

## Digital Marketing Strategy to Increase Sales of SHIBIRU MSME Products

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### Info Article

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### Abstract

Social media is used as a digital marketing strategy by many companies. This strategy is also implemented by SHIBIRU, a MSME which is engaged in the production of natural dyes. The purpose of this study is to find a digital marketing strategy as an effort to improve product marketing performance, analyze the inhibiting and driving factors in the application of digital marketing, and find solutions to the obstacles in the application of digital marketing of SHIBIRU products. The research was conducted using qualitative methods. Data was collected through in-depth interviews with 11 informants consisting of owners and buyers of SHIBIRU. The data were coded using the NVivo 12 application. The results showed that the digital marketing strategy implemented by SHIBIRU included the initiation stage with the important elements of target audience and channel choice. The main inhibiting factor stems from the unavailability of specialized personnel in the field of digital marketing. The main driving factor comes from the existence of a fairly strong communication in the community between craftsmen who use natural dyes. The solution to overcome SHIBIRU's digital marketing constraints is to use specialized personnel with adequate and relevant capabilities to handle digital marketing.

## Strategi Pemasaran Digital untuk Meningkatkan Penjualan Produk UMKM SHIBIRU

### Abstrak

Media sosial dijadikan sebagai salah satu strategi pemasaran digital oleh banyak perusahaan. Strategi ini juga diterapkan oleh SHIBIRU, suatu UMKM yang bergerak di bidang produksi pewarna alami. Tujuan penelitian ini adalah untuk menemukan strategi pemasaran digital sebagai upaya peningkatan kinerja penjualan produk, menganalisis faktor-faktor penghambat dan pendorong dalam penerapan pemasaran digital, dan menemukan solusi dari kendala dalam penerapan pemasaran digital. Penelitian dilakukan dengan metode kualitatif. Pengumpulan data dilakukan melalui wawancara mendalam terhadap 11 orang informan yang terdiri dari pemilik dan pembeli produk SHIBIRU. Data hasil wawancara dilakukan pengkodean menggunakan aplikasi NVivo 12. Hasil penelitian menunjukkan bahwa strategi pemasaran digital yang diterapkan oleh SHIBIRU termasuk pada tahap initiation dengan elemen penting target audience dan channel choice. Faktor penghambat utama dari penerapan strategi pemasaran digital pada SHIBIRU berakar dari belum tersedia tenaga khusus di bidang pemasaran digital. Faktor pendorong utamanya berasal dari adanya komunikasi yang cukup kuat dalam komunitas antar pengrajin pengguna pewarna alami. Solusi untuk mengatasi kendala pemasaran digital SHIBIRU adalah menggunakan tenaga khusus dengan kemampuan yang memadai dan relevan untuk memegang pemasaran digital.

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INTRODUCTION

Micro Small and Medium Enterprise (MSME) becomes one of growth drivers in Indonesian economy. The MSME sector provides quite significant to Indonesian economy. The government also supports MSME actors to develop and support various programs. This is done because institutions serve an important role in supporting MSMEs (Hitt et al., 2016). The potential of MSME in Indonesia is still wide open. There are still many opportunities that can be optimized into a business. Meanwhile, local consumer market opportunities are still wide open. The usage of all existing opportunities depends on the MSME actors. Nowadays, advanced technologies have been applied in various fields. One of the advanced technologies that affect the growth of MSMEs in Indonesia is the internet. According to Central Bureau of Statistics (BPS) data, internet users in Indonesia have increased during 2019-2021 (BPS, 2021). The user data is obtained from internet users who use mobile phones or those who use computer devices. The increase in internet users in Indonesia causes producers and sellers to compete in selling digitally. Table 1 showed that internet users in Indonesia was increasing from year to year, both in urban and rural communities (BPS, 2021). According to BPS data (2021), digital media used by sellers in Indonesia include websites (2.38%), email (10.42%), instant messages (93.98%), social media (54.66%), and marketplaces (21.64%). BPS data showed that sellers made the most of various existing digital media to reach a wide range of consumers.

**Table 1.** Internet users in Indonesia (BPS, 2021)

Year	Rural (%)	Urban (%)
2019	33.84	58.59
2020	40.32	64.25
2021	49.3	71.81

One of the medias used in digital marketing is social media. The development of digital technology makes social media the main digital

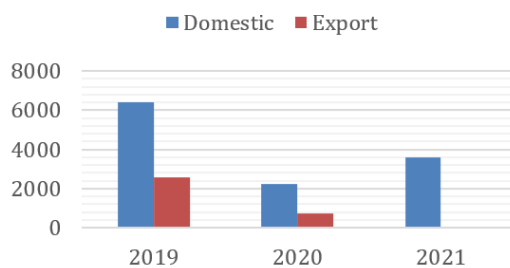
marketing strategy to promote business products. The ultimate goal of the strategy is to optimize the profits (Dolega et al., 2021).

