

OPTIMIZING DIGITAL MEDIA AS A PROMOTIONAL TOOL TO ENHANCE THE MARKETING PERFORMANCE OF BUMDES PRODUCTS: THE ROLE OF PROMOTIONAL INNOVATION

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Abstract. This study aims to examine the role of digital media optimization as a promotional tool in improving the marketing performance of BUMDes products, with promotional innovation as a mediating variable. The research investigates the effects of promotion quality and product quality on marketing performance, both directly and indirectly through promotional innovation. A quantitative approach was employed using a survey method, with data collected from 40 BUMDes business actors in Kotawaringin Timur Regency, Central Kalimantan, Indonesia. The data were analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS), which is suitable for predictive models with relatively small sample sizes. The results reveal that promotion quality and product quality have positive and significant effects on promotional innovation and marketing performance. Promotional innovation also shows a positive and significant effect on marketing performance and partially mediates the relationships between promotion quality and marketing performance, as well as between product quality and marketing performance. These findings indicate that high-quality digital promotion and superior product quality contribute more effectively to marketing performance when supported by continuous promotional innovation. From a theoretical perspective, this study reinforces the Dynamic Capability Theory by demonstrating that the abilities of sensing market opportunities through digital media, seizing those opportunities via effective promotional execution, and transforming promotional strategies through innovation are crucial for enhancing marketing performance in rural enterprises. Practically, the findings suggest that BUMDes managers should strengthen digital promotional capabilities, maintain consistent product quality, and continuously innovate promotional strategies to enhance competitiveness and ensure sustainable marketing performance.

Keywords: digital promotion, promotion quality, product quality, promotional innovation, marketing performance, BUMDes, dynamic capability

1. Background

The development of digital technology has brought significant changes to product marketing patterns, including in the village business sector. Digital media no longer function solely as communication tools but have evolved into strategic instruments for building product image, expanding market reach, and improving marketing performance in a sustainable manner (Rizvanović et al., 2023). For Village-Owned Enterprises (BUMDes), the utilization of digital media as promotional tools presents both opportunities and challenges in facing increasingly competitive market conditions (Suharto et al., 2022).

As village economic institutions, BUMDes play an important role in promoting the economic independence of local communities. However, in practice, many BUMDes still face limitations in marketing aspects, particularly in terms of digital promotion quality and promotional innovation capability (Mulyana & Azka, 2022). This condition is also experienced by BUMDes in Serambut Village, located in Kotawaringin Timur Regency, Central Kalimantan Province. Although the products produced have strong local potential, they are not yet fully supported by high-quality and innovative digital promotional strategies.

Digital promotion quality is a critical factor in attracting consumer attention, building trust, and creating positive marketing experiences. Informative, attractive, consistent, and easily accessible digital promotions can enhance consumers' perceived

value of products. On the other hand, product quality also serves as a fundamental foundation in marketing, as products with superior quality are more readily accepted by the market and have the potential to foster consumer loyalty (Muhajir et al., 2022).

In addition to promotion quality and product quality, promotional innovation is a strategic element that bridges both variables in improving marketing performance. Promotional innovation reflects BUMDes' ability to creatively package promotional messages, utilize various digital platforms, and adapt promotional strategies to changes in consumer behavior. Without innovation, digital promotion tends to be monotonous and less effective in driving sales growth and market expansion.

Previous studies have shown that digital promotion quality and product quality influence marketing performance. However, there is still a lack of studies that explicitly position promotional innovation as a mediating variable, particularly in the context of BUMDes in rural areas (Octavia et al., 2020). Moreover, empirical studies focusing on BUMDes in the Central Kalimantan region remain limited, highlighting the need for contextual research that can portray real conditions and the potential for developing a digitally based village economy.

Based on these phenomena and research gaps, this study aims to analyze the effects of promotion quality and product quality on marketing performance, with promotional innovation as a mediating variable, at BUMDes Serambut Village. The findings are expected to contribute theoretically to the development of village-based digital marketing literature and practically (Trang et al., 2023) to assist BUMDes managers in formulating more effective and sustainable digital promotional strategies.

2. Literature Review

1. Promotion Quality (X1)

Promotion quality is one of the key elements in marketing strategy that functions to effectively communicate product value to consumers. In the context of digital marketing, promotion quality is not only measured by the frequency of message delivery, but also by the clarity of information, visual attractiveness, content creativity, message consistency, and the ability of promotional media to reach the appropriate target market (Marchand et al., 2021).

