty, protect the planet, and ensure that all people enjoy peace and prosperity by 2030. These goals cover a wide range of aspects of sustainable development, including health, education, gender equality, clean water and sanitation, clean and affordable energy, decent work and economic growth, durable infrastructure, inequality reduction, sustainable cities and communities, responsible consumption and production, climate action, life underwater and on land, peace, justice, and global partnerships to achieve these goals (Boluk et al., 2017; In Vaio et al., 2020; Kara et al., 2021; Xiao et al., 2018). SDGs aim to create a balance between economic, social, and environmental needs for sustainable development.

RESEARCH METHODS

Research Design

This research uses a systematic literature review (*SLR*) method that discusses the problems of Business Education, Digital Marketing, MSME Performance, SDGs. Literature study research is a process or activity of collecting data from various literature such as books and journals to compare the results of one research with another (Nowell et, al, 2014). The purpose of this literature study research is to obtain a theoretical foundation that can support the solution of the problem being studied and reveal various theories relevant to the case, more specifically in this study the researcher examines problems in Business Education, Digital Marketing, MSME Performance, SDGs. This literature study is a thorough summary of several research studies determined based on a particular theme. The data used in this study are secondary data obtained not from direct observation, but obtained from the results of research that has been carried out by previous researchers.

Secondary data sources obtained are articles from reputable journals with predetermined themes. Literature search in this literature study using springer database, ScienceDirect and Emerald Insight. Searching for publication articles on search engines (Search Engines) above using keywords, namely: "Business Education, Technology Integration, Vocational High School Students (SMK)" using Search Engine Dimensions (<https://www.emerald.com/insight/>).

Data and Literature Search

In determining Data and Literature Search, the first stage that researchers must do is to determine the objects observed and analyzed based on the research topic. After that the researcher will conduct a separate review of the relevant literature on the aspects to be observed in the study. The following relevant literature is collected from the comprehensive data, namely "Business Education, Digital Marketing, MSME Performance, SDGs. Relevant literature collected in English in the fields of technology, economics, education, and business.

"Business Education, Digital Marketing, MSMe Performance, SDGs"

Databases	Keywords
Scopus	TITLE-ABS-KEY "Business Education, Digital Marketing, MSMe Performance, SDGs."
Emerald Publishing	"Business Education, Digital Marketing, MSMe Performance, SDGs"
Elsevier	"Business Education, Digital Marketing, MSMe Performance, SDGs"

Literature Screening Criteria

Researchers use inclusion and exclusion criteria in providing selection for literature that will be the source of writing. Literature that meets the following inclusion criteria, (1) literature related to Business Education, (2) literature related to Digital Marketing, (3) literature related to MSME Performance, (4) literature related to SDGs and (5) literature written in English. While literature that meets the exclusion criteria, such as (1) literature from books, (2) literature that is not written in English, (3) literature that cannot be accessed, and (4), literature that is not part of the research topic.

RESULTS AND DISCUSSION

Result

Literature identification

From the identification results obtained more than 1935 articles. Furthermore, article filtering is carried out according to access criteria, year, type of content and abstract analysis. As a result, 682 article titles were obtained. From the title of the article, it was further filtered based on the feasibility of the topic of Business Education in Vocational Schools and Technology Integration through abstract analysis, the results of 4 articles were obtained. For more information, it looks like in the following image:

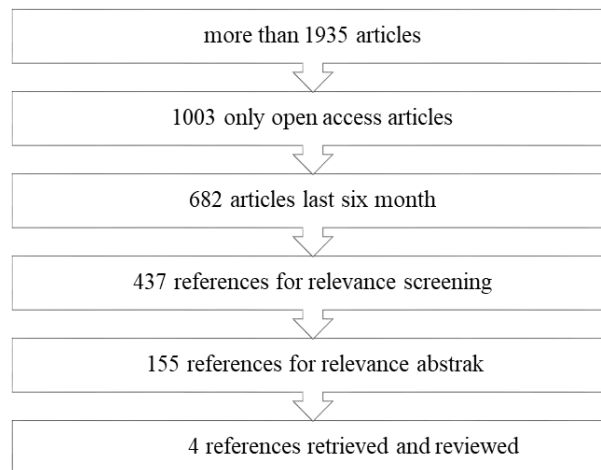


Figure 1. Article Filtering Flowchart

Source : processed research, 2024

The results of the selected article review answer the formulation of problems regarding the distribution of journals that discuss Entrepreneurship Learning in Higher Education through Business Incubators, as follows: 2

