

# The Influence of Digital Marketing Development and Business Ethics on Competitive Advantage among MSMEs in Cikarang

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## ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh pengembangan pemasaran digital dan penerapan etika bisnis terhadap keunggulan kompetitif UMKM di Cikarang. Dalam menghadapi persaingan usaha yang semakin ketat di era digital, pelaku UMKM dituntut untuk mampu memanfaatkan teknologi pemasaran secara optimal sekaligus menjaga prinsip-prinsip etis dalam menjalankan bisnis. Penelitian ini menggunakan pendekatan kuantitatif dengan pengumpulan data melalui kuesioner yang disebar kepada 60 pelaku UMKM di wilayah Cikarang. Data yang diperoleh dianalisis menggunakan regresi linear berganda. Hasil penelitian menunjukkan bahwa pengembangan pemasaran digital dan etika bisnis berpengaruh positif dan signifikan terhadap keunggulan kompetitif UMKM, baik secara parsial maupun simultan. Namun, etika bisnis memiliki pengaruh yang lebih kuat dibandingkan pemasaran digital. Temuan ini menunjukkan bahwa kepercayaan pelanggan, transparansi, kejujuran, dan tanggung jawab dalam berbisnis menjadi faktor penting dalam membangun daya saing yang berkelanjutan. Oleh karena itu, UMKM perlu mengintegrasikan strategi digital dengan praktik bisnis yang etis agar mampu mempertahankan posisi kompetitif di pasar.

**Kata Kunci:** Pengembangan Pemasaran Digital, Etika Bisnis, Keunggulan Kompetitif, UMKM

## ABSTRACT

*This study aims to examine the influence of digital marketing development and business ethics on the competitive advantage of MSMEs in Cikarang. In the increasingly competitive digital business environment, MSME actors are required not only to optimize digital-based marketing strategies but also to uphold ethical values in their business operations. This research employed a quantitative approach by distributing questionnaires to 60 MSME actors in Cikarang. The collected data were analyzed using multiple linear regression. The results indicate that digital marketing development and business ethics have a positive and significant effect on MSME competitive advantage, both partially and simultaneously. However, business ethics demonstrates a stronger influence than digital marketing. These findings suggest that customer trust, transparency, honesty, fairness, and social responsibility are essential elements in strengthening sustainable business competitiveness. Therefore, MSMEs should not rely solely on digital promotion, but also integrate ethical business practices into their daily operations. The combination of adaptive digital marketing and consistent ethical conduct can help MSMEs build a stronger and more sustainable competitive position in the market.*

**Keywords:** Digital Marketing Development, Business Ethics, Competitive Advantage, MSMEs

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## INTRODUCTION

The rapid evolution of digital technology has influenced Micro, Small, and Medium Enterprise (MSME) stakeholders and has placed them in an increasingly competitive business environment. Competition no longer occurs only among small business actors, but also involves large companies that already possess mature business strategies. Therefore, to survive and grow amid this competitive environment, MSMEs are encouraged to use more innovative strategies, especially in digital-based marketing, which can expand market reach and strengthen business competitiveness. One strategic approach that is widely applied in the current era is digital marketing development. The use of digital media such as social media, e-commerce, and data-based marketing methods enables MSMEs to strengthen the effectiveness of communication and product promotion. However, digitalization alone is not sufficient. Business ethics also plays a very important role in building customer trust, developing sustainable business relationships, and protecting business reputation. Business ethics that is implemented professionally can become an added value in facing increasingly intense competition.

Unfortunately, although business ethics and digital marketing are viewed as key elements in improving competitive advantage, MSMEs in industrial areas such as Cikarang still face various obstacles in their implementation. The specific characteristics of the market and the varying levels of readiness among business actors have become challenges in themselves. BPS data state that more than 60% of MSMEs in Cikarang experience difficulties in maintaining their competitive advantage, including due to low digital marketing innovation and the limited implementation of business ethics in daily activities. Many MSMEs are still unable to implement effective digital marketing strategies to improve competitiveness, while non-compliance with business ethics also affects customer trust and business image.

