

# EXPLORATION OF THE IMPACT OF DIGITAL MARKETING STRATEGIES ON ENTREPRENEURIAL DEVELOPMENT AND ITS IMPLICATIONS FOR THE EFFECTIVENESS OF OPERATIONS MANAGEMENT IN INDONESIAN MSMEs

Nurjaya Nurjaya<sup>1</sup>, Denok Sunarsi<sup>2</sup>, Wentri Merdiani<sup>3</sup>, Aditya Nova Putra<sup>4</sup>, Denny Aditya Dwiwarman<sup>5</sup>

<sup>1</sup>Universitas Suryakencana, Cianjur, Jawa Barat, Indonesia

<sup>2</sup>Universitas Pamulang, Tangerang Selatan, Banten, Jawa Barat, Indonesia

<sup>3</sup>Universitas Wanita Internasional, Bandung, Jawa Barat, Indonesia

<sup>4</sup>Bina Nusantara University, Jakarta, Indonesia,

<sup>5</sup>Universitas Pendidikan Indonesia, Cianjur, Jawa Barat Indonesia

Email: [nurjaya@unsur.ac.id](mailto:nurjaya@unsur.ac.id)

**Abstract:** The purpose of this study is to explore the relationship between digital marketing strategies, entrepreneurial development, and operations management effectiveness among Indonesian MSMEs. The method in this study is survey research with a quantitative approach, assessment based on numbers using statistical calculations. In this study, a sample of 1 was used.00 respondents using the Lemeshow formula. Data were processed using the SEM, Smart PLS, 3.0 methods. The results of the study showed that StDigital Marketing strategy directly has a significant effect on the development of entrepreneurship in Indonesian MSMEs, obtained a t-statistic value of 123.912> t-table 1.660 and P-value 0.000 <0.05. While the marketing strategy directly has a positive and significant effect on the effectiveness of operations management obtained t-statistic 67.445> 1.660 and P-value 0.000 <0.05. Which means that digital marketing strategies provide MSMEs in Indonesia with great opportunities to grow and develop, and digital marketing strategies have a direct impact on the effectiveness of operations management. By utilizing better digital marketing data, automation, and collaboration, MSMEs can improve operational efficiency, reduce costs, and accelerate the scale of their business

**Keywords:** Digital Marketing Strategy, Entrepreneurship Development, Operations Management Effectiveness.

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## 1. INTRODUCTION

According to data from the Ministry of Cooperatives and Small and Medium Enterprises (Kementerian Koperasi dan Usaha Kecil dan Menengah), MSMEs play an important role in the Indonesian economy and contribute more than 60% of GDP and more than 97% of the workforce. Despite making a significant contribution, MSMEs often face various problems. The most common is gaining access to a wider market and increasing their competitiveness amidst global competition. By using digital technology, especially digital marketing strategies, it is expected to improve MSME marketing. Digitalization in MSMEs is believed to be able to expand the market, network, and opportunities for products to be better known by the wider community (Astuti, et.al 2020).



In today's digital era, digital marketing has become the main strategy for MSMEs in marketing their products. Digital marketing, which includes the use of social media, websites, e-commerce, and online advertising, has proven to be an effective method for increasing market reach and enhancing brand reputation. Digital marketing technology has also been used to promote cultural heritage, with social media platforms such as Facebook, Twitter, Instagram, and Snapchat being particularly effective due to their ability to engage and attract audiences (Hammou et al., 2020). For MSMEs in Indonesia, implementing a digital marketing strategy can not only increase their business visibility but also better manage customer relationships. In addition, business actors can better understand market needs through analytical data and consumer behavior. Digital marketing has revolutionized the way businesses operate, influencing consumer behavior, company structure, marketing approaches, and competitive capacity (Sindhuja, 2022).

However, despite the enormous potential for digital marketing, not all MSMEs in Indonesia have successfully adopted and maximized it. The existence of technological constraints felt by MSMEs means that many of them still have limitations in terms of technological knowledge, human resources, and digital infrastructure. As a result, many of them have not been able to feel the full impact of digital marketing strategies on the development of their businesses, especially in increasing entrepreneurship.