No	Journal Name	Journal Link	Indexation	Total
1	Journal of entrepreneurship education	Journal of entrepreneurship education Emerald Insight	Emerald Insight	3
2	Journal of Business Venturing	Journal of Business Venturing ScienceDirect	ScienceDirect	4
3	Journal of Assian Business and Economics Studies	<u>Journal of Assian Business and Economic Studies Emerald Insight</u>	Emerald Insight	2
4	Technology in Society	Technology in Society Elsevier	Elsevier	2

Source : processed by researchers, 2024

Based on the analysis of the journal table provided, it can be interpreted that there are four relevant journals. First, the Journal of Entrepreneurship Education indexed by Emerald Insight with a total of three articles related to the topic. Second, the Journal of Business Venturing, indexed by ScienceDirect with a total of four articles, shows a stronger focus on entrepreneurship in a business context. Third, the Journal of Asian Business and Economic Studies, also indexed by Emerald Insight, has two articles on this topic, with a particular focus on the business and economic context in Asia. Finally, Technology in Society, indexed by Elsevier, has two articles relevant to this topic. While not as high as the Journal of Business Venturing, it also makes an important contribution to the understanding of how technology affects business practices and the achievement of the SDGs. This interpretation illustrates the diversity of literature sources that can be used to explore the relationship between business education, digital marketing, MSME performance, and the achievement of sustainable development goals.

The results of this research show that digital marketing strategies can be used as a tool to increase awareness of environmental and social issues. By utilizing digital platforms, MSMEs can convey messages about sustainability to their customers, which supports the achievement of SDGs related to environmental protection and social equality

Tabel 4.2. Resume article Business Education, Digital Marketing, MSME Performance, SDGs.

No	Tahun	Author (s)	Tujuan
1	2019	Fan et al.,	The results of this research reveal that comprehensive and up-to-date business education can increase the readiness of young entrepreneurs to face digital challenges. This contributes to improving the performance of MSMEs and achieving SDGs related to inclusive economic growth and technological innovation.
2	2021	Jiatong , dkk	This research shows that the use of effective digital marketing strategies can increase the visibility and sales of MSMEs. By utilizing digital platforms, MSMEs can reach a wider market, contribute to inclusive economic growth, and support the SDGs goals of economic growth and poverty alleviation.
3	2020	Izedonmi dan Okafor	This research found that digital skills training for MSME owners can increase productivity and operational efficiency. The ability to utilize digital technology helps MSMEs in managing inventory, customer service and performance monitoring, which in turn supports the achievement of SDGs related to inclusive economic growth and reducing inequality.
4	2019	Gursoy et al.,	The results of this research highlight that the use of digital marketing strategies that focus on environmental awareness can create a sustainable brand image for MSMEs. This not only increases the appeal of environmentally conscious customers, but also supports the achievement of the SDGs regarding responsible consumption and production.
5	2022	Kurdi et al.,	This research shows that the education level of MSME owners is positively related to their use of digital technology and business performance. Higher education provides a better understanding of digital marketing strategies and operational management, which in turn supports inclusive economic growth and poverty alleviation in line with the SDGs.
6	2019	Ritz et al.,	The results of this research compare digital marketing strategies between MSMEs that are successful and unsuccessful in achieving their business goals. Findings show that successful MSMEs tend to use digital platforms more effectively and adopt more innovative strategies, which support inclusive economic growth and innovation in line with the SDGs.
7	2020	Goyal et al.,	This research reveals that business education programs that focus on business management and sustainability can improve the quality of management and sustainability of MSMEs. By understanding sustainable business practices, MSMEs can contribute to achieving SDGs related to the environment and inclusive economic growth.
8	2019	Guo et al.,	This research shows that the involvement of MSME owners in business education can encourage product and service innovation. With a better understanding of digital markets and technology, MSMEs can develop more innovative solutions that suit customer needs, supporting the achievement of the SDGs related to innovation and economic growth.
9	2022	Stam & van de Ven	This research found that digital marketing training significantly increased brand awareness and sales performance of MSMEs. By utilizing the right digital marketing strategy, MSMEs can reach a wider audience and increase their competitiveness, which supports the achievement of SDGs related to inclusive economic growth and reducing inequality.
10	2021	Kwapisz,	This research identifies that the digital literacy of MSME owners influences their adoption of digital technology and business performance. With a better understanding of technology, MSMEs can improve operational efficiency and achieve more inclusive economic growth, which supports the achievement of the SDGs related to economic growth and decent work.
11	2019	Zhao et al.,	The results of this research show that digital marketing strategies can be used as a tool to increase awareness of environmental and social issues. By utilizing digital platforms, MSMEs can convey messages about sustainability to their customers, which supports the achievement of SDGs related to environmental protection and social equality.