The concept of competitive advantage is a crucial aspect in ensuring business continuity. However, previous studies show different perspectives in interpreting this advantage. (Annisa & Elfarina, 2023) emphasize entrepreneurial competence and knowledge, defining competitive advantage as a consequence of the individual capacity of business actors to manage their businesses effectively. Meanwhile, (Farida et al., 2022) emphasize dynamic capabilities and innovation as adaptive strategies for responding to market changes, portraying competitive advantage as an organizational capability that continues to develop. These differing views indicate a theoretical gap, namely the absence of an integrated approach that connects personal and organizational factors in shaping MSME competitive advantage comprehensively.

Furthermore, although 73% of Indonesian MSMEs have used digital marketing according to the Ministry of Cooperatives and SMEs, only 35% of them are able to optimize it properly. This indicates that limitations remain in the knowledge and implementation of more advanced digital strategies, including search engine optimization, paid digital advertising, and data-based marketing. MSMEs in Cikarang still tend to use social media in a simple manner without a systematic strategy, so its impact on their competitiveness has not been significant.

A previous study by (Aditya, 2025) found that optimal digital marketing can increase MSME income by up to 80% when supported by digital literacy and data-based marketing. However, (Simamora et al., 2020) found that the absence of digital competence can lead to financial losses due to inefficient marketing strategies. These inconsistent findings create room for further research on the extent to which quality digital marketing implementation affects MSME competitive advantage.

In addition, the aspect of business ethics also presents an equally important urgency. The Indonesian MSME Association revealed that 45% of MSMEs experienced a decline in customer loyalty due to a lack of transparency and professionalism in running their businesses. In industrial areas such as Cikarang, this is reflected in difficulties in maintaining service consistency and information transparency. Differences in research findings also appear in this context, where

(Ayyubi & Anggraini, 2019) stated that Islamic business ethics did not directly affect customer attitudes in the food sector, while (Katmas et al., 2022) found a significant positive effect on profit growth in the general sector.

Based on current phenomena and research gaps, it can be concluded that the reciprocal influence between digital marketing development and the implementation of business ethics on MSME competitive advantage has not been studied comprehensively, especially in industrial zones such as Cikarang. Therefore, this study aims to analyze how these two factors can contribute synergistically to shaping MSME competitive advantage in the region.

## LITERATURE REVIEW

### Micro, Small, and Medium Enterprises (MSMEs)

MSME stands for micro, small, and medium enterprise. MSMEs are productive economic businesses dominated by individuals or small-scale business organizations. MSMEs can also be interpreted as economic activities carried out by lower-middle community groups. The objectives of MSMEs are regulated in Law of the Republic of Indonesia Number 20 of 2008 concerning Micro, Small, and Medium Enterprises, particularly Articles 3 and 5. Article 3 states that Micro, Small, and Medium Enterprises aim to grow and develop their businesses in order to build the national economy based on equitable economic democracy.

### Competitive Advantage

Competitive advantage refers to a company's ability to communicate higher value to customers compared with its competitors, thereby strengthening its position in the market. According to (Mukti & Mukhlis, 2023), compliance with business ethics norms enables companies to avoid harmful behavior and establish long-term value for the parties involved. The indicators of competitive advantage are as follows:

- **Product Innovation:** the development of new products or services that meet customer needs and differ from competitors.
- **Service Quality:** superior and consistent service that increases customer satisfaction.
- **Operational Efficiency:** the ability to carry out business operations with lower cost components without sacrificing quality.
- **Brand Reputation:** a positive image established by the company in the eyes of customers and other stakeholders.
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### Digital Marketing Development

(Chaffey et al., 2022), in their book entitled *Digital Marketing: Strategy, Implementation and Practice*, emphasize that digital marketing development is a marketing strategy that utilizes digital technology and the internet to reach consumers on a larger and more efficient scale. Through digital marketing, MSMEs can increase product visibility, expand market share, and interact directly with customers. According to (Khairunisa & Misidawati, 2024), the use of digital marketing has a substantial impact on increasing MSME product sales in Indonesia. They found that the use of social media, e-commerce, Facebook, Instagram, Twitter, and WhatsApp Business as primary communication media with customers provides benefits in the form of more intensive and effective communication with customers and suppliers. The indicators of digital marketing utilization include:

- **Social Media Utilization:** the use of platforms such as Facebook, Instagram, and Twitter for promotion and customer communication.
- **E-commerce Utilization:** participation in e-commerce platforms to broaden market targets and facilitate transactions.
- **Digital Communication:** the use of applications such as WhatsApp Business to communicate effectively with customers and suppliers.

