

# The Effectiveness of E-Commerce Platforms in Enhancing the Marketing of MSME Products in Sedenganmijen Village, Sidoarjo Regency

Clarafika Dian Hernandya<sup>1</sup>, Isnaini Rodiyah<sup>2</sup>

<sup>1,2</sup>Muhammadiyah University of Sidoarjo, Indonesia



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## ABSTRACT

**Objective:** This study aims to evaluate how effective e-commerce is in enhancing the performance of Micro, Small, and Medium Enterprises (MSMEs) in Sedenganmijen Village, specifically focusing on Dapur Geliz as a case example. **Method:** The research employs a qualitative descriptive method, utilizing interviews, observations, and document analysis to gather deeper insights. **Result:** The research findings reveal that the implementation of e-commerce has a positive influence on three primary indicators: resource efficiency, activity outcomes, and alignment with the strategic plan. E-commerce aids in lowering operational costs, optimizing raw material use, and speeding up production processes. There has been an increase in sales, customer loyalty, and favorable consumer reviews, indicating significant improvement in business results, while digital strategies align with MSMEs' initial goals to broaden market reach and elevate customer satisfaction. **Novelty:** These findings demonstrate that the utilization of e-commerce serves as a strategic tool for enhancing competitiveness and ensuring the sustainability of MSMEs, particularly in rural areas adapting to advancements in digital technology, and provide empirical evidence supporting the integration of resource efficiency management theory into digital business practices.

## INTRODUCTION

E-commerce has become an essential tool in boosting the competitiveness of Micro, Small, and Medium Enterprises (MSMEs) in Indonesia, particularly in the current digital age [1]. The contribution of MSMEs to the national economy is highly important, accounting for over 60% of Gross Domestic Product (GDP) and providing around 97% of the national workforce, according to the Ministry of Cooperatives and SMEs in 2022 [2]. Despite their significant impact, MSMEs face numerous obstacles in adopting new technologies to strengthen their market competitiveness. These challenges include a lack of understanding of digital technology, budget constraints for investing in infrastructure, and resistance from business operators accustomed to traditional methods [3].

Digital transformation has greatly altered the way businesses operate, compelling many entrepreneurs to rapidly adjust to maintain relevance and competitiveness [4]. The government has promoted the digitization process through various policies and measures, such as Presidential Regulation Number 74 of 2017 regarding the Electronic-Based National Trading System Roadmap, which aims to offer guidance and support for MSMEs in their transition journey. This roadmap seeks to enhance access to and utilization of e-commerce while fostering innovations that can help MSMEs become more competitive both nationally and internationally [5].

Although e-commerce presents a variety of benefits, its uptake among MSMEs remains relatively low. From May 2020 to June 2021, there was an increase of 6.5 million MSME units in Indonesia engaging in e-commerce activities [6].

**Table 1.** MSME Product Marketing Data through E-Commerce.

<b>Data Category</b>	<b>Data</b>	<b>Source</b>
Growth of E-Commerce Transactions in Indonesia	In 2023, the value of e-commerce transactions in Indonesia reached IDR 1,100.87 trillion, an increase of 40% compared to 2022.	Central Statistics Agency (BPS), <i>E-Commerce Statistics 2023</i>
Role of MSMEs in the National Economy	MSMEs contribute more than 60% of Gross Domestic Product (GDP) and absorb around 97% of the national workforce.	Ministry of Cooperatives and SMEs, 2022
Adoption Rate of E-Commerce by MSMEs	Only about 40% of MSMEs have actively adopted e-commerce platforms for product marketing.	Ruscitasari et al. (2021), <i>"The Impact of E-Commerce on MSMEs"</i>
Challenges Faced by MSMEs in E-Commerce	60% of MSMEs indicate a lack of knowledge about digital marketing as the main barrier.	Hidranto (2024), <i>"Legal Protection Model for Consumers Through Presidential Regulation"</i>
Use of Social Media by MSMEs	70% of MSMEs use social media as one of their marketing channels, with Instagram and Facebook as the most popular platforms.	Kusumatriksna & Projo (2024), <i>"The Role of E-Commerce in MSME Marketing"</i>

Source: [www.bps.go.id](http://www.bps.go.id).

