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DYNAMICS OF ORGANIZATIONAL CHANGE THROUGH THE USE OF DELIVERY SERVICES, DIGITAL PAYMENT METHODS, AND SOCIAL MEDIA TO IMPROVE THE PERFORMANCE OF MICROENTERPRISES IN YOGYAKARTA

Benediktus Dosa Ndun[1], Yulius Wahyu Perdana[2], Caecilia Wahyu Estining Rahayu[3]
[1,2,3]Magister Manajemen, Universitas Sanata Dharma Yogyakarta, Indonesia
[1]benediktusndun31@gmail.com, [2]yuswahyu14@gmail.com, [3]caecilia50@gmail.com
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Abstract
This study aims to analyze the dynamics of organizational change in microenterprises in Yogyakarta through the use of delivery services, digital payment methods, and social media to improve business performance. The study employs a qualitative approach using qualitative content analysis. Data were collected through semi-structured interviews with 20 microbusiness owners who have been operating their businesses for several years and have implemented various forms of digital technology in their business activities. The results show that by providing goods delivery services, vehicle pickup, and out-of-area shipping, delivery services drive changes in service systems. Business transactions and financial record-keeping are made easier through digital payments, particularly QRIS. Social media is also used to promote products and interact with customers through live streams and content. With the integration of these three technologies, business systems have become more flexible, services have improved, and microenterprises have become more competitive. The results indicate that digital transformation plays a crucial role in facilitating change and ensuring the sustainability of microenterprises in the digital age.
Keywords*: organizational change, microenterprises, delivery services, digital payments, social media.*

1. Introduction

Today, microenterprises are significantly influenced by advances in information and communication technology. This situation requires microenterprises to adapt to an increasingly dynamic business environment. Some of the most common changes occurring in microenterprises include the use of delivery services, digital payments, and social media. First, the use of app-based delivery services has opened up new opportunities for businesses to reach a wider customer base without having to establish branches in other locations. Product delivery has become easier and faster with delivery services. Delivery services are one way for micro-businesses to boost their competitiveness amid increasingly fierce competition. Business owners can monitor incoming orders through the digital platforms provided by delivery services. Production, packaging, customer service, and work schedule management must be adjusted to accommodate these changes.

Second, it has become increasingly easy for the public to use various cashless payment methods thanks to advances in financial technology. Today, consumers can make payments via digital wallets, bank transfers, and QRIS, and this convenience is driving an increase in the use of digital payments across various business transactions. The Indonesian government, through Bank Indonesia (BI), has also been actively promoting the acceleration of payment system digitization by spearheading the National Cashless Movement (GNNT) and the widespread adoption of QRIS (Quick Response Code Indonesian Standard) since 2020 (Bank Indonesia, 2025). Digital payment methods make transactions more convenient, faster, and safer compared to cash payments. In addition, digital payments help businesses keep better records of transactions, which in turn helps them manage their operations more effectively. Third, social media has become one of the most effective ways to promote products and build relationships with customers. Various platforms such as Instagram, Facebook, TikTok, and WhatsApp Business allow business owners to introduce their businesses to the public at a relatively low cost compared to conventional promotional strategies. This means that business owners can showcase their products, provide information about Literature Review.

2. Literature Review

2.1 Organizational Change

Change is a deviation from the current state. This means moving not only toward a goal, an ideal state, or a vision of what should be, but also away from the current situation, beliefs, or attitudes. On this topic, there are three levels of change: alpha, beta, and gamma (Golembiewski, 1990 in Rothwell et al., 2016): Alpha change is a shift from the pre-change state to the post-change state, in which the measurement methods and variables remain the same. Sometimes, incremental change is associated with this. Beta change signifies a shift; it is a transition from the pre-change state to the post-change state in which the variables and measurement methods themselves remain valid. As group members engage in change efforts, they encounter new problems they were not initially aware of, and they adjust their perspectives on what should happen, thereby altering the direction of the change effort itself.

In addition to beta change, gamma change indicates a radical shift from the pre-change state to the post-change state. This is sometimes referred to as a paradigm shift, a quantum leap, transformational change, or a radical departure from the status quo. It involves a total revolution in "how we do things" or "what outcomes we strive to achieve."

