The Dynamics of SME Digital Marketing in the Digital Business Ecosystem

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Abstract: The rapid advancement of digital technology has transformed business practices globally, impacting not only large corporations but also Micro, Small, and Medium Enterprises (MSMEs). In the digital era, MSMEs are required to adopt innovative strategies, particularly in marketing, to remain competitive and sustainable. Digital marketing has emerged as a crucial tool for MSMEs to expand market reach, improve operational efficiency, and better engage with consumers through platforms such as social media, e-commerce, and digital analytics.

In Indonesia, digital adoption among MSMEs is growing significantly. As of December 2023, approximately 41.2% of MSMEs have integrated into the digital ecosystem, with the government targeting 30 million MSMEs to be digitalized by 2024. Despite the promising growth and numerous benefits such as increased revenue and market access MSMEs still face major challenges including limited digital literacy, inadequate infrastructure, and financial constraints.

This study aims to conduct a literature review on the dynamics of digital marketing among MSMEs within the digital business ecosystem. It seeks to explore the factors influencing the effectiveness of digital marketing strategies, the challenges faced in their implementation, and the adaptive measures adopted by MSMEs. The findings are expected to provide strategic insights for MSME development and inform policymakers in creating a supportive digital economic environment. Ultimately, this review aspires to contribute to the formulation of inclusive and sustainable digital marketing strategies for MSMEs in Indonesia.

Keywords: Digital marketing, E-Commerce, MSMEs, Customer Loyal, Literature review.

INTRODUCTION

The growth of the business world has undergone significant changes in how it interacts with consumers, driven by the increasingly global advancement of digital technology (Furquim et al., 2025; Purnomo, 2023). The presence of information technology has transformed business practices from conventional approaches to digital ones. This transformation has been experienced not only by large corporations but also by Micro, Small, and Medium Enterprises (MSMEs). In the digital era, MSMEs are required to adapt quickly, especially in the area of marketing. Digital marketing has emerged as a key strategy for MSMEs to expand their market reach, enhance competitiveness, and tap into broader market opportunities—both locally and globally (Affandi et al., 2025; Sirodjudin & Sudarmiatin, 2023). It allows MSMEs to connect with consumers more effectively and efficiently by bringing their products or services closer to the target audience. This includes the use of social media, e-commerce platforms, and analytical tools to understand consumer behaviour and optimize marketing strategies.

According to the latest data, the adoption of digital technology by MSMEs in Indonesia has shown a positive trend (Sirodjudin & Sudarmiatin, 2023). As of early December 2023, 27 million MSMEs had entered the digital ecosystem, out of a total of approximately 65.5 million MSMEs nationwide. This indicates that around 41.2% of MSMEs have adopted digital technology in their business operations. The Indonesian government has set a target to digitalize 30 million MSMEs by 2024.

Digital adoption brings various benefits to MSMEs, including increased revenue, operational efficiency, and market expansion. However, challenges such as limited digital literacy and infrastructure still need to be addressed in order to achieve broader digitalization goals.

Digital marketing has become a crucial strategy to help MSMEs maintain their presence while driving business growth. By using digital platforms such as social media, marketplaces, and websites, MSMEs have the opportunity to reach more customers, build stronger relationships, and improve operational efficiency (Akbari et al., 2025; Rizvanović et al., 2023). It also allows MSME actors to conduct real-time market analysis, understand customer behaviour and quickly adapt their product offerings.

In addition, several factors contribute to the development of digital marketing and have become major trends driving E-Commerce growth in Indonesia. These include population growth, increased digital literacy among consumers shopping online, the rapid rise in smartphone usage, broader internet access, and the advancement of financial technology (fintech), which facilitates online transactions. These trends show that the prospects for national E-Commerce particularly for MSMEs are highly promising. E-Commerce not only opens access to larger markets but also offers efficiency, scalability, and innovation in marketing strategies.

Nevertheless, despite these promising opportunities, MSMEs still face a number of challenges in implementing digital marketing strategies. These include limited human resources with digital skills, financial constraints, inadequate digital infrastructure, and low digital literacy in some regions (Affandi et al., 2025; Deb et al., 2024). Therefore, a literature review is necessary to better understand the dynamics of MSME digital marketing, including the factors influencing its effectiveness, the opportunities and obstacles encountered, and the adaptation strategies applied by MSMEs across various industry sectors.