Source : processed by researchers, 2024

The results of the table above highlighted various important aspects in the context of MSMEs and the achievement of sustainable development goals. One of the consistent findings in several studies is the importance of comprehensive and up-to-date business education for MSME owners. The first, third, seventh, and eighth articles highlight that business education that focuses on business management and sustainability can improve the quality of management, innovation, and sustainability of MSMEs. This is in accordance with the SDGs related to inclusive economic growth, poverty alleviation, and environmental protection. In addition, the results of the study also show that the use of effective digital marketing strategies can have a positive impact on the performance of MSMEs. The second, ninth, and eleventh articles highlight that the right digital marketing strategy can increase brand visibility, sales,

and awareness of environmental and social issues. This is in line with the SDGs related to inclusive economic growth, reducing inequality, and environmental protection. Furthermore, an interesting finding is that the involvement of MSME owners in digital skills training can improve MSME productivity and operational efficiency, as highlighted in the third and tenth articles. This shows that the digital literacy of MSME owners affects the adoption of technology and their business performance, which supports the achievement of SDGs related to inclusive economic growth and decent work.

Overall, the summary of the article shows that business education and the use of effective digital marketing strategies have a crucial role in improving the performance of MSMEs and supporting the achievement of SDGs. Scholarly discussions can further explore the implications of these findings in the context of public policy, business practices, and education. For example, how governments and educational institutions can improve MSME owners' access to digital skills training, or how companies can integrate sustainability principles in their digital marketing strategies. These discussions can pave the way for more effective implementation strategies in support of sustainable and inclusive development.

Discussion

The results of systematic research involving a review of several related articles revealed that Increasing the capacity of business understanding through business education helps MSMEs in increasing productivity and competitiveness, which supports economic growth (SDG 8) and reduces poverty (SDG 1). In addition, business education encourages innovation and creativity. This education often includes training in innovation and product development. With this knowledge, MSMEs can create new products and services that meet the needs of an ever-evolving market. These innovations not only improve business performance, but also contribute to the development of industry-supporting infrastructure (SDG 9) and create sustainable solutions to local problems. The importance of business education is also seen in digital marketing optimization. One of the important components in modern business education is digital marketing. By studying digital marketing strategies, MSMEs can expand their market reach through social media, SEO, content marketing, and digital analytics. Effective use of digital marketing helps MSMEs reach more customers and increase sales, which in turn improves the sustainability of their business. This is especially important in the context of an increasingly connected and digital global economy.

Business education also increases MSME access to financing. This education includes financial management and knowledge of various sources of financing. A good understanding

of financial management and access to credit or investment can help MSMEs to obtain the necessary funds for operational expansion and improvement. It contributes to the reduction of economic inequality (SDG 10) by providing fairer opportunities for MSMEs to develop. In addition, business education that emphasizes sustainability teaches MSMEs about the importance of environmentally friendly and socially responsible business practices (Narmaditya et al., 2023; Narmaditya & Agustina, 2023). By adopting efficient and environmentally friendly production methods, MSMEs can reduce negative impacts on the environment, support responsible consumption and production (SDG 12), and contribute to climate action (SDG 13). Finally, business education helps MSMEs in building partnerships and networks. This education often includes network development and partnerships. Through this education, MSMEs can learn how to build strong relationships with suppliers, customers, and other business partners. This strong partnership supports collaboration and innovation, which are essential to achieving the SDGs (SDG 17).

Furthermore, digital marketing has a very important role in improving the performance of MSMEs which in turn helps support the achievement of the Sustainable Development Goals (SDGs) Program. Here is an explanation of the importance of digital marketing in this context:

1) Expanding Market Reach

Digital marketing allows MSMEs to expand their market reach far beyond local geographical boundaries. By using social media, search engines, and e-commerce platforms, MSMEs can reach potential customers around the world. This supports SDG 8, which is to promote inclusive and sustainable economic growth and provide decent jobs.

