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BUSINESS SUSTAINABILITY STRATEGY FOR MSMEs THROUGH DIGITAL MARKETING OPTIMIZATION AND PRODUCT INNOVATION

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Abstract

This research aims to explore the influence of digital marketing and innovative products on the long-term success of small and medium-sized enterprises in the Greater Sukabumi region. Digital marketing is defined as an effective and efficient method of promoting products through digital channels, while product innovation focuses on developing or refining products to meet the changing needs of the market. The research method involved 35 culinary MSME players who use at least one digital marketing application, with data collection through questionnaires. The analysis of the data involved a thorough examination of validity and reliability, complemented by multiple linear regression analysis. The study's findings reveal that digital marketing significantly influences the sustainability of business operations, evidenced by a regression coefficient of 0.284. Furthermore, the research highlights that product innovation exerts an even more profound effect on business success, as indicated by a coefficient of 0.447. The F test showed that the overall regression model was significant, with an F value of 59.279 ($p < 0.001$). These findings are consistent with the literature showing that digital marketing adoption and product innovation are key factors in improving MSME competitiveness and performance. This study recommends improving access to technology and digital training for MSMEs, as well as collaboration with educational institutions to encourage product innovation. The limitations of this study lie in the limited number of samples and the absence of in-depth analysis of other factors that affect business continuity.

Keywords: *Business Sustainability, Digital Marketing Adoption, MSMEs Development, Product Innovation, Regional Economic Growth*

INTRODUCTION

The development of Micro, Small and Medium Enterprises (MSMEs) plays a vital role in the Indonesian economy, particularly in the Greater Sukabumi area. MSMEs not only play a role in creating jobs, but also as vital drivers of the local economy. However, the challenges faced by MSMEs in maintaining their business continuity are increasingly complex, especially in the current era of digitalization. Optimizing digital marketing and product innovation have

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proven to be effective strategies in improving the competitiveness and sustainability of MSMEs.

Digital marketing allows MSMEs to reach a wider market at a more efficient cost, while product innovation enables adaptation to changing consumer trends and intensified market competition (Fatimah et al., 2024). Research conducted earlier indicates that MSMEs that implement digital marketing strategies and product innovation effectively tend to perform better and are more resilient to the economic crisis (Sentoso et al., 2023; Wiyata et al., 2025). These capabilities are increasingly seen as critical tools for navigating uncertain business environments, especially in emerging economies.

While there is an increasing amount of research on how digital marketing and product innovation can enhance the performance of MSMEs, there are still significant gaps in the existing literature. Previous studies such as Talambanua et al. (2023) and Putri & Arif (2023) have established the significant impact of digital marketing and product differentiation strategies on competitive advantage and revenue growth. Similarly, Ramadhani et al. (2022) confirmed the positive effect of product innovation on marketing performance, although digital marketing and market orientation showed inconsistent results.

Meanwhile, the results of a recent study by Hodijah & Kusnara (2023), showed that e-commerce strategy training provides significant benefits for MSME players. The training increased participants' understanding of e-commerce and how to effectively utilize it to market products and interact with customers. Most of the individuals were content with the resources and techniques offered.

Many studies have been conducted in the context of specific industries or regions, such as the food sector in Pekanbaru or microbusinesses in Magelang (Suwarsi & Utama, 2022), often employing intervention-based methods or small sample field research. Furthermore, while works like Fakhriyyah et al. (2022) and Fitri & Halik (2023) address the role of digital tools and innovation during or after the COVID-19 pandemic, they rarely connect these strategies directly to broader sustainability goals, particularly the economic, social, and environmental dimensions of MSME development.

Moreover, while AlQershi et al. (2022) and Erwin et al. (2021) explored innovation's effect on business sustainability, they focused on larger firms or clusters outside the Indonesian MSME context. There is a notable scarcity of comprehensive studies combining both digital marketing optimisation and product innovation as a dual-strategy framework for

enhancing business sustainability in small enterprises, especially in second-tier cities like Sukabumi, which face unique structural and digital readiness challenges.

