

Analysis of Digital Marketing Implementation, 7P Marketing Mix Strategy, and Product Innovation to Increase Sales Volume through Competitive Advantage as an Intervening Variable in Sidoarjo Regency MSMEs

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ARTICLE INFO

DOI: [10.32832/jm-uika.v16i1.18523](https://doi.org/10.32832/jm-uika.v16i1.18523)

Article history:

Received:

14 Desember 2024

Accepted:

22 Desember 2024

Available online:

05 Februari 2025

Keywords:

Digital Marketing, Marketing Mix 7P, Product Innovation, Sales Volume, Competitive Advantage.

ABSTRACT

The purpose of this study is to test and determine the effect of digital marketing implementation, the use of marketing mix, and the product innovation on increasing sales volume through gaining competitive advantage. This study focuses on the population of MSME participants in the culinary industry that have been registered in the data of the Sidoarjo Regency Cooperative and MSME Service in Sidoarjo Regency. The method in this study uses a quantitative method. Data collection uses a survey or questionnaire. Data analysis is a quantitative or statistical process that involves evaluating established hypotheses. Data sources used in this study include primary and secondary sources. The results obtained in this study are: 1) digital marketing, marketing mix strategies, and product innovation have a partial positive effect on increasing sales volume; 2) digital marketing, marketing mix strategies, and product innovation have a partial positive effect on competitive advantage; 3) competitive advantage has a partial positive effect on increasing sales volume; 4) digital marketing has a significant positive effect on sales volume through competitive advantage; 5) marketing mix strategies have a significant positive effect on sales volume through competitive advantage; 6) product innovation has a significant positive effect on sales volume through competitive advantage. This study underlines the importance of a holistic approach in improving MSME performance, which combines digital marketing, intellectual capital, product innovation and competitive advantage synergistically. MSME players are expected to be able to develop strategies that integrate these elements to achieve better prosperity and competitiveness in the market.

1. INTRODUCTION

Indonesia is experiencing tremendous economic development. The intricacy of this economic system poses obstacles for Micro, Small and Medium Enterprises (MSMEs) in marketing their products (Riski Putri Anjayani & Intan Rike Febriyanti, 2022). MSMEs, or Micro, Small, and Medium Enterprises, are a specific group of small-scale firms that are considered to have the potential to make a significant contribution to the Indonesian economy, particularly during the economic crisis that took place between 1998 and the 2000s (Triandra et al., 2019). Micro, Small, and Medium Enterprises (MSMEs) have the ability to withstand a crisis even while numerous large corporations face bankruptcy. MSMEs play a significant role in driving Indonesia's economic growth, accounting for 99% of all business units. MSMEs contribute 60.5% to the GDP and employ 96.9% of the entire national workforce. The graph depicting the number of Micro, Small, and Medium Enterprises (MSMEs) in Indonesia is seeing an upward trend in 2022. East Java is placed third, following Central Java and West Java.

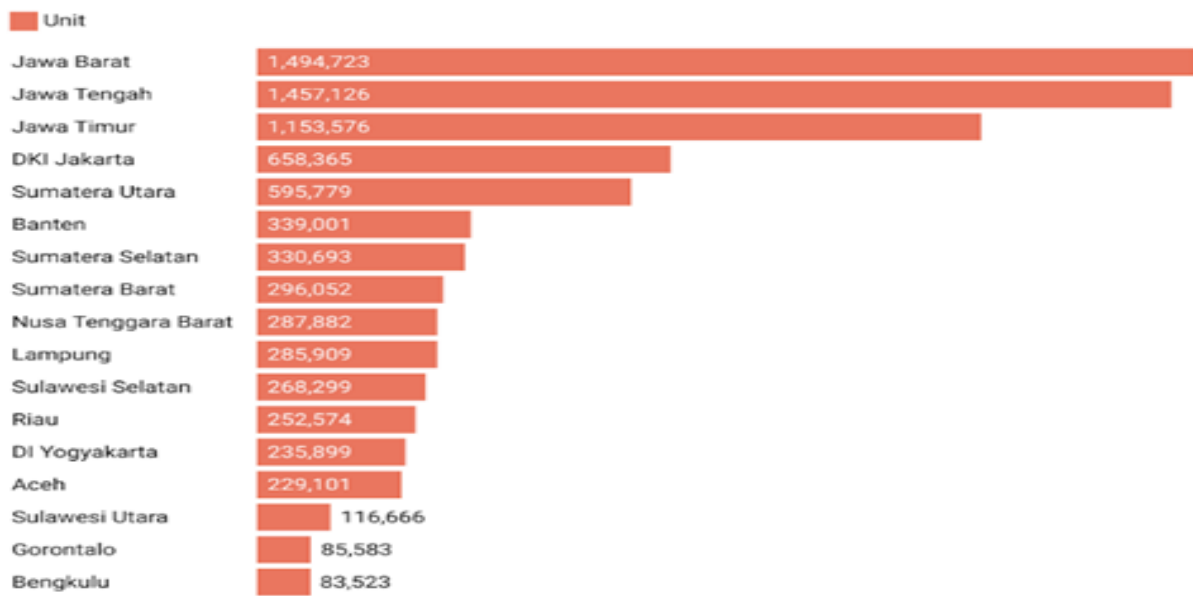


Figure 1. Graph of MSMEs in Indonesia 2022

Source: Ministry of Cooperatives and MSMEs (processed by CNBC, 2023)