The ability of MSMEs to innovate, take risks, and identify and exploit market opportunities. It is hoped that by implementing the right digital marketing strategy, MSMEs will be able to drive entrepreneurial growth from product development to market penetration. However, how does this digital marketing strategy directly contribute to the development of entrepreneurship in MSMEs in Indonesia.

Digital marketing strategies are also influenced by operations management performance. Marketing digitalization allows small and medium enterprises (SMEs) to automate some parts of the business such as order processing, stock management, and customer service. This can improve business efficiency. Therefore, it is important for this study to find out how digital marketing strategies affect the growth of entrepreneurship in Indonesian SMEs and operations management performance. According to Sutawijaya & Nugroho, (2016) operations management is the best utilization of a company's resources, including labor, machinery, equipment, raw materials, materials, and so on, in the process of converting these resources into finished goods or services. Thus, input, process, and output form the operational process of change or transformation management.

This study uses a quantitative approach to explore the relationship between digital marketing strategies, entrepreneurial development, and operations management effectiveness among Indonesian MSMEs.

## **2. LITERATURE REVIEW**

In today's fast-paced digital environment, digital marketing has become an essential component of any business strategy, providing a way to reach a broad audience through a range of online platforms. According to the American Marketing Association (AMA) (2023), digital marketing encompasses activities, institutions, and processes that are facilitated by digital technologies to create, communicate, and deliver value to consumers and stakeholders. This definition highlights the broad scope of digital marketing and its reliance on technology to engage with target audiences. Sanjaya and Tarigan (2009) further elaborate on this by defining digital marketing as marketing activities, including branding, which utilize a variety of web media, such as blogs, websites, emails, Google Ads, or social networks. The diverse range of tools and platforms available means that businesses can tailor their strategies to suit their target audiences. Chaffey (2009) defines digital marketing as the use of technology to assist marketing activities, with the ultimate goal of increasing consumer knowledge by aligning with their needs. This definition underscores the role of consumer-centric strategies in digital marketing.

Digital marketing is not merely an extension of traditional marketing; it represents a new approach that integrates internet-based platforms to engage consumers. As described by Hermawan (2012), digital marketing involves marketing activities conducted via the internet, sometimes referred to as i-marketing, web marketing, online marketing, e-marketing, or e-commerce. These terms emphasize the shift towards internet-based tools and methods for reaching potential customers. In the Indonesian context, digital marketing has proven particularly beneficial for micro, small, and medium enterprises (MSMEs) due to its cost-effectiveness and the vast reach of online platforms.

One of the primary benefits of digital marketing, as discussed by Hermawan (2012), is its relatively low cost. Marketing via digital platforms is significantly cheaper compared to traditional forms of advertising such as print, radio, or television. Additionally, digital marketing enables businesses to reach a wider audience with ease, providing potential consumers with the ability to compare products and services conveniently. Another key advantage is the wealth of information that digital marketing offers. Compared to conventional media, digital platforms allow

companies to store and utilize data accurately, enabling a more personalized and effective marketing approach. This wealth of data is particularly valuable for companies as it allows them to adapt their strategies in real time, responding to market demands and consumer behaviors.

Kartajaya (2017) highlights the critical role of digital marketing in entrepreneurship development among Indonesian MSMEs. In his book "Marketing 4.0: Moving from Traditional to Digital," Kartajaya discusses how adopting digital marketing is essential for MSMEs to survive and thrive in the digital era. He asserts that digital marketing is not merely a promotional tool; rather, it is a fundamental part of a broader business transformation that fosters growth among small and medium enterprises. For MSMEs, digital marketing provides an accelerated path to business growth by expanding their market reach without requiring substantial investment in advertising. Social media platforms, e-commerce sites, and search engines allow businesses to connect with a larger audience, thus driving business growth through increased customer engagement.

Moreover, Kartajaya (2017) points out that digital marketing encourages sustainable innovation among MSMEs. By utilizing digital platforms to analyze consumer data and behavior, MSMEs can innovate more effectively, tailoring their products and services to meet the evolving needs of their customers. This data-driven approach allows for continuous improvement and adaptation, which is crucial in today's competitive market. The ability to stay relevant and innovate continuously is a significant advantage of digital marketing that helps MSMEs stay ahead of their competitors.

