

CHANGE OR DESTROY: THE DIGITAL TRANSFORMATION OF INDONESIAN MSMEs TO ACHIEVE SUSTAINABLE ECONOMY

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Abstract: The development of digital technology affects every aspect of human life, including MSMEs that dominate the global economy. In Indonesia, 99.99% of the economic sector is run by MSMEs (Micro, Small, and Medium Enterprises). Despite the limitation of digital transformation, MSMEs should be able to transform and accelerate technology as a strategy to maintain the business or fail in their business. One form of digital transformation in MSMEs is through the use of online media to support their business. Human behavior has shifted into Society Era 5.0, making social media and technology necessary for humans. This study aimed to explore: (1) the level of acceptance of MSMEs towards online media, (2) the use of online media by MSMEs, (3) the choice of online media used by MSMEs, and (4) the impact of using online media on MSMEs. This research is quantitative research with a descriptive approach. The research data was obtained by distributing questionnaires to MSME actors in several cities in Indonesia. The data was analysed using the percentage method. The results of the study showed that: (1) MSME actors are very receptive to the use of online media to support digital transformation, (2) the majority of MSME actors choose to use online media in running their business, (3) WhatsApp, Facebook and Instagram are the most popular online media used by Indonesian MSME actors and (4) the use of online media makes MSMEs able to maintain their business during the pandemic.

Key words: Digital Transformation, MSMEs, Online Media, Post-Pandemic, Sustainable Economic

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Introduction

Technological developments are the primary cause of the rapid shift in the transition of the industrial revolution (Kurniawati et al., 2021). Starting with the industrial revolution from 1.0 to 4.0, the Society Era 5.0 is now in progress. The industrial revolution 4.0 has the potential to transform human life, as well as a technology that can make life easier. However, Society Era 5.0 promises all conveniences supporting human needs (Mumtaha and Khoiri, 2019).

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The increasing use of the internet daily reflects the adaptations in the modern human lifestyle and creates the term 'internet of things' (Tasman et al., 2021). Data from Global Digital Headlines collected by We Are Social reports that 62.5 percent of the world's population uses the internet and spends approximately 8 hours and 35 minutes per day accessing the internet (We Are Social, 2020). In 2022, 73.7 percent of the total population in Indonesia are recorded as active internet users. The statistic places Indonesia as the 6th largest country with internet users (KOMPASIANA, 2022).

Furthermore, Micro, Small, and Medium-sized Enterprises (MSMEs) face transformation challenges in this disruption era (Kurniawat et al., 2022). In Indonesia, the MSME sector controls the economy and donates 99.99% of GDP (Kementerian Koperasi dan UMKM, 2019). The development of MSMEs plays a vital role in achieving national economic growth (Kementerian Keuangan, 2020), given their status as the country's main economic solution (Lutfi et al., 2022). MSMEs can stabilise and strengthen the Indonesian economy (Lestari, 2022). MSMEs use personal funds to manage their business to avoid foreign exchange rate changes (Kurniawati, 2019). For example, using technology to handle work related to digital transformation can give significant additional value to the organization (Farhani and Chaniago, 2021).

Despite having a very high contribution, the MSMEs group found many problems. The main challenge is the low quality of existing human resources, facilities and infrastructure (Kurniawati et al., 2020), so business innovation is also very low (Wulandari and Koe, 2021). Data from the Ministry of Cooperatives and Small and Medium Enterprises states that out of 56 million MSME units, only 3.75 million units, or about 8%, have used online media to support their business. Meanwhile, as the primary business sector, MSMEs are expected to adapt to technological and market changes (Farhani and Chaniago, 2021). Even in the current era of free competition, MSMEs must be allowed to enter the international arena, such as the WTO, AFTA, APEC, and AEC (Abdurrahman et al., 2020).