2.2 Definition of MSMEs

According to the Organization for Economic Cooperation and Development (OECD), the number of employees in small and medium-sized enterprises (SMEs) is not largebin fact, it is relatively small and this number varies from country to country. Micro and small businesses differ in the number of employees they have. Micro enterprises have 10 or even fewer than 5 employees, while small enterprises have more than 50 employees. As noted by Permana in Pitoyo and Sudaryatno (2023), small and medium-sized enterprises (SMEs) engage in economic activities and are typically categorized as small-scale enterprises. These enterprises are managed simply and use traditional technology in their operations.

According to Law No. 20 of 2008 on Micro, Small, and Medium Enterprises (MSMEs), the objective is to provide special recognition and protection for MSMEs in order to develop economic potential and reduce disparities between the large and small business sectors. This regulation provides legal recognition as well as support in the form of easier access to capital, training, marketing, and various incentives for MSMEs.

2.3 Characteristics of MSMEs

Suryadinata (2014) explains that the characteristics of MSMEs are as follows: Business scale. MSMEs are small- to medium-scale businesses.

a. Capital. MSMEs have limited capital.
b. Market. MSMEs tend to serve local markets.
c. Management. The management structure of MSMEs is relatively simple
d. Limited resources. MSMEs face constraints in terms of human, financial, and technological resources.
e. Flexibility and resilience. MSMEs can adapt quickly to change and are resilient to economic shocks.
f. Local markets. MSMEs focus on local markets and have in-depth knowledge of local consumer needs.

2.4 Strengths, Weaknesses, and Advantages of MSMEs

Strengths and Weaknesses of MSMEs

Suryadinata (2014) explains that MSMEs have several advantages, disadvantages, and strengths, which are outlined as follows:

a. Flexibility and speed of adaptation. MSMEs tend to adapt more easily to changes in the market and consumer preferences, allowing them to respond more quickly to market needs and demands.

b. Close relationships with customers. SMEs are able to build stronger, more personal relationships with customers
c. Operational flexibility. MSMEs have a simpler structure, making it easier to adjust operations to meet market needs.
d. Rapid decision-making. The decision-making process tends to be faster due to a flatter hierarchy.

In addition to these advantages, SMEs also have several disadvantages, namely:

a. Limited resources. Many small and medium-sized enterprises (SMEs) face constraints in terms of financial resources, human resources, and access to technology, which can hinder their scalability and capacity.
b. Limited capital. It is often difficult for SMEs to secure funding.
c. Production capacity is limited. Small and medium-sized enterprises (SMEs) cannot produce goods in large quantities.
d. Lack of competitiveness. Small and medium-sized enterprises (SMEs) may have more limited resources compared to large companies.
e. The strengths and weaknesses of SMEs are accompanied by advantages that allow them to compete with various types of businesses. The following are the advantages of SMEs:
f. Their small size often allows SMEs to be more innovative and creative in developing new products and implementing innovations quickly and efficiently.
g. In terms of product customization, SMEs can tailor products or services to meet specific customer needs.
h. In terms of sustainability, MSMEs tend to have stronger ties to local communities, which can help businesses survive over the long term.

2.5 Definition and Characteristics of Microenterprises

Zulkarnain et al. (2022) define a microenterprise as a small-scale, traditional, and informal economic activity meaning it is unregistered, unrecorded, and lacks legal entity status. The annual sales revenue of such businesses is at most 100 million rupiah. Nurhayaty & Aliudin (2022) explain that, according to Government Regulation No. 7 of 2021, a microenterprise is a productive business owned by an individual and/or a sole proprietorship that meets the criteria for a microenterprise namely, having a net worth of at most 1 billion rupiah, excluding land and business premises, or having annual sales revenue of at most 2 billion rupiah. Pitoyo and Sudaryatno (2023) explain that the criteria for determining whether such a business qualifies as an MSME can be assessed based on business volume, capital, asset value, net worth, and the number of employees.

Sastradinata (2024) explains that a microenterprise is the smallest-scale business within the MSME classification. The criteria used to identify microenterprises are as follows:

a. Total business assets (land, buildings, machinery, and equipment) valued at no more than 50 million rupiah.
b. Annual revenue does not exceed 300 million rupiah.
c. A workforce of no more than nine employees.
d. A simple management structure.
e. The owner may also serve as the manager.

2.6 Definition of Delivery Services

The rise of online transportation has been met with a positive response from the public, including businesses and microenterprises are no exception—as it can improve time efficiency. According to Wardiana (2002, as cited in Salma & Rachmawati, 2022), online delivery services are information technology applications that support various professions ranging from science to trade and business without the constraints of distance or time. In this digital and internet-integrated era, food delivery services have also adapted. One of the food delivery apps have been popping up and have become a new trend in people's daily lives (Az-Zahra et al., 2021).

