

The Digital Leap: A Phenomenological Inquiry into Culinary MSMEs Marketing in Malang

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Abstract. This research explores the phenomenon of digital marketing adoption by culinary MSMEs in Malang City using a transcendental phenomenological approach. The study aims to understand the implementation of digital marketing strategies, identify digitalization models, and analyze their impact on business development. Data were collected through observation, interviews, and documentation from five culinary MSMEs and analyzed using phenomenological techniques and SWOT analysis. The findings reveal that MSMEs have embraced various digital channels, such as social media, marketplaces, and food delivery platforms, to expand market reach and strengthen brand awareness. Positive perceptions of technology's usefulness and ease of use, as conceptualized in the Technology Acceptance Model (TAM), significantly influence adoption decisions. The research identifies diverse digitalization strategies tailored to the characteristics of each MSME and highlights the critical role of digital marketing in driving business growth, improving operational efficiency, and fostering adaptive business cultures. Based on the findings, the study proposes strategic recommendations to enhance digital competitiveness, emphasizing the need for digital literacy improvement and continuous innovation. This study enriches the scientific discourse on MSME digitalization and offers practical insights for business actors and policymakers in the culinary sector.

Introduction

MSMEs play a crucial role in Indonesia's national economy, contributing significantly to the Gross Domestic Product (GDP). MSMEs play a huge role in the growth of the Indonesian economy, reaching 99% of all business units. The contribution of MSMEs to GDP also reaches 60.5% and for employment is 96.9% of the total national employment (Harahap & Tambunan,

2022). Ministry of Cooperatives and MSMEs reports that there are currently 64.2 million SMEs in the country, which account for 61.07 per cent of GDP, or IDR 8,573.89 trillion and MSMEs are one of the most important foundations that support the Indonesian economy (Ardian Widiarto, et.al, 2023). the ability to absorb most of the workforce. With food-based MSMEs is one of the most dominant business sectors in Malang city (Deanova et al., 2023). Malang city experienced an economic growth rate with a percentage of 6.07%, the third highest in East Java, with large and small trade businesses, car and motorcycle repair as a supporting factor of 1.74% (Memontum.com, 2024). So that the MSME sector, especially the culinary sector, is the driving force of the regional economy, this happens due to several factors including: culinary wealth and local culture, Malang City is known as a city rich in culinary diversity and local culinary traditions (Lion & Lionita, 2023). Furthermore, the large market potential, as an educational city and tourist destination, Malang attracts many students and tourists. The number of culinary MSMEs in Malang city is as follows:

Table 1. Culinary MSMEs Malang City

No	Subdistricts in Malang City	Years		
		2021	2022	2023
1	Kedungkandang	768	904	2.352
2	Sukun	1.320	1.330	3.098
3	Klojen	772	778	2.193
4	Blimbing	1.332	1.346	3.235
5	Lowokwaru	2.186	2.845	5539
	Kota Malang	6.378	7.203	16.417

This creates a large market for culinary businesses, both in terms of daily food consumption and culinary needs when travelling. This high demand motivates many businesses to enter the culinary sector. As well as government support and training program for culinary MSMEs, government support with training program specifically aimed at culinary MSMEs. In order to participate directly in government procurement program, the Malang City Government through the Office of Cooperatives, Industry and Trade continues to encourage and support micro, small and medium enterprises (Pemkot Malang, 2024).

These programs assist businesses in terms of skills development, access to markets, and business management, which support the growth of the culinary sector. This is in line with the statement of the Mayor of Malang who conveyed in the context of three priority issues in the economic field raised in Indonesia's chairmanship of ASEAN 2023 (malangkota.go.id., 2023). including: recovery and rebuilding, economic digitalization and sustainability. The world is being changed by digital technologies, especially artificial intelligence, on an unprecedented scale, they are changing how we communicate, work, and even live, as well as how nations and economic function (Alexandra, 2023). Changes in the technological landscape and consumer behaviour are driving MSMEs to adopt digital-based marketing. This digitalization has become an important strategy in expanding markets, improving efficiency and strengthening business position amidst competition. Malang City shows interesting

dynamics in the process of digital technology adoption by culinary MSMEs. This research model relies on the Technology Acceptance Model (TAM) theory, the (TAM) model developed by Fred Davis (1989) is an adaptation of the Theory of Reasoned Action (TRA). This theory has been widely applied by many researchers who have given innovation and new technology adoptions (Aguilar, 2023). This study analyses the extent to which MSME players' perceptions of the benefits and ease of use of technology affect acceptance of digital marketing.