Hence, this study seeks to address the existing void by investigating how combining digital marketing optimization and product innovation can have a positive impact on the long-term success of small and medium-sized enterprises in Sukabumi, Indonesia. By adopting a holistic research approach, this study seeks to generate empirical insights that are both locally grounded and theoretically relevant, thereby supporting the strategic development of resilient MSMEs in emerging regional economies. The results are anticipated to make a meaningful impact on the formulation of effective policies, the improvement of practical business strategies, and the enrichment of academic discourse related to MSME sustainability. Ultimately, this research aspires to empower MSMEs in the Sukabumi region to become more adaptive and innovative in responding to dynamic business challenges.

LITERATURE REVIEW

Digital Marketing

Digital marketing involves promoting products or services using online platforms like the internet and social media to effectively connect with consumers. According to Chaffey & Ellis-Chadwick (2019), digital marketing involves strategies such as SEO, content marketing, social media, email marketing, and paid advertising. Recent studies have further developed this concept. Kumar & Venkatesan (2021) highlight the importance of data analytics in personalizing customer experiences and enhancing engagement, while Bilal et al. (2024) found that AI-based tools can significantly improve customer acquisition and retention.

Vinay (2023) studied the impact of social media marketing on small businesses, discovering that effective use of these platforms can enhance brand visibility and sales. Wiyata et al. (2025), in a study on SMEs, demonstrate that the adoption of digital marketing positively correlates with business performance and market competitiveness. Rani (2022) showed that in the digital era, attracting and retaining customers is heavily dependent on content marketing, especially through blogs and videos. According to Hodijah & Kusnara (2023), SME owners understand how to optimize digital marketing, and through training, they can apply how to create digital flyers to market their artistic products. Another study by Faruk et al. (2021) emphasizes the importance of mobile marketing in reaching mobile consumers, while Nobile & Cantoni (2023) found that email marketing remains a powerful tool when combined with personalized content and timely delivery.

Product Innovation

Product innovation refers to the development or improvement of existing products to meet the ever-changing market demands. According to Trott (2005), product innovation can enhance business competitiveness and create added value for consumers. Innovations may involve improvements in product quality, the introduction of new features, or the development of new products that better align with consumer preferences.

Recent studies emphasize the vital role of digital marketing in driving product innovation. Kotler & Keller (2016) introduced the concept of value innovation to create new customer value through digital solutions, while Bilal et al. (2024) found that AI tools enhance both product innovation and customer retention. In the MSME context, Wiyata et al. (2025) and Hodijah & Kusnara (2023) highlight how digital adoption and training empower business owners to develop creative promotional content, supporting product innovation.

Sustainability of MSME Businesses

The sustainability of MSMEs depends on their capacity to adapt, innovate, and manage resources effectively over time. Lussier et al. (2001) emphasize factors such as marketing, innovation, and financial management. Wiyata et al. (2025) found that adopting digital marketing enhances business performance and competitiveness. Vinay (2023) highlighted the role of social media in improving brand visibility and sales for small businesses. Kumar & Venkatesan (2021) emphasized the importance of data analytics in personalizing customer experiences, which supports long-term customer engagement. Rani (2022) noted that content marketing through blogs and videos is key to customer retention. Liu et al. (2020) stressed that digital literacy and skill development are critical in enabling MSMEs to utilize digital marketing tools effectively. Meanwhile, Kuckertz et al. (2020) demonstrated that proactive crisis management and adaptability contribute significantly to the sustainability of MSMEs.

RESEARCH METHODS

This study focuses on culinary MSMEs that utilize at least one digital marketing application. As outlined by Sugiyono (2016), purposive sampling is a method for selecting a sample based on specific criteria. In this research, the author employs a non-random purposive sampling approach to select 35 culinary MSMEs in Sukabumi Raya. The data sources include both primary and secondary data, with a strong emphasis on quantitative analysis. Data collection was executed through the distribution of questionnaires to

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respondents. Sekaran & Bougie (2016) define a dichotomous scale as a measurement scale featuring only two answer options for each item, such as "yes/no," "true/false," or "agree/disagree."

