Marketing Transformation of Msmes In Bogor City: Strategies To Deal With Changes In Consumer Behavior In The Digital Era

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Abstract.
Digital transformation has changed marketing patterns and consumer behavior, including among Micro, Small, and Medium Enterprises (MSMEs) in Bogor City. This study aims to analyze the marketing transformation of MSMEs in facing changes in consumer behavior in the digital era, particularly in the use of social media, marketplaces, WhatsApp Business, and digital content. The approach used was descriptive qualitative with informants from MSMEs in Bogor City. Data were obtained through in-depth interviews, observation, and documentation, then analyzed thematically with the help of NVivo. The results of the study indicate that marketing transformation occurs through a shift from conventional marketing channels to the use of various digital platforms that enable MSMEs to expand market reach and increase interaction with consumers. Changes in consumer behavior are evident in the increasing habit of searching for product information online, comparing options, paying attention to reviews, expecting a quick response, and being attracted to visual content. These conditions encourage MSMEs to adjust their communication, promotion, service, and product information delivery strategies. However, the transformation still faces obstacles such as limited digital literacy, content production capabilities, human resources, and the use of consumer data. Therefore, strengthening digital capacity and adaptive marketing strategies are needed so that MSMEs can respond to consumer dynamics sustainably.
Keywords: *Marketing Transformation, MSMEs, Consumer Behavior, Digital Marketing and Bogor City.*

I. INTRODUCTION

Management is the process of planning, organizing, directing, and controlling various resources to achieve goals effectively and efficiently. In the business world, management is not only related to human, financial, and operational resource management, but also encompasses the organization's ability to understand changes in the business environment and consumer needs. The development of digital technology has changed business competition patterns and the way businesses conduct marketing activities. Consumers have increasingly easily obtained information, compared products, viewed reviews, communicated with sellers, and conducted transactions through various digital platforms. This situation requires MSMEs to have adaptive managerial skills to maintain the sustainability and increase the competitiveness of their businesses.

One aspect of management that has undergone significant change is the transformation of MSME marketing. Marketing, previously largely carried out conventionally, has shifted to the use of social media, marketplaces, messaging apps, and various digital platforms. This transformation provides MSMEs with the opportunity to expand their market reach at a relatively more flexible cost. Johanis Paransa (2024) explains that digital marketing can increase MSME visibility while supporting business growth. The use of digital technology also enables businesses to build more intensive communication with consumers and convey product information more quickly.

Marketing transformation for MSMEs is becoming increasingly important due to the rapid changes in consumer behavior. Consumers no longer solely consider product quality and price, but also consider ease of access to information, speed of service, transaction convenience, the availability of customer reviews, and the experience of interacting through digital media. Natsir and Bangun (2024) explain that changes in consumer behavior are a crucial factor driving changes in marketing strategies, as consumers increasingly use the internet and social media to seek information and make purchasing decisions. This situation requires MSMEs to understand the characteristics of digital consumers and adapt their marketing strategies to these habits.

This situation is highly relevant to the development of MSMEs in Bogor City. Bogor City has diverse MSME activities, including culinary, trade, crafts, fashion, and various service businesses. However, digital transformation has not been fully utilized optimally by all business actors. Sukartaatmadja, Hermawan, and Silaen (2023) showed that some MSMEs in Bogor City still conduct conventional marketing, so the use of

digital media needs to be strengthened to expand market reach. This indicates the need to encourage changes in marketing strategies that are more in line with the evolving business environment.

Strategies for addressing changing consumer behavior in the digital era are crucial in this transformation process. These strategies can be implemented through improving the quality of digital content, consistently utilizing social media, utilizing marketplaces, increasing customer response times, providing comprehensive product information, utilizing consumer reviews, and utilizing data to understand market needs. Ruhiyat, Sulaeman, and Purnawati (2023) demonstrated that online marketing strategies need to consider price, promotion, product quality, and payment security to increase consumer purchasing interest among MSMEs in Bogor City.