This literature review aims to map out previous studies related to digital marketing for MSMEs within the context of the digital business ecosystem. The findings are expected to provide both theoretical and practical insights for the development of more inclusive and

sustainable digital marketing strategies for MSMEs and serve as a reference for policymakers in building an environment that supports the growth of the digital economy in Indonesia.

This article also aims to analyse the dynamics of digital marketing faced by MSMEs in the digital business ecosystem and examine the factors that influence the effectiveness of digital marketing among MSMEs. The focus of this study is to explore the challenges MSMEs encounter in implementing digital marketing strategies and how they can maximize their potential in a digital era filled with competition and innovation. It is hoped that MSMEs will be able to develop more effective digital marketing strategies. This research will also provide valuable insights for policymakers and business actors on how to create an ecosystem that supports the development of digital marketing for MSMEs. Through a deeper understanding of digital marketing dynamics, MSMEs are expected to be better prepared to face challenges and seize the opportunities that exist in the ever-evolving digital business world.

Growth of the business world has undergone significant changes in how it interacts with consumers, in line with the increasingly global advancement of digital technology. The presence of information technology has transformed business practices from conventional methods to digital approaches (Alam & Mubarak, 2025; Rizvanović et al., 2023). This transformation has been experienced not only by large corporations but also by Micro, Small, and Medium Enterprises (MSMEs). In the face of the digital era, MSMEs are required to adapt swiftly, particularly in the area of marketing.

Digital marketing has emerged as a key strategy enabling MSMEs to expand their market reach, enhance competitiveness, and tap into a wider market potential both locally and globally. It has become a crucial means for MSMEs to reach broader audiences more effectively and efficiently, bringing their products or services closer to consumers. This includes the utilization of social media, e-commerce platforms, and analytics technologies to better understand consumer behaviour and optimize marketing strategies.

This article aims to analyse the dynamics of digital marketing faced by MSMEs within the digital business ecosystem and to examine the factors that influence the effectiveness of digital marketing among MSMEs. The primary focus of this study is to explore the challenges encountered by MSMEs in implementing digital marketing strategies, as well as how they can optimize their potential in a digital era characterized by intense competition and innovation.

As of early December 2023, a total of 27 million Micro, Small, and Medium Enterprises (MSMEs) in Indonesia had entered the digital ecosystem, out of approximately 65.5 million MSMEs nationwide. This indicates that around 41.2% of MSMEs have adopted digital technology in their business operations. The Indonesian government has set a target to digitalize 30 million MSMEs by 2024.

It is hoped that MSMEs will be able to develop more effective digital marketing strategies. This research will also provide important insights for policymakers and business practitioners on how to foster an ecosystem that supports the growth of digital marketing for MSMEs.

Through a deeper understanding of digital marketing dynamics, MSMEs are expected to be better prepared to face challenges and seize the opportunities present in the ever-evolving digital business landscape.

Research Method

The use of a protocol in Systematic Literature Review (SLR) research plays a crucial role, as it helps ensure careful research planning, consistency in implementation, and transparency throughout the process (Martono & Ramdani, 2024; Pati & Lorusso, 2018). In other words, protocols enable researchers to anticipate potential issues, minimize ambiguity,

enhance accountability, and uphold the integrity of the study (Paul et al., 2021). In practice, the PRISMA protocol has proven effective for conducting SLR studies (Wicaksono et al., 2022). PRISMA, which stands for Preferred Reporting Items for Systematic Reviews and Meta-Analyses, serves as a guideline or method for conducting SLR with clearly formulated research questions (Wicaksono et al., 2022).

PRISMA consists of four stages and is divided into three main steps: Review Planning, Review Execution, and Result Reporting. One of the main advantages of using PRISMA is the time efficiency it offers in locating scholarly articles relevant to the research topic. PRISMA analysis is used in this study due to its ability to manage a large volume of articles with a rigorous and detailed process. This method is considered systematic because it follows a structured protocol that can encompass all relevant themes (Albhirat et al., 2024; Harie et al., 2023).

