

# ***THE IMPACT OF DIGITAL MARKETING TRAINING ON MARKETING AND SALES OF SMALL AND MEDIUM ENTERPRISES AND THE ROLE THE GOVERNMENT IN THE DIGITALIZATION PROCESS***

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## ***ABSTRACT***

*The urgency of this research lies in the importance of ensuring that digital marketing training programs are truly effective in increasing the competitiveness of MSMEs. Although digitalization has great potential to expand market reach and improve business efficiency, many MSMEs still face obstacles such as low digital literacy, limited resources, and restricted access to quality training. This research aims to analyze the extent to which digital marketing training contributes to improving the marketing and sales performance of MSMEs.*

*The results of this research conclude that digital marketing training has a significant impact, both directly and indirectly, on enhancing the marketing and sales capabilities of MSMEs. This shows that the more intensive and higher-quality digital training received, the greater the competitiveness of MSMEs in marketing their products. However, the digital transformation of MSMEs cannot rely solely on individual initiatives; the government's role as a facilitator is also crucial.*

**Keywords:** *digital marketing, impact, marketing, sales, MSMEs, the role of government*

## **INTRODUCTION**

MSMEs (Micro, Small, and Medium Enterprises) play a strategic role in the national economy, including contributing to the majority of job opportunities and the Gross Domestic Product (GDP). Research shows that the MSME sector contributes 60 percent to Indonesia's GDP and employs 90 percent of the national workforce (Janah & Tampubolon, 2024). However, despite this significant role, the development of MSMEs also faces many challenges. One of the main challenges faced by MSMEs is limitations in marketing and sales,

especially in the digital era which requires the adoption of technology to increase competitiveness. The limitations of infrastructure and distribution networks are examples of these marketing limitations (Sofiyantu, 2024).

Along with technological developments, digitalization has become an important factor in improving business efficiency, expanding market reach, and increasing customer interaction. Digitalization enables MSMEs to adopt various technology-based marketing strategies such as e-commerce, social media, and digital advertising. At the micro level, the use of digital marketing can

increase product sales visibility through social media and also expand the market reach of MSMEs to other regions (Oktafianto et al., n.d.).

Despite the significant potential of digitalization, many SMEs still face challenges in adopting technology, including a lack of digital literacy, as many SME operators have not yet fully grasped how to utilize digital technology optimally. Data from the Ministry of Communication and Information Technology shows that Indonesia's digital literacy rate is at 3.49, which means that the level of digital literacy among the population is in the medium or moderate category (Vhikry, Muhammad; Mulyani, 2023). Limited resources are also a factor that can hinder the digitization process in MSMEs, whether in terms of finance, infrastructure, or skilled labor in digital technology. In addition, access to quality training for MSMEs is still very limited. Not all MSMEs receive digitalization training that suits their needs. The involvement of the government and the private sector in providing digital training is still very limited, especially in remote areas (D. Klaten, 2022).

Klaten Regency, home to over 27,000 SMEs (B. Klaten, n.d.), has responded to these digitalization challenges. The Klaten Regency Government has launched various digitalization training programs to increase

the capacity of MSMEs in utilizing digital technology to improve their marketing and sales. These training programs include digital marketing training conducted by the Industry and Manpower Office and training on procurement of goods and services and digital marketing organized by the Cooperative and MSME Office. In addition, digital marketing training in Klaten is also organized by private parties such as academics and NGOs.

The role of the government in the MSME digitalization process is crucial, not only as a training provider but also as a facilitator, regulator, and policy maker. The government plays a role in expanding access to technology-based training, providing supporting infrastructure such as internet networks in rural areas, and bridging partnerships between MSMEs and digital businesses, academics, and technology communities. In addition, incentive policies and technical assistance from the government also play an important role in encouraging MSMEs to adopt digitalization more optimally. The government is also expected to be able to build an inclusive digital ecosystem so that MSME players from various backgrounds can participate in this transformation equally.