Istvanic (2017, as cited in Taufik et al., 2020) explains that the consistent and significant increase in the number of smartphone users has created opportunities for online businesses, with a trend toward greater efficiency and creativity in product marketing. On the business side, there has been an increase in revenue for MSME businesses through the use of digital marketing. One of these digital marketing tools is the food delivery system—a third-party platform in the form of an app that offers partnership opportunities with SMEs (Taufik et al., 2020).

2.7 Definition of Digital Payments

Developments in microenterprises have also influenced the evolution of payment systems. During the COVID-19 pandemic, which restricted physical activities, microenterprises began shifting from conventional payments to digital payments. Some commonly used digital payment apps include DANA, Gopay, OVO, QRIS, and internet banking. Oktariana & Hermansyah (2023) explain that various types of payments and transactions can be conducted through digital payments, which simplify financial record-keeping and planning by providing a transaction history. The concept of cashless payment mechanisms offers numerous benefits and advantages, one of which is its great convenience.

Cashless payment methods are generally more convenient because they offer greater privacy, and all a person has to do is swipe or scan in less than a minute. Danuri (2019, in Mubarak & Akhmadi 2022) categorizes technological transformation activities into three types. First, digital transactions involving third parties in activities such as buying and selling, auctions, and payments conducted via internet banking, SMS banking, e-money, and mobile banking. Second, digital activities carried out by the public via the internet, such as e-tickets, e-learning, and e-libraries. Third, digital companies that serve as access providers for both third parties and the general public.

2.8 Definition of Social Media

Currently, consumers tend to use social media to interact, search for, and share information, opinions, and experiences regarding a product. Keller (2009, as cited in Damayanti et al., 2021) defines social media as playing a crucial role in brand building. Chandra (2021) explains that social media is a communication tool used by its users in social processes. In general terms, social media is described as a medium utilized as a means of social interaction. Therefore, it is crucial to understand that customers' perceptions of a brand are no longer influenced solely by what the company communicates, but also by what customers say about a particular brand. The widespread viral spread of information among social media users is far more powerful than :

a. Traditional media such as TV, radio, and print advertisements. Chandra (2021) outlines the functions of social media as follows
b. Expanding human social interaction through the internet and web technology.
c. Transforming one-way broadcast communication—from a single media institution to a large audience into a dialogic communication practice among multiple audiences.
d. Supporting the democratization of knowledge and information—that is, transforming people from consumers of content into creators of content themselves.
e. Building personal branding, seeking popularity, or asserting one's presence.

Social media has become an option for businesses to adapt to consumer needs and the changing times. Chandra (2021) explains the benefits of social media for businesses, including:

a. Making it easier to obtain important data about potential consumers.
b. Helping businesses target consumers more effectively.
c. Increasing website traffic and search engine rankings.
d. Enabling promotions at an affordable cost.
e. Sharing information more quickly.
f. Analyzing competitors.

3. Research Method

3.1 Research Focus.

This study focuses on organizational development in micro enterprises in Yogyakarta. The researcher aims to identify the organizational changes occurring in micro enterprises through the use of delivery services, payment methods, and social media that enhance the performance of micro enterprise owners in Yogyakarta.

3.2 Research Type and Designs

Qualitative research is exploratory in nature; that is, it relies on data in the form of participants' statements or narratives to explore the phenomenon that is the focus of the study (Supratiknya, 2015). The researcher conducted qualitative content analysis through a systematic classification process involving coding and the identification of various themes or specific patterns (Hsieh & Shannon, 2005, as cited in Supratiknya, 2015). The purpose of this qualitative content analysis is to identify the content or meaning of a text in reference to the research domain.

3.3 Research Participants

The participants in this study are twenty micro businesses in Yogyakarta. The respondents interviewed have been operating their micro businesses for approximately six years. The respondents were selected based on the changes they have implemented over time, including delivery methods, payment methods, and social media.

3.4 Data Collection Methods

The data collection method used by the researcher was interviews. The interviews conducted in this study were semi-structured. These semi-structured interviews were designed to identify issues more openly, so interviewees were asked to share their opinions and ideas (Sugiyono, 2018). The data collection method used was semi-structured interviews, which allow the researcher to ask questions freely and have the flexibility to determine the time and place (Herdiansyah 2013). Semi-structured interviews are particularly appropriate for research aimed at exploring respondents' answers in greater depth. During the data collection process, the researcher used a recording method to ensure the accuracy of the data and information obtained.

