

## PACKAGING INNOVATION AND SELLING PERFORMANCE IN MICROENTERPRISES: ROLE OF DIGITAL MARKETING TRAINING

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### Abstract

Micro-enterprises in Indonesia need help due to their smaller scale and limited resources, impacting their selling performance. This study explores the role of digital marketing training in boosting the selling performance of micro-enterprises through packaging innovation. This study is quantitative research, and we surveyed 383 micro-enterprises fostered by PT Permodalan Nasional Madani (PNM) in Sukabumi Regency, West Java Province. The collected data was analyzed using Partial Least Square (PLS) to see the relationship between variables. Research findings confirm the positive influence of digital marketing training on packaging innovation and selling performance, and the positive influence of packaging innovation on selling performance. Here, packaging innovation can mediate the influence of digital marketing training on selling performance. This research provides novel insights into the critical role of packaging innovation in mediating the effects of digital marketing training, highlighting the need for ongoing support and tailored training programs to boost microenterprise competitiveness and market reach. The training programs, particularly in digital marketing, can enhance the ability of packaging innovation and empower the selling performance of the micro-enterprises. The micro-enterprises need more digital training as a part of government mentoring programs, in this case by PNM.

**Keywords:** Digital Marketing Training, Indonesia, Micro-enterprises, Packaging Innovation, Selling Performance

## INTRODUCTION

Micro- and small-medium enterprises (MSMEs) have not previously fully recovered from the downturn following the COVID-19 pandemic. In this case, microenterprises are the worst affected. The pandemic has posed significant challenges for MSMEs, with microenterprises facing unique difficulties due to their smaller scale and limited resources (Behera et al., 2020). It led to financial disruption, tightened access to capital, limited digital transformation, and market uncertainty (Beebeejaun, 2022; Drnevich & West, 2023). The microenterprises have to maintain their selling performance to survive.

Microenterprises often grapple with limited resources, which restrict their ability to penetrate markets effectively and gain substantial market share (Alkasim et al., 2017). These enterprises frequently operate in competitive environments dominated by larger firms with greater financial leverage, making it challenging to secure a foothold and expand their presence. Their constrained budgets also limit opportunities for extensive market research and promotional activities, which are essential for identifying and tapping into new customer segments (Bocconcelli et al., 2018). Acquiring and retaining customers is critical yet challenging for microenterprises. With limited access to sophisticated marketing tools and data analytics, these businesses struggle to understand and meet customer needs effectively. They often rely on word-of-mouth and basic advertising, which may not be sufficient to attract and retain a loyal customer base (Wicaksono et al., 2021). Moreover, innovation plays a vital role in maintaining competitive advantage and enhancing selling performance. However, microenterprises face significant barriers to innovation, including financial constraints, limited access to technology, and a lack of skilled personnel. These limitations hinder their ability to develop and introduce new products or services that meet evolving market demands (Indrawati et al., 2020).

Entrepreneurs respond to the challenges by utilizing digital marketing to expand the market (Chasanah et al., 2021). They are also directed to innovate in packaging to make their products more attractive to consumers (Rizki et al., 2019). Microenterprise entrepreneurs can strengthen their selling performance through digital marketing training and packaging innovation. In the digital age, effective marketing is increasingly reliant on digital platforms.

Microenterprises, however, often lack the expertise and resources to implement sophisticated digital marketing strategies (Saura et al., 2023). Training in digital marketing can bridge this gap by equipping microentrepreneurs with the skills needed to leverage social media, search engine optimization, and other digital tools to enhance visibility, engage customers, and drive sales (Chen & Sénéchal, 2023). Without such training, microenterprises miss out on opportunities to reach broader audiences and compete effectively in the digital marketplace.

Digital marketing training equips entrepreneurs with the knowledge and skills to leverage online channels effectively, expanding their reach to broader and potential customers with those marketing channels (Fatmawati & Garad, 2023). Entrepreneurs usually use digital marketing, such as social media advertising, email marketing, and search engine optimization (SEO), to offer a more cost-effective promotion strategy (Bhandari & Bansal, 2019). If microenterprises do not develop digital marketing training, they risk missing out on significant opportunities to expand their customer base and market presence through cost-effective online channels. This lack of training can lead to ineffective utilization of digital platforms, resulting in reduced visibility, lower engagement with potential customers, and an inability to compete effectively against digitally savvy competitors (Canhoto et al., 2021).

In the culinary, fashion, crafting, and other sectors of the creative economy, packaging innovation plays a crucial role in achieving selling performance by differentiating products, enhancing brand identity, and improving customer satisfaction (Suzianti & Aldianto, 2020). Unique packaging can create memorable customer experiences, boost word-of-mouth referrals, and facilitate higher sales through increased consumer appeal and perceived value (Suherlan & Widyamurti, 2018). Conversely, if microenterprises neglect packaging innovation, they may struggle to stand out in a crowded marketplace, potentially leading to decreased customer interest and retention, diminished brand recognition, and a reduction in overall sales performance (Erlyana & Nadya, 2020).