Moreover, the use of precise keywords through PRISMA makes the search process more efficient and focused, helping to define the scope and boundaries of the study. Through four main procedures—identification, screening, eligibility assessment, and selection—PRISMA assists researchers in filtering articles that align with the research objectives (Wicaksono et al., 2022).

In this study, the analysis is based on scholarly articles from various academic databases, using Google Scholar. This comprehensive database covers research across a wide range of disciplines such as social sciences, business, marketing, development, accounting, economics, environment, health, law, technology, and engineering. Once the research objectives are determined, the first step in the review process is keyword-based searching (Martono & Ramdani, 2024). At this stage, the theme, publication time range, and database sources are defined (Maurya et al., 2023). The keywords used were: "ALL" ("Digital Marketing" AND " E-commerce"AND" Online Interaction") to obtain a broader range of articles related to Digital Marketing. The SLR in this study includes only research journal articles written in Indonesia and English within the last five years.

Initially, three main research questions were defined to guide the direction and scope of the review (Abrar et al., 2019), particularly in content analysis: a) RQ1: How are digital marketing strategies applied by MSMEs in adapting to the development of the digital business ecosystem? b) RQ2: What challenges do MSMEs face in implementing digital marketing amidst rapid digital transformation? c) RQ3: What is the role of the digital business ecosystem (such as marketplaces, social media, and other digital platforms) in supporting the success of MSMEs' digital marketing?

The Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) diagram was used to present the stages involved in finalizing the sample of academic publications for analysis. This model is among the most frequently used tools to organize the sequence of actions during the sampling process.

The first stage in the search and selection process involved identifying appropriate keywords aligned with the research topic. These included terms such as "digital environment," "e-commerce," "customer loyalty," "online interaction," and "market response." The search was limited to article titles, abstracts, and keywords. An initial pool of 950 publications was identified. The subject area was then narrowed to "business, management, and accounting," yielding 504 results. Further filtering was applied by selecting only open-access journal articles and excluding those still in press. After refinement, 263 scholarly publications remained. The final search string used was:

A verification process of titles and abstracts was conducted to ensure alignment with the research questions. Studies that did not focus on the digital environment and e-commerce in relation to online interaction and market response were excluded. This dual-stage analysis

resulted in the exclusion of 198 publications. The final sample for this research consisted of 65 relevant literature items.

A summary of the entire selection process is illustrated in the following PRISMA diagram (Figure 1).
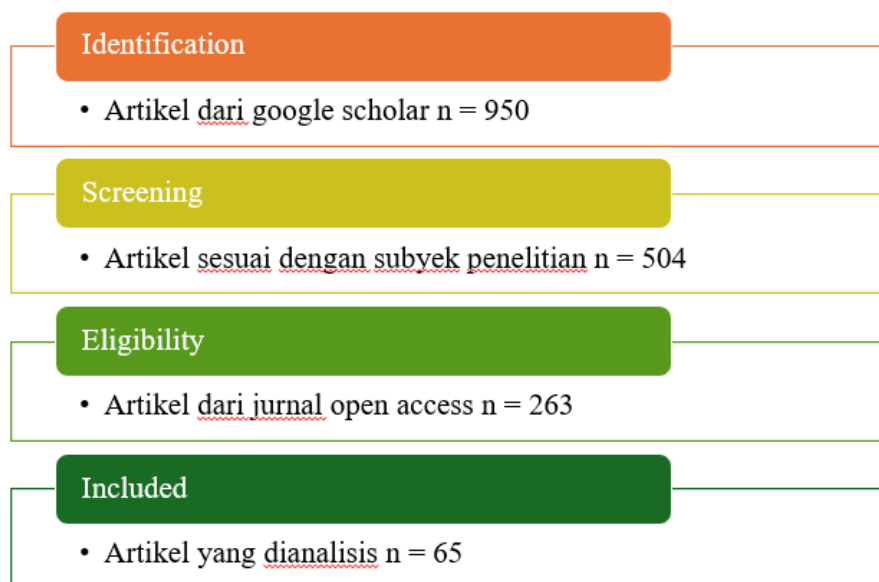
Figure 1. PRISMA Conceptual Framework
Source: (Albhirat et al., 2024; Harie et al., 2023; Martono & Ramdani, 2024)