Several key challenges in implementing e-commerce include low digital literacy, limited business funding, and a lack of skilled human resources to effectively manage digital enterprises. These issues often hinder business operators, particularly Micro, Small, and Medium Enterprises (MSMEs), from fully utilizing digital technology. The low level of digital literacy results in many business owners not fully grasping how to properly use e-commerce platforms, making it difficult to maximize opportunities in the digital realm.

Moreover, the scarcity of capital represents a significant barrier, as many MSMEs do not have enough funds to invest in technology and online marketing[7]. The problem is exacerbated by the shortage of skilled labor for managing digital businesses. Without competent human resources, business operators struggle to implement effective marketing strategies and manage online operations effectively [8]. Therefore, it is crucial to address these obstacles to foster the growth of e-commerce. Additionally, limited access to training and education regarding e-commerce is another hindering factor that needs attention [9]. When business operators do not acquire sufficient knowledge about e-commerce, they will find it challenging to compete in an increasingly digital

marketplace. By tackling these challenges, it is hoped that the implementation of e-commerce can proceed more smoothly and provide maximum benefits for business operators [10].

Utilizing e-commerce platforms can serve as a key solution for small and medium enterprises (SMEs) to tackle the marketing challenges they encounter. Through e-commerce, SMEs can broaden their market reach, enhance operational efficiency, and connect with customers without geographical limitations. Research conducted by Ridho Cemerlang reveals that e-commerce positively influences the sales growth of SMEs, particularly in the food and handicraft sectors. However, the successful application of e-commerce by SMEs heavily relies on the entrepreneurs' readiness to grasp digital marketing strategies [11].

Sedenganmijen Village in Sidoarjo Regency possesses significant economic opportunities within the SME sector. One notable venture is Dapur Geliz, established by a homemaker in December 2022. Dapur Geliz offers a variety of delicious main dishes and snacks that are ready for consumption. To expand her business, the owner of Dapur Geliz has registered with several e-commerce platforms such as Shopee and Gojek. As a result, the number of customers has increased, and Dapur Geliz has gained recognition from many people, even beyond the village limits.

Here are several key aspects of the user experience on the e-commerce platform Dapur Geliz:

- a. **Product Display:** A variety of images showcasing foods and beverages offered by Dapur Geliz, such as rice bowls, crispy fried chicken, fried rice, fried noodles, potatoes, crispy tofu, mineral water, iced tea, and more. Prices range from Rp. 10,000 to Rp. 30,000.
- b. **Search Feature:** The e-commerce platform includes a search functionality that helps consumers quickly locate the products they wish to buy. The items available for sale are organized into relevant categories.
- c. **Ordering Process:** Once consumers have selected their preferred menu items, they can adjust the desired quantities of their orders. The checkout procedure typically involves entering a shipping address, selecting a payment method (COD, bank transfer, e-wallet), and calculating the total cost, which includes shipping fees.
- d. **Customer Service:** The e-commerce platform offers a chat feature or hotline to assist consumers with any questions or issues related to their orders. After purchasing items, consumers can leave reviews and ratings, which are beneficial for other buyers in making decisions.

Various initiatives aimed at supporting business owners who lack technological knowledge are frequently organized [12]. These efforts are intended to help small and medium enterprises (SMEs) progress by utilizing online systems. However, a current challenge lies in the overall capability of SMEs, which have not yet successfully harnessed online marketing systems. SMEs in Sedenganmijen Village, including Dapur Geliz,

encounter several difficulties in adopting e-commerce. To compete in an increasingly open and competitive market environment, the SME sector must enhance its market knowledge. A primary issue is the limited understanding of digital tools. Many SME operators still do not fully grasp how to effectively manage online stores, including digital marketing techniques, customer management, and the use of data analytics to develop appropriate business strategies. Additionally, they face competition from more established businesses in the digital realm, posing a significant barrier to their growth. Other factors such as limited access to digital training and insufficient capital also hinder the advancement of digital businesses for SMEs in rural areas [13]. Nevertheless, there continue to be several challenges, including a lack of knowledge about effective digital marketing and a shortage of engaging advertising content. Competing with other businesses that have successfully established themselves online also remains a hurdle. These challenges highlight the need for Dapur Geliz to further develop its e-commerce capabilities to enhance its competitiveness.