- Digital Content: the creation of attractive and informative content to capture the attention of potential customers.

### **Business Ethic**

Business ethics is a set of moral principles that guides business behavior in interacting with various stakeholders. The consistent implementation of business ethics builds a positive company reputation and strengthens consumer trust. (Pangarso et al., 2024) emphasize the importance of business ethics principles such as transparency, fairness, social responsibility, and integrity in supporting MSME sustainability. The indicators of business ethics include:

- Transparency: openness of information regarding products, prices, and company policies to consumers.
- Honesty: the delivery of accurate and non-misleading information about the products or services offered
- Social Responsibility: concern for the social and environmental impacts of business activities.
- Fairness: fair treatment of all stakeholders, including customers, employees, and suppliers.

### **The Relationship between Digital Marketing Development and Competitive Advantage**

According to (Pratama et al., 2022), digital marketing development affects competitive advantage. Digital media can help MSMEs increase product brand awareness, achieve competitive advantage, and gain access to broader markets. This finding is also consistent with studies by (Katuuk et al., 2023) and (Setiadi et al., 2024), which state that digital marketing has a positive influence on competitive advantage.

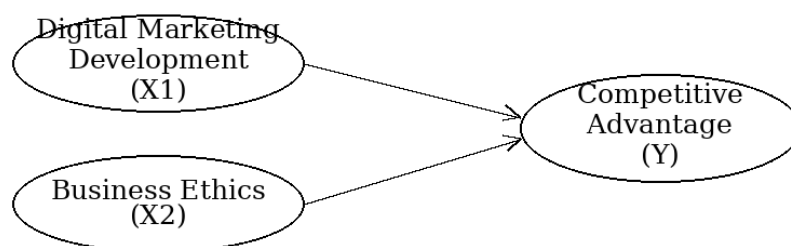
H1: Digital Marketing Development is presumed to have an influence on the Competitive Advantage of MSMEs in Cikarang.

### **The Relationship between Business Ethics and Competitive Advantage**

Several studies show that business ethics has a positive effect on MSME competitive advantage. According to (Wicaksana et al., 2024), business ethics directly contributes to improving the performance of food and beverage businesses in Bogor Regency, where competitive advantage is a key element in supporting business success. In addition, a study by (Santoso et al., 2019) illustrates that business ethics helps MSMEs establish partnerships, obtain funding, and attract new customers, all of which support the sustainability of competitive advantage. (Syahfitri et al., 2022) also states that business ethics plays an important role in building reputation, customer loyalty, and a harmonious work environment, thereby strengthening competitive advantage.

H2: Business Ethics is presumed to have an influence on the Competitive Advantage of MSMEs in Cikarang.

### **Conceptual Framework**



## RESEARCH METHOD

This study used a quantitative method approach aimed at identifying the influence among variables and testing hypotheses based on existing theories. The observed variables consisted of Digital Marketing Development and Business Ethics as independent variables, and Competitive Advantage as the dependent variable.

Data were collected through questionnaires by distributing online questionnaire links to respondents. The population of this study consisted of MSME actors in the Cikarang area. The sampling method used in this study was non-probability sampling, a technique in which each member of the population does not have an equal opportunity to be selected as a sample.

The representative sample size in this study was determined using the Hair formula. This formula is used when the total population has not been stated with certainty. The number of indicators used was multiplied by a number between 5 and 10 (Setyo, 2017). In this study, the 12 indicators were multiplied by 5, resulting in a sample size of 60 respondents. The primary data obtained were processed through validity

and reliability tests, followed by classical assumption testing. The data in this study were described and analyzed using IBM SPSS Statistics 26.

