

The Impact of Digital Transformation on MSME Competitiveness and Economic Growth

Aisyah Chusnul Jurnalita¹

¹ Universitas Diponegoro, Semarang, Indonesia
aischusnul@gmail.com

Abstract

Micro, Small, and Medium Enterprises (MSMEs) play a vital role in economic development by driving job creation and contributing to GDP growth. The rapid advancement of digital technology has transformed the business landscape, providing MSMEs with opportunities to enhance their competitiveness. This study examines the impact of digital transformation on MSMEs, focusing on the adoption of e-commerce platforms, financial technology (fintech), and digital marketing strategies. The findings indicate that digital tools enable MSMEs to expand their market reach, improve operational efficiency, and respond effectively to changing consumer behavior. However, challenges such as limited digital literacy, inadequate internet infrastructure, and high adoption costs hinder full digital integration. To optimize the benefits of digital transformation, policymakers and stakeholders must support MSMEs through financial assistance, training programs, and improved digital infrastructure. This study highlights the need for a collaborative approach between government, industry, and academia to foster a sustainable digital ecosystem for MSMEs, ensuring their resilience and long-term growth in an increasingly digital economy.

Keywords

Digital Marketing, Digital Transformation, E-Commerce, Economic Growth, MSMEs

1. Introduction

Micro, Small, and Medium Enterprises (MSMEs) play a crucial role in the Indonesian economy, contributing significantly to job creation and Gross Domestic Product (GDP). Recently, digital transformation has emerged as a key strategy for enhancing the competitiveness of MSMEs, particularly in response to challenges posed by the COVID-19 pandemic. This crisis has accelerated the development of the digital entrepreneurship ecosystem, enabling MSMEs to adopt technological innovations in their operations, including production and marketing (Min, 2022; Riswandi & Permadi, 2022).

Digital entrepreneurship refers to business models that integrate digital technology as a central element within their operations. The implementation of e-commerce platforms, social media, and digital business systems has provided broader opportunities for MSMEs, allowing them to operate more efficiently. Through digital applications, MSMEs can access wider markets, reduce costs, and offer consumers a more convenient shopping experience (Mustafa, 2021; Popović et al., 2022).

Several factors drive the growth of digital entrepreneurship among MSMEs, including convenience, access to comprehensive information, product availability, and cost and time efficiency. In the wake of the COVID-19 pandemic, consumer preferences have shifted significantly, with increased reliance on digital solutions due to a desire to avoid crowded shopping areas (Min, 2022; Shafi et al., 2020; Quinton et al., 2017). Advancements in information technology have facilitated easy access to product information and reviews, enhancing transparency for consumers. Moreover, digital business models enable real-time price comparisons, allowing consumers to find the best deals more easily (Mustafa, 2021; Popović et al., 2022; Bouncken et al., 2019).

However, the success of digital entrepreneurship is not solely dependent on technology use; it also requires continuous innovation and a supportive ecosystem. For MSMEs to compete in the global market, enhancing digital capabilities and improving technological literacy are essential factors. Thus, this research focuses on a conceptual analysis of the role of digital entrepreneurship in strengthening MSMEs and its implications for economic growth in Indonesia. Understanding the factors that influence digital transformation among MSMEs will aid in developing more effective strategies for supporting this sector's development (Langelo et al., 2024; Pelletier & Cloutier, 2019; Sang, 2023). As MSMEs navigate challenging economic landscapes intensified by the pandemic, embracing digital transformation is crucial for their sustainability and growth. The adoption of digital practices serves not only as a response to current challenges but also as a pathway for future business resilience and competitiveness (Appio et al., 2021; John, 2022).

Digital transformation has fundamentally reshaped the business landscape for micro, small, and medium enterprises (MSMEs) by facilitating access to broader markets through advanced technologies. The integration of e-commerce platforms, social media, and various digital systems has significantly enhanced operational

efficiency for these enterprises. Widely recognized platforms, such as Shopee and Tokopedia, serve as primary tools for MSMEs, enabling them to connect with consumers beyond geographical limitations. This advancement in market reach is corroborated by studies emphasizing the role of social media in fostering trust and transparency, crucial for successful operations within e-marketplaces (Nursyamsu et al., 2022; Zhou, 2023).