However, the effectiveness of this training has not been studied in depth, especially in relation to improving MSME

marketing and sales. Based on the above issues, this study aims to answer the following questions: To what extent does digitalization training impact the improvement of MSME marketing and sales, and what is the role of the government in supporting this digitalization process? By answering these questions, this study will provide insights into the real impact of digitalization training on MSME development in Klaten.

The urgency of this research lies in the need to ensure that the digitalization training programs that have been implemented are truly effective in improving the competitiveness of MSMEs. Without comprehensive evaluation, the training programs provided risk being off-target or providing insufficient benefits to MSMEs. The results of this study are expected to serve as a basis for the Klaten Regency Government in formulating better strategies for the development of digital-based MSMEs, thereby promoting sustainable regional economic growth.

## **THEORETICAL REVIEW**

Much research has been conducted on the digitization of MSMEs in various contexts, including the strategies, roles, and impacts of MSME digitization. Various studies show that many strategies related to marketing digitization can be implemented to increase MSME sales. For example, research by Sofiyantu and Riofita suggests

that one digital marketing strategy is to optimize existing digital platforms (Sofiyantu, 2024). Thus, the existence of digital marketing certainly has an effect on progress. Research conducted by Oktafianto et al. shows that digital marketing brings great opportunities to support the growth of MSMEs, although it must be supported by additional support, one of which is in the form of training and guidance (Oktafianto et al., n.d.).

The significant role of digital marketing in general marketing activities will undoubtedly have a positive impact on SME growth. This positive impact is not only evident under normal conditions but is also felt during the COVID-19 pandemic. Research by Vhikry and Mulyani concluded that digital adaptation during the Covid-19 pandemic had an impact on the sustainability of community businesses (Vhikry, Muhammad; Mulyani, 2023). Digital marketing training conducted in Klaten included Digital Marketing Training by the Klaten Cooperative, Small and Medium Enterprises, and Trade Agency (DKUKMP). This event was held in September 2022 and was attended by dozens of MSMEs in Klaten (D. Klaten, 2022). Another activity related to digital marketing organized by the government is the dissemination and training of marketplaces. This activity was organized by the Klaten Regency Development

Planning Agency (Bappeda) in collaboration with the Central Java Provincial Development Planning Agency (Bappeda) (B. Klaten, n.d.). Research evaluating the effectiveness of digitalization training programs on the marketing and sales of MSMEs in Klaten Regency and measuring the role of the government has not been widely conducted. Therefore, this research is novel in filling the research gap by empirically measuring the impact of digitalization training on the marketing and sales performance of MSMEs in Klaten Regency, as well as providing data-based recommendations for optimizing future training programs.

### **The Impact of Marketing Digitalization on MSME Marketing**

Digital marketing training improves the digital knowledge and skills of MSME actors, in line with *Human Capital Theory*, which states that training strengthens operational and strategic capabilities. Research by Dewi Silvia et al. shows that digital marketing training improves the ability of MSMEs to use social media for marketing (Silvia et al., 2025). Similar findings by Lianardo et al. confirm that digital marketing assistance encourages MSMEs to be more active in utilizing digital platforms (Lianardo et al., 2022). This shows that training can improve the quality of MSME marketing.

### **The Impact of SME Marketing on SME Sales**

According to *Marketing Capabilities Theory*, effective marketing will expand market reach and increase transaction opportunities. Amantha & Rahmaini found that digital marketing can expand the MSME market and increase transaction potential (Amantha & Rahmaini, 2024). Zuriati et al. also showed that increased digital marketing activity has an impact on increasing demand for MSME products (Zuriati et al., 2024). Thus, good marketing will increase sales.

### **The Mediating Role of SME Marketing**

Digitalization training does not directly increase sales, but works through improving marketing capabilities first. *Capability Building Theory* explains that training strengthens capabilities which then affect performance. Andriana et al. found that digital training improves the marketing capabilities of MSMEs (M. Andriana et al, 2023) while Thahira proved that digital marketing increases sales. This shows that there is a mediation mechanism through MSME marketing (A. Thahira, 2025).

