

## INTEGRATING BUSINESS MODEL CANVAS AND DIGITAL MARKETING TO IMPROVE THE SALES SUSTAINABILITY OF FROZEN FOOD MSMES: A STUDY OF JACI FROZEN FOOD BALIKPAPAN



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### Abstract

This study aims to examine the business model of Jaci Frozen Food MSME using the Business Model Canvas (BMC) framework and to understand the contribution of digital marketing to sales stability and sustainability in the local market of Balikpapan. This study employs a qualitative descriptive method, with data collected through observation, interviews, and documentation. The research informants consisted of the business owner, sales admin, and active customers selected using purposive sampling. Data analysis was carried out through data reduction, data presentation, and conclusion drawing by mapping the findings into the nine elements of the Business Model Canvas. The results show that the Jaci Frozen Food business model has been implemented in practice and is integrated across BMC elements. The customer segment focuses on productive-age consumers with practical food needs for routine household consumption. The value proposition offered includes practical, hygienic, halal, affordable frozen food products with a home-style taste. The use of digital channels, particularly WhatsApp and Instagram, plays an important role not only as promotional media but also as transaction and communication channels that support repeat purchases. Customer relationships are built through quick responses, personal communication, and consistent service, thus encouraging customer loyalty. Business revenue is dominated by digital sales with repeat purchase patterns, while the largest cost structure comes from raw materials and cold chain operations. This research confirms that digital marketing in MSMEs is effective when it is integrated with the business model and supported by resource readiness and operational activities. The findings are expected to serve as a reference for MSMEs in designing sustainable business models and digital marketing strategies.

**Keywords:** Business Model Canvas, Digital Marketing, Frozen Food MSME, Sales Sustainability

## INTRODUCTION

The development of digital technology has brought significant changes in the business world, especially for Micro, Small, and Medium Enterprises (MSMEs). Digitalization makes it easier for businesses to market their products more widely through online platforms and conduct transactions more efficiently through digital banking systems. One of the most easily accessible digital marketing tools for MSMEs is social media. In Indonesia, many business actors start their digital presence through social media before having an official website (Gupta, 2024). The use of social media plays a role in driving the development of entrepreneurship and the sustainability of MSMEs amidst increasingly fierce market competition (Sulaksono & Zakaria, 2022).

In increasingly dynamic business competition conditions, MSMEs are required to be able to utilize digital media optimally to increase consumer awareness of the products offered (Rojas-García et al., 2024). Social media not only functions as a promotional tool, but also as a means of building relationships with customers through two-way communication (Sharabati et al., 2024). MSMEs that are able to utilize social media strategically tend to have greater opportunities to increase revenue, create jobs, encourage innovation, and strengthen competitiveness (Meyer & Peter, 2024). However, many MSMEs still lack adequate access and understanding of information technology and digital marketing, resulting in their utilization not yet yielding optimal results (Robby Aditya & R. Yuniardi Rusdianto, 2023).

MSMEs must grasp systematic business model planning and mapping in addition to being proficient in digital technologies (Astro, 2022). The Business Model Canvas (BMC) is one tool that may be utilized for this. Customer segments, value propositions, distribution channels, customer connections, key partners, key activities, key resources, cost structures, and revenue streams are the nine primary components that BMC divides the business model into (Kano et al., 2022). This framework facilitates a thorough understanding of business situations by business players and makes it simpler to evaluate and build complicated business concepts (Insana, 2020).

In the frozen food industry, digital marketing plays a crucial role, particularly in building consumer confidence in product quality and cold chain safety (Csordás et al., 2022). Social media, visual content, customer testimonials, and digital interactions have been shown to influence consumer purchasing decisions for frozen food products (Kristiyono et al., 2023). Therefore, a structured and planned digital marketing strategy is an important requirement for MSMEs in this sector to increase competitiveness.

Jaci Frozen Food MSME in Balikpapan is one of the business actors in the frozen food sector that has utilized social media as a promotional tool. However, initial observations indicate that its use of social media remains rudimentary and unstructured. The uploaded content is inconsistent, the product visual quality is less than optimal, the promotional message is not yet informative, and the branding displayed is not yet able to build consumer trust optimally. This condition shows that the digital marketing carried out is not supported by a clear strategy and is not integrated with the business model being implemented (Lubis et al., 2025).

