

## Digital Marketing Strategy for Promoting Grab food at Ratu Penyet Niaga, a Small and Medium Enterprise in Karawang

Allia Pujaswati\*, Enjang Suherman, Laras Ratu Khalida

Universitas Buana Perjuangan Karawang, Indonesia

Email: mn22.alliapujaswati@mhs.ubpkarawang.ac.id\*,

enjang.suherman@ubpkarawang.ac.id, laras.ratu@ubpkarawang.ac.id

---

**Keywords:**

digital promotion strategy;  
MSMEs; GrabFood; SWOT.

---

**Abstract**

This study aims to examine the digital promotion methods used by the Ratu Penyet Niaga Karawang MSME through the GrabFood application. The study used a descriptive qualitative approach with a weighted SWOT analysis method through the preparation of the IFAS and EFAS matrices. Data collection was carried out through in-depth interviews with business owners, direct observation, documentation, and analysis of consumer reviews on the GrabFood platform. The study shows that the Ratu Penyet Niaga Karawang MSME is in the Advantages–Opportunities (S–O) quadrant, indicating that this business has strong internal strengths and also has significant opportunities in the digital market. Therefore, the recommended strategy is a growth strategy by maximizing product quality, distinctive taste, speed of service, and utilizing GrabFood promotional features. Promotion integration through social media and support for MSME digitalization programs are important factors in creating sustainable digital promotions. This study shows that the success of digital promotions for small and medium enterprises depends not only on the platform chosen, but also on the business owner's ability to manage internal resources and respond intelligently to market opportunities.

---

### INTRODUCTION

Digital transformation has transformed the way people buy and spend money, particularly in the food and beverage industry. This shift is evident in the increasing use of digital platforms as primary tools for information retrieval, ordering, and payment. In the modern economy, digital technology plays more than just a tool; it is also a crucial factor in developing marketing strategies, distribution, and relationships between businesses and consumers.

Micro, Small, and Medium Enterprises (MSMEs) are a sector that is both heavily impacted and benefits most from advances in digital technology. According to data from the Ministry of Cooperatives and SMEs (2023), there are more than 66 million MSMEs in Indonesia, contributing 60.5% to the national Gross Domestic Product (GDP) and employing over 97% of the workforce. This figure demonstrates the critical importance of MSME sustainability for maintaining the country's economic stability, including adapting to digital marketing systems (Tiago & Veríssimo, 2021; Tuten & Solomon, 2020; Ryan, 2017; Kannan & Li, 2017; Bala & Verma, 2018).

Officially, the government has established regulations and encouraged the strengthening of MSMEs through various regulations, such as Law Number 20 of 2008 concerning MSMEs, which was further strengthened by the 2020 Job Creation Law and the 2021 Government Regulation concerning the Empowerment of Cooperatives and MSMEs. These regulations emphasize the importance of digital transformation as part of efforts to increase MSME competitiveness (Agustina, 2023; Andika et al., 2021; Dianta, 2025; Fadillah, 2025; Hakimi, 2023; Hakimi et al., 2023; Saura, 2021). One concrete example of this digital transformation is the increasing use of online food delivery services like GrabFood.

According to Statista (2022), the number of food delivery service users in Indonesia increased by more than 45% in one year. By 2023, GrabFood controlled more than 60% of the national food delivery market. This situation demonstrates that platforms like GrabFood are not merely distribution channels but also strategic promotional tools for culinary MSMEs (Al Maalouf et al., 2025; Pillai et al., 2022; Ray et al., 2024; Jadhav et al., 2023). However, various studies have shown that the success of digital promotions is determined not only by a presence on digital platforms but also by the business owner's ability to manage promotional strategies in a planned, consistent, and data-driven manner (Armstrong & Kotler, 2021; Hollensen, 2020; Wirtz & Lovelock, 2022).

Many MSMEs still haven't been able to optimize digital promotion features due to limited digital literacy, resources, and a lack of systematic strategic planning. This phenomenon also occurred at Ratu Penyet Niaga Karawang, an MSME that has partnered with GrabFood.

Despite its significant market potential, the use of digital promotional features, visual content management, and promotional performance evaluation are still underutilized. This highlights a gap between the potential of digital platforms and the implementation of promotional strategies at the MSME level.

