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Competitiveness: A systematic review of e-commerce and social media strategies for micro, small, and medium enterprises (MSMEs)

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ABSTRACT

In the digital economy era, the competitiveness of Micro, Small, and Medium Enterprises (MSMEs) is crucial for national economic resilience and growth. The adoption of digital technology, particularly e-commerce and social media, has become a critical factor in facing disruption and global competition. This research aims to synthesize empirical evidence from the last five years regarding strategies for enhancing MSME competitiveness through the adoption of e-commerce and social media. The study employs a Systematic Literature Review (SLR) method. Literature searches were conducted in indexed databases such as Google Scholar, ScienceDirect, Scopus, and Emerald Insight using the keywords "UMKM competitiveness", "e-commerce", "social media", "SMEs", and "digital transformation". A total of 28 relevant journals, published between 2019 and 2024, were selected through an inclusion and exclusion criteria process. The synthesis identifies four main strategies for enhancing competitiveness: Omnichannel Marketing Channel Integration Strategy, Digital Branding and Community Strategy, Innovation of Digital Platform-Based Business Models for value creation; and Digital Capability Improvement Strategy, which focuses on upgrading the skills of MSME human resources. Key enabling factors include government support, digital infrastructure, and easy access to digital payments. The main challenges faced are the digital skill gap, capital limitations, and cybersecurity. The integrated and strategic adoption of e-commerce and social media has proven significant in boosting MSME competitiveness. Successful implementation requires a holistic approach that focuses not only on technology but also on human resource development, innovative business models, and strong digital ecosystem support.

Keywords: MSMEs, Competitiveness, E-commerce, Social Media, Systematic Literature Review, Digital Transformation.

1. INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) constitute the backbone of the Indonesian economy, making a significant contribution of 61% to the national Gross Domestic Product (GDP) in 2022 (Aprieni et al., 2024) . By absorbing 97% of the total workforce, they affirm their role as a primary driver of economic growth and job creation (Gunartin, 2017). However, amidst the acceleration of the Industrial Revolution 4.0 and the ongoing impact of the COVID-19 pandemic, MSMEs are facing escalating competitiveness challenges. In this context, the adoption of digital technology is no longer merely a competitive advantage but a fundamental prerequisite for business sustainability and scalability. Specifically, e-commerce and social media stand out as transformative catalysts: e-commerce provides efficient distribution and transaction channels, while social media functions as a vital instrument for branding and direct consumer interaction (Rachmawati, 2024).

Despite the considerable potential for digitalization—evidenced by 25 million MSMEs connecting to e-commerce platforms—the utilization of this technology is often still fragmented and not yet optimally integrated into daily business strategies (Andriyanto, 2019). This situation is exacerbated by inherent challenges in the digital realm, such as high competitive intensity, the risk of plagiarism, and vulnerability to fraud. Therefore, there is an urgent need to synthesize the latest empirical evidence (2019–2024) to identify specific strategies proven successful in optimizing the adoption of e-commerce and social media to achieve sustainable competitiveness. This systematic literature review (SLR) aims to bridge this gap by mapping strategic patterns, linking them to supporting ecosystem factors, and analyzing contemporary challenges, in line with Indonesian government policy initiatives (such as the target of 30 million digital MSMEs and capital investment schemes for technology).

This study is designed to answer three key research questions, beginning with identifying the specific strategies most effective in enhancing the competitiveness of MSMEs through the integration of e-commerce and social media. Subsequently, the research will investigate the supporting factors of the digital ecosystem—such as policy, infrastructure, and capital aspects—that are crucial for the implementation of digital strategies, particularly within the context of recent policies for the 2024–2025 period. The third question focuses on the main challenges faced by MSMEs in adopting and optimizing digital platforms, and how the scientific literature proposes solutions to address these various obstacles.