This problem is reflected in the sales performance of Jaci Frozen Food. Customer number data from October 2024 to October 2025 shows that the number of customers tends to be stable without significant growth. The fluctuations that occur are only seasonal, while in other months the number of customers is relatively stagnant. This indicates that the digital

promotions that have been carried out have not been able to drive sustainable and consistent sales increases.

Based on the research review by Tesařová et al., (2022), it is known that most studies using the Business Model Canvas only focus on mapping business models without integrating them with digital marketing strategies. On the other hand, research by Mas'ud & Wahid, (2022) which focuses on digital marketing is often not linked to the structure of the MSME business model, so that the resulting strategy is less comprehensive. Therefore, there is a research gap regarding the integration between the Business Model Canvas, digital marketing strategies, and improving sales performance.

This study aims to examine the business model of Jaci Frozen Food MSME using the Business Model Canvas framework and to develop an integrated digital marketing strategy to support sales and promotional activities. By integrating BMC analysis with digital marketing, this research is expected to produce a more focused approach based on the characteristics of the Balikpapan local market. The findings are also expected to provide practical recommendations for MSME actors in optimizing digital marketing based on business model analysis, while contributing theoretically to the development of MSME and digital marketing literature.

## REVIEW OF LITERATURE

In order to enhance business performance, a number of studies on business models and digital marketing in MSMEs emphasize the importance of integrating business model mapping with digital-based marketing strategies (Fakieh et al., 2022). The Business Model Canvas (BMC) introduced by Osterwalder and Pigneur (2010) is widely used because it systematically maps a business model through nine main elements: customer segments, value propositions, distribution channels, customer relationships, key resources, key activities, key partners, cost structures, and revenue streams.

1. Customer Segments

Customer segments are groupings of customers that a business primarily targets due to common demands, traits, and behaviors. By identifying client groups, businesses may better understand their target market and modify their offerings and marketing tactics. .

2. Value Proposition

The main advantage a business provides to clients in order to persuade them to select a good or service is known as a value proposition. This value might take the shape of innovation, affordability, quality, usefulness, or distinctiveness that sets it apart from rivals.

3. Distribution Channels

Distribution channels are the means by which businesses provide their clients with goods and services, both online and offline. The proper channels boost marketing efficacy and facilitate product acquisition for consumers.

4. Customer Relationships

Customer relationships describe the forms of interaction a company builds to create satisfaction and loyalty. This relationship can take the form of personal service, responsive communication, providing promotions, or handling complaints.

5. Key Resources

The physical, human, financial, and digital resources that a firm needs to operate are known as key resources. Business processes cannot function at their best without sufficient resources.

6. Key Activities

Key activities are the core activities a company must undertake to produce products or services and deliver value to customers, such as production, marketing, customer service, and distribution.

7. Key Partners

Key partners are external parties who collaborate with the company to support business activities, such as raw material suppliers, distribution services, or promotional partners. Partnerships help increase efficiency and expand business reach.

8. Cost Structure

The cost structure describes all costs incurred by a company in carrying out its business activities, including production, operational, marketing, and distribution costs. Understanding cost structure helps companies manage expenses efficiently.

9. Revenue Streams

Revenue streams are sources of income a company receives from customers through the sale of products or services. This element shows how the company generates profits and maintains business sustainability.

BMC is considered effective in simplifying business complexity and helping MSMEs understand business conditions comprehensively and design more targeted development strategies (Putra, 2025). A number of previous studies have shown that the use of BMC can help MSMEs identify business strengths and weaknesses, especially in terms of value propositions and business development strategies. However, most of these studies still use BMC as a business model mapping tool without integrating it with digital marketing strategy design, so they have not yet produced a comprehensive analysis of MSME marketing needs (Supriandi & Iskandar, 2022).

