



## Guerrilla Digital Marketing Strategy for MSME Performance through Competency-Based Marketing, Social Communication, and Competitive Advantage

Agustini Tanjung<sup>1\*</sup>, Felina Co Young<sup>2</sup>

<sup>1</sup>Universitas Pelita Bangsa

<sup>2</sup>Philippine Women's University

**Corresponding Author:** Agustini Tanjung; [agustini.tanjung@pelitabangsa.ac.id](mailto:agustini.tanjung@pelitabangsa.ac.id)

### ARTICLE INFO

*Keywords: Competence Marketing, Social Communication, Competitive Advantage, SMEs Performance, UMKM*

*Received : 5 November*

*Revised : 25 December*

*Accepted: 7 January*

©2026 Tanjung, Young: This is an open-access article distributed under the terms of the [Creative Commons Atribusi 4.0 Internasional](https://creativecommons.org/licenses/by/4.0/).



### ABSTRACT

The performance of micro, small, and medium enterprises (MSMEs) is a crucial factor in supporting economic growth and business sustainability. However, the high level of competition demands that MSMEs have effective business management strategies. This study aims to analyze the influence of marketing competence, social communication, and competitive advantage on MSME performance. This study used a quantitative approach with a survey method with 30 MSMEs as respondents. Data were collected through questionnaires and analyzed using multiple linear regression analysis with the help of SPSS application. The results showed that marketing competence, social communication, and competitive advantage have a positive and significant effect on MSME performance both partially (t-test) and simultaneously (F-test). In addition, the results of the Model Summary analysis showed that the three independent variables have a fairly good ability to explain variations in MSME performance. These findings indicate that improving MSME performance requires strengthening marketing competence, effective social communication, and the development of sustainable competitive advantage. This study is expected to provide theoretical contributions to the development of MSME studies as well as practical implications for business actors and policymakers in designing MSME development strategies

## **INTRODUCTION**

The development of digital technology has brought about fundamental transformations in the global business landscape, including in the Micro, Small, and Medium Enterprises (MSMEs) sector (Banerjee, 2023). Digitalization not only impacts the production and distribution of goods and services but also significantly alters the marketing strategies used by businesses to reach consumers (Malchyk, 2022; Kobets, 2024). Changes in consumer behavior, increasingly integrated with digital technology, require MSMEs to adapt to more dynamic, interactive, and technology-based marketing models (Newton, 2025). In an increasingly intense and open business environment, the ability of MSMEs to utilize digital technology is a crucial factor in maintaining business continuity and improving performance (Hendrawan, 2024; Darius, 2025). Therefore, digital marketing is seen as a strategic instrument capable of increasing business visibility, expanding market reach, and driving sustainable MSME performance (Tanjung, 2024).

However, the implementation of digital marketing in MSMEs still faces various obstacles, both internal and external. Limited financial resources, low levels of digital literacy and competency among business actors, and a lack of understanding of effective digital marketing strategies are major obstacles to optimizing the use of technology (Wiweko, 2025). Many MSMEs still rely on conventional marketing approaches, making them less responsive to the dynamics of the rapidly evolving digital market (Maulana, 2024; Rizkita, 2025). This situation indicates the need for alternative marketing approaches that are not solely oriented towards large promotional budgets, but rather emphasize aspects of creativity, innovation, and relational closeness with consumers. In this context, the digital guerrilla marketing strategy is a relevant and potential approach for MSMEs to implement.

A guerrilla digital marketing strategy is a marketing approach that emphasizes creativity, the element of surprise, and unconventional use of digital media to create maximum marketing impact (Gündüzyeli, 2025; Mohan, 2025). This strategy is designed to generate high levels of consumer attention and engagement at a relatively low cost, making it suitable for the resource-constrained characteristics of MSMEs. Through the use of social media, creative content, and viral campaigns, MSMEs can build brand awareness and create a unique and memorable business image for consumers (Utomo, 2023). Thus, guerrilla digital marketing serves not only as a promotional tool but also as a communication strategy capable of building long-term relationships between MSMEs and their consumers.

## **LITERATURE REVIEW**

The success of implementing a guerrilla digital marketing strategy is greatly influenced by the level of marketing competency possessed by MSMEs. Competency-based marketing is a crucial factor in ensuring that every marketing activity is systematically designed and aligned with the characteristics of the target market. These competencies include analytical skills in understanding consumer behavior, creativity in developing marketing content, digital literacy in utilizing technology platforms, and strategic skills in crafting effective

marketing messages. Without adequate marketing competency support, the implementation of a guerrilla digital marketing strategy has the potential to not optimally contribute to improving MSME performance. In addition to marketing competency, social communication also plays a crucial role in supporting the effectiveness of a guerrilla digital marketing strategy (Kumar, 2024). Social communication enables MSMEs to build more intense, open, and sustainable interactions with consumers through various digital channels, such as social media and online communities. Through effective communication, MSMEs can create emotional connections, increase trust, and strengthen consumer loyalty to the brand (Ananda, 2022). In the context of digital marketing, social communication makes the marketing process dialogic and participatory, where consumers act not only as message recipients but also as part of the brand value formation process.