This study employs data analysis as outlined by Sugiyono (2017), including: instrument validity testing to ensure accurate measurement; reliability testing for consistency assessment; classical assumption tests (normality via Chi-Square and autocorrelation via Durbin-Watson); partial correlation analysis to control for confounding variables; coefficient of determination (R^2) to quantify variable impacts; multiple correlation and regression analysis to examine relationships between variables; and hypothesis testing via t-tests for individual variable significance and F-tests (ANOVA) for overall model validity.

RESULTS AND DISCUSSION

Validity and Reliability Test

Digital Marketing (X1)

Table 1. Comparison of r-value with r-table for Digital Marketing (X1)

Questions	Digital Markrting (X_1)		
	r-value	r-table	Description
1	0,815	0,602	Valid
2	0,726	0,602	Valid
3	0,854	0,602	Valid
4	0,964	0,602	Valid
5	0,871	0,602	Valid
6	0,964	0,602	Valid
7	0,733	0,602	Valid
8	0,819	0,602	Valid
9	0,914	0,602	Valid

Source: Processed data, 2024

Based on the findings from the validation test shown in Table 1 regarding the variable of Digital Marketing (X1), it is evident that all r-values derived from the data analysis exceed the critical value of r-table (0.602). This confirms that every question item designed to assess the Digital Marketing variable (X1) possesses strong validity. Out of the 9 question items evaluated, each was deemed valid, as their individual r-values surpassed the r-table. Consequently, the research instrument employed for measuring the Digital Marketing variable (X1) fulfills all validity requirements. In summary, the findings of this validity test affirm that all questions related to the Digital Marketing variable (X1) are suitable for research purposes, having demonstrated their validity.

Product Innovation (X2)

Table 2. Comparison of r-value with r-table for Product Innovation (X2)

Questions	Product Innovation (X_2)		
	r-value	r-table	Description
1	0,972	0,602	Valid
2	0,784	0,602	Valid
3	0,875	0,602	Valid
4	0,786	0,602	Valid
5	0,884	0,602	Valid
6	0,982	0,602	Valid
7	0,873	0,602	Valid
8	0,873	0,602	Valid
9	0,775	0,602	Valid

Source: Processed data, 2024

Based on the results of the validation test for the variable Product Innovation (X2) in Table 2, reveal that all r-values derived from the data processing exceed the r-table threshold of 0.602. This indicates that every question item utilized to assess the Product Innovation variable is highly valid. Out of the 9 tested question items, each one has been confirmed as valid since their r-values surpass the r-table benchmark. The instrument for measuring Product Innovation (X2) meets validity standards, confirming all related questions are valid for research use.

Business Sustainability Strategy (Y)

Table 3. Comparison of r-value with r-table for Business Sustainability Strategy (Y)

Questions	Business Sustainability Strategy (Y)		
	r-value	r-table	Description
1	0,981	0,602	Valid
2	0,777	0,602	Valid
3	0,873	0,602	Valid
4	0,879	0,602	Valid
5	0,985	0,602	Valid
6	0,873	0,602	Valid
7	0,985	0,602	Valid
8	0,879	0,602	Valid
9	0,911	0,602	Valid

Source: Processed data, 2024

The outcomes from the validity test presented in Table 3 for the Business Sustainability Strategy (Y) variable reveal that all r-values from the data analysis exceed the r-table value of 0.602. This indicates that each question item designed to assess the Business Continuity Strategy (Y) possesses strong validity. Out of the nine tested question items, each was confirmed to be valid, with individual r-values surpassing the r table threshold. Consequently, the research instrument employed for measuring the Business Continuity Strategy (Y) variable successfully meets the validity criteria. Overall, these validity test outcomes confirm

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that all questions measuring the Business Continuity Strategy (Y) variable are valid and appropriate for research implementation.

