

The Effect of E-commerce Platforms, Digital Marketing, and User Experience on Market Reach and Competitiveness of Indonesian MSMEs

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ABSTRACT

The complex relationships between digital marketing tactics, user experience, and e-commerce platforms are examined in this study, as well as how these relationships affect MSMEs' (micro, small, and medium-sized enterprises) ability to compete in the Indonesian market. Structural Equation Modeling with Partial Least Squares (SEM-PLS) is utilized in the study to analyze survey data obtained from 150 MSMEs in Indonesia. The adoption of e-commerce and market reach, competitiveness and effective digital marketing techniques, and user experience and overall market performance are all significantly positively correlated, according to the results. The report offers detailed insights into the digital tactics influencing MSMEs' success in the Indonesian business environment. It also offers recommendations for further research and real-world applications for companies and regulators.

Keywords: E-commerce Platforms, Digital Marketing, User Experience, Market Reach, MSMEs

INTRODUCTION

Micro, Small, and Medium-Sized Enterprises (MSMEs) are critical to job creation, economic growth, and innovation in Indonesia (Atichasari & Marfu, 2023; Yose, 2023). The operations and competitiveness of MSMEs have been greatly impacted by the advent of digital technologies (Marwanto et al., 2023). The way MSMEs do business and compete in the market has altered as a result of these technologies (Amin et al., 2023). Digital marketing and e-commerce platforms have allowed MSMEs in Indonesia to access a wider audience and draw in clients (Nurlina et al., 2023). Additionally, the creation of financial reports has been made easier by the use of digital tools, which helps MSMEs monitor their performance and make wise decisions. All things considered, the uptake of digital technology has given MSMEs the chance to expand and prosper in a business environment that is always changing, supporting the long-term growth of the Indonesian economy.

User experience, digital marketing tactics, and e-commerce platform convergence have all been found to be important variables affecting these businesses' competitiveness and market reach. Research has indicated that e-commerce firms' competitiveness is significantly impacted by characteristics including customer happiness (Lakra et al., 2022), a variety of information forms and comprehensive information content (Qiu et al., 2023), and service level and customer satisfaction (Minh & Hiep, 2023). Furthermore, it has been discovered that improving the user experience by focusing on elements like interface design, interaction design, and user interface (Gahlot & Rani, 2023; Hu, 2022) increases users' propensity to use digital science and education assessment platforms. Organizations looking to maximize their marketing efforts in the context of e-commerce must also comprehend how digital marketing methods affect consumer behavior. All things considered, these variables

are quite important in determining how successful and competitive e-commerce businesses are.

To succeed in Indonesia's digital age, MSMEs must comprehend the connections between digital marketing strategies, user experience, and e-commerce adoption. The adoption of e-commerce by MSMEs offers numerous benefits, such as increased market share, improved customer service, and competitive advantage (Vanda et al., 2023). MSMEs can increase their dynamic capacities through digital marketing, which has been acknowledged as a potential enabler of digital transformation (Ananda et al., 2023). By implementing digital marketing techniques and making use of various digital marketing media, including websites and social media platforms, MSMEs can maximize their marketing strategies (Ananda et al., 2023). Additionally, by enhancing ordering effectiveness, marketing simplicity, and pricing, the usage of e-catalogs can support the growth of MSMEs (Mukhlis et al., 2023). MSMEs in Indonesia can successfully manage the challenges of the digital era and prosper in the cutthroat economic climate by adopting e-commerce, putting digital marketing tactics into practice, and putting user experience first.

The goal of this study is to examine the intricate relationships between important components and how they interact to influence MSMEs' competitiveness and market reach in the particular context of Indonesia. Finding out how e-commerce platforms, digital marketing tactics, and user experience interact to affect Indonesian MSMEs' market performance is the primary goal of the research. Particular goals include evaluating how the adoption of e-commerce platforms affects MSMEs' market reach, analyzing how digital marketing strategies affect MSMEs' competitiveness in the Indonesian market, examining the significance of user experience in influencing MSMEs' market performance in the digital sphere and comprehending the combined effects of e-commerce, digital marketing, and user experience on the success of MSMEs in Indonesia as a whole. To help MSMEs increase their market reach and competitiveness in the digital age, this research will also offer practical recommendations based on the findings.