2) Marketing Cost Efficiency

Digital marketing is generally more cost-effective compared to traditional marketing methods such as print or television advertising. With a more affordable budget, MSMEs can run effective marketing campaigns and measure results in real-time. These efficiencies help MSMEs better allocate their resources, which supports SDG 9 on industry, innovation, and infrastructure.

3) Increased Visibility and Brand Awareness

Through digital marketing strategies such as SEO (Search Engine Optimization), content marketing, and social media, MSMEs can increase their visibility and brand awareness. These improvements are important to attract more customers and build a strong reputation in

the market. With higher visibility, MSMEs can increase their revenues and business growth, contributing to SDG 1 on poverty alleviation.

4) Use of Data and Analytics for Decision Making

One of the advantages of digital marketing is the ability to collect and analyze data. MSMEs can use this data to understand customer behavior, measure campaign effectiveness, and make more informed decisions based on the insights gained. This data-driven approach helps MSMEs improve operational efficiency and market responsiveness, supporting SDG 12 on responsible consumption and production.

5) Increase Customer Engagement

Digital marketing enables direct interaction and personalization with customers through social media, email marketing, and other digital platforms. Higher customer engagement can increase customer loyalty and satisfaction, and drive better customer retention. This is important for the long-term growth of MSMEs and supports the achievement of SDG 10 on reducing inequality.

6) Supporting Sustainable Business Practices

Through digital marketing, MSMEs can promote sustainable business practices and environmentally friendly products. Campaigns that emphasize sustainability can attract consumers who care about the environment and socially. This is in line with SDG 13 on climate action and SDG 12 on responsible consumption and production.

7) Connecting MSMEs with the Global Business Ecosystem

Digital marketing also opens opportunities for MSMEs to connect with business partners, suppliers, and investors around the world. This connectivity can improve access to markets, resources, and support needed for business expansion. This global collaboration supports SDG 17 on partnerships to achieve the goals.

Thus, good performance of MSMEs can spur sustainable innovation and better infrastructure development, which is important for technological progress and increased economic competitiveness. In the context of reducing inequality (SDG 10), MSMEs help reduce economic inequality by empowering local economies and creating economic opportunities in various regions (Anwar, 2018; Singh et al., 2020). Improved performance of MSMEs enables a more equitable distribution of economic prosperity, especially in remote and less developed areas, thereby reducing the economic gap between urban and rural areas. Responsible consumption and production (SDG 12) can also be supported by MSMEs that

implement sustainable and responsible business practices(Chen & Liu, 2020; Liu & Yang, 2020). By adopting environmentally friendly and efficient production techniques, MSMEs can reduce their ecological footprint and promote sustainability. Good performance from MSMEs that focus on sustainability can encourage more environmentally friendly consumption and production.

MSMEs also play a role in climate action (SDG 13) by adopting greener and more efficient business practices. Many MSMEs can play a role in mitigating climate change by reducing carbon emissions and using natural resources more wisely(Farida et al., 2021; S. D. Lestari et al., 2020; Papíková & Papík, 2022). Good performance of environmentally friendly MSMEs can contribute to reducing negative impacts on the environment and support climate action goals. Finally, successful MSMEs can participate in global and local partnerships to achieve the sustainable development goals (SDG 17). Through collaboration with governments, non-profit organizations, and other private sectors, MSMEs can play an important role in achieving the SDGs(Bagis, 2021; Falahat et al., 2020; Kiyabo & Isaga, 2020). These partnerships enable MSMEs to get the necessary support and share knowledge and resources to achieve broader development goals. Overall, good performance of MSMEs is key to achieving many of the SDGs. By supporting and empowering MSMEs through appropriate policies, training, and access to technology, we can ensure that they are able to contribute maximally to sustainable and inclusive development.

CONCLUSIONS AND RECOMMENDATIONS

Digitalization has provided opportunities for MSMEs in Indonesia to improve business performance through digital marketing. However, MSMEs still face challenges such as limited infrastructure, lack of digital literacy, and high costs in adopting digital technology. The effective use of digital marketing has the potential to improve the performance of MSMEs and support the achievement of Sustainable Development Goals (SDGs). In this context, this research involves academics from the field of Business and Management Education who provide related perspectives and solutions.

Policy support and ongoing training are needed for MSMEs in utilizing digital technology. In addition, collaboration between the public and private sectors, as well as the role of academics from the Business Education program, are also important to accelerate the digital transformation of MSMEs in Indonesia. Further research is needed to explore the most effective digital marketing strategies for MSMEs in the context of SDGs implementation.

