

The Dynamics of the Implementation of the Digital Economy in MSMEs in Buleleng Bali: between Growth Opportunities and Adaptation Challenges

Moh Fakhri Siddiqi¹, Yesi Sifaiyah¹

¹ Universitas Nurul Jadid, Indonesia

ARTICLE INFO

Keywords:

Digital economy;
UMKM;
Transformasi Digital;
Business Growth;
Adaptation Challenges

Article history:

Received 2026-05-22
Revised 2026-06-25
Accepted 2026-07-30

ABSTRACT

The development of the digital economy has created various new opportunities for Micro, Small, and Medium Enterprises (MSMEs) in improving business performance and competitiveness. However, not all MSMEs are able to adapt optimally to the digital transformation that occurs. This study aims to analyze the dynamics of the implementation of the digital economy in MSMEs in Buleleng Regency, Bali, focusing on growth opportunities and adaptation challenges. The research uses a qualitative approach with phenomenological methods. Data collection was carried out through interviews, observations, and documentation of MSME actors in the trade, culinary, and handicraft sectors. Data analysis uses the Miles, Huberman, and Saldaña model which includes data reduction, data presentation, and conclusion drawn. The results of the study show that the implementation of the digital economy in MSMEs in Buleleng Regency is still relatively simple and dominated by the use of social media and marketplaces. Digital technology provides opportunities in the form of expanding market reach, increasing sales, ease of customer service, and business efficiency. However, MSME actors still face various challenges in the form of low digital literacy, limited technological capabilities, concerns about online transaction risks, and lack of digital training and assistance. Therefore, synergy is needed between the government and MSME actors to improve digital capabilities to support sustainable business growth.

This is an open access article under the [CC BY](#) license.



Corresponding Author:

Moh Fakhri Siddiqi
Universitas Nurul Jadid, Indonesia; fakhriysiddiqy@unuja.ac.id

1. INTRODUCTION

Digital transformation has become a global phenomenon that affects various economic sectors, including the Micro, Small, and Medium Enterprises (MSMEs) sector. The development of information and communication technology has encouraged the emergence of the digital economy that allows economic activities to be carried out more quickly, efficiently, and without geographical boundaries. In

the Indonesian context, MSMEs have a strategic role as a driver of the national economy because they are able to absorb labor and contribute to the Gross Domestic Product (GDP).

The development of internet technology that opens up opportunities for the presence of the digital world with new forms of interaction and marketplaces, even business marketing networks that are no longer limited by space and time, encourage companies to be increasingly aware of the importance of utilizing the internet as a medium in marketing their products and services (Samsul Anwar Meddy Nurpratama., 2020). Currently, the internet has become an important part of human life, including in supporting various business and business activities (Meddy Nurpratama., 2020). Information technology has been applied in the management of higher education institutions in various ways and shows that its application can have a positive impact (Aditya Ramadhan., 2023)

The development of the digital era requires MSMEs to be able to adapt by utilizing technology, especially in online-based marketing activities, in order to increase competitiveness and expand the market, however, the application of digital technology cannot be separated from the various obstacles faced by MSMEs in Indonesia, in an effort to digitally transform, MSME actors are often faced with limited digital skills, uneven internet access, limited capital, as well as a lack of adequate education and assistance (Thanwain Mukhtar Galib, Faridah, Muharram., 2024). In the current era of digitalization, marketplaces or online marketplaces have emerged as the main platform for micro, small, and medium enterprises (MSMEs) in Indonesia to increase brand revenue (Seslfi Anggraini., 2023).

MSMEs have a very strategic role in the global economy, especially in developing countries which make this sector the main support for economic activities, micro, small, and medium enterprises contribute more than half to the gross domestic product in various countries and absorb around 70 percent of the workforce, however, in the midst of globalization and rapid technological developments, MSMEs are faced with great challenges to maintain competitiveness and business sustainability. without the proper use of technology, MSMEs will be increasingly left behind and difficult to compete in an increasingly open and digital-based market (Munawaroh Muhamad Rudi Saputra Pratama., 2025).

