

MARKETING DIGITALIZATION AND BUSINESS LEGALIZATION OF RENGGINANG CEU ENENG BUNIWANGI MSME IN MEKARWANGI VILLAGE

**Rafki Fauzan^{*}, Hartono, Deden Suhendar, Nazwa Albirri, Halimatuh Sadiah,
Diyas Chandra Naufal, Muhammad Ilham Mustasbar Nafia, Rossa Agustin,
Mawar Rostian, Tia Septiani Putri and Dena Ramdani Setiawan**

Universitas Al-Ghifari Bandung, Indonesia

Corresponding Email: rfauzan1411@gmail.com^{}*

Article History

Received: 05 July 2026

Accepted: 30 August 2026

Published: 04 September 2026

Abstract

Group 5's KKN-TB program focuses on supporting the local MSME (Micro, Small, and Medium Enterprises) Ceu Eneng Buniwangi in the village of Mekarwangi, Lembang District, West Bandung Regency, West Java Province, through digitalized marketing strategies and business legalities to expand market reach. This activity is motivated by the issues encountered by the MSME partner in marketing their products, which still rely on conventional methods such as directly selling in markets and kiosks. The program is conducted in four primary phases : collection of data about the business, identification of marketing needs, technical support, and the creation of managerial guidelines. During the technical support phase, the team helps in creating a logo and brand identity using Canva, handling NIB and P-IRT registration online, as well as creation and management of social media accounts to be used as new promotional channels. Results of the program show that the MSME succeeds in acquiring digital assets such as logo, P-IRT and NIB licenses, and ready-to-use e-commerce and social media accounts. Guidelines in social media management is also created for the partnered MSME to continue managing these assets independently after the program's conclusion. Thus it is hoped that this digitalization program will serve as a foundation for continued growth of the MSME in the future.

Keywords: Marketing, Digital, MSME, Legality, E-Commerce

A. INTRODUCTION

Mekarwangi Village is located in Lembang District, West Bandung Regency, West Java Province. Situated in a highland area at approximately 1,064 meters above sea level, the village is characterized by the cool climatic conditions typical of the Lembang region. Administratively, Mekarwangi Village borders Langensari Village to the north, Ciburial Village in Cimenyan District to the east, Ciumbuleuit Urban Village in Bandung City to the south, and Pagerwangi Village to the west. The village is administratively divided into three

hamlets (*dusun*), six community units (*Rukun Warga* or RW), and 20 neighborhood units (*Rukun Tetangga* or RT). The livelihoods of local residents are predominantly concentrated in agriculture and services, while some residents commute to Bandung City for employment. Mekarwangi Village also occupies a relatively strategic location, approximately 5 km from the Lembang District Office and only 2 km from Dago, making it an alternative route connecting Dago and Lembang. Despite its diverse economic potential, many local business actors, particularly micro and small enterprises, continue to rely on conventional marketing practices and have yet to utilize digital technologies optimally.

Micro, Small, and Medium Enterprises (MSMEs) play a strategic role in both national and local economies through their contributions to economic output, employment creation, and community livelihoods. Indonesia has approximately 64.2 million MSMEs, which contribute around 61.07% of the national Gross Domestic Product (GDP), equivalent to approximately IDR 8,573.89 trillion, while absorbing approximately 117 million workers or 97% of the national workforce (Ministry of Finance of the Republic of Indonesia, 2023). At the community level, MSMEs serve as important sources of household income and contribute to strengthening local economic resilience, particularly for households with limited access to formal employment opportunities (Khasanah, 2023). Their capacity to generate local employment further emphasizes their importance in reducing unemployment and sustaining economic activity within rural communities. Nevertheless, the digital transformation of Indonesian MSMEs remains uneven, particularly in the adoption of e-commerce and other advanced digital business applications. Bening, Dachyar, Pratama, Park, and Chang (2023) reported that only approximately 22% of Indonesian SMEs had adopted e-commerce, while earlier evidence also indicated that many Indonesian SMEs remained at relatively early stages of e-commerce adoption (Rahayu & Day, 2017). These findings highlight the continuing importance of improving digital knowledge, technological readiness, and practical e-commerce capabilities among MSME actors.