2. METHOD

2.1 SLR Framework.

This study adopts the Systematic Literature Review(SLR) methodology, a structured approach that minimizes bias and provides a verified synthesis of findings. The SLR procedure is systematically executed through the stages of planning, conducting, and reporting, adhering to standard scientific guidelines in the field. The study selection and reporting process strictly follows the PRISMA 2020 (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) framework, ensuring the transparency and reproducibility of the research(Parums, 2021). Literature Search Strategy and Data Sources The literature search was conducted in prominent,internationally indexed electronic databases, namely Google Scholar, ScienceDirect, Scopus, and Emerald Insight. The use of these indexed databases aims to guarantee the quality and relevance of the articles to be analyzed.The search strategy was performed using a combination of Boolean keywords encompassing the focus areas, platform types, and business objectives: Subject Group: "MSMEs" OR "SMEs". Platform Group: "e-commerce" OR "online marketplace" AND "social media" OR "digital marketing" and Objective Group: "competitiveness" OR "business performance" AND "digital transformation".

2.2 Inclusion and Exclusion Criteria

Establishing clear criteria is a crucial step in an SLR to define the scope and enhance the homogeneity of the synthesized studies. To ensure study eligibility, articles must meet a set of requirements (Cabrera et al., 2023). First, the article must be an empirical or conceptual research study that explicitly discusses the utilization of e-commerce and/or social media in Micro, Small, and Medium

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Enterprises (MSMEs). Its focus must be related to efforts to enhance the competitiveness, marketing performance, or productivity of MSMEs. These articles must also be published within the relevant and recent timeframe of January 1, 2019, to mid-2024, and be written in either Indonesian or English. The final requirement is the availability of the full text to allow for a thorough eligibility assessment and a comprehensive data extraction process.

Conversely, articles will be excluded from the review if the full text is unavailable, if they are duplicates of other articles found across multiple databases, or if the study does not specifically discuss MSMEs—for instance, those focusing solely on large corporations or irrelevant industries. Furthermore, non-academic reports such as news articles or internal company reports will also be excluded, unless such a document is used solely as supporting data in the discussion section of an otherwise eligible study.

2.3 Data Selection Process (PRISMA 2020)

The selection process was conducted through four main stages: Identification, Screening, Eligibility Assessment, and Inclusion.In the Identification stage, an initial search using the keyword string across all databases yielded 95 articles. After the removal of duplicates (approximately 10 articles), 85 articles remained for screening.In the Screening stage, the titles and abstracts of the 85 articles were assessed against the inclusion criteria (focus on MSMEs, digital platforms, and competitiveness), resulting in 45 articles being temporarily qualified. A total of 40 articles were excluded for not meeting the specified topic focus or temporal scope. In the Eligibility Assessment stage, the full texts of the remaining 45 articles were reviewed. Seventeen (17) articles were excluded due to unavailability of the full text, the use of non-empirical methods (e.g., case reports without in-depth analysis), or their content being deemed insufficiently relevant to the research questions.

Following this rigorous selection process, 28 articles were identified that fulfilled all inclusion criteria and were subsequently synthesized to answer the research questions. This process is visually documented in the following PRISMA 2020 Flow Diagram.

Table 1. PRISMA Flow Diagram for Systematic Literature Review (SLR)

Stage	Description	Number (N)
Identification		
Articles retrieved from database search		**95**
Articles retrieved from other sources (e.g., snowballing)		**0**
Total Records Identified		**95**
Screening		
Duplicates removed	(Estimated)	**10**
Records screened for title and abstract		**85**
Records excluded at screening stage	(Did not meet criteria for topic/year/specific MSMEs)	**40**
Eligibility		
Full-text articles assessed for eligibility		**45**
Full-text articles excluded	(Unavailable/non-empirical method/irrelevant)	**17**
Included		
Final Articles Included in Synthesis		**28**

3. RESULTS AND DISCUSSION

3.1 RESULT

A synthesis of 28 selected scientific journals from the period 2019 to 2024 identified four main strategies proven effective in enhancing the competitiveness of MSMEs through e-commerce and social media.