REFERENCE

- Abbasiachavari, A., & Moritz, A. (2021). The impact of role models on entrepreneurial intentions and behavior: a review of the literature. In *Management Review Quarterly* (Vol. 71, Issue 1). Springer International Publishing. <https://doi.org/10.1007/s11301-019-00179-0>
- Alam, M. Z., Kousar, S., & Rehman, C. A. (2019). Role of entrepreneurial motivation on entrepreneurial intentions and behaviour: theory of planned behaviour extension on engineering students in Pakistan. *Journal of Global Entrepreneurship Research*, 9(1), 1–20. <https://doi.org/10.1186/s40497-019-0175-1>
- Anwar, M. (2018). Business model innovation and SMEs performance-Does competitive advantage mediate? *International Journal of Innovation Management*, 22(7), 1–31. <https://doi.org/10.1142/S1363919618500573>
- Arsawan, I. W. E., Koval, V., Rajiani, I., Rustiarini, N. W., Supartha, W. G., & Suryantini, N. P. S. (2022). Leveraging knowledge sharing and innovation culture into SMEs sustainable competitive advantage. *International Journal of Productivity and Performance Management*, 71(2), 405–428. <https://doi.org/10.1108/IJPPM-04-2020-0192>
- Astadi, P., Kristina, S., Retno, S., Yahya, P., & Agni Alam, A. (2022). The long path to achieving green economy performance for micro small medium enterprise. *Journal of Innovation and Entrepreneurship*, 11(1), 1–19. <https://doi.org/10.1186/s13731-022-00209-4>
- Bagis, A. A. (2021). The Disruption Challenge in Building Business Viability of SMEs through Virtual Capital Ownership. 85–93.
- Bahena-Álvarez, I. L., Cordon-Pozo, E., & Delgado-Cruz, A. (2019). Social entrepreneurship in the conduct of responsible innovation: Analysis cluster in Mexican SMEs. *Sustainability (Switzerland)*, 11(13). <https://doi.org/10.3390/su11133714>
- Baral, M. M., Mukherjee, S., Nagariya, R., Singh Patel, B., Pathak, A., & Chittipaka, V. (2022). Analysis of factors impacting firm performance of MSMEs: lessons learnt from COVID-19. Benchmarking. <https://doi.org/10.1108/BIJ-11-2021-0660>
- Baskoro, M. L., & Maulidian, M. (2019). Pelatihan Instagram Marketing Untuk Tenant Inkubator Bisnis Trilogi. *Jurdimas (Jurnal Pengabdian Kepada Masyarakat) Royal*, 2(1), 19–26. <https://doi.org/10.33330/jurdimas.v2i1.315>
- Boluk, K., Cavaliere, C. T., & Higgins-desbiolles, F. (2017). Critical thinking to realize sustainability in tourism systems: reflecting on the 2030 sustainable development goals. *Journal of Sustainable Tourism*, 25(9), 1201–1204. <https://doi.org/10.1080/09669582.2017.1333263>
- Chairunisa Muchtar, Y., . F., & Qamariah, I. (2018). Entrepreneurial Intentions in University Students: Based on the Analysis of Entrepreneurship Education, Adversity Quotient, Emotional Intelligence and Family Factor. *KnE Social Sciences*, 3(10), 168–176. <https://doi.org/10.18502/kss.v3i10.3370>