Based on a preliminary survey and observations of the marketing conditions of MSMEs, there are indications that some business actors still face obstacles in optimally utilizing digital technology. These problems include inconsistent use of social media, limited ability to create engaging marketing content, suboptimal use of marketplaces, limited understanding of digital consumer characteristics, and suboptimal use of technology to build relationships with customers. Hutabarat, Soedargo, and Mashadi (2023) also emphasize the importance of improving digital capabilities for MSMEs in Bogor City to be able to face business competition in the digital era.

This phenomenon demonstrates a gap between changing consumer behavior, which is increasingly moving toward digital activities, and the ability of some MSMEs to adapt their marketing strategies. Consumers increasingly prioritize convenience, speed, comprehensive information, responsive communication, and digital transaction experiences. Meanwhile, some MSMEs still rely on conventional marketing and have not yet developed a planned digital strategy. This phenomenon demonstrates that marketing transformation is not simply about the use of technology, but also about changing the way MSMEs understand consumers and manage their relationships with the market.

The emerging issues include suboptimal marketing transformation, limited digital literacy among MSMEs, inconsistent promotional activities through digital media, limited ability to produce marketing content, suboptimal utilization of marketplaces, rapid changes in consumer preferences, and increasingly fierce competition in the digital market. Therefore, it is necessary to understand the strategies that MSMEs in Bogor City can use to adapt marketing activities to changes in consumer behavior. Based on these conditions, research on "Marketing Transformation of MSMEs in Bogor City: Strategies for Facing Changes in Consumer Behavior in the Digital Era" is important to understand the form of marketing transformation, the challenges faced, and the strategies that MSMEs can implement in facing consumer dynamics in the digital era.

Previous research has shown that digital marketing transformation is crucial for improving the ability of MSMEs to navigate market changes. Ruhiyat, Sulaeman, and Purnawati (2023) found that price, promotion, product quality, and payment security are related to consumer purchasing interest among MSMEs in Bogor City. Kusumawati and Saputri (2023) demonstrated that digital skills and e-readiness support MSME digital transformation. Meanwhile, Sahrul and Nuringsih (2023) demonstrated the role of e-commerce, social media, and digital transformation in business performance. Hutabarat, Soedargo, and Mashadi (2023) emphasized the importance of digital marketing capabilities for MSMEs in Bogor City. Prakoso et al. (2024) also demonstrated that implementing digital marketing can expand the reach and support the competitiveness of MSMEs in Bogor.

Research on digital marketing has extensively discussed the use of social media, e-commerce, digital skills, purchasing intentions, and MSME performance. However, these studies tend to discuss the influence or utilization of technology separately and have not specifically integrated marketing transformation with changes in consumer behavior in the context of MSMEs in Bogor City. Previous research also has not thoroughly outlined marketing adaptation strategies based on changes in digital consumer preferences and interaction patterns. This situation indicates that there is room for further research.

The novelty of this research lies in its discussion of the marketing transformation of MSMEs in Bogor City, which focuses on strategies to address changing consumer behavior in the digital era. This research not

only examines the use of technology as a promotional tool but also links it to MSMEs' ability to understand consumer needs, preferences, information search patterns, interactions, and purchasing decisions. Thus, this research is expected to provide a more comprehensive understanding of MSME marketing adaptation strategies based on the dynamics of digital consumer behavior in Bogor City.

II. LITERARURE REVIEW

Digital Marketing Transformation

Digital marketing transformation is the process of changing marketing strategies through the use of digital technology to expand markets, increase interactions, and adapt business activities to consumer trends. For MSMEs, transformation involves more than just using social media or marketplaces, but also changing the way they design communications, promotions, services, and customer relationships. Evangelista et al. (2023) emphasize that digitalization requires MSMEs to be more adaptive to change. Masliardi et al. (2023) add that online presence, social media, content marketing, and mobile strategies can strengthen MSME marketing effectiveness.