On the other hand, research focusing on digital marketing has shown that the use of social media and digital channels can increase consumer engagement and MSME revenue. However, the resulting strategies are generally not linked to business model structures such as BMC, so they do not reflect the fit between digital channels, customer segments, and the business's value proposition (Sadikin et al., 2023). This condition indicates a research gap regarding the integration between the Business Model Canvas, digital marketing strategies, and the effectiveness of digital channels in increasing sales (Susanto et al., 2023). In the context of MSMEs in the frozen food sector, digital marketing plays a crucial role in building consumer trust in product quality and cold chain safety, where visual content, digital interactions, and customer testimonials have been shown to influence purchasing decisions (Kristiyono et al., 2023).

Therefore, this study aims to fill this gap by integrating Business Model Canvas analysis and digital marketing strategies to design a more targeted marketing approach and contribute to increasing sales of MSMEs, especially Jaci Frozen Food, through the use of digital channels that are aligned with the characteristics of the business model and local market.

## RESEARCH METHOD

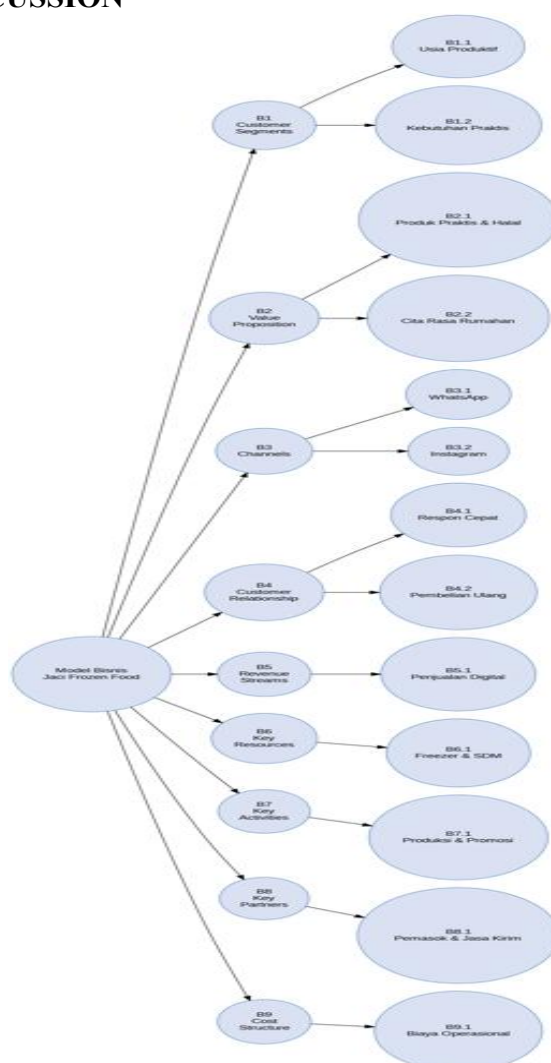
This research applies a descriptive qualitative approach to examine and explain the business model implemented by Jaci Frozen Food MSME using the Business Model Canvas (BMC) framework, as well as to assess the role of digital marketing strategies in supporting sales growth. A qualitative approach was considered appropriate because it enables a deeper understanding of business-related and contextual phenomena, especially in relation to business model mapping, digital marketing implementation, and the challenges encountered by MSMEs in their operational and promotional activities (Putra, 2025).

The data used in this study includes both primary and secondary data. Primary data were collected directly from selected informants through purposive sampling, consisting of the owner of Jaci Frozen Food MSME, employees responsible for operational and marketing activities, and loyal customers who shared insights regarding their purchasing experiences and interactions through digital platforms (Susanti, 2024). Purposive sampling was employed because these informants were considered to possess relevant knowledge, experience, and understanding of the business conditions under investigation (Insana, 2020). Meanwhile, secondary data were obtained from SINTA-indexed journals and other relevant literature discussing the Business Model Canvas, digital marketing, and MSME performance improvement, which were used to strengthen the theoretical foundation and support the analysis of the study (Robby Aditya & Rusdianto, 2023).

