

## Sharia Marketing Strategy And The Role Of Social Networking (Social Networking) On Wooden Pallet Smes In Purwokerto

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### ABSTRACT

sector in Indonesia is facing pressure double : acceleration demanding digital transformation adaptation strategy marketing, and weakening dimensions ethics business in the increasingly digital space competitive. Research This aim analyze in a way comprehensive implementation strategy marketing sharia, pattern utilization network social, as well as constraint strategic issues faced by pallet MSMEs wood in Purwokerto . Research use approach qualitative with design studies cases in three UD Sukses business units Independent, UD Berkah Mandiri, and UD Estu Independent selected through purposive sampling. Data collection was carried out through interview in-depth semi- structured, observation participatory, and documentation systematic social media content. Data analysis using approach thematic based category theoretical , reinforced with IFAS and EFAS matrices based on framework Rangkuti SWOT analysis as well as Barney's Resource-Based View (RBV) framework. Research results shows : (1) principles Shiddiq , Amanah , Tabligh , and Fathanah implemented in a way consistent as foundation all over activity marketing; (2) networking social utilized in a way differentiated as instrument promotion, communication relational, and expansion network business; and (3) limitations digital HR capabilities and competition No Healthy is obstacle challenging dominant consistency mark Sharia. The IFAS matrix ( score 2.65) and EFAS ( score 2.70) show position strategic business is in Quadrant I, where integrity ethics sharia proven as an intangible competitive asset that is valuable, rare, and difficult to obtain imitated competitors.

### INTRODUCTION

The era of revolution Industry 4.0 and Society 5.0 have change landscape competition business fundamentally, especially for business micro, small and medium enterprises (MSMEs) which are bone back Indonesian economy. Data from the Ministry of Cooperatives and SMEs (2023) confirms that MSMEs contribute more from 60.5% to Product Domestic Gross Domestic Product (GDP) and absorbs 96.9% of the workforce Work make it pillar

strategic that is not replaced in architecture economy national. Paradoxically, although contribution the economy massive, the majority of MSMEs are still operate with limited digital capacity, so that potential transformation marketing based technology Not yet optimized in a way comprehensive.

Survey Association Organizer Indonesian Internet Services (APJII, 2024) recorded national internet penetration has exceeding 78.19%, with growth users active social media users reaching 167 million soul or equivalent to 60.4% of the total population. This figure indicates that network social has transform from merely a medium of personal communication becomes ecosystem complex digital economy. In context marketing, Boyd and Ellison Carr & Hayes, (2015) define network social as service web -based that allows users build profile structured, forming network connection, and across relationships that are formed in system the A current infrastructure become an arena of competition business main for MSMEs.

However, the acceleration digital adoption is not always accompanied with internalization ethics adequate business. The phenomenon of misleading advertising, manipulation review consumers, and claims products that are not accurate the more rampant in the digital space, creating crisis threatening beliefs sustainability ecosystem online commerce . Kotler & Keller, (2016) confirm that sustainable modern marketing must built on foundation connection term long based trust A principles that are in line perfect with runway Islamic ethics. The Qur'an in general explicit order honesty in:

﴿ يَا أَيُّهَا الَّذِينَ آمَنُوا اتَّقُوا اللَّهَ وَكُونُوا مَعَ الصَّادِقِينَ ۝ ۱۱۹ ﴾ (التوبة/9: 119)

Meaning : "*O you who believe , be pious You all at once and should You all with the honest people*". (QS. At- Taubah [9]: 119), (Qur'an Ministry of Religion).

And trust in:

﴿ إِنَّ اللَّهَ يَأْمُرُكُمْ أَنْ تُؤَدُّوا الْأَمَانَاتِ إِلَىٰ أَهْلِهَا وَإِذَا حَكَمْتُمْ بَيْنَ النَّاسِ أَنْ تَحْكُمُوا بِالْعَدْلِ ۚ إِنَّ اللَّهَ نِعِمَّا يَعِظُكُمْ بِهِ ۗ إِنَّ اللَّهَ كَانَ سَمِيعًا بَصِيرًا ۝ ۵۸ ﴾ (النساء/4: 58)

Meaning : "*Indeed Allah commands You convey trust to its owner*". (QS. An- Nisa [4]: 58), (Qur'an Ministry of Religion).

Foundation normative This become foundation draft marketing formulated sharia (Kartajaya & Sula, 2006) with four character main: theistic (rabbaniyah), ethical (akhlaqiyah), realistic (al- waq'iyyah), and humanistic (insaniyyah).