Moreover, the adoption of financial technology (fintech) has revolutionized the transactional processes for MSMEs. Fintech solutions provide entrepreneurs and consumers with streamlined, rapid, and secure payment options, eliminating many barriers associated with traditional financial services (Srivastava, 2024; Dutta et al., 2023). As noted, the emergence of fintech has not only modernized financial transactions but also democratized access to these services for smaller businesses, which often face significant financial constraints (Varma, 2019). This shift is particularly pertinent for rural MSMEs, which frequently struggle with cash flow and access to necessary capital for growth (Bakri & Kiswani, 2015; Prodanova & Looy, 2019).

The strategic utilization of social media tools further enhances the digital capabilities of MSMEs by allowing them to engage in tailored marketing strategies that directly address consumer needs. Research highlights that businesses leveraging social media can establish valuable relationships with their audience, leading to increased customer loyalty and brand recognition (Kwayu et al., 2018; Jones et al., 2015). This direct interaction is essential for MSMEs, which often compete against larger entities with more significant resources. Moreover, digital marketing strategies grounded in social media usage enable MSMEs to identify emerging trends and consumer preferences swiftly, facilitating agile business practices that contribute to sustained competitive advantage (Novianti & Erdiana, 2020; Appel et al., 2019).

As the digital landscape continues to evolve, MSMEs must remain proactive in adapting to these changes. The increasing reliance on technology not only empowers these businesses to enhance their operational practices but also fortifies them against disruptions, as evidenced during the COVID-19 pandemic when businesses with strong digital foundations were better positioned to navigate challenges (Dutta et al., 2023; Indrajaya et al., 2022). The literature underscores that success in this digital era demands a holistic embrace of both social media and fintech innovations, which together create a more resilient and adaptive entrepreneurial ecosystem for MSMEs (Nursyamsu et al., 2022; Srivastava, 2024; Vardarlier & Zafer, 2020).

Furthermore, the role of digital transformation extends beyond immediate operational benefits; it signifies a shift towards a more sustainable business model where efficient practices integrate with broader societal goals, particularly in terms of environmental stewardship and social responsibility (Hazudin et al., 2021; Williams & Schaefer, 2012). As such, MSMEs engaging deeply in digital transformation stand to not only enhance their market presence but also contribute positively to societal development objectives.

The digital transformation of MSMEs represents a pivotal moment in entrepreneurship, characterized by the effective integration of e-commerce, social media, and fintech solutions. By leveraging these technologies, MSMEs can not only overcome traditional barriers but also facilitate a sustainable competitive landscape that aligns with the demands of contemporary consumer behavior and market dynamics.

2. Discussion

2.1. Driving and Inhibiting Factors of Digital Entrepreneurship

The success of digital transformation in micro, small, and medium enterprises (MSMEs) is influenced by a variety of factors. One significant advantage of digital transactions is the convenience they offer, allowing consumers to shop seamlessly without needing to visit physical stores. This advantage is particularly salient in the digital age, where accessibility and user experience drive customer behavior (Kollmann et al., 2021; Pergelova et al., 2018). Furthermore, comprehensive information provision—including product ratings and reviews—empowers consumers to make informed purchasing decisions (Li et al., 2024).

However, the adoption of digital tools faces notable barriers. These challenges often stem from limited technology literacy among potential users, insufficient internet infrastructure in certain regions, and the high initial costs associated with adopting new technologies (D'Angelo et al., 2023). A lack of digital literacy is particularly problematic, as it inhibits users' ability to leverage available digital tools effectively (Xiong & Fu-sheng, 2021; Bejinaru, 2021). For instance, studies indicate that entrepreneurs with limited digital skills are less likely to embrace platforms that could enhance their business operations and customer engagement efforts (Korchagina et al., 2019). Moreover, inadequate digital infrastructure remains a critical hindrance, especially in rural areas, where internet access can be sporadic or entirely unavailable. This lack of infrastructure hampers the ability of local entrepreneurs to capitalize on digital opportunities, thereby stifling economic growth within these communities. Furthermore, the costs associated with technology adoption—such as software purchases, internet subscriptions, and training—pose a significant financial barrier for many MSMEs. Despite the lower operational costs that digital platforms could bring in the long term, the upfront investments can deter small business owners from making the switch to digital (D'Angelo et al., 2023).