Buleleng Regency is one of the areas in Bali Province that has a large number of MSMEs with diverse business characteristics, ranging from trade, culinary, to handicrafts. However, the level of use of digital technology by MSMEs in the region still shows significant variations. Some business actors have used social media and marketplaces to support business activities, while others still rely on conventional marketing systems.

As many as 4% of micro and small businesses in Buleleng Regency do not understand the concept of business profiles, in addition, around 51% of micro and small business actors do not have a business profile, which is generally due to limited ability in compiling it, this condition shows that the digitization process of micro and small businesses in Buleleng Regency is still hampered by the low digital skills of business actors, The majority of business actors do not have a business profile that contains complete information about the business description and products being marketed, on the other hand, the use of information technology in operational, promotional, and sales activities is also still low, most business actors still rely on conventional methods, while only a small number use social media as a means of promotion and sales (Nengah Suarmanayasa1., 2023).

Several previous studies have shown that the digital economy is able to increase competitiveness, expand market access, and increase MSME income. However, various obstacles such as low digital literacy, limited human resources, and lack of institutional support are still the main obstacles in the process of digitizing MSMEs.

Based on these conditions, this study aims to analyze the dynamics of the implementation of the digital economy in MSMEs in Buleleng Regency Bali, especially related to the conditions of digitalization implementation, business growth opportunities, and adaptation challenges faced by MSME actors.

2. METHODS

This research uses a type of qualitative research with a phenomenological approach. Qualitative methodology is a research approach that produces descriptive data in the form of words, both written and oral, obtained from individuals or observable behaviors (Prof. & Koyan, n.d.). Through a phenomenological approach, this study focuses on the subjective experience of MSME actors in Buleleng Regency, Bali, in accessing, using, and assessing the application of digital technology, such as social media, marketplaces, and digital payments. In addition, this study also explores how MSME actors interpret business growth opportunities arising from digitalization, as well as the adaptation challenges they face in the process, both in terms of human resources, capital, infrastructure, and changes in business patterns. The research consists of MSME actors engaged in the trade, culinary, and handicraft sectors, namely Riski Bahari Shop, Ibu Mis Catering, and Putri Amalia Shop. Data collection techniques are carried out through in-depth interviews, observations, and documentation. Interviews were used to explore informants' experiences regarding the use of digital technology in business. Observations are carried out directly on business activities and the use of digital technology. Documentation is used as research supporting data. Data analysis uses the Miles, Huberman, and Saldaña model which includes data reduction, data presentation, and data conclusion drawing or verification.

3. FINDINGS AND DISCUSSION

In this chapter, the researcher presents the results of research obtained during the field research process through interview, observation, and documentation techniques for MSME actors in Buleleng Regency, Bali. The data obtained was then analyzed in accordance with the research focus on the dynamics of the implementation of the digital economy in MSMEs in Buleleng Regency, which includes MSME actors' understanding of the digital economy, business growth opportunities through digitalization, and adaptation challenges faced by business actors in using digital technology. The data exposure in this study is compiled based on the results of in-depth interviews with several MSME actors who have different types of businesses and have applied digital technology in their business activities, both as a marketing medium and as a means of supporting business activities. In addition, data was also obtained through direct observation of business activities and documentation that supported the research results. The presentation of data was carried out in the form of a descriptive narrative in order to describe the experiences and views of informants in more depth in accordance with the phenomenological approach used in this study.

A. Overview of Research Objects

Buleleng Regency is one of the districts located in the northern part of Bali Province. This regency has an area of about 1,365.88 km² and is the largest regency in the province of Bali. Geographically, Buleleng Regency is bordered by the Bali Sea to the north, Jembrana Regency to the west, Bangli Regency, Karangasem Regency, and Tabanan Regency to the south, and the Bali Sea to the east.

Buleleng Regency has diverse economic potential, ranging from the agriculture, fisheries, trade, tourism, to Micro, Small, and Medium Enterprises (MSMEs). The rapid development of information and communication technology also affects people's economic activities, including marketing activities and business transactions that have begun to utilize digital technology.

