

DIGITAL MARKETING INNOVATION AS AN ACCELERATOR OF COMPETITIVE ADVANTAGE OF CULINARY MSMEs: A LITERATURE STUDY IN THE FOOD & BEVERAGE SECTOR

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Abstract

The development of digital technology has transformed marketing strategies across various business sectors, including micro, small, and medium enterprises (MSMEs) in the culinary industry. This study aims to analyze the role of digital marketing innovation in enhancing the competitive advantage of MSMEs in the food and beverage sector. The research employs a systematic literature review approach by examining scientific articles published between 2018 and 2025 obtained from academic databases such as Google Scholar, Garuda, and Scopus. The findings indicate that digital marketing innovation contributes to improving brand visibility, strengthening customer engagement, expanding market reach, and enhancing customer experience. However, MSMEs still face several challenges, including limited digital literacy and insufficient marketing innovation capabilities. Therefore, the effectiveness of digital marketing implementation depends on the ability of business actors to strategically integrate digital technologies into their marketing activities.

Keywords: *Digital marketing, digital marketing innovation, competitive advantage, culinary MSMEs.*

INTRODUCTION

The development of information and communication technology in recent decades has driven a major transformation in the global economic system known as the digital economy. This transformation has not only changed the way organizations conduct business but also influenced competitive patterns across various industrial sectors, including the food and beverage sector. Digitalization enables business processes to be more efficient, flexible, and no longer limited by space and time. In this context, marketing strategies have also undergone significant changes, from conventional approaches to digital-based strategies that utilize the internet, social media, and various online platforms as the primary means of reaching consumers and expanding market share (Pratomo et al., 2025; Morisson & Fikri, 2025). These changes have contributed to increasingly complex business competition dynamics. Businesses are required to adapt to technological developments to remain competitive in the face of rapid market changes. Digital marketing is becoming an increasingly important strategic approach because it allows companies to disseminate product information more broadly, build more interactive communications with consumers, and create a more personalized customer experience. Through the use of digital technology, businesses can optimize various marketing communication channels such as social media, e-commerce platforms, and other digital services to increase promotional effectiveness and strengthen brand position in the market (Sulaksono & Zakaria, 2020; Pratomo et al., 2025). The digital transformation in the business world has also been accompanied by changes in consumer behavior, which are increasingly integrated with technology. Modern consumers tend to use the internet to search for product information, compare prices, read user reviews, and even conduct online transactions. The presence of social media, marketplaces, and app-based food ordering services has created new patterns of interaction between producers and consumers. These interactions are no longer limited to direct buying and selling activities in physical stores, but also take place virtually through various digital platforms that enable faster, broader, and more responsive communication (Puspita, 2025; Sulaksono & Zakaria, 2020). In Indonesia, micro, small, and medium enterprises (MSMEs) play a strategic role in supporting national economic growth. This sector not only contributes to job creation but also serves as a major driver of community economic activity. One rapidly growing MSME subsector is the culinary

sector, which is part of the food and beverage industry. High public demand for food and beverage products opens up significant opportunities for MSMEs to expand their businesses. However, most culinary MSMEs still face various obstacles, such as limited access to technology, low digital literacy, and a lack of ability to design marketing strategies that adapt to technological developments (Pratomo et al., 2025; Al Munawwar et al., 2025). These limitations mean that many MSMEs still rely on conventional marketing methods, such as word-of-mouth promotion or direct sales at their business locations. These limited marketing strategies often hinder market expansion and reduce MSMEs' ability to compete with businesses that have more effectively utilized digital technology. Amidst increasing competition in the culinary industry, businesses are required to develop more innovative marketing approaches to increase product visibility and strengthen their competitiveness (Pratama et al., 2025; Morisson & Fikri, 2025).

In this context, digital marketing innovation is considered a strategy capable of accelerating the competitive advantage of culinary MSMEs. Utilizing digital technology enables businesses to reach a wider market, increase promotional effectiveness, and build more interactive relationships with consumers. Furthermore, digital marketing also opens up opportunities for market democratization, allowing MSMEs to compete with larger companies due to relatively open access to digital technology and more efficient promotional spending (Sulaksono & Zakaria, 2020; Pratomo et al., 2025). However, several studies have shown that implementing digital marketing does not always automatically result in a competitive advantage for MSMEs. The success of a digital marketing strategy is heavily influenced by various factors, such as the entrepreneur's digital literacy level, ability to manage marketing content, strategic use of technology, and human resource readiness to face digital change (Puspita, 2025; Pratama et al., 2025). This situation indicates that the use of digital technology must be accompanied by an appropriate marketing innovation strategy to significantly impact business performance. Based on these conditions, there is still a need to understand more deeply how digital marketing innovation can be optimally utilized to strengthen the competitive advantage of MSMEs, particularly in the food and beverage sector. Therefore, this research was conducted through a literature study approach to examine various previous research findings related to the role of digital marketing innovation in driving competitive advantage in MSMEs in the culinary sector. The results of this study are expected to provide a conceptual contribution regarding effective digital marketing strategies and serve as a reference for MSME development in facing the challenges and opportunities in the digital economy era (Pratomo et al., 2025; Al Munawwar et al., 2025).