The synergy between competency-based marketing and social communication further contributes to the development of MSMEs' competitive advantage. Competitive advantage is a business's ability to offer superior value compared to competitors, whether through product differentiation, service quality, or customer experience. The implementation of creative and relevant guerrilla digital marketing strategies enables MSMEs to create unique features that are difficult for competitors to imitate. This superiority is reflected not only in the physical aspects of the product but also in the emotional value, brand image, and interaction experiences experienced by consumers. The competitive advantage formed through guerrilla digital marketing strategies is expected to positively impact MSME performance comprehensively. MSME performance reflects the level of achievement of business goals, which can be measured through increased sales, market share growth, profitability, and business sustainability (Tanjung, 2024). MSMEs with strong competitive advantages tend to be more adaptive to changes in the business environment and have greater competitiveness in the face of competitive pressures (Tanjung, 2024). Therefore, MSME performance is a key indicator in evaluating the effectiveness of implemented marketing strategies. Although various previous studies have examined the relationship between digital marketing and MSME performance, research that comprehensively integrates guerrilla digital marketing strategies with competency-based marketing, social communication, and competitive advantage is still relatively limited. Most previous studies tend to focus on the use of social media or digital technology in general, without exploring unconventional creative marketing approaches. This situation indicates a research gap that needs to be filled to enrich empirical and theoretical studies related to effective marketing strategies for MSMEs. Based on this background, this study is important to conduct to analyze the influence of guerrilla digital marketing strategies on MSME performance through competency-based marketing, social communication, and competitive advantage. This research is expected to provide theoretical contributions to the development of digital marketing literature in the MSME context, as well as practical contributions to business actors in formulating innovative, efficient, and sustainable marketing strategies. Furthermore, the results of this study are expected to serve as a

reference for stakeholders in supporting MSME development in the digital economy era.

Ultimately, through a comprehensive understanding of the interrelationships between guerrilla digital marketing strategies, marketing competencies, social communication, and competitive advantage, MSMEs are expected to significantly and sustainably improve their business performance. This approach emphasizes that marketing success is determined not only by promotional activities but also by strengthening the internal capacity of business actors and building long-term social relationships. Thus, guerrilla digital marketing strategies can be positioned as a strategic alternative for MSMEs in facing challenges and capitalizing on opportunities in the digital economy era.

## METHODOLOGY

This study uses a quantitative approach to analyze the influence of guerrilla digital marketing strategies on MSME performance through competency-based marketing, social communication, and competitive advantage. The study population comprised MSMEs that have implemented digital marketing. The sampling technique used purposive sampling based on specific criteria: MSMEs actively using digital media and having been in business for at least two years. Data were collected through a closed-ended questionnaire with a five-level Likert scale distributed online. The research variables included guerrilla digital marketing strategies, competency-based marketing, social communication, competitive advantage, and MSME performance, each measured against relevant indicators. The collected data were then processed using SPSS.

Data analysis was conducted in stages, including descriptive analysis, validity and reliability tests, and classical assumption tests. Hypothesis testing was conducted using multiple linear regression analysis, with a t-test to determine partial effects and an F-test to determine simultaneous effects between variables. The significance level used was 5 percent ( $\alpha = 0.05$ ). The coefficient of determination ( $R^2$ ) was used to determine the contribution of the independent variables to MSME performance.