The selling performance of microenterprises in Indonesia has faced significant challenges, particularly exacerbated by the COVID-19 pandemic. To address these issues, initiatives such as creative packaging innovation and digital marketing training for entrepreneurs and their employees have been implemented. The Indonesian government,

through its State-Owned Enterprises (SOEs), actively supports these efforts by facilitating digital marketing training and promoting creative and innovative packaging techniques to enhance the competitive capabilities of microenterprises. PT Permodalan Nasional Madani (PNM), also known as PNM Mekar, is a SOE that was founded in 1999 with the mission of increasing access to financing for micro and small businesses. PNM has an important role in supporting the development of Micro, Small, and Medium Enterprises (MSMEs) in Indonesia, especially for women entrepreneurs (PNM, 2020).

Studying the model of Selling Performance in Microenterprises is urgent because microenterprises are increasingly competing in a dynamic and digital marketplace where both innovative packaging and effective digital marketing are critical for success. As these businesses strive to enhance their market presence and customer engagement, understanding how digital marketing training can synergize with packaging innovation to drive sales and growth is essential for their sustainability and competitiveness. Thus, this study aims to investigate how digital marketing training and packaging innovation designs collectively influence the selling performance of microenterprises. This study seeks to identify the synergistic effects of packaging creativity and digital marketing proficiency on market penetration, customer acquisition, and overall sales growth, thereby providing actionable acumens for microentrepreneurs to enhance their competitive edge and business outcomes.

## **LITERATURE REVIEW**

### **Digital Marketing Training**

Digital marketing training equips entrepreneurs and employees with the necessary skills to effectively utilize online marketing tools and platforms, which can substantially enhance the visibility and reach of microenterprises. According to Fatmawati & Garad (2023), digital marketing training enables microenterprises to adopt cost-effective promotional strategies such as social media advertising, email marketing, and search engine optimization (SEO), which can lead to improved customer acquisition and retention. The integration of digital marketing skills allows businesses to engage with a broader audience and develop targeted marketing campaigns that cater to specific customer segments, resulting in increased sales and market penetration (Bhandari & Bansal, 2019). To effectively measure

the impact of digital marketing training on microenterprises, it is crucial to consider several dimensions: Quality of Training, Delivery of Training, Sustained Support, and Integration with Business Strategy. These dimensions provide a comprehensive framework for assessing the efficacy of digital marketing training programs.

Quality of Training refers to the relevance, depth, and applicability of the training content to the specific needs of microenterprises. High-quality training provides actionable knowledge and practical skills that can be directly applied to enhance business operations (Azizi et al., 2023). Effective digital marketing training should be tailored to the unique challenges and opportunities faced by microenterprises. It should encompass a broad range of topics such as SEO, social media strategies, content marketing, and analytics (Bhandari & Bansal, 2019). According to Chauhan & Jaiswal (2016), high-quality training programs that are context-specific and designed to address real-world scenarios significantly enhance learning outcomes and enable entrepreneurs to apply new skills more effectively. Compared to generic training programs, those that are customized to the needs of microenterprises demonstrate better retention rates and practical application (Ibragimova & Kandaurova, 2019). The delivery method of digital marketing training can significantly impact its effectiveness. For microenterprises, interactive and participatory approaches such as workshops, case studies, and real-time problem-solving sessions are particularly beneficial (Davidson et al., 2017). E-learning platforms that offer flexible access and multimedia resources can cater to the diverse learning preferences of entrepreneurs, making the training more engaging and accessible (Li & Tsai, 2020). Comparatively, traditional lecture-based methods often result in lower engagement and retention rates among participants (Zhao & Potter, 2016).

Ongoing support is crucial for reinforcing the concepts learned during training and ensuring long-term application. Sustained support through follow-up sessions, mentorship programs, and access to updated resources helps entrepreneurs integrate new skills into their business practices more effectively (Nate et al., 2022). This continuous engagement fosters a culture of learning and adaptation, which is essential for keeping pace with evolving digital marketing trends (Trongtorsak et al., 2021). Studies comparing programs with and without

sustained support show that participants in supported programs demonstrate higher levels of skill retention and practical application (Bilal & Fatima, 2022). For digital marketing training to be truly effective, it must be aligned with the microenterprise's broader business strategy. This alignment ensures that the skills acquired are relevant and contribute directly to achieving business goals such as market expansion, customer acquisition, and sales growth (Joel & Oguanobi, 2024). Training that integrates digital marketing practices with business strategy allows entrepreneurs to implement targeted and cohesive marketing campaigns that are consistent with their business objectives (Rompis et al., 2021). Comparatively, training programs that lack this strategic integration often result in isolated skills that are less impactful on the overall business performance (Dixit & Sinha, 2020).

### **Packaging Innovation**

Packaging innovation refers to the development and implementation of unique and creative packaging designs that can differentiate a product from its competitors. In sectors such as culinary, fashion, and crafting, innovative packaging not only captures consumer attention but also conveys quality, professionalism, and brand identity (Suzianti & Aldianto, 2020). Packaging innovation can enhance the perceived value of products, leading to memorable customer experiences and fostering brand loyalty. Suherlan & Widayamurti (2018) highlight that effective packaging can drive word-of-mouth referrals and higher sales by appealing to consumer preferences and enhancing the overall brand experience. To effectively measure packaging innovation in microenterprises, it is important to consider several key dimensions: Design Creativity, Functionality, Consumer Engagement, and Adaptability to Market Trends.