Based on previous research conducted by (Rozinah & Meiriki, 2020). Studies show that digital marketing can increase the revenue of small and medium-sized enterprises SMEs by 30-50%. In addition, SMEs can reduce their promotional costs and increase market share with the help of digital marketing, which also reduces the communication gap between them and their customers. Furthermore, research conducted by (Azmi Fadhilah & Pratiwi, 2021). with the title Marketing Strategy for MSME Products Through the Application of Digital Marketing, states that digital marketing can increase sales volume and profits for small and medium enterprises (SMEs), it can be said that this significantly affects product marketing. In research (Aisyahrani, 2024). Regarding the digitalisation of marketing through social media marketing in MSME players to increase revenue, to increase awareness and understanding of the importance of social media marketing to increase business owner profits in this case digitalisation in education and social media. Then in research (Nurazizah et al., 2022). Entitled Meaning Of Trade Digitalization For Dinoyo Traditional Market Traders, Malang City states that the attitude of market traders with the digitalization of trade shows a positive and enthusiastic attitude towards trade digitization, market traders gain knowledge about trade digitization through non-formal education by participating in training held by market managers. Digital technology provides convenience and benefits for market traders in carrying out their business activities.

Although various studies have discussed the digitalization of MSMEs in various cities in Indonesia, in-depth studies on the subjective experiences of culinary MSME players in Malang City in adopting digital marketing are still limited. Previous research focuses on quantitative approaches and data generalization the phenomenological aspects in the context of culinary MSMEs in Malang City have not been widely explored. And This research offers novelty through a transcendental phenomenological approach to explore the experience of marketing digitalization in culinary MSMEs in Malang City. This research also maps variations in digitalization strategies based on differences in sub-district characteristics, thus providing a new understanding of the success factors and barriers in the implementation of digital marketing in the culinary sector.

The purpose of this research is to explore and understand the implementation of digital marketing strategies developed by culinary MSMEs in Malang City, identify the digitalization model used, and analysis the impact of digitalization on business development. In addition, this research aims to provide recommendations for appropriate digital marketing strategies to improve the competitiveness of culinary MSMEs in Malang City. With the main contribution of this research is to enrich scientific studies on the digitalization of MSMEs through a phenomenological approach, provide a real picture of the challenges and

opportunities in digitalize the marketing of culinary MSMEs, and present a digital strategy model that can be a practical reference for business actors and policy makers. By focusing on the experiences of culinary MSMEs in five sub-districts of Malang City, this research is expected to provide a more comprehensive and applicable mapping of the digitalization phenomenon.

The structure of this article is organized as follows: Chapter I discusses the introduction which includes the background, research gap, objectives, contribution, and article structure. Chapter II contains a literature review and theoretical foundations that support the research. Chapter III outlines the research methodology, particularly the use of the transcendental phenomenological qualitative approach. Chapter IV presents the research results and their analysis, and Chapter V closes with conclusions, implications, and recommendations based on the research findings.

Research Method

This research uses a qualitative approach with the type of phenomenology. The objects of this research are five culinary MSMEs in Malang city (Ekmira Cookies, Toko Dimas, The Onde Klojen, Keripik Tempe Rohani, and Delany Dessert). Data collection techniques are observation, interviews and documentation. With data analysis techniques transcendental phenomenology and SWOT analysis.

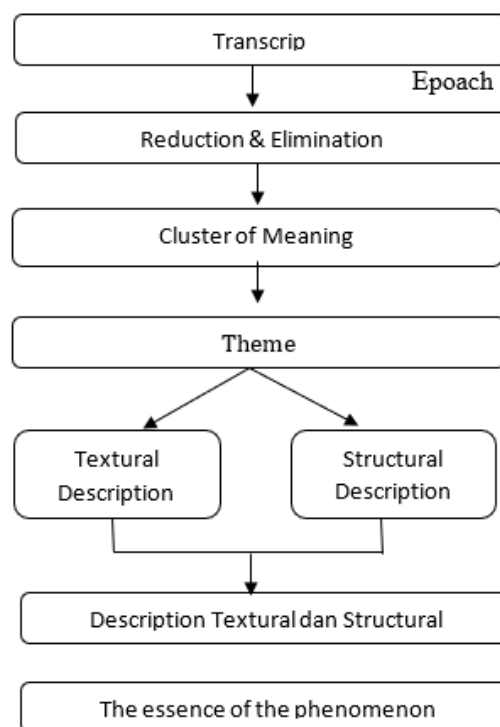


Figure 1. Analysis Techniques Transdental

Result and Discussion

A. Implementation of digital marketing strategies in the development of culinary MSMEs in Malang City

MSMEs Ekmira Cookies Almond Crispy

The results of the analysis using the IFAS matrix in table 3 show a score value of 2.63 for strength factors, and 2.58 for weakness scores, so the difference between the two factors is 0.05. and the results of the analysis using the EFAS matrix in table 4. show a score of 18 for the opportunity factor, and 3.76 for the threat score, so that the difference between the two factors is 2.3