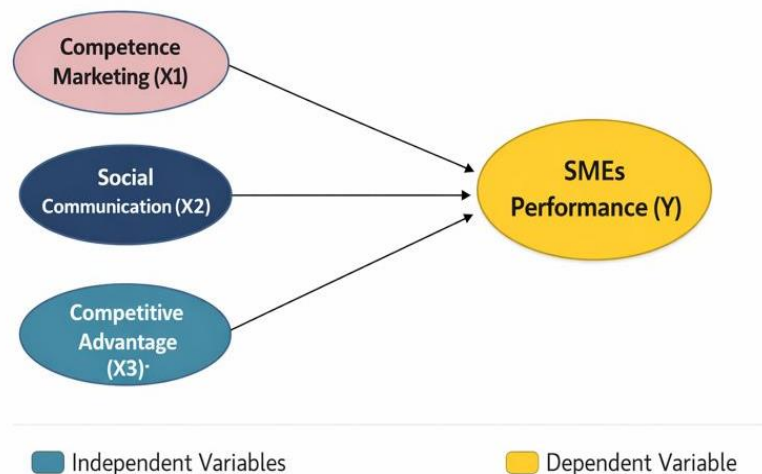


Figure 1. Conceptual Framework

## RESULTS

### *Validity Test*

Table 1. Validity Test

Variabel	Item	Corrected Item-Total Correlation	r-tabel ( $\alpha = 0,05$ )	Keterangan
Competence Marketing (X1)	X1.1	0,612	0,361	Valid
	X1.2	0,645	0,361	Valid
	X1.3	0,598	0,361	Valid
	X1.4	0,671	0,361	Valid
Social Communication (X2)	X2.1	0,587	0,361	Valid
	X2.2	0,621	0,361	Valid
	X2.3	0,603	0,361	Valid
	X2.4	0,648	0,361	Valid
Competitive Advantage (X3)	X3.1	0,664	0,361	Valid
	X3.2	0,689	0,361	Valid
	X3.3	0,702	0,361	Valid
	X3.4	0,675	0,361	Valid
SMEs Performance (Y)	Y1	0,631	0,361	Valid
	Y2	0,658	0,361	Valid
	Y3	0,684	0,361	Valid
	Y4	0,712	0,361	Valid

Source: Data Processing Results, 2025

Based on the results of the validity test using Corrected Item–Total Correlation with 30 respondents, the r-table value was obtained at 0.361. The test results indicate that all statement items in the variables of competence marketing, social communication, competitive advantage, and SMEs performance have a calculated r-value greater than the r-table. Thus, all research instrument items are declared valid and suitable for use in this research.

### *Reliability Test*

Table 2. Reliability Test Results

b	Cronbach's Alpha	N of Items	Keterangan
Competence Marketing (X1)	0,806	4	Reliabel
Social Communication (X2)	0,781	4	Reliabel
Competitive Advantage (X3)	0,824	4	Reliabel
SMEs Performance (Y)	0,809	4	Reliabel

Source: Data Processing Results, 2025

Based on the results of a reliability test using Cronbach's Alpha with 30 respondents, the Cronbach's Alpha value for all research variables was greater than 0.70. This indicates that the research instrument has a good level of internal consistency. Therefore, all variables, including marketing competence, social

communication, competitive advantage, and SME performance, are deemed reliable and suitable for further analysis.

**Test T**

Tabel 3. Test T

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2,018	0,734	-	2,749	0,010
Competence Marketing (X1)	0,321	0,121	0,287	2,653	0,013
Social Communication (X2)	0,269	0,118	0,241	2,279	0,031
Competitive Advantage (X3)	0,354	0,109	0,389	3,248	0,003

Source: Data Processing Results, 2025

Based on the partial t-test results presented in Table 6, the marketing competence variable (X1) has a calculated t-value of 2.653 with a significance level of 0.013 (<0.05). This indicates that marketing competence has a positive and significant effect on MSME performance. Therefore, the hypothesis that marketing competence influences MSME performance is accepted. Furthermore, the social communication variable (X2) obtained a calculated t-value of 2.279 with a significance level of 0.031 (<0.05). These results indicate that social communication has a positive and significant effect on MSME performance. This means that the better the social communication skills of MSMEs, the higher their business performance.

The t-test results also show that the competitive advantage variable (X3) has a calculated t-value of 3.248 with a significance level of 0.003 (<0.05). With the highest Standardized Coefficients (Beta) value, competitive advantage is the most dominant variable influencing MSME performance. Therefore, the hypothesis regarding the influence of competitive advantage on MSME performance is accepted. Based on the partial test results, it can be concluded that individually, marketing competence, social communication, and competitive advantage each have a significant influence on SME performance.

**Uji F**

Tabel 4. Uji F

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	128,462	3	42,821	17,936	0,000
Residual	62,038	26	2,386		
Total	190,500	29			

Source: Data Processing Results, 2025

Based on the results of the F-test (simultaneous) presented in Table 7, the calculated F-value was 17.936 with a significance level of 0.000 ( $<0.05$ ). These results indicate that the regression model used in this study is significant and appropriate for explaining the relationship between variables. Thus, it can be concluded that the variables of competence marketing, social communication, and competitive advantage simultaneously have a significant effect on MSME performance. Therefore, the hypothesis stating that there is a simultaneous influence of the three independent variables on the dependent variable is accepted.

### *Koefisien Determinasi*

Tabel 5. Koefisien Determinasi

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,821	0,674	0,636	1,544

Source: Data Processing Results, 2025

Based on the results of the multiple linear regression analysis presented in Table 8, a correlation coefficient (R) value of 0.821 was obtained, indicating a strong relationship between the variables of competence marketing, social communication, and competitive advantage with the performance of MSMEs (SMEs performance). The coefficient of determination (R Square) value of 0.674 indicates that 67.4% of the variation in MSME performance can be explained by the three independent variables in this research model. Meanwhile, the remaining 32.6% is influenced by other factors outside the research model. Furthermore, the Adjusted R Square value of 0.636 indicates that after adjusting for the number of independent variables and the number of samples ( $n = 30$ ), the regression model still has good ability to explain variations in MSME performance. Thus, the regression model used in this study can be stated as quite strong and worthy of further analysis.