The name Buleleng comes from the name of a figure known as Ki Barak Panji Sakti, the founder of the Buleleng Kingdom in the 17th century. Based on history, the Buleleng area developed as a center of trade and government in North Bali. Its strategic location on the north coast of Bali Island made Buleleng an important trade route in the past.

Buleleng Regency, especially Penyabangan Village and Pemuteran Village, was chosen as the research location because it has various types of MSMEs that have begun to apply digital technology in their business activities. However, the level of use of digital technology in each business actor still varies. This condition is in accordance with the focus of research on the dynamics of the implementation

of the digital economy in MSMEs, both in terms of business growth opportunities and adaptation challenges faced by MSME actors in utilizing digital technology.

B. Data Collection Techniques

In this study, data collection techniques are very important to obtain data in accordance with the research focus on the dynamics of the implementation of the digital economy in MSMEs in Buleleng Regency, Bali. The data collection techniques used by the researcher include interviews, observations, and documentation. and relevant evidence or documentation is done to corroborate the accurate data. The results of data collection. The three techniques are used so that the data obtained is more complete, in-depth, and in accordance with the conditions that occur in the field.

C. Interview Results

Interviews are the main data collection techniques used in this study. The researcher conducted direct interviews with several MSME actors in Buleleng Regency who became research informants. Interviews are conducted on free days such as Sundays from 15:00 to 17:30. The interviews were conducted at different times, starting from February 18, 2026 to February 22, 2026 with an estimated time every week of one informant who was a resource person in this study. Several MSME actors provide information related to the usefulness of the digital economy in their businesses, namely the following:

a. Conditions for the Implementation of the Digital Economy in MSMEs in Buleleng Regency

The first informant of Mrs. Munawwaroh on February 8, 2026, she said:

"I started using WhatsApp for business since many customers asked for goods messages via chat. Now if there are customers who don't have time to come to the store, they usually send a message on WhatsApp and then I prepare the goods. In addition, I also often buy stock items on Shopee because it is easier and has more choices. So digital technology does help my business, even though its use is still limited to that."

Followed by Mrs. Misna on February 15, 2026, she said:

"At first I only used a Nokia cellphone for regular communication, but after I had a Android cellphone I started trying to promote catering through WhatsApp and Facebook. Sometimes I upload photos of customer orders or products that I create. From there there were several people who saw and then contacted me to order. I think social media is very helpful because my business has become better known to the public."

Furthermore, with Mrs. Saimah on February 22, 2026, she said:

"For my business, cellphones (digital technology) are more often used to buy goods at Shopee. I am looking for accessories or merchandise that I want to sell again in the store. For online marketing, I have never because most buyers come directly to the store, let alone many tourists who come to Pemuteran. So I use the cellphone more to find store needs."

Based on the results of the interviews of the three informants, it can be seen that the implementation of the digital economy in MSMEs in Buleleng Regency has begun to be carried out through the use of social media and marketplaces. Digital technology is used to facilitate communication with customers, help the transaction process, expand access to business needs, and support promotional activities. However, the use of digital technology is still in the initial adaptation stage because most MSME actors have not made the most of digital technology as an integrated marketing and business development strategy. In other words, MSME actors have known and used digital technology, but have not fully utilized the full potential of the digital economy in increasing competitiveness and business growth.

b. Factors Affecting the Low Utilization of Digital Technology by MSMEs in Buleleng Regency

The first informant of Mrs. Munawwaroh on February 8, 2026, she said:

"If I still don't understand technology. All I know is WhatsApp and Facebook for communication. If there is a new feature or a new application, I am usually confused about how to use it. Sometimes I ask my children to help me teach because I am afraid of making the wrong press. So until now I am still learning a little bit."

Followed by Mrs. Misna on February 15, 2026, she said:

"If the application changes its appearance, I am often confused. For example, after being updated, the location of the menu changes completely. Like WA paa is completely updated, I have to learn again from the beginning. Sometimes I'm afraid of pressing the wrong one because I'm afraid of hitting the wrong one."