LITERATURE REVIEW

1. Digitalization of Marketing in the Platform Economy

Digital marketing can be defined as marketing activities that utilize digital technology and the internet to convey product information, build communication with consumers, and increase sales. Forms of digital marketing include social media, email marketing, web banners, viral marketing, and various other digital platforms that enable direct interaction between producers and consumers (Mallik & Rao, 2017).

2. Marketing Innovation as a Source of Competitive Advantage

From a Resource-Based View perspective, competitive advantage is achieved when a company possesses Valuable, Rare, Inimitable, and Organized (VRIO) resources. Digital technologies such as social media (Instagram, TikTok), marketplaces (Shopee, GoFood), and financial applications (QRIS, BukuWarung) have now become common resources. Competitive advantage is achieved through engaging visual content strategies, targeted paid advertising, and two-way interactions with customers, beyond simply posting product photos (Istikharoh et al., 2025).

3. Digital Marketing Analytics as a Resource (Not an Advantage)

Based on a synthesis of 16 journals, digital technology adoption has become the new operational standard. A study of MSMEs in Tales Village, Kediri, showed that despite high interest in using social media, many business owners only used it conventionally without a separate strategy for personal and business accounts (Sulaksono & Zakaria, 2020). Similarly, research in Plamongansari, Semarang, found that before mentoring, MSMEs only used WhatsApp for regular status updates without optimizing business features (Arumsari et al., 2022). This condition confirms the argument that technology access is a hygiene factor. Having a shop on Shopee or an Instagram account does not necessarily increase competitiveness if not managed with the right strategy. A quantitative study by Lubis et al. (2025) in Serdang Bedagai proved that digital marketing variables significantly influenced product

competitiveness ($R^2=0.840$), but this variable encompassed content quality, consistency, and owner competence, not simply platform presence.

4. Challenges as Barriers to Dynamic Capabilities

Despite the great potential for innovation, the literature identifies barriers that prevent technology from transforming into a competitive advantage: Digital Literacy: Low technical skills hinder content innovation (Sulaksono & Zakaria, 2020; Aghni, 2025), Infrastructure and Capital: Limited devices and budgets for paid advertising limit the reach of innovation (Nisa et al., 2025; Zikri, 2024). Sustainable Mentoring: Many training programs are only initial technical without long-term strategic mentoring, so innovation is not sustainable (Arumsari et al., 2022).

RESEARCH METHODS

1. Methods Used

This study uses a systematic literature review approach to analyze various previous research findings related to digital marketing innovation and competitive advantage in the food and beverage sector of MSMEs. This approach was conducted by reviewing and synthesizing findings from various relevant scientific sources.

2. Data type

The analytical methods used were thematic analysis and literature synthesis to identify patterns, concepts, and relationships among findings from various previous studies. Furthermore, findings were compared across studies to gain a more comprehensive understanding of the role of digital marketing innovation in enhancing the competitive advantage of culinary MSMEs.

3. Data source

The data sources in this study come from national and international journals obtained through several scientific databases, such as Google Scholar, Garuda, and Scopus. The articles used in this study were published between 2018 and 2025 and related to digital marketing, MSMEs, and the culinary sector. The article selection process was carried out based on inclusion criteria, namely research discussing the application of digital marketing, marketing strategies in MSMEs, and studies related to the food and beverage sector. Articles not relevant to the research focus were not included in the analysis process.

RESULTS AND DISCUSSION

The Evolution of Digital Marketing Strategies in Culinary MSMEs

The results of the literature analysis indicate that digital marketing strategies in culinary MSMEs have undergone gradual development along with the increasing use of digital technology in business activities. This transformation is not only related to the use of digital media as a promotional tool but also reflects a shift in the marketing paradigm from conventional approaches to technology-based business strategies. The use of social media, marketplaces, and various other digital platforms has become a crucial instrument for MSMEs to expand market reach, increase product visibility, and build stronger relationships with consumers (introductory business article).