The landscape of digital entrepreneurship continues to evolve as new technologies emerge, presenting both opportunities and challenges. Innovations in artificial intelligence, blockchain technology, and big data analytics hold the potential to further transform how entrepreneurship is conducted in the digital sphere (Kollmann et al., 2021; Satalkina & Steiner, 2020). However, navigating these innovations requires a depth of knowledge and adaptability that not all MSME owners possess. Consequently, there is a pressing need for targeted educational

programs that equip entrepreneurs with the necessary skills to thrive in this digital economy (Sachitra & Chinthaka, 2022). Such educational initiatives can help bridge the gap in technology literacy by providing practical training in digital tools and platforms (Li et al., 2024; Al-Mamun et al., 2022).

The driving factors behind digital entrepreneurship success include both the conveniences offered by digital transactions and the critical challenges that accompany the transition to digital. While the potential for enhanced customer engagement and operational efficiencies is undeniable, barriers related to technology literacy, infrastructure, and adoption costs require urgent attention. As the digital landscape continues to develop, stakeholders must prioritize education and support mechanisms to enable MSMEs to fully harness digital opportunities, thus fostering a more inclusive and prosperous entrepreneurial ecosystem.

2.2. The Impact of Digital Entrepreneurship on the MSME Economy

Digital entrepreneurship has profoundly influenced the economic landscape for micro, small, and medium-sized enterprises (MSMEs), particularly through enhanced productivity and competitiveness. The advent of digital technology has allowed these enterprises to streamline operations, reduce overhead costs, and optimize supply chain efficiencies. For example, MSMEs can now leverage e-commerce platforms to reach a global consumer base, eliminating geographical barriers that once limited their market access (Saridakis et al., 2018). The digital transformation not only improves operational performance but also fosters economic inclusion by expanding access to financial resources, business training, and necessary support systems that were previously challenging to obtain (Noerchoidah et al., 2025).

One of the pivotal benefits of digital entrepreneurship is its potential to revolutionize traditional business models, allowing MSMEs to adapt to the rapidly evolving market dynamics. By embracing digital tools and strategies, these enterprises can enhance their marketing capabilities, thus increasing customer engagement and retention (Olazo, 2022). Furthermore, the role of social media in entrepreneurial ventures has become crucial, as it provides a platform for MSMEs to cultivate their brand presence and attract new customers without significant financial investment (Troise et al., 2021). The ability to harness digital marketing strategies not only positions MSMEs competitively in the marketplace but also supports resilience against economic fluctuations by diversifying revenue streams (Santoso et al., 2023; Perdana et al., 2024).

However, the path to digital transformation is not devoid of challenges. While many MSMEs exhibit a keen willingness to adopt digital technologies, barriers such as limited digital literacy and inadequate resources persist (Rupeika-Apoga & Petrovska, 2022). Moreover, the capacity for digital adoption is frequently hindered by a lack of skilled personnel who can effectively manage and implement these technologies. Addressing these knowledge gaps is essential for empowering MSMEs to thrive in the digital economy (Batmetan, 2023). Developing initiatives aimed at

enhancing digital skills among entrepreneurs is thus paramount to ensuring sustainable economic growth within this sector (Fuadi et al., 2021).

Investment in digital infrastructure also plays a critical role in supporting the seamless transition to digital entrepreneurship for MSMEs. Governments and policymakers have a crucial part to play in facilitating this shift by creating supportive environments through funding, resources, and strategic policies that encourage digital innovation and integration (Mahesh et al., 2023; Kusjuniati, 2020). The introduction of formal frameworks, such as the MSME Development Act, aims to structure the support provided to small businesses, enabling them to compete on both national and international stages (Ramadhona et al., 2023; Pelletier & Cloutier, 2019).

As digital entrepreneurship continues to shape the economic landscape for MSMEs, the importance of embracing a comprehensive approach that incorporates technological advancements while also considering cultural aspects cannot be overstated. The potential for MSMEs to harness digital tools not only aids in their economic development but also enriches the wider community through job creation and sustainable practices in entrepreneurship (Santoso et al., 2023). Hence, fostering a digitally-savvy ecosystem is integral to maximizing the economic benefits that stem from the ongoing digital transformation of MSMEs.