Furthermore, with Mrs. Saimah on February 22, 2026, she said:

"There has never been any training, so until now I have never had any training that I have participated in regarding digital marketing or using online for business. So I learned on my own from experience and from people who understood better."

Based on the results of the interview, it can be understood that business characteristics and market needs also affect the level of use of digital technology by MSME actors. Businesses that rely on direct consumers tend to have a lower rate of digital utilization than businesses that require online promotion and communication.

c. Opportunities That Can Be Obtained by Buleleng MSMEs Through the Implementation of the Digital Economy in Supporting Business Growth

The first informant of Mrs. Munawwaroh on February 8, 2026, she said:

"Before using Facebook and WhatsApp, those who ordered catering were usually only neighbors or people around the village. After I started posting photos of food and contact numbers on Facebook, there were customers from Gerokgak and Sumberkima who contacted me. So I think digital media helps my business be known more widely than ever before."

Followed by Mrs. Misna on February 15, 2026, she said:

"In the past, people knew that my business was only from word of mouth. Now I just take a photo of the cooking and then send it to my WhatsApp or Facebook status. From there, many people saw and asked about the prices and menus available. I think promotion is now easier."

Furthermore, with Mrs. Saimah on February 22, 2026, she said:

"Sometimes I make WhatsApp statuses about goods that have just arrived or goods that are being sought after by many customers. That way customers can immediately find out the information about the goods without having to come to the store first."

From the results of the interview, it can be seen that digital technology helps speed up the communication and customer service process so that transactions become more effective.

d. Challenges Faced by MSMEs in Buleleng Regency in Adapting to the Digital Economy, Especially in Online Marketing and Sales

The first informant of Mrs. Munawwaroh on February 8, 2026, she said:

"I still don't understand digital technology. All I often use is WhatsApp and Facebook for communication with customers. If there is a new feature or a new application, I am usually confused about how to use it and have to ask the child for help to be taught."

Followed by Mrs. Misna on February 15, 2026, she said:

"I am still learning to use digital technology. Sometimes if there is a change in the application or a new feature, I have to ask my child because I don't really understand how to use it for business."

Furthermore, with Mrs. Saimah on February 22, 2026, she said:

"I think yes, mbk, there are still many things I don't know about digital technology. I can buy goods on Shopee, but if it's for online marketing or making my own promotions, I still have a hard time."

D. Observations

Through observation activities, the researcher observed how MSME actors use social media and marketplaces to support business activities, both for product marketing, communication with customers, and the purchase of business needs. In addition, the researcher also observed the condition of the business environment, the use of mobile phones in business activities, and the interaction between business actors and consumers.

From the observation activities carried out, the following data were obtained:

1. The use of social media such as WhatsApp and Facebook as a means of promotion and communication with customers.
2. Use marketplaces such as Shopee and TikTok Shop to buy business needs and products to be resold.
3. Customer service activities through online ordering using WhatsApp.
4. Business conditions that are still managed simply by using personal mobile phones as the main digital media in business activities.
5. There are limitations in the ability of MSME actors to operate digital technology to the maximum.
6. The condition of internet access at the business location is enough to support the process of using digital media in business activities.

Through these observations, the researcher obtained a clear picture of the implementation of the digital economy in MSMEs in Buleleng Regency. The results of the observation show that digital technology has begun to be used by MSME actors to help business activities, although its use is still limited to social media and simple marketplaces. In addition, observations also show that the implementation of the digital economy provides convenience in communication and business marketing, but there are still various obstacles in the process of adapting digital technology by MSME actors.