The size of market opportunities in the current digital environment must be addressed by MSME actors to achieve business sustainability (Kurniawati et al., 2021). Before the Covid-19 pandemic, 18% of Indonesian MSMEs had joined the digital market; however, the pandemic has affected MSMEs. MSMEs must adopt digital media to survive and expand the company (Rasid and Rizal, 2021). Meanwhile, the Covid-19 pandemic is causing MSMEs to adapt and transform digitally. MSME actors use digital transformation to solve challenges, seize opportunities, and sustain their business cycle (Kurniawati et al., 2021). Using technology to handle digital transformation activities can increase an organization's value (Suryani et al., 2018)

The most significant gap in digitalization is caused by a lack of infrastructure, resources, competencies, management and finances (Chen et al., 2021). Therefore, the government provides opportunities for MSMEs to resolve current issues. According to the 2020-2024 Development Plan, a number of initiatives were

initiated to improve the quality and competitiveness of MSMEs by conducting socialization, optimizing digital literacy, coaching and training of MSMEs, and improving the implementation of UPL-UMKM role's related to digital technology (Prasetyo, 2020). Hence, MSMEs are expected to collaborate in innovation to create additional value and to present integrated and real-time information (Kementerian Koperasi dan UMKM, 2019).

Using online media is an alternative for MSMEs in digitizing. This technique can potentially be an innovation strategy to develop an existing business. Digital media is an ideal form of digital transformation for MSMEs that can eliminate barriers in conventional media, blurring the barriers between creators and receivers due to the low operational expenses and relative ease of usage (Pasaribu, 2020). Users of online media can express their identities through profiles, social activities, social interactions, and offered services. This allows MSMEs to have their own identity and personality on social media (Pusat Humas Kementerian Perdagangan, 2014). However, it is uncertain if this strategy is the ideal media for transformation, considering the millions of individuals having varying preferences.

The complexity of the demands faced by MSMEs in carrying out dynamic transformations makes it important to carry out a more in-depth study. This study aimed to explore: (1) the level of acceptance of MSMEs towards online media, (2) the use of online media by MSMEs, (3) the choice of online media used by MSMEs, and (4) the impact of using online media on MSMEs.

Literature Review

Micro, Small and Medium Enterprises (MSMEs)

In Indonesia, according to Undang-Undang (UU) No. 20 of 2008, micro, small, and medium enterprises (MSMEs) are defined as independent economic activities conducted by individuals or businesses that are not subsidiaries or branches of companies. The requirements for MSMEs are separated into criteria for MSMEs and large businesses. Moreover, article 5 letter (c) of UU No. 20 of 2008 about Micro, Small and Medium Enterprises stated that one of the goals of empowering MSMEs is to improve the role of MSMEs in regional development, creating jobs opportunity, income distribution, economic growth and poverty reduction.

The requirements for MSMEs are separated into criteria for MSMEs and large businesses. 1) Micro Enterprises: a maximum of € 3,125 in assets (excluding land and buildings for company property) and € 18,750 in annual revenue. 2) Small Business: assets between € 3,125 and € 18,750 (excluding land and buildings for business property) and a maximum annual revenue between € 18,750 and € 156,250. 3) Medium Enterprises: assets between € 31,250 and € 625,000 (excluding land and buildings for company property) and a turnover between € 156,250 and € 31,250 annually. 4) Large Enterprises: assets above € 625,000 (excluding land and buildings for company property) and annual revenue over € 31,250.

MSMEs play an important role in the economies of developing countries, including Indonesia. In the RJPMN (National Medium-Term Development Plan) 2020-2024,

the Indonesian government aims to form a developed, independent, just and prosperous society by accelerating development in all sectors. Strong and robust economic development by absorbing regional competitive advantages through the support of quality and highly competitive human resources (Kementerian Koperasi dan UMKM, 2019). Meanwhile, on the other hand, MSMEs have several obstacles, such as limited markets, facilities, infrastructure, human resources, technology, access to finance and low management capabilities (Yuliawati et al., 2021; Rasit, Bahari, Urus, Ismail, 2022).

Digital transformation

Digital transformation, also known as digitization, is a new way for people to communicate and engage with their surroundings. This new concept represents a company initiative to employ digital technology as part of its organizational strategy and operations (Li, 2020). This transformation can also change how the market works in suppressing the costs of search, transaction, transportation, reproduction, and search for new markets, so that market efficiency becomes higher. Digital transformation provides wider innovation opportunities and new value creation (Nambisan et al., 2019).

