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Exploring The Challenges Of Digital Marketing Implementation In Culinary Msmes In Jambi City

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Abstract

This study aims to explore the challenges in digital marketing implementation among culinary Micro, Small, and Medium Enterprises (MSMEs) in Jambi City, while examining their understanding, implementation practices, management approaches, effectiveness perceptions, and coping strategies. Employing a qualitative method with a descriptive approach, data were gathered through in-depth interviews with seven MSME owners operating at the Banjuran Budaya Park area, Jambi City. The findings reveal that MSME actors' comprehension of digital marketing remains at a basic level, largely confined to promotional activities on social media platforms. While MSMEs have adopted digital marketing through platforms such as Instagram, TikTok, WhatsApp, and food delivery services, implementation remains simple and unplanned. Digital media management is conducted independently and lacks structure. Key challenges include limited digital literacy, insufficient time, restricted internet access, intense market competition, and external environmental factors. The effectiveness of digital marketing varies considerably across MSMEs. Strategies employed to overcome these challenges are rudimentary and unstructured. This study contributes to the literature on digital marketing adoption barriers in culinary MSMEs and offers practical recommendations for both practitioners and policymakers.

Keywords: Digital Marketing; Culinary MSMEs; Implementation Challenges; Jambi City; Islamic Economics

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INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) constitute a critical pillar of economic development across developing nations, serving simultaneously as employment generators, instruments of community empowerment, and drivers of local economic growth. Their inherent flexibility and proximity to market needs enable MSMEs to adapt rapidly to evolving business environments, including the accelerating pace of digital transformation (Kotler & Keller, 2016).

The culinary sector represents one of the most dynamically expanding segments within the MSME landscape. Food and beverage businesses occupy a unique position in the economy, as they address a fundamental human need while simultaneously embodying significant social and cultural value. The culinary sector thus functions both as an economic engine and as a keeper of local cultural identity. In Jambi City, Indonesia, culinary MSMEs have proliferated substantially: data from the Jambi Province Cooperatives and MSMEs Office indicate that the total number of MSMEs in Jambi City has surpassed 30,000 units across various sub-districts. In Kota Baru sub-district alone, the number of registered MSMEs grew from 1,173 units in 2019 to 5,271 units by 2024, underscoring the sector's remarkable expansion.

Concurrent with this growth, digital transformation has reshaped marketing paradigms globally. Digital marketing encompassing social media promotion, search engine optimization, e-commerce integration, and instant messaging communication offers MSMEs unprecedented opportunities to extend their market reach, engage consumers interactively, and compete with larger enterprises at relatively low cost. Platforms such as Instagram, TikTok, and WhatsApp have emerged as primary channels for culinary MSMEs to showcase products, interact with customers, and facilitate transactions. Additionally, food delivery platforms like GrabFood, ShopeeFood, and Gojek provide supplementary distribution channels that further expand market accessibility.

Despite these opportunities, empirical observation suggests that culinary MSMEs in Jambi City have yet to harness digital marketing optimally. Preliminary field observations indicate that approximately 70% of culinary MSME sales continue to be conducted through offline channels, with only a fraction leveraging e-commerce. Furthermore, while digital marketing adoption has been associated with increases in daily customer visits (from approximately 20 to 40 visitors per day), significant gaps persist between theoretical potential and actual practice. Challenges relating to digital literacy, content management competencies, time constraints, internet access limitations, and competitive pressures collectively impede effective digital marketing implementation.

The intersection of digital marketing and Islamic economics presents an additional dimension worthy of scholarly attention. Within the framework of Islamic economics,

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marketing activities are classified under muamalah (economic transactions), which are permissible provided they adhere to principles of honesty (sidq), justice (adl), transparency, and the avoidance of riba (usury), gharar (uncertainty), and deception (tadlis). As such, digital marketing practices must not only be technically efficient but also ethically grounded in Islamic principles.

This study addresses a gap in the existing literature by exploring the multifaceted challenges of digital marketing implementation among culinary MSMEs in Jambi City, while incorporating an Islamic economics perspective. The research questions guiding this study are: (1) What is the level of understanding of digital marketing among culinary MSME actors in Jambi City? (2) What challenges do culinary MSME actors face in implementing digital marketing? (3) What strategies do culinary MSME actors employ to overcome these challenges?