Study of integration Islamic ethics and digital marketing show significant developments in literature academic global. Anwar & Saifuddin, (2021) prove that transparency and honesty on social media influential positive and significant to loyalty customers in business small. Fitriani & Nugroho, (2024) conclude that MSMEs internalize principle sharia in digital strategy has resilience reputation a more superior business . Although Thus , the study which is specific explore slices between marketing Sharia, Social Media Marketing (SMM), and analysis SWOT strategy in the sector industry processing palette wood Still very limited, so

that present gap significant research For reviewed.

Study This focusing on three processing MSMEs palette wood in Purwokerto: UD Sukses Independent, UD Berkah Mandiri, and UD Estu Independent . Election context This based on three consideration substantive. First, the industry palette wood operate in very business-to-business (B2B) scheme depend on trust and reputation as a transaction basis ideal laboratory for study implementation mark sharia. Second, specifications technical product palette demand accuracy communication high information so that principle shiddiq and tabligh own consequence concrete business. Third, Purwokerto as city with a strong culture of friendship and family present context strengthening social relevance values sharia in practice business local.

Based on argumentation said, research This formulate three question research: (1) how implementation principles marketing sharia in strategy marketing of pallet SMEs wood in Purwokerto ? (2) how pattern utilization network social in support activity marketing of pallet SMEs wood ? and (3) what obstacles and challenges strategic issues faced by pallet MSMEs wood as identified through IFAS and EFAS matrices ? Research results This expected give contribution theoretical to marketing model development digital sharia and contribution practical in the form of a strategic map SWOT- based analysis for MSMEs in the sector similar.

## RESEARCH METHODS

Study This adopt paradigm interpretivism with approach qualitative and design studies case study design as conceptualized Creswell, (2018) which allows exploration deep to phenomenon marketing digital sharia in context natural design studies case chosen Because allows understanding comprehensive to complexity practice social-business that is not can arrested through measurement statistics solely.

Subject study consists of from three processing MSMEs palette selected wood in Purwokerto through purposive sampling based on four criteria inclusion: (1) active engaged in the processing and distribution palette wood; (2) has operate in a way sustainable minimum of three year; (3) in a manner active utilise at least two social media platforms as means marketing; and (4) willing participate full as informant study including give access observation. The three business units that meet the requirements all over criteria the is UD Sukses Independent, UD Berkah Mandiri , and UD Estu Independent.

Data collection was carried out through three mutually reinforcing techniques complete: (1) interview in-depth semi- structured with owners and managers business , using guide developed interviews from construct theoretical marketing sharia and SMM; (2) observation participatory to activity digital marketing and operational processes business in a way directly ; and (3) documentation systematic which includes analysis content social media uploads, frequency interactions and patterns response consumers. Secondary data obtained from report institutional government, publication academic indexed, and internal business documents.

Data analysis was carried out through approach thematic based category theoretical

which includes: (1) coding open For identify themes beginning; (2) coding axial For organize theme to in category analytics; and (3) coding selective For integrate findings to in narrative coherent theoretical basis. Data validity is guaranteed through triangulation sources (multi-informant), triangulation techniques (multi- methods), and member checks (confirmation) interpretive to informant key).

For map position strategic MSMEs in general quantitative research This apply SWOT analysis with approach IFAS (Internal Factor Analysis Summary) and EFAS (External Factor Analysis Summary) matrices as developed by Rangkuti, (2017). The IFAS matrix is used For quantify factors internal strengths and weaknesses, while EFAS matrix is used For quantify factors external opportunities and threats. Each factor given weight based on level interest relative to success strategy marketing digital sharia with total weight amounts to 1.00 and the rating is based on condition actual results obtained from field data, where the rating value is 1 ( very weak / very threatening ) to 4 ( very strong / very profitable ). Score weighted obtained from multiplication weight and rating, then added up For produces a total IFAS and EFAS score. Projections second score the to in matrix SWOT quadrant produces position strategic determining choice the most appropriate strategy for development business.

## RESULTS AND DISCUSSION

### 1. Implementation of Sharia Marketing Principles in Wooden Pallet MSMEs

Research findings reveal that the three wooden pallet MSMEs in Purwokerto have implemented Sharia marketing principles consistently and systematically in their daily business practices. The principle of shiddiq (honesty) is manifested in the delivery of accurate and comprehensive product information, including wood type and quality, precise dimensions, actual load capacity, product condition, and proactive disclosure of product defects or imperfections. The owner of UD Berkah Mandiri explained:



Figure 1.1 interview with pallet factory owner

*"We explain in detail the type of wood, the exact dimensions, and the condition of the item. If there are any flaws or defects, we always point them out to buyers to avoid misunderstandings and maintain long-term trust."*

The principle of trustworthiness (*amanah*) is embodied in an uncompromising commitment to product quality and timely delivery. In terms of transaction contracts, business actors consistently use Sharia-compliant contracts: *bai'* (direct sale and purchase) for cash transactions, *salam* or *istishna'* for large-volume special orders, and consignment for strategic distribution partners. Each contract is agreed upon with full transparency, including detailed product specifications, a clear pricing structure including shipping costs, and an agreement free from coercion.