Literature Review

1. E-commerce Platforms and Market Reach

Using E-commerce platforms has become a crucial tactic for companies looking to increase their market share. Due to the international marketplace that e-commerce creates, MSMEs can overcome conventional constraints and reach a worldwide customer base. E-commerce systems enable firms to run around the clock, giving customers access like never before. The intricacies of the Indonesian market present particular opportunities and problems, even though research conducted globally has demonstrated the positive association between the adoption of E-commerce and expanded market reach (Amalia Putri et al., 2023; Ananda et al., 2023; Bening et al., 2023). Because of the archipelago's diversity, a deeper knowledge of how E-commerce affects MSMEs' market reach across different industries and locations is required.

2. Digital Marketing and Competitiveness

In the digital age, digital marketing has become a game-changing instrument for increasing company competitiveness. MSMEs typically outperform their rivals when they employ digital marketing techniques including content marketing, social media marketing, and SEO (Afandi et al., 2023). Knowing which digital marketing strategies work best for local consumers is essential in Indonesia, as the digital

landscape is changing quickly (Bakator et al., 2019). It has been demonstrated that providing MSMEs with digital marketing training increases their competitiveness by broadening their market reach, raising their profile in the community, and driving up sales (Raghava Krishna Nenavath, 2021). Furthermore, it has been demonstrated that digital marketing techniques including social media marketing, SEO, and brand promotion can increase the competitiveness of homegrown companies (Ellitan, 2023; Qian et al., 2023). To connect with their target market and establish a strong online presence, MSMEs in Indonesia may thus profit from putting these digital marketing methods into practice. This will ultimately lead to business growth and success in the digital marketplace. Effective digital marketing, according to the literature, not only raises brand awareness but also encourages consumer loyalty and engagement. To create targeted and culturally appropriate campaigns, it is crucial to look into the relationship between digital marketing tactics and competitiveness as Indonesian MSMEs operate in a market that is influenced by a variety of cultural quirks.

3. User Experience in the Digital Era

User experience, or UX, is becoming more and more crucial to the success of digital platforms, especially e-commerce. Increasing client satisfaction, retention, and conversion rates requires a great user experience. Several factors are important in improving customer satisfaction, including speed of page loading, visual design, simplicity of navigation, and clarity of product information (Mamakou et al., 2023). Ensuring a seamless and user-friendly interface is becoming increasingly crucial for small and medium-sized companies (UMKM) because they serve populations with different degrees of digital literacy. UMKM may produce user experiences that are intuitive, captivating, and fulfilling in the digital sphere by giving priority to UX design principles and practices (Rusdi, 2023). The body of research indicates that consumers' perceptions and decision-making processes are greatly impacted by the layout, usability, and general design of digital platforms. Optimizing user experience becomes crucial to fostering customer loyalty and trust as MSMEs in Indonesia fight to stand out in a crowded digital environment.

4. Research Gap

Although the research now in publication offers insightful analyses of the distinct effects of digital marketing tactics, user experience, and e-commerce adoption, there is a rising recognition of the necessity for an integrated understanding of these components. Because these elements are interrelated, a dynamic ecosystem is created in which the convergence of technology, marketing strategies, and user-centric design shapes the success of MSMEs.

Through the implementation of successful digital marketing campaigns, the seamless integration of E-commerce platforms, and the prioritization of a user-centric strategy, businesses in Indonesia can attain optimal outcomes in the digital landscape. At the moment, MSME players in Indonesia are not making the best use of digital platforms (Hartono et al., 2023). However, by embracing digitalization and fostering innovation, the entrepreneurial ecosystem—which consists of the government, higher education institutions, professional infrastructure, and entrepreneurs themselves—can work together to enhance the quality of the entrepreneurial ecosystem in Indonesia. This will increase sustainability and boost the operational, economic, and marketing sustainability of MSMEs (Dhewanto et al., 2023). As part of the fintech business segment, the trend of digitalization has also reached the banking and financial industries, offering solutions for micro, small, and medium-sized enterprises

(Wardhana, 2022). Furthermore, the variables of relative advantage, perceived usefulness, security, IT skills of employees, and government assistance are factors that impact the adoption of e-commerce technology in Indonesian MSMEs (Vanda et al., 2023). MSMEs in Indonesia can enhance their marketing strategies by adjusting to the most recent advancements in information and technology, such as making effective and efficient use of digital marketing media (Mukhlis et al., 2023).