Digital Consumer Behavior

Digital consumer behavior describes changes in how consumers seek information, evaluate alternatives, interact with sellers, and make purchasing decisions through digital technology. These changes require MSMEs to understand consumer needs more responsively because consumers can obtain a variety of product options quickly. Siregar, Nasution, and Lubis (2026) show that digital transformation has changed consumer behavior and encouraged MSMEs to develop more adaptive business strategies. Fatimah, Hurriyati, and Maulany (2026) explain that changes in purchasing behavior have also increased the need for an integrated consumer experience across online and offline channels.

MSME Marketing Strategy

An MSME marketing strategy is a series of decisions and actions used to align products, communications, promotions, distribution, and services with market needs. In the digital era, this strategy needs to be directed at utilizing various digital channels in an integrated and consumer-oriented manner. Saputra, Rif'ah, and Andrianto (2023) demonstrated that implementing digital marketing can support increased sales and competitiveness for MSMEs. Johanis Paransa (2024) also explained that social media can help increase visibility, build trust, and strengthen customer interactions, making digital marketing adaptation a crucial part of MSME growth.

III. METHOD

The research method serves as a basis for obtaining, processing, and interpreting information regarding the marketing transformation of MSMEs in Bogor City. The approach used is qualitative because this study focuses on an in-depth understanding of MSME actors' experiences, marketing strategies, changes in consumer behavior, and various obstacles in utilizing digital technology. A qualitative approach is also appropriate for describing phenomena based on the informant's perspective in a contextual manner. Nobelta and Rahmalia (2024) used a qualitative approach to understand MSME digital marketing management, while Indrayanti et al. (2024) used a qualitative case study approach to examine MSME digital marketing strategies in the Bogor region.

Research Approaches and Types

This study uses a qualitative, descriptive approach. This approach was chosen to obtain an overview of how MSMEs in Bogor City are transforming their marketing efforts to address changing consumer behavior in the digital era. The data reviewed included information, experiences, opinions, and marketing practices carried out by MSMEs. Rakhman (2024) demonstrated that a descriptive qualitative approach can be used to understand digital marketing strategies based on observation, documentation, and interviews with MSMEs. A similar approach was also used by El Ghifari and Supendi (2024) through semi-structured interviews, observation, and documentation to understand the implementation of MSME digital marketing strategies.

Location and Time of Research

The research was conducted on MSMEs in Bogor City, considering the diversity of business sectors and digital marketing activities used. Bogor City was selected based on its relevance to the research focus on marketing transformation and changes in consumer behavior. The research was conducted in February 2026. During this period, information collection, interviews with informants, observations of digital marketing activities, documentation, data organization, and analysis using NVivo were conducted. This specific timeframe was intended to ensure the data obtained reflects the marketing conditions of MSMEs during the research period.

Research Informants

Informants were selected purposively, based on the consideration that informants have experience and knowledge relevant to the marketing transformation of MSMEs. The main informants were MSME owners or managers in Bogor City who have used at least one digital media or platform in their marketing activities. Information gathered covered the use of social media, marketplaces, promotional strategies, communication with consumers, changes in purchasing patterns, obstacles to digitalization, and strategies for dealing with changing consumer behavior. Purposive selection of informants allowed for information to be obtained from parties with direct understanding of MSME digital marketing activities.

Data Collection Techniques

Data collection was conducted through in-depth interviews, observation, and documentation. Interviews were used to obtain information on the experiences and strategies of MSMEs in digital marketing. Observations were conducted by observing marketing activities on social media, marketplaces, and forms of digital communication with consumers. Documentation was used as supporting data, such as promotional materials, social media posts, product catalogs, and other forms of marketing communication. Budiarti et al. (2024) emphasized that digital marketing provides opportunities for MSMEs to increase market reach and sales, therefore, these various digital activities are important to consider in understanding marketing transformation.

Data Analysis Using NVivo

Data from interviews, observations, and documentation were analyzed using NVivo to assist with organizing, coding, grouping, and mapping themes. The analysis phase began by entering interview transcripts and relevant documents into NVivo. Next, coding was carried out based on emerging themes, such as marketing transformation, social media, marketplaces, consumer behavior, promotional strategies, digital literacy, customer interactions, and barriers to digitalization. These codes were then grouped into broader themes so that relationships between concepts could be systematically identified. Thematic analysis can be conducted through data familiarization, initial coding, theme discovery, theme review, theme naming, and compiling analysis results (Ahmed et al., 2025).