LITERATURE REVIEW

CONCEPTUAL FRAMEWORK OF DIGITAL MARKETING

Digital marketing is broadly defined as the utilization of digital technologies and internet-based platforms to achieve marketing objectives (Chaffey & Ellis-Chadwick, 2020). It encompasses a wide spectrum of activities including social media marketing, search engine optimization, content marketing, email campaigns, and e-commerce integration. In contrast to traditional marketing, digital marketing enables real-time interaction, precise audience targeting based on demographic and behavioral data, and cost-effective reach to geographically dispersed consumer segments.

For MSMEs, the strategic relevance of digital marketing is particularly pronounced. Ryan (2020) posits that digital marketing allows small businesses to compete on a more level playing field with larger corporations by providing access to sophisticated marketing tools at minimal cost. Social media platforms such as Instagram, TikTok, and WhatsApp have emerged as primary digital marketing instruments for culinary MSMEs due to their visual nature, viral potential, and direct communication capabilities. Instagram facilitates brand building through aesthetically curated content; TikTok enables viral exposure through algorithmic content distribution; and WhatsApp supports personalized customer communication and order management through its business features.

Digital Marketing Adoption in MSMEs

Research consistently documents the positive impact of digital marketing on MSME performance. Studies conducted in Indonesian cities such as Bandung (Sari & Putra, 2021) and Surabaya (Pratama, 2020) demonstrate that digital marketing adoption significantly enhances sales volumes and customer acquisition. Widodo (2019) identifies

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Instagram and WhatsApp as the most prevalent platforms among culinary MSMEs, attributing their popularity to ease of use and low adoption costs.

However, adoption is not without barriers. Handayani (2020) identifies low digital literacy as a primary impediment, noting that many MSME operators remain passive users of social media rather than strategic deployers of digital marketing techniques. Ramadhani (2020) further documents how culinary MSMEs in Yogyakarta struggle with consistent content management due to technological knowledge gaps. These findings collectively point to a persistent disconnect between the recognized potential of digital marketing and its effective operationalization.

Islamic Economics Perspective on Digital Marketing

Within the paradigm of Islamic economics, commercial activities including digital marketing fall under the category of muamalah, governed by the foundational principle that all transactions are permissible (mubah) unless explicitly prohibited (Hidayat, 2022). The Quran (Al-Baqarah: 275) sanctions lawful trade while prohibiting riba, providing the ethical bedrock for commercial engagement. Applied to digital marketing, this framework mandates that promotional activities be conducted with transparency, factual accuracy, and equitable treatment of consumers, thereby precluding manipulative advertising, price exploitation, and product misrepresentation.

Islamic marketing scholars emphasize value-based marketing that balances financial objectives with social responsibility and the pursuit of barakah (divine blessing) (Fitriani, 2024). For culinary MSMEs, this translates to ensuring that digital marketing communications are honest, that products delivered match their advertised descriptions, and that customer relationships are managed with amanah (trustworthiness).

RESEARCH METHODOLOGY

Research Design

This study employs a qualitative research design with a descriptive approach, consistent with the epistemological orientation of studies seeking to understand lived experiences and contextual meanings (Moleong, 2019). Qualitative methodology is deemed appropriate given the study's objective of exploring the nuanced challenges, perceptions, and strategies of MSME actors in digital marketing implementation. The approach enables the researcher to capture the depth and complexity of participants' experiences, going beyond statistical descriptions to illuminate the social realities underlying digital marketing adoption.

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Research Site and Participants

The study was conducted in the Banjuran Budaya Park area (formerly Taman Remaja), Jelutung Sub-district, Jambi City, a commercially active zone characterized by high concentrations of culinary MSMEs and intense competitive dynamics. Seven culinary MSME actors were selected as research informants through purposive sampling, with selection criteria including a minimum of one year of operation and active use of digital media in marketing activities. The sample comprised diverse culinary businesses, including a sushi vendor, pentol (meatball) stall, donut shop, dimsum outlet, lumpia and tofu-meatball stall, es teller (mixed fruit drink) vendor, and a nasi bakar (grilled rice) stall.

Data Collection and Analysis

Data were collected through three complementary techniques: in-depth semi-structured interviews, field observation, and document study. Interviews were conducted with all seven MSME informants between March and April 2026, with each session lasting 45 to 90 minutes. Field observation enabled direct documentation of digital marketing practices, while document study provided supplementary data from official MSME records and social media content.