Design creativity is critical for capturing consumer attention and differentiating products in the marketplace. Innovative designs can create a strong visual identity and enhance brand recognition, making products more attractive to potential customers (Henderson et al., 2004). Creative packaging designs not only serve as a marketing tool but also convey the quality and uniqueness of the product, which can lead to increased customer interest and sales (Rundh, 2016). Studies by Simmonds & Spence (2017) demonstrate that packaging design influences consumer perceptions and purchase intentions, with creatively

designed packaging often leading to a higher perceived value and greater consumer preference. Functional packaging is essential for ensuring product integrity and enhancing user experience. Packaging that is easy to open, store, and use can significantly improve customer satisfaction and encourage repeat purchases (Asmoro & Tuti, 2022). Functional innovations, such as eco-friendly materials or multipurpose packaging, also align with consumer preferences for convenience and green sustainability (Moustafa et al., 2019). Aggarwal & Langowski (2020) argue that functionality not only adds value by making products easier to handle but also reduces waste and enhances product lifespan, contributing to a more positive customer experience and higher sales.

Packaging that engages consumers can build a stronger emotional connection and enhance brand loyalty. Interactive packaging, such as augmented reality (AR) features, QR codes, or personalized designs, creates memorable experiences and encourages deeper consumer involvement with the product (Zhang et al., 2023). Engagement-focused packaging can lead to greater customer satisfaction and advocacy, as consumers are more likely to share their positive experiences and recommend the product to others (Pansari & Kumar, 2017). Studies by Foster et al. (2019) show that packaging that tells a story or offers a unique interaction can differentiate products and create a lasting impression, driving repeat purchases and brand loyalty. Packaging that adapts to market trends can help microenterprises stay relevant and competitive. As consumer preferences shift towards sustainability and innovation, packaging that reflects these trends can attract environmentally conscious and trend-savvy customers (Doyle, 2020). Adaptability involves using recyclable materials, minimalist designs, or integrating digital features that resonate with current consumer values and expectations (Ramdan et al., 2023). According to previous research, adaptable packaging can quickly respond to emerging trends, providing a competitive edge and enhancing the product's appeal in the eyes of consumers (Bhatti et al., 2023).

### **Selling Performance**

Selling performance in microenterprises is a critical measure of business success and includes aspects such as market share, customer acquisition, and sales growth. Factors influencing selling performance include the effectiveness of marketing strategies, product or

service quality, and the ability to innovate and adapt to changing market conditions. Erlyana & Nadya (2020) note that microenterprises that invest in both digital marketing and packaging innovation are better positioned to improve their selling performance by reaching new customers, retaining existing ones, and differentiating their offerings from competitors. To effectively measure selling performance in microenterprises, several key dimensions should be considered: Market Penetration, Customer Acquisition and Retention, Product/Service Innovation Impact, and Digital Marketing Impact.

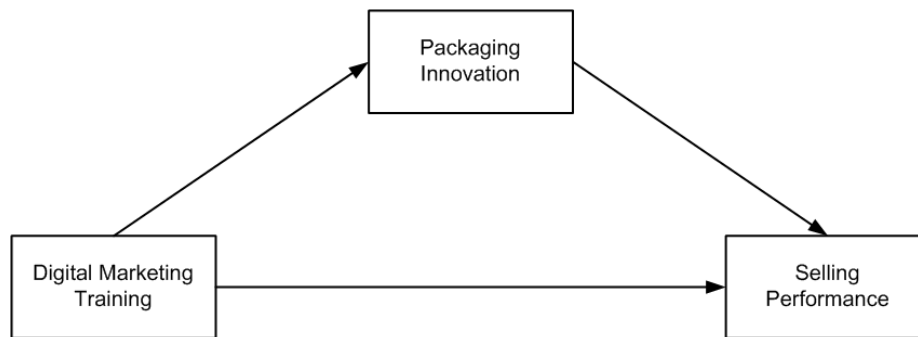
Effective market penetration strategies involve expanding customer reach and increasing brand visibility. Microenterprises that successfully penetrate new markets can access a larger customer base, thereby increasing sales opportunities and revenue (Gibson, 2017). Studies by Cavusgil et al. (2004) emphasize the importance of strategic market entry and positioning to achieve sustainable growth and competitiveness. Compared to limited market penetration, which restricts business growth and revenue potential, effective penetration strategies enable microenterprises to capitalize on emerging opportunities and establish a stronger market presence. Besides that, Customer acquisition is crucial for expanding the customer base and generating initial sales. Effective acquisition strategies focus on understanding customer needs and preferences, thereby enabling microenterprises to tailor their offerings and marketing efforts accordingly (Verhoef et al., 2014). Retaining existing customers is equally important, as loyal customers contribute to recurring revenue and serve as advocates for the business (Reichheld, 1996). Studies by Kumar et al. (2010) demonstrate that businesses with high customer retention rates tend to achieve higher profitability and sustainability compared to those with lower retention rates. Effective customer acquisition and retention strategies are integral to sustaining growth and enhancing selling performance in microenterprises.