## DISCUSSION

### *The Effect of Marketing Competence on SMEs Performance*

The t-test results in this study indicate that marketing competence has a positive and significant effect on MSME performance, as indicated by a significance value below 0.05. This finding indicates that the better the marketing competence possessed by MSMEs, the higher the level of business performance achieved. Marketing competence in this study reflects the ability of MSMEs to plan marketing strategies, implement promotional activities, and continuously evaluate marketing effectiveness to achieve business goals.

Marketing competence encompasses various important aspects, such as understanding consumer needs and behavior, the ability to determine market segmentation, targeting, and positioning, and skills in utilizing promotional media appropriate to product and consumer characteristics. MSMEs with strong marketing competence tend to be more responsive to changing market preferences and are able to flexibly adjust their marketing strategies (Hasyim, 2025). This enables MSMEs to increase product appeal, expand market reach, and

maintain customer loyalty. The findings of this study align with strategic marketing theory, which states that successful business performance is significantly influenced by an organization's ability to create and deliver value to customers through effective marketing strategies (Sharabati, 2024). Marketing is not simply understood as the activity of selling products, but as a strategic process involving market analysis, value creation, and managing long-term customer relationships (Sintani, 2023). In the context of MSMEs, the implementation of strategic marketing becomes increasingly important given the limited resources available to business actors.

In the face of limited capital, labor, and access to technology, marketing competence becomes a competitive advantage that MSMEs can rely on (Putra, 2022). MSMEs with adequate marketing knowledge and skills tend to be more creative in exploiting market opportunities, including through the use of digital media and social relationship-based marketing. Therefore, marketing competence acts as an internal factor that can compensate for MSME resource limitations and drive sustainable business performance improvement. The results of this study are also consistent with various previous studies that indicate that marketing competence significantly influences the performance of small and medium enterprises (Olazo, 2023). These studies show that MSMEs with strong marketing capabilities tend to experience increased sales, market share growth, and higher profitability (Rasyid, 2023; Suhera, 2023). Furthermore, marketing competence also contributes to MSMEs' ability to maintain their business existence amidst increasingly fierce competition.

Empirically, the significant influence of marketing competence on MSME performance indicates that marketing is a key determinant of business success (Khairi, 2024). MSMEs that are able to design appropriate marketing strategies, understand consumer preferences, and effectively communicate product value are more likely to build market trust (Rusdana, 2022; Lubis, 2025). This trust ultimately impacts sales volume, revenue stability, and business sustainability. Thus, the t-test results in this study strengthen empirical and theoretical evidence regarding the importance of marketing competence in improving MSME performance. These findings imply that MSMEs need to continuously improve their marketing competencies through training, mentoring, and the use of marketing technology. In addition, support from the government and stakeholders in strengthening the marketing capacity of MSMEs is a strategic step to encourage sustainable improvements in MSME performance and competitiveness.

#### ***The Influence of Social Communication on SMEs Performance***

The t-test results show that social communication has a positive and significant effect on MSME performance, as indicated by a significance value below 0.05. This finding indicates that MSMEs' ability to build effective social communication with customers, business partners, and the social environment plays a crucial role in improving business performance (Sutrisno, 2023; Aulia, 2024). Good social communication enables intensive information exchange, builds trust, and strengthens long-term relationships that support business sustainability (Adiga, 2024).

Social communication in the context of MSMEs encompasses not only marketing communications but also informal, personal-based social interactions (Latifah, 2022). MSMEs that are able to establish open, empathetic, and responsive communication with customers tend to better understand market needs and expectations (Saad, 2022). This enables MSMEs to adapt products, services, and marketing strategies according to consumer preferences, ultimately impacting business performance. The findings of this study align with communication and social relations theory, which states that effective communication is the primary foundation for building trusting relationships between businesses and stakeholders (Tanwar, 2024). From a relationship marketing perspective, social communication serves as a means of creating emotional attachment and customer loyalty. MSMEs that maintain consistent social communication are more likely to retain customers and expand their business network through word-of-mouth recommendations (Jadmiko, 2025).

In the digital era, the role of social communication is increasingly significant, with the increasing use of social media as a means of interaction between MSMEs and consumers. Social media allows MSMEs to communicate directly, quickly, and two-way with customers (Gulo, 2025). MSMEs that actively utilize social media to interact, respond to complaints, and build a positive business image tend to have higher levels of customer engagement, which contributes to improved business performance. The results of this study are also consistent with various previous studies that suggest that social communication significantly influences the performance of small and medium enterprises (Phokwane, 2023; Kallmuenzer, 2025). These studies indicate that MSMEs with strong social communication skills tend to have higher levels of customer loyalty, a stronger business reputation, and a broader business network. These factors directly and indirectly contribute to increased sales and business stability.