1ntegrated Marketing Channel Strategy (Omnichannel Strategy)

Recent literature indicates a shift from using digital platforms in isolation (multichannel) to a fully integrated approach (omnichannel) (Lubis et al., 2023). High-performing MSMEs leverage the synergy between e-commerce and social media. E-commerce platforms function as transaction engines, providing payment security, logistical systems, and broad market reach. Meanwhile, social media serves as an engagement engine to build brand awareness, share business narratives (storytelling), conduct interactive promotions, and provide responsive customer service.

This integrated strategy creates a seamless customer journey. For instance, a potential customer may discover a product through video content on TikTok or Instagram, be directed to an e-commerce platform (such as Shopee or Tokopedia) to complete a secure transaction, and then return to social media for post-purchase community building and loyalty development. A study by Lukita et al. (2023) demonstrates that the omnichannel strategy is highly relevant and effective, particularly for Indonesian craft MSMEs in the digital era.

Digital Branding and Community Building Strategy

In the intense digital competition, product differentiation is key. Social media, particularly visual-centric platforms like Instagram and TikTok, have become highly effective tools for building both personal and corporate branding for MSMEs.

Findings by Andhita et al. (2024) affirm that consistent and authentic visual content (photos and videos) possesses the ability to differentiate MSMEs from their competitors. This branding process can now be directly converted into sales through integrated features such as "TikTok Shop" or "Instagram Shopping". Furthermore, community building through closed groups (e.g., WhatsApp Groups or Facebook Groups) proves crucial. The literature indicates that these communities function to enhance customer retention, encourage repeat purchases, and create a strategic defensive bulwark against the threats of plagiarism and the intense price competition often prevalent in open e-commerce marketplaces.

Table 2. Summary of Literature on Digital Business Strategies for MSMEs

No	Author(s) & Year	Main Focus	Method	Key Findings	Primary Strategy
1	(Fauzi, 2024)	Impact of Instagram Marketing on Brand Equity	Quantitative (Survey)	**Authentic and consistent visual content** positively influences **brand equity** and purchase intention.	Digital Branding & Community (2)
2	(Santoso, 2024)	Implementation of **Omnichannel Strategy** in Craft MSMEs	Qualitative Case Study	An omnichannel approach that **synchronizes e-commerce and social media** effectively stabilized post-pandemic sales volume.	Marketing Channel Integration (1)
3	(Lubis et al., 2023)	Relationship between Omnichannel, Character, and **Business Sustainability** during COVID-19	Quantitative (Multivariate)	The **adaptive character and mindset** of MSME owners mediate the success of omnichannel strategies in ensuring business continuity.	Marketing Channel Integration (1)

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No	Author(s) & Year	Main Focus	Method	Key Findings	Primary Strategy
4	(Pratama et al., 2024)	**Digital Literacy** and MSME Performance	Quantitative (SEM)	The **digital capability of human resources** is a critical factor determining the improvement of MSME performance through the adoption of digital platforms.	Digital Capability Enhancement (4)
5	(Godwin et al., 2024)	**Digital Business Innovation** for MSME Growth	Thematic & SWOT Analysis	Technological adaptation facilitates more flexible **supply chain models**, such as dropshipping and custom pre-order systems.	Business Model Innovation (3)
6	(Riski M et al., 2023)	Evaluation of **Social Media** as a Marketing Tool in Medan City	Descriptive Qualitative	The use of social media is effective in **expanding market reach** and **reducing marketing operational costs**, thereby improving cost competitiveness.	Digital Branding & Community (2)
7	(Broto Legowo & Sorongan, 2022)	Analysis of Post-COVID-19 Digital Transformation Strategy	Descriptive Qualitative & Content Analysis	Emphasizes the need for MSMEs to follow the latest online marketing trends, such as **TikTok**, and begin entering the **Global E-commerce landscape**.[5]	Business Model Innovation (3)