Previous research has discussed digital marketing strategies for MSMEs, the majority of which still focuses on the use of social media in general. Studies that specifically discuss the use of delivery service platforms such as GrabFood as integrated digital promotional media are still limited. Furthermore, previous research has focused more on aspects of technology adoption and general promotional effectiveness, so not many have examined digital promotional strategies using a more comprehensive approach such as a weighted SWOT analysis (Rangkuti, 2019).

On the other hand, research that addresses the implementation of digital promotion strategies in culinary MSMEs at the local level, especially in Karawang Regency, is also still rarely conducted. In fact, each region has different market characteristics and consumer behavior. Thus, there is still a research gap in understanding how digital promotional strategies based on the GrabFood platform are actually implemented by MSMEs, as well as how these strategies can be optimized based on the internal and external conditions of the business.

Based on these conditions, this research is important to conduct an in-depth study of how the GrabFood promotional strategy is implemented by the Ratu Penyet Niaga Karawang MSME, the factors that influence it, and how the strategy can be optimized through a weighted SWOT analysis approach.

Based on initial observations of customer reviews on the GrabFood platform, an understanding of consumer perceptions of the Ratu Penyet Niaga Karawang MSME was obtained. From the analysis of 20 reviews, most customers gave excellent ratings, with the

majority giving a rating of 5, bringing the total to 14 reviews. Meanwhile, ranks 4 and 3 each have 2 reviews, while ranks 2 and 1 each only have 1 review.

This distribution shows that customers are generally satisfied with the products and services provided. However, the lower ratings indicate that certain aspects need improvement, particularly in customer experience management and digital promotion strategies. This situation is important to examine further, considering that GrabFood's role is not just as a distribution platform but also as a promotional tool that influences consumer perceptions and decision-making.

The development of digital technology has brought significant changes to the way small and medium enterprises (SMEs) market their products, particularly in the culinary sector, which is increasingly reliant on delivery platforms via apps. Platforms like GrabFood are not only a means of distributing food but can also be used as a means of promoting their businesses. This function is crucial because it helps raise product awareness and influences purchasing decisions (Kotler & Keller, 2021; Kingsnorth, 2022). However, research shows that many SMEs still struggle to effectively manage digital promotional strategies due to a lack of digital knowledge and poorly structured marketing planning.

The urgency of this research stems from several converging factors. First, MSMEs constitute the backbone of the Indonesian economy, yet many continue to struggle with digital marketing optimization despite platform availability. Second, GrabFood's dominant market position (over 60% national market share) means that effective promotion on this platform can significantly impact MSME revenue and sustainability. Third, the phenomenon at Ratu Penyet Niaga Karawang an MSME that has partnered with GrabFood but underutilizes promotional features reflects a broader pattern among Indonesian MSMEs where digital platform adoption does not translate into optimal promotional effectiveness. Fourth, the gap between platform potential and implementation at the MSME level represents an opportunity for strategic intervention that could enhance MSME competitiveness, increase digital literacy, and contribute to national economic resilience.

The novelty of this research lies in three interconnected contributions. First, this study provides a systematic application of weighted SWOT analysis with IFAS and EFAS matrices specifically for digital promotion strategy evaluation on the GrabFood platform, an approach not previously employed in the context of Indonesian culinary MSMEs. Second, this research integrates multiple data sources including in-depth interviews, direct observation, documentation, and consumer review analysis on GrabFood to develop a comprehensive understanding of promotion strategy effectiveness. Third, this study identifies the specific strategic position of Ratu Penyet Niaga Karawang MSME in the Strengths-Opportunities (S-O) quadrant of the IE Matrix, enabling targeted recommendations for growth strategy implementation through market penetration, market development, and product development. This represents an original contribution to both digital marketing literature and MSME development studies.

This also applies to the Ratu Penyet Niaga Karawang SME, which has used GrabFood as a sales channel but hasn't yet utilized its promotional features optimally. This situation indicates a gap between the capabilities of digital platforms and the marketing methods employed by businesses. Therefore, this study aims to analyze the digital promotional strategies implemented by Ratu Penyet Niaga Karawang through GrabFood.