2.3. Strengthening Digital Entrepreneurship Strategies for SMEs

To ensure sustainable growth and continuity of digital entrepreneurship within Small and Medium Enterprises (SMEs), a comprehensive strategy is paramount. Governments must formulate robust policies that facilitate the digitalization process for SMEs, including providing incentives for those transitioning to digital technologies. Such initiatives can substantially enhance operational efficiency and market reach, aligning with findings that underscore the importance of digital marketing alliances in promoting SME resilience during crises, such as the COVID-19 pandemic (Ragazou et al., 2022).

Increasing digital literacy is a pivotal step for SMEs, achieved through extensive training and educational programs. This approach is vital because it empowers entrepreneurs with the necessary skills to navigate digital platforms effectively. Research indicates that enhancing digital literacy among stakeholders leads to improved decision-making and technological engagement (Gosal & Nainggolan, 2023). Furthermore, expert guidance in the implementation of digital tools can create substantial value, enabling SMEs not only to adopt innovations but also to enhance their financial well-being and market competitiveness (Gosal & Nainggolan, 2023; Awonuga et al., 2024).

In addition to governmental support, collaboration among academic institutions, governmental bodies, and the private sector is essential to construct a conducive digital ecosystem. Such synergy can facilitate the exchange of knowledge and resources, significantly benefiting SMEs. A triple helix model—encompassing

government, academia, and industry—has proven effective in fostering innovation and facilitating digital transformation among SMEs (Noya et al., 2023; Aminullah et al., 2022). Through collaborative frameworks, knowledge-intensive firms can assist SMEs in navigating their digital journeys, thereby bridging the technological gap often encountered by smaller enterprises (Rapaccini et al., 2023).

Moreover, as SMEs are particularly vulnerable to volatile market conditions characterized as VUCA (Volatile, Uncertain, Complex, and Ambiguous), comprehensive support mechanisms must be established. Government policies should encourage adaptive measures that help SMEs thrive amid such challenges (Lei et al., 2022; Sulastri et al., 2023). Insights from the digital transformation literature suggest that an awareness of industry best practices can empower SMEs to enhance their operational capabilities, offering them a competitive edge while maximizing resource utilization (Mattos et al., 2023).

In light of the increasing challenges posed by global market fluctuations, the digital transformation of SMEs must be prioritized as a strategic imperative rather than a mere option. Practical implementations include fostering an environment conducive to innovation, supported by investments in digital infrastructure and ongoing professional development for staff (North et al., 2019). Furthermore, focusing on the dynamism of digital strategy alignment is critical, as this enhances SMEs' abilities to respond to rapidly changing market conditions effectively (Canhoto et al., 2021; Lu et al., 2020). Ultimately, digital entrepreneurship strategies must evolve to embrace the changing landscape, ensuring that SMEs not only survive but flourish in an increasingly digitized economy. By advocating for comprehensive digital policies, promoting digital literacy, and fostering collaborative networks, stakeholders can create a robust framework that supports sustainable growth for SMEs.

3. Conclusion

Digital transformation has significantly reshaped the business environment for MSMEs, offering new opportunities for growth and market expansion. By leveraging digital tools such as e-commerce platforms, fintech solutions, and social media marketing, MSMEs can enhance efficiency, reduce operational costs, and strengthen customer engagement. However, challenges such as digital illiteracy, limited access to technology, and high initial investment costs remain barriers to full digital adoption. To maximize the potential of digital transformation, governments should implement policies that support MSMEs in overcoming these challenges. Initiatives such as digital literacy training, access to affordable technology, and financial incentives for digital adoption can help bridge the gap. Additionally, collaboration between government, academia, and private sector stakeholders is crucial in building a robust digital ecosystem that enables MSMEs to compete globally. Future research should

explore sector-specific digital strategies and the long-term impact of digital transformation on business sustainability.