Normality Test

Table 4. Normality Test Results

	Digital Marketing (X1)	Product Innovation (X2)	Business Sustainability (Y)
Chi-Square [a]	9.739	9.478	9.978
df	5	5	5
Asymp. Sig.	.033	.001	.000

a. None of the cells have expected frequencies below 5%. The lowest expected cell frequency is 5.8.

Source: Processed data, 2024

Table 4 presents the normality test results, revealing a Chi-Square value of 9.739 for Digital Marketing (X1), with 5 degrees of freedom and a significance value of 0.033. For the Product Innovation variable (X2), the Chi-Square value stands at 9.478, also with df = 5, and an Asymptotic Sig. value of 0.001. Regarding the Business Continuity variable (Y), the Chi-Square value is 9.978, with df = 5 and an Asymptotic Sig. of 0.000. All three Asymptotic Sig. values fall below the 0.05 significance threshold: 0.033 for X1, 0.001 for X2, and 0.000 for Y. In essence the null hypothesis (H0) that asserts our data follows a normal distribution is rejected, given that all p-values associated with the variables are below 0.05. Hence, it may be inferred that the data for the Digital Marketing (X1), Product Innovation (X2), and Business Continuity (Y) variables do not follow a normal distribution.

Durbin Watson Autocorrelation Test

Table 5. Durbin Watson Autocorrelation Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin- Watson
1	.887[a]	.787	.774	.711	1.867

a. Predictors: (Constant), Product Innovation (X2), Digital Marketing (X1)
b. Dependent Variable: Business Sustainability (Y)

Source: Processed data, 2024

The analysis outcomes showcased in Table 5 offer valuable insights gathered from examining autocorrelation through the Durbin-Watson statistic. There is a strong correlation (R value of 0.887) between Digital Marketing, Product Innovation, and Business Sustainability. The R Square value of 0.787 shows that 78.7% of the variability in Business Continuity can be attributed to these factors. The Adjusted R Square value of 0.774, while slightly lower, still reflects a solid model after accounting for the number of predictors.

Moreover, the Durbin-Watson value of 1.867 is notably close to 2, suggesting the absence of significant autocorrelation in the residuals of the regression model. This discovery

significantly backs the assertion that the regression model does not have any problems with serial correlation. In summary, the Model Summary results confirm that our regression model performs excellently, demonstrating strong explanatory power with no signs of autocorrelation in the data.

Multiple Correlation Analysis

Table 6. Multiple Correlation Analysis Results

Model Summary[b]					
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**	**Durbin- Watson**
1	.887[a]	.787	.774	.71128	1.867

a. Predictors: (Constant), Product Innovation (X2), Digital Marketing (X1)
b. Dependent Variable: Business Sustainability (Y)

Source: Processed data, 2024

Table 6 reveals that there is a strong correlation of 0.887 between Product Innovation (X2), Digital Marketing (X1), and Business Sustainability (Y) based on the Multiple Correlation Coefficient (R). Furthermore, the R Square value of 0.787 demonstrates that 78.7% of the variability in Business Continuity can be accounted for by the interplay of these two independent variables. The slightly lower Adjusted R Square of 0.774 confirms the model's integrity even after adjusting for the number of predictors.

Moreover, the standard error of the estimate, valued at 0.71128, reflects the average prediction error in the regression model, indicating a commendable level of accuracy given its relatively small magnitude. Notably, the Durbin-Watson statistic of 1.867, nearing the value of 2, indicates that there is minimal autocorrelation in the residuals of the regression model. In summary, the multiple correlation coefficient analysis confirms that our regression model effectively captures and explains the relationships between all studied variables.