SHIBIRU is a MSME engaged in the processing of natural dyes for textiles. SHIBIRU is located in Temanggung district, Central Java province. The product resulted is a dye with indigo color from the *Strobilanthes cusia* plant. Currently, the average consumer of SHIBIRU is textile craftsmen. The advantage of products that use natural dyes is the high selling price (Borshalina, 2015).

SHIBIRU has also used digital marketing usage. This can be seen from the digital account they have. SHIBIRU has an account on Facebook. For consumers who want to buy their products, from their Facebook account they will be directed to their WhatsApp account. However, SHIBIRU did not maximized the use of marketing support features on Facebook like Ads Manager, Facebook Business Manager, Facebook Marketing Partner Features. This information indicates that the use of digital marketing used by SHIBIRU owners is still lacking. From many digital medias, the owner only uses social media Facebook. Actually, other social media also have features that are not inferior to Facebook like Instagram with Instagram Ads and TikTok with TikTok Ads. According to Kotler & Keller (2016), digital marketing media consists of websites, email, instant messaging, social media, and e-commerce. For companies, the more they use digital marketing, the more significant their impact on brand promotion and positioning (Melović et al. 2020). SHIBIRU’s social media activities are not scheduled properly because the owner is not active in uploading account activity.

Digital marketing greatly influences marketers in delivering their products to consumers. With the availability of social media nowadays, business owners will be greatly helped in the digital marketing implementation. Many social media followers should be put to good use by business owners, because there will be many advantages that marketers get on social media.

SHIBIRU buyers make more use of Facebook. The second one, Instagram. Customers of these two accounts hope that when they log in to their SHIBIRU account, they can get the latest information and get a response immediately. But the lack of an active SHIBIRU account cannot satisfy those expectations. The great advantage of social networking is that it can create publicity among those involved in marketing the products that many people are interested in, which allows saving on market research (Vásquez & Escamilla, 2014). The use of social media by MSMEs results in various affordability such as brand visibility, sharing, relationships, and customer acceptance (Sedalo et al., 2022). The application of social media also makes the distance between product marketers and consumers very close, so that this situation can be utilized as best as possible to market products to consumers.



**Figure 1.** Sales in kilograms

The interesting thing is, although digital marketing of SHIBIRU products only uses two digital medias, namely Facebook and Instagram, they are still managed on a part-time basis without special staff, but the marketing of their products has been able to reach foreign markets. Figure 1 shows the number of sales by domestic and export. Therefore, this study aims to find a digital marketing strategy as an effort to improve product marketing performance, analyze the inhibiting and driving factors in the application of digital marketing, and find solutions to the obstacles in the application of digital marketing of SHIBIRU products. The research update is the application of digital marketing through social media to increase sales of MSME products by looking at 7 important elements in social media strategy (Effing & Spil, 2016).

## Hypothesis Development

### Digital Marketing

Digital marketing is all efforts to use internet devices in marketing that aims to communicate with potential consumers through online communication (Chakti, 2019). The latest and fastest growing channel for communicating and selling directly to customers is the digital network (Kotler & Keller, 2016). Traditional marketing is completely replaced by digital marketing which forces marketers to use digital technology to market and sell their products (Faruk et al., 2021). Digital marketing has a positive influence on purchasing decisions by millennial consumers (Wibowo & Haryokusumo, 2020). Technology that continues to evolve can increase the effectiveness of one marketing technique at the expense of another where decisions made in marketing must depend directly on the company's goals (Olson et al., 2021). Digital marketing gives marketers the opportunity to interact on a wider scale through websites such as advertising via search ads, display ads, and email. The better digital marketing can improve the marketing performance of MSMEs (Naili et al., 2017).

Social media has various forms, such as communities, online forums, blogs, and social networks such as Twitter, Facebook, and YouTube (Kotler & Keller, 2016). Social media provides an opportunity for marketers to strengthen their brand marketing communications to the public. Marketers can invite consumer participation, leverage digital communities, and create long-term marketing assets in the process. However, social media is not the only source of marketing communication for a brand (Kotler & Keller, 2016). Marketing by word of mouth (WOM) is a marketing activity that involves consumers to share positive information with other consumers about products that have been used. Viral marketing can encourage people to share information online related to a product (Kotler & Keller, 2016). Viral marketing has attracted considerable attention as it leverages new ideas on social media networks. This marketing works by targeting a small market first on

social networks, then from a small target it will start to spread widely through their social media relationships (Long & Wong, 2014). Another form of marketing is mobile marketing. This form of marketing is interactive, and has an increasingly important role, where marketers can use text messages, software, and advertising to connect with consumers via their smartphones and tablets (Kotler & Keller, 2016).