References

- Al-Mamun, A., Olowolayemo, A., Wani, S., & Sofiadin, A. (2022). Exploring the impact of digital entrepreneurship education among graduates in Bangladesh. *JISDT*, 4(2).
- Aminullah, E., Fizzanty, T., Nawawi, N., Suryanto, J., Pranata, N., Maulana, I., & Budiatri, A. (2022). Interactive components of digital MSMEs ecosystem for inclusive digital economy in Indonesia. *Journal of the Knowledge Economy*, 15(1), 487–517.
- Appel, G., Grewal, L., Hadi, R., & Stephen, A. (2019). The future of social media in marketing. *Journal of the Academy of Marketing Science*, 48(1), 79–95.
- Appio, F., Frattini, F., Petruzzelli, A., & Neirotti, P. (2021). Digital transformation and innovation management: A synthesis of existing research and an agenda for future studies. *Journal of Product Innovation Management*, 38(1), 4–20.
- Awonuga, K., Nwankwo, E., Oladapo, J., Okoye, C., Odunaiya, O., & Scholastica, U. (2024). Driving sustainable growth in SME manufacturing: The role of digital transformation, project, and capture management. *International Journal of Science and Research Archive*, 11(1), 2012–2021.
- Bakri, A., & Kisswani, N. (2015). Social media: Adoption and legal issues impact on business innovation. *International Journal of Business Innovation and Research*, 9(4), 486.
- Batmetan, J. (2023). A cybersecurity and digital transactions to educate the micro, small, and medium business community. *IJITE*, 2(4), 1–11.
- Bejinaru, R. (2021). Key issues of transition to digital entrepreneurship. *Proceedings of the International Conference on Business Excellence*, 15(1), 91–101.
- Bouncken, R., Kraus, S., & Roig-Tierno, N. (2019). Knowledge- and innovation-based business models for future growth: Digitalized business models and portfolio considerations. *Review of Managerial Science*, 15(1), 1–14.
- Canhoto, A., Quinton, S., Pera, R., Molinillo, S., & Simkin, L. (2021). Digital strategy aligning in SMEs: A dynamic capabilities perspective. *The Journal of Strategic Information Systems*, 30(3), 101682.
- D'Angelo, S., Ghezzi, A., Cavallo, A., Rangone, A., & Gatti, M. (2023). Tapping into digital technologies in corporate entrepreneurship: An exploratory multiple case study. *European Conference on Innovation and Entrepreneurship*, 18(1), 217–224.
- Dutta, A., Doszhan, R., Kuanova, L., & Beisembayev, G. (2023). Impact of COVID-19 on fintech industry of Kazakhstan: New challenges. *Eurasian Journal of Economic and Business Studies*, 1(67), 70–81.

- Fuadi, D., Akhyadi, A., & Saripah, I. (2021). Systematic review: Strategi pemberdayaan pelaku UMKM menuju ekonomi digital melalui aksi sosial. *Diklus Jurnal Pendidikan Luar Sekolah*, 5(1), 1-13.
- Gosal, G., & Nainggolan, R. (2023). The influence of digital financial literacy on Indonesian SMEs' financial behavior and financial well-being. *International Journal of Professional Business Review*, 8(12), e04164.
- Hazudin, S., Sabri, M., Kader, M., & Ishak, M. (2021). Empowering women-owned businesses in the era of digital transformation: A review of the opportunities and challenges. *International Journal of Academic Research in Business and Social Sciences*, 11(19).
- Indrajaya, T., Primasyah, D., Yulianti, S., Rosmiati, E., & Sova, M. (2022). Peran e-bisnis dalam pengembangan UMKM. *Jurnal Economina*, 1(2), 239-247.
- John, L. (2022). Can MSMEs in tourism survive the COVID-19 storm? An MSME view of their stakeholders. *Benchmarking: An International Journal*, 30(6), 2166-2188.
- Jones, N., Borgman, R., & Ulusoy, E. (2015). Impact of social media on small businesses. *Journal of Small Business and Enterprise Development*, 22(4), 611-632.
- Kollmann, T., Kleine-Stegemann, L., Cruppe, K., & Then-Bergh, C. (2021). Eras of digital entrepreneurship. *Business & Information Systems Engineering*, 64(1), 15-31.
- Korchagina, I. V., Sychjova-Peredero, O. V., & Korchagin, R. L. (2019, December). Digital technology entrepreneurship in modern regional development. In *International Scientific and Practical Conference on Digital Economy (ISCDE 2019)* (pp. 26-30). Atlantis Press.
- Kusjuniati, K. (2020). Strategi dan peran penting Komite Nasional Ekonomi dan Keuangan Syariah (KNEKS) dalam mendukung ketahanan ekonomi nasional. *Widya Balina*, 5(1), 112-123.
- Kwayu, S., Lal, B., & Abubakre, M. (2018). The influence of social media on engendering strategic organisational practices: The case of two Tanzanian telecommunications companies. *Springer*, 47-59.
- Langelo, L., Ngangi, C., & Rengkung, L. (2024). Agro digitalization capability of the UMKM sector in Bitung City in the era of digital agro economy. *Jurnal Agroekoteknologi Terapan*, 5(1), 37-51.
- Lei, J., Indiran, L., & Kohar, U. (2022). The digital transformation of SMEs: The difference between East and West in China. *International Journal of Academic Research in Business and Social Sciences*, 12(12).
- Li, S., Bu, Y., Zhang, Z., & Huang, Y. (2024). Digital entrepreneurship intention and digital entrepreneurship behavior: The mediating role of managing learning and entrepreneurship education. *Education + Training*, 66(2/3), 195-212.
- Lu, C., Yu, B., Zhang, J., & Dan, X. (2020). Effects of open innovation strategies on innovation performance of SMEs: Evidence from China. *Chinese Management Studies*, 15(1), 24-43.