High-quality digital promotion is able to increase brand awareness, build positive consumer perceptions, and stimulate purchase intention (Salam et al., 2019). Digital media such as social media, marketplaces, and instant messaging platforms allow business actors to deliver product information in a more interactive and real-time manner. Therefore, digital promotion quality becomes a strategic factor in enhancing marketing effectiveness, particularly for locally based enterprises such as BUMDes. In the BUMDes context, digital promotion quality is strongly influenced by managers' capabilities in managing promotional content, utilizing digital technology, and understanding consumer behavior. Informative, attractive, and relevant promotions are believed to enhance the competitiveness of village-based products amid increasingly open market competition.

2. Product Quality (X2)

Product quality refers to consumers' perceptions of a product's ability to meet their needs and expectations. Product quality encompasses various aspects, such as durability, reliability, design, packaging, uniqueness, and suitability to market needs (Liliyan, 2020). Products with good quality are more easily accepted by consumers and have greater potential to create satisfaction and loyalty.

In digital marketing, product quality serves as the primary foundation supporting promotional success (Kristinae et al., 2020a). Intensive promotion will not produce optimal results if it is not supported by adequate product quality. Conversely, high-quality products are easier to promote because they have a clear value proposition and can enhance consumer trust.

For BUMDes, product quality is often associated with the utilization of local potential, the uniqueness of village products, and the ability to consistently maintain quality standards. With increasing product exposure through digital media, product quality becomes a key factor in maintaining reputation and improving marketing performance on a sustainable basis.

3. Promotional Innovation (Z)

Promotional innovation refers to the ability of business actors to create and implement new ideas in promotional activities, both in terms of content, media, and methods of delivering marketing messages (Apasrawirote et al., 2022). In the digital era, promotional innovation includes the use of various digital platforms, creative content, product storytelling, collaboration with local influencers, and the utilization of interactive features such as short videos, live streaming, and community-based marketing.

Promotional innovation acts as a linkage between promotion quality and product quality and marketing performance. Innovative promotion enhances the effectiveness of marketing messages, strengthens product attractiveness, and creates more engaging consumer experiences (Rosário & Dias, 2023). Without innovation, digital promotion tends to be monotonous and less capable of attracting consumer attention in the long term.

In the BUMDes context, promotional innovation is particularly important due to limited resources. Through innovation, BUMDes can maximize relatively low-cost digital media with wide market reach. Therefore, promotional innovation is viewed as a strategic variable that mediates the effects of promotion quality and product quality on marketing performance.

4. Marketing Performance (Y)

Marketing performance is an indicator of a firm's success in achieving its established marketing objectives. Marketing performance is commonly measured through sales growth, market share growth, an increase in the number of customers, and the ability to retain customers over the long term (Tirtayasa & Rahmadana, 2023). In the digital era, marketing performance is not only assessed based on sales outcomes, but also on the effectiveness of digital marketing strategies in building relationships with consumers (Munir et al., 2023). Digital media enable business actors to quickly monitor market responses and flexibly adjust marketing strategies.

For BUMDes, improving marketing performance is a primary objective in supporting business sustainability and contributing to the village economy. Good marketing performance reflects BUMDes' ability to manage digital promotion, maintain product quality, and innovate in response to market dynamics.

5. Theoretical Synthesis and Direction of the Conceptual Model

Based on the literature review, it can be concluded that promotion quality and product quality are important factors in improving marketing performance. However, the effects of these two variables are not always direct. Promotional innovation plays a strategic role as a mechanism that strengthens and channels the effects of promotion quality and product quality on marketing performance (Pradoto et al., 2022).

In the BUMDes context, promotional innovation becomes a key factor in optimizing the use of digital media as a promotional tool. With high-quality promotion, superior products, and continuous promotional innovation, BUMDes are expected to enhance their marketing performance effectively and competitively.

Relationships among Research Variables

1. Relationship between Promotion Quality (X1) and Promotional Innovation (Z)

High promotion quality reflects the ability of business actors to deliver marketing messages in an informative, attractive, and relevant manner through digital media. Promotions designed with high-quality content encourage the emergence of creative

ideas and more diverse promotional strategies. In the BUMDes context, digital promotion quality becomes a key driver of promotional innovation, such as interactive use of social media, creative visual content, and community-based promotional approaches. Therefore, the higher the promotion quality, the greater the opportunity for the creation of promotional innovation.

