



Recalibrating MSME Marketing Strategy: A Data-Audited SWOT-STP Robustness Analysis of Sinar Jaya Snack

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Article History: Received: December, 11th 2025; Accepted: January, 25th 2026; Published: January, 31th 2026

ABSTRACT

This study re-examines the marketing strategy of Sinar Jaya Snack, a local Indonesian snack MSME, by replacing an under-specified qualitative design with a transparent secondary case-data reanalysis and robustness assessment. The source manuscript reported Internal Factor Evaluation (IFAS), External Factor Evaluation (EFAS), SWOT, and Segmentation-Targeting-Positioning (STP) results, but arithmetic inconsistencies were identified in factor-weight totals and several reported subtotals. The reconstructed method therefore performs a data-integrity audit, normalizes the published weights while preserving their relative structure, recomputes weighted scores, derives strategic SWOT coordinates, maps source-supported customer descriptors into operational STP archetypes, and evaluates quadrant stability through 50,000 bounded Monte Carlo perturbations. After normalization, the IFAS score is 2.698 and the EFAS score is 3.118. The strategic coordinates are 1.106 for the internal balance and 1.141 for the external balance, placing the business in a growth-oriented position. This posture remained positive in 100% of the sensitivity simulations under the specified perturbation ranges. The strongest actionable factors are affordable pricing, reseller appeal, local product acceptance, customer service, and small-pack flexibility, while restricted geographic reach and weak promotional penetration remain structural constraints. Rather than prioritizing immediate branch expansion, the analysis supports an asset-light sequence centered on reseller-network development, digitally enabled local reach, event-oriented bundles, and loyalty or volume pricing. The study contributes a reproducible approach for converting subjective SWOT-STP inputs into an auditable and uncertainty-aware strategic diagnosis for resource-constrained MSMEs.

Keywords: *digital marketing, MSMEs, robustness analysis, STP, SWOT*



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INTRODUCTION

Marketing strategy has become a capability problem as much as a communication problem for micro, small, and medium enterprises. Resource-constrained firms must decide not only how to promote products, but which customer groups to prioritize, which channels to develop, and which capabilities deserve scarce managerial attention. Contemporary marketing research therefore treats strategy as an integrated pattern of market choices and resource commitments rather than as a list of promotional activities (Morgan et al., 2019). This perspective is particularly relevant to local retail MSMEs, where limited capital, owner-centered decision making, and geographically concentrated demand make strategic misallocation costly.

Digitalization has intensified this problem. Social media and platform-based commerce lower the cost of market access, but effective use depends on more than platform presence. Evidence from small firms shows that digital marketing adoption is shaped by perceived usefulness, ease of use, compatibility, capability, and owner-manager motivation (Ritz et al., 2019; Chatterjee & Kar, 2020). Research on social media marketing further emphasizes the need to connect digital activity to explicit objectives such as market sensing, customer engagement, brand management, and relationship development (Li et al., 2021; Cao & Weerawardena, 2023). For entrepreneurial food businesses, digital engagement can extend beyond direct-to-consumer promotion to reseller coordination and network collaboration (Drummond et al., 2020).

The need for adaptive strategy became more visible after the COVID-19 disruption, which accelerated changes in shopping routines and increased the strategic importance of convenience, availability, digital contact, and flexible routes to market (Sheth, 2020; Eger et al., 2021). Studies of SMEs during and after the disruption show that firms do not follow a single digital transformation path. Their responses depend on existing capabilities, learning capacity, and access to partners (Priyono et al., 2020; Guo et al., 2020; Verhoef et al., 2021). This suggests that a small retailer should not adopt digital tools simply because they are fashionable. The more defensible question is whether a proposed channel or campaign directly addresses a verified strategic constraint or opportunity.