Table 2. Matrix SWOT MSMEs Ekmira

IFAS EFAS	Strengths (S) 1. Long business experience since 2006 2. Innovative in products and packaging 3. Already have a wide distribution networks 4. Has complete legality 5. Supported by social media admins who know enough 6. Using digital platforms such as Shopee, Tokopedia, Instagram, WA Business	Weakness(W) 1. Marketplace platform is not optimized. 2. Owner still handles some things by himself, including online sales 3. Financial records are still manual
	Opportunities(O) 1. Increasing trend of online shopping 2. Social media as a cheap and wide-reaching promotional tool. 3. Opportunity to reach markets outside Java and internationally through e-commerce.	SO • Utilising business experience to expand to markets outside Java and internationally through e-commerce (S1, O1, O3) • Maximising the role of social media admins for cheap and widespread promotion (S6,O2) WO • Optimize the marketplace platform to reach a wider market (W1, O3). • Use social media as an automation channel to reduce owner burden (W2, O2) Digitise financial records to support efficiency and speed in responding to market trends (W3, O1). ST

Threats(T)		WT
1. Intense competition in products. 2. Reliance on offline exhibitions and events as the main channel of distribution. 3. Changes in social media algorithms 4. Fluctuations in raw material prices and distribution costs.	• Utilize legality and quality standards to deal with competition and fluctuations in distribution prices. (S4,T1, T5)S3 • Use distribution networks as an alternative if offline events are reduced.S6,T3: Social media admins adjust content to the latest algorithms. • Digital platforms can reduce dependence on conventional promotional tools (S7, T4)	• Reduce the owner's burden by delegating tasks to staff or the digital team, so that promotions continue despite technical problems (W2,T4) • Start digitising records to deal with price fluctuations and cost efficiency(W3, T5) • Improve the performance of the marketplace so that it can compete better in the midst of fierce competitors(W1, T)

Alternative strategies have been obtained through SWOT analysis, then matching external and internal critical success factors to produce viable alternatives. So that based on the SWOT matrix the right strategy is chosen as follows:

1. Utilize long business experience to expand to markets outside Java and internationally through e-commerce (SO1, O3)
2. Optimize the use of marketplace platforms to expand market reach (W1, O3)
3. Utilize legality and quality standards to deal with market competition and fluctuations in distribution costs (S4, T1, T4)
4. Delegate digital marketing tasks to staff to keep promotions running and be efficient (W2, T4)

MSMEs Dimas Typical Souvenirs of Malang

The results of the analysis using the IFAS matrix in table 5. shows a score value of 4.44 for strength factors, and 5.21 weakness score values, so the difference between the two factors is -0.77. The results of the analysis using the EFAS matrix in table 6 show a score of 6.72 for strength factors, and 4.98 for weakness scores, so the difference between the two factors is 1.75.

Table 3. Matrix MSMEs Dimas

IFAS	Strengths (S)		Weakness(W)	
	1. Strong managerial experience 2. Focus on quality and customer service 3. Fully incorporated 4. Actively utilising Google Business and social media (Instagram) to build digital visibility. 5. Strong understanding of branding		1. E-commerce utilisation has not been maximised, despite being registered with Shopee and Tokopedia. 2. Social media content is still limited 3. Lack of technical mastery of digital platforms 4. Food delivery service management is still manual, 5. Lack of specialised human resources to manage digital marketing professionally and consistently.	
EFAS	Opportunities(O)	SO	WO	
	1. Digital consumption trends continue to rise 2. Digital technology support and training from government or community 3. Potential for wider market reach through e-commerce and online delivery services 4. 4. Power of word of mouth and reviews 5. The market for souvenirs and snacks in Malang continues to grow and is bustling	• Use managerial experience to actively participate in government/community digital training (S1, O2) • Focus on customer service and education to encourage positive reviews & word of mouth. (S2, O4) • Maximize Google Business & Instagram platforms to reach a wider market via e-commerce (S4, O3) • Strong branding aimed at targeting the souvenir & traveller market (S5, O5)	• Optimise stores on Shopee and Tokopedia to reach a wider market. (W1, O3) • Participate in graphic/digital media training from the MSME community to improve content quality (W2, O2) • Recruit or hire young digital marketing personnel from the local community (W5, O2)	