- Mahesh, K., Aithal, P., & Sharma, K. (2023). Government initiatives and digital innovation for Atma Nirbhar MSMEs/SMEs: To achieve sustainable and inclusive economic growth. *International Journal of Management Technology and Social Sciences*, 68-82.
- Mattos, C., Pellegrini, G., Hagelaar, G., & Dolfma, W. (2023). Systematic literature review on technological transformation in SMEs: A transformation encompassing technology assimilation and business model innovation. *Management Review Quarterly*, 74(2), 1057-1095.
- Min, H. (2022). Assessing the impact of a COVID-19 pandemic on supply chain transformation: An exploratory analysis. *Benchmarking: An International Journal*, 30(6), 1765-1781.
- Mustafa, M. (2021). Impact of digital strategy in business for small and medium enterprises in developing countries. *International Journal for Modern Trends in Science and Technology*, 7(09), 205-210.
- Noerchoidah, N., Suhardiyah, M., Nurcahyanie, Y., & Sawitri, A. (2025). Optimization of digital literacy knowledge sharing and human capital on digital economy for MSMEs business sustainability. *International Journal of Human Capital and Information Technology Professionals*, 16(1), 1-18.
- North, K., Aramburu, N., & Lorenzo, O. (2019). Promoting digitally enabled growth in SMEs: A framework proposal. *Journal of Enterprise Information Management*, 33(1), 238-262.
- Novianti, W., & Erdiana, E. (2020). Advertisement in business through social media. *Proceeding of International Conference on Business Economics Social Sciences and Humanities*, 1, 53-58.
- Noya, S., Taneo, S., & Melany, M. (2023). Triple helix innovation ecosystem: The role of small and medium enterprises community in enhancing performance. *Quality Innovation Prosperity*, 27(1), 46-61.
- Nursyamsu, N., Ningsih, F., & Nurdin, N. (2022). Business sustainability in the era of Society 5.0: Optimizing the utilization of social media and fintech for Muslim millennial entrepreneurs. *Iqtishodia Jurnal Ekonomi Syariah*, 7(2), 21-28.
- Olazo, D. (2022). Marketing competency, marketing innovation and sustainable competitive advantage of SMEs: A mixed-method analysis. *Asia Pacific Journal of Marketing and Logistics*, 35(4), 890-907.
- Pelletier, C., & Cloutier, L. (2019). Conceptualising digital transformation in SMEs: An ecosystemic perspective. *Journal of Small Business and Enterprise Development*, 26(6/7), 855-876.
- Perdana, E., Hermana, B., & Kuswanto, A. (2024). Determinants and impact of digital transformation on small business performance in the Jabodetabek area. *Return Study of Management Economic and Business*, 3(10), 755-768.
- Pergelova, A., Manolova, T., Simeonova-Ganeva, R., & Yordanova, D. (2018). Democratizing entrepreneurship? Digital technologies and the