The principle of *tabligh* (ethical communication) is implemented through informative, measured promotional messages that avoid hyperbole. Businesses consciously avoid claims that exaggerate product capabilities or quality. The principle of *fathanah* (strategic intelligence) is reflected in the ability of business owners to understand the specific needs of B2B customer segments, provide precise product recommendations, and adapt marketing strategies to changing market conditions. The owner of UD Sukses Mandiri summarizes the internalization of these four principles:

*"By consistently implementing the values of shiddiq, amanah, tabligh, and fathanah, our business is not only oriented towards material profit, but also fosters long-term customer trust and expects blessings from Allah SWT in every transaction."*

## 2. Patterns of Using Social Networks as a Marketing Instrument

The research revealed strategically differentiated social media usage patterns across platforms. WhatsApp serves as a relational communication channel intensively used to receive and confirm orders, convey detailed technical product information, and maintain relationships with existing customers. Facebook is utilized for market expansion through its marketplace feature and active participation in buying and selling groups within the logistics industry community. TikTok functions as a medium for engaging audio-visual visualization of products and production processes. The owner of UD Sukses Mandiri explained:



Figure 1.2 Pallet factory social media platform

*"We use Facebook and TikTok to promote our products and visually document the pallet-making process, while WhatsApp serves as a more personal, direct communication channel with our partners and customers."*

The content strategy developed focuses on authenticity and high informational value for B2B audiences. The content produced includes: visual documentation of the production process, from raw material selection to quality control; technical explanations of product specifications and quality standards; and B2B customer testimonials that provide credible social proof. The owner of UD Estu Mandiri emphasized:

*"Social media has enabled our products to become widely known not only in Purwokerto but also beyond. More importantly, we can interact directly with potential buyers, answer their technical questions in real time, and build relationships before the first transaction occurs."*

In addition to their promotional and communication functions, social media is used as a strategic business networking tool. All three MSMEs actively engage in digital industry communities to identify emerging market opportunities, build relationships with potential distributors and raw material vendors, and monitor real-time market demand and pricing trends.

### 3. Strategic Position Mapping: IFAS and EFAS Matrix

Based on field data compiled from in-depth interviews, observations, and documentation, the IFAS and EFAS matrices were compiled using Rangkuti's (2017) methodology . The weighting of each factor is determined based on its relative importance to the success of the digital sharia marketing strategy, while the rating reflects actual conditions based on empirical evidence obtained in the field.

Table 1. IFAS (Internal Factor Analysis Summary) Matrix of Purwokerto Wooden Pallet MSMEs

Internal Factors	Weight	Rating	Score	Information
<b>Strengths</b>				
S1: Consistency in applying the principles of shiddiq, amanah, tabligh, and fathanah in marketing communications	0.20	4	0.80	A long-term B2B foundation of trust that is hard to imitate
S2: Transparency of product technical specifications and use of sharia transaction contracts	0.15	4	0.60	Reduce the risk of disputes and strengthen customer loyalty

S3: Differentiated utilization of multi-platforms (WhatsApp, Facebook, TikTok)	0.15	3	0.45	Expanding market reach and cross-segment communication efficiency
S4: Standardized and consistent quality of wooden pallet products	0.10	3	0.30	Product competitiveness in the B2B logistics market
<b>WEAKNESSES</b>				
W1: Lack of dedicated social media team; platform management is done independently by the owner.	0.15	1	0.15	Content inconsistencies and delayed responses from potential buyers
W2: Limited digital literacy; not yet optimally utilizing platform analytics features	0.15	1	0.15	Content strategy is not yet based on data and market insights
W3: Production capacity is limited so it is vulnerable to sudden spikes in demand.	0.10	2	0.20	Risk of late delivery during high demand periods
<b>TOTAL</b>	<b>1.00</b>	<b>—</b>	<b>2.65</b>	Above average internal position; dominant power

Source: Primary data processed using the Rangkuti (2017) framework

The total IFAS score of 2.65 indicates that the internal position of the three MSMEs is above average (2.50). Key strategic strengths, particularly the consistent application of sharia principles (S1, score 0.80) and transparency of transaction contracts (S2, score 0.60), substantially outweigh the existing weaknesses. The largest weaknesses identified were the absence of a dedicated social media team (W1) and limited digital literacy (W2), each of which only scored 0.15 and indicated critical areas requiring structured intervention.