Based on Figure 1, it shows that East Java is in third place with the largest number of MSMEs. MSMEs in East Java, Indonesia, exhibit various advancements and fluctuations that are indicative of the economic and business landscape in the region (Fahdia et al., 2022). Sidoarjo Regency is one of the districts in East Java Province that has the highest number of Micro, Small, and Medium Enterprises (MSMEs). Sidoarjo Regency is renowned for having a high concentration of Micro, Small, and Medium Enterprises (MSMEs). Based on the 2016 financial census and 2018 SUTAS, Sidoarjo Regency ranks 15th out of 38 cities and districts in East Java

in terms of the number of units. According to the 2023 data from the Sidoarjo District Cooperative and MSME, there are 150,806 MSME units operating in 18 sub-districts, covering a range of 68 distinct company kinds. The Sidoarjo district government implements targeted efforts and policies to promote MSMEs, such as providing infrastructure, training, and other incentives. The purpose of these efforts is to promote the growth and competitiveness of micro, small, and medium companies (MSMEs). The existence of both physical infrastructure and information technology can significantly impact the functioning of MSMEs. The development of MSMEs is heavily influenced by their access to markets and resources. Utilizing digital technologies and e-commerce platforms can increase the market reach of MSMEs in Sidoarjo. Improving one's expertise in digital skills and incorporating online platforms can increase the visibility of products and enhance sales volume. The expansion of MSMEs in Sidoarjo has witnessed substantial yearly progress. Presently, MSME products in Sidoarjo have successfully penetrated the worldwide market and had a substantial 350% surge in sales volume (Hadion Wijoyo, 2020). This positive trajectory is projected to persist on a yearly basis. Figure 1 shows MSME data in East Java

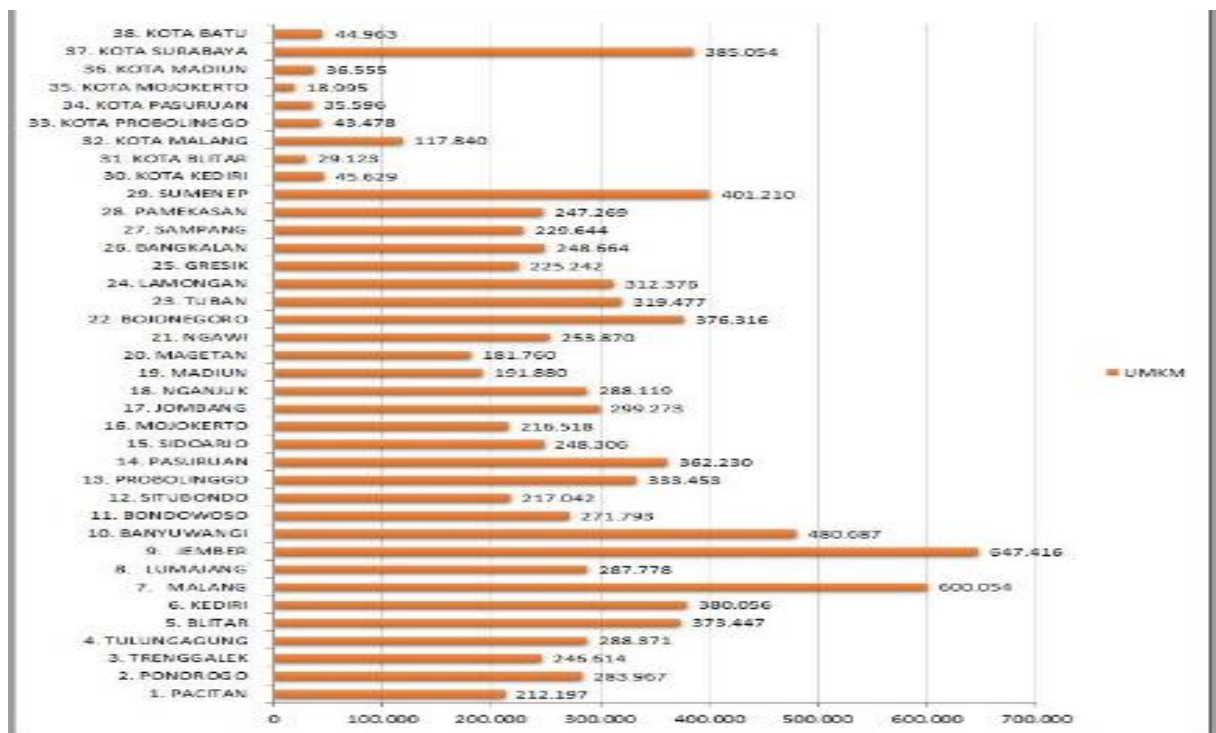


Figure 2. Data on the number of MSMEs in East Java

Source: Indonesian Economic Census 2022

H7: Competitive advantage has an effect on sales volume. In this case, the achievement of sales volume in a business is one of the important things that must be considered because sales volume greatly affects the size of the profit to be obtained. This sales volume aims to estimate the profit received by selling products to consumers and the costs incurred (Asih et al., 2023). Another goal is to maximise the increase in sales volume by providing special offers for goods or services, such as discounts, and maintaining and expanding market share by setting the

maximum possible price (Putri et al., 2022). Sales volume has a role in the company, and it can be said that sales are the ultimate goal that companies must achieve when marketing their products to be recognised by the public or consumers (Ganotakis et al., 2023). The ups and downs of sales volume can occur due to several factors that influence it. Some factors that affect sales volume are digital marketing, marketing mix strategies, product innovation, and competitive advantage. For startups and MSMEs in general, it is important to attract new customers as quickly as possible and build brand awareness to ensure their survival in a competitive environment (Chaturvedi & Karri, 2022). Competitive advantage is one of the important variables in facing business competition (Handayani et al., 2021). This competitive advantage is what makes a company survive.

H1: Digital marketing has an effect on sales volume. Furthermore, the utilization of internet technology as a platform for promoting items and services, usually known as digital marketing, is essential for augmenting sales volume and expanding reach to both local and international consumers or potential customers (Rahayu, 2023). With digital marketing, communication and transactions can be carried out at any time or realtime, making it easier for businesses to contact directly with potential clients online, improve market share, increase sales volume and increase income for actors (Kurnianti et al., 2020). Research conducted by (Reken et al., 2020) found that digital marketing has a positive effect on increasing sales volume.