### **RESEARCH METHOD**

This study uses a quantitative approach with a survey method to measure the impact of digital marketing training on SME marketing and sales. The quantitative approach was chosen because it allows for objective and systematic measurement of

research variables using numerical data analyzed statistically.

This approach aims to identify the causal relationship between digital marketing. The population in this study **consists of** all MSMEs that have participated in marketing digitalization training organized by the government in the Klaten region. Sampling was conducted using *purposive sampling* with the criteria of MSMEs that have participated in *digital marketing* training organized by the government. This study examines the effect of digital marketing training on the marketing and sales of MSMEs, so only MSMEs that have participated in the training are appropriate respondents. The number of samples to be studied was determined using Cochran's formula because the population was unknown (Yusri, n.d.). The calculation of the number of samples to be taken is as follows:

:

$$n = \frac{1,96^2(0,5)(0,5)}{0,1^2}$$
$$n = 96 \text{ sampel}$$

The required data is the impact of digital marketing training on the marketing and sales of SMEs, obtained through questionnaire completion.

### **Research Variables and Assessment Indicators**

training and improved MSME performance.

### **Populasi dan Sampel**

This study consists of two main types of variables, namely independent variables and dependent variables:

- a. Independent Variable (X) = Digital Marketing Training
- b. Dependent Variable (Y) = MSME Marketing and MSME Sales

The assessment indicators for the three variables are as follows:

- a. Digital Marketing Training  
A program organized to improve the ability of MSMEs to utilize digital technology for marketing activities. The assessment indicators are (Amir Iskandar et al., 2025) (Amir Iskandar et al., 2025):
  1. Knowledge and skills in digital marketing
  2. Collaboration with *marketplaces*
- b. SME marketing and sales  
Changes made by SMEs in their marketing approach after participating in the digitalization training. Evaluation indicators (Rachma & Fahrurrozirahman, 2022) (Rachma & Fahrurrozirahman, 2022):
  - 1) Use of social media
  - 2) Utilization of *E-commerce* and *Marketplaces*

### 3) Implementation of Digital Marketing Techniques

Increase in sales achieved by SMEs after implementing digital marketing strategies (Arif et al., 2025).

#### Data Analysis Techniques

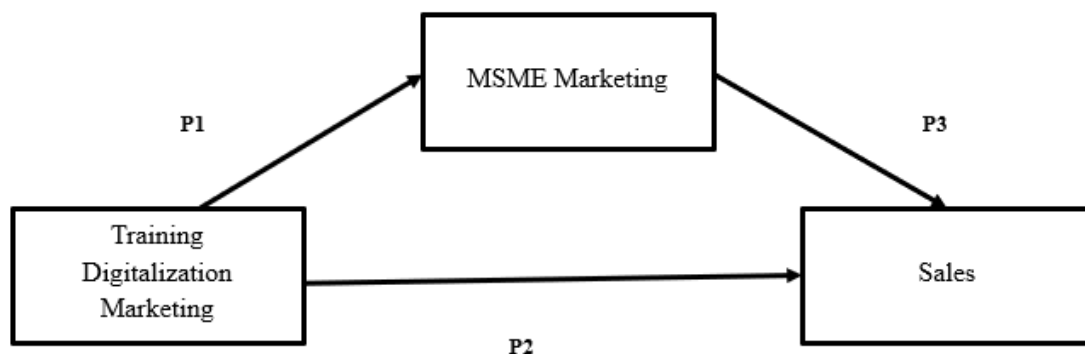
To analyze the data obtained from the questionnaire, various statistical analysis techniques were used to provide a comprehensive picture of the relationship between variables in this study. Data

- a) Descriptive Analysis: To describe the profile of MSMEs, the use of social media, and the application of digital marketing techniques.
- b) Quantitative Analysis: Path analysis to examine the direct and indirect effects of

- 1) Achievement of sales targets
- 2) Number of transactions
- 3) Market reach expansion

analysis was carried out in several stages to ensure the validity and reliability of the research results. The following are the data analysis techniques used:

digital marketing training variables on sales through SME marketing as a mediating variable (Sugiyono, 2018a) . The path analysis used is illustrated in as follows:



**Figure 1. Path Analysis**

## RESULTS AND DISCUSSION

### Results

Data analysis in this study was conducted using two approaches. First, descriptive analysis was used to provide an overview of the characteristics of MSMEs, the use of social media, and the application of digital marketing

techniques. Second, quantitative analysis using multiple linear regression was used to determine the effect of training on marketing activities and the sales performance of MSMEs. The results of these two analyses formed the basis for the discussion to answer the research objectives. Before proceeding to the quantitative and qualitative analysis stages, it is necessary to

ensure that the instruments used are indeed suitable and that classical assumptions are tested.