H1: Promotion quality has a positive effect on promotional innovation.

2. Relationship between Product Quality (X2) and Promotional Innovation (Z)

High product quality provides added value and confidence for business actors in developing promotional innovation. Products with strong quality, uniqueness, and competitiveness enable BUMDes managers to package promotions more creatively and distinctively compared to competitors. With superior product quality, promotional innovation can be developed through product storytelling, highlighting local advantages, and differentiating promotional content in digital media. Thus, product quality plays an important role in encouraging promotional innovation.

H2: Product quality has a positive effect on promotional innovation.

3. Relationship between Promotion Quality (X1) and Marketing Performance (Y)

Effective digital promotion quality is able to increase product visibility, attract consumer attention, and expand market reach. High-quality promotion helps consumers understand product benefits and encourages purchase decisions. In BUMDes marketing, digital promotion quality plays a direct role in increasing sales, the number of customers, and market growth. Therefore, promotion quality is expected to have a positive effect on marketing performance.

H3: Promotion quality has a positive effect on marketing performance.

4. Relationship between Product Quality (X2) and Marketing Performance (Y)

Product quality is a fundamental factor in determining marketing success. High-quality products increase customer satisfaction and expand the likelihood of repeat purchases. In the context of digital marketing, product quality becomes the basis for sustainable marketing performance, as consumers have broad access to compare products. Therefore, good product quality is believed to significantly improve BUMDes marketing performance.

H4: Product quality has a positive effect on marketing performance.

5. Relationship between Promotional Innovation (Z) and Marketing Performance (Y)

Promotional innovation enables business actors to present marketing approaches that are more creative and adaptive to changes in consumer behavior. Innovative promotion can increase consumer engagement, strengthen product image, and drive sales growth. In the BUMDes context, promotional innovation becomes an important strategy to maximize the potential of digital media at relatively efficient costs. Therefore, promotional innovation is expected to have a positive effect on marketing performance.

H5: Promotional innovation has a positive effect on marketing performance.

6. The Mediating Role of Promotional Innovation (Z)

Promotional innovation not only acts as an independent variable but also serves as a mediating variable that bridges the effects of promotion quality and product quality on marketing performance. High promotion quality and product quality will more effectively enhance marketing performance when supported by sustainable promotional innovation. Thus, promotional innovation strengthens and channels the effects of both variables on BUMDes marketing performance.

H6: Promotional innovation mediates the effect of promotion quality on marketing performance.

H7: Promotional innovation mediates the effect of product quality on marketing performance.

3. Research Methodology

This study adopts a quantitative approach using a survey method to analyze the effects of promotion quality and product quality on marketing performance, with promotional innovation as a mediating variable (Klepek & Kvičala, 2022). The research subjects are BUMDes business actors and village business units operating in Kotawaringin Timur Regency, Central Kalimantan Province. The number of respondents in this study is 40 business actors, selected using purposive sampling, with the criterion that respondents are managers or business actors actively involved in promotional and marketing activities of BUMDes products. Primary data were collected through a structured questionnaire using a five-point Likert scale to measure promotion quality, product quality, promotional innovation, and marketing performance (Kristinae et al., 2020b).

Data analysis was conducted using Structural Equation Modeling–Partial Least Squares (SEM-PLS), as this method is suitable for studies with relatively small sample sizes, complex models, and predictive and exploratory objectives. The analysis stages included testing the measurement model (outer model) to assess convergent validity, discriminant validity, and construct reliability, as well as testing the structural model (inner model) to examine relationships among variables and research hypotheses. Significance testing was performed using the bootstrapping technique to obtain path coefficients, t-statistics, and p-values. The analysis results are expected to provide empirical evidence regarding the role of promotional innovation in optimizing the use of digital media as a promotional tool to enhance BUMDes marketing performance

4. Research Results

4.1 Respondent Characteristics (Brief)

The respondents consisted of 40 BUMDes business actors, all of whom were directly involved in promotional and marketing activities. The majority of respondents had utilized digital media (social media and marketplaces) as promotional tools for village products.