Discussion

1. Conditions for the Implementation of the Digital Economy in MSMEs in Buleleng Regency

The sale of songket fabrics produced by business actors in Penglatan Village is still dominated by a direct marketing system, where consumers must visit the place of business to make purchase transactions or order products. The reliance on conventional sales methods shows that the use of digital technology in marketing activities is still not optimally developed. This phenomenon reflects the condition of MSMEs in Indonesia in general, which are still facing challenges in the digitalization process. Data submitted by the Coordinating Minister for Economic Affairs shows that during the Covid-19 pandemic, only around 13% of MSMEs have used e-commerce platforms as a means of

marketing and sales. This percentage is still relatively low when compared to the number of existing MSMEs and the large potential of the digital market that continues to grow in Indonesia. (Putu Eka Dianita Marvilianti Dewi¹, Kadek Sintya Dewi², I Gede Partha Sindu³, 2024)

Based on the conditions found in the field, the majority of Micro and Small Enterprises (MSEs) in Buleleng Regency still rely on conventional marketing and sales methods. Promotional activities are generally carried out through direct interaction with consumers, dissemination of information from word of mouth, and face-to-face sales at business locations. The use of digital technology, especially social media as a means of promotion and sales, is still relatively low. Only a small percentage of business actors have taken advantage of digital platforms to expand market reach, build communication with customers, and increase sales of their products. This condition shows that the adoption of digital marketing among MSE actors in Buleleng Regency is still not optimal, so efforts are needed to increase digital literacy, mentoring, and strengthen the capacity of business actors to be able to use social media more effectively in supporting their business development (Suarmanayasa¹ et al., n.d.).

Based on the results of research conducted on several MSME actors in Buleleng Regency, it is known that the implementation of the digital economy in MSMEs has begun to be carried out, although its use is still in a simple stage and has not been fully maximized. Most MSME actors have used digital technology in their daily business activities, especially through social media such as WhatsApp and Facebook as well as marketplaces such as Shopee and TikTok Shop.

The results of the interviews show that the use of digital technology is carried out to help the process of communication with customers, business promotions, accepting online orders, and buying business necessities. This condition shows that MSME actors in Buleleng Regency are starting to follow the development of digital technology according to their respective business needs.

Mrs. Siti Munawwaroh as the owner of Shopi Riski Bahari explained that the use of WhatsApp is very helpful in communication with customers and makes it easier to order goods online. Customers can order store needs without having to come directly to the business location. This shows that digital technology is starting to be used as a means of customer service.

In addition, Mrs. Siti Misanawati as the owner of Ibu Mis Catering uses Facebook and WhatsApp to promote her catering business. Before using social media, catering businesses were only known by the community around the village. However, after utilizing social media, consumers began to come from other villages such as the Gerokgak, Sumberkima and surrounding areas. This condition shows that digital media helps MSMEs expand the reach of the business market.

Meanwhile, Putri Amalia Shop uses more marketplaces such as Shopee to buy merchandise to be resold. The use of the marketplace is considered to help obtain goods more easily, cheaply, and practically than having to look for goods directly to the grocery store.

However, the implementation of the digital economy for MSMEs in Buleleng Regency is still relatively simple. Most MSME actors only use basic social media and marketplaces for certain needs. Business actors have not made the most of digital technology, such as the use of digital marketing strategies, the management of professional online stores, or the use of other digital features.

The results of this study show that the condition of implementing the digital economy in MSMEs in Buleleng Regency is still in the early stages of development. The use of digital technology is more widely carried out due to business needs and changes in consumer behavior who are starting to get used to using digital media in their daily activities.

2. Factors Affecting the Low Utilization of Digital Technology by MSMEs in Buleleng Regency

The increasing growth of the business world has resulted in a higher level of competition between business people. Along with the development of information technology, marketing strategies have shifted from a traditional (offline) approach to the use of digital (online) platforms. This condition requires MSME actors to adopt digital marketing as part of their business strategy. Failure to take

advantage of these opportunities can hinder business growth and reduce the ability of MSMEs to compete in an increasingly dynamic market (Luh et al., 2024).