### **Social Media**

One of important components from digital marketing is social media. Social media is a means for consumers to share information. Social media is often used because it is easy to access (Prameswari et al., 2017). Social media allows marketers to digitally build a public voice and presence. They can effectively strengthen communication activities with the public. Due to the continuous interaction of marketers with the public, marketers can also encourage companies to always be innovative and relevant to change. Marketers can invite consumer participation, leverage digital communities, and create long-term marketing assets in the process. The use of social media can affect the increase in product sales numbers because it facilitates the process of ordering and purchasing products (Achmad et al., 2020).

The use of social media by MSME results in various affordability such as brand visibility, relationships, and customer acceptance (Sedalo et al., 2022). Marketing is using the right influencers on social media can influence consumers' purchase intentions rather than trust and expertise (Masuda et al., 2022). There are at least seven key elements in a social media strategy, namely goals, target audience, channel choice, sources, policies, monitoring, and content activities (Effing & Spil, 2016). The explanation of each key element is as follows. (1) Goal: social media must be aligned with clear and measurable business goals to be effective. (2) Target audience: related to determining the target group that must be handled using social media channels, because the company must be able to identify the extent to which the population accesses social

media. (3) Channel choice: determine the effectiveness of communication through social media channels because different target groups must be handled with different social media channels as well. (4) Resources: related to the allocation of resources to be successful on social media, because the success of social media strategies depends on the resources they have. The maximum potential of social media includes paid advertising programs. (5) Policies: required so that social media holders have restrictions according to regulations so that they do not harm the company (Effing & Spil, 2016). Failure to develop policies on the use of social media results in damage to the reputation of the organization (Chae et al., 2020). (6) Monitoring: related to the need for companies to monitor and listen to what is happening on social media channels. Many companies are already implementing social media monitoring, this technique is usually limited to textual content (Kaiser et al., 2020). (7) Content activities: planned to clarify the time frame and sequence of campaigns, projects, use, and monitoring carried out on the company's social media. Creation of a content posting schedule based on a predetermined time frame to ensure contributions to various social media channels (Barnes, 2014). Customers interact with social media content in the form of images, videos, and text posts related to brands, and respond by engaging with content on social media (Waqas et al., 2021). In social media content, there are three characteristic dimensions that are significant predictors of parasocial relationships, namely design quality, technology quality, and creativity (Cheung et al., 2022) design, and technology quality and creativity.

### **METHOD**

Research on digital marketing strategies for SHIBIRU products used qualitative research methods with case studies. Qualitative research was to understand empathically something that was felt and perceived by the actors about a phenomenon, while case stu-



dies were to find out what happens to humans in real life (Sarosa, 2021). This method was chosen because the marketing strategy is related to phenomena that occur in real life. These phenomena describe an empirical reality that needs to be revealed in depth.

The purpose of this study was to figure out a digital marketing strategy as an effort to improve product marketing performance, analyze the inhibiting and driving factors in the application of digital marketing, and find solutions to the obstacles in the application of digital marketing of SHIBIRU products. Data was collected through in-depth interviews with 11 informants consisting of owners and buyers of SHIBIRU MSME products. Eleven informants were selected purposively; they consisted of owners and 10 buyers of SHIBIRU. Where respondents for SHIBIRU buyers are buyers with the number of product purchases less than 5 kg and more than 5 kg in a month. The group of buyers of products less than 5 kg are private users for hobbies. While the group of buyers of products more than 5 kg are craftsmen and batik. In addition, observations were also made in the environment around MSME and supporting documents, especially digital media owned by the informants.

Initially, interviews were conducted with SHIBIRU MSME owners. The interview was continued with 10 other informants who came from users or buyers. Interviews with these users were conducted for the purposes of triangulation of data or information obtained from the owner. Triangulation was also carried out with location observation data and digital document analysis. The interview data collected from all informants was coded using the NVivo 12 application to reveal the digital marketing strategy applied as well as the inhibiting and driving factors in the application of digital marketing to SHIBIRU products. Classification and inductive analysis of interview data were also carried out to reveal the inhibiting and driving factors and their solutions in the application of digital marketing. The research flow was presented in Figure 2.