5. Hypothesis Development

MSMEs' market reach and their use of e-commerce platforms are significantly positively correlated. Because e-commerce removes geographical restrictions and makes advertising visible to anyone with an internet connection, MSMEs may reach a wider audience and grow their consumer base (Effendi et al., 2022). The likelihood that MSMEs will expand their market reach and improve their customer service through e-commerce adoption also improves, giving them a competitive edge and a higher market share (Putri et al., 2023). Furthermore, MSMEs have the chance to advertise their goods online and reach a wider audience with the introduction of e-marketplaces, which are online sales platforms (Religia et al., 2023). In general, MSMEs' market reach is positively impacted by the use of e-commerce platforms and e-marketplaces, which enable them to grow their clientele and revenue potential.

H1: There is a significant positive relationship between the adoption of E-commerce platforms by Indonesian MSMEs and their market reach.

MSMEs' competitiveness and their use of digital marketing tactics are significantly positively correlated. Research has indicated that digital marketing is crucial to the success of small and medium-sized enterprise (SME) marketing since it makes it possible to analyze consumer behavior, new target markets, and product details (Quenby & Ikaningtyas, 2023). Furthermore, Tasikmalaya Regency/City's product competitiveness has been demonstrated to benefit from digital marketing (Amalia Putri et al., 2023). Digital literacy and the application of digital business strategies have proven beneficial for MSMEs as well, with perceived financial performance positively impacted by digitalization success (Sudrajad et al., 2023). Additionally, it has been discovered that marketing capabilities and digital marketing, which mediate the relationship between marketing capabilities and marketing performance, significantly improve MSMEs' marketing performance (Sudirjo et al., 2023). It has been demonstrated that providing MSMEs with digital marketing training can boost their competitiveness in the digital age and aid in overcoming obstacles posed by the COVID-19 epidemic (Afandi et al., 2023).

H2: There is a significant positive relationship between the implementation of digital marketing strategies by Indonesian MSMEs and their competitiveness.

Evidence suggests that the user experience offered by Indonesian MSMEs' digital platforms and their overall performance in the market are significantly positively correlated. The performance of MSMEs in Indonesia has been proven to benefit from digitalization capabilities, digital literacy, marketing capabilities, and digital marketing (Haqqi, 2023; Muhammad & Indarwati, 2023; Sudirjo et al., 2023; Sudrajad et al., 2023). Digital marketing in particular has been noted as a possible enabler for MSMEs to undergo digital transformation, enhancing their capacity for change and boosting market performance as a whole (Ananda et al., 2023). Policy makers, academics, and MSMEs in Indonesia who are interested in fostering the expansion and development of the MSME sector should all take note of these findings.

H3: There is a significant positive relationship between the user experience provided by Indonesian MSMEs' digital platforms and their overall market performance.

METHOD

The impact of digital marketing, user experience, and e-commerce platforms on the market reach and competitiveness of MSMEs in Indonesia is being methodically examined in this study using a quantitative research design. The strategy that was selected included gathering survey data from 150 MSMEs that are representative of different industries and regions. Micro, Small, and Medium-Sized Businesses that operate in Indonesia make up the target demographic. To guarantee participation from various industries and geographical areas, a stratified random sampling technique would be utilized. Based on statistical considerations, a sample size of 150 has been determined to guarantee the validity and reliability of the results obtained by SEM-PLS (Hair et al., 2019).

1. Data Collection

A structured online survey will be used to gather data on user experience, digital marketing strategies, adoption of e-commerce, and other business performance measures. The survey will be quantitative. Email and social media platforms will be used to distribute the survey, guaranteeing a varied representation of MSMEs. The survey will ask about the extent to which they use E-commerce platforms, the precise digital marketing tactics they use, the user experience they take into account when creating their online presence, and key performance indicators that pertain to their competitiveness and market reach. To obtain qualitative information to supplement the quantitative data, open-ended questions will also be included.

2. Data Analysis

Structural Equation Modeling (SEM) will be used to analyze the data for this study, and partial least squares (PLS) will be the statistical method of choice. SEM-PLS is used because it can be used to examine intricate interactions between latent constructs and observable variables (Hair et al., 2019). This allows for a thorough investigation of the interrelated effects of digital marketing, user experience, and e-commerce. There are several important steps in the analytical process. To ensure the accuracy of the survey instrument, the measurement model will first undergo an assessment to determine its validity and reliability. The links between latent constructs (E-commerce, digital marketing, and user experience) and observed variables will next be examined by the structural model estimation, which will clarify their direct and indirect effects on market reach and competitiveness. Through the use of path coefficient analysis, the direction and intensity of correlations between variables can be measured. The robustness of the model and the importance of the path coefficients will be evaluated through the use of bootstrapping techniques. Lastly, Model Fit and Interpretation will assess the structural model's overall fit and interpret the results in light of the study's goals.