Several previous studies have explored the role of e-commerce in marketing for small and medium enterprises (SMEs). Based on research conducted by [14], it highlights the crucial importance of digital marketing for Micro, Small, and Medium Enterprises (MSMEs) in enhancing their competitiveness in the digital age. The findings indicate that MSMEs utilizing digital marketing strategies generally perform better. This improvement is a result of effectively leveraging digital technology and data analysis. Furthermore, the use of social media and other online platforms provides significant opportunities to reach a broader audience. Through digital marketing, small and medium businesses can effectively compete against large corporations. Therefore, grasping and implementing digital marketing has become essential for MSMEs to survive and thrive in an increasingly competitive market.

In contrast, research conducted by [15] delves into the development and effectiveness of e-commerce platforms in boosting marketing for Micro, Small, and Medium Enterprises (MSMEs) in the Bengkalis district of Riau. With technological advancements, more individuals are turning to online shopping via various digital platforms. This shift offers business operators the chance to run their enterprises more efficiently. This study is crucial for understanding the extent to which e-commerce can enhance MSME marketing, particularly at the village level. Unlike prior research that primarily focused on urban areas, this study investigates the challenges and opportunities present in rural settings, which have unique characteristics related to technology access and business strategies.

Recent research suggests that MSME development encompasses several key aspects, including adequate resource support, structured mentorship programs, and robust institutional strategies to boost business capacity. Despite the various initiatives already in motion, significant obstacles remain to be addressed. Some of these barriers include limited access to necessary capital for business growth, the subpar quality of human resources compared to desired standards, and the need to optimize existing

programs for greater efficiency and effectiveness. Therefore, to enhance the overall effectiveness of MSME development, it is vital to recognize and confront these challenges using appropriate and sustainable strategies [16].

According to Hadayaningrat in Satries, effectiveness can be defined as a measure of success in reaching established goals or objectives. Therefore, effectiveness serves as a significant indicator that reflects how well the planned targets can be achieved. In this context, effectiveness also indicates how effectively the utilized resources can produce the desired outcomes. Additionally, effectiveness is crucial for assessing the performance of an organization or program. By measuring effectiveness, we can determine if the implemented strategies have succeeded in achieving the defined objectives. Simply put, a higher level of effectiveness increases the likelihood that the organization will achieve its goals optimally. This aligns with Siagian's view, which states that effectiveness is related to the use of a certain quantity of predetermined resources, facilities, and infrastructure to produce a specific amount of goods or services from the undertaken activities. As a result, effectiveness reflects the degree of success in reaching set targets. The closer the results are to the intended target, the greater the effectiveness achieved. Indicators of effectiveness can be assessed through several aspects, including: (1) achievement of goals, which measures how well the outcomes align with the predetermined targets; (2) efficiency in resource utilization, or the ability to optimally use facilities and infrastructure; (3) output results, referring to the quantity and quality of the outcomes produced from the activities; and (4) adherence to plans, indicating how well the activities are executed in accordance with the established objectives. By using these indicators, effectiveness can be objectively measured to determine the success level of a program or activity. Based on the outlined issues, this research aims to analyze and describe "The Effectiveness of E-Commerce Platforms in Enhancing the Marketing of MSME Products in Sedenganmijen Village, Sidoarjo Regency".

## **RESEARCH METHOD**

This study adopts a descriptive qualitative approach to assess how effectively e-commerce platforms support the marketing of UMKM Dapur Geliz in Sedenganmijen Village, Sidoarjo Regency. A qualitative approach is seen as suitable since it can accurately portray the real conditions and the direct interactions of business actors with digital marketing media, leading to thorough and contextually relevant research outcomes [17]. Data collection methods in this research include in-depth interviews with the owner of UMKM Dapur Geliz, who actively utilizes e-commerce platforms to promote their products. In addition to interviews, observations of the interactions between UMKM and e-commerce platforms were also conducted. The focus of this research is on the effectiveness of e-commerce platforms in enhancing the marketing of UMKM products in Sedenganmijen Village, Sidoarjo Regency. The effectiveness indicators used include sales, market expansion, and customer satisfaction after utilizing e-commerce platforms. Data analysis techniques employed in this study are based on the