Another important impact of digital marketing on entrepreneurship development is its potential to level the playing field between MSMEs and larger companies. By leveraging digital platforms, MSMEs can enhance their brand visibility and engage with customers in meaningful ways, even on a limited budget. This increased competitiveness is one of the key drivers of business success for MSMEs in the digital age. Furthermore, digital marketing tools, such as customer relationship management (CRM) systems and marketing analytics, allow MSMEs to improve operational efficiency. Automating daily tasks and streamlining processes enables entrepreneurs to focus on strategic aspects of business development, ultimately leading to increased productivity.

Yazer Nasdini (2012) identifies several key indicators that define the effectiveness of digital marketing. Accessibility is one such indicator, referring to the ease with which users can access information and services provided through online advertising. This element is particularly important in digital marketing as businesses must ensure that their websites and online platforms are user-friendly and accessible to a wide audience. Another important indicator is interactivity, which measures the level of two-way communication between advertisers and consumers. Interactive platforms allow for real-time feedback and engagement, which can significantly enhance the consumer experience. Entertainment is also a critical factor in digital marketing, as consumers are more likely to engage with advertisements that provide an enjoyable or entertaining experience. This is particularly evident in social media marketing, where creative and engaging content often leads to higher levels of consumer interaction.

Credibility, as another indicator, refers to the level of trust that consumers have in online advertisements. Building credibility is crucial in digital marketing, as consumers are more likely to engage with brands that they perceive as trustworthy and reliable. Irritation, on the other hand, measures the degree of annoyance consumers experience with online advertisements, which can negatively impact brand perception. Informativeness, the final indicator, evaluates the ability of advertisements to provide valuable information to consumers. An effective digital marketing campaign should offer clear and accurate information about products or services, allowing consumers to make informed decisions.

The development of entrepreneurship is closely linked to the rise of digital marketing, particularly in emerging markets like Indonesia. Entrepreneurship, which stems from the French word 'entreprendre,' meaning adventurer, creator, and business manager, plays a vital role in economic development by driving job creation, income generation, and innovation (Suryana and Kartib Bayu, 2010). In Indonesia, entrepreneurship has gained significant traction in recent decades, particularly with the rise of digital marketing, which has provided entrepreneurs with new tools and platforms to reach customers and grow their businesses.

Entrepreneurship development has historically been a key driver of economic progress, with scholars like Richard Castillon first introducing the concept in the 18th century. Entrepreneurship education has since expanded globally, with many universities incorporating entrepreneurship and small business management into their curricula. In Indonesia, this development has been accelerated by digital marketing, which provides entrepreneurs with the tools and resources needed to compete in today's dynamic market.

Entrepreneurship can take many forms, as outlined by Williamson (1961), who identifies four primary types of entrepreneurship: innovating, imitative, Fabian, and drone entrepreneurship. Innovating entrepreneurs are characterized by their willingness to experiment and drive transformation, while imitative entrepreneurs seek to replicate the success of others. Fabian entrepreneurs are more cautious and only adopt new strategies when absolutely necessary, whereas drone entrepreneurs are resistant to change, often to their detriment.

The rise of digital marketing has also played a significant role in shaping operations management, particularly in terms of optimizing processes and improving productivity. Operations management, as defined by Jay Heizer (2015), involves the activities related to the creation of goods and services through the transformation of inputs into outputs. This definition highlights the importance of efficiency and productivity in operations management, which are key components of business success. Digital tools and platforms have provided businesses with new ways to streamline operations and improve their overall effectiveness.

In conclusion, digital marketing has revolutionized the way businesses engage with consumers, offering a range of benefits, from cost-effectiveness to increased market reach and innovation. For MSMEs in Indonesia, digital marketing has been a game-changer, enabling them to compete with larger companies and grow their businesses in the digital age. As digital marketing continues to evolve, it will undoubtedly play an increasingly important role in entrepreneurship development, particularly in emerging markets like Indonesia.

### **3. RESEARCH METHODS**

This study adopts a quantitative research approach to examine the impact of digital marketing strategies on entrepreneurship development and their implications for the effectiveness of operations management in Indonesian Micro, Small, and Medium Enterprises (MSMEs). A quantitative method is ideal for this type of research as it allows for the systematic measurement of relationships between variables, providing a clear understanding of how digital marketing can influence business development and operational practices within these enterprises.