Innovation plays a pivotal role in differentiating microenterprises from competitors and meeting evolving consumer demands. Introducing innovative products or services can attract new customers, increase sales volumes, and enhance market share (Chesbrough, 2003). According to Tidd and Bessant (2009), continuous innovation fosters business agility and resilience, enabling microenterprises to adapt to changing market conditions and

consumer preferences. Comparatively, businesses that neglect innovation may struggle to maintain relevance and competitiveness, limiting their growth potential and market reach. Digital marketing has revolutionized the way microenterprises promote their products and engage with customers. Leveraging digital channels such as social media, search engines, and email marketing allows businesses to reach a global audience and target specific customer segments with personalized messages (Ryan & Jones, 2012). Effective digital marketing strategies enhance brand visibility, improve customer engagement, and facilitate direct interactions with consumers, ultimately driving sales and revenue growth (Strauss & Frost, 2016). Compared to traditional marketing methods, digital marketing offers greater flexibility, measurability, and cost-effectiveness, making it a preferred choice for microenterprises aiming to maximize their marketing ROI and enhance selling performance.

### Theoretical Framework and Hypotheses Development

Based on the literature, a theoretical framework can be constructed to understand the relationships between digital marketing training (X1-DMT), packaging innovation (X2-PI), and selling performance (Y-SP) in microenterprises, as outlined in Figure 1.



**Figure 1**  
**Effect of Digital Marketing Training on Selling Performance through Packaging Innovation in Microenterprises**

Based on the model, the following hypotheses (three direct and one indirect effect) are proposed.

Direct Effects:

1. **X1-DMT -> X2-PI:** Digital marketing training directly influences packaging innovation by providing entrepreneurs with insights and strategies for marketing their products more effectively through innovative packaging.

- **Hypothesis 1 (H1):** Digital marketing training has a positive impact on packaging innovation in microenterprises.
- 2. **X1-DMT -> Y-SP:** Digital marketing training directly enhances selling performance by equipping microenterprises with the tools and knowledge to effectively engage with and attract customers online.
  - **Hypothesis 2 (H2):** Digital marketing training has a positive impact on selling performance in microenterprises.
- 3. **X2-PI -> Y-SP:** Packaging innovation directly improves selling performance by increasing the attractiveness and perceived value of the products, thereby enhancing customer acquisition and retention.
  - **Hypothesis 3 (H3):** Packaging innovation has a positive impact on selling performance in microenterprises.

Indirect Effect:

- 4. **X1-DMT -> X2-PI -> Y-SP:** Digital marketing training indirectly affects selling performance through its influence on packaging innovation. As entrepreneurs become adept at digital marketing, they can leverage these skills to innovate their packaging, which in turn enhances their selling performance.
  - **Hypothesis 4 (H4):** Digital marketing training indirectly influences selling performance through its positive effect on packaging innovation in microenterprises.

This theoretical framework underscores the interconnected roles of digital marketing training and packaging innovation in enhancing the selling performance of microenterprises, suggesting that consideration in both areas can synergistically contribute to business success.

## RESEARCH METHOD

To answer the research questions, we used a quantitative approach with an explanatory survey research type to predict the effect of Digital Marketing Training (as an independent variable) on Selling Performance (as a dependent variable) through Packaging Innovation (as a mediating variable) in Microenterprises. Each variable has a specific measurement reflected by its dimensions and indicators, as outlined in Table 1.

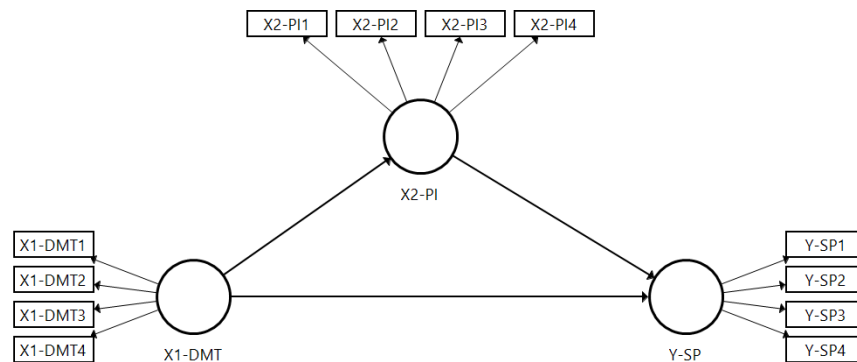
**Table 1**  
**Variables Measurements**

<b>Variable</b>	<b>Dimensions</b>	<b>Indicators</b>
	1. Quality of Training	• Content Relevance