Rapid developments in digital technology have substantially expanded opportunities for MSMEs to promote and sell their products through online channels. Marketing activities that traditionally relied on direct word-of-mouth communication can now be complemented by digital platforms, enabling small enterprises to reach consumers beyond their immediate geographical markets. Previous research in Indonesia has demonstrated that e-commerce adoption can provide SMEs with several benefits, including broader market reach, increased sales, improved external communication, and enhanced business visibility (Rahayu & Day, 2017). Social media marketing also contributes to SME sustainability by enabling firms to interact with consumers and promote their products through accessible digital channels (Patma, Wardana, Wibowo, Narmaditya, & Akbarina, 2021). In practice, online marketplaces such as Shopee, Tokopedia, and Bukalapak can function as digital sales channels, while TikTok and Instagram provide opportunities for product promotion, customer engagement, and brand communication. Despite these opportunities, many MSMEs continue to rely on conventional selling practices, including sales through traditional markets, home-based outlets, and small physical stalls, thereby restricting their potential market reach. A similar condition was

identified in Mekarwangi Village, where only a relatively small proportion of residents operate MSMEs, while many others work as farmers, agricultural laborers, or employees in urban areas. Initial observations also indicated that local MSME actors still had limited knowledge and experience in utilizing social media and online marketplaces as part of their marketing strategies.

In addition to limited digital marketing capacity, business legality represents another important challenge for micro and small enterprises. Some MSMEs have yet to obtain essential business documents, including the Business Identification Number (*Nomor Induk Berusaha* or NIB) and the Home Industry Food Production Certificate (*Pangan Industri Rumah Tangga* or P-IRT). Under Government Regulation No. 24 of 2018 concerning Electronically Integrated Business Licensing Services, the NIB serves as an official identification number for business actors and is issued through the Online Single Submission (OSS) system (Government of Indonesia, 2018). Assistance in obtaining NIB and P-IRT documentation is particularly important for MSMEs because formal business licensing provides legal recognition and supports the development of more structured business activities (Hartono et al., 2023). For food-based microenterprises, P-IRT certification is also relevant because it demonstrates compliance with home-industry food safety requirements and can contribute to strengthening consumer confidence and expanding marketing opportunities (Epriliyana, 2019). Therefore, improving business legality should be regarded not merely as an administrative requirement but as an important component of MSME development, particularly for enterprises seeking to expand their market beyond their immediate local community.

Against this background, the community service team selected MSME digitalization and business legalization as a flagship program of the 2026 *Kuliah Kerja Nyata–Tematik Berdampak* (KKN-TB) initiative. The program focused on Ceu Eneng Buniwangi, a local MSME in Mekarwangi Village that produces *rengginang*, a traditional Indonesian rice-based snack. The intervention integrated several forms of assistance, including the establishment of Google, TikTok, and Instagram accounts for digital promotion, the development of a Shopee store as an online sales channel, assistance with NIB and P-IRT registration, and the development of a new logo and brand identity. Strengthening visual identity is particularly relevant for small enterprises because consistent branding can enhance brand recognition and facilitate more effective communication with consumers (Valentino, 2018). At the same time, the integration of social media and e-commerce platforms is expected to provide the enterprise with greater opportunities to communicate with consumers and expand its market reach (Patma et al., 2021; Rahayu & Day, 2017). Unlike interventions that address digital marketing or business licensing separately, this program combines digital market development, brand strengthening, and business formalization within a single mentoring process. Through this integrated approach, Ceu Eneng Buniwangi is expected to develop the practical capacity to manage its digital assets independently, strengthen its formal business position, improve brand visibility, and gradually expand its market beyond the immediate local community.