This study uses a weighted SWOT analysis method to identify the strengths, weaknesses, opportunities, and threats that influence the effectiveness of digital promotion, and to develop more relevant and competitive strategies. Furthermore, this study is expected to provide practical benefits in the form of recommendations for digital promotion strategies that can be used by culinary SMEs, as well as contribute to the academic field by increasing insight into digital marketing for SMEs using application platforms (Chaffey & Smith, 2019).

## **METHOD**

This study employs a qualitative approach with a descriptive design. This research design was chosen to gain a deeper understanding of the digital promotion strategies implemented by the Ratu Penyet Niaga Karawang MSME through the GrabFood platform. A qualitative approach allows researchers to comprehensively explore the meaning, processes, and experiences of research subjects, thereby enabling them to explain the phenomena studied contextually and naturally. In qualitative research, the term population refers to participants or informants deemed to have information relevant to the research focus.

Participants in this study included the owner of the Ratu Penyet Niaga Karawang MSME, employees involved in digital promotion management, and those familiar with GrabFood sales operations. Informants were selected purposively, based on specific criteria, such as direct involvement in digital promotion activities, familiarity with the GrabFood system, and experience in business management.

The sample in this study comprises a subset of participants who met these criteria. The number of informants was not determined at the outset but was adjusted to meet data needs until data saturation was reached, a point where the information obtained was repetitive and no significant new findings were found.

The sampling technique used was purposive sampling, which involves deliberately selecting informants based on specific considerations relevant to the research objectives. This technique was used because not all individuals have information relevant to the research focus.

Data collection was conducted through in-depth interviews, observation, and documentation. Interviews were used to explore the perspectives, experiences, and promotional strategies implemented by MSMEs. Observations were conducted to directly observe digital promotional activities, product displays, and interactions with consumers on the GrabFood platform. Documentation was used to supplement the data in the form of photos, app screenshots, sales reports, and promotional archives.

The data sources in this study include primary and secondary data. Primary data was obtained directly from informants through interviews and observations. Secondary data was obtained from business documents, reports, and literature relevant to the research topic. Informants in this study acted as respondents, providing information both verbally and in writing to the researcher.

Data analysis techniques were implemented interactively through the stages of data reduction, data presentation, and conclusion drawing. Data reduction was carried out by selecting important information relevant to the research focus. Data presentation was carried out in the form of a descriptive narrative and a SWOT matrix. Conclusions were drawn in stages, taking into account the consistency of findings in the field. Data analysis and

interpretation were conducted simultaneously to identify patterns, themes, and meanings emerging from the data.

To ensure the validity and credibility of the data, this study employed triangulation techniques, including source triangulation and method triangulation. Source triangulation was implemented by comparing information from each informant, while method triangulation was implemented by combining interviews, observations, and documentation. Member checking was also conducted to ensure the researcher's interpretations matched the informants' intentions.

## RESULTS AND DISCUSSIONS

### Research result

Ratu Penyet Niaga Karawang is a fast-food business specializing in *penyet chicken*, established in 2022 in Karawang Regency. Since its inception, the business has utilized the GrabFood platform as a sales channel and digital promotional tool to reach a wider audience. Utilizing GrabFood has become a crucial strategy amid the growing trend of online food ordering and competition in app-based culinary businesses. Therefore, Ratu Penyet Niaga Karawang's digital promotional strategy was analyzed using a weighted SWOT approach to determine its strategic position and direction.

### SWOT Analysis of Ratu Penyet Niaga Karawang MSME

SWOT analysis is used to be able to do Identification of the internal and external conditions of the Ratu Penyet Niaga Karawang MSME in implementing a digital promotion strategy through the GrabFood platform. The results of the identification of strengths, weaknesses, opportunities, and threats were then formulated into SO, WO, ST, and WT strategies that were adjusted to the conditions of the Ratu Penyet Niaga Karawang MSME, as can be reviewed in the following table:

**Table 1. IFAS and EFAS Analysis of Ratu Penyet Niaga Karawang MSMEs**

No	Internal Factors	Weight	Rating	Score	External Factors	Weight	Rating	Score
	<b>Strengths</b>				<b>Opportunities</b>			
1	Consistent product quality	0.12	4	0.48	The trend of online food ordering is increasing	0.12	4	0.48
2	Registered and active on GrabFood	0.10	4	0.40	GrabFood promo program	0.11	4	0.44
3	Competitive product prices	0.11	4	0.44	The number of GrabFood users in Karawang is high	0.10	3	0.30
4	Utilizing GrabFood promos	0.09	3	0.27	Social media is effective for culinary promotion	0.09	4	0.36
5	Fast response to online orders	0.08	4	0.32	Support for digitalization	0.08	3	0.24

of MSMEs								
No	Internal Factors	Weight	Rating	Score	External Factors	Weight	Rating	Score
<b>Total Strength</b>		0.50		1.91	<b>Total Opportunity</b>		<b>0.50</b>	
<b>Weaknesses</b>					<b>Threats</b>			
6	Digital promotional content is still limited	0.12	3	0.36	Culinary competition on GrabFood	0.12	4	0.48
7	Product photos are not attractive	0.10	3	0.30	GrabFood policy changes	0.10	3	0.30
8	Dependence on GrabFood promotions	0.11	4	0.44	High platform cut fees	0.11	4	0.44
9	Social media management is not consistent	0.09	3	0.27	Consumers are price sensitive	0.09	4	0.36
10	Digital strategy evaluation is not routine	0.08	3	0.24	Negative reviews spread easily	0.08	3	0.24
<b>Total Weakness</b>		0.50		1.61	<b>Total Threat</b>		<b>0.50</b>	
<b>TOTAL IFAS</b>		1.00		3.52	<b>TOTAL EFAS</b>		<b>1.00</b>	

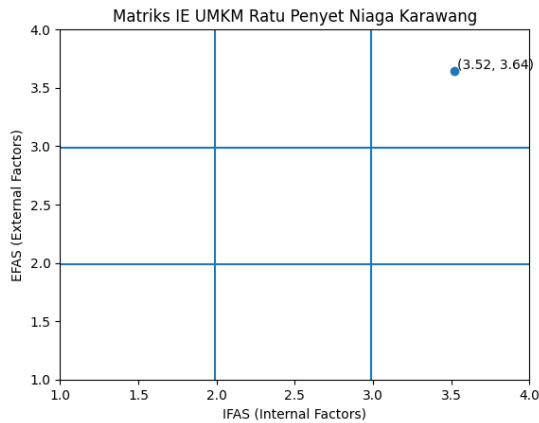
Source: Processed primary data (2026)

The IFAS calculation results show that the total strengths score (1.91) is greater than the total weaknesses score (1.61), with a total IFAS of 3.52. This indicates that the Ratu Penyet Niaga Karawang MSME is in a relatively strong internal position to support its digital promotion strategy on the GrabFood platform.

The EFAS results show a balance between opportunities and threats. This indicates that while the digital market opportunity is substantial, MSMEs also face external pressures that must be addressed through appropriate promotional strategies.

### Strategic Position of MSMEs in the SWOT Matrix

Based on the results of the IFAS and EFAS analysis, the total IFAS score was 3.52 as the X axis and the total EFAS score was 3.64 as the Y axis. This position was then mapped into the Internal–External (IE) Matrix as shown in the diagram below.



**Figure 1. IE Matrix of Ratu Penyet Niaga Karawang UMKM**

Source: Processed primary data (2026)

The mapping results show that the Ratu Penyet Niaga Karawang MSME is positioned in cell I (Grow and Build Strategy) in the IE Matrix. This position indicates that the MSME has strong internal conditions and significant external opportunities, so the appropriate strategy to implement is a growth strategy, such as market penetration, market development, and product development, particularly through optimizing digital promotion strategies on the GrabFood platform.

**Table 2. Strategy of UMKM Ratu Penyet Niaga Karawang**

IFAS	Strength (S)	Weakness (W)
	1. Consistent food product quality and distinctive taste 2. Product prices are relatively competitive 3. Fast service for online orders 4. Have registered and are actively using the GrabFood platform 5. Take advantage of GrabFood's promo features	1. Promotional visual content is still not attractive enough 2. Consistency of digital promotion is not optimal 3. Dependence on promotions from the platform 4. Social media management is not optimal 5. Evaluation of digital promotion strategies is not routine
EFAS		
<b>Opportunities</b>	<b>SO strategy applies strengths to take advantage of opportunities</b>	<b>WO strategy overcomes weaknesses by exploiting opportunities</b>