### Research Instrument Test Results

This instrument test consists of two main parts, namely validity testing and reliability testing. Validity testing is used to determine the extent to which the questions in the questionnaire are able to measure the variables in question, while reliability testing is carried out to ensure the consistency of respondents' answers to the instrument provided. These two tests are carried

out to ensure that the research instrument is feasible, so that the results obtained are more accurate and reliable.

### 1. Validity Test Results

In the testing, each question or item in the questionnaire was examined in relation to the total score using product moment correlation. If the correlation value (calculated  $r$ ) obtained was greater than the value in the table (table  $r$ ), then the question was declared valid (Sugiyono, 2018b)

**Table 1.** Validity Test Results

Variable	Instrument	Calculated $r$	$r$ table
Digital Marketing Training	Item 1	0.786	0.200
	Item 2	0.849	0.200
	Item 3	0.835	0.200
	Item 4	0.896	0.200
	Item 5	0.817	0.200
	Item 6	0.790	0.200
	Item 7	0.817	0.200
MSME Marketing	Item 1	0.660	0.200
	Item 2	0.623	0.200
	Item 3	0.775	0.200
	Item 4	0.590	0.200
	Item 5	0.704	0.200
Sales	Item 1	0.880	0.200
	Item 2	0.821	0.200
	Item 3	0.911	0.200
	Item 4	0.807	0.200
	Item 5	0.768	0.200

Sumber: Olah Data SPSS

Based on Table 1 showing the validity test results, all statement items from the Digital Marketing Training, MSME Marketing, and Sales variables have been declared valid. This

can be seen from the calculated  $r$  values for each item, which range from a minimum of 0.590 to a maximum of 0.911, all of which are higher than the table  $r$  (0.200) at a

significance level of 5% with N = 96. Thus, all research instruments used are suitable for measuring the variables under study because

they are able to represent the construct accurately.

The reliability of the instruments was tested using Cronbach's Alpha coefficient with the help of the SPSS program. An instrument is considered reliable if it has a Cronbach's

## 2. Reliability Test Results

Alpha value  $\geq 0.70$ , which indicates that each item in the instrument can provide consistent results (Imam, 2021).

**Table 2.** Reliability Test Results

Variable	Cronbach's Alpha
Digital Marketing Training	0.949
MSME Marketing Sales	0.855
	0.939

Source: SPSS Data Analysis

The reliability test results in Table 2 show that all variables in this study have a Cronbach's Alpha value greater than 0.70. The Digital Marketing Training variable recorded a value of 0.940, the MSME Marketing variable was 0.855, and the Sales variable reached 0.939. All of these values exceeded the minimum limit of 0.70, which means that this research instrument can be considered reliable.

The results of the basic assumption test used a normality test, while the classical assumption test used a linearity and multicollinearity test. The test results are as follows.

### a. Linearity Test Results

A regression model is considered linear if the significant value in the linearity test is less than 0.05 and vice versa (Widarjono, 2018).

## 3. Results of Basic Assumption and Classical Assumption Tests

**Table 3.** Linearity Test Results

Variable	F Calculated (Linearity)	Sig. (Linearity)
Digital Marketing Training → Sales	218.150	0.00
SME Marketing → Sales	195,717	0

Source: SPSS Data Analysis

The linearity test results listed in Table 3 show that both the Digital Marketing Training and SME Marketing variables have a significance value of 0.000. This

value is less than 0.05 ( $\text{Sig} < 0.05$ ), so it can be concluded that both independent variables have a linear relationship with the dependent variable.