The source case of Sinar Jaya Snack used SWOT and STP to formulate growth recommendations. Its reported evidence is potentially useful because it includes explicit factor weights and ratings for internal and external conditions, alongside customer descriptors related to age, occupation, income, purchase occasions, repeat behavior, and reseller activity. However, the original design described the research as qualitative while presenting weighted strategic matrices as if they were internally consistent quantitative outputs. A recheck of the published tables shows that the listed IFAS weights sum to 0.96 rather than 1.00, while the EFAS weights sum to 0.98. Several reported score subtotals also do not reproduce exactly from the displayed weights and ratings. These discrepancies matter because the strategic quadrant and subsequent recommendations depend on the arithmetic structure of the matrix.

This study therefore reconstructs the analysis as a secondary case-data reanalysis rather than repeating unsupported claims about interviews or observations for which participant-level records are unavailable. The study addresses three questions: first, what strategic position emerges after auditing and normalizing the source IFAS and EFAS data; second, how stable is that position when reasonable uncertainty is introduced into the subjective weights and ratings; and



third, how should the source-supported STP descriptors be translated into a phased marketing agenda. The contribution lies in combining data-integrity auditing, normalized SWOT scoring, uncertainty testing, and evidence-constrained STP synthesis. This approach is consistent with the broader shift toward data-aware marketing and digital capability development in SMEs (Dwivedi et al., 2021; Ziolkowska, 2021; de Mattos et al., 2024).

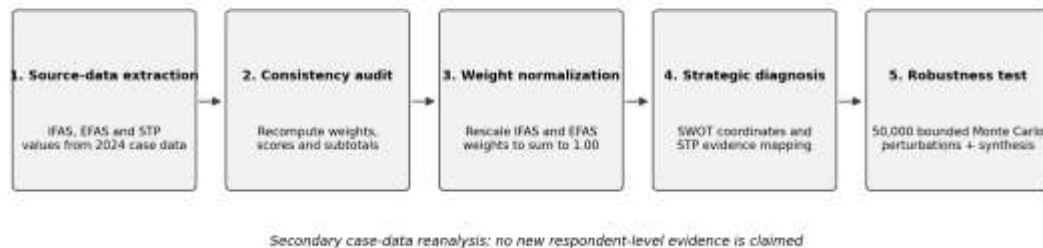
METHODS

The reconstructed study uses a mixed quantitative-qualitative secondary case-data reanalysis. The unit of analysis is Sinar Jaya Snack, while the analyzable dataset consists exclusively of the factor weights, ratings, weighted scores, SWOT summaries, and STP descriptors reported in the source manuscript for the 2024 case. No new interviews, observations, customer surveys, or financial records are claimed. This design was selected because the source document contains structured decision data that can be independently recomputed, but it does not provide sufficient participant-level documentation to reproduce the originally stated qualitative fieldwork.

The analysis proceeded in five stages. First, a consistency audit recomputed every displayed weight total and weighted score using the identity score = weight × rating. This stage assessed whether the published subtotals and total IFAS and EFAS values were arithmetically reproducible. Second, because IFAS and EFAS weights should represent relative importance within their respective matrices, the displayed weights were normalized separately so that each matrix summed to 1.00. Normalization used $w_i^* = w_i / \sum w$, preserving the relative weight assigned to every factor while removing the scale distortion created by incomplete totals.

Third, normalized weighted scores were recomputed and aggregated by strategic category. The internal strategic balance was defined as the sum of normalized strength scores minus the sum of normalized weakness scores. The external strategic balance was defined as the sum of normalized opportunity scores minus the sum of normalized threat scores. Positive values on both axes represent a growth-oriented or aggressive strategic posture. Importantly, these coordinates are diagnostic indices based on managerial ratings, not probabilistic estimates of market performance.

Fourth, the stability of the strategic posture was tested using bounded Monte Carlo sensitivity analysis. Sensitivity analysis is appropriate when a model output depends on uncertain judgments, but it must explore the joint input space rather than changing only one parameter at a time (Saltelli et al., 2019). The analysis generated 50,000 simulations. In each iteration, factor weights were independently perturbed within $\pm 10\%$ of their source values and renormalized, while ratings were perturbed within ± 0.2 points and constrained to the original 1 to 4 rating scale. The purpose was not to estimate real-world sampling uncertainty, which cannot be inferred from the source document, but to test whether modest plausible changes in subjective assessments could reverse the strategic quadrant.