This systematic review is based on deviations from the PRISMA protocol and predefined criteria. The articles included are susceptible to bias, particularly when they originate from the same period or share similar sample characteristics (Bajaj et al., 2020). The year of publication and the geographical region of the study contribute to the increased risk of bias in the systematic literature review. Additionally, publication bias may arise when certain articles on the topic exist but are not published because they are considered less significant (Abrar et al., 2019). Conversely, articles deemed important are more likely to be published and accessible.

By considering many research articles during the identification phase, the potential for bias can be minimized (Affandi et al., 2025; Harie et al., 2023). The risk of bias in a systematic review may also stem from inherent bias within individual articles during data collection, which may then be compounded throughout the review process. Therefore, it is crucial to thoroughly and critically analyse each article through appropriate appraisal methods to identify and eliminate any potential bias present in primary data collection. Identifying and eliminating bias is essential in systematic reviews, particularly due to the practical implications of the techniques and research findings, as well as their influence on policy formulation.

Result/Findings

The systematic literature review of 65 academic sources reveals several key insights into the evolving landscape of digital marketing among Micro, Small, and Medium Enterprises (MSMEs) in Indonesia over the past five years. The findings are categorized into four core areas: the rate of adoption, applied strategies, challenges, and measurable benefits. 1) Significant Growth in Digital Marketing Adoption; The review found that digital marketing adoption by Indonesian MSMEs has accelerated rapidly. In 2020, only about

18.5% of MSMEs had adopted digital platforms for marketing purposes. By 2023, this figure had risen to 41.2%, equivalent to approximately 27 million MSMEs. This growth was supported by national government policies and digital literacy campaigns aimed at increasing competitiveness. The target for 2024 is 30 million digitally integrated MSMEs. The data demonstrates a clear upward trend in awareness and willingness to shift marketing strategies to the digital domain. 2) Commonly Used Digital Marketing Strategies; The most frequently adopted digital marketing approaches include the use of social media (e.g., Instagram, Facebook, TikTok), e-commerce platforms (e.g., Tokopedia, Shopee), and consumer-oriented content marketing. Recent studies also highlight the emerging use of Artificial Intelligence (AI) for personalized product recommendations, live commerce to boost customer interaction, and omnichannel strategies to unify the customer experience across digital and offline touchpoints. 3) Challenges Hindering Broader Adoption; Despite the rapid progress, MSMEs face several persistent barriers. Key challenges include : a) Low Digital Literacy: Over 70% of MSME owners and employees lack the skills needed to implement effective digital campaigns. b) Poor Infrastructure: In remote and rural areas, internet access remains limited, slowing digital outreach. c) High Promotion Costs: Advertising on major platforms such as Meta Ads or Google Ads is financially out of reach for many small businesses. d) Lack of Human Resources: Many MSMEs lack staff with expertise in analytics, content creation, or campaign management. These obstacles significantly affect the depth and consistency of digital marketing implementation, especially among micro-scale enterprises. 4) Tangible Benefits of Digital Marketing; MSMEs that have successfully implemented digital marketing report a variety of benefits: a) Expanded Market Access: MSMEs can reach customers across regions and even internationally without needing physical presence. b) Increased Revenue: Digital channels often result in higher sales conversion due to targeted marketing. c) Improved Customer Engagement: Two-way communication via social media helps build stronger relationships and trust. d) Operational Efficiency: Automation tools and data analytics simplify processes and decision-making. These benefits provide strong incentives for further digital integration, particularly among growth-oriented MSMEs. 5) The Need for Holistic Strategy and Ecosystem Support; One major finding is that digitalization efforts often remain superficial limited to the mere existence of social media or marketplace accounts. The literature emphasizes the importance of a holistic digital marketing strategy, including data-driven decision-making, ongoing customer engagement, and community-building. A successful digital transformation requires collaboration between MSMEs, government, technology providers, and consumers. 6) Comparative Global Insights; Compared to other developing countries such as Zimbabwe, and especially developed economies, Indonesian MSMEs are still in the early stages of utilizing data analytics and return-on-investment (ROI)-based marketing evaluations. While firms in advanced economies are applying big data and AI for hyper-personalized campaigns, MSMEs in Indonesia are still addressing foundational gaps such as internet access and digital skills development.