## RESULT AND DISCUSSION

Based on the number of respondents in the distributed questionnaire, 60 respondents were obtained. All 60 distributed questionnaires were declared complete; therefore, the data processed in this study consisted of 60 respondents. The respondent profile is presented in the following table:

Table 1. Respondent Demographic

Category	Subcategory	Number of Respondents	Percentage
Gender	Female	44 people	73%
	Male	16 people	27%
Type of Business	Food and Beverage	31 people	51%
	Fashion and Accessories	12 people	20%
	Crafts and Souvenirs	3 people	5%
	Services (salon, workshop, etc.)	14 people	24%
Business Duration	< 1 year	14 people	24%
	1-3 years	25 people	41%
	4-7 years	11 people	19%
	> 7 years	10 people	16%

The respondent data in Table 1 show that, among the 60 MSME actors studied, the majority were women (73%) and most operated businesses in the food and beverage sector (51%). The largest business-duration group was 1-3 years (41%), followed by less than 1 year (24%). These findings indicate that MSME actors are generally women who run culinary businesses in the early to developing stages; therefore, development strategies should be focused on the needs of beginner entrepreneurs in this sector

### Validity Test

Validity testing can be measured based on correlation results showing significance below 0.05; therefore, the statement is declared valid. Validity testing can also be measured by comparing the calculated r-value with the r-table value; if the calculated r-value is greater than the r-table value, the statement is declared valid.

Table 2. Validity Test Result

Variable	Item No.	Calculated r	Description
Digital Marketing Development (X1)	X1.1	0.523	VALID
	X1.2	0.621	VALID
	X1.3	0.644	VALID
	X1.4	0.457	VALID
	X1.5	0.663	VALID
Business Ethics (X2)	X2.1	0.627	VALID
	X2.2	0.720	VALID
	X2.3	0.779	VALID
	X2.4	0.528	VALID
	X2.5	0.729	VALID
Competitive Advantage (Y)	Y1.1	0.670	VALID
	Y1.2	0.716	VALID
	Y1.3	0.810	VALID
	Y1.4	0.743	VALID
	Y1.5	0.766	VALID

The results in Table 2 indicate that every statement item for variables X1, X2, and Y was tested for validity and produced calculated r-values greater than the r-table value. Therefore, all statement items in this study are declared valid.

### Reliability Test

An instrument is stated to have a high correlation if its correlation value is 0.6; however, if the correlation is below 0.5, the correlation is low or the instrument is declared unreliable

Table 3. Reliability Test Result

Cronbach's Alpha	N of Items
0.891	15

Table 3 shows that the reliability test produced a Cronbach's Alpha value of 0.891 with 15 items. This value is above the minimum reliability threshold of 0.7; therefore, the research instrument has high reliability and is consistent in measuring the research variables.

### Multiple Linear Regression Test

Multiple linear regression analysis is a technique used to analyze data in the form of statistical numbers or values. This analysis involves one dependent variable (Y) and several independent variables (X) (Sulantari et al., 2024).

Table 4. Multiple Linear Regression Test

Model	B	Std. Error	Beta
1 (Constant)	2.012	2.258	-
X1	0.256	0.108	0.256
X2	0.646	0.122	0.573

The coefficients section in Table 4 shows that the multiple linear regression model has the equation  $Y = 2.012 + 0.256X1 + 0.646X2$ , where X1 (Digital Marketing Development) and X2 (Business Ethics) have positive effects on Y (Competitive Advantage). The B value indicates that every one-unit increase in X1 increases Y by 0.256, and every one-unit increase in X2 increases Y by 0.646. The significance values for X1 (0.022) and X2 (0.000) show that both are statistically significant ( $p < 0.05$ ), with X2 having a stronger influence based on the Beta value (0.573 compared with 0.256).

### Coefficient of Determination Analysis

Using coefficient of determination analysis, the extent to which the independent variables influence the dependent variable in this study can be identified. The results are presented in the following table:

Table 5. Model Summary

R Square	Adjusted R Square
0.570	0.555

Based on the Model Summary, the R Square value of 0.570 indicates that 57% of the variation in Competitive Advantage can be explained by the variables Digital Marketing Development (X1) and Business Ethics (X2). The Adjusted R Square value of 0.555 accounts for the number of independent variables and therefore provides a more accurate estimate for the population. Meanwhile, the Standard Error of the Estimate of 1.870 indicates the level of model prediction error, which remains within a reasonable range for social research.

### F Test

The F test is a statistical test used to examine the interaction between all independent variables and the dependent variable. In the process, the null hypothesis (H0) is accepted if F-table < F-count or if the significance value is greater than 0.05. This means that the independent variables in the model do not provide a significant combined contribution to the dependent variable (Vendhi Prasmoro et al., 2023).