**Figure 1. Reconstructed Analytical Workflow**

Fifth, STP was reconstructed as evidence mapping rather than as a statistically validated segmentation model. The source manuscript reports a broad age range, Gen X and Gen Z references, occupations including factory workers, local traders and homemakers, monthly income of IDR 0.5 to 5.0 million, event-based purchasing, and loyal, repeat, and trial buying behavior. Because segment sizes and customer-level records are not available, these descriptors were transformed into strategic archetypes rather than claims about population proportions. Recommended actions were then evaluated for direct fit with the audited SWOT factors, operational feasibility for a single-location MSME, and consistency with contemporary evidence on SME digital marketing and customer engagement (Appel et al., 2020; Pellegrino & Abe, 2023).

RESULTS AND DISCUSSION

Data-integrity audit and normalization

The audit changes the interpretation of the source results in an important but not destructive way. The overall strategic message remains favorable, yet the numerical pathway to that conclusion becomes reproducible. The listed IFAS weights sum to 0.96, not 1.00. Multiplying the displayed weights and ratings produces a raw IFAS total of 2.590, whereas the source reports 2.67. The listed EFAS weights sum to 0.98, and the recomputed raw total is 3.056, close to but not identical with the reported 3.11. Rather than choosing one inconsistent subtotal over another, this reconstruction retains every displayed factor weight and rating and rescales the weights proportionally.

Matrix	Displayed weight sum	Source-reported total	Recomputed raw total	Normalized total
IFAS	0.96	2.67	2.590	2.698
EFAS	0.98	3.11	3.056	3.118

Table 1. Source-Data Consistency Audit

After normalization, the IFAS score is 2.698 and the EFAS score is 3.118. On the conventional 1 to 4 rating scale, the internal score is moderately above the midpoint, whereas the external score indicates a comparatively favorable opportunity environment. The corrected figures therefore support the source manuscript's broad conclusion that



Sinar Jaya Snack has a viable growth base, but they remove the false precision created by inconsistent subtotals.

Audited internal strategic profile

Internal factor	Category	Source weight	Rating	Normalized weight	Normalized score
Small-size packaging	Strength	0.11	3.5	0.115	0.401
Competitive pricing	Strength	0.11	3.4	0.115	0.390
Strategic store location	Strength	0.11	3.0	0.115	0.344
Bulk/reseller promotion	Strength	0.11	3.1	0.115	0.355
Good customer service	Strength	0.12	3.3	0.125	0.412
Limited geographic reach	Weakness	0.09	2.4	0.094	0.225
No discount flexibility	Weakness	0.10	1.5	0.104	0.156
Single store location	Weakness	0.09	1.7	0.094	0.159
Limited promotional reach	Weakness	0.07	2.0	0.073	0.146
Ineffective marketing strategy	Weakness	0.05	2.1	0.052	0.109

Table 2. Normalized Internal Factor Evaluation

The normalized strength contribution is 1.902, compared with 0.796 for weaknesses, giving an internal balance of 1.106. Good customer service provides the largest internal weighted contribution (0.412), followed by small-pack flexibility and competitive pricing. These factors form a coherent value proposition around affordability, convenience, and relational trust. The most consequential weaknesses are limited geographic reach, single-location dependence, and restricted pricing flexibility. The implication is that scale should be pursued through mechanisms that extend reach without immediately multiplying fixed costs.