- Chen, J., & Liu, L. (2020). Customer participation, and green product innovation in SMEs: The mediating role of opportunity recognition and exploitation. *Journal of Business Research*, 119(April 2018), 151–162. <https://doi.org/10.1016/j.jbusres.2019.05.033>
- Debarliev, S., Janeska-iliev, A., Stripeikis, O., & Zupan, B. (2022). What can education bring to entrepreneurship? Formal versus non-formal education versus non-formal education. *Journal of Small Business Management*, 60(1), 219–252. <https://doi.org/10.1080/00472778.2019.1700691>
- Di Vaio, A., Palladino, R., Hassan, R., & Escobar, O. (2020). Artificial intelligence and business models in the sustainable development goals perspective: A systematic literature review. *Journal of Business Research*, 121(August), 283–314. <https://doi.org/10.1016/j.jbusres.2020.08.019>
- Eniola, A. A. (2021). The entrepreneur motivation and financing sources. *Journal of Open Innovation: Technology, Market, and Complexity*, 7(1), 1–17. <https://doi.org/10.3390/joitmc7010025>
- Falahat, M., Ramayah, T., Soto-Acosta, P., & Lee, Y. Y. (2020). SMEs internationalization: The role of product innovation, market intelligence, pricing and marketing communication capabilities as drivers of SMEs' international performance. *Technological Forecasting and Social Change*, 152(November 2019), 119908. <https://doi.org/10.1016/j.techfore.2020.119908>
- Farida, F., Febrianty, F., Budilaksono, S., Suryani, N. K., & Gorda, A. A. A. N. T. R. (2021). Evaluation of critical success factor through HOT-FIT method for the implementation of e-KOlab (electronic consignment, franchise, organizational network) as a strategy to scale-up SMEs. *Linguistics and Culture Review*, 5(S2), 1045–1060. <https://doi.org/10.21744/lingcure.v5ns2.1727>
- Franco-Riquelme, J. N., & Rubalcaba, L. (2021). Innovation and sdfs through social media analysis: Messages from fintech firms. *Journal of Open Innovation: Technology, Market, and Complexity*, 7(3). <https://doi.org/10.3390/joitmc7030165>
- Goyal, N., Howlett, M., & Chindarkar, N. (2020). Who coupled which stream(s)? Policy entrepreneurship and innovation in the energy–water nexus in Gujarat, India. *Public Administration and Development*, 40(1), 49–64. <https://doi.org/10.1002/pad.1855>
- Guo, F., Zou, B., Guo, J., Shi, Y., Bo, Q., & Shi, L. (2019). What determines academic entrepreneurship success? A social identity perspective. *International Entrepreneurship and Management Journal*, 15(3), 929–952. <https://doi.org/10.1007/s11365-019-00569-6>
- Juwairia, J., Septiandari, F., Pratiwi, L., Indrawati, A., Wardana, L. W., & Maula, F. I. (2023). Digital Based Non-Formal Business Education in Improving the Creative Economy: Systematic Literature Review (SLR). *International Journal of Education, Language, Literature, Arts, Culture, and Social Humanities*, 1(2), 24–37. <https://pbsi-upr.id/index.php/ijellacush/article/view/79>

- Kara, A., Zhou, H., & Zhou, Y. (2021). Achieving the United Nations' sustainable development goals through financial inclusion: A systematic literature review of access to finance across the globe. *International Review of Financial Analysis*, 77(August 2020), 101833. <https://doi.org/10.1016/j.irfa.2021.101833>
- Kiyabo, K., & Isaga, N. (2020). Entrepreneurial orientation, competitive advantage, and SMEs' performance: application of firm growth and personal wealth measures. *Journal of Innovation and Entrepreneurship*, 9(1). <https://doi.org/10.1186/s13731-020-00123-7>
- Kurdi, B. Al, Alshurideh, M., Akour, I., Alzoubi, H. M., Obeidat, B., & Alhamad, A. (2022). The role of digital marketing channels on consumer buying decisions through eWOM in the Jordanian markets. *International Journal of Data and Network Science*, 6(4), 1175–1185. <https://doi.org/10.5267/j.ijdns.2022.7.002>
- Lestari, P., & Saifuddin, M. (2020). Implementasi Strategi Promosi Produk Dalam Proses Keputusan Pembelian Melalui Digital Marketing Saat Pandemi Covid'19. *Jurnal Manajemen Dan Inovasi (MANOVA)*, 3(2), 23–31. <https://doi.org/10.15642/manova.v3i2.301>
- Lestari, S. D., Leon, F. M., Widyastuti, S., Brabo, N. A., & Putra, A. H. P. K. (2020). Antecedents and consequences of innovation and business strategy on performance and competitive advantage of SMEs. *Journal of Asian Finance, Economics and Business*, 7(6), 365–378. <https://doi.org/10.13106/JAFEB.2020.VOL7.NO6.365>
- Liu, H. M., & Yang, H. F. (2020). Network resource meets organizational agility: Creating an idiosyncratic competitive advantage for SMEs. *Management Decision*, 58(1), 58–75. <https://doi.org/10.1108/MD-10-2017-1061>
- Maharani, S. N., & Putri, D. M. (2023). Reconstruction of the SDGs Measurement Model Based on Socio-Ecological Perspective Technology for a Sustainable Green Economy. <https://doi.org/10.4108/eai.13-9-2023.2341169>
- Maula, F. I., Murwani, F. D., Hermawan, A., Nasikh, & Wardana, L. W. (2023). Challenges of Business Success in Era of Disruption. *Journal of Higher Education Theory and Practice*, 23(6), 216–230. <https://doi.org/10.33423/jhetp.v23i6.5979>
- Maula, F. I., Wardana, L. W., & Wibowo, A. (2019). Does Entrepreneurship Education Have Impact on Opening and Maintaining a Garment Business Strategy? *Jurnal Entrepreneur Dan Entrepreneurship*, 8(2), 46–53. <https://doi.org/10.37715/jee.v8i2.1124>
- Narmaditya, B. S., & Agustina, Y. (2023). Implementasi Branding Produk UMKM Desa Tumpakrejo Guna Meningkatkan Nilai Jual Produk. May 2022. <https://doi.org/10.17977/um045v5i2p91-95>
- Narmaditya, B. S., Sahid, S., & Hussin, M. (2023). Heliyon How does family economic education foster students ' economic behavior ? The mediating role of economic and entrepreneurial literacy. *Heliyon*, 9(5), e15608. <https://doi.org/10.1016/j.heliyon.2023.e15608>
- Nisa, C., & Pramesti, D. A. (2020). How Do Effective Digital Marketing and Brand Ambassador Stimulate Purchase Intention Today? 436, 365–367. <https://doi.org/10.2991/assehr.k.200529.075>