Stage 1: Simple Promotion via Social Media

In the early stages of digital marketing development, most culinary MSMEs utilized social media as a simple promotional tool. Platforms like Instagram, Facebook, and WhatsApp were used to showcase products, provide pricing information, and communicate directly with consumers. Social media became the primary choice because it was relatively easy to use, inexpensive, and able to reach a wider audience than traditional marketing methods.

At this stage, digital marketing activities still focus on disseminating product information and sales promotions. Uploaded content generally includes product photos, brief descriptions, and ordering information. While still simple, this strategy has proven effective in increasing product exposure and helping MSMEs reach markets beyond their local environment.

Stage 2: Utilizing Marketplaces and Delivery Applications

As digital literacy increases and consumer behavior shifts toward online transactions, MSMEs are increasingly utilizing marketplace platforms and food delivery apps. Platforms like marketplaces and app-based food ordering services enable businesses to expand their product distribution reach and improve transaction

efficiency. Research shows that before utilizing marketplaces, MSME sales tended to be local and limited to consumers near the business location. However, after using digital platforms, products can reach consumers from a wider area, even beyond the city or province. In addition to expanding market access, the use of delivery apps also makes it easier for consumers to place orders, thus increasing the chances of transactions.

Stage 3: Digital Branding and Content Marketing Strategy

In the next phase, digital marketing strategies are no longer solely focused on product sales but are also shifting toward building brand image. MSMEs are starting to utilize various forms of digital content, such as more professional product photos, promotional videos, brand storytelling, and interactive content, to attract consumer attention. Content-based marketing enables businesses to build a stronger brand identity and increase consumer trust in their products. Social media serves not only as a promotional tool but also as a means to build brand awareness and strengthen a business's positioning in a competitive market (introductory business article). In the culinary business context, this strategy is often implemented through engaging visual content, customer reviews, and creative promotional campaigns.

Stage 4: Customer Engagement and Digital Community

The most advanced stage in the evolution of digital marketing strategies is the emergence of approaches focused on customer engagement. At this stage, MSMEs not only interact with consumers as buyers but also build long-term relationships through various digital activities. The use of live streaming features, automated messaging services, and active interaction through comments and private messages are widely used strategies to increase customer engagement. Through this approach, consumers become not only buyers but also part of a digital community that supports business continuity. Intense interaction with customers can also increase customer loyalty and generate digital word-of-mouth promotion.

Digital Strategy Transformation Analysis

Based on the literature review, the evolution of digital marketing strategies in culinary MSMEs demonstrates a shift in the function of digital marketing from being a mere promotional tool to a more comprehensive business strategy. Initially, digital technology was used simply to introduce products to consumers. However, as technology has evolved, digital marketing has begun to be integrated with various business aspects, such as distribution, customer service, and customer relationship management. This transformation demonstrates the strategic role digital marketing plays in enhancing the competitiveness of MSMEs in the digital economy. Utilizing digital technology enables businesses to reach a wider market, improve operational efficiency, and build stronger relationships with customers. Therefore, digital marketing is no longer viewed as an additional marketing activity but as an integral part of a sustainable business strategy for culinary MSMEs.

Digital Marketing Innovation as a Value Creation Mechanism

Digital transformation has transformed marketing practices from conventional to digital technology-based. In this context, digital marketing innovation is not only about using technology as a promotional medium, but also encompasses changes in marketing communication strategies, consumer interaction patterns, and how companies create value for customers. The use of digital technologies such as social media, marketplaces, and e-commerce platforms allows businesses to reach a wider range of consumers and increase efficiency in marketing activities (Pratomo, 2025). Based on the literature synthesis conducted, digital marketing innovation creates value through several main mechanisms, namely brand visibility, customer engagement, market expansion, and customer experience.

1. Brand Visibility

One of the primary benefits of digital marketing innovation is increased brand or product visibility in the digital space. Digital platforms enable businesses to introduce their products to a wider audience through creative and interactive marketing content. Social media, for example, allows businesses to build brand image and increase consumer awareness of their products (Najwa, 2024). This increased brand visibility has a significant impact on consumer purchasing decisions. Products frequently featured on digital platforms tend to be more memorable to consumers and are more likely to be chosen than lesser-known products. Therefore, an effective digital marketing strategy can be a means of strengthening a brand's position in the competitive marketplace.