3.5 Research Instruments

The primary focus of this qualitative study is the researcher herself, who participates in planning the study, collecting data, conducting observations and interviews, analyzing data, and drawing conclusions. In addition, the researcher used an interview guide as a supporting tool to facilitate the data collection process in line with the study's focus. This study aimed to acquire more comprehensive information on the organizational changes implemented by micro enterprises to improve their business performance. The researcher examined the changes that had been implemented in these micro enterprises as well as the constraints faced by micro enterprise owners.

4. Research Findings and Discussion

4.1 Description of Delivery Service Utilization

Based on the results of the interviews conducted, three out of twenty respondents mentioned changes in service delivery. This was done to accommodate the needs of customers who cannot make purchases in person. Delivery or pickup services, of course, have their own terms and conditions. Additionally, using a delivery app will incur fees in accordance with the applicable terms. With advances in communication technology, it has become increasingly convenient for consumers to obtain goods or services. This is evidenced by several micro-businesses that offer delivery and pickup services to make things easier for consumers.

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who cannot make purchases in person. Delivery or pickup services, of course, have their own terms and conditions. Additionally, using a delivery app will incur fees in accordance with the applicable terms. With advances in communication technology, it has become increasingly convenient for consumers to obtain goods or services. This can be seen in several micro-businesses that offer delivery and pickup services to make things easier for consumers. Interviews with micro-businesses revealed several examples of delivery services.

At micro businesses that sell household essentials, such as convenience stores, one of the services they offer is the delivery of items like water tanks and gas canisters. This is certainly an example of how micro businesses are evolving in the way they serve their customers. Although these services make it easy to purchase items, customers should be aware of the wait times required. Even though shipping is free, customers must be patient while waiting for their orders to be delivered. This is due to limited human resources and efficiency issues in the delivery process.

In some cases, food vendors also offer delivery services. Instead of using an online app to deliver orders, they have one employee who assists in delivering the food. A similar trend is also evident among micro enterprises in the service sector. One type of service offered is the pickup of motorcycles for repair. The intended purpose of this service is to accommodate customers who cannot stop by or have limited time but need immediate repairs; in such cases, the repair shop will pick up the customer's vehicle. However, this door-to-door pickup service is still dependent on distance.

Social media isn't just a tool for promoting a business it's also a way to communicate with customers. One micro business, for example, has leveraged the growth of social media to take orders and ensure that food is delivered to customers.

4.2 Description of the utilization of digital payment methods

In the process of managing their businesses, seventeen informants reported using digital payment methods. The only digital payment method they used was QRIS. This is considered to have several advantages, including faster transactions and prioritizing customer satisfaction. Additionally, according to ten informants, customers are more likely to use cashless payments than cash. This trend has prompted them to switch from their previously conventional transaction systems to digital ones.

4.3 Description of Social Media Utilization

The respondents interviewed view social media as a great tool for communicating with consumers, as well as a useful way to market their products to them. The rise of social media has prompted them to make several changes to their businesses, such as increasing digital promotional activities on TikTok, creating content about their products, responding to customers more quickly, and using suggestions or feedback from customers in live comment sections or on posts as a basis for making decisions about the future of their businesses. In addition, business owners can boost customer loyalty by building closer relationships with customers using social media.

One way to use social media to boost sales is to host live streams on TikTok. During these live streams, sellers can interact with potential buyers. When displaying the items, buyers can ask questions about the products via live chat. Additionally, buyers can join the TikTok live stream and chat with the seller. This interactive relationship between sellers and buyers allows buyers to gain a deeper understanding of the products or items being sold.

4.4 Changing Organizational Dynamics Through Delivery Services

The study results showed that some micro-businesses have switched to providing delivery or pickup services to consumers. These changes were driven by technological advancements and shifting consumer preferences, as people increasingly seek to obtain goods and services

conveniently without having to visit the business location in person. According to the perspective of organizational change, the use of delivery services indicates a shift in the service processes of micro-businesses. Previously, business transactions were conducted exclusively in person at the business location; however, business owners have now adapted their service models by utilizing communication and transportation technologies to reach a broad consumer base.