<p>1. The trend of online food ordering continues to increase</p> <p>2. The number of GrabFood users in the Karawang area is quite high</p> <p>3. Support for digitalization of MSMEs from the government and platforms</p> <p>4. Social media is increasingly effective as a means of culinary promotion.</p> <p>5. Changes in consumer behavior who prefer delivery services</p>	<p>1) <b>Taking advantage of product quality and distinctive taste.</b> to attract the interest of digital consumers by highlighting product advantages in descriptions and menu displays.</p> <p>2) <b>Optimizing fast and responsive service</b> to increase customer satisfaction, loyalty, and encourage positive reviews on the GrabFood platform.</p> <p>3) <b>GrabFood's promo features</b> to expand market reach and increase sales volume while maintaining price competitiveness.</p> <p>4) <b>Integrating GrabFood promotions with social media</b> as a supporting tool to increase awareness and promotional reach.</p> <p>5) <b>Leveraging digitalization support for MSMEs</b> to strengthen online promotional capabilities in a more targeted and sustainable manner.</p>	<p>1) <b>Improve the quality of promotional visual content</b> to make it more attractive and informative in line with digital promotion trends.</p> <p>2) <b>Improving the consistency of digital promotions</b> through more regular promotion scheduling on GrabFood and supporting social media.</p> <p>3) <b>Reduce dependence on platform promotions</b> by utilizing social media as a means of independent promotion.</p> <p>4) <b>Leveraging digitalization support for MSMEs</b> to improve online promotion capabilities and management in a more targeted manner.</p> <p>5) <b>Adapting promotional strategies to digital consumer behavior</b> by monitoring customer reviews and responses.</p>
Threat (T)	ST strategy applies strengths to avoid threats	WT strategy to minimize weaknesses and avoid threats
<p>1. Tight competition among culinary MSMEs on the GrabFood platform</p> <p>2. Service fees and platform cuts are relatively high.</p> <p>3. Consumer sensitivity to price</p> <p>4. The</p>	<p>1) <b>Maintaining consistency in product quality and taste</b> as an effort to face tough culinary competition.</p> <p>2) <b>Leveraging fast and responsive service</b> as a competitive advantage to increase customer satisfaction and loyalty.</p> <p>3) <b>Highlighting the uniqueness of the menu as product differentiation</b> to avoid the threat of substitute products.</p> <p>4) <b>Manage prices competitively</b> through package adjustments or limited promotions without reducing product quality.</p> <p>5) <b>Actively manage customer reviews</b> to maintain reputation and consumer</p>	<p>1) <b>Conduct regular evaluations of digital promotion strategies</b> to anticipate competition and changes in platform policies.</p> <p>2) <b>Improve the quality of promotional content</b> to be able to compete with competitors on digital platforms.</p> <p>3) <b>Reducing dependence on platform promotions</b> by developing independent promotions on social media.</p> <p>4) <b>Proactively manage consumer reviews and complaints</b> to maintain reputation and customer trust.</p>

emergence of similar substitute products	trust on digital platforms.	5) <b>Implementing an adaptive pricing strategy</b> according to market conditions without sacrificing product quality.
5. Negative consumer reviews spread easily digitally		

Based on the IFAS–EFAS analysis, the culinary businesses analyzed have key strengths in consistent product quality with distinctive flavors, relatively competitive prices, fast online ordering, and utilization of the GrabFood platform, including its promotional features. However, these businesses still face several weaknesses, particularly in digital promotion, such as less than engaging visual content, less than optimal promotional consistency, reliance on platform promotions, and inadequate social media management and evaluation.

Externally, there are significant opportunities to exploit, including the increasing trend of online food ordering, the high number of GrabFood users in the Karawang region, support for MSME digitalization, the effectiveness of social media as a promotional tool, and changes in consumer behavior that increasingly favor delivery services. Meanwhile, the main threats come from intense competition among culinary MSMEs on digital platforms, high platform service costs, consumer sensitivity to price, the emergence of substitute products, and the risk of rapid spread of negative reviews. Therefore, the recommended strategy is to optimize product quality and service excellence and the use of digital platforms to capture market opportunities, while simultaneously improving weaknesses in digital promotions and managing pricing, product differentiation, and online reputation more adaptively to face competition and threats in the digital environment.