- Omar, A. M., & Atteya, N. (2020). The Impact of Digital Marketing on Consumer Buying Decision Process in the Egyptian Market. *International Journal of Business and Management*, 15(7), 120. <https://doi.org/10.5539/ijbm.v15n7p120>
- Oumlil, R., & Juiz, C. (2018). Acceptance of tourism e-entrepreneurship: Application to educational balearic islands context. *Journal of Entrepreneurship Education*, 21(1), 1–16.
- Papíková, L., & Papík, M. (2022). Intellectual capital and its impacts on SMEs profitability during COVID-19 pandemic. *Journal of Eastern European and Central Asian Research (JEECAR)*, 9(3), 521–531. <https://doi.org/10.15549/jeecar.v9i3.894>
- Purwaningwulan, M. M., & Ramdan, T. D. (2022). Digital Promotion of Local Tourist Destinations in the New Normal Era and Its Effect on the Economy in Indonesia. *Journal of Eastern European and Central Asian Research*, 9(1), 29–40. <https://doi.org/10.15549/jeecar.v9i2.873>
- Puspaningrum, A. (2020). Market Orientation, Competitive Advantage and Marketing Performance of Small Medium Enterprises (SMEs). *Journal of Economics, Business, & Accountancy Ventura*, 23(1), 19. <https://doi.org/10.14414/jebav.v23i1.1847>
- Redjeki, F., & Affandi, A. (2021). Utilization of Digital Marketing for MSME Players as Value Creation for Customers during the COVID-19 Pandemic. *International Journal of Science and Society*, 3(1), 40–55. <https://doi.org/10.54783/ijssoc.v3i1.264>
- Ritz, W., Wolf, M., & McQuitty, S. (2019). Digital marketing adoption and success for small businesses: The application of the do-it-yourself and technology acceptance models. *Journal of Research in Interactive Marketing*, 13(2), 179–203. <https://doi.org/10.1108/JRIM-04-2018-0062>
- Sari, R. P. (2022). The Interaction of User Experiences with Digital Economy Platforms and Creative Writing: Empirical Evidence from Indonesia. *Journal of Eastern European and Central Asian Research (JEECAR)*, 9(1), 120–128. <https://doi.org/10.15549/jeecar.v9i1.868>
- Saura, J. R. (2021). Using Data Sciences in Digital Marketing: Framework, methods, and performance metrics. *Journal of Innovation and Knowledge*, 6(2), 92–102. <https://doi.org/10.1016/j.jik.2020.08.001>
- Setyawati, A, Sugangga, R., Maula, F. I., & ... (2022). Analysis of MSME Innovation Strategies Before and After the Covid-19 Pandemic (Case Study of Omahan Kepanjen Coffee). *International Journal of ...*, 2(1), 302–307. <http://www.ijhess.com/index.php/ijhess/article/view/238%0Ahttp://www.ijhess.com/index.php/ijhess/article/download/238/217>
- Setyawati, Amelia, Sugangga, R., Maula, F. I., & Rahma, A. (2023). Digital Marketing Business Strategy to MSME Performance in the Industrial Revolution 4.0 Era. *Jurnal Entrepreneur Dan Entrepreneurship*, 12(1), 19–26. <https://doi.org/10.37715/jee.v12i1.3459>

