



Adaptation of The Creative Economy: Consumer Perception on Digital Transformation of Culinary SMEs in Langsa City

¹ NASRUL KAHFI LUBIS, * DHIAN ROSALINA, ¹ MUHAMMAD RIZQI ZATI

^{*1} Universitas Samudra, Langsa, Indonesia

Correspondance author: dhian.rosalina@unsam.ac.id *

Article

Article History

Received: 11/03/2023

Reviewed: 09/05/2023

Accepted: 30/06/2023

Published: 30/06/2023

DOI:

doi.org/10.29313/mimbar.v39i1.2095



This work is licensed under a Creative Commons Attribution 4.0 International License

Volume : 39

No. : 1

Month : June

Year : 2023

Pages : 92-98

Abstract

Digitalization is a must to maintain business consistency In the era of pandemics and technological advance. The culinary sector in Langsa City continues to grow, with a wide market ranging from students, students, and households, to industry causing several culinary destinations such as traditional and modern cafes to gain public interest. This study aims to analyze 1) How to adapt the digital transformation of SMEs in the culinary sub-sector in Langsa City, and 2) How is the creativity of the culinary sub-sector actors in the digital transformation adaptation period. This research method was descriptive and quantitative. The respondents of this research are one hundred people who are culinary consumers of Langsa city. Two aspects were measured in the research: digital transformation and innovation carried out by culinary SMEs. The results show that the Culinary SMEs in Langsa City has adapted to digital transformation in their business well. Culinary SMEs show that they have been innovating and being creative in the products offered. Product innovations ranging from taste, packaging, size, and so on are considered quite good and competitive, this shows that SMEs can adapt to compete in the culinary subsector.

Keywords: Digital Transformation; Innovation; SMEs

© 2022 Mimbar: Jurnal Sosial dan Pembangunan, Unisba Press. All rights reserved.

Introduction

The world is experiencing a crisis as a result of the COVID-19 pandemic, which affects global community activities, especially economic activity. This condition forces the business world to adapt to the rules of health protocols to be able to maintain its existence. One way of adapting business people to face the pandemic is to maximize digital technology in business activities, including Micro, Small, and Medium Enterprises (MSMEs). Based on research by (Farhani & Chaniago, 2021), and data from the Indonesian MSME Association (Akumindo) in the first year of the pandemic, around 15% of MSMEs out of a total of thirty million registered players succeeded in digitally transforming and surviving the pandemic.

Digitalization is a must to maintain business consistency in the era of pandemics and technological advances. In the last period, digitalization has become a driver of change amid the uncertainty of the economic situation (König et al., 2019). Zhuang et al., (2017) explained that digitalization was currently changing the way of doing business and interacting, and had

become a part of human lifestyle. The use of digital technology makes it easier for business people to reach consumers in a faster and wider time, digital technology also helps to buy and selling transactions become easier and faster as has been found on various e-commerce platforms.

According to Hasan et al., (2021) the creative economy had developed rapidly in various countries and had made a significant contribution to the country's economy. The creative economy sector is currently a priority because it depends on the creativity of business people who come from renewable natural resources (Boğa & Topcu, 2020; Susbiyani et al., 2021). There are several important notes in the Indonesian creative economy: a) the creative sector has become one of the ten national economic sectors since 2012 (Riswan, 2016) and b) the GDP of the creative economy sector continues to increase in terms of realization reaching 96.23% in 2015. 2020 (Kemendag, 2020), c) The culinary sector consistently contributes 5 to 6% of the total 14 sectors in the GDP of the creative economy sector (Bekraf & BPS, 2019). d) The demand for labor in the creative economy sector continues to increase from 2010 to the last survey in 2020 by 3 to 5% (Kemendag, 2020).