Empirically, the significant influence of social communication on MSME performance demonstrates that social and relational aspects are inseparable from business success. MSMEs that are able to build harmonious social relationships with customers and business partners will more easily face the dynamics of competition and market changes. Strong social relationships also enable MSMEs to obtain moral support, market information, and collaboration opportunities that can enhance business competitiveness. Thus, the t-test results in this study strengthen the evidence that social communication is a strategic factor in improving MSME performance. These findings imply that MSMEs need to continuously develop their social communication skills, both through improving interpersonal communication skills and utilizing social media effectively. Furthermore, support from the government and MSME support institutions in the form of communication training and social media management is a crucial step to encourage improved MSME performance and sustainability.

#### ***The Effect of Competitive Advantage on SMEs Performance***

The t-test results show that competitive advantage has a positive and significant effect on MSME performance, as indicated by a significance value below 0.05. This finding indicates that the ability of MSMEs to create and maintain competitive advantage plays a crucial role in improving business

performance. Competitive advantage enables MSMEs to offer higher value than competitors, whether through product differentiation, service quality, competitive pricing, or unique value propositions that are difficult to imitate (Utomo, 2022; Susanti, 2023). Competitive advantage, in the context of MSMEs, reflects a business actor's ability to optimally utilize internal resources and capabilities to create a superior market position. MSMEs that are able to effectively manage resources, including workforce skills, product innovation, and technology utilization, tend to have stronger competitiveness. This condition enables MSMEs to survive and thrive amidst increasingly fierce market competition. Business performance is determined by an organization's ability to develop valuable, rare, difficult-to-imitate, and non-substitutable resources (Saloko, 2023). From this perspective, sustainable competitive advantage will drive consistent improvements in business performance. For MSMEs, competitive advantage is a strategic factor determining long-term success.

The concept of competitive advantage is also closely related to differentiation and cost leadership strategies. MSMEs that are able to produce products or services with unique characteristics, or offer more competitive prices without sacrificing quality, tend to be more likely to attract and retain customers. This advantage not only increases sales but also strengthens the business image and customer loyalty, which ultimately positively impacts MSME performance.

The results of this study are consistent with various previous studies that found competitive advantage significantly influences the performance of small and medium enterprises (SMEs) (Febrizio, 2022; Tsiu, 2025). These studies indicate that MSMEs with a clear competitive advantage tend to have higher business growth rates, greater profitability, and greater resilience in the face of competitive pressures. Thus, competitive advantage is a key determinant of MSME performance.

Empirically, the significant influence of competitive advantage on MSME performance demonstrates that business success is determined not only by operational capabilities but also by an appropriate competitive strategy. MSMEs that are able to consistently formulate and implement competitive advantage strategies will be more adaptive to changes in the business environment and market dynamics. This adaptability is a crucial factor in maintaining business stability and sustainability. Therefore, the t-test results in this study strengthen theoretical and empirical evidence regarding the importance of competitive advantage in improving MSME performance. These findings imply that MSMEs need to continuously develop competitive advantages through innovation, improving product and service quality, and optimally utilizing resources. Furthermore, support from the government and MSME support institutions in strengthening competitiveness is a strategic step to encourage continued improvement in MSME performance and sustainability.

#### ***The Effect of Marketing Competence, Social Communication, and Competitive Advantage on SMEs Performance***

The F-test results show that marketing competence, social communication, and competitive advantage simultaneously have a positive and significant effect on MSME performance, as indicated by a significance value less than 0.05. This finding indicates that these three variables collectively contribute significantly to

explaining variations in MSME performance. Therefore, MSME performance cannot be understood in isolation but rather as the result of the interaction of various complementary internal factors. Conceptually, marketing competence plays a role in ensuring that MSME products and services reach the right market through effective marketing strategies (Yuwono, 2025). Marketing competence enables MSMEs to understand consumer needs, determine market segmentation, and develop appropriate promotional strategies. However, the effectiveness of these marketing strategies will be optimal if supported by strong social communication skills and a clear competitive advantage.

Social communication serves as a link between MSMEs and their external environment, including customers, business partners, and social communities (Rijal, 2024). Effective social communication enables the building of trusting relationships, customer loyalty, and a positive business reputation. Within the context of simultaneous influence, social communication strengthens the impact of competence marketing by ensuring that marketing messages are well-received and understood by consumers. Meanwhile, competitive advantage is a strategic factor determining the position of MSMEs in the competitive marketplace. Competitive advantage enables MSMEs to offer differentiated and superior value compared to competitors. When competitive advantage is combined with effective marketing and social communication competencies, MSMEs are better able to retain customers, increase sales, and sustainably expand market share.

The findings of this study align with various strategic management and marketing theories, which state that business performance is the result of synergy between internal capabilities and competitive strategy. The resource-based perspective emphasizes the importance of utilizing internal resources in an integrated manner to create a sustainable competitive advantage. In this context, competence marketing and social communication can be viewed as internal capabilities, while competitive advantage is the strategic outcome of managing these capabilities. The significant F-test results are also supported by the coefficient of determination, which indicates that a relatively large proportion of the variation in MSME performance can be explained by the three variables. This indicates that the research model used has good ability to explain the phenomenon of MSME performance. Thus, simultaneously strengthening marketing competence, social communication, and competitive advantage is an effective approach to improving MSME performance. Therefore, the F-test results in this study strengthen empirical evidence that improving MSME performance requires a comprehensive and integrated approach. MSME actors are not only required to improve marketing competence, but also need to build effective social communication and develop sustainable competitive advantages. These findings imply that MSME development programs should be designed holistically, encompassing aspects of marketing, communication, and competitive strategy to encourage sustainable improvements in MSME performance and competitiveness.