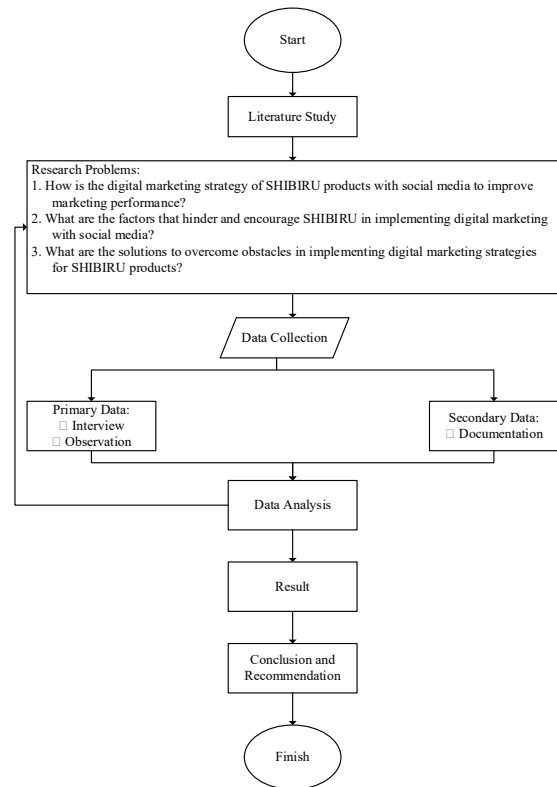


Figure 2. Research Flow

## RESULT AND DISCUSSION

To reveal the digital marketing strategy of SHIBIRU products, data or information obtained from interviews with informants was analyzed by referring to the seven key elements from Effing & Spil (2016). Based on the results of his literature review, Effing & Spil (2016) identified seven key elements of a marketing strategy using social media, namely goals, target audience, channel choice, resources, policies, monitoring, and content activities.

### Goals

SHIBIRU’s goal is to move forward with farmers to get added value from the plants cultivated by farmers. Information regarding this purpose was obtained from the owner of SHIBIRU who stated that: “... farmers provide [*Strobilanthes cusia*] plants and we [SHIBIRU] accommodate them for processing [into dye products], so that we [SHIBIRU and farmers] get added value ...”. Regarding to the

use of social media, SHIBIRU used Facebook and Instagram. The purpose of using social media tended to be a follow-up and had not been planned for promotion. This was shown from the results of an interview with the owner who stated: “... the use of social media is still perfunctory and not basing on purposeful activity.” This information is supported by facts which showed that so far the social media used by SHIBIRU had not been handled by a special admin, but was still handled directly by MSME owners. Meanwhile, MSME owners were still focused on handling the production process.

### Target audience

The company, in this case the SHIBIRU MSME, must have determined the group that would be their target in using social media. The target of SHIBIRU was revealed through interviews with owners and buyers about the target audience on social media. The results of interviews with the owners showed that the target audience were craftsmen (*batik*, weaving, yarn) and the general public who were interested in natural dyes. Based on coding with NVivo 12 software on interview data with buyers, the owner’s answer was well confirmed because of the 10 buyers interviewed, 7 people were from the craftsman group and 3 people from the hobbyist. Buyers from hobby groups could also be grouped as a general audience. This indicated that the SHIBIRU target audience who were craftsmen and the general public were confirmed, as shown in Figure 3.

### Channel choice

Company needed to determine which social media channels to use. Different social media channels had different target groups so the selection of social media channels must have been effective. From the results of interviews with the owners and buyers of SHIBIRU, it was known that SHIBIRU was already active on social media Facebook and Instagram. The Facebook account had been started since 2016, while Instagram had been around

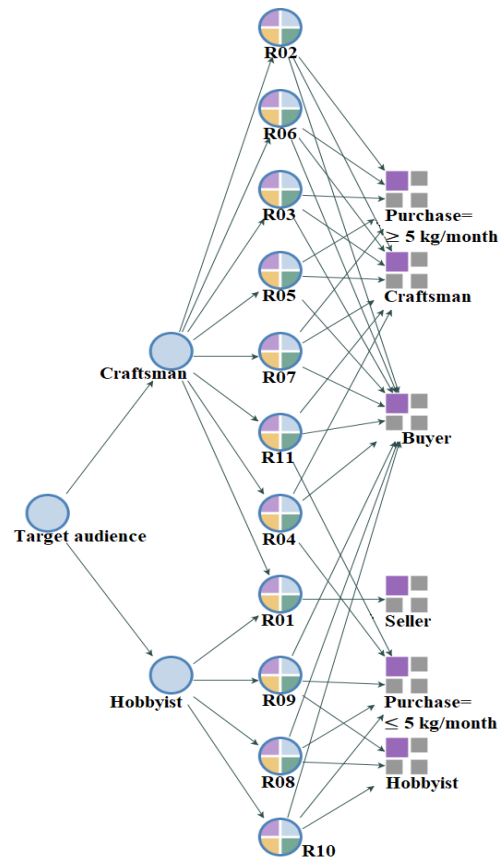


Figure 3. Target Audience

since 2018. According to the owner, “From the beginning, since 2016 I had been using Facebook”. Meanwhile, said one of the craftsmen “I am friends with the owner of SHIBIRU from the beginning from Facebook” and one of the hobbyists said “Now it’s Facebook and Instagram”.