Threats(T)	ST	WT
1. Intense competition in the souvenir market, 2. Political and economic impacts (inflation or elections) that affect raw material prices 3. Changes in digital platform algorithms 4. Risk of mismanagement or banning of content on digital platforms due to technical ignorance (such as the experience with YouTube).	• Use managerial experience to anticipate and adapt to economic impacts (S4, T3) • Design a consistent content strategy to counteract the decline in reach due to algorithm changes ST2 • Strengthen brand identity to stand out despite large competitors. (S5, T1)	• Learn the technicalities of digital platforms so as not to mismanage and get banned (W3, T4) • Automate the ordering system • ordering system to compete more efficiently in the digital souvenir market (W4, T1) • Build a small digital marketing team to adjust to the algorithm and stay relevant. (W5, T3)

Alternative strategies have been obtained through SWOT analysis, then matching external and internal critical success factors to produce viable alternatives. So that based on the SWOT matrix the right strategy is chosen as follows:

1. Maximizing google business and instagram to expand the market through e-commerce (S4, O3)
2. Optimize shopee and tokopedia stores to reach a wider market (W1 O3).
3. Design a consistent content strategy to counteract the decline in reach due to algorithm changes. (S4, T3)
4. Build a digital marketing team to be adaptive to algorithm changes and competition. (W5, T3)

MSMEs The Onde Klojen

The results of the analysis using the IFAS matrix in table 7. show a score value of 6.37 for strength factors, and 5.52 for weakness scores, so the difference between the two factors is 0.86. The results of the analysis using the EFAS matrix in table 8. show a score value of 2.93 for strength factors, and 2.66 for weakness scores, so the difference between the two factors is 0.27

Table 4. Matrix SWOT MSMEs The Onde Klojen

IFAS	Strengths (S)	Weakness(W)
	1. Product has Unique Selling Point (USP) 2. Owner has a media background, so can create their own promotional content. 3. Brand is already organically known through viral content on social	1. Digital content has not been consistent and is still managed by the owner, there is no permanent content team.

EFAS	media, especially Instagram and TikTok.	2. Has not yet entered delivery platforms such as ShopeeFood, GrabFood, GoFood,
	4. Already have an initial team structure, including SPV and supervision of work system (although still small).	3. Digital marketing is still organic (not utilising paid ads).
	5. commitment to traditional hawker food preservation, with a clear cultural vision	4. Time management is a major constraint, due to multitasking and limited manpower.
		5. The number of human resources is still minimal
Opportunities	SO	WO
1. Local and traditional culinary digitalisation trends	• Highlight USPs (unique flavours) to appeal to the culinary nostalgia market & local culinary trends. (S1,O1 O4)	• Recruit a freelance content team or interns from the culinary creative community (W1, O5)
2. Social media virality (Instagram, TikTok) Food delivery platforms	• Utilise media owner skills to create collaborative viral content with food creators (S2,O2,O5)	• Register products on GoFood, ShopeeFood, and GrabFood to expand sales channels (W2, O3)
3. Growing interest in traditional culinary nostalgia	• Use the momentum of virality to enter the online delivery platform. (S3,O2,O3)	• Test small ads ased on viral content on Instagram/TikTok . (W3, O2)
4. Collaboration with content creators and foodie communities can strengthen promotion.	• Strengthen cultural narratives through nostalgia-themed digital campaigns. (S6,O4)	• Establish community collaborations so as not to rely too much on internal human resources. (W5,O5)
	• Strengthen cultural narratives through nostalgia-themed digital campaigns (S6,O4)	

Alternative strategies have been obtained through SWOT analysis, then matching external and internal critical success factors to produce viable alternatives. So that based on the SWOT matrix the right strategy is chosen as follows:

- Utilize the media owner's skills to create collaborative viral content with culinary creators (S2, O5).