## **CONCLUSIONS AND RECOMMENDATIONS**

Based on the research results, it can be concluded that marketing competence, social communication, and competitive advantage have a positive and significant effect on MSME performance, both partially and simultaneously. This finding indicates that improving MSME performance is greatly influenced by the ability of business actors to manage marketing strategies effectively, build good social communication with customers and business partners, and create and maintain sustainable competitive advantages. These results provide theoretical implications by strengthening strategic marketing theory, social communication theory, and competitive advantage theory in the context of MSMEs, as well as practical implications for MSME actors and policy makers to develop integrated MSME capacity building programs, including improving marketing competence, communication skills, and competitive strategies to encourage improved performance and long-term sustainability of MSMEs.

#### **FURTHER STUDY**

This research still has limitations, so it is necessary to conduct further research related to the topic of Guerrilla Digital Marketing Strategy for MSME Performance through Competency-Based Marketing, Social Communication, and Competitive Advantage in order to perfect this research and increase insight for readers.

#### **REFERENCES**

- Adiga, A. (2024). Corporate Communication in the Era of Sustainability: Engaging Consumers with Environmental Responsibility. *Journal of Jurivox*, 1(2), 40-50. <https://www.researchcorridor.org/index.php/jj/article/view/177>
- Ananda, Y. P. (2022). Building and communicating brand by micro, small and medium enterprises (MSMEs). *Journal of Economic Empowerment Strategy (JEES)*, 5(2), 68-81. <https://doi.org/10.23969/jees.v5i2.5403>
- Aulia, M. R., Junaidi, E., & Hendrayani, R. (2024). The development of the partnership program and business performance: In terms of communication behavior and social networks of MSMEs. *Journal of System and Management Sciences*, 14(1), 159-174. <https://doi.org/10.33168/JSMS.2024.0110>
- Banerjee, B. (2023). Challenges and opportunities for micro, small, and medium enterprises: Navigating the business landscape. *The American Journal of Interdisciplinary Innovations and Research*, 5(05), 13-17. <https://doi.org/10.37547/tajir/Volume05Issue05-04>
- Darius S, D. O., & Tanjung, A. (2025). DIRECT AND INDIRECT INFLUENCE FACTORS OF MSME MARKETING PERFORMANCE IN CIKARANG. *Maker: Jurnal Manajemen*, 10(2), 350-366. <https://doi.org/10.37403/mjm.v10i2.743>
- Fabrizio, C. M., Kaczam, F., de Moura, G. L., da Silva, L. S. C. V., da Silva, W. V., & da Veiga, C. P. (2022). Competitive advantage and dynamic capability in small and medium-sized enterprises: a systematic literature review and future research directions. *Review of Managerial Science*, 16(3), 617-648. <https://doi.org/10.1007/s11846-021-00459-8>