### b. Normality Test Results

The normality test was conducted to determine whether the research data followed a normal distribution or not. The criterion used was that if the Kolmogorov-Smirnov probability value

was greater than 0.05, the data could be considered normally distributed. Conversely, if the probability value was less than 0.05, the data was considered not normally distributed (Widarjono, 2018)

**Table 4.** Normality Test Results

N	Kolmogorov-Smirnov Z	Sig. (2-tailed)
96	218,150	0.172

Source: SPSS

#### Data Analysis

Table 4 shows the results of the normality test conducted using the Kolmogorov-Smirnov Test. The significance value of 0.172, which is greater than 0.05, suggests that the research data is normally distributed and ready for further statistical analysis.

### c. Multicollinearity Test Results

The multicollinearity test was conducted to check whether there was a

strong relationship between the independent variables in the regression model. The research data was considered free from multicollinearity if the Variance Inflation Factor (VIF) value was less than 10. Conversely, if the VIF value was greater than 10, it indicated multicollinearity (Widarjono, 2018).

**Table 5.** Multicollinearity

#### Test Results

Variable	Tolerance	VIF
Digital Marketing Training	0.219	4.573
MSME Marketing	0.219	4,573

Source: SPSS Data Analysis

The results of the multicollinearity test shown in Table 5 indicate that the VIF value for the Digital Marketing Training and SME Marketing variables is 4.573. This value is still below the 10 threshold, meaning that this regression

model does not experience multicollinearity issues.

### 4. MSME Characteristics Results

A preliminary analysis was conducted to obtain an overview of the characteristics of the MSMEs that were the research

respondents. This section presents the types of businesses run by MSME actors to provide a basic understanding of the

respondent profile before discussing further.

**Table 6.** MSME Characteristics Results

Type of SME	Frequency	Percentage (%)
Fashion	8	8.3
Craft	10	10.4
Cosmetics & Skincare	1	1.0
Food/Beverages	75	78.1
Furniture	1	1.0
Basic necessities	1	1.0
<b>Total</b>	<b>96</b>	<b>100</b>

Source: SPSS Data Processing

Looking at **Table 6** above, it can be seen that most of the MSME respondents focus on the food and beverage sector, with a total of 75 businesses or around 78.1 percent. This shows that the culinary sector is the most dominant among the types of businesses run by MSME players. On the other hand, there are 10 MSMEs (10.4 percent) engaged in crafts, and 8 MSMEs (8.3 percent) in fashion. Meanwhile, the cosmetics & skincare, furniture, and basic necessities sectors are each represented by only 1 MSME (1 percent). From these results, it can be concluded that the majority of MSMEs in this study are still focused on the food and beverage sector, while other sectors such as handicrafts and fashion have fewer numbers, and other

categories are still very minimally represented.

## 5. Results of Social Media Usage and Digital Marketing Technique Application Analysis

In understanding the extent to which businesses have utilized technology in their marketing activities, this study analyzed two main aspects: social media usage and the application of digital marketing techniques. Social media usage includes product promotion activities and consistency in uploading content. Meanwhile, the application of digital marketing techniques involves strategies such as the use of hashtags, paid advertising, simple SEO, and a shift in focus from conventional to digital marketing methods.

**Table 7.** Results of Social Media Use and Digital Marketing Technique Implementation

Item	Min	Max	Mean	Std. Deviation
Active Promotion (Social Media)	1	5	4.27	0.827
Regular Schedule (Social Media)	1	5	3.82	0.833

Benefits of the platform (E-commerce)	1	5	4.21	0.845
Apply Digital Techniques	1	5	3.88	0.849

Source: SPSS Data Analysis

The analysis in Table 7 shows that the use of social media for promotion is quite high, with an average of 4.27 on the active promotion indicator. However, consistency in the content upload schedule is still relatively low, with an average of 3.82. On the other hand, the use of e-commerce platforms is also quite high, reaching an