- MSMEs Keripik tempe Rohani

Table 5. Matrix SWOT MSMEs Tempe Rohani

<https://equatorscience.com/index.php/jabter>

	influencer collaboration for awareness. (S4,O2)	
Threats(T)	ST	WT
1. High competition in the tempeh chips sector 2. Changes in digital platform policies 3. Unobjective negative reviews from unscrupulous people or dissatisfied customers 4. Increase in digital platform and expedition fees, affecting profit margins 4.	• Use product quality and active communication to respond professionally to negative reviews (S2,T3) • Adaptive second generation can quickly adapt to platform policy changes S3, T2 • Adaptive offline-online strategies can offset rising digital platform costs (S6,T4) • Government training can be utilised to stay competitive amidst high competition (S7,T1)	• Handle negative reviews with speed, transparency, and real solutions to avoid damaging digital reputation (W1, T3) • Evaluate digital operational expenses and look for cost-effective alternatives (W3, T4) • Reduce reliance on internal teams by building external networks/promotional partners (W4, T1)

Alternative strategies have been obtained through SWOT analysis, then matching external and internal critical success factors to produce viable alternatives. So that based on the SWOT matrix the right strategy is chosen as follows:

1. Use the reputation since 1988 to strengthen the position as the pioneer of sanan tempe chips (S1, O5).
2. Develop resilient packaging innovations to reduce product damage during shipping (W1, O1)
3. Use product quality to respond professionally to negative reviews (S2, T3).
4. Deal with negative reviews quickly and solution to maintain digital reputation (W1, T3)
- 4.

MSMEs Delany Dessert

The results of the analysis using the IFAS matrix in the table. shows a score value of 8.17 for strength factors, and 2.73 weakness score values, so the difference between the two factors is 5.44. The results of the analysis using the EFAS matrix in the table. shows a score value of 5.74 for strength factors, and 3.43 weakness score values, so the difference between the two factors is 2.30.

Table 6. Matrix SWOT MSMEs Delany Dessert

	IFAS	Strengths (S)	Weakness(W)
		1. The owner has business experience and has attended online business classes, including SEO training. 2. The team is complete and organised, including social media specialist, finance admin, shipping, and production. 3. Active multi-platform digital marketing: ShopeeFood, GoFood, GrabFood, Instagram, TikTok, Google Maps. 4. Social media content is strategy-based and trend-setting (viral content, FYP, live TikTok). 5. Brand awareness has increased significantly, as evidenced by the effect of viral content on sales spikes. 6. Production capacity is adequate and facilities are complete, with a separate production location for BPOM certification purposes. 7. Has become an active supplier in various cafes in Malang, with a well-managed supply system.	1. Limited knowledge in certain platforms (such as TikTok Shop) causes the strategy to not be maximised. 2. Dependence on individuals in content creation and strategy, such as a social media specialist who has moved out of town. 3. Difficulty maintaining content consistency if not delegated to the right person. 4. Have experienced turnover fluctuations due to lack of

		product variety and 5. uncertainty of market trends 6. Does not yet have an offline store or fixed outlets, thus relying entirely on digital platforms.
Opportunities(O)	SO	WO
1. Food delivery platforms (ShopeeFood, GoFood, GrabFood) continue to grow. 2. The trend of purchasing sweets and hampers is increasing, 3. Many digital marketing trainings are available, including from the government or MSME community. 4. Opportunity to become a national-scale café supplier, in line with long-term vision 4.	• Take advanced training (e.g. TikTok Shop Ads & marketplace management) to optimize all digital channels. (S1,O4) • Maximize ShopeeFood, GoFood, TikTok, etc., platforms to expand out-of-town markets (S3,O1/O3) • Design hampers-themed viral content during holidays to increase seasonal sales. (S5, O2, O3) • Improve the supply system to out-of-town cafés as a long-term expansion strategy. (S7,O5)	• Focus on practical training related to TikTok Shop or use the services of local digital consultants (W1,O4) • Build a content team knowledge sharing system so that it does not depend on one person (W2,O5) • Add seasonal flavours (Eid, Christmas, etc.) to maintain market dynamics W4,O2 • Take advantage of business trends without fixed stores (cloud kitchen & delivery only) with strong branding. (W5,O1)

Threats(T)	ST	WT
1. Ever-changing social media and marketplace algorithms can be Intense 2. competition in the dessert and cookies business, both from other MSMEs and big brands. 3. Consistency can cause a drastic drop in visibility and sales 4. Losing market opportunities (market lost) because not all potential platforms have been fully utilised at this stage	• Diversify content and be active on various platforms so as not to rely on one algorithm. (S3, T1) • Schedule weekly trending content to stay relevant amidst competition and reliance on virality. (S4 T2, T4) • Optimise production and product documentation to strengthen TikTok Shop catalogue (S6, T5)	• Create a daily to-do list for TikTok Shop and adopt a phased trial system for faster adaptation. (W1, T5) • - Create a regular content calendar so as not to lose momentum even if virality decreases. (W3, T4) • Utilise distribution points (reseller partners/cafes) to keep the brand physically present without opening an offline store W5,T2