- Gulo, D., & Bate'e, M. M. (2025). Online Community Marketing Strategies for Building Customer Loyalty at UD. Surya in Gunungsitoli City. *Amkop Management Accounting Review (AMAR)*, 5(2), 1092-1099. <https://doi.org/10.37531/amar.v5i2.2966>
- Gündüzyeli, B. (2025). The Effects of Integrating Guerrilla Marketing Techniques with Social Media Applications in Digital Marketing. *Businesses*, 5(4), 47. <https://doi.org/10.3390/businesses5040047>
- Hasyim, H., & Bakri, M. (2025). Micro entrepreneur capacity building through financial management and marketing strategy training for MSME actors. *Celebes Journal of Community Services*, 4(1), 1-17. <https://ojs.stieamkop.ac.id/index.php/celeb/article/view/1898>
- Hendrawan, S. A., Chatra, A., Iman, N., Hidayatullah, S., & Suprayitno, D. (2024). Digital transformation in MSMEs: Challenges and opportunities in technology management. *Jurnal Informasi dan Teknologi*, 6(2), 141-149. <https://doi.org/10.60083/jidt.v6i2.551>
- Jadmiko, E. P., Wahyuni, I., Mu'is, A., & Kowey, W. O. (2025). The Role of Service Innovation, Customer Satisfaction, Brand Loyalty, and Word-of-Mouth Marketing on Business Growth of MSMEs. *International Journal of Business, Law, and Education*, 6(1), 69-81. <https://doi.org/10.56442/ijble.v6i1.964>
- Khairi, U. A., Hasibuan, N., & Pratama, A. Z. R. (2024). Strategi Pemasaran dan Posisi Target Sebagai Kunci Keberhasilan Bisnis. *Jurnal Masharif Al-Syariah: Jurnal Ekonomi Dan Perbankan Syariah*, 9(1). <https://doi.org/10.30651/jms.v9i1.21424>
- Kobets, K., Terentieva, N., Shkvyria, N., Lysytsia, N., & Siemak, I. (2024). Digitalization and its impact on the development of contemporary marketing strategies. *Economic Affairs*, 69(2), 1021-1040. <https://doi.org/10.46852/0424-2513.3.2024.26>
- Kumar, K. S. (2024). The Impact of Digital and Traditional Marketing Integration on Guerrilla Marketing Effectiveness. *Journal of Management Research*, 16(2), 115-125.
- Latifah, L., Susilowati, N., Ardiansah, M. N., Tusyanah, T., & Abdullah, M. S. (2022). Social media networking and knowledge sharing in increasing innovation and MSME's growth: Based on the theory of communication visibility. *Ekulibrium: Jurnal Ilmiah Bidang Ilmu Ekonomi*, 17(2), 122-138. <https://doi.org/10.24269/ekulibrium.v17i2.2022.pp122-138>
- Lubis, U. S., Wulandari, N., Wahyudi, I., Widiyanto, A., Wibowo, E. A., Hakim, L., ... & Meyzia, B. (2025). Digital marketing strategies in expanding the market for MSME creative products in Indonesia – state of art. *Frontiers in Communication*, 10, 1647391. <https://doi.org/10.3389/fcomm.2025.1647391>
- Malchyk, M., Popko, O., Oplachko, I., Martyniuk, O., & Tolchanova, Z. (2022). The impact of digitalization on modern marketing strategies and business practices (transformation). *Review of Economics and Finance*, 20, 1042-1050.

- Maulana, F. R. (2024). From Traditional to Digital: Exploring the Online Marketing Transformation of Culinary Micro, Small, and Medium Enterprises (MSMEs) in Karawang Indonesia. *Open Access Indonesia Journal of Social Sciences*, 7(5), 1773-1788. <https://doi.org/10.37275/oaijss.v7i5.269>
- Mohan, D. K., & Vinay, K. S. (2025). A STUDY ON GUERRILLA MARKETING AND BRAND IMAGE IN THE SOCIAL MEDIA AGE. *EPRA International Journal of Multidisciplinary Research (IJMR)*, 11(7), 0-0. <https://doi.org/10.36713/epra23301>
- Newton, N., Tanjung, A., Parkhurst, H., & Young, F. C. (2025). Determinants of Sales Volume in Es Teh Cup MSMEs: The Influence of Personal Selling and Distribution, Moderated by Packaging. *Oikonomia: Journal of Management Economics and Accounting*, 2(3), 150-165. <https://doi.org/10.61942/oikonomia.v2i3.361>
- Olazo, D. B. (2023). Marketing competency, marketing innovation and sustainable competitive advantage of small and medium enterprises (SMEs): a mixed-method analysis. *Asia Pacific Journal of Marketing and Logistics*, 35(4), 890-907. <https://doi.org/10.1108/APJML-01-2022-0050>
- Phokwane, L. C., & Makhitha, K. M. (2023). The effects of marketing communication strategies on the performance of small and medium enterprises (SMEs) in Polokwane. *Journal of Global Business and Technology*, 19(1), 131-150.
- Putra, A. R., & Darmawan, D. (2022). Competitive Advantage of MSMEs in Terms of Technology Orientation and Entrepreneurship Competence. *International Journal of Service Science, Management, Engineering, and Technology*, 2(1), 15-20. <https://ejournalisse.com/index.php/isse/article/view/24>
- Rasyid R, A., Haslindah, H., Putera, W., Azis, M., Yahya, I. L., Azis, F., & Saripuddin, S. (2023). Factors Affecting the Improvement of Marketing Performance of Indonesian MSMEs Products. *International Journal of Capacity Building in Education and Management (IJCBEEM)*, 5(3), 1-13. <https://eprints.unm.ac.id/id/eprint/30145>
- Rijal, S., Utomo, B., & Ramdhani, R. (2024). The influence of social capital on entrepreneurial success: a study of networks and relationships in MSMEs. *International Journal of Business, Law, and Education*, 5(2), 1686-1696. <https://doi.org/10.56442/ijble.v5i2.678>
- Rizkita, M. A., Winarno, A., Suwono, H., & Malek, N. A. N. N. (2025). Integrating cultural adaptation in digital marketing strategies: Enhancing competitiveness and sustainability in MSMEs of Java, Indonesia. *Journal of Open Innovation: Technology, Market, and Complexity*, 100609. <https://doi.org/10.1016/j.joitmc.2025.100609>
- Rusdana, N. R., Choirani, S. J., & Friska, A. S. (2022). Digital marketing communication strategy for micro, small and medium enterprises (MSMEs) in business competition. *International Journal of Research*