The data collection method chosen for this study is a survey-based approach. This is a common method in quantitative research, providing an efficient way to gather primary data. Surveys, particularly those distributed through questionnaires, enable researchers to collect a large volume of data from respondents, in this case, MSME owners and managers. By using this method, the study aims to capture direct insights into the digital marketing strategies these businesses employ and their perceived impact on both entrepreneurship development and the effectiveness of operations management.

Given that the exact population size of Indonesian MSMEs is unknown, the Lemeshow formula (1997) was used to determine the appropriate sample size for this study. The formula is particularly useful when dealing with large and varied populations, ensuring that the sample is representative and that the findings can be generalized. The calculation yielded a minimum sample size of 96 respondents, which the researcher rounded up to 100 to account for potential non-responses or incomplete data. This decision ensures a robust dataset, allowing for more reliable and valid analysis.

The study relies on primary data, gathered through questionnaires distributed to MSME owners and managers. Primary data is crucial in this context because it provides up-to-date and relevant insights directly from the field. By focusing on the respondents' experiences and perceptions, the research is better equipped to assess the real-world impact of digital marketing strategies on business operations and growth. This focus on primary data allows for a more accurate analysis of how MSMEs in Indonesia are adapting to the digital economy and how these adaptations are affecting their overall business performance.

To analyze the data, the study employs the Partial Least Square (PLS) structural equation modeling (SEM) technique, using the Smart PLS software version 3.0. PLS-SEM is particularly suited for this type of research because it allows for the examination of complex relationships between multiple variables, including latent constructs that cannot be directly observed. In this study, PLS-SEM is used to model the relationships between digital marketing strategies (as the independent variable), entrepreneurship development (as the mediating variable), and operations management effectiveness (as the dependent variable).

In the PLS-SEM framework, the measurement model, or outer model, is used to evaluate the reliability and validity of the research instruments. Convergent validity is assessed to ensure that the items meant to measure the same construct are highly correlated. For this, a factor loading value between 0.5 and 0.6 is considered sufficient for early-stage research, while a value above 0.7 is preferred for more established models (Ghozali, 2015). Discriminant validity, on the other hand, ensures that the constructs being measured are distinct from one another, which is assessed

by comparing the square root of the Average Variance Extracted (AVE) with the correlations between constructs. An AVE value greater than 0.5 is considered indicative of good discriminant validity.

The structural model, or inner model, evaluates the relationships between latent variables by assessing the proportion of variance explained by the independent variables using the R-squared value. According to Ghozali (2015), an R-squared value greater than 0.2 suggests that the independent variables have a significant impact on the dependent variables. Additionally, the predictive relevance of the model is evaluated using the Stone-Geisser Q-Square test, which assesses whether the model has predictive relevance for the dependent constructs. If the Q-Square value is greater than zero, the model is considered to have predictive relevance.

Overall, this research methodology is designed to provide a comprehensive analysis of the impact of digital marketing on entrepreneurship development and operations management within Indonesian MSMEs. By combining a rigorous quantitative approach with advanced statistical techniques like PLS-SEM, the study aims to deliver reliable and insightful findings that contribute to our understanding of how digital marketing strategies can drive business growth and operational effectiveness in the MSME sector.. The following is a picture of the research structural model:

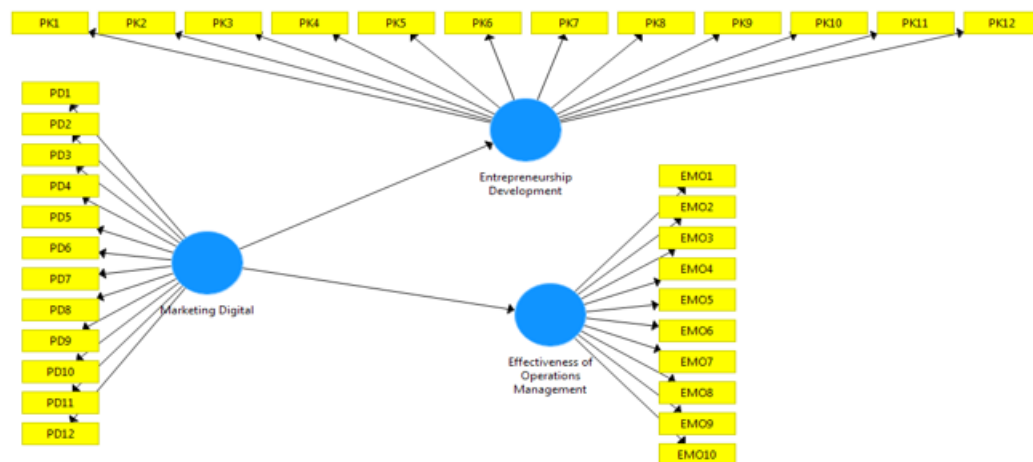


Figure 1. Research Model

#### a. Hypothesis Testing

Hypothesis testing ( $\beta$ ,  $\gamma$ , and  $\lambda$ ) was conducted using the bootstrap resampling method developed by Geisser & Stone (Ghozali, 2015). According to Jogiyanto and Abdillah (2015:55), the measure of the significance of hypothesis support can be used by comparing the t table and t statistic values through the following decision-making criteria:

- 1) If t statistic > t table and p values < sig 0.05 means  $H_a$  is accepted,  $H_o$  is rejected.
- 2) If t statistic  $\leq$  t table and p values  $\geq$  sig 0.05 means  $H_a$  is rejected,  $H_o$  is accepted.

## 4. RESULT

### 1. Outer Model Analysis

Measurement model testing (outer model) is used to determine the specifications of the relationship between latent variables and their manifest variables. This testing includes convergent validity, discriminant validity and reliability.

#### a. Convergent Validity

According to Ghozali (2018:25) a correlation can be said to meet convergent validity if it has a loading value of > 0.7. The output shows that the loading factor provides a value above the recommended value of 0.7. However, in the scale development stage of research, a loading of 0.60 is still acceptable. So that the indicators used in this study have met convergent validity (Convergen Validity). The structural model in this study is shown in the following figure:

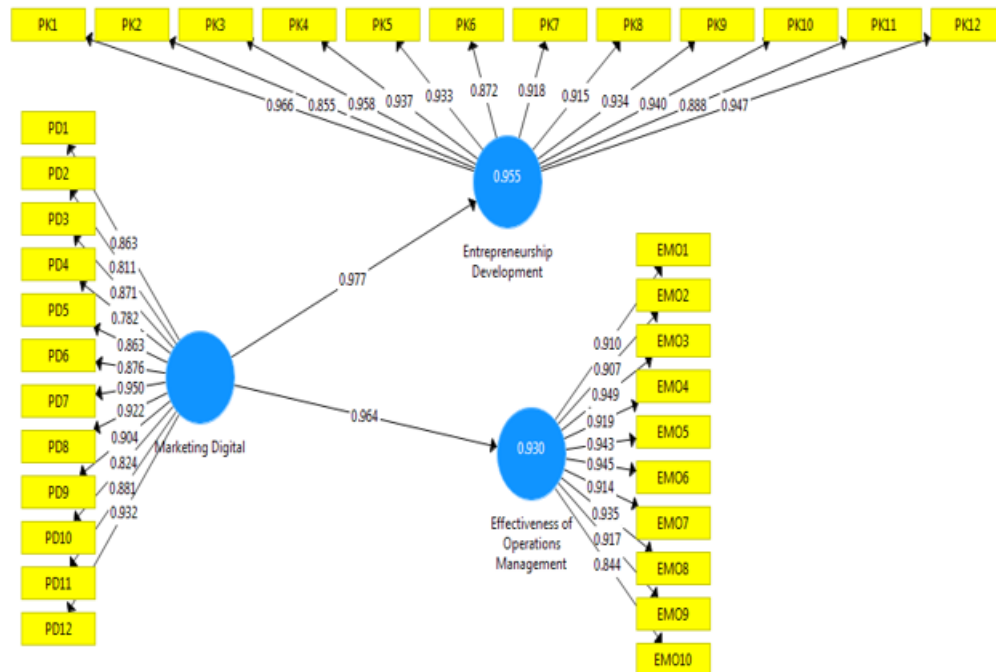


Figure 2 Outer Model, Algorithm Testing

Table 1 Outer Loading

|       | Digital Marketing | Entrepreneurship Development | Effectiveness of Operations Management |
|-------|-------------------|------------------------------|----------------------------------------|
| EMO1  |                   |                              | 0.910                                  |
| EMO2  |                   |                              | 0.907                                  |
| EMO3  |                   |                              | 0.949                                  |
| EMO4  |                   |                              | 0.919                                  |
| EMO5  |                   |                              | 0.943                                  |
| EMO6  |                   |                              | 0.945                                  |
| EMO7  |                   |                              | 0.914                                  |
| EMO8  |                   |                              | 0.935                                  |
| EMO9  |                   |                              | 0.917                                  |
| EMO10 |                   |                              | 0.844                                  |
| PD1   | 0.863             |                              |                                        |
| PD2   | 0.811             |                              |                                        |
| PD3   | 0.871             |                              |                                        |
| PD4   | 0.782             |                              |                                        |
| PD5   | 0.863             |                              |                                        |
| PD6   | 0.876             |                              |                                        |
| PD7   | 0.950             |                              |                                        |
| PD8   | 0.922             |                              |                                        |
| PD9   | 0.904             |                              |                                        |
| PD10  | 0.824             |                              |                                        |
| PD11  | 0.881             |                              |                                        |
| PD12  | 0.932             |                              |                                        |

|             |  |              |  |
|-------------|--|--------------|--|
| <b>PK1</b>  |  | <b>0.966</b> |  |
| <b>PK2</b>  |  | <b>0.855</b> |  |
| <b>PK3</b>  |  | <b>0.958</b> |  |
| <b>PK4</b>  |  | <b>0.937</b> |  |
| <b>PK5</b>  |  | <b>0.933</b> |  |
| <b>PK6</b>  |  | <b>0.872</b> |  |
| <b>PK7</b>  |  | <b>0.918</b> |  |
| <b>PK8</b>  |  | <b>0.915</b> |  |
| <b>PK9</b>  |  | <b>0.934</b> |  |
| <b>PK10</b> |  | <b>0.940</b> |  |
| <b>PK11</b> |  | <b>0.888</b> |  |
| <b>PK12</b> |  | <b>0.947</b> |  |

Source: Smart PLS Program Output. 3.0, 2024

Based on the data in table 1, the value can be seen *outer loading* the lowest in the outer model test results of this study is 0.782 which is in the PD4 indicator (Digital Marketing 1). Referring to the previously determined outer loading limit of 0.7. then the results indicate that the model is stated to meet the assumption of convergent validity because the lowest outer loading value obtained is  $0.782 > 0.7$ .

### *b. Construct Validity and Reliability*

**Table 2 Construct Validity and Reliability**

|                                               | <b>Cronbach's Alpha</b> | <b>rho_A</b> | <b>Composite Reliability</b> | <b>Average Variance Extracted (AVE)</b> |
|-----------------------------------------------|-------------------------|--------------|------------------------------|-----------------------------------------|
| <b>Digital Marketing</b>                      | <b>0.972</b>            | <b>0.973</b> | <b>0.975</b>                 | <b>0.765</b>                            |
| <b>Entrepreneurship Development</b>           | <b>0.984</b>            | <b>0.985</b> | <b>0.986</b>                 | <b>0.851</b>                            |
| <b>Effectiveness of Operations Management</b> | <b>0.979</b>            | <b>0.980</b> | <b>0.982</b>                 | <b>0.844</b>                            |

Source: Smart PLS Program Output. 3.0, 2024

The data in Table 2 above shows the lowest AVE value from the 3 variables are 0.765 owned by the digital marketing variable (Marketing Digital). These results indicate that the three research variables have met the assumption of discriminant validity because the lowest AVE value obtained is more than 0.5. While the results of cronbach alpha and composite reliability are known to have the lowest values of 0.972 and 0.975 owned by the digital marketing variable (Marketing Digital). Thus, these results have also proven that all variables meet the assumption of reliability construct because the lowest cronbach alpha and composite reliability values are  $> 0.7$ .