## 6. Path Analysis Results

Path analysis was used to examine the extent of the direct and indirect effects of digital marketing training on sales, where

average of 4.21, which indicates that most respondents have utilized marketplaces as a marketing tool. Meanwhile, the application of digital marketing techniques received an average of 3.88, indicating that digital marketing practices are beginning to be implemented, although not as optimally as the use of social media and e-commerce. SME marketing serves as an intervening variable. The results of the analysis are shown as follows:

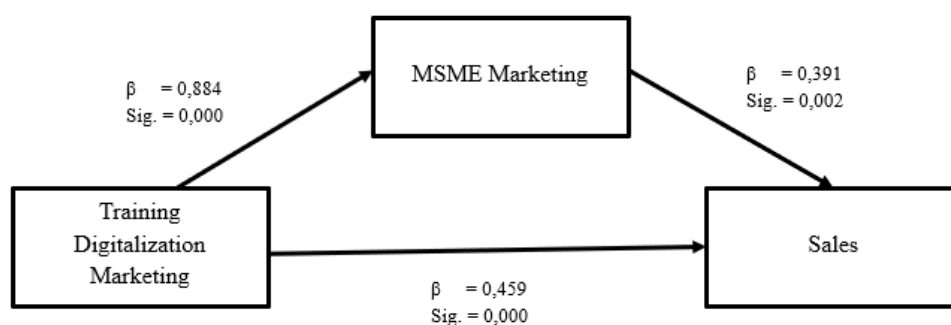
**Table 8.** Path Analysis Results

Relationship Between Variables	Path Coefficient ( $\beta$ )	Sig	Description
Digital Marketing Training $\rightarrow$ MSME Marketing ( <b>P1</b> )	0.884	0.000	Significant
Digital Marketing Training $\rightarrow$ Sales ( <b>P2</b> )	0.459	0.000	Significant direct effect
MSME Marketing $\rightarrow$ Sales ( <b>P3</b> )	0.391	0.002	Significant
Digital Marketing Training $\rightarrow$ SME Marketing $\rightarrow$ Sales	$0.884 \times 0.391 = 0.345$		Indirect Effect

Source: SPSS Data Analysis

As a further explanation of the path analysis results table, the path analysis results are presented in the form of an image. This visualization provides a clear

picture of the direction and magnitude of the influence, both direct and indirect, of marketing digitalization training on sales through MSME marketing.



**Figure 2.** Visualization of Path Analysis Results

Based on the path analysis that has been conducted, it was found that marketing digitization training has a significant impact on MSME marketing, with a path coefficient value of 0.884 and a significance of 0.000 (P1). This shows that the better the marketing digitization training provided, the more MSME marketing capabilities will increase. In addition, digital marketing training also has a direct influence on sales, with a path coefficient of 0.459 and significance of 0.000 (P2). This means that this training is able to directly encourage an increase in sales volume.

## DISCUSSION

The results of this study indicate that MSMEs are quite active in utilizing social media as a means of promotion, as seen from the high average value (mean = 4.27). However, consistency in uploading content is still relatively low (mean = 3.82). This means that even though social media is considered important, MSME players are not yet fully capable of maintaining regular communication with consumers. On the other hand, the use of e-commerce is quite optimal (mean = 4.21), which indicates that most businesses have started to use marketplaces as one of their main marketing channels. The application of other digital marketing techniques, such as SEO, paid advertising, and the use of

On the other hand, the MSME marketing variable is also proven to have a significant effect on sales, with a path coefficient of 0.391 and significance of 0.002 (P3). This means that the more optimal MSME marketing activities are, the higher the sales level that can be achieved. Not only that, the indirect effect of digital marketing training on sales through MSME marketing was recorded at 0.345 (the result of  $0.884 \times 0.391$ ). This shows that in addition to having a direct effect, digital marketing training also contributes to increasing sales through the mediating role of MSME marketing.

hashtags, is still at a moderate level (mean = 3.88).