model proposed by Miles and Huberman [18]. This model indicates that qualitative data analysis is conducted interactively and continuously until a clear conclusion is drawn [19]. The activities involved in the Miles and Huberman data analysis model include data reduction, which identifies, selects, and concentrates on relevant data aligned with the research objectives. This process aids in filtering out irrelevant information and emphasizes significant aspects of the data. Data presentation is formatted as narratives or tables for easier comprehension. Through this presentation, the researcher can illustrate the relationships among variables and provide a clear depiction of the [20] study's results. At this stage, the conclusion drawing and verification process interpret the analyzed data to derive conclusions. Furthermore, verification is performed using triangulation methods, comparing interview outcomes, observations, and related documents to confirm that the findings are valid and reliable. In Miles and Huberman's data analysis, the process includes conclusion drawing and testing its accuracy. Initially, the conclusions drawn are provisional and may change if no strong evidence supports them in subsequent data collection. However, if the conclusions presented initially are backed by valid and consistent evidence when the researcher returns to the field for further data collection, these conclusions can be regarded as credible [21].

## RESULTS AND DISCUSSION

### *Result*

#### **1. Achievement of Goals**

The accomplishment of goals serves as a benchmark for the success of an activity or program in achieving predetermined objectives. This encompasses quantitative aspects such as sales growth and market expansion, in addition to qualitative factors like customer satisfaction [22]. These indicators reflect how significantly the outcomes align with the initial aims, thus serving as the primary measure of effectiveness.

The effectiveness of the e-commerce platform is evident in how Dapur Geliz has enhanced its marketing reach. Prior to engaging in e-commerce, Dapur Geliz primarily catered to local buyers with a limited scope. However, following its participation with Shopee and Gojek starting December 2022, there has been a notable increase in customer numbers and sales. In an interview, Ms. Elis, the owner of Dapur Geliz, who is recognized for her relaxed and modest approach, shared: "Before, I only sold around the village, mostly to neighbors. But after joining Shopee and Gojek, suddenly there have been a lot of orders, even from outside Sidoarjo. I feel grateful, it's like a dream because the goal to reach new customers has really come true." (Interview, September 18, 2025). Ms. Elis also mentioned: "*Many people have given positive feedback about our food, which motivates me to create new menu items.*" (Interview, September 18, 2025).

**Table 1.** Comparison of Goal Achievement at Dapur Geliz Before and After E-Commerce.

<b>Condition</b>	<b>Before E-Commerce</b>	<b>After E-Commerce</b>
Market Reach	Only within the village area	Reaching consumers outside Sidoarjo
Number of Customers	Limited to neighbors and acquaintances	Rapidly increased with new online customers

Source: Secondary data processed by the researcher, 2025

Based on Table 2, there is a notable shift in how Dapur Geliz achieves its marketing goals. Before embracing e-commerce, the market reach of Dapur Geliz was confined to the village area, with most customers coming from the immediate social circle, such as neighbors and acquaintances. This pattern led to slow business growth due to a lack of significant market expansion. Additionally, consumer feedback at that time was poorly documented. Criticism and suggestions were mostly communicated verbally, making it difficult for the business owner to carry out effective evaluations. However, after adopting e-commerce platforms like Shopee and Gojek, the business experienced substantial changes. The market reach expanded considerably, surpassing the boundaries of Sidoarjo, indicating a much greater market penetration capability than through traditional methods. New customers began to emerge, not only from the village community but also from individuals who previously had no direct connection with the owner. The review features in the apps allowed consumers to provide open feedback on the products. This encouraged the owner to enhance menu quality and strengthen the business's image. A comparison of the conditions before and after the introduction of e-commerce reveals a significant improvement in achieving business objectives. In the past, the venture was stagnant in the local market with minimal evaluations, but following digitalization, it grew into the regional market with a clear reputation supported by ratings and comments from customers. These findings have academic implications, indicating that digitalization not only broadens physical market reach but also creates space for data-based evaluations, allowing business development to be more structured.

This statement illustrates real results regarding market access development and an increase in the number of consumers. This aligns with information from the Central Statistics Agency, which reported that the total value of electronic trade transactions in Indonesia reached Rp1,100. 87 trillion, marking a 40% increase compared to the previous year. This growth signifies a considerable opportunity for SMEs to expand their markets through digital channels. Thus, Dapur Geliz's achievements are in line with the national macro situation, which shows a trend towards increased use of electronic commerce.