Table 4. F Test

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	263.760	2	131.880	37.732	0.000
Residual	199.224	57	3.495		
Total	462.983	59			

Based on the F test results in Table 6, an F value of 37.732 was obtained with a significance value (Sig.) of 0.000. This probability value is smaller than the critical level of 0.05 ( $p < 0.05$ ); therefore, the regression model is significant simultaneously. This indicates that the independent variables, namely Digital Marketing Development (X1) and Business Ethics (X2), jointly have a significant effect on Competitive Advantage (Y). This also proves that the regression model used is able to explain the relationship among variables properly. The Mean Square value for regression, 131.880, is much greater than the residual value of 3.495, supporting the strength of the model in explaining the dependent variable.

### Discussion

The analysis results show that Digital Marketing Development (X1) has a positive and significant influence on Competitive Advantage (Y).

- Magnitude of influence: every one-unit increase in digital marketing development is associated with a 0.256-unit increase in competitive advantage. This means that MSME initiatives to strengthen digital marketing in Cikarang are correlated with improved competitiveness.
- Statistical significance: the significance value (Sig.) for the digital marketing development variable is 0.022, which is lower than 0.05. This confirms that the influence of digital marketing development on competitive advantage is statistically significant, meaning that the result did not occur by chance.
- Relative contribution: although digital marketing development has a positive impact, this study also notes that Business Ethics (X2) has a stronger effect on competitive advantage than digital marketing development, based on the Beta value (0.573 compared with

0.256). This indicates that business ethics plays a more dominant role in influencing the competitive advantage of MSMEs in Cikarang in this study.

Overall, this study provides empirical evidence that digital marketing development contributes positively and usefully to the competitiveness of MSMEs in Cikarang. Nevertheless, other factors such as business ethics play a major role and may even have a stronger influence in determining MSME competitiveness in the region.

The analysis results show that Business Ethics (X2) is proven to have a positive and significant influence on Competitive Advantage (Y).

- Magnitude of influence: every one-unit increase in business ethics increases competitive advantage by 0.646 units. This supports the view that business ethics has a relatively large influence in determining the competitiveness of MSMEs in Cikarang.
- Statistical significance: the significance value (Sig.) for business ethics is 0.000, which is far below 0.05. This shows that the influence of business ethics on competitive advantage is statistically highly significant.
- Relative impact: compared with digital marketing development, business ethics has a more significant impact on competitive advantage. The Beta value for business ethics is 0.573, while the Beta value for digital marketing development is only 0.256. Therefore, it can be concluded that business ethics plays a very important role in increasing the competitive advantage of MSMEs in Cikarang, even stronger than digital marketing development in the context of this study.

## **PENUTUP**

This study concludes that digital marketing development and the implementation of business ethics simultaneously have a significant influence on the competitive advantage of MSMEs in Cikarang. Although both factors contribute positively, business ethics is proven to have a greater influence than digital marketing on improving competitiveness. This indicates that, in addition to adopting digital marketing strategies, MSMEs also need to prioritize ethical principles in business operations to build customer trust and loyalty sustainably. Therefore, the synergy between digitalization and ethical integrity is an important key to creating sustainable competitive advantage in the current competitive era.

Based on the research findings, MSME actors in Cikarang are advised to improve their digital literacy through intensive training related to data-based digital marketing, creative content strategies, and the strategic use of digital tools such as SEO, SEM, and WhatsApp Business. This is important so that digital marketing development can be carried out optimally and have a significant impact on competitiveness. In addition, because business ethics is proven to have a greater influence on competitive advantage, in-depth education is needed regarding ethical values in business, such as transparency, honesty, fairness, and social responsibility. Local governments and MSME associations can play an active role in preparing codes of ethics or business operational standards that can be practically applied by business actors.

Furthermore, MSMEs are advised to begin developing integrated business strategies that combine digital marketing and business ethics. The synergy between effective digital communication and the implementation of ethical values in daily business activities is believed to increase customer trust and loyalty sustainably. To strengthen the findings, future research should be conducted with a broader scope of respondents and regions and should involve qualitative approaches in order to capture the subjective experiences of MSME actors more deeply. Finally, collaboration between MSME actors, educational institutions, and digital technology providers is strongly needed to encourage business transformation that is more adaptive, professional, and sustainable in facing the increasingly intense era of digital competition.

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