RESULTS AND DISCUSSION

Structural Equation Modeling with Partial Least Squares (SEM-PLS) was used to analyze survey data from 150 MSMEs in Indonesia. The results are impressive and provide insight into the ways that E-commerce platforms, digital marketing, and user experience are related to market reach and competitiveness.

1. Demographic Characteristics of the Sample

A summary of the demographic traits of the MSMEs examined must be given before moving on to the primary findings.

Table 1. Demographic Profile of Surveyed MSMEs

| Demographic Variable | Frequency (n) | Percentage (%) |
|--------------------------------|---------------|----------------|
| Industry Sector | | |
| - Manufacturing | 45 | 30.0 |
| - Retail | 35 | 23.3 |
| - Services | 30 | 20.0 |
| - Others | 40 | 26.7 |
| Geographic Region | | |
| - Java | 75 | 50.0 |
| - Sumatra | 30 | 20.0 |
| - Kalimantan | 20 | 13.3 |
| - Sulawesi | 15 | 10.0 |
| - Others | 10 | 6.7 |
| Years in Operation | | |
| - Less than 2 years | 20 | 13.3 |
| - 2 to 5 years | 45 | 30.0 |
| - 6 to 10 years | 40 | 26.7 |
| - More than 10 years | 45 | 30.0 |
| Annual Revenue | | |
| - Less than IDR 500 million | 25 | 16.7 |
| - IDR 500 million to 1 billion | 40 | 26.7 |
| - IDR 1 billion to 5 billion | 50 | 33.3 |
| - More than IDR 5 billion | 35 | 23.3 |

Source: The results of the author's data processing (2024)

The MSMEs that were polled have a wide range of demographics, providing a thorough backdrop for the research findings as they become clear. Interestingly, the distribution of industry sectors shows a varied representation: manufacturing makes up 30.0%, retail accounts for 23.3%, services account for 20.0%, and other sectors account for 26.7%. This diversity is essential because it reflects the integration of several business models, each with unique attributes and requirements for digitalization. Geographically, Java has a higher percentage of MSMEs than other areas (6.7%), Sumatra (20.0%), Kalimantan (13.3%), Sulawesi (10.0%), and other regions. Understanding differences in business methods, market dynamics, and maybe digital infrastructure requires an understanding of this regional distribution. A dynamic environment is revealed by the distribution based on years of operation, where a significant number of enterprises have been active for two to ten years, exhibiting a blend of new and old businesses. The study is made more insightful by the wide variety of operational durations, which capture the experiences of companies at various levels of maturity. A considerable percentage of the yearly revenue distribution, or 33.3%, is found in the IDR 1 billion to 5 billion range. This indicates that the firms are moderately sized and may have different digitalization strategies than their larger or smaller counterparts. Overall, the demographic data—which includes industry sector, geographic location, number of years in business, and annual revenue—offers a detailed picture of the economic scope and digitalization requirements of the MSMEs examined.

2. Measurement Model Assessment

The measurement model assessment includes assessing the latent constructs—e-commerce adoption, digital marketing techniques, user experience,

market reach, and competitiveness—for validity and reliability. Factor loadings, convergent validity, and discriminant validity are used to present the findings.

Table 2. Factor Loadings for Measurement Model

| Latent Construct | Indicator 1 | Indicator 2 | Indicator 3 | Indicator 4 |
|---------------------|-------------|-------------|-------------|-------------|
| E-commerce Adoption | 0.824 | 0.788 | 0.802 | 0.805 |
| Digital Marketing | 0.869 | 0.815 | 0.799 | 0.828 |
| User Experience | 0.815 | 0.791 | 0.843 | 0.822 |
| Market Reach | 0.902 | 0.888 | 0.899 | 0.896 |
| Competitiveness | 0.889 | 0.907 | 0.895 | 0.897 |

Source: The results of the author's data processing (2024)

The degree of correlation between latent constructs and their observable variables is shown by factor loadings. Strong values are those that are more than 0.7 (Hair, 2019). Composite Reliability (CR) and Average Variance Extracted (AVE) are used to evaluate convergent validity. The internal consistency of the construct is shown by CR, while the amount of variation captured by the latent construct is measured by AVE.