<b>Variable</b>	<b>Dimensions</b>	<b>Indicators</b>
Digital Marketing Training (X1-DMT) (Chen & Sénéchal, 2023; Keller, 2016; Li & Tsai, 2020; Rompis et al., 2021; Saura et al., 2023)		<ul style="list-style-type: none"> <li>• Instructor Expertise</li> <li>• Participant Engagement</li> </ul>
	2. Delivery of Training	<ul style="list-style-type: none"> <li>• Accessibility</li> <li>• Mode of Instruction</li> <li>• Customization for Micro-Enterprises</li> </ul>
	3. Sustained Support	<ul style="list-style-type: none"> <li>• Post-Training Resources</li> <li>• Continuous Learning Opportunities</li> <li>• Feedback</li> </ul>
	4. Integration with Business Strategy	<ul style="list-style-type: none"> <li>• Alignment with Business Goals</li> <li>• Measurement of Business Outcomes</li> <li>• Adaptability to Business Change</li> </ul>
Packaging Innovation (X2-PI) (Bhatti et al., 2023; Erlyana & Nadya, 2020; Suherlan & Widyamurti, 2018; Suzianti & Aldianto, 2020)	1. Design Creativity	<ul style="list-style-type: none"> <li>• Visual Appeal</li> <li>• Innovative Materials</li> <li>• Customization Option</li> </ul>
	2. Functionality	<ul style="list-style-type: none"> <li>• Innovative Structural Design</li> <li>• Smart Packaging Features</li> <li>• Multi-Functionality</li> </ul>
	3. Consumer Engagement	<ul style="list-style-type: none"> <li>• Interactive Elements</li> <li>• Educational Components</li> <li>• Feedback Mechanism</li> </ul>
	4. Adaptability to Market Trends	<ul style="list-style-type: none"> <li>• Monitoring Consumer Preferences</li> <li>• Seasonal/Event Adaptations</li> <li>• Competitor Benchmarking</li> </ul>
Selling Performance (Y-SP) (Azizi et al., 2023; Bhatti et al., 2023; Kim & Park, 2013; Miao & Evans, 2013; Rezaei & Ortt, 2018)	1. Market Penetration	<ul style="list-style-type: none"> <li>• Customer Base Growth</li> <li>• Brand Recognition</li> <li>• Distribution Channel Effectiveness</li> </ul>
	2. Customer Acquisition and Retention	<ul style="list-style-type: none"> <li>• Conversion Rates</li> <li>• Customer Retention Rate</li> <li>• Customer Lifetime Value (CLV)</li> </ul>
	3. Product/Service Innovation Impact	<ul style="list-style-type: none"> <li>• Sales Growth from Innovations</li> <li>• Market Differentiation</li> <li>• Adoption Rates of New Offering</li> </ul>

Variable	Dimensions	Indicators
	4. Digital Marketing Impact	<ul style="list-style-type: none"> <li>• Online Conversion Rates</li> <li>• Social Media Engagement</li> <li>• Digital Marketing Optimization</li> </ul>

The measurement of these variables was made in the form of a questionnaire to collect answers from 393 entrepreneurs as respondents (drawn from 130,748 microenterprises using proportional stratified clustered random sampling) who were under the coaching of PT Permodalan Nasional Madani, or PNM, as one of Indonesia's State-owned Enterprises (SOEs). The preparation of the questionnaire as the main research instrument used a scale of 1 – 5, which before being distributed to respondents was tested for validity and reliability (using corrected item-total correlation validity and Cronbach's Alpha formula). The data that has been collected is then analyzed using Partial Least Squares (PLS) as a development of Structural Equation Modeling (SEM) to estimate the impact of one variable on other variables (independent, mediation, and dependent variables). The model of the effect of Digital Marketing Training on Selling Performance through Packaging Innovation can be illustrated in Figure 2.



**Figure 2**  
**PLS Model for Effect of Digital Marketing Training on Selling Performance through Packaging Innovation in Microenterprises**

## RESULTS AND DISCUSSION

The results focus on the PLS (measurement and structural model) output estimates, accompanied by the achievement of the mean value (descriptive with a minimum value of 1,000 to the ideal value of 5,000). First, the measurement model presents several outputs for each dimension: mean, loading, and coefficients for Cronbach's Alpha (CA), Composite Reliability (CR), and Average Variance Extracted (AVE). The first results are outlined in Table 2.

**Table 2**  
**Measurement Model Estimation**

Model	Construct/ Dimension	Mean	Loading	CA	CR	AVE
Digital Marketing Training (X1-DMT)	X1-DMT1	4.007	0.810	0.852	0.900	0.693
	X1-DMT2	3.833	0.847			
	X1-DMT3	3.896	0.834			
	X1-DMT4	3.753	0.839			
Packaging Innovation (X2-PI)	X2-PI1	3.751	0.838	0.845	0.896	0.683
	X2-PI2	3.944	0.812			
	X2-PI3	3.765	0.831			
	X2-PI4	3.866	0.824			
Selling Performance (Y-SP)	Y-SP1	3.977	0.855	0.881	0.918	0.736
	Y-SP2	3.943	0.842			
	Y-SP3	3.752	0.864			
	Y-SP4	3.762	0.871			