Audited external strategic profile

External factor	Category	Source weight	Rating	Normalized weight	Normalized score
Popular product in local market	Opportunity	0.15	3.2	0.153	0.490
Affordable price accessibility	Opportunity	0.15	3.9	0.153	0.597
Proximity to MSME population	Opportunity	0.14	3.3	0.143	0.471
Strong reseller appeal	Opportunity	0.14	4.0	0.143	0.571
Similar products at competitors	Threat	0.10	2.4	0.102	0.245
Price competition	Threat	0.11	2.3	0.112	0.258
Competitor proximity	Threat	0.10	2.6	0.102	0.265
Market saturation	Threat	0.09	2.4	0.092	0.220

Table 3. Normalized External Factor Evaluation



The opportunity contribution is 2.130, compared with 0.989 for threats, producing an external balance of 1.141. Affordable price accessibility is the single strongest external contribution (0.597), followed by reseller appeal and local product acceptance. The threat profile is fragmented across price competition, competitor proximity, product similarity, and market saturation rather than dominated by one factor. This pattern favors differentiation through service, packaging, convenience, and channel design rather than a pure price war. Contemporary SME research similarly shows that digital channels are most productive when they strengthen market sensing, branding, and customer linking instead of functioning as stand-alone promotional tools (Cao & Weerawardena, 2023; Li et al., 2021).

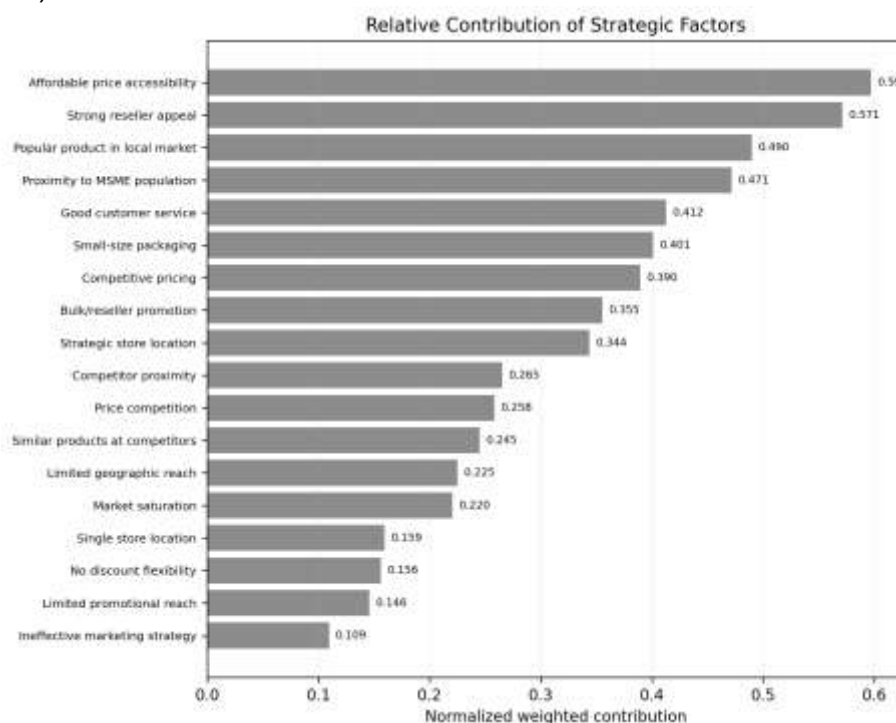


Figure 2. Relative Contribution of Audited Strategic Factors

Strategic quadrant and robustness

The normalized SWOT coordinate is (1.106, 1.141), which lies unambiguously in the positive-positive quadrant. This supports a growth-oriented strategic posture, but the reconstructed method avoids converting that result directly into a recommendation to open additional branches. A quadrant identifies strategic direction, not the capital structure, cash-flow capacity, or operational readiness required for a specific expansion mode. For a resource-constrained MSME, growth can be achieved through distribution partners, digital ordering, local delivery, product bundles, or additional outlets. The appropriate sequence therefore depends on the weakness profile, not merely the quadrant label.

The sensitivity analysis indicates that the directional conclusion is robust to moderate changes in the subjective inputs. Across 50,000 simulations, 100.0% of cases



remained in the positive-positive quadrant. The 95% simulation interval for the internal balance was 0.990 to 1.223, while the corresponding interval for the external balance was 0.992 to 1.268. These ranges should not be interpreted as statistical confidence intervals for market performance; they are model-based robustness envelopes. Their value is diagnostic: the growth posture is not an artifact of one exact set of weights and ratings.