B. LITERATURE REVIEW

Technology–Organization–Environment Framework

The Technology–Organization–Environment (TOE) framework explains technology adoption as a process influenced by technological, organizational, and environmental conditions surrounding an enterprise. In the context of MSMEs, technological compatibility and perceived usefulness, organizational readiness and digital capability, as well as external competitive and institutional pressures, collectively shape the willingness of business actors to adopt digital technologies (Rahayu & Day, 2017; Bening et al., 2023). Previous studies have shown that limited technological knowledge, organizational resources, and digital readiness may hinder MSMEs from effectively adopting e-commerce and other digital business platforms despite their potential benefits (Bening et al., 2023). In the case of Ceu Eneng Buniwangi, the development of Instagram, TikTok, Google-based business services, and Shopee can therefore be understood as an effort to strengthen the technological and organizational conditions required for digital marketing adoption. Accordingly, the TOE framework provides an appropriate foundation for explaining how technical assistance, digital skills, and external support can facilitate the transition of rural MSMEs from conventional marketing practices toward more digitally integrated business activities.

Institutional Perspective

The institutional perspective explains how organizations adapt their practices to formal regulations, institutional expectations, and prevailing norms in order to obtain legitimacy and maintain their position within a broader business environment. For MSMEs, business registration and licensing represent important forms of formalization because they provide legal recognition and demonstrate compliance with government regulations and sector-specific requirements (Assenova & Sorenson, 2017). Formalization may also generate broader benefits by strengthening business legitimacy, increasing stakeholder confidence, and facilitating access to market opportunities that may be difficult to obtain through informal business arrangements (Assenova & Sorenson, 2017; Hartono et al., 2023). Within the present community service program, assistance in obtaining the Business Identification Number (NIB) and Home Industry Food Production Certificate (P-IRT) represents an institutional process through which Ceu Eneng Buniwangi strengthens its formal status and compliance with business and food-related regulations. This perspective therefore provides a relevant foundation for understanding business legality not merely as an administrative requirement but as an important mechanism for strengthening legitimacy, consumer confidence, and the long-term development of MSMEs.

Dynamic Capabilities

Dynamic capabilities emphasize an enterprise's ability to identify changes in its environment, capture emerging opportunities, and reconfigure its resources and competencies in response to evolving market conditions. For MSMEs operating in increasingly digital markets, such capabilities are particularly important because business sustainability depends

not only on access to technology but also on the ability to integrate digital tools with marketing knowledge, organizational resources, and existing business processes (Saeedikiya et al., 2024). Research has demonstrated that digital transformation in SMEs requires continuous processes of sensing market developments, seizing technological opportunities, and reconfiguring internal and external resources rather than merely acquiring new digital technologies (Soluk et al., 2023; Saeedikiya et al., 2024). From this perspective, the integration of logo development, social media utilization, Shopee-based e-commerce, NIB registration, and P-IRT certification represents a coordinated effort to reconfigure the resources and capabilities of Ceu Eneng Buniwangi. Dynamic capabilities thus strengthen the conceptual contribution of the program by positioning digital marketing and business formalization as complementary capabilities that can improve market adaptability, strengthen business legitimacy, and support the MSME's capacity for sustainable development.

C. RESEARCH METHODOLOGY

The community service program was implemented through the 2026 *Kuliah Kerja Nyata Tematik Berdampak* (KKN-TB) using a mentoring-based approach that integrated branding development, social media utilization, e-commerce adoption, and business licensing assistance. The program began with direct door-to-door engagement with the owner of Ceu Eneng Buniwangi to identify the characteristics of the business, existing products, marketing constraints, and specific needs related to brand development and market expansion. Following the partner's approval, the intervention included the establishment of Google, TikTok, and Instagram accounts, the development of a Shopee store, the design of a logo, product packaging, and social media guidelines, as well as assistance with the registration of the Business Identification Number (NIB) and Home Industry Food Production Certificate (P-IRT) through the Online Single Submission (OSS) system (Valentino, 2018; Sulistyawati & Widayani, 2020; Hartono et al., 2023; Salsabila & Mutia, 2024). Smartphones and laptops were used as the primary technical devices, supported by applications such as Canva and Shopee, while business data, including the enterprise name, product types, contact information, product photographs, and product ingredients, were collected to support digital platform development and licensing procedures. The effectiveness of the intervention was subsequently evaluated through periodic visits and direct observation to assess whether the business owner was able to independently utilize the newly developed branding materials, digital marketing channels, e-commerce facilities, and business legalization instruments.