Through path analysis, it is clear that digital marketing training has a significant impact. This is evident from the increase in MSME marketing capabilities with a value of  $\beta = 0.884$ , as well as an increase in direct sales reaching  $\beta = 0.459$ . Interestingly, this training also has an indirect effect on sales through MSME marketing variables, with a value of 0.345. This shows that the higher the quality of digital training provided, the stronger the competitiveness of MSMEs in marketing their products.

These findings are in line with research conducted by Ajeng et al. (Ajeng Nisa & Misidawati, 2024), which shows that digital marketing can increase the effectiveness of communication between MSMEs and consumers, as well as

facilitate real-time sales transactions. In addition, Saragih et al (Saragih et al., 2024) also emphasize that the application of digital strategies such as SEO, digital advertising, and data analysis has a significant impact on increasing MSME turnover and expanding market reach to a global level. The results of this study are also supported by several studies conducted in Indonesia (Zanah et al., 2025) show that digital literacy in Dhinda Hijab MSMEs significantly improves business operations and expands the market. A similar result was also seen in the community service activities carried out by Saniyah et al.(Saniyah et al., 2025) in Gegerung Village, West Lombok, where digital marketing training successfully increased participants' comprehension scores from 45 to 82 and encouraged 90% of business owners to actively market their products online.

However, digital transformation for SMEs cannot solely rely on individual initiatives from business owners. The government's role is crucial as a facilitator, regulator, and orchestrator. The path analysis results show that digitization training has a significant influence on MSME marketing ( $\beta = 0.884$ , sig. 0.000) and has a direct effect on increasing sales ( $\beta = 0.459$ , sig. 0.000). These findings confirm the importance of training as a key instrument in strengthening the digital capacity of business actors. In this regard, the government has initiated several programs such as the Proudly Made in

Indonesia (BBI) National Movement and MSMEs Go Digital. The Indonesian government has successfully encouraged more than 22 million MSMEs to join digital platforms by the end of 2023(Laporan INDEF, 2024). However, training cannot stop at a single activity but needs to be expanded in the form of ongoing mentoring and *coaching clinics*. Therefore, the government's role as a facilitator is crucial to ensure that the positive impact of training can be maintained and strengthened in the long term.

In addition to training, the government's facilitation role also includes the provision of digital infrastructure. The results of the study show that the use of e-commerce by MSMEs is quite high (mean = 4.21), but the application of digital marketing techniques such as SEO, paid advertising, and data analysis is still at a moderate level (mean = 3.88). This condition illustrates that even though MSMEs are open to digital platforms, infrastructure limitations—such as slow or expensive internet access, especially in suburban areas—limit the optimization of advanced digital strategies. Therefore, the government plays an important role in providing and expanding digital infrastructure, including affordable and equitable internet access, data centers, and a local application ecosystem that is friendly to MSMEs. Research by (Galib et al., 2024) supports this by emphasizing that MSME digitalization has a direct impact on local economic growth, especially when

supported by equitable access to technology.

Furthermore, the government also plays an important role in protecting MSMEs through various regulations. Descriptive data shows that MSME players are quite active in digital promotion through social media (mean = 4.27), but consistency in uploading content is still low (mean = 3.82). In addition, MSME marketing only has an indirect effect of 0.345 on sales. This shows the limited internal capacity of MSMEs to maintain the rhythm of digital marketing. In this context, the government needs to be present as a regulator to protect MSMEs from harmful market practices (e.g., imports of cheap goods in e-commerce). This policy aims to enable local products to compete with lower-priced imported goods. This approach is in line with the findings of Pratamanyah (Pratamansyah, 2024), which

emphasizes that a combination of digital marketing strategies and support from public policies will make MSMEs more competitive.

Path analysis also shows a strong indirect effect of training on sales growth through the MSME marketing variable (0.345). This proves that marketing plays an important mediating role in strengthening the competitiveness of MSMEs. However, for digital marketing to have a real impact on sustainable sales, ecosystem support is needed. This is where the government plays a role as an orchestrator that connects MSMEs with large marketplaces, logistics startups, and fintech service providers. This collaboration will ensure that the positive effects of training do not stop at increasing digital literacy, but also continue to the availability of distribution channels, access to financing, and sales sustainability.

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