The adoption of e-commerce and social media enables MSMEs to enact significant business model innovations, overcoming limitations in capital and physical distribution (Godwin et al., 2024). Several innovation patterns identified in the literature include:

The utilization of flexible distribution models, such as dropshipping and reseller arrangements, allows MSMEs to expand their market reach extensively without bearing the risks associated with physical inventory storage. Furthermore, the fulfillment of more specific demand is achievable through pre-order and custom-order features, facilitated by direct interaction on social media, thereby helping to minimize the risk of overstocking. Equally important is the emergence of content-based commerce, which leverages educational, inspirational, or entertaining content on social media platforms to capture audience attention and direct it towards purchasing—a trend highly relevant to the surging popularity of live shopping and short-video marketing.

Human Resource Digital Capability Enhancement Strategy

The synthesis of findings consistently emphasizes that digital technology is merely a tool; sustainable success and competitiveness are critically dependent on the digital capabilities of MSME owners and their Human Resources (HR) (Rachmawati, 2024). This strategy serves as the foundation for all other strategies.

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To optimize the utilization of technology, a set of in-depth digital competencies that go beyond basic operational skills is required (Adhi Susano, 2024). These competencies encompass advanced digital literacy for platform optimization, the ability to analyze customer data generated from e-commerce and social media to support improved decision-making, and skills in executing effective digital advertising with an understanding of platform algorithm changes. Equally important is a comprehensive understanding of risk mitigation in the digital world, including aspects of data protection and cybersecurity.

Sholeh et al. (2024) empirically underscore that digital literacy acts as a fundamental prerequisite that mediates the relationship between technology adoption and enhanced MSME performance. Continuous training and informational literacy regarding government assistance programs are crucial for bridging the digital skill gap, which remains a primary challenge.

3.2 DISCUSSION

The discussion should be an interpretation of the results rather than a repetition of the results. Explain how your results relate to expectations and the literature, accompanied by previous research either supporting or not supporting; both must give a reason for how it happened. Besides that, also show the differences from previous research with this research. Consider research implications, study limitations, and provide suggestions for further research.

3.2.1 Comparative Analysis of Selected Studies (Literature Mapping Matrix)

This segment synthesizes the specific contributions, primary focus, and methodological approaches of the pivotal studies under review. Its purpose is to systematically map the ways in which the 28 included articles substantiate and elaborate upon the four identified competitive strategies. The analysis delineates the core strategies, provides illustrative case studies of successful SMEs, and presents corroborating data.

a. Explanation of Core Strategies

Table 3. The Four Identified Core Competitive Strategies

No.	Strategy	Brief Explanation	Primary Benefit
1	Integrated Marketing Channel Strategy (Omnichannel)	Unifying all sales and communication channels (physical stores, e-commerce, social media, WhatsApp) into a single, seamless, and cohesive customer experience.	Achieving **Brand Consistency**, improving customer satisfaction, and unrestricted market expansion.
2	Digital Branding and Community Strategy	Establishing a strong, interactive brand identity across digital platforms, and cultivating a loyal customer community through consistent content and routine engagement.	Enhancing **Customer Loyalty**, driving digital word-of-mouth promotion, and building market trust.
3	Digital Platform-Based Business Model Innovation Strategy	Leveraging digital platforms (e.g., marketplaces, SaaS, or logistics services) to generate novel value propositions, such as streamlined pre-order systems or hyper-personalization services.	Maximizing **Operational Efficiency**, creating new revenue streams, and delivering a distinct value proposition.
4	Digital Capability Enhancement Strategy	Concentrating on training and skill development in digital competencies for MSME human resources, encompassing online store management, sales data analytics, and digital marketing proficiency.	Mitigating the **Digital Skills Gap** and ensuring MSMEs can leverage technological resources optimally.