Research shows that SMEs in the food sector have seen sales growth after implementing e-commerce. This is consistent with the situation in Sedenganmijen Village, where Dapur Geliz recorded growth in sales, higher customer retention, high consumer satisfaction, and increased brand recognition based on internal records. The use of e-commerce platforms has proven to be highly effective in achieving marketing objectives for SMEs in Sedenganmijen Village. This success aligns with Siagian's theory,

which indicates that goal achievement reflects resource optimization, and with Ridho Cemerlang's research, which underlines the crucial role of e-commerce in enhancing SME sales in villages. Therefore, digital adaptation has proven to be a key factor in strengthening the competitiveness of SMEs at the local level.

## 2. Resource Utilization Efficiency

Resource utilization efficiency refers to the ability to effectively manage inputs such as capital, labor, and time to achieve maximum output at a low cost, while preventing waste and enhancing productivity [23]. This indicator focuses on the ratio of costs to results, where a good efficiency level is marked by lower operational expenses without sacrificing quality.

The effectiveness of the e-commerce platform in optimizing resources is evident in Dapur Geliz's shift from traditional marketing strategies to digital approaches, which has led to notable cost reductions while still improving outcomes. Previously, Dapur Geliz invested significant amounts in creating brochures and promoting in the local area, but e-commerce provides a more cost-effective promotional method. In an interview, Ms. Elis casually mentioned, *"In the past, I often made brochures and handed them out to neighbors. It was exhausting and quite costly. Now, it's as simple as taking pictures of the food, uploading them on Shopee, and I'm done. The money that was spent on printing brochures can now be used to buy more cooking ingredients, speeding up production since orders are clearer."* She also stated, *"The kitchen tasks are now more organized, there is less waste, and only one person is needed to manage numerous orders."* (Interview, September 15, 2025).

A secondary table is utilized to illustrate the differences in resource utilization patterns before and after adopting e-commerce. This demonstrates how digitalization minimizes waste and enhances productivity.

**Table 3.** Efficiency of Resource Utilization at Dapur Geliz Before and After E-Commerce.

Aspect	Before E-Commerce	After E-Commerce
Promotion	Printed brochures, high cost	Digital promotion, simpler and cheaper
Labor	Required additional workers	Managed by one person through the app
Raw Materials	Often uncontrolled	More measurable according to customer orders

Source: Secondary data processed by the researcher, 2025

Based on table 3, it can be observed that promotion methods prior to digitalization relied on print media, which required significant amounts of money and effort. With the introduction of e-commerce, promoting products has become simpler, requiring just product photos and brief descriptions to reach a broader audience. Changes are also evident in the labor aspect; previously, more personnel were necessary to distribute flyers, but now a single person can sufficiently manage thanks to the automated ordering

system in the app. In terms of raw materials, excess waste was common before, while after digitalization, owners are able to adjust production quantities based on incoming orders, leading to greater efficiency. This demonstrates that leveraging e-commerce greatly aids in optimizing available resources. The efficiency of resource utilization at Dapur Geliz has improved significantly due to e-commerce. This digital shift has successfully lowered promotional costs, maximized workforce use, and made the consumption of raw materials more precise. These findings align with research conducted by Kusumatriana and Projo, which indicated that MSMEs using digital media can decrease operational expenses while enhancing promotional effectiveness. This shows that Dapur Geliz's strategy aligns with the broader trend of MSMEs effectively utilizing digitalization.

This statement suggests that employing e-commerce can lead to reduced operational costs, improved labor efficiency, and optimized use of raw materials. This conclusion is backed by a study from Kusumatriana and Projo that reveals 70% of MSMEs utilize social media because it is viewed as more cost-effective in comparison to traditional promotional methods.

Therefore, the effective use of e-commerce platforms has proven capable of enhancing resource efficiency among MSMEs in Sedenganmijen Village. Digital strategies not only lower operational costs but also allow for better raw material optimization, faster production processes, and increased profitability. These results align with Siagian's belief that efficiency is reflected in the prudent use of resources, further supported by findings from Kusumatriana and Projo that emphasize e-commerce's contribution in reducing MSME marketing expenses. Consequently, digitalization can be seen as a vital tool for optimizing resource use and strengthening the competitiveness of MSMEs in rural areas.

### **3. Results of Activities (Output)**

The outcome of an activity or output refers to both the quantity and quality of products generated from the conducted tasks, which includes sales, customer feedback, and satisfaction levels that reflect the immediate effects of the process [24]. This indicator assesses not only the volume of output, such as sales figures, but also the quality aspects, like enhancing customer loyalty.