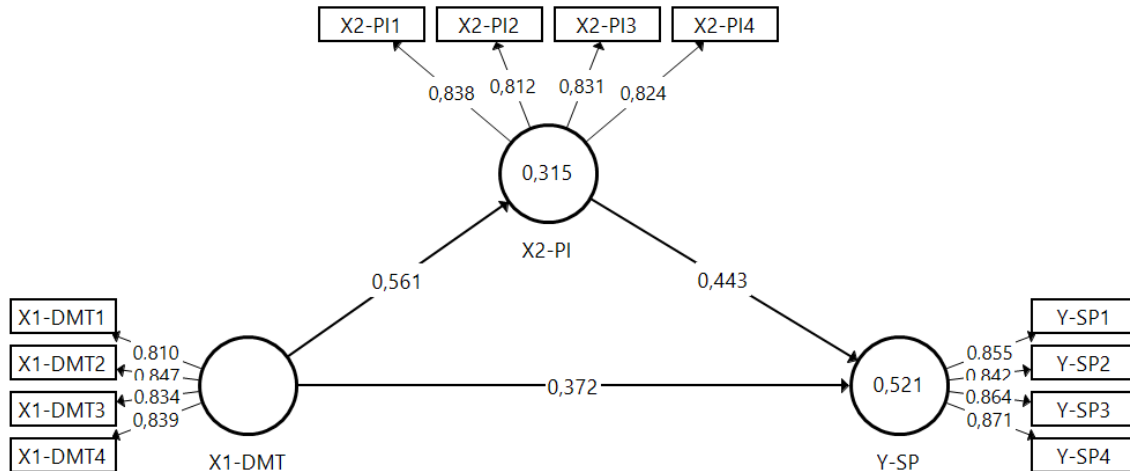
Source: SmartPLS Output (2023)

Table 2 presents the measurement model for three constructs: Digital Marketing Training (X1-DMT), Packaging Innovation (X2-PI), and Selling Performance (Y-SP). Each construct is assessed through various dimensions, with key statistics provided for each indicator, including Mean, Factor Loading, Cronbach's Alpha (CA), Composite Reliability (CR), and Average Variance Extracted (AVE). The mean values for the indicators of Digital Marketing Training range from 3.753 to 4.007, indicating that participants generally rate their digital marketing training experiences positively, with values close to the ideal score of 5.000. This suggests a favorable perception of the training quality, delivery, sustained support, and integration with business strategy. The mean values for Packaging Innovation indicators range from 3.751 to 3.944. These values suggest that microenterprises are moderate to highly satisfied with their packaging innovation efforts in terms of design

creativity, functionality, consumer engagement, and adaptability to market trends. The mean values for Selling Performance indicators range from 3.752 to 3.977, reflecting that microenterprise perceive their selling performance, including market penetration, customer acquisition and retention, product/service innovation impact, and digital marketing impact, to be generally good.

The factor loadings for Digital Marketing Training indicators range from 0.810 to 0.847. These high loadings indicate that all items strongly represent the construct and suggest good convergent validity, as each indicator significantly contributes to explaining the variance in digital marketing training. The factor loadings for Packaging Innovation indicators range from 0.812 to 0.838. This range shows that each item is a strong indicator of the construct, confirming that the indicators reliably reflect the various dimensions of packaging innovation. The factor loadings for Selling Performance indicators range from 0.842 to 0.871. These values demonstrate that the indicators effectively capture the construct, providing strong evidence of convergent validity for selling performance. In reliability and validity measures, the CA values exceed the commonly accepted cut-off of 0.70 (Vaske et al., 2017), indicating good internal consistency and reliability. All CR values exceed the threshold of 0.70, indicating strong reliability across all constructs (Hair et al., 2014). All AVE values surpass the minimum cut-off of 0.50 (Singh & Jha, 2018), indicating adequate convergent validity, meaning that the constructs explain a sufficient amount of variance in their indicators.

Overall, Table 2 demonstrates that Digital Marketing Training, Packaging Innovation, and Selling Performance constructs are measured with high reliability and validity. The mean values suggest positive perceptions among microenterprises regarding their digital marketing training, packaging innovation, and selling performance. The factor loadings indicate strong representation of each construct by their respective indicators. The high values for Cronbach's Alpha, Composite Reliability, and Average Variance Extracted further confirm the robustness of the measurement model. These findings imply that the constructs are well-defined and reliable for assessing the impact of digital marketing training and packaging innovation on selling performance in microenterprises.



**Figure 2**  
**Full Output of Structural Model for Effect of Digital Marketing Training on Selling Performance through Packaging Innovation in Microenterprises**

Figure 2 provides a visual representation of the complete path model, highlighting the relationships between each construct and latent variable, along with their outer loadings and path coefficients. This model includes the **R-squared (R<sup>2</sup>) values**, which quantify the proportion of variance explained by the predictor variables in each component of the model. These values reflect the model’s predictive accuracy, showing the extent to which the independent variables account for the variability in the dependent variables. The coefficient of determination, or R<sup>2</sup>, for Packaging Innovation is **0.315**. This indicates that 31.5% of the variance in Packaging Innovation is explained by the independent variable, Digital Marketing Training (X1-DMT). In other words, the effectiveness of digital marketing training accounts for about one-third of the variation in packaging innovation practices among microenterprises. The remaining **68.5%** (calculated as 1 - 0.315) of the variance in packaging innovation is influenced by other factors not included in the model. The R<sup>2</sup> value for Selling Performance is **0.521**. This means that 52.1% of the variance in Selling Performance is explained by the combined effects of Digital Marketing Training and Packaging Innovation. This suggests that over half of the variability in selling performance among microenterprises can be attributed to these two factors. The remaining **47.9%** of the variance in selling performance is due to other influences not captured in the model.