Data analysis followed the Miles and Huberman framework, encompassing data reduction (selection and coding of key themes), data display (narrative and tabular presentation), and conclusion drawing through iterative verification (Sugiyono, 2020). Data validity was ensured through triangulation of sources, methods, and time to minimize researcher bias and enhance the credibility of findings (Moleong, 2023; Creswell & Poth, 2023).

RESULTS AND DISCUSSION

Understanding of Digital Marketing Among MSME Actors

The analysis of interview data reveals that MSME actors in the study area possess a predominantly basic and instrumentalized understanding of digital marketing. Across all seven informants, digital marketing is conceptualized primarily as a promotional tool mediated through social media, rather than as a comprehensive strategic framework encompassing market segmentation, consumer analytics, and relationship management.

Informants consistently framed their understanding in terms of platform usage rather than strategic planning. For instance, the Az Sushi operator stated: "What we know is just promotion through TikTok, WhatsApp, Instagram." Similarly, the Es Teller operator acknowledged: "Not too familiar, but we already use selling platforms." The Dimsum operator, who has operated for five years, indicated awareness of digital marketing from the business's inception, yet their understanding remained anchored to social media promotion without encompassing the broader strategic dimensions of digital marketing.

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This finding is consistent with Handayani's (2020) observation that limited digital literacy constrains MSMEs to passive and reactive uses of digital platforms. The absence of formal training or structured education in digital marketing means that MSME operators acquire knowledge primarily through personal social media experience and informal observation of peers, resulting in fragmented and predominantly operational understanding. Consequently, strategic dimensions such as content planning, analytics interpretation, and audience targeting remain largely outside the cognitive frameworks of these entrepreneurs.

Digital Marketing Implementation Practices

All seven MSMEs under study have implemented some form of digital marketing, though the nature and scope of implementation varies considerably. The dominant platforms utilized include Instagram, TikTok, and WhatsApp, with a subset of operators also registered on food delivery services including GrabFood, ShopeeFood, and Gojek. Table 1 summarizes the digital platforms employed by each MSME.

Table 1. Digital Platforms Used by Participating MSMEs

MSME Business	Social Media Platforms	Delivery Platforms
Az Sushi (5 yrs)	Instagram, TikTok, WhatsApp	-
Pentol Kriwil (2 yrs)	Instagram, TikTok, WhatsApp	-
Donut Shop (2 yrs)	Instagram, TikTok, WhatsApp	-
Dimsum (5 yrs)	Instagram, TikTok, WhatsApp	GrabFood, ShopeeFood, Gojek
Lumpia & Tahu Bakso (5 yrs)	Instagram, WhatsApp	-
Es Teller (2 yrs)	Instagram, TikTok, WhatsApp	GrabFood, ShopeeFood
Nasi Bakar (4 yrs)	Instagram, TikTok, WhatsApp	Gojek

Implementation practices across all MSMEs are characterized by simplicity and spontaneity. Content production is largely confined to photography and short videos of

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products, uploaded irregularly depending on available time. The Donut Shop operator represents a notable exception, reporting daily postings as a deliberate consistency strategy. The Az Sushi operator has experimented with influencer endorsements, indicating a nascent understanding of reach amplification strategies.

Integration of food delivery platforms constitutes a more advanced form of digital marketing adoption, enabling transactions beyond the physical location of the business. Informants using delivery platforms reported positive impacts on sales, with the Dimsum operator noting: "From the apps, it's quite helpful, sometimes there are many orders from there." Similarly, the Es Teller operator observed: "It's easier for people to order; they don't have to come in person."

Notwithstanding these developments, implementation remains predominantly reactive and unstructured. Content is generated without editorial planning, audience analysis, or performance evaluation. As Chaffey and Ellis-Chadwick (2020) emphasize, effective digital marketing requires integrated strategic planning encompassing content calendars, audience segmentation, and measurable objectives qualities conspicuously absent from current MSME practices.

Digital Media Management

A defining characteristic of digital marketing management across all seven MSMEs is its self-directed nature. With the exception of the Donut Shop and Lumpia stall, which occasionally employ part-time administrative assistants, all digital marketing activities are managed personally by the business owners. This arrangement creates significant operational tension, as entrepreneurs must simultaneously manage production, customer service, and marketing functions.