Data collection methods were carried out through interviews, observation and documentation. Interviews were conducted to obtain information related to the mapping of the nine BMC blocks, the use of digital channels, marketing constraints, and customer experience. Observations focused on MSMEs' digital marketing activities, particularly on Instagram accounts, including upload consistency, visual quality, completeness of product information, and engagement levels. Documentation is carried out by collecting supporting data such as sales data for the January 2026 period and other internal documents.

Data analysis was carried out qualitatively through the stages of data reduction, data presentation, and drawing conclusions. The reduced data is then mapped into nine Business Model Canvas blocks to describe the actual conditions of the Jaci Frozen Food business model and identify areas that need to be developed (Putra, 2025). Next, the effectiveness of digital marketing is analyzed by linking the findings of observations and interviews in the Channels and Customer Segments blocks to assess the suitability of digital channels with the characteristics of local Balikpapan customers. To maintain the validity of the data, this study applies source triangulation by comparing information obtained from business owners, employees, and customers, as well as method triangulation through comparison of interview results, observations, and documentation, so that the research results are expected to have a high level of trust and be able to describe the condition of MSMEs objectively.

## RESULTS AND DISCUSSION



**Figure 1.**  
**NVivo Model of Jaci Frozen Food Business Model**

Source: Processed by the researcher (2026)

This study aims to gain an understanding of the business model of the Jaci Frozen Food MSME based on the nine elements of the Business Model Canvas (BMC) through a qualitative interview-based approach. Data were obtained from three key informants, namely the business owner (Informant 1), with a duration of 65 minutes, sales admin (Informant 2) with a duration of 60 minutes, and active customers (Informant 3) with a duration of 63 minutes. The analysis results show that the Jaci Frozen Food business model has been formed quite clearly, particularly in the aspects of customer segmentation, value proposition, and the use of digital channels to support business sustainability.

In the Customer Segments element, Jaci Frozen Food targets productive-age consumers who need practical and easy-to-serve food.



"The main customer segments of Jaci Frozen Food are housewives, workers, and students who need practical food products and have a relatively long shelf life" (Informant 1).

This is reinforced by Informant 2, who stated that most customers are routine household buyers. From the customer perspective, practical use is one of the main reasons for purchasing the product.

"I chose this product because it's practical for my family and doesn't require cooking from scratch" (Informant 3).

Jaci Frozen Food's Value Proposition elements are built on product quality, practicality, shelf life, home-style taste, and affordable prices.

"The main values of the product are quality, hygiene, halal, and practicality for daily consumption" (Informant 1).

Informant 2 added that the product's advantages lie in its consumption flexibility and ease of storage. Customers also experience these benefits.

"The product can be stored for a long time and still tastes good when cooked" (Informant 3).

In terms of Channels, Jaci Frozen Food uses a combination of online and offline channels, dominated by WhatsApp Business and Instagram.

"WhatsApp and Instagram are the most effective because they facilitate direct communication with customers" (Informant 1).

"I order more often via WhatsApp because it's fast and hassle-free" (Informant 3).

The Customer Relationship element is built through friendly service, quick responses, and personal communication.

"Regular customers are remembered and served in a more personal manner" (Informant 2).

"If the admin's response is fast, I will be more confident in buying" (Informant 3).

In the Revenue Streams element, the main revenue comes from the sale of frozen food products through digital channels with a large contribution from repeat purchases.

"Digital sales contribute significantly to turnover" (Informant 1).

Key Resources elements include raw materials, production equipment, freezers, labor, and digital devices. However, the lack of a dedicated digital marketing team presents a challenge. Key Activities include production, packaging, digital promotion, customer service, and distribution, with digital promotion and rapid response being the activities that most influence sales. Key Partners elements include raw material suppliers, packaging suppliers, and delivery services. Meanwhile, the Cost Structure is dominated by the costs of raw materials, freezer electricity, packaging, and daily operations. Digital marketing costs are relatively small and are considered efficient because they rely on organic promotion. Overall, the research results show that Jaci Frozen Food has a fairly strong business model, but still has opportunities for development, especially in strengthening digital marketing and increasing resource capacity.