Indicators of digital transformation, according to Raharjo (2019), can be described as follows:

- (1) Active online presence – The main aspect of digital transformation is the shift from offline to online or hybrid marketing channels.
- (2) Coordinated sales – The sales process from discovering prospects to managing them, as well as transactions that were formerly performed manually, have become digitally based and significantly more coordinated and efficient.
- (3) Collaborative – Digital media enables users to be linked at all times, which has a beneficial effect on enabling greater teamwork in completing work.
- (4) Simplification – A digital framework will simplify operations, employment patterns, and company operational functions that were previously performed manually. The objective is to enhance quality and efficiency. Quality and efficiency are crucial success criteria for MSMEs.
- (5) Capitalization and use of data – Digitization generates a database that will be used for a variety of decisions, including market mapping, product and service evaluation, and others.
- (6) Surviving the pandemic – Due to online presence, digital transformation is not restricted to going online, but how digital transformation enables organizations to expand and continue to exist.
- (7) The process of modifying existing digital technology, including the use of virtualization technology, mobile computing, and cloud computing, and the integration of all existing systems in an organization into something new or of new value, such as the ease of processing transactions, shopping, communicating, and other activities.

In the era of the industrial revolution and society 5.0, digital technology plays a very important role. This media is a very effective communication channel between

producers and consumers in terms of providing information, offering products and services, as well as where transactions occur (Harianto and Sari, 2021).

Media social

Social media is one of the products presented by the development of today's technological sophistication. Where technology is the center of life for the world community, this shift in people's lifestyles has triggered the growing development of social media in Indonesia. The massive use of social media is because it is easy to operate, economical, effective and efficient in disseminating information and marketing products (Kurniawati et al., 2022).

The popularity of social media is due to its very interactive and interesting display of information. Social media content is usually presented as product photos and videos or offers, comments, ratings and attractively packaged customer experiences (Trihayuningtyas et al., 2019). From a business perspective, the use of social media is very effective in increasing operational effectiveness, increasing company profile, increasing sales, strengthening brand awareness, improving communication with consumers, mouth-to-mouth media, establishing relationships with existing customers, forming communities, etc. (Divol et al., 2012). In addition, it can be said that social media is also a means of learning or an invitation for producers, consumers and all existing stakeholders (Kurniawati and Siddiq, 2020)

Several digital media are the company's choice in implementing this technology, including the use of websites, social media (Whatsapp, Instagram, Facebook, TikTok, Line, Twitter, etc.), blogs, SEM, SEO, email marketing, Content Marketing, Application Development and branding (Yasa et al., 2020).

Research Methodology

This research used quantitative research with a descriptive approach which is commonly used to explain social phenomenology (Hamzah, 2021). Data analysis is calculated using the percentage method. The results of the study allowed researchers to obtain specific data without conducting correlations between variables (Neuman, 2013). This method can help provide an overview of the use of social media by MSME actors in Indonesia. This study aims to assess data and discover empirical, logical, and theoretical truths in addition to understanding current phenomena (Zellatifanny and Mudjiyanto, 2018).

The primary data was collected by observations and distributions questionnaires to MSME actors in various Indonesian cities, specifically Jember, Surabaya, Sidoarjo, and Malang, as the basis for SMEs. The population of MSMEs assisted by The Ministry of Cooperatives and MSMEs East Java Province is 244 MSMEs. The sample was selected through a purposive sampling method with a total of 44 MSMEs. The collected data were processed through editing, coding and data tabulation (Bell et al., 2022).

Furthermore, secondary data were gathered from the Ministry of Cooperatives and MSMEs, the National of Long and Medium Term Plan 2020-2024. The obtained

data were assessed using a scoring method and shown as graphs, tables, images, and descriptions.

Research Results

This research was conducted on 44 MSME actors assisted by the Office of the Ministry of Cooperatives and MSMEs of East Java Province, which are spread across several regions of East Java. The questionnaires were distributed to answer several matters related to how educational level factors affect social media acceptance, the type and amount of social media used by MSMEs to run their business, as well as the effect of using social media on MSME income. It is known that the digital transformation of MSMEs, including through social media, is the spearhead in increasing sales, expanding markets, and increasing the competitiveness of MSMEs (Lutfi et al., 2022).

According to the data collected from 44 respondents, 2%, 0%, 0%, and 2% gave less receptive responses to social media. In contrast, as many as 0%, 2%, 18% and 34% of MSME actors with elementary school, junior high school, high school/vocational and higher education backgrounds are very receptive to social media. This condition can illustrate that a higher level of education can increase the acceptance rate of MSMEs for the use of social media.