D. RESULT AND DISCUSSION

Initial Business Profile and Development Needs

Field observations identified Ceu Eneng Buniwangi as a home-based food-processing MSME located on Bukit Buniwangi Street, Mekarwangi Village, Lembang. Ikah established and currently manages the enterprise by producing *rengginang* as its primary product, with garlic, shrimp paste, and shrimp-garlic flavor variants. The business also produces other traditional food products, including *wajit*, banana chips, and ginger cookies, which indicate a

relatively diverse product portfolio. Initial observations showed that the enterprise still relied predominantly on conventional marketing practices and had limited utilization of social media and e-commerce channels for product promotion and sales. These field conditions revealed a gap between the diversity of available products and the business capacity required to reach a broader market.

The existing product portfolio provides a sufficient commercial foundation for market expansion because the business can offer consumers several product categories and flavor alternatives. Limited digital visibility restricts this potential because prospective consumers outside the immediate locality have few channels through which to discover products, obtain information, or conduct transactions. An underdeveloped visual identity also reduces the consistency of product presentation and limits the capacity of the enterprise to differentiate its products in increasingly competitive markets. Limited access to online sales channels and incomplete business licensing further constrain the transition from a locally oriented home industry toward a more structured and market-ready enterprise. These interconnected constraints indicate that business development requires simultaneous attention to digital access, brand identity, market channels, legal recognition, and managerial capability.

Research on Indonesian SMEs demonstrates that higher levels of e-commerce adoption enable enterprises to obtain greater benefits from digital business activities and extend their market engagement beyond conventional channels (Rahayu & Day, 2017). Evidence from Indonesian SMEs also shows that technological readiness, organizational conditions, decision-maker characteristics, and environmental factors influence the capacity of smaller enterprises to adopt e-commerce effectively (Bening et al., 2023). Social media marketing strengthens the connection between digital technology adoption and SME sustainability by supporting market communication, customer interaction, and continued business activity (Patma et al., 2021). Formal business registration can generate legitimacy-related advantages because legally recognized enterprises gain stronger institutional standing and may achieve better business outcomes than comparable informal firms (Assenova & Sorenson, 2017). Studies on digital transformation further show that SMEs derive greater value from digital technologies when they combine technological tools with organizational capabilities and the capacity to reconfigure business resources (Soluk et al., 2023).

The field evidence positions digitalization as a business development requirement rather than a stand-alone promotional activity for Ceu Eneng Buniwangi. The enterprise needs an integrated digital presence that connects social media promotion with an accessible online transaction channel to convert product visibility into potential sales opportunities. A consistent logo, packaging design, and promotional identity can organize the existing product portfolio under a recognizable brand and improve coherence across physical and digital customer touchpoints. NIB and P-IRT registration can complement these market-oriented improvements by strengthening formal business recognition and supporting compliance with requirements relevant to processed food enterprises. This combination of market, brand, legal, and managerial needs establishes clear priorities for an integrated MSME development intervention.

The identified priorities require practical assistance that converts existing business potential into usable organizational and market resources. Digital accounts can provide new promotional interfaces, while an e-commerce store can establish an additional transaction channel beyond conventional local sales. Brand development can improve the consistency of product presentation, and business licensing can strengthen the formal foundation required for broader market participation. Practical guidance and mentoring can support the business owner in operating these newly established resources independently after direct assistance ends. These priorities provide a clear basis for assessing the tangible changes generated through digitalization, branding, e-commerce adoption, and business formalization.