Based on the results of a weighted SWOT analysis, the Ratu Penyet Niaga Karawang MSME is in the Strengths–Opportunities (S–O) quadrant, which shows that the most appropriate digital promotion strategy is to utilize internal strengths to gain opportunities in the digital market. This position is in accordance with the concept of growth strategy in the IE Matrix, where organizations that have strong internal strengths and large external opportunities are encouraged to carry out market expansion and market penetration aggressively but still in a targeted manner (Rangkuti, 2019).

The first SO strategy focuses on using product quality and distinctive taste to attract digital consumers by displaying product advantages in the menu and description section on GrabFood. This strategy is very appropriate because small and medium enterprises have a fundamental strength in the form of consistent product quality, while external opportunities are increasing customer interest in food delivery services. Within the framework of marketing mix theory, product quality is the main component that creates value for consumers (Kotler & Keller, 2021). On digital platforms like GrabFood, the experience of product quality is not only felt when consuming it, but is also conveyed through menu descriptions and product appearance. Therefore, emphasizing product quality becomes an important strategy to attract digital customers.

The second SO strategy focuses on improving the speed and responsiveness of service

to increase customer satisfaction, making them more likely to leave favorable reviews. Fast service is crucial in digital marketing because it impacts the consumer experience. Based on consumer behavior theory in the digital realm, a good experience will result in satisfaction, loyalty, and positive reviews (Solomon, 2020). On the GrabFood platform, reviews and ratings serve as indirect promotions that significantly influence other consumers' purchasing decisions. Therefore, responsive service is not just an operational element but also a digital marketing tactic focused on the user experience.

The third SO strategy involves utilizing GrabFood's promotional features to expand the market and increase sales, while maintaining competitive prices. Utilizing GrabFood's promotional features is an appropriate strategy because MSMEs possess the internal strength of relatively competitive prices, while their external opportunity lies in the high price sensitivity of digital consumers. In digital promotion theory, platform-based promotions can rapidly increase product visibility and reach (Chaffey & Smith, 2019). Therefore, this strategy is effective for increasing sales volume and attracting new customers, especially during the business growth phase.

The fourth and fifth S–O strategies emphasize combining GrabFood promotions with social media and utilizing assistance from MSME digitalization to create more sustainable promotions. By integrating GrabFood promotions into social media and leveraging digital support from MSMEs, this strategy is the right choice. Ratu Penyet Niaga Karawang's MSMEs have internal strengths in the form of activeness on digital platforms, while external opportunities include increasing the effectiveness of social media and digital support from the government and platforms. This integration allows promotions to not only rely on one channel, but to be carried out in a mutually supportive and sustainable manner.

In integrated digital marketing theory (Kingsnorth, 2022), consistent use of various digital channels can increase reach, brand awareness, and communication effectiveness. GrabFood serves as a medium for transactions and direct promotions, while social media strengthens relationships with customers. With digital support, MSMEs can develop more planned promotions in terms of content, frequency, and performance assessment. Collaboration between GrabFood, social media platforms, and digital support provides MSMEs with the opportunity to leverage internal potential more flexibly, while reducing reliance on third-party promotions and developing more autonomous and sustainable strategies.

## CONCLUSION

Based on an informed SWOT analysis, Ratu Penyet Niaga, a small and medium-sized business in Karawang, is positioned in the Strengths–Opportunities (S–O) quadrant of the Internal–External matrix. This position indicates that the small and medium-sized business has quite strong internal strengths, particularly in terms of consistent product quality, unique flavors, competitive prices, and speed of service, supported by significant opportunities in the digital market through the GrabFood platform. The implemented S–O strategy focuses on leveraging product and service quality as the primary attraction for digital consumers, leveraging GrabFood's promotional features to increase visibility and sales volume, and integrating GrabFood promotions with social media to expand marketing reach. This strategy aligns with the concept of digital marketing and consumer behavior, where product quality, customer experience, and online reviews play a crucial role in shaping trust and purchasing

decisions. Therefore, the success of MSME digital promotion depends not only on platform utilization, but also on the ability of business actors to strategically manage internal strengths and adapt to digital market opportunities. The results of this study offer practical implications for small and medium enterprises Ratu Penyet Niaga Karawang to direct their digital marketing strategy to the Strength–Opportunity (S–O) approach by leveraging internal strengths, especially product quality, unique flavors, and speed of service, to attract and retain digital customers on the GrabFood platform. Improving menu displays, clarifying product information, managing customer feedback, and utilizing GrabFood promotional features in a planned and integrated manner with social media are crucial steps to make promotions more efficient, independent, and sustainable.