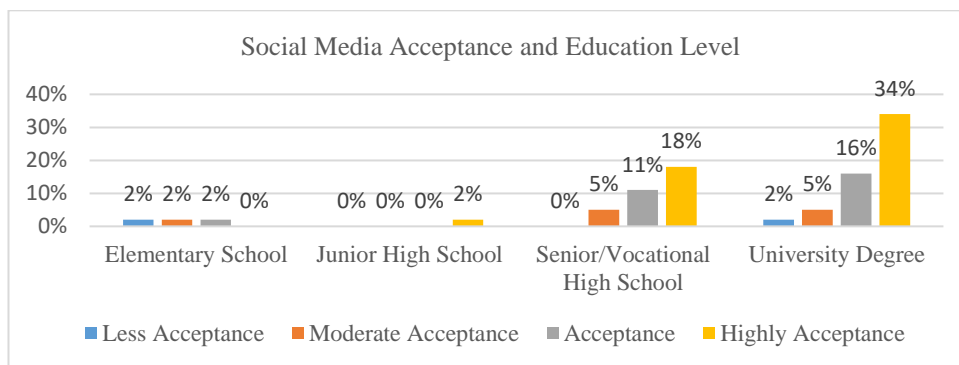


Figure 1: Comparison between social media acceptance and education level

Source: Authors Data, 2022

The second factor to know is how much social media is used by MSMEs both before and after the Covid-19 Pandemic. Data collected from 44 respondents shows that before the covid-19 pandemic, 80% of respondents used online media in less than 5 types, whereas after the pandemic, only 73% of respondents were doing it. Before the covid-19 pandemic, 17% of all responders in several online platforms used 5 to 8 types, but after the pandemic, it increased by 25% of all respondents. 2% of all respondents in many online media used 8 types before the covid-19 pandemic and stayed with 2% of all respondents after the covid-19 pandemic. The pandemic has

triggered an increase in the number of types of media used by MSMEs to operate their business.

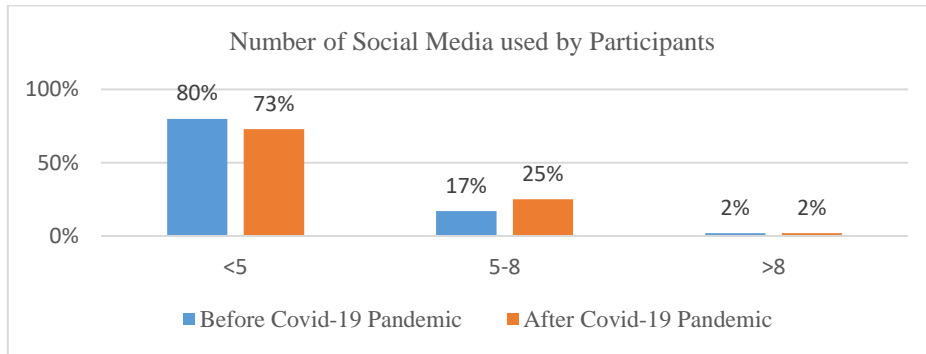


Figure 2: Respondents' media usage before and after Covid-19

Source: Authors Data, 2022

Furthermore, this study collects data to determine the various types of social media and marketplaces used to run its business. The study results were collected from 44 respondents; at most, 88.6% of respondents were using WhatsApp before the covid-19 pandemic. After the covid-19 pandemic, 97.7% of respondents used the WhatsApp channel. Before the covid-19 pandemic, the second most was Instagram channel used by 65.9% of respondents, and the third most was Facebook channel, which was used by 56.8% of respondents. After the covid-19, the second most was channel used by 72.7% of respondents, and the third most was Instagram channel which was used by 68.2% of respondents.