H2: Marketing mix has an effect on sales volume. Apart from adopting digital marketing to boost sales volume, MSME enterprises must also have the appropriate resources to carry out marketing campaigns. A marketing strategy is one of the foundations on which the overall business plan is founded. MSME players must have a marketing strategy so that they may compete, their products are progressively acknowledged and the company may get higher revenues. The marketing mix strategy is a business's basis and critical capital to accomplish its ultimate goals (Komala, 2020). According to Kotler, marketing mix or marketing mix is a set of marketing tools that companies use to continue to achieve their marketing objectives in target markets (Rumiyati & Syafarudin, 2021). The marketing mix is a crucial instrument that contributes to the triumph of a product or service in the marketplace. Numerous firms have employed it for several decades, including various facets of the product or service. The marketing mix is a crucial instrument that contributes to the triumph of a product or service in the market. Numerous firms have employed it for several decades, including various parts of the product or service (Ndofirepi et al., 2020). Companies must be able to innovate and control the marketing mix as effectively as possible to understand consumer demand to compete with competitors. In research conducted by (Oktavia et al., 2020), the marketing mix or marketing mix positively affects increasing sales volume.

H3: Product innovation has an effect on sales volume. Increasingly fierce business competition has made various local, national and multinational companies continue to try to innovate superior products to meet consumer needs and become one of the factors that help

increase sales volume (Soehardi, 2021). Product innovation is a potential thing that can create people's thoughts and imagination, which in turn can increase the growth of a sale (Ibniwasum, 2020). According to Kotler Keller, product innovation is a combination of one cycle with another that affects each other. So, innovation is not the idea of innovative thinking, new creations or not another market improvement, but innovation is a description of each of these processes (Permatasari & Maryana, 2021). In addition, product innovation will also give a company a competitive advantage if its target market consumers perceive its products or services well (Agag et al., 2024) (Yusuf et al., 2023) (Nilashi et al., 2021). Research conducted by (Elena Safitri et al., 2023) found that product innovation positively affects increasing sales volume.

H4: Digital marketing has an effect on competitive advantage. Is essential in the modern business world. Digital marketing provides a powerful tool for SMEs to build, maintain, and grow their competitive advantage. Digital marketing provides SMEs with the opportunity to gain and maintain a competitive advantage through increased visibility, cost efficiency, and the ability to interact directly with customers. By making optimal use of digital tools, SMEs can adapt quickly, target relevant audiences, and increase customer loyalty—all factors that contribute to a competitive advantage in an increasingly competitive market. Another study conducted by (Padli, 2022) found that digital marketing positively affects competitive advantage.

H5: Marketing mix has an effect on competitive advantage. The marketing mix has a strong correlation with competitive advantage (competitive advantage) in the context of MSMEs (Micro, Small, and Medium Enterprises). The implementation of an effective marketing mix strategy can help MSMEs build a sustainable competitive advantage, allowing them to compete with larger companies. A well-implemented marketing mix provides a strong foundation for MSMEs in gaining competitive advantage. Through proper management of product, price, place, and promotion, MSMEs can create unique value for their customers, differentiate themselves from competitors, and build strong relationships with customers. This competitive advantage gives MSMEs the ability to survive and grow in a highly competitive market.

H6: Product innovation has an effect on competitive advantage. Product innovation enables MSMEs to create unique value, differentiate themselves from competitors, and meet customer needs and wants in a more relevant and effective way. Product innovation is one of the key factors that can provide competitive advantage for MSMEs. Through successful innovation, MSMEs can differentiate themselves from competitors, offer more value to customers, improve product quality, and create a better experience for consumers. This allows MSMEs to maintain a strong position in the market, grow faster, and compete with larger, more established companies. The right product innovation is how MSMEs can gain a sustainable competitive advantage.

H8: Digital marketing affects sales volume through competitive advantage. Digital marketing gives SMEs a competitive advantage that can directly impact sales volume. Through increased visibility, better targeting, reduced marketing costs, improved customer experience,

and the ability to adapt quickly, digital marketing enables SMEs to differentiate themselves from competitors and attract more customers. By utilizing digital tools efficiently, SMEs can optimize their marketing strategies, increase sales volume, and strengthen their position in an increasingly competitive market.

H₉: Marketing mix affects sales volume through competitive advantage. Marketing mix plays an important role in influencing sales volume through competitive advantage in the context of MSMEs. With good management of product, price, place, and promotion elements, MSMEs can build a strong market position, attract more customers, and increase their sales. Competitive advantage is created when MSMEs successfully integrate and optimize these elements, provide more value to customers and differentiate themselves from competitors.

H₁₀: Product innovation affects sales volume through competitive advantage. Product innovation plays a key role in influencing sales volume through competitive advantage in the context of MSMEs. By creating products that are different, of better quality, more efficient, or more in line with market needs, MSMEs can attract more customers, increase customer satisfaction, and strengthen their position in the market. Successful innovation allows MSMEs to differentiate themselves from competitors, create new demand, and ultimately increase their sales volume. Sustainable competitive advantage will be created when MSMEs can continue to innovate and meet customer expectations in a more effective way than competitors.

Thus, competitive advantage acts as a mediator that connects digital marketing, marketing mix, and product innovation as well as increasing sales volume that can increase the success of MSME businesses amidst market competition.

However, these results are different from researchers (Palaguna et al., 2023) (Reken, 2023) (Subhan & Fatmala, 2018) (Pradana, 2021) which show the results that digital marketing, marketing mix and product innovation have no significant effect partially in increasing sales volume. Likewise, the results of researchers (Hotima & Sufa'ati, 2020) (Prasetiyo, 2021) show that product innovation has no significant partial effect on competitive advantage. The research results (Heri & Sihombing, 2018) which discuss the marketing mix on sales volume, show that product and location indicators have significant positive results, while price and promotion indicators have no significant effect on sales volume.