Alternative strategies have been obtained through SWOT analysis, then matching external and internal critical success factors to produce viable alternatives. So that based on the SWOT matrix the right strategy is chosen as follows:

1. Maximize shopeefood, gofood, tiktok, and other platforms for out-of-town markets (S3,O1).
2. Build a knowledge sharing system in the content team so that it does not depend on one person (W2,O5)
3. Diversify content and be active on various platforms so as not to depend on algorithms alone (S3,T1)
4. Make a schedule or daily target for the titktok shop in order to adapt more quickly to the algorithm(W1,T5)

This research examines the implementation of marketing digitalization strategies in the development of culinary MSMEs in Malang City as a response to technological transformation in the Industrial Revolution 4.0 era. Interview results show that businesses have utilized various digital channels, such as social media (Instagram, TikTok), marketplaces (Shopee, Tokopedia), and food delivery platforms (GoFood, ShopeeFood), to increase market reach and brand strengthening. Through a SWOT analysis approach, it was found that MSMEs have strengths in product quality and commitment to service, as well as opportunities from increased government support and digital trends. However, limited human resources who understand digital marketing as well as competitive market competition are still the main

challenges. The digital strategies implemented are generally adaptive and situational, adjusted to the readiness of the resources of each business. Within the framework of the Technology Acceptance Model (TAM) theory, MSME players show positive perceptions of the perceived usefulness of marketing digitalization, which is a major determinant in technology adoption. The essence of TAM is that people's behavioural intentions to accept and use certain technologies are determined by two constructs, namely ease of use and perceived benefits (Fecira & Abdullah, 2020).

The use of digitalization not only drives promotional cost efficiency, but also strengthens relationships with consumers and accelerates the process of business interactions. Digitalization, accelerated by the rapid development of digital technology, has fundamentally changed the business landscape.

Overall, the culinary MSME players in Malang City represent a collective understanding of the implementation of marketing digitalization strategies in their business development process. Based on the research findings, it can be concluded that there is an understanding among business actors that digitalization in marketing is no longer just an option, but has become an imperative phenomenon in the digital era that cannot be avoided amid the dynamics of technological development and modern consumer behaviour. Which is according to the adaptive response of business actors in dealing with market dynamics and changes in consumer behaviour.

B. Marketing digitalization model in the development of culinary MSMEs in Malang City

This research developed a digitalization strategy model based on SWOT results, which is divided into four main strategies: SO, WO, ST, and WT. Each strategy offers a specific approach, such as diversification of digital channels, collaboration with key opinion leaders, digitalization of operational systems, and strengthening local branding. The researchers describe the model used in the five culinary MSMEs in Malang city as follows:

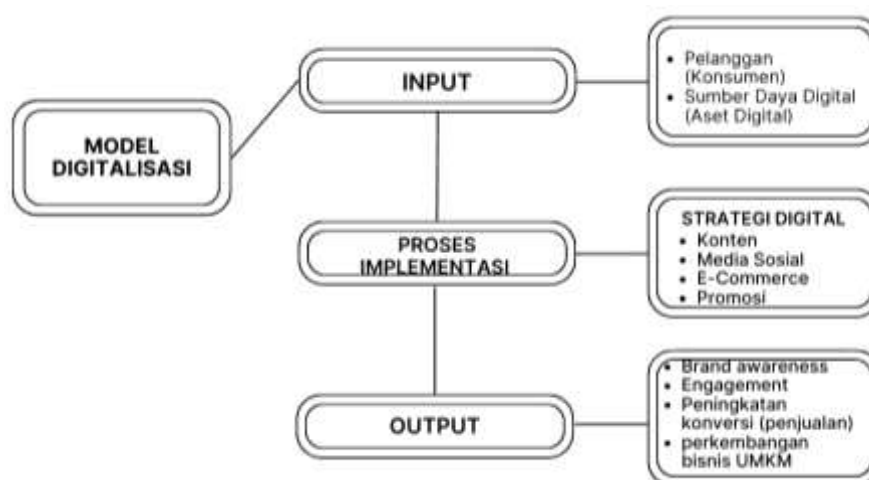


Figure 2 MSME Digitalization Model

SWOT analysis conducted on five culinary MSMEs in Malang City revealed that the essence of the marketing digitalization model lies in how businesses are able to manage

internal strengths to respond to available external opportunities. The strategies implemented tend to be situational, depending on the resource readiness and business orientation of each MSME.