Figure 4 showed coding using NVivo 12 from interview data with SHIBIRU owners and buyers related to channel choice on social media. The interview results showed that SHIBIRU’s channel choices are Facebook, Instagram, and TikTok. Based on interviews with buyers, Facebook and Instagram as channel choices according to the owner were well confirmed (value), because 7 informants of SHIBIRU buyers used Facebook and Instagram. While the results of the interview with TikTok as the channel choice was not confirmed, because none of the SHIBIRU buyer informants answered using TikTok.

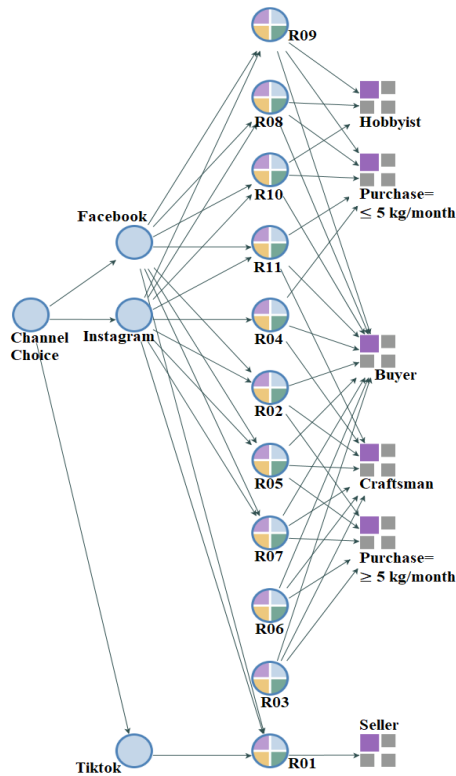


Figure 4. Channel Choice

### Resources

Company must have allocated resources on social media in order to get optimum results in the success of social media strategies. According to the owner, the company did not yet have its own digital marketing division. “Yes, there is one obstacle ... no one has handled digital marketing yet”, said the owner. According to one buyer, “In addition to having an admin, there must be a content creator. Or just content creators, we can take the admin ourselves.” In addition, SHIBIRU had not allocated resources yet for the success of social media such as paid advertising, social media training, and using social media administrators. Figure 5 was the result of NVivo 12 coding from data from interviews with SHIBIRU owners and buyers related to resources on social media. The results of the interview with the owner who stated “there are no admins on social media” were confirmed because 3 buyers answered the same thing. Meanwhile, the results of interviews with owners stating “... have not used paid advertising ...”, “... participated in training ...”, and “... plans to use social media administrators ...” were not

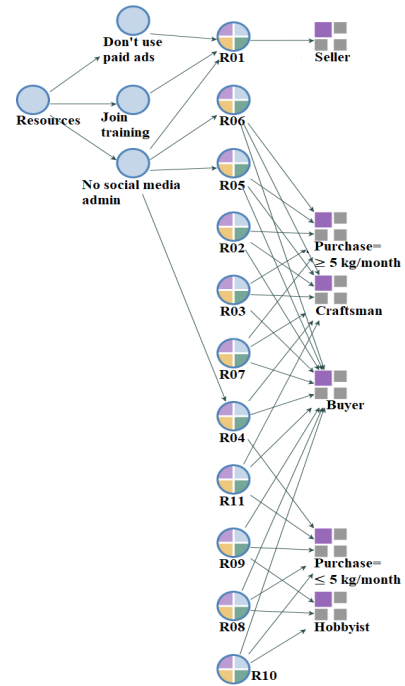


Figure 5. Resources

confirmed, because the SHIBIRU buyer did not respond with these answers.

### Policies

Policies are needed in limiting the use of company social media so that social media holders did not abuse company social media which can cause losses. The social media holder is the person who is responsible for the activities carried out by the company on social media. At SHIBIRU, the social media holder is the owner. Failure to develop policies on the use of social media can result in damage to the reputation of the organization (Chae et al., 2020). SHIBIRU social media was owned by the owner where there was no policy to limit social media. “He uploaded it himself,” said the owner. Even if it was held by itself, the owner should have still implemented policies that could regulate limits on the use of social media. This was done to limit the use of social media for personal to the use of social media for business. The coding with NVivo 12 results from interviews with SHIBIRU owners and buyers related to policies (Figure 6) was not confirmed because no buyers knew about SHIBIRU’s social media usage policies.