Previous research indicates the existence of a research gap. This study seeks to enhance the conclusions of prior researchers by updating and validating the conceptual framework. By integrating the three variables - digital marketing, marketing mix strategy, and product innovation - the aim is to generate more reliable conclusions and substantiate the hypothesis that these factors will positively and significantly impact sales volume through competitive advantage. Based on the phenomenon, the theoretical basis and the gap in the results of previous research or research gap, the researcher is interested in conducting research with the title "Analysis of Digital Marketing Implementation, 7P Marketing Mix Strategy, and Product

Innovation to Increase Sales Volume Through Competitive Advantage as an Intervening Variable in Sidoarjo Regency MSMEs".

RESEARCH METHODS

This research employs a quantitative research strategy via a survey approach. Quantitative research, as defined by Sigit Hermawan, is a research approach rooted in the positivist ideology. It involves studying specific populations or samples, collecting data using research equipment, conducting statistical data analysis, and testing preset hypotheses (Hermawan & Hariyanto, 2022). The process involves distributing questionnaires to collect data, which is then analysed using quantitative or statistical methods to test prepared hypotheses. The population of this study were micro, small, and medium enterprises (MSMEs) in Sidoarjo Regency, especially in the food and beverage sector, amounting to 6,634 partners or MSME actors. The sample size of respondents in this study was adjusted to the number of 100 MSME actors in the culinary industry using the Slovin formula. This sample determination uses the Slovin formula. The Slovin formula is one of the most popular sampling theories in quantitative research. The Slovin formula is a formula used to find the minimum number of people in a population survey (infinite population survey), where the main purpose of the survey is to estimate the proportion of the population (Nainggolan & Dewantara, 2023). In accordance with the calculation of the Slovin formula, the sample of respondents in this study was adjusted to 100 MSME actors in the culinary sector.

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{6.634}{1 + 6.634(0,1)^2}$$

$$n = 99,98$$

$$n = 100$$

Meanwhile, the sampling methodology used is non-probability sampling, especially accidental sampling. This method involves selecting respondents who happen to be present or available in the research environment [34]. The data analysis technique used in this study is the Structural Equation Modeling (SEM) method with the Partial Least Square (PLS) approach. Data management in this study will use SmartPLS software.

Below is the operational definition in Table 1:

Table 1. Operational Definition of Variables

Variable	Operational Definition	Indicator
Digital Marketing (X1)	Digital marketing is a marketing component that utilises digital technology to deliver commercial messages aimed at specific audiences on their smart phones, tablets, and computers. (Oré-Calixto, 2021).	<ol style="list-style-type: none"> 1. Accessibility 2. Interactivity 3. Entertainment 4. Credibility 5. Informative

Marketing Mix (X2)	The marketing mix strategy is the cornerstone and principal capital for a business to achieve its desired goals. In other words, it is a collection of variables that companies can use to influence consumer responses (Xie, 2020).	<ol style="list-style-type: none"> 1. Product 2. Price 3. Place 4. Promotion 5. People 6. Process 7. Physical evidence
Innovation Products (X3)	Product innovation is also the ability to combine existing production elements in a new and better way (Lestari et al., 2020).	<ol style="list-style-type: none"> 1. Relative Advantage 2. Compability 3. Complexity 4. Triability 5. Observability
Sales Volume (Y)	Sales volume according to is a measure that shows the number or amount of goods or services sold (Prastiwi, 2019).	<ol style="list-style-type: none"> 1. Achieving sales volume 2. Earning profit 3. Supporting company growth
Competitive Advantage (Z)	Competitive advantage is an advantage over competitors obtained by offering lower value or providing greater benefits because the price is higher.	<ol style="list-style-type: none"> 1. Product uniqueness 2. Competitive price 3. Not easy to find 4. Not easy to imitate 5. Not easy to replace

Source: Results of Research, 2024

2. RESULTS & DISCUSSION

Result. The following are the results obtained in this research

Response Characteristics

Table 2. Respondent Criteria

No.	Respondent Criteria
1	MSME actors
2	Domiciled in Sidoarjo Regency
3	Business in the culinary sector
4	Active for the past 5 years
5	Registered in the data of the Sidoarjo Regency Cooperative and MSME Service for 2023/2024
6	Have a Marketplace account or online store, such as Grabfood, Gofood, and the like

Source: Source: Results of Research, 2024

Based on table 2, it shows the criteria data for respondents in this study. Data verification is used to find out whether the distributed questionnaires are filled in accordance with the instructions. Next is the data review process. Based on the data review, information from all questionnaires is delivered in full and completed according to the filling instructions, so that the resulting questionnaire is treated as analysis material. Respondents determined based on the sample are

100 MSME actors in Sidoarjo Regency. Therefore, the characteristics of respondents based on the field or type of business are described as follows:

Table 3. Percentage of Respondents Based on Business Type

Business Type	Percentage
Food	63%
Beverage	37%

Source: Source: Results of Research, 2024

Based on table 3, it shows that the percentage of the culinary business sector in Sidoarjo Regency is higher at 63% than the fashion sector which is only 37%.

Evaluation of the Measurement. Model (Outer Model). The purpose of evaluating the outer model is to assess validity through convergent and discriminant validity, as well as the reliability of the model which is evaluated composite reliability and Cronbach's alpha for the indicator block.

Convergent Validity. Convergent Validity is the relationship between the reflexive indicator value and the latent variable value. Convergent validity can be known from the loading factor (λ) value. Loading factor describes the magnitude of the relationship between each indicator (measurement item) and its construct (latent variable). Suppose the loading factor value is above 0.7. In that case, it can be said to be ideal, which means that the indicator is said to be significant as an indicator that measures the construct (latent variable). However, a loading factor value above 0.5 is acceptable.