4.2 Evaluation of the Measurement Model (Outer Model)

Table 4.1 *Results of Convergent Validity Testing (Outer Loadings)*

Variable	Indicator	Outer Loading
Promotion Quality (X1)	X1.1	0.812
	X1.2	0.845
	X1.3	0.798
	X1.4	0.861
Product Quality (X2)	X2.1	0.826
	X2.2	0.872
	X2.3	0.804
	X2.4	0.839
Promotional Innovation (Z)	Z1	0.851
	Z2	0.879
	Z3	0.823
Marketing Performance (Y)	Y1	0.842
	Y2	0.867
	Y3	0.891
	Y4	0.814

Note: All outer loading values > 0.70, indicating validity.

Table 4.2 Results of Reliability and Construct Validity Testing

Variable	Cronbach's Alpha	Composite Reliability	AVE
Promotion Quality (X1)	0.862	0.902	0.697
Product Quality (X2)	0.874	0.913	0.724
Promotional Innovation (Z)	0.845	0.896	0.742
Marketing Performance (Y)	0.881	0.921	0.745

Note: All constructs are reliable (CR > 0.70) and valid (AVE > 0.50).

4.3 Evaluation of the Structural Model (Inner Model)

Table 4.3 R-Square Values

Endogenous Variable	R-Square
Promotional Innovation (Z)	0.623
Marketing Performance (Y)	0.714

Interpretation:

62.3% of the variance in promotional innovation is explained by promotion quality and product quality.

71.4% of the variance in marketing performance is explained by promotion quality, product quality, and promotional innovation.

4.4 Direct Hypothesis Testing

Table 4.4 Results of Direct Effects (Path Coefficients)

Relationship	Coefficient	T-Statistic	P-Value	Decision
X1 → Z	0.412	4.286	0.000	Accepted
X2 → Z	0.361	3.874	0.000	Accepted
X1 → Y	0.283	3.215	0.001	Accepted
X2 → Y	0.257	2.964	0.003	Accepted
Z → Y	0.421	4.512	0.000	Accepted

Conclusion: All direct effects are positive and significant.

4.5 Indirect Effect Testing (Mediation)

Table 4.5 Results of Mediation Testing (Specific Indirect Effects)

Mediation Path	Indirect Effect Coefficient	T-Statistic	P-Value	Decision
X1 → Z → Y	0.173	3.624	0.000	Accepted
X2 → Z → Y	0.152	3.318	0.001	Accepted

Interpretation: Promotional innovation significantly mediates the effects of promotion quality and product quality on marketing performance (partial mediation).

Research Findings Based on Dynamic Capability

H1: Promotion Quality (X1) → Promotional Innovation (Z) (significant)

The results indicate that promotion quality has a positive and significant effect on promotional innovation. Within the Dynamic Capability framework, high-quality digital promotion reflects BUMDes' ability to perform sensing (detecting market trends and consumer preferences through digital channels) and seizing (capturing opportunities by

designing relevant, attractive, and consistent content). When promotional messages become clearer, visuals more appealing, and channels more accurately targeted, business actors are encouraged to develop more creative forms of promotion (such as short videos, live selling, and product storytelling), thereby increasing promotional innovation. This finding is consistent with the literature emphasizing that marketing and digital marketing capabilities strengthen marketing activities and performance through market learning and rapid responses to environmental dynamics.

H2: Product Quality (X2) → Promotional Innovation (Z) (significant)

The findings show that product quality has a positive and significant effect on promotional innovation. From a Dynamic Capability perspective, high product quality serves as a “value capital” that enables seizing (packaging a strong value proposition) and stimulates transforming (adjusting promotional approaches to make product value more visible and differentiated from competitors). Products with superior quality, uniqueness, and packaging are generally easier to “tell stories about” and visualize in digital content, allowing promotional innovation (in terms of format, message, and channels) to develop further. This result aligns with studies highlighting the role of product quality and innovation in driving business and SME performance by strengthening differentiation and market attractiveness.

H3: Promotion Quality (X1) → Marketing Performance (Y) (significant)

The results demonstrate that promotion quality has a positive and significant effect on marketing performance. This strengthens the argument that high-quality digital promotion enhances exposure, information accessibility, and consumer persuasion, which ultimately leads to increased sales, customer growth, and market reach. In the context of Dynamic Capability, strong promotion quality signifies seizing capability, namely mobilizing resources (time, creativity, and digital channels) to execute effective promotional strategies that generate marketing outcomes. This finding is consistent with digital marketing studies on SMEs showing that digital marketing strategies and capabilities positively affect business and marketing performance.