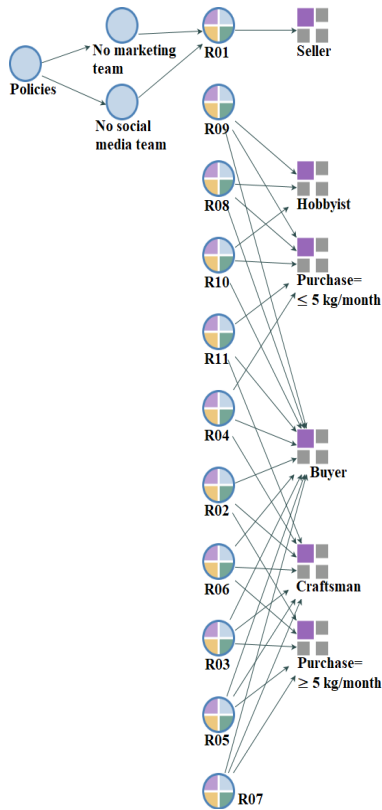


Figure 6. Policies

**Monitoring**

Company needed to monitor what was happening on social media channels in order to establish communication between the company and customers. Many companies were already implementing social media monitoring, this technique is usually limited to textual content (Kaiser et al., 2020). Owners as social media account holders often monitored and interacted with customers on social media through comments, questions, and responses on the SHIBIRU account. The owner said, “Yes, especially on Facebook, IG, and TikTok, if I find a comment, I’ll definitely reply to it”. Meanwhile, according to the buyer, “Often. If I open the account, there will be comments.” SHIBIRU had monitored their social media accounts but had not used any supporting applications or software yet to monitor their social media activities. To monitor social media accounts, support software such as Hootsuite, NoLimit, and BrandWatch can be used.

Figure 7 was the result of NVivo 12 coding from data from interviews with SHIBIRU ow-

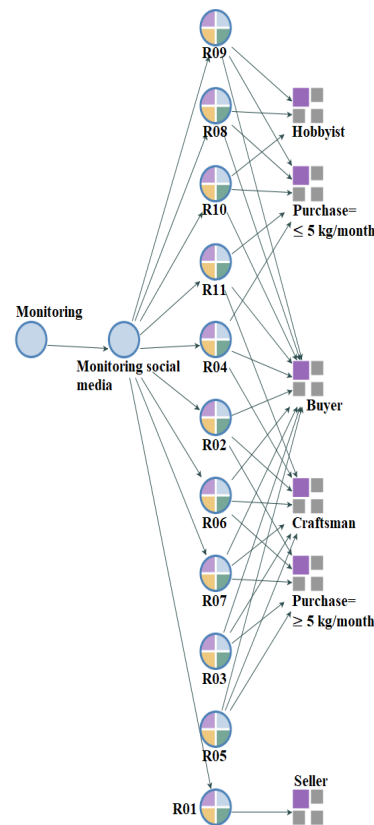


Figure 7. Monitoring

ners and buyers related to monitoring on social media. The results of the interview showed that the owner often monitored social media. While the results of interviews with buyers showed that the owner’s answers were well confirmed, because 8 buyers said that they often interacted with SHIBIRU’s social media accounts through comments, liking posts, and tagging posts.

**Content activities**

Content activities on social media allowed company and customers to engage in social media content in the form of images and videos. Organized and planned content was very important, because creating a content posting schedule based on a predetermined time frame could guarantee contributions to various social media channels (Barnes, 2014). Customers interact with social media content in the form of images, videos, and text posts related to brands, and respond by engaging in content on social media (Waqas et al., 2021).



In content activities, SHIBIRU had uploaded content in the form of photos and videos in feeds and stories. However, SHIBIRU’s content activities on social media were not very good, because the content had not been planned and regulated, so that buyers did not really know the latest information on SHIBIRU products. The owner uploaded the content “... if there is a mood, just said the owner of SHIBIRU. According to one craftsman who was a SHIBIRU buyer, “The post is only for pasta sales, the type of post still needed to be specified again.... Because they tend to post all about indigos.” They also had never done a campaign on their social media yet. Campaign is a movement to invite the target, in this case the consumer, to participate in the activity goals to be achieved by the company. A simple campaign can also be interpreted as a promotional event or advertisement for a marketing business.

Figure 8 was the result of NVivo 12 coding from data from interviews with SHIBIRU owners and buyers related to content activities on social media. The results of the interview showed that the owner had uploaded content on social media, but it was still not basing on the purposeful objective so the content was not organized and well planned. The owner’s answer was confirmed because 3 buyers said “the content is not organized and planned” and 4 buyers said “SHIBIRU has uploaded content on social media”.