Table 4. Outer Loading Value

Variable	Indicator	Outer Loading	Description
Digital Marketing (X1)	Accessibility	0,756	Valid
	Interactivity	0,862	Valid
	Entertainment	0,852	Valid
	Credibility	0,868	Valid
	Informative	0,777	Valid
Marketing Mix (X2)	Product	0,808	Valid
	Price	0,794	Valid
	Place	0,771	Valid
	Promotion	0,803	Valid
	People	0,751	Valid
	Process	0,745	Valid
	Physical evidence	0,774	Valid
Product Innovation (X3)	Relative Advantage	0,794	Valid
	Compability	0,809	Valid
	Complexity	0,824	Valid

	Triability	0,724	Valid
	Observability	0,844	Valid
Sales Volume (Y)	Achieving sales volume	0,845	Valid
	Earning profit	0,894	Valid
	Supporting company growth	0,865	Valid
Competitive Advantage (Z)	Product uniqueness	0,876	Valid
	Competitive price	0,891	Valid
	Not easy to find	0,833	Valid
	Not easy to imitate	0,866	Valid
	Not easy to replace	0,720	Valid

Source: Output Processing with SmartPLS 3.0, 2024

Based on table 4, it can be seen that the outer loading value of all variables has a value above 0.6, so all of the above indicators are declared valid and suitable for research use.

Discriminant Validity. Discriminant validity is carried out to test whether the indicators of a construct are not highly correlated with those of other constructs. If the relationship with the indicator is greater than the size of the other constructs, it will indicate that the latent construct estimates the block's size better than the other block's size. The loading factor value above 0.70 is declared valid as an indicator that measures the construct. Based the results show that all indicators meet the discriminant criteria validity; it can be seen in the table that the cross-loading value for indicators on their variables/constructs is greater than the cross-loading value of other indicators.

Composite Reliability and AVE. The value of composite reliability and Cronbach's alpha is called valid and reliable if the value is > 0.70 . If a construct has met these two parameters, it can be said to be reliable or consistent in the research instrument.

Table 5. Composite Reliability and AVE values

	Cronbach's Alpha	Composite Reliability	AVE	Description
Competitive Advantage	0,894	0,922	0,704	Valid and Reliable
Digital Marketing	0,881	0,913	0,679	Valid and Reliable
Marketing Mix	0,892	0,915	0,606	Valid and Reliable
Product Innovation	0,859	0,899	0,640	Valid and Reliable
Sales Volume	0,836	0,902	0,753	Valid and Reliable

Source: Results of Research, 2024

Based on Table 5, it can be seen that the Cronbach's alpha and composite reliability values of each variable are > 0.70 , while for the AVE value, all variables are > 0.50 . Therefore, all

variables have met the reliability criteria and are also valid so that they can be continued for structural model evaluation.

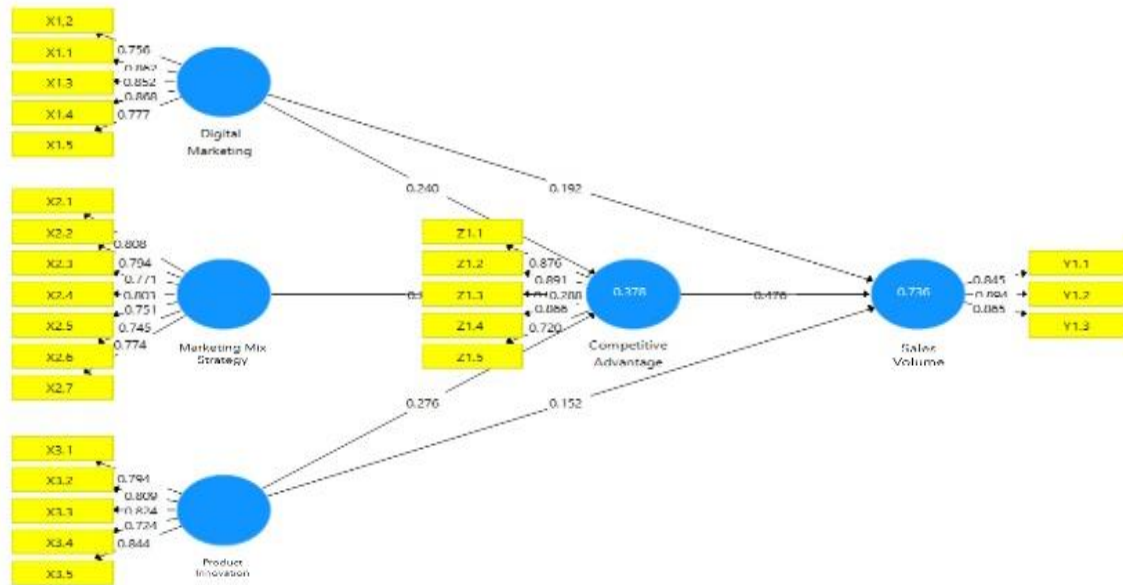


Figure 3. Outer Model Research

Source: Results of Research, 2024

Figure 3 shows the outer measurement model in SmartPLS which is used to specify the relationship between latent variables and their indicators.

Structural Model Evaluation (Inner Model)

Once the estimated model satisfies the criteria of the Outer Model, the subsequent stage involves testing the structural model, also known as the Inner Model. Inner model testing involves the construction of a concept-based model derived from theory. This model is used to examine the connection between exogenous and endogenous variables as defined in the conceptual framework.

The coefficient of determination (R²) The coefficient of determination quantifies the extent to which the model can account for endogenous variability. The construct is referred to as the R-square coefficient. The inner model, also known as the structural model, is used to estimate the causal link between latent variables.

Table 6. R² Value

Variable	R Square	R Square Adjusted
Competitive Advantage	0,378	0,359
Sales Volume	0,736	0,724

Source: Processing Output with smartPLS 3.0, 2024

From the data above on table 6, it can be concluded that the Adjusted R-Square value is 0.724, which means that all the independent variables can explain the Y variable by 72.4%. The

remaining 27.6% is explained outside this research model. From the data above, it can be concluded that the R-Square value is 0.378, which means that all the independent variables can explain the Z variable by 37.8%. The remaining 62.2% is explained outside this research model.

f2 Effect Size. The f-square (f^2) value shows the magnitude of the partial effect of each predictor variable on endogenous variables. The following is an interpretation of the f-square value: (1) If the f-Square value is ≥ 0.35 , it can be interpreted that the latent variable predictor has a strong influence, (2) If the f-Square value is $0.15 \leq f \leq 0.35$, it has a medium influence, (3) If the f-Square value is $0.02 \leq f \leq 0.15$, it has a weak influence.