Table 2. EFAS (External Factor Analysis Summary) Matrix of Purwokerto Wooden Pallet MSMEs

External Factors	Weight	Rating	Score	Information
<b>OPPORTUNITIES</b>				
O1: Internet penetration >78% opens up significant opportunities for digital market expansion	0.20	4	0.80	Digital acceleration of MSMEs is supported by the Ministry of Cooperatives and SMEs policy (2023)
O2: Growth of e-commerce logistics sector increases demand for wooden pallets	0.15	3	0.45	The post-pandemic expansion of national e-commerce is driving the need for logistics packaging.
O3: Increased market trust in products and vendors based on ethical integrity	0.15	3	0.45	B2B consumer trends favor vendors with a track record of transparency
<b>Threats</b>				
T1: Unfair competition in the form of false testimonials and exaggerated claims by competitors	0.20	2	0.40	Potentially undermines consumer confidence in all industry players
T2: Volatility of wood raw material prices and supply chain disruptions	0.15	2	0.30	Challenging consistency of profit margins and price commitments to customers
Q3: Limitations of the digital training ecosystem for MSMEs in the wood industry sector	0.15	2	0.30	Hindering the independent improvement of digital capabilities of business actors
<b>TOTAL</b>	<b>1.00</b>	—	<b>2.70</b>	External responsiveness above average; opportunities are more dominant

Source: Primary data processed using the Rangkuti (2017) framework

The total EFAS score of 2.70 indicates that the three MSMEs' responsiveness to external environmental dynamics is above average. The opportunity for digital market growth

(O1, score 0.80) is the most influential external factor, followed by growth in logistics demand (O2) and increasing trust in ethical vendors (O3). The threat of unfair competition (T1) received a low rating (2), indicating a suboptimal response and the need to strengthen integrity-based differentiation strategies.

The SWOT coordinate projection based on the difference between the IFAS strengths and weaknesses scores (+1.65) and the EFAS opportunities and threats scores (+0.70) places the three MSMEs in Quadrant I (SO Aggressive Growth Strategy). This position indicates that solid internal strengths, driven by integrity in Sharia values, are favorable for exploiting available digital market growth opportunities in an aggressive and planned manner.

## DISCUSSION

### 1. Sharia Marketing as a Value-Based Competitive Advantage

The research findings confirm that the implementation of the principles of shiddiq, amanah, tabligh, and fathanah in wooden pallet MSMEs in Purwokerto is not symbolic or declarative, but rather deeply embedded in daily operational practices. This is in line with the proposition of Kartajaya & Sula, (2006) that authentic sharia marketing requires the internalization of values, not merely the formalization of procedures. The character of akhlaqiyyah is clearly manifested in the willingness of business actors to proactively disclose product defects a practice conventionally avoided because it has the potential to reduce short-term sales, but has been proven to build customer trust and loyalty that is far more valuable in the long term.

Barney's (1991) RBV perspective consistent implementation of sharia values constitutes an intangible strategic asset that definitively meets all VRIN criteria. First, it is valuable because it directly increases B2B customer retention and lowers the cost of acquiring new customers through organic word-of-mouth. Second, it is rare because in a digital landscape filled with misleading advertising practices, consistent honesty is a rare differentiation. Third, it is inimitable because trust formed through the accumulation of honest transactions over years is a path-dependent capability that cannot be replicated instantly. Fourth, it is non-substitutable because in the B2B context that relies on long-term relationships, there is no equivalent alternative in building institutional trust. This is reinforced by the highest S1 score (0.80) in the IFAS matrix, which confirms sharia integrity as a key competitive strength.

Hasan & Ali (2021) empirically confirmed that the implementation of honesty and trustworthiness in digital communications significantly influences trust formation and customer loyalty. Rahman et al. (2023) added that consistent ethical marketing communications build a strong, hard-to-impersonate digital reputation. Furthermore, in the cultural context of Purwokerto, known for its values of togetherness and kinship, these sharia principles find social resonance, strengthening the business's legitimacy in the eyes of the local community, a local embeddedness that adds a unique layer to its competitive advantage.