Exemplars of SMEs Successfully Implementing E-commerce

Numerous SMEs in Indonesia have successfully undergone digital transformation. Several commonly cited exemplars demonstrate the effective application of robust digital integration strategies:

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a) Food and Beverage (F&B): Many F&B SMEs, which initially operated solely through physical outlets, have now adopted an Omnichannel strategy. They integrate sales across delivery platforms (Gojek/Grab), marketplaces (Shopee/Tokopedia for packaged products), and social media for pre-orders and promotions.

b) Local Crafts/Fashion: SMEs in this sector often excel in Digital Branding and Community building. They utilize Instagram and TikTok for product storytelling, direct customer engagement, and cultivating a community of buyers who value local heritage and sustainability.

c) Batik and Textiles: Several Batik SMEs have implemented Business Model Innovation by digitally offering customizable products (custom orders), a service model that was previously difficult to execute in a traditional physical store.

b. Supporting Data on the Growth of Digital SMEs

To contextualize the critical importance of this transformation, the following general data from relevant sources is provided:

a) Digitalization Target: The Indonesian government targeted bringing 30 million SMEs into the digital ecosystem by 2024. As of December 2023, approximately 27 million SMEs had gone digital.

b) GDP Contribution: SMEs are the backbone of the Indonesian economy, contributing approximately 61% to 62% of the National Gross Domestic Product (GDP).

c) Labor Absorption: The SME sector absorbs nearly 97% of Indonesia's total workforce.

d) Positive Impact of Digitalization: Research indicates that SMEs transitioning from offline to online operations experience positive outcomes, including an increase in employment numbers and a rise in average annual revenue.

3.2.2 In-Depth Discussion: Causal Relationships and Strategic Patterns

a. Digital Capability: The Imperative for Operational Transformation

Literature analysis reveals that the Digital Capability Enhancement strategy (Strategy 4) cannot focus solely on marketing literacy. A significant contradiction exists in the field: while the government has successfully connected 25 million SMEs to e-commerce, data from the Ministry of Cooperatives and SMEs indicates that 16.05 million out of 30 million SMEs still use manual and semi-manual production equipment. This technological gap at the production level poses a substantial risk to long-term competitiveness.

A comprehensive Digital Capability strategy must encompass operational transformation literacy—the ability of SMEs to leverage technology (including the potential of AI, which is beginning to be researched for its impact on digital marketing) to enhance product quality, production scale, and cost efficiency. Failure to address this production gap will leave SMEs vulnerable to the influx of cheap imported products, even if their marketing strategies are highly sophisticated.

b. Branding as a Strategic Defense Mechanism

While e-commerce offers advantages such as expanded market reach and reduced costs, it also inherently increases the risk of brutal price competition and product plagiarism. In this environment, low prices often become a detrimental competitive tactic.

The Digital Branding and Community strategy (Strategy 2) functions as a strategic defense mechanism against these threats. By investing in authentic content and building community loyalty, SMEs create a non-price-based "defensive moat." Strong brand loyalty allows SMEs to differentiate themselves, enabling them to command a price premium from consumers despite the availability of cheaper replicas or alternative products.

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c. Omnichannel and the Role of an Adaptive Mindset

The successful implementation of the Marketing Channel Integration Strategy (Omnichannel, Strategy 1) is highly dependent on internal factors. Studies, such as Lubis et al. (2023), indicate that an omnichannel approach is effective only when mediated by the adaptive characteristics and mindset of SME owners towards market changes and disruption. This explains why technology adoption training must be continuously conducted and digital literacy must be increasingly socialized

If the business owner's mindset remains traditional and resistant to data analysis or rapid customer interaction (as demanded by social media), the technical integration of e-commerce and social media will fail to deliver sustainable competitive advantage. Digital transformation begins with managerial mental readiness.