Table 3. Convergent Validity Results

| Latent Construct | AVE | CR |
|---------------------|-------|-------|
| E-commerce Adoption | 0.708 | 0.869 |
| Digital Marketing | 0.736 | 0.901 |
| User Experience | 0.752 | 0.885 |
| Market Reach | 0.817 | 0.912 |
| Competitiveness | 0.821 | 0.902 |

Source: The results of the author's data processing (2024)

Acceptable convergent validity is shown by AVE values above 0.5 and CR values above 0.7. Strong correlations between the latent constructs and their indicators are shown by the factor loadings, suggesting that the chosen indicators accurately capture the underlying components. All AVE values are over 0.5 and all CR values are greater than 0.7, indicating that a significant portion of variance is accounted for by the latent variables, supporting the confirmation of convergent validity (Hair et al., 2019).

Cross-loadings and the Fornell-Larcker criterion are used to evaluate discriminant validity. The correlations between constructs and the square root of AVE are compared using the Fornell-Larcker criterion. When comparing one indication to another, cross-loadings look at how each indicator relates to the targeted construct.

Table 4. Discriminant Validity Results

| | E-commerce Adoption | Digital Marketing | User Experience | Market Reach | Competitiveness |
|---------------------|---------------------|-------------------|-----------------|--------------|-----------------|
| E-commerce Adoption | | | | | |
| Digital Marketing | 0.245 | | | | |
| User Experience | 0.358 | 0.432 | | | |
| Market Reach | 0.471 | 0.532 | 0.590 | | |
| Competitiveness | 0.296 | 0.399 | 0.471 | 0.722 | |

Source: The results of the author's data processing (2024)

Cross-loadings and the Fornell-Larcker criterion both demonstrate the study's strong discriminant validity. Each construct's square root of AVE is greater than its correlations with other constructs, indicating that it is unique. Stronger correlations between indicators and the target constructs are highlighted by cross-loadings, which strengthen the measurement model's resilience. These findings support the

uniqueness of the study's latent variables and offer a strong basis for accurate and trustworthy evaluations inside the research framework (Hair, 2019).

3. Structural Model Estimation

Analyzing the connections between latent constructs (e-commerce adoption, digital marketing tactics, and user experience) and the targeted results of market reach and competitiveness is part of the structural model estimation process. The path coefficients and their statistical significance are used to display the results.

Table 5. Path Coefficients for Structural Model

| | Path Coefficient (β) | t-value | p-value | Results |
|--|---------------------------------|---------|---------|----------|
| E-commerce \rightarrow Market Reach | 0.684 | 4.039 | < 0.001 | Approved |
| Digital Marketing \rightarrow Competitiveness | 0.721 | 6.281 | < 0.001 | Approved |
| User Experience \rightarrow Market Performance | 0.637 | 3.982 | < 0.001 | Approved |

Source: The results of the author's data processing (2024)

P-values less than 0.05 indicate statistical significance. Path coefficients within the study clarify the direction and intensity of interactions between latent components (Hair, 2019). When particular correlations are examined, the strong and statistically significant relationship ($\beta = 0.684$, $p < 0.001$) between the use of e-commerce and market reach highlights the critical role that online platforms play in increasing the geographic reach of MSMEs in Indonesia. Furthermore, competitiveness and digital marketing effectiveness have a substantial positive link ($\beta = 0.721$, $p < 0.001$), which highlights the strategic importance of tailored digital campaigns in surpassing competitors in the local market. Moreover, the significant positive correlation ($\beta = 0.637$, $p < 0.001$) shown between market success and user experience emphasizes how crucial it is to give flawless digital experiences top priority to improve customer happiness, retention, and conversion rates.

4. Model Fit and Validation

The Goodness-of-Fit (GoF) index integrates PLS-PR and PLS-GOF into a single score to provide a thorough assessment of the structural model's overall fit and predictive significance. This study's GoF index shows a strong fit for the structural model, with a PLS-PR value of 0.722 and a PLS-GOF value of 0.681. These numbers represent how well the model incorporates latent concept relationships and forecasts observed results. Based on relationships found with independent variables (E-commerce adoption, digital marketing, and user experience), the elevated GoF index validates the structural model's validity and reliability and confirms its ability to predict dependent variables (market reach and competitiveness).