Data Validity

Data validity was ensured through source and technique triangulation. Source triangulation was conducted by comparing information from several MSMEs, while technique triangulation was conducted by comparing interview results, observations, and documentation. The coding results using NVivo were then reviewed to ensure that the themes formed align with the information provided by the informants. This approach ensures that the analysis does not rely solely on a single source of information but instead considers a variety of complementary pieces of evidence. This strategy is also used in qualitative research on the implementation of digital marketing for MSMEs to increase the credibility of the analysis results (El Ghifari & Supendi, 2024).

IV. RESULTS AND DISCUSSION

Research result

The research findings illustrate the marketing transformation of MSMEs in Bogor City in response to changing consumer behavior in the digital era. The analysis included information on digital media usage,

changes in marketing strategies, consumer responses, and challenges faced by MSMEs. Thematic groupings revealed that the transformation occurred through digital promotion, increased consumer interaction, content customization, and marketplace utilization. The findings also demonstrate that digital capabilities and strategic consistency are crucial elements in the marketing adaptation process.

Transformation of MSME Marketing Channels

The data grouping results show that the marketing transformation of MSMEs in Bogor City is primarily evident in the changes in marketing channels used. MSMEs no longer rely solely on physical stores, word-of-mouth marketing, or loyal customers, but have begun utilizing Instagram, WhatsApp, TikTok, marketplaces, and other digital platforms. Social media is used to introduce products, display catalogs, provide pricing information, and communicate with consumers. Marketplaces are primarily used to facilitate transactions and expand consumer reach beyond the business environment.

These findings demonstrate that digital marketing goes beyond simply replacing conventional promotional media with digital ones. Changes have also occurred in communication patterns between businesses and consumers. Consumers can submit questions, comments, reviews, and feedback directly. MSMEs are required to respond more quickly and provide more comprehensive product information. This finding aligns with Sulistiyowati and Rahmawati (2024), who found that marketplaces, social media, and digital promotional activities play a role in supporting MSME sales growth.

Table 1. Forms of Transformation of MSME Marketing Channels in Bogor City

Transformation Form	Utilization	Visible Impact
Social media	Promotion, catalog, communication	Wider consumer reach
Marketplace	Sales and transactions	Consumers find it easier to buy
WhatsApp Business	Communication and service	Faster customer response
Digital content	Photos, videos, product information	Products are more easily recognized

Source: Results of qualitative data processing and NVivo coding, 2026.

Table 1 shows that social media and marketplaces are the primary channels for MSME marketing transformation. Social media primarily serves as a means of building awareness and communication, while marketplaces support the transaction process. WhatsApp Business plays a crucial role in providing direct customer service. These findings demonstrate that each platform has distinct functions, meaning that MSME marketing strategies require more than just digital accounts; they require integrated channel management tailored to consumer characteristics.

Strategy Changes Following Consumer Behavior

The analysis shows that changes in consumer behavior are driving MSMEs to adapt their marketing strategies. Consumers increasingly demand product information that is fast, clear, easy to find, and visually appealing. Businesses are responding to this by increasing product photos, creating short videos, providing pricing information, displaying testimonials, and offering direct communication through messaging apps. These changes demonstrate a shift in marketing focus from simply conveying product information to creating interactive experiences with consumers.

Consumers tend to consider reviews and other customers' experiences before making a purchase. Therefore, digital reputation is becoming increasingly important for MSMEs. Positive comments, recommendations, and responses to complaints can influence potential customers' perceptions. This finding is related to Kusuma Negara (2024), who showed that customization, interaction, and trendiness in social media marketing are related to MSME consumer purchasing decisions.