## **Discussion**

The results of the study show that Jaci Frozen Food's business model can not only be mapped conceptually through the nine elements of the Business Model Canvas (BMC), but is also reflected concretely in operational practices and daily customer experiences. These findings confirm that BMC in the context of MSMEs does not merely function as a strategic

planning tool, but rather as a living and dynamic framework that influences how businesses operate, interact with customers, and utilize digital marketing channels to increase sales. The integration between the business model and digital marketing is a key factor that explains the sustainability and stability of Jaci Frozen Food sales in the Balikpapan local market.

In terms of customer segments, Jaci Frozen Food consistently targets productive-age consumers who need practical food for routine household consumption, such as housewives, workers, and students. This segment reflects the characteristics of the Balikpapan local market which is dominated by young families and productive age groups with limited time to prepare food. Customer segmentation is not only based on demographic aspects, but also on consumption behavior, especially the tendency to transact digitally and make repeat purchases. Understanding customer needs and habits is the main foundation in forming other BMC elements, including value proposition, channel selection, and customer relationship patterns.

The understanding of customer segments is then translated into a relevant and consistent value proposition. Jaci Frozen Food frozen food products are perceived as practical, hygienic, halal, with a home-cooked taste, and suitable for daily family consumption. The alignment between the values designed by the business owner, understood by the sales admin, and directly felt by the customer shows that the value proposition does not stop at marketing claims, but is truly realized in the consumption experience. These findings provide a strong foundation for the effectiveness of digital marketing strategies, as the messages delivered through digital channels align with the reality of the products customers receive. In the context of channels, the study found that WhatsApp and Instagram are the main channels that support Jaci Frozen Food's marketing and sales activities. This channel selection is highly relevant to the habits of Balikpapan residents who are more comfortable interacting through instant messaging and social media than large-scale e-commerce platforms. WhatsApp serves as a fast, personal, and flexible transaction channel, while Instagram serves as a means of conveying product information, promotions, and building brand perception. Through these digital channels, customers can place orders at any time regardless of business operating hours, resulting in a more consistent order flow. Thus, digital marketing not only functions as a promotional tool, but also as an operational mechanism that maintains sales continuity.

However, this study also revealed that the use of digital channels faces operational challenges, particularly related to resource limitations in content management and high message volumes at certain hours. This condition has an impact on the speed of service response, which in the context of the Balikpapan local market is a crucial factor in maintaining customer satisfaction and loyalty. These findings confirm that the effectiveness of digital channels is highly dependent on the business's internal readiness to manage customer interactions consistently.

Customer relationships at Jaci Frozen Food are formed through simple but consistent service patterns, such as fast response, friendly communication, and a personal approach. Customers consider the speed of admin response and clarity of information to be the main reasons for their repeat purchases. These findings suggest that in the Balikpapan local market, customer loyalty is built more through everyday service experiences than through formal loyalty programs. Thus, customer relationships do not stand as a separate element, but are closely integrated with the use of digital marketing and daily operational activities.



In terms of revenue streams, Jaci Frozen Food's revenue is dominated by digital sales supported by repeat purchases. Daily transaction patterns show relatively small but recurring purchases, reflecting the routine consumption character of households. This revenue model provides stability for the business because it does not depend on seasonal moments or large orders. These findings show that integration between customer segments, value propositions, and channels successfully creates sustainable revenue streams.

This success cannot be separated from the role of key resources and key activities that support operations. Jaci Frozen Food's main resources include raw materials, production equipment, freezers, labor, and digital tools such as WhatsApp Business and social media. However, an important new finding in this study is the limited human resources in digital marketing management. The absence of a dedicated team means that digital promotional activities and customer service are carried out concurrently, potentially reducing service consistency when order volumes increase. This shows that in the context of MSMEs, the success of digital marketing is not only determined by the choice of channels, but also by the readiness of resources and management of core activities.

Jaci Frozen Food's key activities include production, packaging, digital promotion, customer service, and product distribution. Sales success is influenced by a combination of product quality, digital promotion, and speed of response in serving customers. These findings show that production and service activities are equally important in supporting business performance, especially in businesses that rely heavily on digital interactions. In terms of key partners, Jaci Frozen Food collaborates with raw material suppliers, packaging suppliers, and delivery services to maintain smooth operations. Promotional collaborations with influencers have been conducted on a small scale, but have not yet become a primary strategy due to cost considerations and target market suitability. However, there is potential to develop partnerships towards resellers and wider distribution as a future growth strategy.