The absence of dedicated digital marketing personnel translates into inconsistent content posting schedules, limited creative content variety, and constrained responsiveness to consumer inquiries. Interaction with customers is primarily conducted via WhatsApp direct messaging, which, while facilitating personalized communication, lacks the scalability of structured customer relationship management systems. Features available on digital platforms, including analytics dashboards, paid advertising tools, and business account optimization, remain largely unexploited due to knowledge gaps and time constraints.

Challenges in Digital Marketing Implementation

The research identifies seven principal categories of challenges confronting culinary MSMEs in digital marketing implementation:

First, limited digital knowledge and technological competency constitutes the most pervasive challenge. MSME operators lack proficiency in content creation, platform

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analytics, and digital advertising, resulting in low-quality promotional content that fails to maximize audience engagement. As the Dimsum operator acknowledged: "We don't quite understand the concept of digital marketing, so our content is less attractive."

Second, time scarcity presents a structural constraint for owner-managed MSMEs. The dual demands of production and marketing create a time allocation conflict that systematically deprioritizes digital marketing activities. The Az Sushi operator's admission that "sometimes we post only when we have time" encapsulates this challenge across the sample.

Third, internet access limitations periodically disrupt digital marketing operations. Unstable or insufficient internet connectivity impedes timely content posting and real-time customer communication, particularly for operators in peripheral commercial areas.

Fourth, intense market competition within the Banjuran Budaya Park area creates pressure for continuous marketing innovation that many MSMEs struggle to sustain given their resource constraints. Competition occurs both in physical space and on digital platforms, where product listings compete directly with rival offerings.

Fifth, external environmental factors including weather conditions and regulatory constraints (such as operating time restrictions imposed by local authorities) affect foot traffic and, consequently, the perceived effectiveness of digital marketing efforts.

Sixth, unstable promotional effectiveness reflects the variability of digital marketing outcomes across operators, with some experiencing notable sales improvements while others perceive limited impact. This disparity is largely attributable to differences in implementation consistency and content quality.

Seventh, limited creativity in content production constrains the distinctiveness and engagement potential of digital marketing content. Most MSMEs produce generic product photographs without conceptual framing, narrative context, or aesthetic differentiation, reducing their competitive visibility on algorithmically curated platforms.

Effectiveness of Digital Marketing

Perceptions of digital marketing effectiveness diverge among informants, reflecting differences in implementation commitment, platform diversification, and content quality. The Az Sushi operator reported measurable sales increases following more active digital marketing, stating: "It's effective because sales have increased." The Pentol Kriwil and Nasi Bakar operators similarly noted positive but inconsistent outcomes.

Conversely, the Lumpia and Tahu Bakso stall, which employs a more limited digital marketing approach, reported lower perceived effectiveness, attributed to restricted platform use and minimal content variation. The Es Teller operator, despite multi-platform adoption, expressed uncertainty about maximizing outcomes due to limited strategic understanding.

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These findings corroborate Deiss and Henneberry's (2022) contention that digital marketing effectiveness is contingent upon strategy quality, content consistency, and interaction management rather than mere platform presence. Ryan (2020) similarly emphasizes that measurement and iterative optimization are prerequisites for sustained effectiveness, capabilities that currently elude most MSMEs in this study.

Strategies for Overcoming Challenges

Despite resource constraints, MSME actors demonstrate adaptive ingenuity in navigating digital marketing challenges. Principal strategies identified include influencer endorsement, increased posting frequency, multi-platform deployment, self-directed learning, and quality-focused customer service.

The Az Sushi operator leverages Instagram influencer endorsements to amplify brand visibility beyond the organic reach of their social media following: "We endorse celebrity Instagram accounts so that our sales are known to many people." The Donut Shop operator demonstrates the most systematic approach to overcoming content consistency challenges through daily posting discipline.

Operators using food delivery platforms have developed specific strategies to manage platform-specific challenges. The Es Teller operator, for example, proactively confirms orders with customers to prevent cancellations that would adversely affect platform ratings: "If a consumer cancels, we confirm again, so that our rating doesn't go down."

While these strategies reflect practical resourcefulness, they remain largely informal and reactive, lacking the strategic coherence and evaluative rigor that would optimize digital marketing outcomes. The absence of structured planning, content calendaring, and performance measurement limits the scalability and sustainability of these approaches.