- internationalization of female-led SMEs. *Journal of Small Business Management*, 57(1), 14-39.
- Popović, J., Dudaš, I., Milosevic, D., & Luković, J. (2022). Digital transformation as a chance for small business development. *International Journal of Management Trends Key Concepts and Research*, 1(1), 29-38.
- Prodanova, J., & Looy, A. (2019). How beneficial is social media for business process management? A systematic literature review. *IEEE Access*, 7, 39583-39599.
- Quinton, S., Canhoto, A., Molinillo, S., Pera, R., & Budhathoki, T. (2017). Conceptualising a digital orientation: Antecedents of supporting SME performance in the digital economy. *Journal of Strategic Marketing*, 26(5), 427-439.
- Ragazou, K., Passas, I., & Sklavos, G. (2022). Investigating the strategic role of digital transformation path of SMEs in the era of COVID-19: A bibliometric analysis using R. *Sustainability*, 14(18), 11295.
- Ramadhona, D., Syafri, W., Maryani, D., & Achmad, M. (2023). Government support and policy design to improve MSME's performance. *Journal of Social Research*, 2(7), 2157-2172.
- Rapaccini, M., Paiola, M., Cinquini, L., & Giannetti, R. (2023). Digital servitization journey in small- and medium-sized enterprises: The contribution of knowledge-intensive business firms. *Journal of Business and Industrial Marketing*, 38(6), 1362-1375.
- Riswandi, R., & Permadi, I. (2022). Business sustainability through technology adoption: Readiness and acceptance of e-commerce technology in MSMEs. *KNE Social Sciences*.
- Rupeika-Apoga, R., & Petrovska, K. (2022). Barriers to sustainable digital transformation in micro-, small-, and medium-sized enterprises. *Sustainability*, 14(20), 13558.
- Sachitra, V., & Chinthaka, D. (2022). Deriving solutions to the contemporary issues in entrepreneurship: Determinants of establishing digital entrepreneurship ecosystem in Sri Lanka. *South Asian Journal of Social Studies and Economics*, 1-14.
- Sang, T. (2023). Digital transformation toward sustainable development in Vietnamese small and medium enterprises. *Management & Marketing*, 18(S1), 459-473.
- Santoso, H., Priatna, W., Wijaya, A., & Nugroho, D. (2023). Strengthening the resilience and competitiveness of MSMEs for digital independence of tourism villages through marketing communication in Pesudukuh Village, Bagor District, Nganjuk Regency, East Java. *International Journal of Multidisciplinary Research and Analysis*, 7(1).
- Saridakis, G., Lai, Y., Mohammed, A., & Hansen, J. (2018). Industry characteristics, stages of e-commerce communications, and entrepreneurs and SMEs revenue growth. *Technological Forecasting and Social Change*, 128, 56-66.

- Satalkina, L., & Steiner, G. (2020). Digital entrepreneurship and its role in innovation systems: A systematic literature review as a basis for future research avenues for sustainable transitions. *Sustainability*, 12(7), 2764.
- Shafi, M., Liu, J., & Ren, W. (2020). Impact of COVID-19 pandemic on micro, small, and medium-sized enterprises operating in Pakistan. *Research in Globalization*, 2, 100018.
- Srivastava, D. (2024). The transformative role of fintech in modern business organizations: A comprehensive analysis. *International Journal of Scientific Research in Engineering and Management*, 8(3), 1-5.
- Sulastri, S., Mulyadi, H., Disman, D., Hendrayati, H., & Purnomo, H. (2023). Resilience acceleration model of small and medium enterprises through digital transformation. *Journal of Eastern European and Central Asian Research (JEECAR)*, 10(4), 609-619.
- Troise, C., Dana, L., Tani, M., & Lee, K. (2021). Social media and entrepreneurship: Exploring the impact of social media use of start-ups on their entrepreneurial orientation and opportunities. *Journal of Small Business and Enterprise Development*, 29(1), 47-73.
- Vardarli, P., & Zafer, C. (2020). Sosyal medya ve kriz yönetimi: Cambridge Analytica örneği. *Celal Bayar Üniversitesi Sosyal Bilimler Dergisi*, 31-44.
- Varma, A. (2019). Fintech adoption choices of small businesses: A technology organization environment (TOE) framework study. *Accounting and Finance Research*, 8(2), 86.
- Williams, S., & Schaefer, A. (2012). Small and medium-sized enterprises and sustainability: Managers' values and engagement with environmental and climate change issues. *Business Strategy and the Environment*, 22(3), 173-186.
- Xiong, C., & Fu-sheng, Z. (2021). Influence of digital finance on efficacy of entrepreneurship by returning migrant workers. *Discrete Dynamics in Nature and Society*, 2021, 1-11.
- Zhou, T. (2023). Unveiling the potential of social media marketing in enhancing e-marketplace performance. *Journal of Digitainability Realism & Mastery (DREAM)*, 2(5), 53-57.