Indonesia is one of the countries showing significant development in the creative industry sector because Indonesia has potential in resources consisting of natural resources and human resources (Widnyani et al., 2021). The purpose of the creative economy in Indonesia has been stipulated in Law Number 24 of 2019, to optimize the creativity of human resources based on aspects of cultural heritage, as well as science and technology (Ubaidillah & Riyanto, 2020). There are at least 14 sectors that fall within the scope of the creative economy, namely advertising, architecture, art goods market, crafts, film, design, video, then photography, interactive games, performing arts, music, publishing and printing, research and development as well as computer and services. software, radio, and television (Hasan, Dzakiyyah, et al., 2021). Furthermore, culinary became one of the newest sections, which initially had 14 sub-sectors and then became 15 sub-sectors (Pradana et al., 2018). The development of the creative economy, especially in the culinary sub-sector, has many impacts on MSMEs because creativity will result in this culinary sub-sector having added value. This study examines the effectiveness of the digital transformation of SMEs engaged in the culinary sector. As reported from Bekraf,(2019), the culinary sub-sector contributes 30% of the total revenue of the tourism and creative economy sectors. In 2011, the Ministry of Tourism and Creative Economy included culinary as one of the sub-sectors of the creative economy. Culinary is defined as the activity of preparing food or cooking, which are basic human activities to meet the needs of life (Bekraf, 2019). In Aceh, the culinary sector dominates 21.49% of the sectors that the community relies on for conducting business activities compared to other creative sectors. In Langsa City, the culinary sector is the leading sector, this is inseparable from the role of Langsa City as a service and trade city. Langsa City GRDP data shows the potential of the culinary sector in 2010 there is an increase in the contribution of culinary in Langsa City until 2019. Even though the value of the contribution of GRDP compared to the total GRDP is quite small, the highest percentage is 3.4 percent in 2019 but the culinary sector reduces a lot of unemployment and relatively high stability in maintaining the business. Meanwhile, in 2020 for the first time in the last ten years, there was a decrease in the contribution of GRDP to 3.21 percent, where the decline occurred due to the emergence of the COVID-19 pandemic and social restrictions that had an impact on controlling restrictions on operating hours for restaurants, cafes, and other culinary centers.

The culinary sector in Langsa City continues to grow, with a wide market ranging from students, students, and households, to industry causing several culinary destinations such as traditional and modern cafes to gain public interest, product innovations continue to emerge ranging from product variations, diverse cafe services. , packaging and price competition, MSMEs that innovate can adapt to unpredictable environmental changes such as the current pandemic so that they can exist and can improve their performance to be more optimal (Siswati & Alfiansyah, 2020). Despite experiencing the COVID-19 pandemic, culinary businesses in Langsa City in general still survive. Digital transformation has begun to penetrate the culinary sector, such as marketing using social media, using courier services in culinary shopping and so on, digital transformation supports innovations carried out by MSME actors both in terms of products, marketing, and processes. This study examines how the effectiveness of digital transformation supports innovations that have been carried out by MSME actors in the culinary sector of Langsa City in increasing consumer buying interest. Based on the above, this study aims to analyze 1) How to adapt the digital transformation of SMEs in the culinary sub-sector in Langsa City, and 2) How is the creativity of the culinary sub-sector actors in the digital transformation adaptation period.

Research Method

This research method was descriptive and quantitative. Researchers obtained data by using a questionnaire via a google form. The population in this study was people who live in Langsa City. The

sampling technique was purposive sampling, with the following criteria: 1) Minimum age of 17 years, 2) Respondents had smartphones and social media, 3) Had been consumers of Culinary MSMEs in Langsa City who use digital technology in their business activities. The number of samples set was one hundred visitors to the culinary UKM of Langsa City.