From the PLS output using coefficient value, standard deviation (StDev), t-statistic, p-value, and the evaluation, the model also estimates the coefficient value, standard deviation (StDev), t-statistic, p-value, and the acceptance or rejection of the proposed hypotheses. The hypotheses testing results can be recapitulated in Table 3.

**Table 3**  
**Results of Hypotheses Testing**

<b>Path</b>	<b>Coefficients</b>	<b>StDev</b>	<b>t-statistics</b>	<b>p-values</b>	<b>Hypotheses</b>
X1-DMT -> X2-PI	0.561	0.047	11.950	0.000	Accepted
X1-DMT -> Y-SP	0.372	0.056	6.674	0.000	Accepted
X2-PI -> Y-SP	0.443	0.055	8.056	0.000	Accepted
X1-DMT -> X2-PI -> Y-SP	0.249	0.036	6.905	0.000	Accepted

Source: SmartPLS Output (2023)

Table 3 presents the results of hypotheses testing based on the Partial Least Squares (PLS) output, detailing the relationships between Digital Marketing Training (X1-DMT), Packaging Innovation (X2-PI), and Selling Performance (Y-SP). All tested hypotheses were accepted, suggesting that all the effects (direct and indirect) are statistically significant.

### Discussion

From the results, it is found that the strong positive coefficient of 0.561 indicates a significant effect of digital marketing training on packaging innovation. The high t-statistic (11.950) and the p-value (0.000) suggest this relationship is highly statistically significant. This finding supports the hypothesis that enhancing digital marketing skills leads to greater innovation in packaging among microenterprises, possibly due to improved understanding of market trends and consumer preferences (Arifiani et al., 2021). The coefficient of 0.372 indicates a positive impact of digital marketing training on selling performance. Although the effect is moderate, it is statistically significant (t-statistic of 6.674, p-value of 0.000). This confirms that digital marketing training directly enhances selling performance by equipping microenterprises with the skills to effectively market their products and reach a broader audience (Umboh & Aryanto, 2023).

The coefficient of 0.443 signifies a strong positive impact of packaging innovation on selling performance. The high t-statistic (8.056) and the p-value (0.000) indicate that this relationship is statistically significant. This suggests that innovative packaging, which

enhances product appeal and functionality, directly contributes to improved sales performance (Erlyana & Nadya, 2020). Lastly, the indirect effect coefficient of 0.249 indicates that digital marketing training indirectly enhances selling performance through its positive impact on packaging innovation. The statistically significant t-statistic (6.905) and p-value (0.000) affirm the mediation effect. This finding underscores the importance of packaging innovation as a crucial intermediary mechanism through which digital marketing training influences overall selling performance (Suherlan & Widyamurti, 2018). It suggests that improvements in digital marketing capabilities lead to innovative packaging solutions, which in turn drive better sales performance outcomes.

All tested hypotheses are accepted, indicating that both direct and indirect effects are statistically significant. These results validate the model and highlight the critical roles of digital marketing training and packaging innovation in enhancing selling performance in microenterprises. The data demonstrate that digital marketing training not only directly improves selling performance but also does so indirectly by fostering packaging innovation. These findings emphasize the multifaceted benefits of digital marketing training, suggesting that microenterprises can achieve significant improvements in their market outcomes through strategic investments in training and innovation (Pholphirul et al., 2021). This model provides a comprehensive understanding of how digital marketing training influences microenterprises, showing that a combined focus on training and packaging innovation can lead to substantial improvements in sales performance.

To fully optimize digital marketing training for microenterprises, a dual approach of maintaining and enhancing is essential. Maintaining the current achievements in the Delivery of Training and Integration with Business Strategy ensures that the training remains accessible, practical, and aligned with business goals. In this sense, microenterprises in Sukabumi should **sustain effective delivery** by ensuring accessibility and customization of training, and **aligning training with business goals**. Simultaneously, improving aspects of Quality of Training and Sustained Support is crucial to deepen content relevance, and instructor expertise, and provide ongoing learning opportunities. This balanced approach will better equip microenterprises to leverage digital marketing for enhanced selling performance

and business growth. Microenterprises in Sukabumi must be willing to collaborate with PNM as a solution to increase welfare through access to capital, mentoring, and capacity-building programs for entrepreneurs and their employees.

Microenterprises in the creative sectors often prioritize Design Creativity and Consumer Engagement in their packaging innovation strategies due to their immediate visual and emotional impact. Design Creativity plays a crucial role in differentiating products in a crowded market, making them more appealing to consumers and enhancing brand recognition. Innovative designs often capture attention, create memorable experiences, and convey brand values, which are critical in sectors like culinary, fashion, and crafts, where aesthetics and first impressions significantly influence purchasing decisions. Consumer Engagement is also prioritized because engaging packaging can create a connection with customers, encouraging brand loyalty and word-of-mouth referrals. Interactive elements, personalized messages, and visually appealing packaging designs can enhance the overall consumer experience, leading to increased satisfaction and repeat purchases.