- and Applied Technology (INJURATECH), 2(1), 163-168.  
<https://doi.org/10.34010/injuratech.v2i1.6913>
- Saad, N. A., Elgazzar, S., & Mlaker Kac, S. (2022). Investigating the Impact of resilience, responsiveness, and quality on customer loyalty of MSMEs: Empirical evidence. *Sustainability*, 14(9), 5011.  
<https://doi.org/10.3390/su14095011>
- Saloko, S. A., SP, M., Elfatma, O., SP, S. G., MP, I., Santi, I. S., & Prasetya, B. (2023, August). Analysis of sustainable competitive advantage at PT. X: Application of the VRIO approach. In *Proceeding of International Conference on Innovations in Social Sciences Education and Engineering* (Vol. 3, pp. 078-078).
- Sharabati, A. A. A., Ali, A. A. A., Allahham, M. I., Hussein, A. A., Alheet, A. F., & Mohammad, A. S. (2024). The impact of digital marketing on the performance of SMEs: An analytical study in light of modern digital transformations. *Sustainability*, 16(19), 8667.  
<https://doi.org/10.3390/su16198667>
- Sintani, L., Ridwan, R., Kadeni, K., Savitri, S., & Ahsan, M. (2023). Understanding marketing strategy and value creation in the era of business competition. *International journal of business, economics & management*, 6(1), 69-77. <https://doi.org/10.21744/ijbem.v6n1.2087>
- Suherna, S., & Nasiatin, T. (2023). Relationship between Customer Management micro, small and medium enterprises (MSMEs) and marketing performance in Banten. *Journal of Sustainable Tourism and Entrepreneurship*, 5(1), 45-56.  
<https://doi.org/10.35912/joste.v5i1.2005>
- Susanti, E., Mulyanti, R. Y., & Wati, L. N. (2023). MSMEs performance and competitive advantage: Evidence from women's MSMEs in Indonesia. *Cogent Business & Management*, 10(2), 2239423.  
<https://doi.org/10.1080/23311975.2023.2239423>
- Sutrisno, S. (2023). The role of partnerships and business networks in the growth of MSMEs in the digital age. *Technology and society perspectives (TACIT)*, 1(3), 122-131. <https://doi.org/10.61100/tacit.v1i3.61>
- Tanjung, A. (2024). Direct and Indirect Influence Factors of Msme Marketing Performance in Cikarang. *Maker: Jurnal Manajemen*, 10(2), 350-366.  
<https://doi.org/10.37403/Mjm.V10i2.743>
- Tanjung, A., Aeni, N., & Mangahas, V. R. M. (2023). Digital Marketing and Product Variation on Purchase Decisions Moderating by Packaging. *Deal: International Journal of Economics and Business*, 1(01), 43-53.  
<http://jurnal.pelitabangsa.ac.id/index.php/deal/article/view/3280>
- Tanjung, A., Parkhurst, H., & Young, F. C. (2024). Marketing Performance: Digital Marketing and Marketing Ability Moderated by Government Policies (The Owner of Snack UMKM in Bekasi Regency). *Maneggio*, 1(6), 79-89. <https://doi.org/10.62872/v1014v03>

- Tanwar, P. (2024, June). Role of Effective Communication in the Growth and Development of Business Activities. In Proceedings of the 36th International RAIS Conference on Social Sciences and Humanities (pp. 42-49). Scientia Moralitas Research Institute.
- Tsiu, S. V., Ngobeni, M., Mathabela, L., & Thango, B. (2025). Applications and competitive advantages of data mining and business intelligence in SMEs performance: A systematic review. *Businesses*, 5(2), 22. <https://doi.org/10.3390/businesses5020022>
- Utomo, S. B., Nugraha, J. P., Indrapraja, R., & Panjaitan, F. A. B. K. (2023). Analysis of The Effectiveness of Integrated Digital Marketing Communication Strategies in Building MSMEs Brand Awareness Through social media. *Jurnal Sistim Informasi dan Teknologi*, 8-13. <https://doi.org/10.60083/jsisfotek.v5i4.311>
- Utomo, S., Sutrisno, J., Sinulingga, G., & Dachi, A. (2022). Achieving MSMEs business performances by innovation and value chain through competitive advantages. *Linguistics and Culture Review*, 6(on), 674-685. <https://doi.org/10.21744/lingcure.v6nS1.2112>
- Wiweko, A., & Anggara, A. W. (2025). A review of digital marketing practices among SMEs in Indonesia: Trends, challenges, and opportunities. *International Research Journal of Economics and Management Studies IRJEMS*, 4(5). <https://doi.org/10.56472/25835238/IRJEMS-V4I5P140>
- Yuwono, T., Novandari, W., Suroso, A., & Setyanto, R. P. (2025). The importance of ICT adoption on MSMEs performance: the mediating role of distinctive competencies. *Journal of Enterprising Communities: People and Places in the Global Economy*, 19(3), 610-630. <https://doi.org/10.1108/JEC-06-2024-0113>