Table 2. Forms of Change in Consumer Behavior and MSME Responses

Changes in Consumer Behavior	MSME Response	Strategy Form
Searching for information online	Updating product information	Digital content
Comparing products	Showing product advantages	Informative promotion
Pay attention to reviews	Managing testimonials	Social proof
Want a quick response	Speed up service	Chat and WhatsApp

Love visual content	Make photos/videos	Content marketing

Source: Results of qualitative data processing and NVivo coding, 2026.

Table 2 shows the relationship between changes in consumer behavior and adjustments to marketing strategies. As consumers increasingly seek digital information, MSMEs need to provide easy-to-understand content. As consumers pay attention to reviews, MSMEs need to maintain service quality and digital reputation. Meanwhile, the need for a rapid response drives businesses to increase the speed of communication. Thus, changes in consumer behavior are a key driver of MSME marketing strategy transformation.

Barriers to Digital Marketing Transformation

The coding results revealed several barriers to marketing transformation. These barriers include limited digital literacy, content creation skills, time constraints, limited human resources, and difficulty understanding the evolving features of digital platforms. Some businesses are able to use social media for simple promotions, but not all are able to leverage analytics, digital advertising, consumer segmentation, and customer behavior data.

This situation demonstrates that digital device ownership does not automatically indicate readiness for marketing transformation. MSMEs need the ability to plan content, identify target consumers, analyze market responses, and evaluate promotional effectiveness. This finding aligns with Iskamto, Kharisma, and Lesmana (2024), who explained that digital marketing can be a marketing solution for MSMEs, but business actors' ability to utilize technology varies.

Table 3. Barriers to Marketing Transformation for MSMEs

Obstacle	Conditions Found	Strategic Needs
Digital literacy	Understanding of features is not yet evenly distributed	Digital training
Content creation	Content is not consistent	Development of creativity
Time and Human Resources	Marketing is managed in a limited manner	Division of tasks
Consumer analysis	Data has not been optimally utilized	Utilization of analytics
Digital competition	Many similar products	Product differentiation

Source: Results of qualitative data processing and NVivo coding, 2026.

Table 3 shows that barriers to marketing transformation are not only technical but also related to the managerial capacity and resources of MSMEs. Limited digital literacy leads to less than optimal platform utilization, while limited time and energy mean that marketing activities are not always carried out consistently. Digital competition also demands that MSMEs have a clear differentiator. Therefore, marketing transformation requires enhanced digital capabilities while strengthening business strategies and managing customer relationships.

Thus, the analysis shows that the marketing transformation of MSMEs in Bogor City is taking place through four main patterns: digitalization of marketing channels, content customization, increased consumer interaction, and strengthening adaptation strategies. Digitalization offers opportunities to reach a wider consumer base, but its success is heavily influenced by businesses' ability to understand consumer behavior. Research on MSMEs in Bogor also shows that digital marketing strategies can be used to expand reach and increase business competitiveness.

Discussion

The discussion focuses on interpreting the findings regarding the marketing transformation of MSMEs in Bogor City by linking them to theory and previous research findings. Four main aspects are discussed: marketing channel transformation, changes in consumer behavior, digital adaptation strategies, and barriers to transformation. Comparisons with previous research are used to assess the suitability and discrepancies of the findings, thus gaining a more comprehensive understanding of MSME marketing strategies in the evolving digital environment.

Transformation of MSME Marketing Channels

Marketing channel transformation shows that MSMEs in Bogor City are beginning to combine conventional and digital channels. Social media serves as a communication and promotional platform, while marketplaces facilitate transactions. This situation demonstrates that marketing transformation is not simply a shift in promotional activities to the internet, but rather a shift in how MSMEs build relationships with consumers. This finding aligns with Ruhiyat, Sulaeman, and Purnawati (2023), who demonstrated that online marketing presents an opportunity for food and beverage MSMEs in Bogor City to increase consumer purchasing interest.

These results are consistent with Sulistiyowati and Rahmawati (2024), who found that marketplaces, social media, and promotional activities are essential components of MSME digital marketing. The difference is that this study focuses not only on digital channels as a tool for increasing sales but also on adapting to changing consumer interaction patterns. Therefore, the effectiveness of the transformation depends on the ability of MSMEs to integrate various channels based on their functions and consumer characteristics.