Table 7. f-Square test

	Competitive Advantage	Digital Marketing	Product Innovation	Marketing Mix	Sales Volume
Competitive Advantage					0,532
Digital Marketing	0,080				0,111
Product Innovation	0,088				0,058
Marketing Mix	0,111				0,221
Sales Volume					

Source: Results of Research, 2024

Based on the results on table 7 of the f^2 effect size analysis, it can be concluded that:

1. Competitive Advantage on Sales Volume: The f-square value for Competitive Advantage on Sales Volume is 0.532. Based on the criteria mentioned, the f-square value is more significant than 0.35, so it can be interpreted that Competitive Advantage strongly influences Sales Volume.
2. Digital Marketing on Sales Volume: The f-square value for Digital Marketing on Sales Volume is 0.111. Based on the criteria, the f-square value is between 0.15 and 0.35, so Digital Marketing has a medium effect on Sales Volume.
3. Product Innovation on Sales Volume: The f-square value for Product Innovation on Sales Volume is 0.058. Based on the criteria, the f-square value is less than 0.15, so Product Innovation weakly influences Sales Volume.
4. Marketing Mix Strategy on Sales Volume: The f-square value for Marketing Mix Strategy on Sales Volume is 0.221. Based on the criteria, the f-square value is between 0.15 and 0.35, so Marketing Mix Strategy has a medium influence on Sales Volume.
5. Digital Marketing on Competitive Advantage: The f-square value for Digital Marketing on Competitive Advantage is 0.080. Based on the criteria, the f-square value is less than 0.15, so Digital Marketing weakly influences Competitive Advantage.

7. Product Innovation on Competitive Advantage: The f-square value for Product Innovation on Competitive Advantage is 0.088. Based on the criteria, the f-square value is less than 0.15, so Product Innovation weakly influences Competitive Advantage.
8. Marketing Mix Strategy on Competitive Advantage: The f-square value for Marketing Mix Strategy on Competitive Advantage is 0.111. Based on the criteria, the f-square value is less than 0.15, so the Marketing Mix Strategy weakly influences Competitive Advantage.

Q-Square (Goodness of Fit Model). Assessing the structural model's goodness of fit within the inner model by utilizing the predictive relevance value (Q2). The model has predictive relevance if the Q-Square value is higher than 0 (zero). The following computation shows each endogenous variable's R-Square value for this study:

Table 8. Q-Square Test

	SSO	SSE	Q ² (=1-SSE/SSO)
Competitive Advantage	500,000	378,353	0,243
Sales Volume	300,000	141,901	0,527

Source: Results of Research, 2024

Based on the table 8, it is interpreted that: (1) Sales Volume has a Q² of 0.527. This indicates that the model can explain about 52.7% of the variation in Sales Volume, (2) Competitive Advantage has a Q² of 0.527. This indicates that the model can explain about 52.7% of the variation in Competitive Advantage.

Table 9. Path Coefficiens Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Digital Marketing -> Sales Volume	0,192	0,192	0,065	2,945	0,003
Marketing Mix -> Sales Volume	0,288	0,287	0,082	3,510	0,000
Product Innovation -> Sales Volume	0,152	0,148	0,069	2,193	0,029
Digital Marketing -> Competitive Advantage	0,240	0,244	0,081	2,947	0,003
Marketing Mix -> Competitive Advantage	0,296	0,307	0,090	3,282	0,001
Product Innovation -> Competitive Advantage	0,276	0,270	0,095	2,916	0,004
Competitive Advantage -> Sales Volume	0,476	0,472	0,104	4,597	0,000

Source: Output Processing with SmartPLS 3.0, 2024

Based on the table 9, the following are the results of hypothesis testing on the structural model:

1. Digital Marketing affects Sales Volume: The results of hypothesis testing indicate a significant relationship between Digital Marketing and Sales Volume. With a t-statistic value

of 2.945, this relationship has statistical significance. The low p-value (0.003) corroborates this finding.

2. Marketing Mix Strategy affects Sales Volume: This analysis shows a significant relationship between Marketing Mix Strategy and Sales Volume. The high t-statistic value (3.510) indicates this relationship is statistically strong. The very low p-value (0.000) confirms this finding.
3. Product Innovation affects Sales Volume: The analysis shows a significant relationship between Product Innovation and Sales Volume. With a t-statistic of 2.193, this relationship has statistical significance. The low p-value (0.029) confirms this finding.
4. Digital Marketing affects Competitive Advantage: This analysis shows a significant relationship between Digital Marketing and Competitive Advantage. The high t-statistic (2.947) indicates that this relationship has statistical significance. The low p-value (0.003) indicates that this relationship does not occur by chance.
5. Marketing Mix Strategy affects Competitive Advantage: The analysis findings indicate a significant relationship between Marketing Mix Strategy and Competitive Advantage. With a t-statistic value of 3.282, this relationship has strong statistical significance. The low p-value (0.001) indicates that this relationship does not occur by chance.
6. Product Innovation affects Competitive Advantage: There is a significant relationship between Product Innovation and Competitive Advantage. The high t-statistic value (2.916) indicates this relationship has considerable statistical power. The low p-value (0.004) confirms this finding.
7. Competitive Advantage affects Sales Volume: There is a significant relationship between Competitive Advantage and Sales Volume. The high t-statistic value (4.597) indicates this relationship is statistically strong. In addition, with a very low p-value (0.000), we can conclude that the relationship between Competitive Advantage and Sales Volume does not occur by chance.