Digitalization and Business Formalization Outcomes

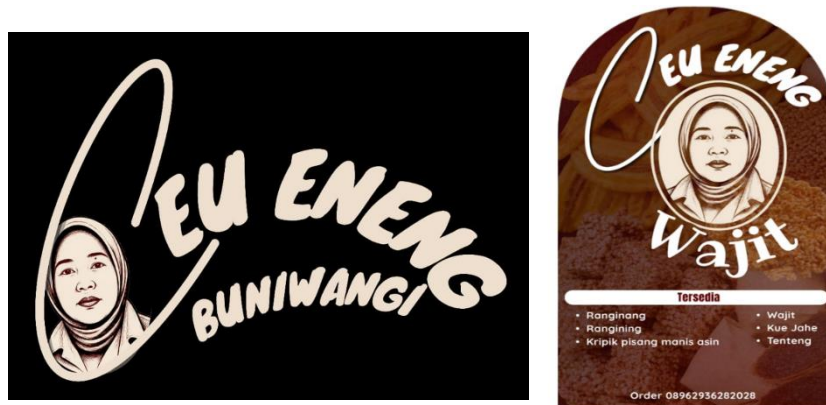


Figure 1. Brand Identity and Product Packaging Developed for Ceu Eneng Buniwangi

Field implementation produced a set of tangible business assets for Ceu Eneng Buniwangi through coordinated digitalization, branding, e-commerce, and licensing assistance. The program facilitated the registration of the Business Identification Number (NIB) and Home Industry Food Production Certificate (P-IRT) to strengthen the formal status of the enterprise and its processed food products. The intervention also generated a new logo, product label, packaging design, and promotional banner to improve the consistency of the business identity across physical and digital channels. Digital market access expanded through the establishment of Google, TikTok, Instagram, and Shopee accounts as additional promotional and transaction channels. The program completed these outputs with a social media guideline designed to support the independent management of the newly established digital and branding assets.



Figure 2. Digital Market Presence of Ceu Eneng Buniwangi through Shopee and TikTok

The combination of these outputs changed the business development structure from a predominantly conventional arrangement into a more organized market-support system.

Business licensing strengthened the administrative foundation of the enterprise, while the redesigned visual identity created a more consistent representation of the products offered to consumers. Social media accounts increased the number of available promotional interfaces, and the Shopee store provided a direct digital channel through which consumers could access product information and conduct transactions. The social media guideline added an operational component by translating the newly created digital assets into practical routines that the business owner could manage beyond the mentoring period. These interrelated outcomes indicate that effective MSME digitalization requires alignment between formal recognition, brand consistency, market accessibility, and operational capability.

Previous research shows that e-commerce adoption can expand market reach and generate broader business benefits when SMEs integrate digital channels into their operational activities (Rahayu & Day, 2017). Social media marketing can strengthen market communication and support SME sustainability by connecting digital technology use with customer interaction and promotional activities (Patma et al., 2021). Brand identity and visual consistency can improve recognition by providing distinctive visual elements that facilitate consumer identification of products and businesses (Valentino, 2018). Business licensing assistance can strengthen the formal position of microenterprises by helping business actors comply with registration and food-related administrative requirements (Hartono et al., 2023). Formalization can also generate legitimacy-related advantages that improve the institutional position of small enterprises and create stronger foundations for business development (Assenova & Sorenson, 2017).

The field evidence identifies an integrated capacity-building pattern in which legal, visual, digital, and managerial assets function as mutually reinforcing business resources. NIB and P-IRT provide a formal foundation, while branding materials translate business identity into a recognizable market representation. Social media platforms extend promotional visibility, whereas the Shopee account converts digital presence into an accessible transaction channel. The social media guideline links these assets to managerial capability by providing a practical mechanism for maintaining communication, brand consistency, and digital activity after direct mentoring ends. The resulting pattern suggests that MSME strengthening becomes more comprehensive when formalization, branding, digital access, and management support operate as a connected intervention rather than as isolated activities.

The combined outcomes establish a business foundation that connects market visibility with institutional legitimacy and practical digital capability. Digital channels create opportunities for broader consumer access, while consistent branding provides a recognizable identity across those channels. Formal licensing strengthens the enterprise position by aligning market expansion with administrative and product-related requirements. Independent management capacity determines whether these newly created assets can remain functional after the completion of the community service program. The interaction among digital market access, brand development, business formalization, and managerial capability therefore becomes central to understanding how the intervention can support longer-term MSME capacity development.

Integrating Digital Market Access, Brand Development, and Business Formalization

Field observations showed that the intervention created a connected set of business resources rather than a series of isolated outputs for Ceu Eneng Buniwangi. The establishment of Google, TikTok, Instagram, and Shopee accounts expanded the enterprise's digital presence, while the new logo, packaging, and promotional materials strengthened the consistency of its market identity. NIB and P-IRT registration provided a formal administrative basis that complemented the development of digital and branding assets. The social media guideline added a practical management instrument that supported the continued use of the newly established promotional channels after direct mentoring. These combined outcomes indicate that the program strengthened several dimensions of business readiness simultaneously, including visibility, accessibility, legitimacy, and operational capability.