Jaci Frozen Food's cost structure is dominated by the costs of raw materials, freezer electricity, packaging, and daily operational costs. The nature of the frozen food business requires consistent expenditure to maintain product quality and safety. On the other hand, digital marketing costs are relatively low because promotions are done organically. These findings show that an effective digital marketing strategy does not always require large costs, but depends heavily on consistent channel management and the quality of interactions with customers. However, business development still requires additional investment, especially to increase production capacity and strengthen digital marketing management.

Overall, this discussion shows that the increase and stability of Jaci Frozen Food sales in the Balikpapan local market is the result of a relatively harmonious integration between the Business Model Canvas and digital marketing strategies. The right customer segment, relevant value proposition, selection of digital channels that suit local habits, and customer relationships based on rapid response form a mutually supportive business system. The new findings in this study confirm that a targeted digital marketing strategy for MSMEs is not enough to focus only on selecting popular channels, but must be integrated comprehensively with the management of key resources and key activities to be able to support sustainable business growth.

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|---------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|
| <b>Key Partners</b><br>- Raw material suppliers<br>- Packaging suppliers<br>- Delivery services<br>- Influencers (small scale)<br>- Potential resellers | <b>Key Activities</b><br>- Production and packaging<br>- Digital promotion<br>- Customer service<br>- Order management<br>- Product distribution<br><br><b>Key Resources</b><br>- Raw materials<br>- Production equipment<br>- Freezers & storage<br>- Product inventory<br>- Labor<br>- Social media & WhatsApp | <b>Value Proposition</b><br>- High-quality, hygienic, and halal frozen food<br>- Practical and easy to serve<br>- Homemade flavor<br>- Long shelf life<br>- Affordable price | <b>Customer Relationship</b><br>- Friendly service and fast response<br>- Personal approach<br>- Complaint handling<br>- Loyal customer promotions<br>- Two-way communication<br><br><b>Channels</b><br>- WhatsApp Business<br>- Instagram<br>- Direct Sales<br>- Marketplace | <b>Customer Segments</b><br>- Housewives<br>- Workers<br>- Students<br>- Ages 20–45<br>- Routine Consumers<br>- Digital Transactions |
| <b>Cost Structure</b><br>- Raw materials<br>- Freezer electricity<br>- Packaging<br>- Daily operating costs<br>- Digital promotion costs (efficient)    |                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                              | <b>Revenue Streams</b><br>- Frozen food sales<br>- Repeat orders<br>- Featured products (nuggets, processed chicken)                                                                                                                                                          |                                                                                                                                      |

**Figure 2.**  
**Business Model Canvas (BMC)**  
Source: Processed by the researcher (2026)

## CONCLUSION

In general, this study shows that Jaci Frozen Food's business model can be mapped through the Business Model Canvas framework and that digital marketing plays an important role in supporting sales sustainability in the Balikpapan local market. Through a qualitative approach, the findings indicate that the business model of Jaci Frozen Food is reflected in the interrelationship among the nine BMC elements, especially customer segments, value propositions, digital channels, and customer relationships. The sustainability of sales is influenced by the alignment between local customer needs, relevant product value, the selection of digital channels that are close to consumer habits, and customer relationships built through personal communication and fast responses. Digital marketing in this study is not understood as a stand-alone promotional activity, but as an integrated part of the overall business model that shapes a sustainable customer experience. Theoretically, this research strengthens the understanding that the Business Model Canvas can be used as a dynamic qualitative analysis framework to explain the relationship between digital-based MSME business model elements. Practically, the findings indicate that the success of digital marketing depends on resource readiness, consistent digital channel management, and the ability to build closeness with customers. This research is limited to one MSME and is contextual in nature, so the findings are not intended for broad generalization. Therefore, further research is recommended to broaden the study context and enrich the qualitative perspective in order to obtain a wider understanding of MSME sustainability in the digital era.

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