### 2. Value-Based SMM: Integration of Tabligh and Content Marketing

The social media utilization patterns identified in this study, with their deliberative strategic functional differentiation across platforms, align with Tuten & Solomon's (2017) conceptualization of SMM as an interactive communication ecosystem. WhatsApp, as a relational channel, Facebook as a market acquisition channel, and TikTok as a visualization channel, reflect a sophisticated strategic understanding of the algorithmic power of each platform, a tangible expression of the fathanah principle in the digital dimension. This is further reinforced by the S3 score (0.45) in the IFAS matrix, which indicates multi-platform utilization as a significant internal strength.

The content strategy developed, including production process documentation, technical specification explanations, and B2B customer testimonials, demonstrates the application of authentic content marketing principles as conceptualized by Kotler et al. (2021). Yadav & Rahman (2022) confirmed that informative and authentic content positively impacts brand credibility and customer retention, while Dwivedi et al. (2021) demonstrated that meaningful engagement significantly impacts trust formation and purchase intention. From a sharia marketing perspective, the implemented SMM model represents a mature implementation of the tabligh principle, which encompasses persuasive yet honest communication and is free from misleading advertising. Opportunities O1 and O2 in the EFAS matrix (combined score of 1.25) confirm that authentic content-based digital expansion is the most appropriate strategy to exploit the available market growth momentum.

### **3. IFAS-EFAS Analysis: Strategic Implications for Business Sustainability**

Quadrant I (SO Aggressive Growth Strategy) position based on the IFAS-EFAS matrix projection Rangkuti, (2017) indicates a highly favorable strategic condition: superior internal strengths meet significant external opportunities. The strategic implication is that the three MSMEs are in the right position to adopt an aggressive growth strategy by leveraging the strength of ethical integrity as a key differentiator to exploit available digitalization opportunities.

However, internal weaknesses W1 and W2 (each with a score of 0.15) represent capability bottlenecks that, if not addressed systematically, could hinder the realization of available strategic potential. Within the RBV framework, Khan et al. (2021) assert that digital capability is a dynamic capability that determines an organization's ability to respond adaptively to environmental changes. The absence of this capability places digital marketing activities at a purely administrative level. Wibowo & Hartati (2023) confirm that low digital capability is a dominant obstacle for Indonesian MSMEs.

Threat T1 (unfair competition, score 0.40) is the threat with the greatest potential to distort the equity of trust that has been built. In Rangkuti's (2017) SWOT perspective, the appropriate strategic response is to strengthen integrity-based differentiation that cannot be imitated not by lowering ethical standards, but by communicating ethical excellence more systematically to market segments that value integrity. This is consistent with Barney's (1991) RBV proposition that inimitable resources are increasingly valuable in an environment filled

with low-quality imitations.

The policy implications of these findings lead to three strategic recommendations that can be operationalized: first, the development of contextual and sector-specific digital literacy training programs to address W1 and W2; second, the establishment of a community-based digital mentoring ecosystem that enables the sharing of best practices among similar MSMEs to address T3; and third, the development of a Sharia-based digital ethics certification that communicates a commitment to integrity to the market in a standardized manner to exploit O3.

## CONCLUSION AND SUGGESTIONS

Study This in a way comprehensive prove that integration principle marketing sharia and utilization network strategic social is an effective, ethical and sustainable business model for pallet SMEs wood in Purwokerto. Three conclusion substantive lowered from findings and discussion study This.

First, the principle Shiddiq, Amanah, Tabligh, and Fathanah implemented in a way consistent and structured in all over dimensions activity marketing start from transparency information product, use contract Sharia compliant norm jurisprudence transactions, commitments to quality and accuracy distribution, up to communication ethical and free promotion manipulation. Implementation This proven form trust customer term long which, in RBV perspective, is an intangible strategic asset that fulfills all over VRIN criteria and become source superiority long - lasting competitiveness.

Second, networking social utilized in a way integrated with differentiation strategic function: WhatsApp as channel communication intensive relational, Facebook as instrument market expansion and acquisition customer new, and TikTok as a visualization medium product which is authentic and educational. The content marketing pattern that was developed in harmony with principle tabligh in digital dimension, creating meaningful engagement that builds credible and difficult digital reputation imitated.

Third, the IFAS matrix (score 2.65) and EFAS (score 2.70) are based on framework Rangkuti, (2017) put the three MSMEs in Quadrant I (Aggressive Growth Strategy), which indicates that strength integrity ethics sharia is at in optimal position for exploit opportunity digital market growth. Limitations digital HR capabilities are priority the most urgent interventions. Research This give contribution theoretical in the form of verification empirical to RBV propositions in the context of digital sharia MSMEs, as well as contribution practical in the form of an IFAS-EFAS strategic map which can adapted by MSMEs in the sector similar.

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