The effectiveness of the e-commerce platform in delivering results is evident in the impressive achievements of Dapur Geliz, marked by an increase in sales and maintained customer satisfaction. This platform offers real-time data analysis to improve products, yield positive reviews, and sustain a high retention rate. In a relaxed interview, Ms. Elis remarked, *"Several customers have shared in the review section that they enjoy our food's flavor, and some commented that our crispy fried chicken is the best in the area. Many return for more, especially since they can communicate directly via Gojek if they have any complaints, which makes them feel valued."* (Interview, September 15, 2025). She further noted, *"Current sales are significantly higher than before, likely because of the ease of access through the app."* (Interview, September 15, 2025).

**Table 4.** Comparison of Dapur Geliz's Activity Outcomes Before and After E-Commerce.

Aspect	Before E-Commerce	After E-Commerce
Sales	Stable, relatively small	Rapid increase through app reach
Consumer Reviews	Not well-documented	Many positive reviews from buyers
Customer Loyalty	Limited to regular local customers	Customers return with repeat purchases

Source: Secondary data processed by the researcher, 2025

Based on Table 4, it can be observed that business outcomes have shown significant improvement. Prior to the arrival of e-commerce, Dapur Geliz had relatively low sales and a limited number of regular customers. Consumer reviews were not officially recorded, making them difficult to use for evaluation purposes. Customer loyalty in the past was primarily developed through personal relationships within the local community. However, following the shift to digitalization, sales surged as the app enabled access to new customers from various regions. Positive feedback from consumers on the app serves as an additional promotional tool as well as a source of evaluation for the owners. Customer loyalty also increased, evidenced by repeat purchases from satisfied consumers. This transformation indicates that digitalization not only boosts sales volume, but also enhances the quality of business outcomes.

The results of Dapur Geliz's operations after embracing e-commerce have become significantly more effective. This business has seen an increase in sales, received positive reviews that strengthen its reputation, and built a more robust customer loyalty. These findings align with Ruscitasari's explanation that implementing e-commerce not only raises sales, but also improves the quality of interactions between businesses and customers. This suggests that Dapur Geliz's situation reflects a common trend experienced by many small and medium enterprises in the digital age.

#### **4. Alignment of the Plan**

The concept of alignment with the plan refers to how effectively the activities are carried out in accordance with the established objectives, including the attainment of targets and adjustments to changes, which reflect the quality of both the planning and execution [25]. This indicator evaluates whether the implementation proceeds according to the roadmap without significant deviations.

The success of the e-commerce platform in terms of plan alignment is evident in the execution of the Dapur Geliz strategy, which successfully targets its audience, achieving its goal of market expansion through e-commerce features such as online promotions. The initial strategy aimed at attracting customers from outside the village has progressed well. During an interview, Ms. Elis casually shared: *"At first, I just wanted to try selling online to increase our visibility outside the village, and it truly came to life. Many discovered us on Shopee, especially during promotions when visitors surged. Our plan to gain*

*new customers has really succeeded, and feedback from customers has been very positive.* " (Interview, September 15, 2025). She also remarked: *"We can quickly adapt the menu based on what people want, as we can see the data directly on the app."* (Interview, September 15).

The interview demonstrated that the initial plan of Dapur Geliz to broaden its market and enhance its business image aligns with the outcomes of the implementation. To clarify the achievement of the plan, a secondary table was created to compare the original goals with the results obtained after leveraging e-commerce.

**Table 5.** Alignment of Dapur Geliz's Plan with E-Commerce Implementation Outcomes.

<b>Initial Plan</b>	<b>Result After E-Commerce</b>
Expand market beyond the village	Many new customers from outside the region
Improve business image	Positive reviews strengthen reputation
Adjust menu to trends	App data facilitates menu adaptation

Source: Secondary data processed by the researcher, 2025

Based on Table 5, it can be observed that the initial plans for Dapur Geliz have been completely fulfilled. The goal of expanding its market has been successfully achieved, evidenced by the influx of new customers from outside the region. The business's reputation has also improved due to an increase in positive reviews, which enhances trust among new clients. Moreover, the capacity to adapt the menu to current trends is further backed by consumer data available in the app, highlighting the most favored products. This indicates that the alignment between planning and execution has not only been reached but has also made the business more responsive to shifts in market demand.