The interaction among these resources creates greater functional value than the presence of each resource alone. Digital platforms can increase market visibility, but limited brand consistency may reduce the ability of potential consumers to recognize and distinguish the enterprise across different channels. Strong visual branding can improve product presentation, but limited formalization may restrict the credibility and market readiness required for wider commercial participation. Business licensing can strengthen formal recognition, while limited digital capability can prevent the enterprise from translating such recognition into broader market access. The combined intervention therefore establishes a mutually reinforcing structure in which digital access, branding, formalization, and managerial capability support different stages of MSME market development.

Previous research demonstrates that e-commerce adoption generates stronger benefits when SMEs integrate digital technology into broader organizational and market activities rather than treating online platforms as stand-alone tools (Rahayu & Day, 2017). Digital transformation also requires technological readiness, organizational capability, and supportive environmental conditions that enable small enterprises to convert digital adoption into practical business value (Bening et al., 2023). Social media marketing strengthens customer communication and market engagement when SMEs incorporate digital channels into sustained business practices (Patma et al., 2021). Formalization can improve organizational legitimacy and create institutional advantages that strengthen the position of small enterprises within formal market structures (Assenova & Sorenson, 2017). Dynamic capabilities research further shows that SMEs obtain greater value from digital transformation when they continuously combine, adapt, and reconfigure technological and organizational resources in response to changing market conditions (Soluk et al., 2023).

The evidence from Ceu Eneng Buniwangi reveals an integrated MSME readiness configuration consisting of four interdependent capacities: digital market access, brand coherence, institutional legitimacy, and operational continuity. Digital market access creates entry points for broader consumer interaction, while brand coherence provides a consistent identity across physical and online environments. Institutional legitimacy strengthens the formal basis for market participation, whereas operational continuity depends on the capacity

of the business owner to maintain digital and branding assets after external assistance ends. The absence of any one capacity may weaken the functional contribution of the remaining resources because broader market participation requires visibility, recognition, legitimacy, and continued management at the same time. This configuration positions integrated mentoring as a capacity-building mechanism that organizes multiple business resources into a more coherent foundation for MSME development.

The program outcomes demonstrate that successful MSME assistance should extend beyond the delivery of digital accounts, visual materials, or licensing documents as final outputs. Sustainable value depends on the extent to which the enterprise can maintain, connect, and utilize these resources within routine business activities after the mentoring period. Continued use of digital channels can preserve market visibility, consistent branding can reinforce product recognition, and formal licensing can support broader participation in regulated market environments. Independent management capability becomes particularly important because the long-term contribution of the intervention depends on the business owner's ability to update content, manage online transactions, maintain brand consistency, and comply with relevant business requirements. These conditions provide the basis for evaluating the sustainability, practical implications, and longer-term capacity-building potential of integrated MSME digitalization and formalization initiatives.

E. CONCLUSION

The program demonstrated that integrating digital marketing, brand development, e-commerce adoption, and business formalization strengthened the market readiness and institutional legitimacy of Ceu Eneng Buniwangi. The results indicate that these elements function more effectively as complementary business capacities than as isolated interventions, thereby achieving the program objective of improving digital access, brand visibility, legal recognition, and operational capability. The main contribution lies in the integrated mentoring model that combines digitalization and formalization within a single MSME development process. Practical implementation should prioritize continuous management of social media, Shopee, brand identity, and licensing, while local stakeholders should expand similar assistance to other food-based MSMEs in Mekarwangi Village. Future studies should involve more MSMEs, longer evaluation periods, and measurable performance indicators such as sales growth, customer reach, and digital engagement to address the limited scope of this single-partner intervention and provide stronger evidence for local MSME development policies.