Two aspects were measured in the research: digital transformation and innovation carried out by culinary SMEs. The product innovation aspect used six indicators: Modulation-based innovation, Size-based innovation, Packaging-based innovation, Design-based innovation, Complementary Material Development-based Innovation, and Effort-Reduction-Based Innovation (Lestari et al., 2019). As for the digital transformation aspect, there were five indicators used: Active online presence, Digital sales, Collaborative, connection with consumers and other stakeholders, Simplification of business operations, and Data digitization (A. Utaminingsih, 2016; Farhani & Chaniago, 2021). Question items used a Likert scale of 1-5. The reference for consumer assessment used the ideal score and the actual score, the actual score was the answer score obtained from all respondents from the observations that had been made, while the ideal score was the highest score or maximum score that could be obtained if all respondents choose the highest answer score (Cooksey, 2020). the score criteria were as follows:

Table 1
Comparison of Ideal and Actual Score

Score (%)	Criteria
20 - 36	Very poor
36,01 - 52	Poor
52,01 - 68	Good Enough
68,01 - 84	Good
84,01 - 100	Excellent

Results and Discussion

Respondent Profile

The characteristics and profiles of respondents are in the table below:

Table 2
Respondent's Profile

Characteristic	Percentage (%)	
Gender	Male	44
	Female	56
Age	17 - 25	29
	26 - 34	34
	35 - 43	25
	44 - 50	8
	>50	4
Profession	Civil servant	26
	Students	22
	Teacher	6
	Entrepreneurs	6
	Private workers	11
	Others	6

Source: primary data processed, 2022

Based on the characteristics of gender, the majority of respondents were women reached 56 percent. Women tended to like satisfactory service, easy transactions, and competitive prices. Female consumers had a more consumptive character and liked to look for new things when choosing goods and services.

In terms of age, the majority were in the age range of 26-34 years which reaches 34 percent where at this phase the respondents generally already had a fixed income and tended to behave consumptively. Widiyanto et al., (2016) explained that in the age group of 26 to 34 years, consumers were at the peak of enjoying income, so they did not hesitate to spend more funds for refreshing, one of which was culinary consumption.

In the professional aspect, the majority of respondents worked as civil servants 26%, followed by 24% students. Based on research conducted by Andespa, (2017) consumers with fixed incomes tended to have high ratings of a product in terms of service, price, quality, and packaging.

Validity and Reliability

The validity of the questionnaire is if it is able to reveal something that you want to measure in the questionnaire (Ghazali, 2013; Sekaran, 2000). Testing the validity in this study using corrected item-total correlation, where the value of r table at 5% significance with two-sided test and n = 100 is 0.197

Based on the results of the validity test, the alpha value for the digital transformation instrument was 0.854 and the alpha for innovation was 0.845. With an alpha value above 0.60, the data was declared to meet the reliability test (Ghazali, 2013; Rifky, 2022). So based on the test results, the two variables were feasible for further research.

The results of the validity test are as follows:

Table 3
Validity Test

Variable	R score	Status
Digital1	.561	Valid
Digital2	.536	Valid
Digital3	.444	Valid
Digital4	.410	Valid
Digital5	.541	Valid
Inovasi1	.321	Valid
Inovasi2	.398	Valid
Inovasi3	.375	Valid
Inovasi4	.507	Valid
Inovasi5	.539	Valid
Inovasi6	.516	Valid

Source: Primary Data Processed, 2022

Consumer Perceptions of Culinary SMEs' Ability to Innovate and Digitally Transform

Based on the survey results, here were consumer perceptions about the ability of SMEs to carry out digital transformation and innovation in the culinary business in Langsa City:

Table 4
The Ability of Culinary SMEs to Adapt Digital Transformation

Indicators	Answers					Actual score	Ideal score	%	Category
	1	2	3	4	5				
1. Available online	2	8	30	34	26	374	500	74,8	Good
2. Digital sales	3	13	30	35	19	354	500	70,8	Good
3. Collaborative	5	18	31	26	20	338	500	67,6	Good enough
4. Simplification of service operations	2	12	20	42	24	374	500	74,8	Good
5. Data digitization	2	3	20	45	30	398	500	79,6	Good