The results of the study indicated that there were seven important elements in social media, namely goals, target audience, channel choice, resources, policies, monitoring, and content activities. From the results of interviews with 10 of the 11 informants related to the use of social media. And from the informants interviewed, 9 out of 11 people use social media Facebook or Instagram. SHIBIRU MSME s already used social media Facebook and Instagram but the main purpose of using social media was not clear yet. The main purpose of SHIBIRU social media is not clear because according to the owner, the creation of SHIBIRU social media is only a trial from the owner. Buyers of SHIBIRU products mostly worked as batik and jumputan craftsmen. SHIBIRU had not allocated resources yet to de-

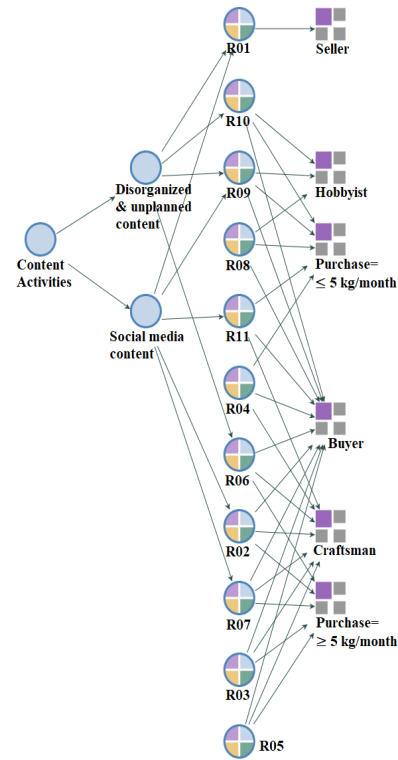


Figure 8. Content Activities

velop the digital marketing department. Currently, the SHIBIRU social media account was held by the owner himself, so he did not have a policy in regulating and planning the use of social media. The owner as the holder of the SHIBIRU social media account often monitored activities that occur on social media but it had not been maximized because it had not used software that could automatically detect and respond to social media account activity. For social media content activities, SHIBIRU had uploaded content but the content was not organized and well planned.

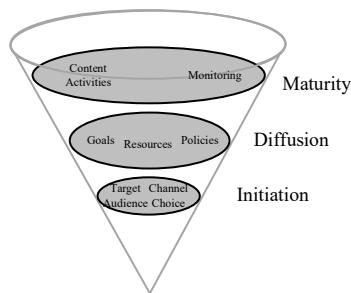
The organization description studied based on the key elements of the social media strategy was presented in Table 2. The results of the informant’s positive answers were marked with a (+) sign. Meanwhile, the result of the informant’s answer that was negative or there was no answer was marked with a (-) sign. Sign (+/-) was for vague answers.

Based on the results of the interview, it was found that the SHIBIRU social media marketing strategy was in the initiation stage. At this initiation stage, the first key element was channel choice where SHIBIRU already used social media Fa-

**Table 2.** Completeness of SHIBIRU Social Media Strategy

No.	Indicator	SHIBIRU
1.	Goals	-
2.	Target audience	+
3.	Channel choice	+
4.	Resource	-
5.	Policies	-
6.	Monitoring	-
7.	Content activities	+/-

cebook and Instagram. The second key element was the target audience. Their target audience was craftsmen and the general public who were interested in natural dyes. The indicators at this stage were still conducting experiments on social media, there was not any control for social media, still learning in the use of social media, and social media was still being held alone without a plan.



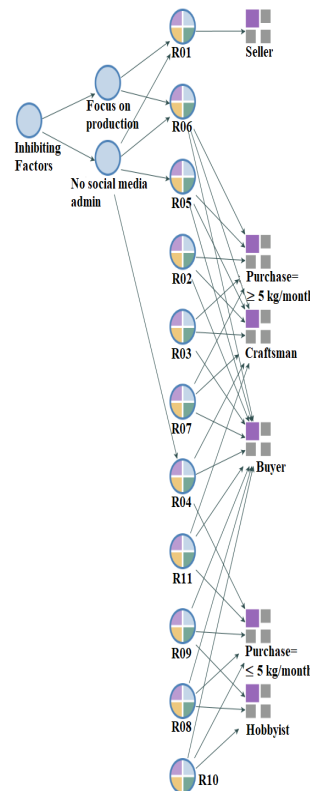
**Figure 9.** The Social Strategy Cone (Effing & Spil, 2016)

Figure 9 showed the three levels of social media strategy maturity. The Initiation stage was the target audience and channel choice where the organization began by making decisions about these two key elements. The diffusion stage was the stage where organizations expanded their attention by considering goals, allocating resources, and making policies and guidelines for use (policies). Maturity stage was the stage where the organization paid attention to all key elements including monitoring and planning content activities. It is important to know that each higher stage incorporates all the underlying elements as well (Effing & Spil, 2016). On the key elements that were still in the poor category, business owners

made statements in interviews such as there were not any regulations, the purpose of using social media was still not on purposeful plan and there is no social media plan which showed that they were still in the early stages.