Multiple Linear Regression Analysis

Table 7. Multiple Linear Regression Analysis Results

Coefficient[a]						
Model		**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
		B	**Std. Error**	**Beta**		
1	(Constant)	1.661	.411		4.046	.000
	Digital Marketing (X1)	.284				
	Product Innovation (X2)					

a. Dependent Variable: Business Sustainability (Y)

Source: Processed data, 2024

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The data shown in Table 7 on Multiple Linear Regression unveils significant insights. The intercept constant of 1.661 suggests that if digital marketing (X1) and product innovation (X2) do not change, business continuity (Y) is projected to remain at 1.661. Moreover, the regression coefficient for digital marketing (X1), sitting at 0.284, indicates that a one-unit increase in this variable will enhance business continuity by 0.284, assuming product innovation remains unchanged. In contrast, the regression coefficient for product innovation (X2) is 0.447, signifying that a one-unit increase in product innovation will bolster business continuity by 0.447, provided digital marketing does not vary.

In summary, the findings from this multiple linear regression analysis convincingly demonstrate that both independent variables, digital marketing (X1) and product innovation (X2), positively impact business continuity (Y). Notably, product innovation has a more substantial effect on business continuity than digital marketing.

Hypothesis Test (t-Test)

Table 8. Hypothesis Test (t-Test) Results

Variable	Value	Standard Error	t-value	t-table
Digital Marketing (X1)	0,284	0,127	1.998	1,299
Product Innovation (X2)	0,447	0,112	3.456	1,891

Source: Processed data, 2024

The results of the t-test presented in Table 8 provide evidence that digital marketing has a significant effect on the sustainability of businesses. The regression coefficient for digital marketing stands at 0.284, with a t-value of 1.998, surpassing the t-table value of 1.299. The alternative hypothesis (H_1) is accepted instead of the null hypothesis (H_0). Additionally, the introduction of a new product (X2) significantly impacts business sustainability. With a regression coefficient of 0.447 and a t-value of 3.456, which exceeds the critical t-value of 1.891, the null hypothesis is again rejected in favor of H_1. Ultimately, the results confirm that digital marketing and product innovation both positively and significantly impact business continuity, supporting their role in enhancing sustainability.

F-test

Table 9. Simultaneous F-test Results

ANOVA[b]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	60.712	2	29.991	59.279	.000a
	Residual	15.219	32	.506		
	Total	75.931	34			

a. Predictors: (Constant), Product Innovation (X2), Digital Marketing (X1)
b. Dependent Variable: Business Sustaiability (Y)

Source: Processed data, 2024

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The results shown in Table 9 for the F test (ANOVA[b]) clearly demonstrate that the regression model used is statistically significant. The Sum of Squares reveals that the regression component accounts for 60,712, while the residuals contribute 15,219, resulting in a total of 75,931. The degrees of freedom are 2 for regression and 32 for residuals, culminating in a total of 34. The Mean Square for the regression stands at 29.991, whereas the residuals display a Mean Square of 0.506. Notably, the F-statistic is calculated at 59.279, accompanied by an exceptionally low significance value (Sig.) of 0.000.

These results from the F test suggest a profound implication: the substantial F-value of 59.279, paired with the near-zero significance (0.000), confirms that the overall regression model holds considerable significance. This indicates that the independent variable, product innovation (X2) and digital marketing (X1) collectively play a crucial role in explaining the variability in the dependent variable, which is business continuity (Y). Collectively, these findings affirm that the regression model is adept at elucidating the interplay between product innovation, digital marketing, and business continuity, with statistically significant contributions.

Discussion

The research discovered that the sustainability of MSME businesses is greatly impacted by digital marketing and innovative product development. The outcome of this study is consistent with previous research that highlights how digital tools play a crucial role in improving customer interaction, increasing brand recognition, and boosting overall business success (Anjani, 2023; Mardiana et al., 2023; Sunarso et al., 2023). Similarly, product innovation, especially innovations integrating sustainable technologies, has been shown to enhance business competitiveness and resilience in dynamic markets (Akob et al., 2022; Rijal et al., 2023).