Islamic Economics Dimension

From an Islamic economics perspective, the digital marketing practices of culinary MSMEs in Jambi City exhibit both areas of alignment and gaps relative to normative expectations. The core Islamic marketing principles of sidq (honesty), adl (justice), and amanah (trustworthiness) are broadly reflected in informants' commitment to product quality and transparent customer communication.

However, the competitive pressures of digital marketing environments create temptations toward exaggerated promotional claims and selective disclosure of product quality, practices that contravene Islamic marketing ethics. The principle of non-gharar (freedom from uncertainty) requires that digital promotional content accurately represent products in terms of ingredients, portion sizes, and prices. MSME operators would benefit

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from explicit training in Islamic marketing ethics as a complement to technical digital marketing skills, reinforcing the Quranic injunction (Al-Baqarah: 275) that lawful trade must be conducted with transparency and equity.

DISCUSSION

The findings of this study reveal a consistent pattern of nascent digital marketing adoption constrained by structural and capacity-related barriers. The seven culinary MSMEs examined demonstrate awareness of digital marketing's significance and have taken initial steps toward implementation, yet remain far from realizing the strategic potential of available tools and platforms.

The dominance of social media over e-commerce integration reflects a broader pattern documented in Indonesian MSME research (Sari & Putra, 2021; Pratama, 2020). MSMEs gravitate toward social media due to its low entry barriers and familiarity, while e-commerce and food delivery platforms, despite their transactional advantages, require more sophisticated operational management. This tiered adoption pathway suggests that policy interventions should be calibrated to MSMEs' varying stages of digital readiness.

The challenge of limited digital literacy identified in this study echoes findings across multiple Indonesian and Southeast Asian MSME contexts (Handayani, 2020; Lestari, 2023). Critically, this study extends prior research by demonstrating that digital literacy gaps are compounded by time constraints unique to owner-managed micro-enterprises, creating a multiplicative barrier effect that isolated literacy training programs may fail to address.

The integration of an Islamic economics lens offers a distinctive theoretical contribution to the digital marketing MSME literature. While existing studies focus predominantly on technical and economic dimensions of digital marketing adoption, this research highlights the normative framework within which MSME marketing practices must operate to be considered ethically legitimate. The muamalah principle of permissibility with ethical constraints provides a practical guide for MSME operators to align their digital marketing activities with both market imperatives and religious values.

CONCLUSION AND RECOMMENDATIONS

Conclusion

This study has comprehensively explored the challenges of digital marketing implementation among culinary MSMEs in Jambi City. The key conclusions are as follows:

MSME actors' understanding of digital marketing remains at a basic level, primarily conceptualized as social media promotion rather than integrated marketing strategy. All seven MSMEs have implemented digital marketing through social media platforms and,

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to a lesser extent, food delivery services, though implementation is characterized by simplicity and lack of strategic planning. Digital media management is predominantly self-directed, resulting in inconsistency and underutilization of available platform features. The principal challenges identified encompass limited digital knowledge, time scarcity, internet access constraints, intense competition, external environmental factors, unstable effectiveness, and limited content creativity. Digital marketing effectiveness varies significantly across MSMEs, with more consistent and creative implementers experiencing greater sales improvements. Strategies employed are pragmatic yet informal, and would benefit from systematic structured development.

From an Islamic economics perspective, digital marketing adoption by culinary MSMEs is normatively permissible provided it adheres to principles of honesty, transparency, and justice in all marketing communications and commercial transactions.

Recommendations

Based on the research findings, the following recommendations are offered. For MSME practitioners, structured digital marketing training programs that address content strategy, analytics interpretation, and platform optimization should be pursued. Operators are encouraged to establish regular content schedules, diversify content formats beyond product photography, and leverage platform analytics to refine promotional strategies. For policymakers and supporting institutions, targeted digital literacy programs should be developed specifically for culinary MSME operators, incorporating practical workshops on platform management and digital content creation. Financial and technical support for platform registration and basic digital marketing tools would lower adoption barriers. For academic researchers, future studies should investigate the longitudinal impact of structured digital marketing training on MSME performance, as well as the moderating role of Islamic marketing ethics on consumer trust and loyalty in digital contexts.

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