Source: Primary Data Processed, 2022

Based on the adaptability of culinary SMEs in carrying out digital transformation, five indicators were analyzed. Of the five indicators, digitizing the data got the highest actual score of 398 with a percentage comparison of the ideal score of 79.6%. This means that consumers perceive that culinary SMEs have implemented data digitization in doing business and providing services to consumers. Data digitization is creating a database for making various decisions ranging from market mapping, product and service determination, and so on (Decker, n.d.; Farhani & Chaniago, 2021; Putu et al., 2019; Zhuang et al., 2017). The Culinary UKM of Langsa City has started to implement data digitization, such as member cards applied by several cafes in Langsa to record customer transactions, financial

bookkeeping applications, and inventory/stock applications so that data both customer data and transactions are digital. This is consistent with the research of (Farhani & Chaniago, 2021; Kumar et al., 2012; Nugroho & Rahman, 2022; Verhoef et al., 2021; Westernman et al., 2011), they explained that digitalization was needed by SMEs to adapt to environmental changes, one of which was the COVID-19 pandemic which causes digital transformation to be implemented more quickly by SMEs.

The online presence indicator also received a good response from consumers, with a score of 374, and the comparison with the ideal score was 74.8%. The active presence online here is how culinary SMEs change traditional marketing methods into digital marketing. This is consistent with the research conducted by König et al., (2019); Oktavenus, (2019) showed that digital transformation brings disruptive changes in how businesses run, including in making adjustments to marketing activities. The culinary SMEs of Langsa City are gradually using online marketing, and have an active status. For example, Instagram belongs to a cafe business, a gift center, and updates in informing the new menu. SMEs also rely on online marketing to carry out transactions such as delivery services, receiving complaints, price promotions, and so on.

In the collaborative indicator, the score obtained is 338, with a comparison to the ideal score of 67.6%. Collaborative means that digitalization has an impact on increasing collaboration (Kierzkowski et al., 1996; Papadopoulos et al., 2020). Consumers consider that collaboration in digitizing culinary MSMEs has been running but has not gone well in terms of collaboration. In practice, MSME actors still run their business without involving many other parties, such as online motorcycle taxi services, which can support ordering and delivery services. Culinary SMEs do not maximize the opportunity to collaborate to improve the services provided to consumers.

Operational simplification got a score of 374, or 74.8% compared to the ideal score. Consumers consider that this indicator has been implemented well by culinary SMEs, digitizing in payments, for example by utilizing fintech such as qris, shopeepay, internet banking, debit atm, and so on makes it easier for consumers to make payments (Aseng et al., 2020). This result is in line with research conducted by Wardani & Darmawan, (2020) that in addition to providing convenience for consumers in making payments, it also facilitates recording and transactions. Consumers have the perception that the Culinary MSMEs of Langsa City can follow technological developments not only in digital marketing but also take advantage of fintech, especially payment gateways.

In business, SMEs that innovate will be able to lead the market and minimize the possibility of competitors to innovate early (Lestari et al., 2019). In measuring consumer perceptions of the adaptation of culinary MSME innovations, six indicators are used: Modulation-based innovation, Size-based innovation, Packaging-based innovation, Design-based innovation, Complementary material development-based innovation, and effort reduction-based innovation. The recapitulation of the results of the actual and ideal scores of innovation ability is as follows:

Table 5
Culinary UKM Innovation Ability

Indicator	Answers					Actual Score	Ideal Score	%	Category
	1	2	3	4	5				
1. Modulation-based innovation	0	2	18	49	31	410	500	82	Good
2. Size-based innovation	0	3	13	51	33	414	500	82,8	Good
3. Packaging-based innovation	0	3	14	47	35	411	500	82,2	Good
4. Design-based innovation	0	7	28	45	20	393	500	78,6	Good
5. Complementary material development-based innovation	0	7	28	45	20	378	500	75,6	Good
6. Effort reduction-based innovation	1	7	31	33	28	380	500	76	Good