The following are the results of the indirect effect of variable X on Y through Z:

Table 10. Indirect Effect Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Digital Marketing -> Sales Volume	0,114	0,116	0,049	2,326	0,020
Marketing Mix -> Sales Volume	0,141	0,146	0,056	2,524	0,012
Product Innovation -> Sales Volume	0,131	0,129	0,058	2,264	0,024

Source: Results of Research, 2024

The results on the table 10 of the indirect effect of variable X on Y through Z are as follows:

1. Digital Marketing affects Sales Volume (through variable Z Competitive Advantage): The analysis results show an indirect effect of Digital Marketing on Sales Volume through the Z variable. The t-statistic value of 2.326 indicates that this effect has strong statistical significance. A p-value of 0.020 confirms that the effect is statistically significant.
2. Product Innovation affects Sales Volume (through variable Z Competitive Advantage): The analysis findings indicate an indirect effect of Product Innovation on Sales Volume through the Z variable. With a t-statistic value of 2.264, this effect has considerable statistical significance. The p-value of 0.024 confirms that the effect is statistically significant.
3. Marketing Mix Strategy affects Sales Volume (through variable Z Competitive Advantage): The test results show an indirect effect of the Marketing Mix Strategy on Sales Volume through the Z variable. With a t-statistic value of 2.524, this effect has strong statistical significance. The low p-value (0.012) confirms that the effect is statistically significant.

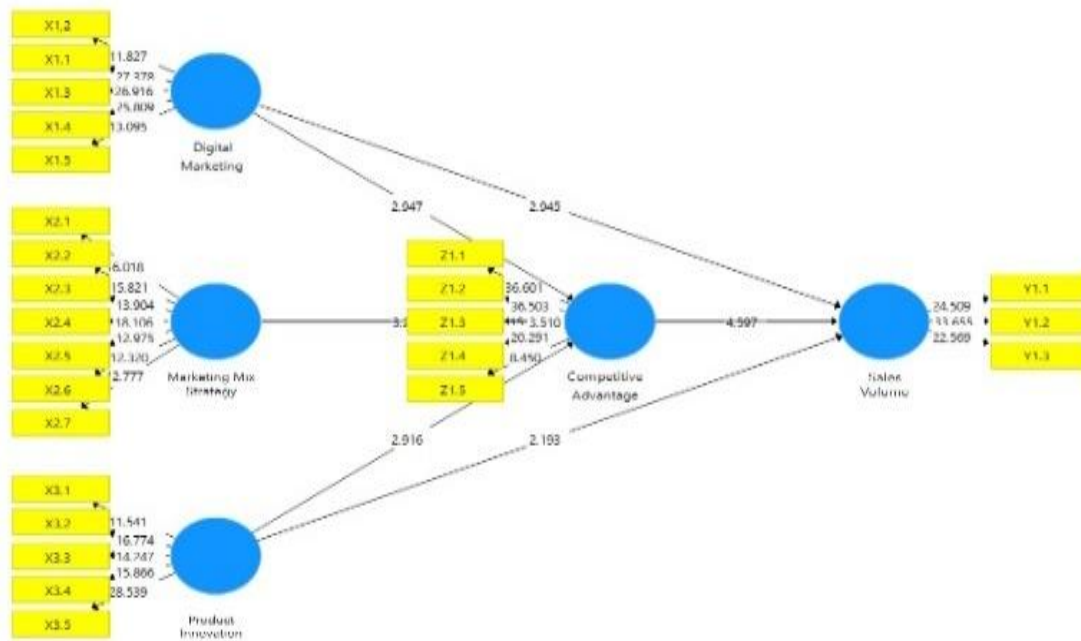


Figure 4. Bootstrapping Test Results

Source: Results of Research, 2024

Figure 4 shows the results of the bootstrapping test in SmartPLS with values indicating the level of significance or probability

Discussion. Effect of Digital Marketing on Sales Volume. Based on the results of the Path Coefficients test, it shows that H1 is accepted. This means that digital marketing has a medium effect on sales volume. The results from distributing questionnaires prove that MSME players in Sidoarjo Regency know how to make good use of technological developments. Using digital

marketing in MSMEs is a solution to increase sales profits. The use of e-business, e-commerce, social media, and even advertising greatly supports them in sales.

These results are relevant to previous research which shows that digital marketing affects sales volume (Bubun et al., 2022; Hawaldar et al., 2022; Nurdelila, 2021; Pandiangan et al., 2022; Pradiani, 2018; Purnomo, 2023).

Effect of 7P Marketing Mix Strategy on Sales Volume. Based on the results of the Path Coefficients test, it shows that H2 is accepted. This means that the marketing mix strategy has a medium effect on sales volume. The results of distributing questionnaires prove that in running a business, Sidoarjo Regency MSME players cannot be separated from a 7P marketing mix strategy, namely: product (product), price (price), place (place), promotion (promotion), people (people), process (process) and physical evidence (physical appearance) to increase sales volume.

These results are relevant to previous research which shows that the marketing mix strategy affects sales volume (Ciamas, 2023; Fatonah & Haryanto, 2022; Hulu et al., 2021; Nurhidayat, 2019; Riski Putri Anjayani & Intan Rike Febriyanti, 2022; Zulfa & Hariyani, 2022).

The Effect of Product Innovation on Sales Volume. Based on the results of the Path Coefficients test, it shows that H3 is accepted. This means that product innovation has a weak influence on sales volume. The results of distributing questionnaires prove that overall, the role of product innovation in promotion is very important in driving economic growth. Through innovation, companies can reach a wider market, improve operational efficiency, create new jobs, and stimulate the development of new economic sectors. By innovating by introducing products to meet unmet customer needs, expanding market share by reaching new markets or attracting new customers.

This result is relevant to previous research which shows that product innovation affects sales volume (Elena Safitri et al., 2023; Hotima & Sufa'ati, 2020; Ibnibasum, 2020; Kusuma & Dharyanti, 2023).

The Effect of Digital Marketing on Competitive Advantage. Based on the results of the Path Coefficients test, it shows that H4 is accepted. This means that digital marketing influences competitive advantage. The results of distributing questionnaires prove that MSME players in Sidoarjo Regency utilize digital technology in promoting their products. The more the use of e-marketing increases, the more the competitive advantage increases. Digital marketing has become a very important tool for businesses in the modern era, including for MSMEs. Its effective use can provide a variety of significant competitive advantages, allowing businesses to survive and thrive in a competitive market.