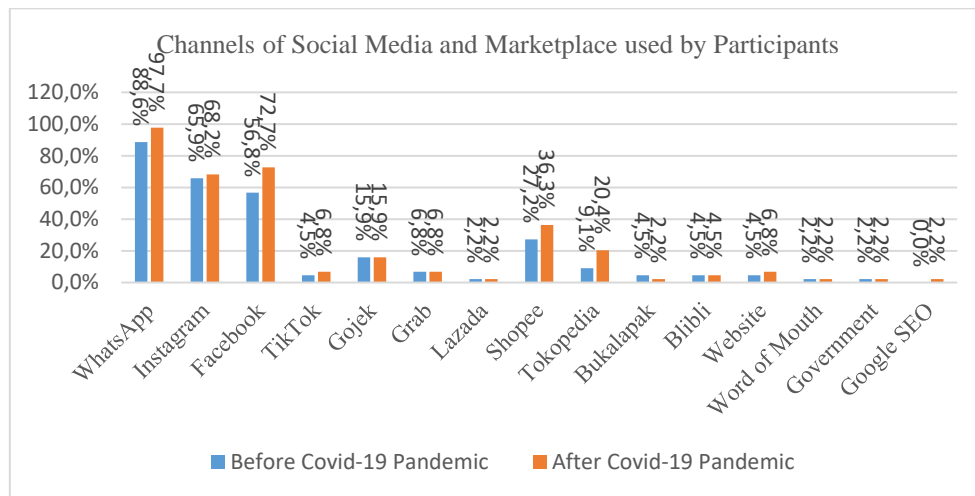


Figure 3: Respondents' online media channel usage before and after Covid-19

Source: Authors Data, 2022

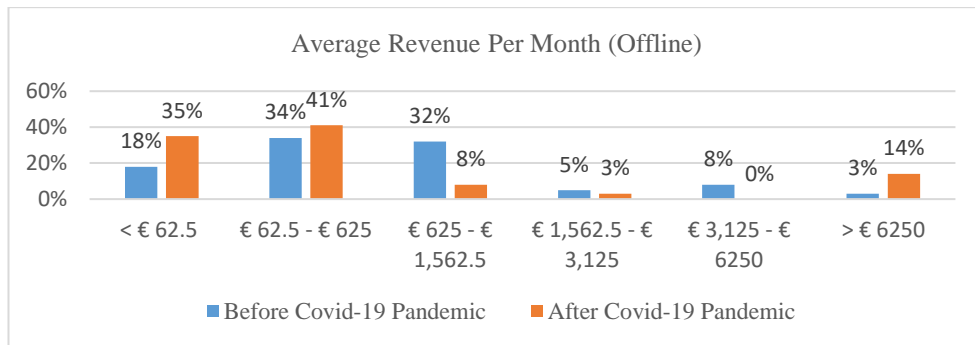


Figure 4: Average revenue per month (offline) by respondents
Source: Authors Data, 2022

From several social media and marketplaces used by MSMEs, one can see the impact on the continuity of the MSME business through the amount of income received by MSMEs each month in Figure 4. According to the findings, the amount of revenue per month (offline) obtained from 44 respondents before and after the pandemic fluctuates, as shown in Figure 4. After the pandemic, the average revenue per month (offline) increased by 17% and 7%, from the previous situation of less than € 62.5 and between € 62.5-625. Meanwhile, the average monthly revenue (offline) is between € 625-1,562.5, € 1,562.5-3,125 and 3,125-6250, decreasing (24%, 2% and 8%, respectively) from before the COVID-19 pandemic. After the pandemic, the growing trend resumed with an average monthly revenue (offline) of more than € 6,250 or an 11% increase.

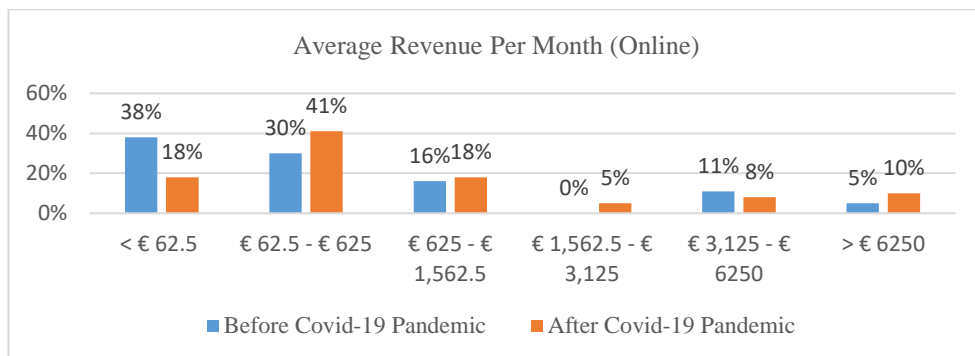


Figure 5 Average revenue per month (online) by respondents
Source: Authors Data, 2022

Moreover, data on the average revenue per month (online) from 44 respondents showed that the average revenue per month (online) after the pandemic was less than € 62.5 and between IDR € 3,125-6,250 decreased by 20% and 2 % from before the covid-19 pandemic. Meanwhile, the average revenue per month is between € 62.5-

625; between € 625-1,562.5; between € 1,562.5-3,125 and more than € 6,250 after the pandemic experienced an increase of 11% before the covid-19 pandemic.