Source: *Primary Data Processed, 2022*

Overall, consumers considered that the innovation indicators had been implemented well. It means that consumers perceived that culinary SMEs had made comprehensive product innovations starting from modulation-based innovation to effort-reduction-based innovation. The Culinary UKM packaging-based innovation score in Langsa City got the highest score of 414 with a comparison to the ideal score reaching 82.8%. Packaging-based innovation is how the product was packaged attractively so that it affects consumer perceptions of the benefits or reasons for buying the product. Examples of product innovations that were made by culinary SMEs include food serving designs at cafes/restaurants, packaging designs and sizes at the Langsa City culinary center, and so on.

The table above showed that creativity and innovation were in a good category. This is consistent with the research of Brata, (2009); Hasan, Hayati, et al., (2021); Shofa & Deddi, (2009);

Tang, (2012) that SMEs were generally very concerned with aspects of creativity and innovation. Culinary SMEs responded to changes in consumer tastes such as taste quality but also to the way of presentation, marketing methods, and technology used.

Conclusions

In general, the Culinary SMEs in Langsa City has adapted to digital transformation in their business well. This shows that SMEs can adapt to changes in technology and the business environment such as the COVID-19 pandemic. SMEs have not maximized collaboration that uses advances in digital technology. SMEs such as centers for souvenirs have not collaborated with online stores in expanding the market, while cafe and restaurant businesses have not collaborated with the existence of local online motorcycle taxis which have good potential considering the successful example of implementing similar applications (grab food, go food) in collaboration with the culinary sector in the city. other Indonesia

Culinary SMEs show that they have been innovating and being creative in the products offered. Product innovations ranging from taste, packaging, size, and so on are considered quite good and competitive, this shows that SMEs can adapt to compete in the culinary subsector.

The Culinary SMEs of Langsa City can adapt to technological changes, and environmental changes due to the pandemic by carrying out digital transformation and innovation. Consumers perceive and react well to services and product innovations perceived by consumers in Langsa City.