REFERENCES

- Assenova, V. A., & Sorenson, O. (2017). Legitimacy and the benefits of firm formalization. *Organization Science*, 28(5), 804–818. doi:10.1287/orsc.2017.1146
- Bening, S. A., Dachyar, M., Pratama, N. R., Park, J., & Chang, Y. (2023). E-commerce technologies adoption strategy selection in Indonesian SMEs using the decision-makers, technological, organizational and environmental (DTOE) framework. *Sustainability*, 15(12), 9361. doi:10.3390/su15129361

- Epriliyana, N. N. (2019). Urgensi ijin keamanan pangan (P-IRT) dalam upaya membangun kepercayaan konsumen dan meningkatkan jaringan pemasaran. *Jurnal Manajemen dan Bisnis Indonesia*, 5(1), 21–31. doi:10.32528/jmbi.v5i1.2580
- Hartono, A. S., Zeptavio, A. C., Anggraeni, A. D., Arum, D. P., Mardhiyyah, F., & Zain, F. A. (2023). Pendampingan pengurusan NIB dan PIRT bagi UMKM di Kelurahan Bendogerit, Kecamatan Sananwetan, Kota Blitar. *Jurnal Pengabdian Masyarakat Indonesia*, 2(2), 72–78. doi:10.55606/jpmi.v2i2.1855
- Junaidi, M. (2023, July 15). *UMKM hebat, perekonomian nasional meningkat*. Direktorat Jenderal Perbendaharaan, Kementerian Keuangan Republik Indonesia.
- Khasanah. (2023). Peran UMKM (Usaha Mikro Kecil Menengah) guna meningkatkan kesejahteraan masyarakat. *Demagogi: Journal of Social Sciences, Economics and Education*, 1(1), 11–18. doi:10.61166/demagogi.v1i1.2
- Patma, T. S., Wardana, L. W., Wibowo, A., Narmaditya, B. S., & Akbarina, F. (2021). The impact of social media marketing for Indonesian SMEs sustainability: Lesson from COVID-19 pandemic. *Cogent Business & Management*, 8(1), 1953679. doi:10.1080/23311975.2021.1953679
- Rahayu, R., & Day, J. (2017). E-commerce adoption by SMEs in developing countries: Evidence from Indonesia. *Eurasian Business Review*, 7(1), 25–41. doi:10.1007/s40821-016-0044-6
- Republic of Indonesia. (2025). *Government Regulation of the Republic of Indonesia Number 28 of 2025 concerning risk-based business licensing [Peraturan Pemerintah Republik Indonesia Nomor 28 Tahun 2025 tentang Penyelenggaraan Perizinan Berusaha Berbasis Risiko]*. Government of the Republic of Indonesia.
- Saeedikiya, M., Salunke, S., & Kowalkiewicz, M. (2024). Toward a dynamic capability perspective of digital transformation in SMEs: A study of the mobility sector. *Journal of Cleaner Production*, 439, 140718. doi:10.1016/j.jclepro.2024.140718
- Salsabilla Idris, K. P., & Rahmat, V. M. (2024). Perancangan panduan gaya media sosial untuk identitas merek M-Knows Consulting. *Jurnal Publikasi Ilmu Manajemen*, 3(2), 51–67. doi:10.55606/jupiman.v3i2.3886
- Soluk, J., Decker-Lange, C., & Hack, A. (2023). Small steps for the big hit: A dynamic capabilities perspective on business networks and non-disruptive digital technologies in SMEs. *Technological Forecasting and Social Change*, 191, 122490. doi:10.1016/j.techfore.2023.122490
- Sulistiyawati, E. S., & Widayani, A. (2020). Marketplace Shopee sebagai media promosi penjualan UMKM di Kota Blitar. *Jurnal Pemasaran Kompetitif*, 4(1), 133–142. doi:10.32493/jpkpk.v4i1.7087
- Valentino, D. E. (2018). Perancangan logo brand identity Sandpiper sebagai upaya peningkatan brand. *TEMATIK: Jurnal Teknologi Informasi dan Komunikasi*, 5(2), 127–140. doi:10.38204/tematik.v5i2.158
- Wati, S. K., & Widodo, E. K. (2023). Penerapan digital marketing pada UMKM: Analisis bibliometrik. *Jurnal Ekonomi dan Bisnis Digital (EKOBIL)*, 2(3), 46–49. doi:10.58765/ekobil.v2i3.185