**Inhibiting and driving factors in the application of SHIBIRU products digital marketing**

From the results of interviews with informants and observations, it was found that the inhibiting factors in the application of digital marketing with SHIBIRU social media. The inhibiting factor was that no one had handled the company's social media yet. The owner said "I still have to handle the production, so handling social media is still careless and without any plan, hopefully in the future there will be someone who specifically handles it". SHIBIRU buyers thought that the company should have people who are experts in handling social media, so that social media content could be well planned. In addition, because the owner supervised production and marketing activities himself, marketing activities were not optimal, especially digital marketing.



**Figure 10.** Inhibiting Factors

Figure 10 is coding with NVivo 12 from data from interviews with informants about the inhibiting factors in implementing digital marketing at SHIBIRU.

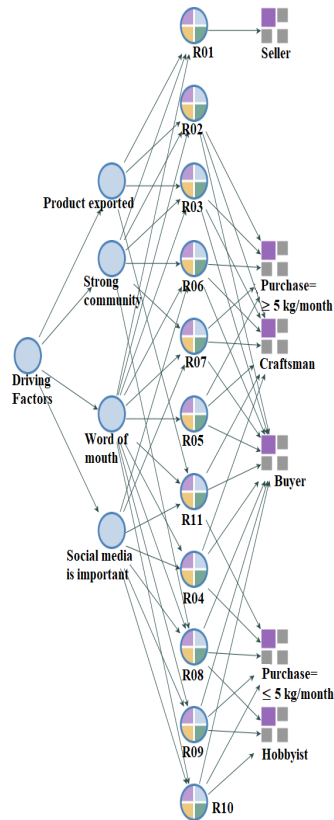


Figure 11. Driving Factors

Then, the results of interviews and observations were obtained the driving factors in the application of digital marketing with social media. These factors were products already exported, strong community relations, strong WOM (word of mouth), and the notion that social media was important. From these driving factors, if they could be utilized properly by the owner, the application of digital marketing strategies could be optimized. Figure 11 was coding with NVivo 12 from data from interviews with informants about the driving factors in the implementation of digital marketing at SHIBIRU.

**Solutions to obstacles in implementing digital marketing strategies for SHIBIRU products**

After knowing the inhibiting and driving factor in the application of SHIBIRU digi-

tal marketing with social media, a solution to overcome these obstacles could be accomplished, namely by using people who were experts in the field of social media such as content creators and administrators who were able to organize and plan content and campaigns on social media. SHIBIRU social medias. This is reinforced by the driving factors in the application of digital marketing with social media, where products had been exported, a strong community, a strong word of mouth factor, and the perception that social media was very important from SHIBIRU buyers. From the driving factors, it could be seen that the actual market coverage of SHIBIRU was quite wide. With the improvements in digital marketing using social medias, it was expected that SHIBIRU MSME s would be able to reach wider market coverage.

**CONCLUSION AND RECOMMENDATION**

**Conclusion**

Based on the results of qualitative research conducted using observation, interviews, and documentation techniques carried out on SHIBIRU MSME owners and buyers regarding to digital marketing strategies to improve sales performance using social media, several conclusions could be drawn.

First, the digital marketing strategy to increase sales carried out by SHIBIRU was categorized in the Initiation stage. This stage had two key elements. The first key element was channel choice where SHIBIRU was already using social media channels for digital marketing. The second key element was the target audience where SHIBIRU’s target was craftsmen and students to adults who were interested in natural dyes.

Second, the inhibiting factor in implementing digital marketing strategies was that no one had managed SHIBIRU social media account yet. Currently, the social media account was held by the seller himself, while the seller was less familiar with the use of social media and still had no plan to create content. The driving factors for implementing digital

marketing strategies were products that have been exported, strong community relations, strong WOM (word of mouth), and the notion that social media was important.

Third, solutions to overcome obstacles in implementing digital marketing strategies could be done by using people who were experts in the field of social media such as content creators and administrators who were able to organize and plan content and campaigns on SHIBIRU social media. In addition, the use of supporting applications or software such as Hootsuite, NoLimit, and BrandWatch to monitor social media accounts.

### Research Limitation

In the qualitative research that had been done, there were several research limitations. First, the limited time in conducting interviews with informants because the informants were in several cities and not in the same city as the researcher, while qualitative research methods required an approach with informants in order to obtain in-depth information. Second, data collection using in-depth interview techniques in this qualitative study still relied heavily on the researcher's interpretation of the meaning implied in interviews with informants, so there was still a tendency to be biased.

### Future Research Development

Based on the results of the qualitative research conducted, the researcher provides suggestions for future research development. Along with the development of digital technology, future research was expected to be able to develop theories regarding digital marketing strategies, especially social media by utilizing supporting features on social media such as Facebook with Facebook Ads, Instagram with Instagram Ads, and TikTok with TikTok Ads. Second, for further research, it was possible to examine more deeply the digital marketing strategy of SHIBIRU MSMEs through the community, because the results of interviews and observations obtained information that communication within the community between craftsmen who use natural dyes was running well.

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