Discussion

A recent contribution from the 2022–2025 literature is the emergence of technologies such as Artificial Intelligence (AI), live commerce, and omnichannel strategies in boosting customer engagement and operational efficiency for MSMEs (Nalbant & Aydin, 2025; Nazir et al., 2023; Takainga et al., 2025). Several studies have identified that the use of digital metrics and platform-based reporting systems greatly assists MSME players in monitoring marketing performance in real time (Alam & Mubarak, 2025; Purnomo, 2023)

However, major challenges persist, including limited digital literacy, uneven internet infrastructure, and the high costs of digital advertising on major platforms (Ding, 2021; Raza,

2021). Many MSMEs face difficulties in developing content strategies due to a shortage of human resources with adequate digital skills. Additionally, software limitations and a lack of technological guidance have slowed the comprehensive adoption of digital marketing.

Another key finding is that digitalization for MSMEs is not sufficient if limited to having a social media or marketplace account. A holistic integration of marketing strategies is required, which includes customer data management, market segmentation, and continuous customer engagement through digital content and online communities (Alam & Mubarak, 2025; Rizvanović et al., 2023). This emphasizes the need for an ecosystem-based approach involving MSMEs, the government, technology providers, and consumers.

In the Indonesian context, digital adoption is increasing, but it remains uneven. Only a small portion of MSMEs is utilizing digital technologies optimally. Compared to studies from Zimbabwe (Takainga et al., 2025), Indonesian MSMEs still lag behind in the use of digital metrics and ROI (Return on Investment)-based data integration. While developed countries have leveraged big data and AI to formulate personalized marketing strategies, Indonesian MSMEs are still grappling with fundamental challenges such as internet access and digital training (Deng & Kwong, 2025).

Globally, Indonesian MSMEs are still in the early growth stages of adopting big data and digital automation. While developed countries are beginning to implement personalization and data-driven strategies, local MSMEs remain focused on strengthening the basics—digital training, infrastructure access, and technology literacy (Deb et al., 2024; Deng & Kwong, 2025; Takainga et al., 2025).

While developed nations have already implemented big data analytics and automation in digital marketing, MSMEs in Indonesia are still in the functional adoption phase. (Takainga et al., 2025) noted that digital performance indicators have been actively used by MSMEs in Africa, which may serve as a reference for enhancing Indonesia's MSME digital strategies. Therefore, adaptive and inclusive policy approaches are necessary to accelerate the equitable adoption of digital technology among national MSMEs.

Thus, this discussion reinforces the view that the success of digital transformation in MSMEs depends not only on the availability of technology but also on organizational readiness and continuous support from a sustainable digital ecosystem.

CONCLUSION

This study concludes that five key themes emerge in the dynamics of digital marketing among MSMEs: the digital environment, the role of e-commerce, customer loyalty, online interaction, and market response. Digital marketing has been proven to enhance consumer engagement and business growth, particularly for MSMEs that are able to integrate technology-based and social media strategies.

Personalization strategies are shown to be crucial in maintaining customer loyalty, while online interaction serves as a primary channel for building two-way communication. Digital marketing strategies have the potential to influence changes in consumer purchasing behavior and contribute to consistent revenue growth.

The implications for MSME practitioners include the need for continuous training in using digital platforms, effective utilization of customer data, and improvement in the quality of digital content. The government is also expected to play a significant role in expanding internet infrastructure and providing incentives to support the digital transformation of the MSME sector.

Future research is recommended to explore field studies in greater depth, focusing on the successful implementation of digital marketing among MSMEs and comparing the effectiveness of strategies across regions or countries.

Declaration of conflicting interest

The author declares that there are no conflicts of interest relevant to the research, authorship, or publication of this work.

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