References

- A. Utaminingsih. (2016). Pengaruh Orientasi Pasar, Inovasi, Dan Kreativitas Strategi Pemasaran Terhadap Kinerja Pemasaran Pada Ukm Kerajinan Rotan Di Desa Teluk Wetan, Welahan, Jepara. *Media Ekonomi Dan Manajemen*, 31(2), 77–87. <https://media.neliti.com/media/publications/149462-ID-pengaruh-orientasi-pasar-inovasi-dan-kre.pdf>
- Andespa, R. (2017). Membandingkan Persepsi Konsumen Berdasarkan Lingkungan Pekerjaan. December 2012.
- Aseng, A. C., Ekonomi, P., & Keguruan, F. (2020). Factors Influencing Generation Z Intention in Using FinTech Digital Payment Services. *Cogito Smart Journal*, 6(2), 155–166.
- Bekraf. (2019). Laporan Kinerja Badan Ekonomi Kreatif Tahun 2019 (Vol. 148).
- Bekraf, & BPS. (2019). Infografis Sebaran Pelaku Ekonomi Kreatif (Vol. 148).
- Boğa, S., & Topcu, M. (2020). Creative Economy: A Literature Review on Relational Dimensions, Challenges, and Policy Implications. *Economics*, 8(2), 149–169. <https://doi.org/10.2478/eoik-2020-0014>
- Brata, A. G. (2009). Innovation and Social Capital in the Small-Medium Enterprises: A Case of Bamboo Handicraft in Indonesia. *Mpra*, 15696.
- Cooksey, R. . (2020). Descriptive Statistics for Summarising Data. In: *Illustrating Statistical Procedures: Finding Meaning in Quantitative Data*. Springer.
- Decker, G. (n.d.). 3 Ways Customer Relationships Will Change Forever In Light Of COVID-19 [Online]. <https://www.entrepreneur.com/article/353314>.
- Farhani, I., & Chaniago, H. (2021). Faktor Penentu Transformasi Digital UMKM: Bukti dari Indonesia. *Prosiding Industrial Research Workshop ...*, 4–5. <https://jurnal.polban.ac.id/ojs-3.1.2/proceeding/article/view/2845/2224>
- Ghazali, I. (2013). Aplikasi Analisis Multivariate Dengan Program IBM SPSS 23 (8th ed.). Universitas Diponegoro.
- Hasan, M., Dzakiyyah, A., Kumalasari, D. A., Safira, N., & Aini, S. N. (2021). Transformasi Digital UMKM Sektor Kuliner Di Kelurahan Jatinegara, Jakarta Timur. *Jurnal Bisnis Dan Kewirausahaan*, 17(2), 135–150. <https://doi.org/10.31940/jbk.v17i2.2529>
- Hasan, M., Hayati, A. F., Miranda, M., Sasmita, F. A., & Shafar, M. R. (2021). Ekonomi Kreatif di Masa Adaptasi Kebiasaan Baru: Kajian Kreativitas dan Inovasi Pada UMKM Subsektor Kuliner. *Jurnal Inovasi Pendidikan Ekonomi (JIPE)*, 11(2), 148. <https://doi.org/10.24036/011126360>
- Kemenparekraf. (2020). Statistik ekonomi kreatif 2020.
- Kierzkowski, McQuade, Waitman, & Zeisser. (1996). *Marketing To The Digital Consumer* (M. K. and Company (ed.)).
- König, M., Ungerer, C., Baltés, G., & Terzidis, O. (2019). Different patterns in the evolution of digital and non-digital ventures' business models. *Technological Forecasting and Social Change*, 146(April), 844–852. <https://doi.org/10.1016/j.techfore.2018.05.006>