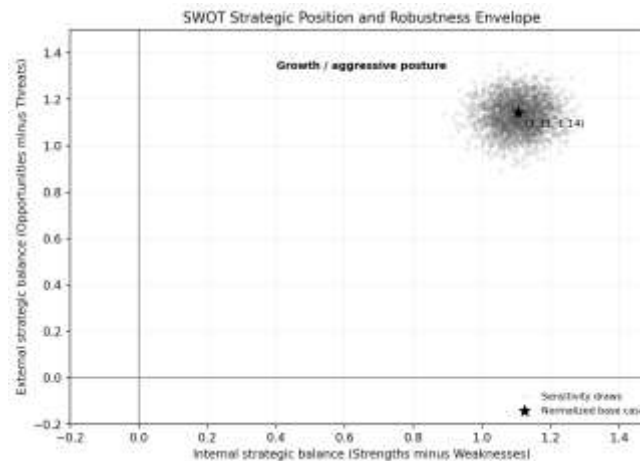


Figure 3. SWOT Strategic Position and Monte Carlo Robustness

STP reconstruction from source-supported customer descriptors

The original segmentation table is useful as a descriptive inventory but cannot support claims about segment size, profitability, or statistical separation because no customer-level sample is reported. The reconstruction therefore treats STP as a set of market archetypes that can guide low-cost testing. This approach is more consistent with contemporary marketing strategy, which emphasizes the link between segment choice, value proposition, channel design, and measurable customer response (Morgan et al., 2019).

Strategic archetype	Source-supported descriptors	Primary need	Recommended channel	Positioning emphasis
Youth and individual value seekers	Gen Z reference; trial and repeat buyers; affordability	Convenience, novelty, accessible pack sizes	Instagram, WhatsApp catalog, short-form visual content	Affordable, easy-to-buy local snacks
Household and event buyers	Homemakers; family events; religious holidays; loyal/repeat behavior	Reliability, assortment, event convenience	WhatsApp ordering, in-store bundles, referral offers	Trusted neighborhood snack solution for daily and event needs



Reseller and trade buyers	Local traders; bulk/reseller promotion; proximity to MSME population	Margin, supply reliability, volume value	Direct WhatsApp Business, reseller lists, repeat-order reminders	Reliable local supply with volume-oriented value
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Table 4. Evidence-Constrained STP Archetypes

The resulting positioning is broader than a generational message. Sinar Jaya Snack is better framed as an accessible neighborhood snack specialist that combines affordable pack formats, reliable service, and flexible purchasing for individuals, households, events, and resellers. This positioning uses the internal strengths that are actually visible in the matrix and avoids over-segmenting a customer base for which no segment-size evidence exists. The generational distinction can still inform creative execution, but it should not substitute for behavioral measures such as repeat orders, basket size, response to bundles, or reseller frequency.

Phased strategic priorities

The audited diagnosis changes the order of strategic recommendations. Immediate physical branch expansion is not the first priority because the source data identify both single-location dependence and limited promotional reach, while providing no information on investment capacity, branch economics, or demand density outside the current area. An asset-light channel strategy offers a more defensible first step. Digital marketing can support this approach, but research consistently shows that small firms need capability development and systematic measurement rather than ad hoc posting (Ritz et al., 2019; Chatterjee & Kar, 2020; Pellegrino & Abe, 2023).