These results are relevant to previous research which shows that digital marketing affects competitive advantage (Wardhana, 2015).

The Effect of 7P Marketing Mix Strategy on Competitive Advantage. Based on the results of the Path Coefficients test, it shows that H5 is accepted. This means that the marketing mix strategy influences competitive advantage. The results from distributing questionnaires prove that the marketing mix helps MSMEs in Sidoarjo Regency to choose the right marketing elements and combine them into an effective marketing mix. MSMEs can use the right marketing mix to increase their marketing effectiveness and achieve marketing goals more efficiently.

The Effect of Product Innovation on Competitive Advantage. Based on the results of the Path Coefficients test, it shows that H6 is accepted. meaning that product innovation has a weak influence on competitive advantage. The results of distributing questionnaires prove that the higher the product innovation produced by MSMEs in Sidoarjo Regency, the higher the competitive advantage. Product innovation is one of the main drivers of competitive advantage in today's fast-changing business environment. Innovation is about creating new products and improving existing products or developing new ways to meet customer needs. The impact of product innovation on competitive advantage can be significant, affecting various aspects, from business operations to market position.

The Effect of Competitive Advantage on Sales Volume. The results of the Path Coefficients test show that H7 is accepted. This means that competitive advantage has a strong influence on sales volume. The results of distributing questionnaires prove that competitive advantage can help attract more MSME consumers in Sidoarjo Regency with a more frequent frequency, helping to maintain consumer loyalty to the products they offer. Micro, Small, and Medium Enterprises can create competitive advantages to compete with large companies. Without a competitive advantage, customers will not have a good reason to remain loyal to the product, so that competitive advantage impacts increasing sales.

This result is relevant to previous research, which shows that competitive advantage affects sales volume (Kusuma & Dharyanti, 2023).

The Effect of Digital Marketing on Sales Volume through Competitive Advantage. The results of the specific indirect effect test show that H8 is accepted. Digital marketing indirectly affects sales volume through variable Z competitive advantage. The results of distributing questionnaires prove that MSME actors in Sidoarjo Regency have implemented digital marketing in their businesses because it can facilitate their business activities. In addition, digital marketing makes it easier for MSME players to provide information and interact directly with consumers, expand market share, and increase awareness. Digital marketing has become an important tool for businesses to create and maintain a competitive advantage, which can significantly impact sales volume. By utilizing various digital marketing strategies and platforms, businesses can increase visibility, strengthen customer relationships, and effectively target the right audience. In an increasingly competitive market environment, smart and focused digital marketing strategies are key to driving sales growth and long-term success.

The Effect of 7P Marketing Mix Strategy on Sales Volume Through Competitive Advantage. The results of the specific indirect effect test show that H9 is accepted. The marketing

mix strategy indirectly affects sales volume through variable Z competitive advantage. The results of distributing questionnaires prove that the marketing mix strategy is an intermediary between MSMEs and consumers through a series of activities and activities carried out, from promotions to transactions. A marketing mix helps MSME players in Sidoarjo Regency increase sales volume by winning their competitive advantage to compete with large-scale companies. The 7P marketing mix strategy, which includes product, price, place, promotion, people, process, and physical evidence, is a comprehensive framework for companies to build and maintain competitive advantage. Effective and integrated strategy implementation can help MSMEs create a sustainable competitive advantage, strengthen their market position, and increase sales volume. The marketing mix can enable MSMEs to proactively meet and exceed customer expectations, differentiate themselves from competitors, and build long-term customer relationships.

The Effect of Product Innovation on Sales Volume through Competitive Advantage. Based on the results of the specific indirect effect test show that H10 is accepted. Product innovation indirectly affects sales volume through variable Z competitive advantage. The results of distributing questionnaires prove that innovation is carried out to produce competitive advantages in MSMEs in Sidoarjo Regency, which can help seize and maintain a position as a market leader to increase sales volume. Product innovation is one of the key strategies for creating a significant competitive advantage in the market. By developing new products or improving existing products, MSMEs can meet changing customer needs and preferences, attract new market segments, and retain existing customers. Through continuous product development and adjustments to market needs, MSMEs can create a sustainable competitive advantage, increase customer satisfaction, and significantly increase sales volume.

3. CONCLUSION & SUGGESTION

The analysis and discussion of the impact of digital marketing, marketing mix strategy, and product innovation on sales volume and competitive advantage were based on data collected from a questionnaire administered to 100 MSME players in Sidoarjo Regency. The findings indicate that: 1) digital marketing, marketing mix strategy, and product innovation have a partial positive effect on increasing sales volume; 2) digital marketing, marketing mix strategy, and product innovation have a partial positive effect on competitive advantage; 3) competitive advantage has a partial positive effect on increasing sales volume; 4) digital marketing has a significant positive effect on sales volume through competitive advantage; 5) marketing mix strategy has a significant positive effect on sales volume through competitive advantage; 6) product innovation has a significant positive effect on sales volume through competitive advantage.

Future research is expected to expand the geographical and industry scope by comparing the application of these concepts across countries or industry sectors. Cross-country studies can

provide insights into how cultural, economic, and regulatory factors influence the management of digital marketing, product innovation, and intellectual capital in MSMEs, as well as identify the best strategies for local adaptation. Future research can emphasize more on qualitative approaches to dig deeper into how MSMEs manage digital marketing, intellectual capital, and product innovation at the operational level. In-depth interviews or case studies can help understand the challenges and processes faced by MSME owners and managers in implementing these strategies. In addition, future research can further explore the influence of external factors such as government policies, market regulations, or macroeconomic conditions on MSME performance. Understanding how the external environment interacts with internal factors (digital marketing, intellectual capital, product innovation) will provide a more holistic insight into the challenges faced by MSMEs.

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