2. Customer Engagement

Digital marketing innovation also plays a role in increasing customer engagement. Unlike traditional marketing, which tends to be one-way, digital marketing enables two-way interactions between businesses and consumers through various digital communication platforms. This interaction can occur through social media

comments, messaging app-based customer service, and various other communication features that allow consumers to provide direct feedback to businesses (Gama, 2023). Consumer engagement is a crucial factor in building long-term relationships between companies and customers. Consumers who feel cared for and involved in brand communications tend to have higher levels of loyalty. Therefore, digital marketing serves not only as a promotional tool but also as a means of building emotional connections between brands and consumers.

3. Market Expansion

Another important contribution of digital marketing innovation is its ability to expand market reach. Through e-commerce platforms and digital marketplaces, businesses can market their products to consumers across multiple regions without the need for physical stores in each area. This opens up greater opportunities for MSMEs to compete in a broader market (Pratomo, 2025). Digitalization also plays a role in reducing various geographical barriers to trade. Products previously marketed only locally can now be accessed by consumers from various regions and even abroad through digital platforms. Therefore, digital marketing innovation can be a crucial strategy for MSMEs in increasing their competitiveness in the digital economy era.

4. Customer Experience

In addition to expanding the market, digital marketing innovation also contributes to improving the customer experience. Consumers assess not only the quality of the product they purchase but also the experience they receive during the transaction. The use of digital technologies such as electronic payment systems, fast delivery services, and digital-based customer service can enhance consumer convenience during transactions (Gama, 2023). A positive customer experience will increase customer satisfaction and encourage repeat purchases. Therefore, companies need to ensure that the entire digital interaction process with consumers provides a simple, fast, and enjoyable experience.

Critical Analysis

Based on a literature synthesis, it can be concluded that the success of digital marketing innovation is determined not only by the use of technology, but also by the business owner's ability to effectively integrate that technology into their marketing strategy. Business owners who solely use technology as a promotional tool without a clear strategy tend not to reap the optimal benefits of digitalization. MSMEs that successfully utilize digital marketing are generally able to create valuable digital experiences for customers, build strong relationships with consumers, and leverage digital platforms to expand market reach. Thus, digital marketing innovation serves not only as a marketing tool but also as a strategic mechanism for creating value and increasing business competitiveness in the digital economy era.

The Paradox of Digital Marketing in MSMEs

The implementation of digital marketing in the MSME sector in Indonesia presents a contradictory phenomenon, known as the digital paradox. Theoretically, digitalization is considered a key instrument for increasing productivity, operational efficiency, and massively expanding market reach (Zikri, 2024). However, on the ground, many MSMEs have adopted digital technology but have not seen a significant impact on profit growth and sales volume (Sulaksono & Zakaria, 2020).

This paradox is rooted in several structural and technical constraints:

1. **Surface-Level Adoption:** Many MSMEs already use social media platforms like Facebook and Instagram, but this use is often limited to personal accounts that are forced to become business accounts without professional management separation (Sulaksono & Zakaria, 2020). This is reinforced by the finding that digitalization is often considered merely a complement, not a core business strategy (Arumsari et al., 2022).
2. **Digital Literacy and Human Resource Gap:** Limited technical knowledge on how to maximize digital platforms is a major obstacle (Hsb et al., 2025). Low digital literacy makes it difficult for businesses to adopt modern technologies such as Artificial Intelligence (AI), which can be used for automation and more in-depth market analysis (Pratomo et al., 2025).
3. **Inconsistent Content Strategy:** Many MSMEs fail to build consumer engagement due to their inability to create compelling and consistent marketing content (images, narratives, and visuals) (Choiriyah & Permatasari, 2024). An inability to understand platform algorithms results in uploaded content not reaching the right target audience (Sulaksono & Zakaria, 2020).

4. Lack of Innovation in the Creative Ecosystem: In the creative economy era, MSMEs are required to not only "exist" online but also to innovate creatively (Agustina et al., 2025). Without a touch of creativity and product innovation, digital marketing will simply be an empty channel lacking competitive appeal (Nisa et al., 2025).
5. Infrastructure and Financial Barriers: Limited access to stable digital infrastructure and limited budgets for paid marketing (ads) also widen the gap of digitalization failure in MSMEs (Morisson & Fikri, 2025).
- 6.

Conceptual Model of Competitive Advantage of Culinary MSMEs

To resolve this paradox, this study developed a strategic conceptual model. This model shifts the perspective that digital marketing is not just a "sales tool" but rather a process of building a business ecosystem (Aghni & Anzie, 2025).