Priority	Action	Strategic rationale	Minimum evidence to monitor
1	Build a structured reseller network and WhatsApp Business ordering flow	Uses strong reseller appeal and addresses limited geographic reach without immediate branch fixed costs	Active resellers, reorder rate, reseller sales share, delivery cost
2	Create differentiated digital content and local discovery campaigns	Directly addresses limited promotional reach while strengthening market sensing and brand visibility	Reach, inquiry-to-order conversion, repeat customers, content response
3	Introduce event and household bundles with tiered volume incentives	Uses event-based purchasing and small-pack flexibility while improving pricing agility	Bundle uptake, average basket size, gross margin, repeat bundle purchase
4	Formalize loyalty and customer-data capture	Transforms good service and repeat behavior into a	Repeat-purchase interval, customer retention, referral rate



		measurable retention capability	
5	Evaluate additional physical outlets only after channel evidence accumulates	Prevents premature capital expansion and links branch decisions to demonstrated geographic demand	Orders by area, reseller density, delivery concentration, projected outlet break-even

Table 5. Phased Strategic Marketing Agenda

This sequence is consistent with evidence that SME digital transformation is path-dependent and should be aligned with existing capabilities and partner networks (Li et al., 2018; Priyono et al., 2020; de Mattos et al., 2024). It also reflects the broader evolution of social media from a communication channel toward a market-sensing and relationship-management capability (Appel et al., 2020; Dwivedi et al., 2021). Digital activity should therefore be connected to a small set of operational indicators. Without conversion, repeat-purchase, reseller, and basket metrics, the firm cannot determine whether greater online visibility produces economically meaningful growth.

Theoretical contribution and limitations

The main methodological contribution is the conversion of a conventional SWOT-STP case into an auditable strategic diagnostic. SWOT matrices are often treated as deterministic outputs even though their weights and ratings are judgment-dependent. By auditing arithmetic, normalizing incomplete weights, separating directional diagnosis from specific investment choices, and testing quadrant stability under joint perturbations, the analysis makes the strategic logic more transparent. The STP reconstruction adds a second discipline by distinguishing source-supported customer descriptors from claims about validated market segments.

Several limitations remain. The analysis inherits the subjectivity of the source weights and ratings, and the sensitivity ranges are analytical assumptions rather than empirically estimated error bounds. Customer-level transactions, gross margins, competitor prices, digital analytics, and geographic demand are unavailable. Consequently, the study does not estimate causal effects of any recommended strategy or forecast sales growth. Future research should combine transaction data, customer surveys, digital campaign metrics, and geographic order data with a longitudinal field experiment. Such evidence would allow the business to replace judgment-heavy ratings with observed response measures and to test whether the proposed asset-light growth sequence outperforms immediate physical expansion.

CONCLUSION

This reconstructed study shows that Sinar Jaya Snack retains a credible growth-oriented marketing position after the source SWOT data are subjected to arithmetic audit, weight normalization, and robustness testing. The original matrices contained incomplete weight totals and non-reproducible subtotals, so the analysis was rebuilt from the displayed factor weights and ratings rather than accepting the published totals at face value. The normalized IFAS score is 2.698



and the normalized EFAS score is 3.118. Strengths exceed weaknesses by 1.106, while opportunities exceed threats by 1.141. The resulting positive-positive strategic posture is highly stable under the specified sensitivity design, remaining in the growth quadrant across all 50,000 bounded perturbation simulations. The strongest strategic signals are affordable pricing, reseller appeal, local product acceptance, customer service, and flexible small-pack formats. The main constraints are limited geographic reach, single-location dependence, weak promotional penetration, and limited pricing flexibility. These findings support growth, but they do not justify treating branch expansion as the automatic next step. A more defensible sequence begins with reseller-network development, structured WhatsApp and social-media acquisition, event and household bundles, and measurable loyalty mechanisms. Physical expansion should follow only when geographic order density and channel economics provide evidence of demand. STP should likewise be treated as a testable set of customer archetypes rather than as validated demographic segments, because the source document does not provide customer-level sample data. Overall, the study contributes an uncertainty-aware and evidence-constrained approach to SWOT-STP analysis that is better suited to resource-limited MSMEs seeking to convert managerial judgment into traceable strategic decisions.

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Vol. 4, No. 1 (2026), pp. 359-370 | p-ISSN: 3025-6585, e-ISSN: 3025-3640

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