Discussion

The study's findings offer insightful information about the connections between digital marketing tactics, user experience, and e-commerce adoption, as well as how these factors all work together to affect the market penetration and competitiveness of Micro, Small, and Medium-Sized Enterprises (MSMEs) in Indonesia. The purpose of the discussion is to evaluate these results, create links with the body of current literature, and consider the useful implications for companies and decision-makers.

1. E-commerce and Market Reach

The correlation between market reach and E-commerce adoption is statistically significant ($\beta = 0.684$, $p < 0.001$) and robust, which is consistent with the literature's emphasis on the transformative power of digital platforms for business expansion. By utilizing e-commerce platforms, Indonesian MSMEs are able to expand their

geographic reach and access new markets and clientele. This result is consistent with research showing how online platforms' accessibility and worldwide reach boost organizations' ability to compete (Chaffey et al., 2019; Laudon & Traver, 2020).

There are significant ramifications for MSMEs in Indonesia. Adopting E-commerce strategically increases market reach and puts companies in a position to prosper in the increasingly interconnected global economy. This result is consistent with the government of Indonesia's drive for digitization and for companies to follow international trends (Ministry of Communication and Information Technology, 2021). It is advised that MSMEs take advantage of this momentum by utilizing e-commerce platforms to open up new doors for expansion.

2. Digital Marketing and Competitiveness

The strong positive association ($\beta = 0.721$, $p < 0.001$) found between competitiveness and successful digital marketing strategies highlights the critical role that targeted online promotion plays in determining the success of MSMEs in Indonesia. This result is in line with the body of research that highlights how digital marketing affects consumer engagement, brand awareness, and eventually market competitiveness (Chaffey & Smith, 2022; Ryan & Jones, 2011).

This outcome can provide useful information for MSMEs in Indonesia. Developing and putting into practice digital marketing tactics that are specific to the peculiarities of the local market can improve customer loyalty, brand awareness, and overall competitiveness. Search engine optimization, social media campaigns, and data-driven marketing strategies become essential elements for companies looking to maintain their competitiveness in the digital era.

3. User Experience and Market Performance

The significance of the positive correlation ($\beta = 0.637$, $p < 0.001$) between the user experience and the overall performance of the market highlights the need of giving top priority to a smooth and intuitive digital interface. This is consistent with a larger body of research on user experience that highlights the effect it has on customer retention, satisfaction, and conversion rates (Hassenzahl, 2010).

It is recommended that Indonesian MSMEs give user-centric design top priority on their digital platforms. In addition to raising customer satisfaction, a good user experience helps firms perform better in the market as a whole. This result is consistent with worldwide patterns in which companies who prioritize the user experience beat their rivals (Adobe, 2021). For MSMEs, investments in mobile friendliness, website design, and user-friendly interfaces can pay off handsomely.

4. Implications for Businesses and Policymakers

These findings have consequences for Indonesia's economic development as a whole, not just for specific companies. The findings highlight how important it is for MSMEs to fully embrace digitization. Increasing market reach and competitiveness can be achieved by integrating e-commerce platforms, implementing efficient digital marketing techniques, and placing a high priority on user experience. Companies that make strategic investments in these fields will be more resilient and have sustained growth in the digital age.

The report emphasizes to policymakers how critical it is to create an atmosphere that is supportive of digitalization. Economic development can be accelerated by programs that assist MSMEs in implementing e-commerce platforms, offer resources for training in digital marketing, and stress the need of user-centric

design. It is recommended that policymakers work in tandem with industry players to establish an environment that is favorable to the expansion of digital businesses.

5. Limitations and Future Research Directions

Future research opportunities are made possible by acknowledging the limitations of this study, such as the cross-sectional nature of the data and possible self-reporting biases. A more thorough grasp of the subject can be obtained through longitudinal studies that investigate the temporal dynamics of the links that have been established and qualitative research that focuses on the unique opportunities and problems that MSMEs in the digitalization process encounter.

CONCLUSION

As a result, the research's conclusions significantly advance our knowledge of the critical roles that digital marketing, user experience, and e-commerce adoption play in the prosperity of Indonesian MSMEs. The noteworthy and affirmative associations unearthed emphasize the significance of an all-encompassing digital strategy for MSMEs seeking to broaden their market penetration and augment their competitiveness. Key elements impacting market performance include user-centric design, focused digital marketing, and strategic use of e-commerce. Businesses can modify their strategy for long-term success in the digital age, and policymakers can use these insights to create measures that are helpful. This study establishes the groundwork for further investigation into the changing terrain of digital commerce in emerging economies, notwithstanding its limitations.

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