Consumer Behavior Change as a Driver of Transformation

Changing consumer behavior is one of the main factors driving MSMEs to transform their marketing. Digital consumers tend to seek information before purchasing, compare various options, pay attention to reviews, and expect a quick response. This situation requires MSMEs to transform their marketing communications to be more informative, interactive, and responsive. This finding supports research by Ruhiyat et al. (2023), which shows that price, promotion, product quality, and payment security are important aspects of online marketing for MSMEs in Bogor City.

The results of this study align with Kusuma Negara (2024), who found that customization, interaction, and trendiness in social media marketing influence MSME consumer purchasing decisions. This means that consumers not only need product availability on digital platforms but also relevant communication experiences. Therefore, MSMEs need to understand that changes in consumer behavior require changes in how they structure messages, choose media, provide services, and maintain relationships with customers.

Digital Marketing Adaptation Strategy

Marketing adaptation strategies are evident through the use of digital content, increased interaction, marketplace utilization, and product information adjustments. These strategies enable MSMEs to respond more quickly to consumers and expand market reach. Adaptation also needs to be carried out continuously because digital trends, platform algorithms, and consumer preferences are constantly changing. Indrayanti et al. (2024), through research on MSME digital marketing strategies in the Bogor region, demonstrated the importance of digital strategy, business planning, and a supportive business environment for MSME development.

These findings are supported by Prakoso et al. (2024), who demonstrated that the implementation of digital marketing provides opportunities for Bogor MSMEs to increase market reach and competitiveness. Broader research also indicates that technologies such as social media, e-commerce, AI, and big data can help MSMEs expand their markets, although levels of understanding of these technologies vary (Tindi & Silaban, 2025). Therefore, adaptation strategies need to be tailored to the capabilities and needs of each MSME.

Obstacles and Strengthening of MSME Digital Capacity

The main barriers to marketing transformation relate to digital skills, consistent content management, limited resources, and the ability to utilize consumer data. These conditions demonstrate that digital transformation cannot be achieved simply by providing devices or creating social media accounts. Businesses require the ability to manage content, understand consumer characteristics, utilize digital features, and evaluate market response. Iskamto et al. (2024) also show that not all MSMEs possess the same skills and utilize technology to support digital marketing.

This finding aligns with Tindi and Silaban (2025), who mapped that Indonesian MSMEs still face challenges in strategically integrating digital marketing into their business processes. Therefore,

strengthening digital capacity needs to be directed not only at technical skills in using platforms but also at developing marketing strategies based on consumer behavior. For MSMEs in Bogor City, this strengthening can be achieved through content training, marketplace management, consumer data analysis, digital services, and the development of integrated marketing strategies.

V. CONCLUSION

Based on the results and discussion, it can be concluded that the marketing transformation of MSMEs in Bogor City is an increasingly important adjustment process to address changing consumer behavior in the digital era. The use of social media, marketplaces, WhatsApp Business, and digital content has changed the way MSMEs introduce products, communicate with consumers, and conduct sales activities. This transformation is not only related to the use of technology but also encompasses changes in communication patterns, service delivery, information delivery, and customer relationship management.

Changing consumer behavior is a key driver of marketing transformation. Consumers are increasingly accustomed to searching for product information online, comparing various options, paying attention to reviews, seeking quick responses, and prioritizing ease of purchase. This situation requires MSMEs to develop marketing strategies that are more informative, interactive, and responsive, and tailored to the characteristics of digital consumers.

Despite offering numerous opportunities, marketing transformation still faces several obstacles, particularly limited digital literacy, content creation capabilities, limited human resources, suboptimal utilization of consumer data, and inconsistent digital media management. Therefore, strategies to address changing consumer behavior need to be directed at increasing digital capacity, developing creative content, optimizing various marketing platforms, improving service quality, and utilizing consumer information as a basis for marketing decision-making. With an adaptive and sustainable strategy, MSMEs in Bogor City can adapt their marketing activities to the dynamics of the digital market.

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