## REFERENCE

- Agustina, A. (2023). Social media as digital marketing tool in MSME. *Maxpreneur Journal*. <https://ejournal.up45.ac.id/index.php/maksipreneur/article/view/1534>
- Al Maalouf, N. J., et al. (2025). Consumers' attitudes and purchase intentions toward food delivery platforms. *Journal of Retailing and Consumer Services*. <https://www.sciencedirect.com/science/article/pii/S0969698924004478>
- Andika, A., et al. (2021). Analysis of digital marketing adoption in Indonesian MSMEs. *Journal of Business Management*, 18(3). <https://doi.org/10.38043/jmb.v18i3.3173>
- Armstrong, G., & Kotler, P. (2021). *Principles of marketing* (18th ed.). Pearson Education.
- Bala, M., & Verma, D. (2018). A critical review of digital marketing. *International Journal of Management*.
- Chaffey, D., & Ellis-Chadwick, F. (2019). *Digital marketing: Strategy, implementation and practice*. Pearson.
- Dianta, I. A. (2025). The impact of digital marketing adoption on sustainable growth of MSMEs. *International Journal of Economics and Business*. <https://infec.org/index.php/infec/article/view/1287>
- Fadillah, F. (2025). The dynamics of SME digital marketing in the digital business ecosystem. *Global International Journal of Economics and Accounting*. <https://research.e-greenation.org/GIJEAA/article/view/384>
- Hakimi, R. (2023). Implementation of digital marketing on small and medium enterprises. *Agrise Journal*. <https://agrise.ub.ac.id/index.php/agrise/article/view/1132>
- Hakimi, R., et al. (2023). Digital marketing strategies for SMEs. *Productivity Journal*. <https://journal.ppipbr.com/index.php/productivity/article/view/298>
- Hollensen, S. (2020). *Marketing management: A relationship approach* (4th ed.). Pearson.
- Jadhav, S., et al. (2023). Evaluation of consumer behavior regarding food delivery applications. <https://arxiv.org/abs/2401.14409>
- Kannan, P. K., & Li, H. (2017). Digital marketing: A framework. *International Journal of Research in Marketing*.
- Kingsnorth, S. (2019). *Digital marketing strategy: An integrated approach to online marketing*. Kogan Page.
- Kotler, P., & Keller, K. L. (2021). *Marketing management* (16th ed.). Pearson Education.
- Kotler, P., Kartajaya, H., & Setiawan, I. (2021). *Marketing 5.0: Technology for humanity*. Wiley.

- Pillai, S. G., et al. (2022). Online food delivery services and consumers' purchase intention. *Journal of Retailing and Consumer Services*.  
<https://www.sciencedirect.com/science/article/pii/S0278431922001372>
- Rangkuti, F. (2019). *SWOT analysis: A technique for dissecting business cases*. PT Gramedia Pustaka Utama.
- Ray, A., et al. (2024). Impact of food delivery platforms on consumer behavioral intentions. <https://www.researchgate.net/publication/383722692>
- Ryan, D. (2017). *Understanding digital marketing: Marketing strategies for engaging the digital generation* (4th ed.). Kogan Page.
- Saura, J. R. (2021). Digital marketing in SMEs via data-driven strategies. *Journal of Small Business Management*.  
<https://www.tandfonline.com/doi/10.1080/00472778.2021.1955127>
- Solomon, M. R. (2020). *Consumer behavior: Buying, having, and being* (13th ed.). Pearson Education.
- Tiago, M., & Veríssimo, J. (2021). Digital marketing and social media: Why bother? *Business Horizons*.
- Tuten, T. L., & Solomon, M. R. (2020). *Social media marketing* (4th ed.). Sage Publications.
- Wirtz, J., & Lovelock, C. (2022). *Services marketing: People, technology, strategy* (9th ed.). World Scientific.