- Shepherd, D. A., Saade, F. P., & Wincent, J. (2020). How to circumvent adversity? Refugee-entrepreneurs' resilience in the face of substantial and persistent adversity. *Journal of Business Venturing*, 35(4), 1–26. <https://doi.org/10.1016/j.jbusvent.2019.06.001>
- Singh, C., Ojha, D. K., Rath, R. C., & ... (2020). An analysis of women entrepreneur empowerment on SMEs and its economic sustainability in India: special reference to Ranchi City in Jharkhand. ... *International Journal Of ...*, April. https://www.researchgate.net/profile/Chandrashekhar-Singh-2/publication/354311025_An_Analysis_of_Women_Entrepreneur_Empowerment_on_SMEs_and_its_Economic_Sustainability_in_India_Special_Reference_to_Ranchi_City_in_Jharkhand/links/61304f762b40ec7d8bdc7941/A
- Sopiyan, P. (2022). Pengaruh Digital Marketing dan Kualitas Pelayanan Terhadap Keputusan Pembelian. *Coopetition: Jurnal Ilmiah Manajemen*, 13(2), 249–258. <https://doi.org/10.32670/coopetition.v13i2.1057>
- Stam, E., & van de Ven, A. (2021). Entrepreneurial ecosystem elements. *Small Business Economics*, 56(2), 809–832. <https://doi.org/10.1007/s11187-019-00270-6>
- Wardana, L. W., Ahmad, Indrawati, A., Maula, F. I., Mahendra, A. M., Fatihin, M. K., Rahma, A., Nafisa, A. F., Putri, A. A., & Narmaditya, B. S. (2023). Do digital literacy and business sustainability matter for creative economy? The role of entrepreneurial attitude. *Heliyon*, 9(1), e12763. <https://doi.org/10.1016/j.heliyon.2022.e12763>
- Wardana, L. W., Martha, J. A., Wati, A. P., Narmaditya, S., Setyawati, A., Maula, F. I., & Martha, A. (2024). Does entrepreneurial self-efficacy really matter for entrepreneurial intention? Lesson from covid-19. *Cogent Education*, 11(1). <https://doi.org/10.1080/2331186X.2024.2317231>
- Wardana, L. W., Purnama, C., Anam, S., & Maula, F. I. (2020). Attitude Determinant in Entrepreneurship Behavior of Vocational Students' Entrepreneurship Intention. *Jurnal Pendidikan Ekonomi Dan Bisnis (JPEB)*, 8(1), 1–13. <https://doi.org/10.21009/jpeb.008.1.1>
- Wibowo, E., & Christian Widayat, B. (2023). FINANCIAL PERFORMANCE OF CULINARY MSMEs IN JEBRES DISTRICT, SURAKARTA CITY BASED ON FINANCIAL LITERACY, FINANCIAL INCLUSION, AND FINANCIAL TECHNOLOGY. 2(2), 607–617. <https://ojs.transpublika.com/index.php/MARGINAL/>
- Xiao, W., Mills, J., Guidi, G., Rodríguez-gonzález, P., Gonizzi, S., & González-aguilera, D. (2018). ISPRS Journal of Photogrammetry and Remote Sensing Geoinformatics for the conservation and promotion of cultural heritage in support of the UN Sustainable Development Goals. *ISPRS Journal of Photogrammetry and Remote Sensing*, 142, 389–406. <https://doi.org/10.1016/j.isprsjprs.2018.01.001>
- Yanto, H., Kiswanto, Baroroh, N., Hajawiyah, A., & Rahim, N. M. (2022). THE ROLES OF ENTREPRENEURIAL SKILLS, FINANCIAL LITERACY, AND DIGITAL LITERACY IN MAINTAINING MSMEs DURING THE COVID-19 PANDEMIC. *Asian Economic and Financial Review*, 12(7), 504–517. <https://doi.org/10.55493/5002.v12i7.4535>

- Yusgiantoro, I., Wirdiyanti, R., Soekarno, S., Damayanti, S., & Mambea, I. (2019). The Impact of E-commerce Adoption on MSMEs Performance and Financial Inclusion (FI) in Indonesia. The Financial Services Authority, December, 1–19.
- Zhu, G. (2019). Precision Retail Marketing Strategy Based on Digital Marketing Model. *Science Journal of Business and Management*, 7(1), 33.
<https://doi.org/10.11648/j.sjbm.20190701.15>