Discussion

The condition of Indonesian MSMEs before the pandemic was excellent, but this condition was very contradictory when the pandemic hit the Indonesian and world economies. As many as 56.8% of Indonesian MSMEs are in bad condition, and only 14.1% of MSMEs can survive in good condition. 82.9% of MSME units have had bitter experiences due to the pandemic, such as declining sales and limited market reach (Harianto and Sari, 2021). Therefore, Indonesian MSMEs must be able to adapt, accelerate and transform to survive the transformation process triggered by the Covid-19 pandemic (Kurniawati et al., 2021).

This study indicated that the acceptance of the importance of social media by MSME actors increases with education level. Education level is one of the most influential determinants of a company's growth and production. This is aligned with research conducted in Purbalingga Regency related to MSMEs (Hasanah et al., 2020). MSME actors in East Java showed the same pattern; the greater their level of education, the more open-minded they are. MSME actors believe that technology, including online media, is essential for business growth (Kurniawati et al., 2021). Furthermore, education enables MSMEs actors to explore opportunities more clearly and then implement them through digital media (Wijaya and Padmanegara, 2021).

In addition, the complexity of the concept of digital transformation and technology demands educational growth for MSME actors (Teoh et al., 2021). The higher the knowledge of MSME players, the more they can analyze and rule out issues related to transaction security through online media (Kurniawati and Setiawan, 2019). MSMEs with higher education have seen that the use of technology, such as social media, can increase opportunities, especially in the global market (Adam et al., 2021). They can fully understand the concept that the complexity of digital transformation through the use of online media can have an impact on time efficiency and costs, improve management quality, support new product development and reduce the risk of business uncertainty amidst the high volatility of the existing market (Teoh et al., 2021).

Changes in the market focus on humans and consumers make it important to pay attention to Indonesian MSMEs. Social customer relationship becomes a strategy for running the business. This is implemented through technology and interactive communication with customers, one of which is through social media (Fachrudin, Pirzada, and Iman, 2022). In addition, market sensing is also essential to capture changes in the market environment, consumer tastes and needed innovations, including issues related to technological advances (Fachrudin et al., 2022). These conditions require MSMEs to be able to learn, adapt and innovate continuously. Selection of offline or online operational methods, types of social media or marketplaces, as well as variations in methods and types of media, are things that must be considered by MSME actors in achieving business optimization.

The Covid-19 pandemic resulted in a decrease in the number of customers in various sectors. Therefore, the ability of business actors to produce innovation is needed. Product innovation and the renewal of information dissemination and marketing methods has become the company's spearhead in maintaining its life. The use of social media, forming communities, building communication with customers or consumers and interacting with followers is mandatory for MSME actors to introduce products, convey product knowledge, provide alternative product choices, etc. So, MSME actors make variations and combinations in the use and selection of types of social media (Nelly, 2021).

Before the pandemic, most MSMEs actors used less than 5 types of online media. However, after the pandemic, there was an 8% increase in using 5-8 different types of online media by MSME actors. This shift is caused by the conditions limiting MSME actors' market presence (Kurniawati et al., 2022). Because of restrictions on public space and interaction outside the area, many MSMEs faced a loss in revenue and were forced to close their operations in order to prevent the virus from spreading (Arianto, 2020).

This restriction makes it difficult for MSME actors to use various online media. This step is a business development plan that must be considered by MSME actors. MSME actors aimed to maximize the use of internet media to promote their businesses. This is achieved through advertising, media integration, viral marketing, and customer visits to their online media platforms. This situation allows for the development of a business website, the development of a community, the stabilization of the market, the analysis of customer perceptions, and the optimization of market opportunities (Suhaimi and Shiratuddin, 2013).

According to Anugraheni and Kusdiartini, stated that the introduction of online media or chat features can: (1) establish a feeling of security in transactions; (2) assist consumers in locating the right product; and (3) demonstrate the response speed of the seller (Anugraheni and Kusdiartini, 2019). MSME actors that use internet media must be able to identify customer behavior. Some factors that influence the selection of online media usage include the type of media, the method of interaction, and the type of commercial that is of preference (Pasaribu, 2020). Meanwhile, MSME actors rarely use more than 8 different types of online media. This is due to the limited knowledge and mastery of MSME actors in terms of technology (Kurniawati et al., 2020; Nugroho and Andarini, 2020).