C. The impact of marketing digitalization on the development of culinary MSMEs in Malang City

Marketing digitalization has a significant impact on the development of culinary MSMEs in Malang City. This research found that digitalization increases market reach, brand awareness, and strengthens customer relationships. Various MSMEs such as Ekmira Cookies, Toko Dimas, The Onde Klojen, Keripik Tempe Rohani, and Delany Dessert experienced positive growth through the utilisation of digital platforms such as marketplaces, social media, and live streaming. Digitalization not only expands local and international market access, but also helps with promotional efficiency and shapes a more adaptive and innovative business culture. Although digital competition demands continuous innovation, digital marketing strategies are proven to increase turnover, strengthen brand positioning, and change traditional marketing behaviour to technology-based. This is in line with previous findings that emphasise the importance of digital marketing.

This is also in accordance with the results of research showing that the digitalization of social media-based marketing has been able to change consumer behaviour to carry out the process of supply and demand for goods and services traditionally towards online (Nurhayati & Ardianingsih, 2021). The use of digital marketing on a product is done simply with social media but gets the maximum benefit in each business and product and can minimise the cost of expenses in product promotion. *Development of SMES based on the application of digital technology will be accompanied by the ability to use such technology to access, manage, integrate, analyze and evaluate information, construct new knowledge, and create and communicate with others*(Erlanitasari et al., 2019). the point of impact of using digital marketing lies in the improvement in quality and adaptation to technology.

The essence of the impact of marketing digitalization on culinary MSMEs in Malang City lies in the transformation of the way businesses build relationships with the market. Digitalization is no longer just a means of promotion, but a core strategy in expanding reach, strengthening brands, and increasing interaction with customers. Adaptation to technologies such as social media, marketplaces, and live streaming has opened up new opportunities, driven promotional cost efficiency, and accelerated communication. The impact is not only in increasing sales, but also in shaping a more responsive, open and innovative business culture in the digital era.

D. Digital marketing strategy recommendations for the development of culinary MSMEs in Malang city

The results of the SWOT diagram plotting of Ekmira Cookeis MSMEs show in quadrant 1 position, so that the strategy to be applied is an aggressive strategy as for the strategy recommendations suggested by researchers market expansion through marketplaces such as shopee and pedia stores, consistent and structured activation of social media digitalization of

financial and operational records for efficiency and quick decision making. Delegate digital tasks to staff or recruit social media admins so that promotions continue even though the owner is multitasking. Reduce dependence on offline events, and build online distribution through e-commerce or resellers. Based on the results of the SWOT diagram plot of Dimas' shop, which shows a position in quadrant 4, namely in a weak internal condition and facing considerable external pressure, the right strategy is a turnaround strategy. This strategy is focused on restoring and strengthening the internal foundations of MSMEs so that they are able to survive and adapt to external challenges. The recommended first step is to improve internal operational systems through simple digitalization, such as the use of digital bookkeeping and semi-automated ordering systems using tools such as Google Form or WhatsApp Business. In addition, businesses need to gradually participate in basic digital training, especially those related to the easy and efficient use of social media, such as the Instagram Story feature or product catalogues on WhatsApp. In this turnaround strategy, it is important to avoid using too many digital platforms simultaneously. The focus should be on one or two channels that are best mastered to maximise effectiveness. Promotion can also be done organically by utilising customer testimonials and user-generated content as a cost-effective yet impactful form of marketing. To strengthen identity and connect with consumers, digital content can be created with a simple yet authentic storytelling approach, highlighting local values such as product history or Malang's cultural distinctiveness.

The swot diagram of all culinary MSMEs in Malang City is as follows:

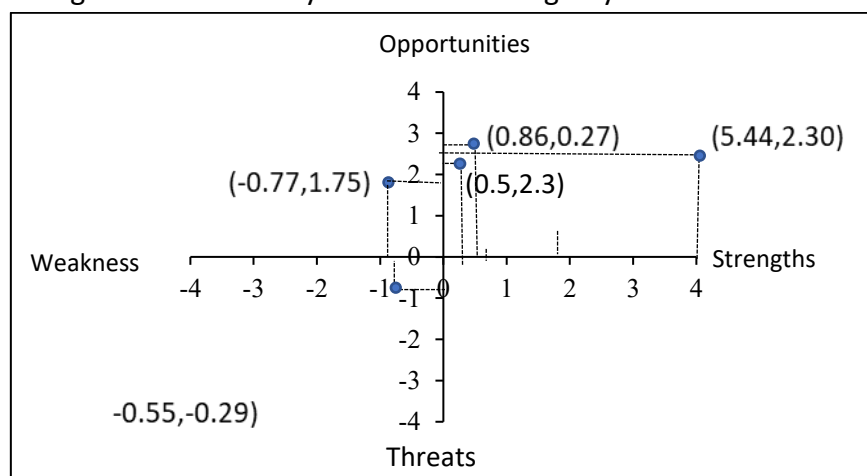


Figure 3.SWOT Diagram MSMEs

The results of the SWOT diagram plotting of UMKM The onde Klojen show that the position is in quadrant 1, so the aggressive or growth-oriented strategy with strategy recommendations from researchers is: optimising the virality of social media content by regularly making short videos (Reels, TikTok) with the theme of traditional culinary nostalgia. The use of personalised and relevant marketing content is closely related to modern marketing theory and consumer behaviour. One of the supporting theories is the Hierarchy of Effects (AIDA Model) theory, which reads 'The AIDA model suggests that consumers go through a series of stages before making a purchase decision: Attention, Interest, Desire, and

Action. First, the advertisement must attract the consumer's Attention. Then, it must arouse Interest in the product or service. Next, it should create a Desire for ownership, and finally, lead the consumer to take Action, such as making a purchase' (Strong, 1925). Incorporate products into digital delivery platforms such as GoFood, GrabFood, ShopeeFood to expand market reach. Create thematic digital campaigns (e.g. 'Traditional Snacks for Millennials'). Collaborate with food vloggers or local creators to increase awareness. Influencer-based marketing has also become one of the best strategies, consumers tend to believe more in reviews or recommendations from people they consider relevant and genuine (Ardyan et al., 2025). Through key opinion leaders on social media, this promotion is arguably quite effective because some of those who collaborate may have different followers so that the promotion carried out becomes very broad and fast (Fadilah & Chatamallah, 2025). In choosing a key opinion leader, MSMEs must be able to determine which segment or group they will take advantage of and what image they will show.

The results of plotting the SWOT diagram of the Tempe Rohani chips MSME show that the position in quadrant 3 is defensive, while the strategies recommended by researchers are to improve the quality of product packaging to reduce damage during shipping, especially for the online market. Optimize educational content about the history and uniqueness of Sanan tempe chips to build trust and brand image. Build a more efficient logistics and distribution system, including utilising platforms such as AnterAja, SiCepat, etc. Strengthen marketplace presence with seasonal promotions or product bundling. Based on the results of the SWOT diagram plotting on delany dessert MSMEs, which places MSMEs in quadrant I, a situation where significant internal strengths intersect with broad external opportunities, the recommended strategy is an aggressive or growth-oriented strategy. This strategy emphasises the importance of business expansion by taking full advantage of strengths such as product excellence, digital visibility, and human resource readiness. One concrete step is advanced training for the digital team in managing platforms such as TikTok Shop, digital advertising (Ads), and optimising the use of emerging e-commerce. Proactive product development, such as the addition of holiday-themed seasonal variants or thematic packages, is part of the product diversification strategy. On the distribution side, partnerships with cafes or resellers are part of the external growth strategy and strengthening distribution channels through collaborative models. This also expands consumers' physical and digital touchpoints with the products, which contributes to increasing brand recall and customer loyalty. In the context of marketing communications, this strategy can be strengthened through the AIDA Model (Attention, Interest, Desire, Action) approach. This model is very useful in assessing the impact of advertising by controlling every step of the psychological transformation that starts from the individual level to see an advertisement up to the purchase made by the individuals involved (Hassan et al., 2015). Where digital promotional content is designed to attract the audience's attention, build interest, foster desire, and encourage purchase action. Aggressive strategies not only aim to increase sales volume, but also strengthen the position of MSMEs as business actors who are ready to compete in the midst of a dynamic and competitive digital era.

The research findings also emphasise the importance of increasing digital literacy and continuous mentoring for MSMEs, in line with the Integrated Marketing Communication (IMC) approach. Overall, marketing digitalization has become an integral strategic instrument in the development of culinary MSMEs in Malang City. This digital transformation not only expands market access, but also encourages MSMEs to be more responsive, adaptive, and innovative in managing their businesses amid an increasingly complex digital business ecosystem.

Conclusion

Conclusion, limitations and recommendations should be written in a narrative form and not in bullet or numbering form. The conclusion presents a summary of the results and discussion that refers to the research objectives or answering the research questions. Research implications must also be briefly explained either from practical and theoretical perspectives. Authors are also expected to describe limitations of the study followed with suggestions for future research.

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