## **2. Inner Model Testing**

After conducting the outer model test, it is necessary to carry out an evaluation on the final structural equation model (*inner model*). The inner model test of this research was conducted by looking at the path coefficient and R square values as follows:

**Table 3 R Square**

|                                               | <b>R Square</b> | <b>R Square Adjusted</b> |
|-----------------------------------------------|-----------------|--------------------------|
| <b>Entrepreneurship Development</b>           | 0.955           | 0.955                    |
| <b>Effectiveness of Operations Management</b> | 0.930           | 0.929                    |

Source: Output of Smart PLS Program. 3.0, data processed by the author 2024

Based on table 3. above, it shows that the value *R Square* for the variable for the variable of entrepreneurial development is 0.955, the acquisition explains that the percentage of entrepreneurial development is 95.5%. This means that the digital marketing strategy variable influences entrepreneurial development by 95.5% and the remaining 4.5% is influenced by other variables, while the *R Square* value for the performance variable is 0.930, the acquisition explains that the percentage of operational management effectiveness is 93%. This means that the digital marketing strategy variable influences performance by 93% and the remaining 7% is influenced by other variables.

**Table 4 Inner Model test results**

|                                                                           | <b>Original<br/>Sample (O)</b> | <b>Sample<br/>Mean (M)</b> | <b>Standard<br/>Deviation<br/>(STDEV)</b> | <b>T Statistics<br/>( O/STDEV )</b> | <b>P<br/>Values</b> |
|---------------------------------------------------------------------------|--------------------------------|----------------------------|-------------------------------------------|-------------------------------------|---------------------|
| <b>Digital Marketing -&gt;<br/>Entrepreneurship Development</b>           | 0.977                          | 0.978                      | 0.008                                     | 123,912                             | <b>0.000</b>        |
| <b>Digital Marketing -&gt; Effectiveness<br/>of Operations Management</b> | 0.964                          | 0.965                      | 0.014                                     | 67,445                              | <b>0.000</b>        |

*Source: Output of Smart PLS Program. 3.0, data processed by the author 2024*

Based on table 4 above, the results of the evaluation of the structural equation model of the relationship between variables are partially explained by the values *path coefficient* can be described as follows:

- 1) *Path coefficient* Hypothesis 1, namely the marketing strategy variable on entrepreneurial development, is obtained at 0.977. This value shows that there is an influence of 97.7% ( $0.977 \times 100\%$ ). This result also means that with a good marketing strategy, it can increase entrepreneurial development.
- 2) The path coefficient value in hypothesis 2, marketing strategy on the effectiveness of operations management is obtained at 0.964. This value shows that digital marketing strategy has an influence of 96.4% ( $0.964 \times 100\%$ ) on the effectiveness of operations management. This result also means that the better the digital marketing strategy, the higher the effectiveness of operations management.

### **3. Hypothesis Testing**

This study has 4 hypotheses as the research questions that have been formulated and need to be tested for their truth. Hypothesis testing in this study uses the t-test, namely by comparing the t-statistic value obtained from the bootstrapping test with the critical limit of the t-table value of 1,660 at a significance level of 5% (0.05). The results of the hypothesis test of this study are presented as follows:

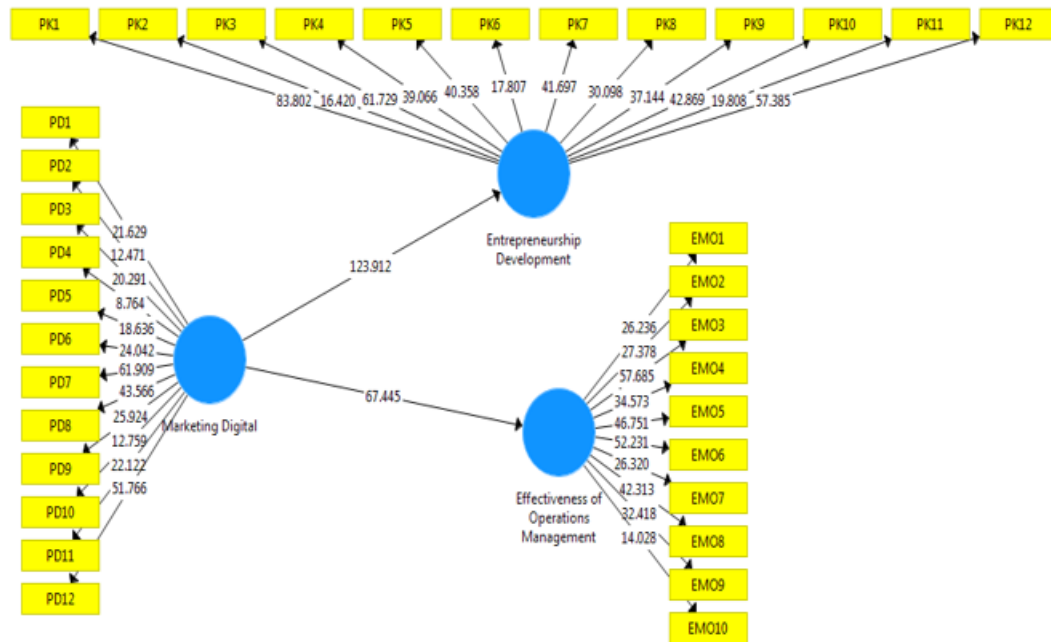


Figure 3. Inner Model, Bootstrapping Testing

Source: Data processed by the author, 2024

Table 5 Results of Direct Influence Test

|                                                             | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics ( O/STDEV ) | P Values | Note     |
|-------------------------------------------------------------|---------------------|-----------------|----------------------------|--------------------------|----------|----------|
| Digital Marketing -> Entrepreneurship Development           | 0.977               | 0.978           | 0.008                      | 123,912                  | 0.000    | Accepted |
| Digital Marketing -> Effectiveness of Operations Management | 0.964               | 0.965           | 0.014                      | 67,445                   | 0.000    | Accepted |

Source: Output of Smart PLS Program. 3.0, data processed by the author 2024

Based on the PLS output (bootstrapping test) presented in Table 5, it can be explained that:

1. Hypothesis 1: From the original sample value of 0.977, the t-statistic value of 123.912 and the P-value of 0.000 were obtained. These results prove that digital marketing strategies have an effect on the development of entrepreneurship with a relationship value of 97.7% (0.977 x 100%). The t-statistic value of 0.000 < t table 1.660 and the P-value of 123.912 > 0.05 prove that hypothesis 1 in this study is accepted.
2. Hypothesis 2: From the original sample value of 0.964, the t statistic value of 67.445 > 1.660 and the P-value of 0.000 were obtained. These results prove that digital marketing strategies have a positive and significant effect on the effectiveness of operations management with a relationship value of 96.4% (0.964 x 100%). The t statistic value of 67.445 > t table 1.660 and the P-value of 0.000 < 0.05 prove that hypothesis 2 in this study is accepted.

## 5. CONCLUSION AND SUGGESTIONS

Based on the results of the research and the subsequent data analysis, several key conclusions can be drawn about the influence of digital marketing strategies on entrepreneurship development and the effectiveness of operations management in Indonesian MSMEs.

First, it is evident that digital marketing strategies have a direct and significant influence on entrepreneurship development among Indonesian MSMEs. The integration of digital marketing tools such as social media, e-commerce platforms, and online advertising has opened up substantial opportunities for growth. By adopting these strategies, MSMEs are able to reach broader markets, enhance customer engagement, and boost brand visibility. This digital transformation has played a critical role in fostering entrepreneurship within Indonesia's business landscape, allowing MSMEs to be more competitive and agile, especially in the increasingly globalized digital economy.

Second, the research also demonstrates that digital marketing strategies have a significant and direct impact on the effectiveness of operations management within these enterprises. The adoption of digital marketing not only enhances customer outreach but also improves operational processes by providing access to valuable data on market trends, customer behavior, and demand patterns. The use of digital tools enables MSMEs to automate various operational processes, thus reducing human errors, cutting down operational costs, and improving overall productivity. This allows MSMEs to scale their businesses more efficiently and effectively, ensuring better resource management and enhanced operational efficiency.

The reduction of marketing costs and the efficient reallocation of resources to core business operations can significantly improve the overall effectiveness of operations management. By investing in technology and operational infrastructure, MSMEs can enhance the quality of their products, reduce production times, and expand production capacity without incurring substantial additional costs. These improvements in operations management will contribute to the long-term sustainability and growth of the business, ensuring that MSMEs remain competitive in the digital marketplace.

In conclusion, digital marketing strategies not only provide a pathway for MSMEs to enhance entrepreneurship development but also play a critical role in improving the effectiveness of their operations management. By embracing digitalization and focusing on optimizing operational processes, Indonesian MSMEs can scale their businesses effectively, increase productivity, and sustain growth in a competitive market environment.

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