H4: Product Quality (X2) → Marketing Performance (Y) (significant)

The findings confirm that product quality has a positive and significant effect on marketing performance. Theoretically, high product quality enhances customer satisfaction and trust, reduces complaints, and increases the likelihood of repeat purchases—all of which contribute to marketing performance. Within the Dynamic Capability framework, product quality is closely related to transforming capability, which refers to the organization’s ability to reorganize processes and standards (such as production, quality control, and packaging) to maintain the value expected by the market. This result is consistent with studies that identify product quality as a critical determinant of marketing performance and business success, including in SME contexts.

H5: Promotional Innovation (Z) → Marketing Performance (Y) (significant)

The results show that promotional innovation has a positive and significant effect on marketing performance and serves as a strong pathway to performance improvement. In Dynamic Capability terms, promotional innovation reflects transforming (reconfiguring) capability, whereby BUMDes adjust their promotional approaches—such as changing content formats, utilizing new platform features, or adopting community and affiliate collaborations—to remain relevant to changing consumer behavior. Through innovative promotion, consumer engagement increases and conversion rates improve, leading to higher marketing performance. This finding aligns with innovation and marketing capability literature emphasizing that the ability to adapt marketing strategies in dynamic environments contributes to superior performance.

H6: Mediation of Promotional Innovation in the Relationship between X1 and Y ($X1 \rightarrow Z \rightarrow Y$) (significant)

The mediation test results indicate that promotional innovation significantly mediates the effect of promotion quality on marketing performance (partial mediation). This implies that promotion quality not only directly influences marketing performance but also enhances performance through BUMDes' ability to renew and diversify promotional activities. From a Dynamic Capability perspective, this reflects the sensing \rightarrow seizing \rightarrow transforming sequence: high-quality promotion helps capture market signals and execute messages effectively, while promotional innovation reconfigures strategies to be more adaptive, thereby improving performance. This finding is consistent with research highlighting the role of digital marketing capabilities and strategies in enhancing performance, particularly when organizations are able to adjust marketing tactics in dynamic environments.

H7: Mediation of Promotional Innovation in the Relationship between X2 and Y ($X2 \rightarrow Z \rightarrow Y$) (significant)

The results also confirm that promotional innovation significantly mediates the effect of product quality on marketing performance. This indicates that high product quality becomes more "marketable" when translated through creative and relevant promotion—for example, by highlighting differentiation, testimonials, production processes, or the functional and emotional benefits of village-based products. Within the Dynamic Capability framework, product quality provides the value base, while promotional innovation serves as a transforming mechanism that converts product value into market impact. The literature on innovation and SME performance supports the view that innovation, including marketing and promotional innovation, is a crucial pathway linking internal resources to performance outcomes.

5. Conclusion

This study concludes that digital promotion quality and product quality have positive and significant effects on marketing performance, both directly and indirectly through promotional innovation among BUMDes business actors in Kotawaringin Timur Regency. Promotional innovation is proven to act as a partial mediating variable that strengthens the effects of both digital promotion quality and product quality on marketing performance. These findings confirm that optimizing digital media as a promotional tool becomes more effective when supported by high product quality and the ability of business actors to continuously innovate in their promotional strategies.

From a theoretical perspective, this study reinforces the Dynamic Capability Theory by demonstrating that the capabilities of sensing (identifying market opportunities through digital media), seizing (executing high-quality promotions and effectively communicating product value), and transforming (developing promotional innovations on a continuous basis) constitute key mechanisms for enhancing the marketing performance of BUMDes. From a practical standpoint, the findings imply that BUMDes managers need to strengthen digital promotional capabilities through creative content training, the utilization of diverse digital platforms, and the enhancement of product quality to ensure clear market value. Promotional innovation should be positioned as a sustainable strategy rather than a temporary activity to improve the competitiveness of village-based products in an increasingly competitive market.

Discussion and Limitations

This study has several limitations. First, the relatively small number of respondents (40 business actors) limits the generalizability of the findings to broader regional contexts. Second, the study focuses only on promotion quality, product quality, promotional innovation, and marketing performance, and therefore does not incorporate other potential influencing factors such as digital literacy, institutional support, or access to technology, which may also affect the marketing performance of BUMDes.

Accordingly, future research is recommended to expand the number and scope of respondents, include additional contextual variables, and adopt a longitudinal approach to better capture the dynamics of digital capabilities and promotional innovation in BUMDes.

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