Increasing the number of social media users is also a commitment by MSME actors to improve customer service. Adding types of online services can make it easier for consumers to access the products or services offered. Customer response speed, quality service delivery and additional services will build consumer trust. This condition will be followed by the awakening of satisfaction and forming consumer loyalty (Nelly, 2021).

Moreover, 3 major online media channels are popularly used by Indonesian MSME actors, namely WhatsApp, Instagram and Facebook. Meanwhile, marketplaces, such as Shopee and Tokopedia, are the next choice for MSMEs. The results of this study

were supported by *Asosiasi Penyelenggara Jasa Internet Indonesia* (APJII, 2017), which stated that 89.35% of online media usage was as a means for chatting. We Are Social (2020) also reported that WhatsApp is in the top 5 most popular social media, with 87.7% of users in Indonesia. This explains why WhatsApp is the most popular online channel used by Indonesian MSMEs for business development.

In the second position, 87.13 percent of Indonesians have access to social media services. According to supporting data provided by We Are Social, there were 69.23% active Instagram users and 12.82% active Facebook users in Indonesia in January 2021. According to Sri Widowati (Country Head of Facebook Indonesia), Facebook is the most popular social media platform among Indonesians, with users opening Facebook pages 80 times daily (Sulaksono, 2020). This social phenomenon motivates SMEs to use social media (Anugraheni and Kusdiartini, 2019).

WhatsApp, Facebook and Instagram are strategic social media for managing relationships with customers. Through this method, MSMEs must not only focus on capturing new markets but also must maintain and form long-term relationships with existing customers. This relational formation allows repeat purchases to occur (Marolt et al., 2020). Consumers in the digital age expect multidirectional interactions in finding, creating and sharing information across different devices and channels (Marolt et al., 2020).

Furthermore, social media marketplaces such as Shopee and Tokopedia are favored by MSME players to promote their products. 32.18% of internet users purchase through marketplaces such as Shopee and Tokopedia (APJII, 2017). According to a survey conducted by We are Social in January 2021, 93.8% of Indonesians used the marketplace to acquire product information and make purchases (Afdhal et al., 2022).

In addition, the Covid-19 pandemic has proven to have a very high impact on MSMEs, especially in terms of decreasing turnover and decreasing people's purchasing power (Ihza, 2020). Before and after the pandemic, average offline and online revenue data fluctuated. The decrease in revenue occurs more frequently with the offline method than with the online method. So, the stability of online transactions has a more stable effect on the average revenue earned by MSMEs. The impact of online media on the stability of business life is positive (Kurniawati et al., 2022; Pasaribu, 2020).

Based on the experience of MSMEs in carrying out digital marketing, it can be described that social media is the right platform for digital promotion. On the other hand, marketplaces, such as Shopee, Tokopedia and Bukalapak, are media that consumers highly trust in making transactions. Therefore, a combination of media distribution channels is the best strategy for MSMEs in responding to changes in consumer behavior in shopping (Suliswanto and Rofik, 2019; Best, Struwig, 2022). Digital media attempts to improve an organization's efficiency, cut costs, and improve innovation (Rasid and Rizal, 2021). The use of online media has the potential to increase the average revenue of MSMEs. This occurs due to a shift in consumer shopping patterns. The MSME digital transformation strategy through the

use of social media is a step that must be taken to maintain business continuity in the Covid-19 Pandemic era (Cenamor et al., 2017).

The implementation of the use of online media has had a positive impact, both on expanding the market, increasing sales and improving the quality of MSME services (Awali, 2020). Data from the Social Demographic Survey of the Impact of COVID-19 indicates that online shopping has increased by 42% (Badan Pusat Statistik, 2020). Using online media to increase revenue among MSMEs has been found to be highly effective (Kurniawati and Siddiq, 2020; Risanti and Riyanto, 2021).