The regression outcomes strengthen this view by demonstrating that both digital marketing and product innovation significantly and positively impact business continuity. With regression coefficients of 0.284 for digital marketing and 0.447 for product innovation, the analysis reveals that product innovation exerts a slightly stronger influence on business sustainability. This aligns with Singh and Garg (2019), who found that innovation capabilities, particularly when driven by entrepreneurial mindset, are essential for sustaining long-term business growth and adaptability. Moreover, the multiple correlation coefficient (R = 0.887) and R^2 value (0.787) suggest a high degree of explanatory power for the combined influence

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of these two variables, corroborating findings from Kusumawati et al. (2021) and Talambanua et al. (2023) on the synergy between innovation and marketing strategies.

Interestingly, the findings also show consistency with Putri & Arif (2023), who demonstrated that digital marketing, when coupled with clear differentiation strategies, leads to increased competitiveness and customer loyalty among MSMEs. However, prior studies such as Ramadhani et al. (2022) presented mixed results, particularly regarding the isolated effect of digital marketing and market orientation. This study, by examining the simultaneous influence of digital marketing and product innovation, addresses these inconsistencies and offers a more holistic view, particularly within the local MSME context of Sukabumi.

In terms of measurement validity, all items in the research instruments for digital marketing, product innovation, and business sustainability variables were found to be valid, reinforcing the robustness of the study's design. Although the normality test revealed non-normal data distribution for all variables, the regression model showed no issues of autocorrelation (Durbin-Watson = 1.867) and maintained a strong explanatory capability, as reflected in the Adjusted R^2 value of 0.774. This suggests that the model accurately captures the real-world connection between the variables.

The t-test outcomes further confirm the individual significance of both predictors, with t-values of 1.998 for digital marketing and 3.456 for product innovation, exceeding the critical t-table values. Furthermore, The F-test revealed that the regression model is highly significant, underscoring the essential impact of digital marketing and product innovation on developing effective business continuity strategies.

Collectively, these findings suggest that in an increasingly digital and competitive environment, MSMEs—especially those in emerging regions like Sukabumi must adopt integrated strategies combining digital marketing and innovation to sustain their operations. This research contributes empirical evidence to support policy formulation and managerial decisions that prioritize digital capability-building and continuous innovation as key levers for long-term MSME resilience.

CONCLUSION

This study shows that improving digital marketing and product innovation greatly affects the sustainability of MSMEs in the Sukabumi Raya region. The tests on validity and reliability suggest that the tools utilized in this study are reliable and valid. The data analysis results show that digital marketing and product innovation can significantly enhance the competitiveness and performance of MSMEs. Digital marketing is successful in broadening

the reach of the market and enhancing engagement with customers, whereas innovation in products enables MSMEs to adjust to evolving consumer needs and market trends.

To support the sustainability of MSMEs, key actions need to be taken. First, the government and related institutions should enhance access to technology and digital training for MSMEs to improve the effectiveness of their digital marketing strategies. Additionally, collaboration with educational institutions can encourage product innovation through research and development. MSMEs should also be more active in utilizing social media as a marketing platform to broaden market reach and engage with customers. Government support in policies and financial assistance is crucial to foster innovation and digital marketing in the MSME sector, while effective knowledge management practices can strengthen their competitiveness.

This study has several limitations. First, only 35 small culinary businesses in the Sukabumi Raya region are included, so the findings may not apply to all sectors of small and medium enterprises in Indonesia. Second, the data does not follow a normal distribution, as shown by the normality test, leading to potential impact on the outcome of statistical analysis. Third, this research focuses solely on digital marketing and product innovation, while many other factors influencing MSME sustainability have not been explored. Moreover, this research employs a numerical method, which restricts its ability to fully comprehend the elements impacting the success of digital marketing and product innovation as perceived by MSME owners. Finally, the study does not consider the varying levels of technology adoption among MSMEs, which may influence the effectiveness of digital marketing and product innovation.

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