- Kumar, R., Sheetal, & Sangeeta. (2012). Marketing Strategies of Small and Medium Enterprises: A Sample Survey. *International Journal of Management Sciences*, 01(02), 60–71. https://www.researchgate.net/publication/261721534_Marketing_Strategies_of_Small_and_Medium_Enterprises_A_Sample_Survey
- Lestari, I., Astuti, M., Ridwan, H., Ekonomi, F., Pembangunan, U., & Veteran, N. (2019). PENGARUH INOVASI DAN ORIENTASI KEWIRAUSAHAAN TERHADAP KEUNGGULAN BERSAING UMKM KULINER. *Jurnal Riset Manajemen Dan Bisnis (JRMB)*, 4(1), 111–118.
- Matell, M. S., & Jacoby, J. (1971). Is there an optimal number of alternatives for likert scale items? study 1: Reliability and validity. *Educational and Psychological Measurement*, 31(3), 657–674. <https://doi.org/10.1177/001316447103100307>
- Nugroho, A. P., & Rahman, A. (2022). Digitalisasi dan Keberlangsungan UMKM Kuliner Halal. *Jurnal Ilmiah Ekonomi Isamsam*, 8(02), 1654–1660.
- Oktavenus, R. (2019). ANALISIS PENGARUH TRANSFORMASI DIGITAL DAN POLA PERILAKU KONSUMEN TERHADAP PERUBAHAN BISNIS MODEL PERUSAHAAN DI INDONESIA Ricky. *Jurnal Manajemen Bisnis Dan Kewirausahaan*, 44–48.
- Papadopoulos, T., Baltas, K. N., & Balta, M. E. (2020). The use of digital technologies by small and medium enterprises during COVID-19: Implications for theory and practice. *International Journal of Information Management*, 55(May 2021), 102192. <https://doi.org/10.1016/j.ijinfomgt.2020.102192>
- Pradana, A. K., Slamet, A. S., & Andrianto, M. S. (2018). Analisis faktor yang memengaruhi pengambilan keputusan pembelian pepaya Calina. *Jurnal Manajemen*, 9(2), 155. <https://doi.org/10.32832/jm-uika.v9i2.1562>
- Putu, B., Nirmala, W., Laviyanto, S., Studi, P., Informasi, S., Studi, P., & Informasi, S. (2019). Pemanfaatan Digital Enabler Dalam Transformasi Pemasaran Desa Wisata Berbasis Kerakyatan di Bali. *Jurnal Teknologi Informasi Dan Komputer*, Volume 5, 8–17. bagus.p.wahyu@gmail.com1) sephylaviyanto59@gmail.com2)
- Rifky, M. (2022). Increasing Competitiveness in Small and Medium Industries. *Mimbar*, 10, 140–149.
- Riswan. (2016). Strategi Pengembangan Usaha Ekonomi Kreatif dan Usaha Kecil Menengah (UKM) di Indonesia. *JP Feb Unsoed*.
- Sekaran, U. (2000). *Research Methods for Business: A Skill Business Approach*. John Wiley and Sons.
- Shofa, N. I., & Deddi. (2009). Pertumbuhan Dan Strategi Pengembangan Ekonomi Kreatif Kota Malang. *Pangripta*, 1(1), 76–85.
- Siswati, E., & Alfiansyah, R. (2020). Keunggulan Bersaing Umkm Kuliner Berbasis Inovasi (Studi Pada Umkm Keripik Samiler Kasper Di Sidoarjo). *IDEI: Jurnal Ekonomi & Bisnis*, 1(2), 84–90. <https://doi.org/10.38076/ideijeb.v1i2.18>
- Susbiyani, A., Nastiti, A. R. I. S., & Animah. (2021). SMEs' Strategies for Improving Financial Performance Through Competitive Advantages. *Mimbar*, 37(2), 170–181.
- Tang. (2012). An Inventory of Organizational Innovativeness. *International Journal of Organizational Innovation*, 4(3), 319–330. <http://search.proquest.com/docview/921995115?accountid=10297>
- Verhoef, P. C., Broekhuizen, T., Bart, Y., Bhattacharya, A., Qi Dong, J., Fabian, N., & Haenlein, M. (2021). Digital transformation: A multidisciplinary reflection and research agenda. *Journal of Business Research*, 122, 889–901. <https://doi.org/10.1016/j.jbusres.2019.09.022>
- Wardani, A. P. Y. K., & Darmawan, N. A. S. (2020). Peran Financial Technology pada UMKM: Peningkatan Literasi Keuangan Berbasis Payment Gateway. *Jurnal Ilmiah Akuntansi Dan Humanika*, 10(2), 170. <https://doi.org/10.23887/jiah.v10i2.25947>
- Westernman, G., Calmejjane, C., & Bonnet, D. (2011). *Digital Transformation: A Roadmap for Billion Dollar Organization*. MIT Centre for Digital Business,.
- Widiyanto, N. A., Adhi, A. K., & Daryanto, H. K. (2016). Atribut - Atribut yang Mempengaruhi Sikap dan Preferensi Konsumen Dalam Membeli Buah Apel di Kota Surabaya dan Kota Malang, Provinsi Jawa Timur. 9(2), 136–146.
- Widnyani, N. M., Astitiani, N. L. P. S., & Putri, B. C. L. (2021). Penerapan Transformasi Digital Pada Ukm Selama Pandemi Covid-19 Di Kota Denpasar. *Jurnal Ilmiah Manajemen Dan Bisnis*, 6(1), 79–87. <https://doi.org/10.38043/jimb.v6i1.3093>
- Zhuang, C., Lin, S., & Lin, F. (2017). The Analysis of Digital Marketing among SMEs in Chaozhou City. *Advances in Economics, Business and Management Research (AEBMR)*, 37, 212–221. <https://doi.org/10.2991/ictim-17.2017.29>