Despite their focus on creative design and engagement, many microenterprises neglect the Functionality and Adaptability to Market Trends aspects of packaging. Functionality, which involves the practicality and usability of packaging, is often underemphasized due to limited resources and technical expertise. Microenterprises may lack the means to invest in advanced packaging technologies or materials that enhance functionality, such as easy-open features or environmentally friendly components. Adaptability to Market Trends is another area where contributions are low because keeping pace with rapidly changing market preferences and regulatory requirements can be challenging for small businesses with limited market research capabilities. Microenterprises may struggle to update their packaging to align with evolving consumer expectations and sustainability trends.

To address these gaps, microenterprises should adopt a more holistic approach to packaging innovation by integrating functionality and market adaptability into their design processes. Collaborating with packaging experts or industry associations can provide valuable insights and access to resources that enhance packaging functionality. Additionally,

microenterprises should conduct regular market research to stay updated on emerging trends and consumer preferences, allowing them to adapt their packaging strategies proactively. Implementing a feedback loop with customers can also help identify functional improvements and trend adaptations that resonate with the target audience. Balancing creativity with practicality and adaptability can make microenterprises create packaging solutions that not only attract but also meet the evolving needs of their customers.

In Sukabumi, Product/Service Innovation and Digital Marketing Impact significantly enhance the selling performance of microenterprises. Product/Service Innovation directly contributes to creating distinctive offerings that cater to evolving consumer needs and preferences. By continually innovating, microenterprises can offer unique value propositions that set them apart from competitors, thus attracting new customers and retaining existing ones. For instance, in the culinary sector, developing new flavors or incorporating health trends can attract attention and drive sales. In fashion, introducing new designs or sustainable materials can boost appeal. Digital Marketing Impact is crucial because it leverages modern tools and platforms to reach a broader audience at a relatively low cost. Effective use of social media, email campaigns, and search engine optimization (SEO) allows microenterprises to increase visibility, engage with potential customers, and convert interest into sales. The ability to target specific customer segments, track campaign performance, and adjust strategies in real time enhances the effectiveness of marketing efforts.

Despite the positive impact of innovation and digital marketing, Market Penetration and Customer Acquisition & Retention are areas where microenterprises often fall short. Market Penetration is challenging because many microenterprises lack the resources and strategic capabilities to enter and compete in broader markets effectively. They may struggle with scaling production, managing logistics, or meeting regulatory requirements, which limits their ability to expand beyond local markets. Customer Acquisition & Retention is hindered by a lack of robust customer relationship management (CRM) systems and personalized engagement strategies. Without these, microenterprises may find it difficult to understand customer behavior, preferences, and feedback, leading to missed opportunities for improving customer satisfaction and loyalty.

To improve market penetration, microenterprises should consider strategic partnerships and alliances that can help them access new markets and scale their operations. Collaborating with larger firms, participating in industry networks, or utilizing government programs can provide the necessary support and resources. For Customer Acquisition & Retention, microenterprises should invest in CRM tools and data analytics to better understand and manage customer relationships. Implementing personalized marketing strategies, loyalty programs, and feedback mechanisms can enhance customer satisfaction and encourage repeat business. By focusing on these areas, microenterprises can build stronger customer bases and expand their market reach, leading to sustained growth and improved selling performance.

## **CONCLUSION**

This study confirms the pivotal roles of digital marketing training and packaging innovation in enhancing the selling performance of microenterprises in Sukabumi. The findings reveal that digital marketing training significantly impacts both packaging innovation and selling performance. Specifically, well-executed digital marketing training equips microenterprises with essential skills to effectively utilize online channels, thereby extending their market reach and optimizing promotional strategies. This training enables entrepreneurs to engage broader audiences, harness digital tools for brand building, and drive sales growth. The strong positive relationship between digital marketing training and selling performance underscores the necessity for continuous investment in training programs that keep pace with technological advancements and evolving marketing practices. Packaging innovation emerges as a crucial mediator in this relationship. The study demonstrates that innovative packaging, characterized by creative designs and consumer engagement, enhances product appeal, leading to higher sales. By acting as a bridge, packaging innovation translates the benefits of digital marketing into tangible selling performance improvements. Microenterprises that leverage packaging to differentiate their offerings can better captivate consumers, foster brand loyalty, and stimulate word-of-mouth referrals, thereby achieving superior market outcomes.

However, the study also identifies areas where microenterprises need to improve. Market penetration and customer acquisition & retention are not meeting expectations due to challenges in scaling operations, limited market research capabilities, and inadequate customer relationship management. To address these issues, microenterprises should adopt strategic partnerships, invest in CRM tools, and implement data-driven marketing strategies. Enhancing these areas will enable microenterprises to build stronger customer bases, expand market reach, and sustain long-term growth. Future research should broaden the analysis to include a wider geographical area and diverse microenterprise contexts to validate and generalize the findings. Employing confirmatory methods such as Structural Equation Modeling (SEM) can provide deeper insights into the complex relationships among digital marketing training, packaging innovation, and selling performance. Such methods can offer a more robust framework for understanding the dynamics at play and identifying additional factors that may influence selling performance.

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