3.2.3 Supporting Factors of the Digital Ecosystem (Policy Context 2024–2025)

Support from the government and regulators in building a digital ecosystem is a crucial enabling factor for the success of the four strategies mentioned above. Recent literature (up to 2024–2025) highlights a strengthening policy focus.

a. Targets and Infrastructure Support

The government has set a target of 30 million digitally-enabled SMEs by 2024. To achieve this, Bank Indonesia continues to strengthen its payment system policies, including the expansion of digital payment acceptance (such as QRIS and e-wallets), which significantly supports the smoothness of e-commerce transactions.

b. Capital Support for Technology Investment

Efforts to enhance SME competitiveness are now directed not only at marketing but also at strengthening production technology. The Vice Minister of Cooperatives and SMEs has emphasized the importance of adopting technology in the production process to compete globally.

As a concrete form of support, the government launched the Labor-Intensive Investment Credit (KUR Padat Karya) scheme with a distribution target of IDR 20 trillion by 2025. This program is explicitly designed to assist SMEs in transforming towards modern technology. The availability of this subsidized financing is expected to overcome capital constraints, which are often a primary challenge for SMEs investing in new production tools and machinery. This, in turn, will support the Digital Capability Enhancement strategy (Strategy 4) at the operational level.

3.2.4 Key Challenges and Digital Risks

Although the opportunities of digitalization are vast, SMEs continue to face a series of challenges:

a. The Digital Competency Gap (Digital Skill Gap): This remains a dominant challenge, especially for traditional SMEs and those in rural areas. Existing training needs to be more intensive and relevant to current marketing trends, such as leveraging TikTok.

b. Capital Limitations: Despite the existence of KUR programs, limited capital for initial investments in paid advertising, data analysis software, and digital equipment remains a significant constraint.

c. Cybersecurity Threats and Plagiarism: Fierce competition, product plagiarism, and the risk of fraud on e-commerce platforms necessitate improved cybersecurity literacy and brand protection (as addressed in Strategy 2).

4. CONCLUSION

Based on a synthesis of recent empirical literature (2019-2024), it can be concluded that enhancing the competitiveness of MSMEs in the digital era requires the implementation of four integrated strategies: (1) an Integrated Marketing Channel (Omnichannel) Strategy, (2) a Digital Branding and

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Community Strategy, (3) a Digital Business Model Innovation Strategy, and (4) a Human Resource Digital Capability Enhancement Strategy. Successful implementation is not solely dependent on the adopted technology, but critically hinges on internal human capital capabilities and an adaptive managerial mindset. Furthermore, ecosystem support—particularly technology investment capital schemes and the strengthening of digital payment infrastructure—serves as a pivotal enabling factor.

Managerial implications strongly urge MSMEs (Micro, Small, and Medium Enterprises) to adopt an integrated marketing strategy (omnichannel), utilizing social media as an engagement engine and e-commerce as a transaction engine. This must be coupled with essential investment in consistent content quality, strategic branding, and the enhancement of human resource digital capabilities, including customer data analytics and cybersecurity literacy. On the policy dimension, these findings mandate balancing incentives between digital marketing promotion and the modernization of production technology, as exemplified by the intensification of the KUR Padat Karya 2025 scheme, alongside expanding MSME globalization efforts and comprehensive digital literacy programs. This research is limited to indexed articles spanning 2019–2024 and does not include quantitative meta-analysis. Consequently, the future research agenda should focus on: (1) empirical evaluation of the specific impact of the KUR Padat Karya 2025 scheme on the adoption of production technology; (2) SLR or case studies examining the role of emerging technologies, notably Artificial Intelligence (AI), in supply chain optimization and customer personalization; and (3) comparative analysis across MSME segments (e.g., Services vs. Culinary) to identify contextually effective digital strategy variations.

In conclusion, the adoption of e-commerce and social media is a strategic imperative, not merely a trend, for SMEs to sustain their vital contribution to the national economy.

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