Conclusion

The results of the previously mentioned research on digital transformation in MSMEs lead to several conclusions. An increase in the education level of MSME actors makes them more receptive to the use of online media as a means of digital transformation to seize opportunities and achieve the sustainability of the MSME economy. In addition, the majority of MSME actors choose to use online media in their business operations as a process towards digital transformation. This is a form of MSMEs trying to adapt to conditions due to the Covid-19 Pandemic and changes in consumer patterns. On the other hand, the use of social media can boost the efficiency and effectiveness of MSMEs businesses. MSMEs that can survive through the pandemic storm are proven by MSMEs that carry out digital transformation, one of which is the use of social media. Lastly, WhatsApp, Facebook and Instagram are the most popular online media used by MSMEs actors in Indonesia. All three are social media that are easy to use, given the limited mastery of MSMEs technology.

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ZMIENIAĆ CZY NISZCZYĆ: CYFROWA TRANSFORMACJA INDONEZJSKICH MSP W DĄŻENIU DO OSIĄGNIĘCIA ZRÓWNOWAŻONEJ GOSPODARKI

Streszczenie: Rozwój technologii cyfrowych wpływa na każdy obszar życia człowieka, w tym na sektor MŚP, który dominuje w globalnej gospodarce. W Indonezji 99,99% ogółu przedsiębiorstw to Przedsiębiorstwa sektora MŚP. Pomimo ograniczeń w transformacji cyfrowej, MŚP powinny być w stanie przekształcić się a nawet przyspieszyć tempo zmian technologicznych, taktując technologie jako element strategii determinujący utrzymanie się bądź poniesienie porażki na rynku. Jedną z form transformacji cyfrowej w MŚP jest wykorzystanie mediów internetowych do wspierania ich działalności. Ludzkie działania przeniosły się, zgodnie z założeniami Ery Społeczeństwa 5.0 do świata wirtualnego, czyniąc media społecznościowe i technologię niezbędnymi do życia i. Niniejsze badanie miało na celu zbadanie: (1) poziomu akceptacji mediów internetowych przez MŚP MSMEs, (2) stopnia wykorzystania mediów internetowych przez MŚP, (3) rodzaju mediów internetowych wykorzystywanych przez MŚP oraz (4) wpływu korzystania z mediów internetowych na MŚP. Niniejsze badanie jest badaniem ilościowym z podejściem opisowym. Dane badawcze uzyskano dzięki kwestionariuszom rozprawdzonym wśród podmiotów MŚP w kilku miastach Indonezji. Dane zostały przeanalizowane przy użyciu metody procentowej. Wyniki badania wykazały, że: (1) podmioty MŚP są bardzo otwarte w zakresie wykorzystania mediów internetowych dla wspierania transformacji cyfrowej, (2) większość przedsiębiorstw MŚP decyduje się na wykorzystanie mediów internetowych w prowadzeniu swojej działalności, (3) WhatsApp, Facebook i Instagram są najpopularniejszymi mediami internetowymi wykorzystywanymi przez indonezyjskie przedsiębiorstwa sektora MŚP oraz (4) wykorzystanie mediów internetowych sprawia, że MŚP są w stanie utrzymać swoją działalność podczas pandemii.

Słowa kluczowe: Cyfrowa transformacja, sektor MŚP, media online, post-pandemia, zrównoważona gospodarka

改变还是毁灭：印度中小微企业的数字化转型以实现可持续经济发展

摘要：数字技术的发展影响着人类生活的各个方面，包括在全球经济中占主导地位的中小微企业。在印度尼西亚，99.99%的经济部门是由MSMES（微型、小型和中型企业）经营。尽管数字化转型有其局限性，但中小微企业应该能够将技术转型和加速发展作为维持业务或业务失败的战略。中小微企业数字化转型的一种形式是通过使用网络媒体来支持其业务。人类行为已经转变为社会5.0时代，使社交媒体和技术成为人类的必需品。本研究旨在探索：（1）中小微企业对网络媒体的接受程度；（2）中小微企业对网络媒体的使用；（3）中小微企业对网络媒体的选择；（4）使用网络媒体对中小微企业的影响。本研究为定量研究，采用描述性方法。研究数据是

通过向印度尼西亚几个城市的中小微企业行为者发放调查问卷获得的。数据采用百分比法进行分析。研究的结果显示 (1) 中小微企业行动者非常接受使用网络媒体来支持数字化转型；(2) 大多数中小微企业行动者选择使用网络媒体来经营他们的业务；(3) WHATSAPP、FACEBOOK 和 INSTAGRAM 是印尼中小微企业行动者最常用的网络媒体；(4) 网络媒体的使用使中小微企业能够在流行期间保持业务

关键字。数字化转型，中小微企业，网络媒体，大流行后，可持续经济