The alignment of Dapur Geliz's plans has proven to be realized. The initial strategy aimed at market expansion, enhancing its image, and tailoring the menu has been effectively carried out through e-commerce platforms. These results align with Yuswan's (2018) research, which reveals that e-commerce aids in maintaining consistency in the implementation of small and medium-sized enterprises' plans. Therefore, Dapur Geliz's experience highlights that the digitalization process contributes to the success of business strategies at the local level.

### **Discussion**

The effectiveness of e-commerce in supporting MSMEs in Sedenganmijen Village demonstrates that digital transformation can be a vital instrument in achieving business objectives such as market expansion, efficiency, and customer satisfaction. The case of Dapur Geliz shows that e-commerce not only facilitates marketing activities but also enhances goal achievement through improved access to broader markets, increased customer retention, and data-based evaluation processes. These results align with the findings of Ruscitasari et al. [8], who emphasized that MSMEs utilizing e-commerce experience significant improvement in performance and market reach. Moreover, this

aligns with Aulia [11], who found that adopting e-commerce through the Technology-Organization-Environment (TOE) framework enables MSMEs to strengthen their competitiveness in dynamic digital environments. Therefore, the integration of e-commerce platforms represents not merely a marketing tool but also a strategy for achieving measurable business effectiveness at the rural level.

In terms of resource efficiency, the adoption of e-commerce significantly minimizes operational costs while optimizing labor and raw material usage. The findings from Dapur Geliz confirm the theoretical framework of Siagian, where effectiveness is achieved when available resources are utilized optimally to yield maximum outcomes. Through e-commerce, promotional costs are reduced, and business processes become more structured, aligning with the research of Kusumatriana and Projo [9], who reported that MSMEs employing digital media reduced marketing expenses by up to 40% compared to conventional methods. Furthermore, Hidayat and Kholik [7] highlighted that digital adaptation improves business sustainability and operational efficiency among small enterprises. Hence, e-commerce integration not only transforms marketing activities but also enhances MSME productivity through improved cost management and better allocation of human and material resources.

The results also reveal that the alignment between e-commerce implementation and business planning strengthens strategic consistency and responsiveness to market demands. Dapur Geliz's success in achieving its initial plan – expanding markets beyond the village and enhancing brand image – is consistent with Yuswan's assertion that e-commerce enables SMEs to maintain coherence between strategic goals and operational outcomes [25]. These findings are supported by Lestari et al. [16], who concluded that continuous digital engagement enhances SMEs' adaptability and planning accuracy. In this regard, the case of Dapur Geliz exemplifies how structured digital planning and customer interaction data can contribute to maintaining consistency between planning and execution. Thus, e-commerce effectiveness is not only reflected in financial gains but also in strategic alignment that ensures long-term business resilience and competitiveness.

## CONCLUSION

**Fundamental Finding :** The findings from this study suggest that utilizing e-commerce platforms is highly effective in boosting the marketing of small and medium-sized enterprises in Sedenganmijen Village, with Dapur Geliz serving as a case study, as evidenced by goal achievement including increased customer numbers, expanded market reach beyond the village, enhanced consumer loyalty, improved resource usage efficiency through reduced promotion costs and better-organized time, labor, and raw material management, outcomes such as sales growth, positive reviews, and high customer satisfaction, and alignment with initial strategic goals in market expansion and SME brand strengthening through digital strategies. **Implication :** These results indicate that digital transformation can address the limitations of traditional marketing and create

opportunities for broader market penetration for rural SMEs, while providing practical guidance for SME operators to leverage e-commerce, supporting local governments and agencies in implementing structured online promotion and digital literacy programs. **Limitation** : However, challenges remain regarding digital literacy and the quality of human resources, which may limit the full potential of e-commerce adoption. **Future Research** : Future studies should explore strategies to enhance digital competencies, evaluate long-term impacts of e-commerce on SME performance, examine scalability for other rural areas, and assess policy interventions to strengthen the implementation of national e-commerce roadmaps at the village level, ensuring sustainable competitiveness locally and nationally.

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**Clarafika Dian Hernandya**

Muhammadiyah University of Sidoarjo, Indonesia

Email: [clarafikaaa@gmail.com](mailto:clarafikaaa@gmail.com)

**\*Isnaini Rodyah (Corresponding Author)**

Muhammadiyah University of Sidoarjo, Indonesia

Email: [isnainirodyah@umsida.ac.id](mailto:isnainirodyah@umsida.ac.id)

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