Digital Marketing Innovation, Brand Awareness, Customer Engagement, Customer Loyalty, Competitive Advantage

1. Digital Marketing Innovation: The initial step begins with the integration of advanced technologies such as AI for creative content creation, the use of fintech for transactions, and the use of integrated e-commerce (Humaira, 2025). These innovations enable MSMEs to be more agile and efficient in their operations (Puspita et al., 2025).
2. Brand Awareness: The planned use of digital platforms increases product visibility in both local and global markets (Istikharoh et al., 2025). Strong brand awareness serves as the initial foundation for consumers to recognize the unique value of the culinary products offered (Lubis et al., 2026).
3. Customer Engagement: Through active interaction on social media and the use of data analytics to understand consumer behavior, MSMEs can create more personalized engagement (Choiriyah & Permatasari, 2024). Digital technology facilitates two-way communication, which increases customer trust (Al Munawwar et al., 2025).
4. Customer Loyalty: Consistent engagement and satisfactory digital service will gradually foster customer loyalty. This loyalty is especially crucial in the culinary sector, which faces high levels of competition and product substitution (Istikharoh et al., 2025).
5. Competitive Advantage: The end result of this model is the formation of a competitive advantage where MSMEs compete not only on price, but also on brand value, operational efficiency, and business independence (Humaira, 2025). This advantage makes MSMEs more resilient in the face of future economic disruption (Zikri, 2024).

By implementing this model in its entirety, it is hoped that MSMEs will no longer be trapped in the digital paradox, but will instead be able to transform technology into real and sustainable economic growth.

RESEARCH IMPLICATIONS

The implementation of digital marketing innovations can be a crucial strategy in strengthening the competitive advantage of culinary MSMEs. Utilizing digital technology enables businesses to expand market reach, enhance interaction with consumers, and build a stronger brand image. This demonstrates that digital marketing serves not only as a promotional tool but also as an accelerator capable of accelerating the competitiveness of MSMEs in the digital economy era (Moeslim et al., 2025). Based on the results of the discussion regarding the role of digital marketing innovation in increasing the competitiveness of culinary MSMEs, this study provides several practical implications for business actors and the government.

Culinary MSMEs need to leverage digital marketing innovations more effectively as a strategy to increase their competitiveness. Utilizing social media, marketplace platforms, and various other digital technologies can help businesses expand their market reach, enhance consumer engagement, and strengthen their culinary brand image. Furthermore, innovations in digital content presentation, such as the use of engaging product visuals, storytelling about the food-making process, and active customer interaction, can increase consumer interest and loyalty. Therefore, implementing innovative digital marketing strategies not only increases product visibility but also accelerates the creation of competitive advantages for culinary MSMEs amidst increasingly dynamic business competition.

Implications for the Government and MSME Support Institutions

This research also has implications for the government and various institutions involved in MSME development to further encourage digital transformation in the culinary business sector. This support can be

realized through digital literacy training programs, online marketing strategy assistance, and providing access to adequate technological infrastructure for MSMEs. Furthermore, the government can develop policies that support the digital economy ecosystem, such as facilitating the promotion of local products through national and international digital platforms. These efforts are expected to improve MSMEs' adaptability to technological developments while strengthening the competitiveness of the local culinary industry at the regional and national levels.

Implications for Creative Economy Development

More broadly, digital marketing innovations in culinary MSMEs also have implications for strengthening the creative economy sector. Implementing digital-based marketing strategies can help businesses elevate the cultural identity of local culinary delights while introducing these products to a wider market. Through this approach, MSMEs not only reap economic benefits but also contribute to the preservation and development of regional culinary riches. Therefore, the integration of product innovation, digital marketing strategies, and strengthening cultural identity is crucial for creating a sustainable competitive advantage for culinary MSMEs.

CLOSING

Conclusion

Based on the literature review, it can be concluded that digital marketing innovation plays a crucial role in enhancing the competitive advantage of culinary MSMEs in the food and beverage sector. Utilizing social media, marketplaces, and various digital platforms enables businesses to increase brand visibility, expand market reach, strengthen customer engagement, and enhance the consumer experience. Through innovative digital marketing strategies, MSMEs can build more interactive relationships with consumers while strengthening their business position in an increasingly competitive market. However, the implementation of digital marketing in MSMEs still faces various obstacles, such as low digital literacy, limited human resources, and a lack of innovation in managing marketing strategies. Therefore, the success of digital marketing implementation is crucial. Digital marketing is highly dependent on the ability of business actors to utilize technology strategically and the support of an adequate digital ecosystem to encourage sustainable improvement in the competitiveness of MSMEs.

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