The micro-businesses are also benefiting from the implementation of delivery services. Micro-businesses obtain convenience in sourcing products, while consumers gain convenience in obtaining the products they need. An example is an auto repair shop that offers a vehicle pickup service to assist customers with limited time. For businesses that sell fish and pet birds, the use of delivery services enables them to sell their products outside their local area, thereby expanding their market reach.

Furthermore, this study also identified several issues related to the use of delivery services. Due to limited human resources, micro-entrepreneurs must coordinate delivery schedules by combining multiple orders into a single trip. However, this situation indicates that the organizational changes implemented still face various resource constraints typical of micro-businesses. Therefore, the success of delivery services is heavily influenced by the ability of micro-entrepreneurs to manage their available resources.

4.5 The Organizational Change Dynamics Using Digital Payment Methods

Study results show that half of the respondents interviewed have used the QRIS digital payment method. Changes are a response to advancements in payment technology that are becoming increasingly popular among the public. While transactions were previously conducted in cash, microbusinesses now offer digital payment options to meet customer preferences. Micro-businesses benefit greatly from the implementation of QRIS. The main advantage is that transactions become faster and more convenient, as there is no need to calculate change. Digital payments are also easier for customers who are more accustomed to cashless payments. These findings indicate that service aspects and transaction systems are undergoing organizational changes.

Organizational change perspective, using QRIS shows that microbusinesses have adapted to an ever-changing external environment. Business owners realize that to stay competitive, they must adapt as consumer behavior shifts toward digital transactions. Therefore, adopting digital payments is an innovative approach that allows businesses to maintain customer satisfaction while boosting productivity. Digital payments can improve business financial management in addition to making transactions easier. Digital payments modernize microbusiness management systems because every QRIS transaction is automatically recorded, making it easier for microbusiness owners to track and monitor their cash flow.

4.6 Social Changing Organizational Dynamics Through the Utilization of Social Media

This study suggests that micro-business owners use social media as a key tool for communicating with customers and promoting their products. These platforms have transformed how business owners market their products, a process that previously relied on in-person interactions or word-of-mouth promotion. Increased digital promotional activity on platforms such as TikTok has encouraged business owners to create content, host live streams, showcase digital products, and interact directly with potential buyers.

Social media also improves communication and interaction between businesses and consumers. In addition to making purchases, consumers can offer criticism, suggestions, and feedback through direct messages and comment sections. Businesses then use this information to make business decisions. Therefore, social media has made organizational communication more open and engaging. Social media enhances customer loyalty and market reach in addition to improving communication. By establishing closer relationships with consumers, businesses

can better understand market needs. Consequently, the use of social media can be viewed as a form of organizational change that helps microbusinesses become more competitive in the computer and internet age.

4.7 Integrating Delivery Methods, Digital Payments, and Social Media to Enhance Business Performance

The research indicates that the growth of microbusinesses is driven by the use of delivery services, digital payments, and social media. Collectively, these three innovations create a business system that is more flexible, effective, and responsive to customer needs. Social media facilitates promotion and engagement with customers. Customers who are interested in the products offered can complete transactions using digital payments via QRIS, and products can be delivered through delivery services, making the purchasing process easier for customers at every stage. The integration of these three elements results in a better customer experience compared to conventional business methods.

The integration of these elements enhances operational efficiency, expands markets, increases customer satisfaction, and creates opportunities for micro businesses to generate more revenue. Although there are still some limitations such as constraints in human resources and technology micro businesses that can integrate these three elements demonstrate a greater ability to adapt to changes in the business environment. Therefore, the use of digital delivery services, digital payments, and social media can be viewed as a form of organizational transformation for micro-enterprises. These changes indicate that businesses are not merely maintaining old ways of working but are also adapting to technological advancements and shifting consumer behavior in the digital age.

5. Conclusion

According to research and studies on the dynamics of organizational change in micro enterprises, it can be concluded that micro enterprises have adapted to technological advances and changing consumer needs in various ways. This is evident in their use of digital delivery services, digital payments, and social media in their operations. Micro enterprises can serve customers more easily and reach more people by using delivery services. Digital payments via QRIS are easier, faster, and more efficient. Furthermore, the use of social media helps businesses with promotion, communicating with customers, and expanding their market reach. This shows that micro enterprises can adapt to changes in the business environment. The integration of delivery services, digital payments, and social media enhances service quality, customer satisfaction, and the competitiveness of micro businesses in the digital age.

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