Although online transactions provide various conveniences for business actors and consumers, their implementation is also inseparable from a number of risks that can hinder the smooth buying and selling process. One of the problems that often occurs is related to the quality of the products traded. In digital transactions, consumers cannot check or assess the condition of the goods directly, so purchase decisions are only based on photos, descriptions, and information displayed by the seller. This condition has the potential to cause a mismatch between the goods received and the buyer's expectations or expectations (Khairunisa et al., 2024).

Based on the results of the study, it is known that there are several factors that affect the low utilization of digital technology in MSMEs in Buleleng Regency. The main factor that is most commonly found is the low understanding and ability of business actors in using digital technology.

Most of the informants admitted that they still had difficulties in using digital applications because they lacked understanding of technology. This limited knowledge causes MSME actors to not be able to utilize digital technology optimally in their business activities.

Mrs. Siti Munawwaroh said that she still has difficulty using digital applications because she does not understand how to use technology. The same thing was also conveyed by Mrs. Siti Misanawati who admitted that she still has limitations in operating digital applications to market her catering business.

In addition to the digital literacy factor, low interest in using technology is also one of the factors that affect the digitization process of MSMEs. At Putri Amalia Shop, the business owner admitted that he was not too interested in marketing products online because the target market of the business came more from tourists who came directly to the business location. This condition causes the use of digital technology to be more focused on buying merchandise than online marketing.

Another factor that affects the low use of digital technology is the fear and hesitation in using online transactions. Some MSME actors are worried about the risk of fraud and inappropriate goods when buying products through the marketplace.

Mrs. Saimah said that she was afraid if the goods purchased through Shopee did not match the images displayed on the marketplace. In addition, Mrs. Siti Misanawati also admitted that she was worried if there were consumers who ordered catering online but ended up canceling the order unilaterally.

The lack of government support is also a factor that affects the low utilization of digital technology in MSMEs in Buleleng Regency. All informants stated that they had never received training or assistance regarding the digitalization of MSMEs from the local government or village. In fact, training and mentoring are needed so that MSME actors have the ability and courage to use digital technology.

Thus, the results of the study show that the low use of digital technology in MSMEs in Buleleng Regency is influenced by low digital literacy factors, limited technology use capabilities, low interest in digital use in some business actors, fear of online transaction risks, and lack of training and assistance from the government.

3. Opportunities Obtained by MSMEs through the Implementation of the Digital Economy in Supporting Business Growth

Based on the results of field studies, the implementation of digital marketing has a very important role in supporting the development of micro, small, and medium enterprises (MSMEs). Utilization *e-commerce* opens up a wide range of opportunities for Micro, Small, and Medium Enterprises (MSMEs) to reach a larger market without being limited by geographical area. Through digital platforms, business actors can market and sell their products to consumers from various regions, even to the international market, without having to have a physical store in a certain location. This condition shows that the development of digital technology has changed marketing patterns and business transactions to be more efficient, flexible, and accessible. Therefore, digitalization, especially through the utilization of *e-commerce*, is one of the strategic instruments that plays an important role in increasing

competitiveness, expanding market share, and maintaining the sustainability and growth of MSMEs in the midst of increasingly competitive modern economic dynamics (Fajriyah, 2025).

The development of digital technology has provided greater opportunities for Micro, Small, and Medium Enterprises (MSMEs) to expand their marketing reach through various digital platforms, such as social media, websites, and *marketplace*. The use of the platform allows business actors to reach a more diverse range of potential consumers, not only at the local level, but also at the national and international levels. The ease of conveying product information and communicating directly with consumers from various regions in a short time has changed the marketing pattern and business activities of MSMEs to be more effective and efficient. Thus, geographical limitations that were previously an obstacle to expanding the market are now being reduced thanks to the support of digital technology (Aqillah et al., 2024).

In addition, the use of digital marketing not only helps business actors in reaching and attracting new consumers, but also plays a role in building consumer preferences for the products offered. In addition, digital marketing can be used as a means of brand promotion, maintaining relationships with customers, and increasing sales volume, which ultimately has an impact on increasing business profits. (Meddy Nurpratama, 2020)

The results of the study show that the implementation of the digital economy provides various positive opportunities for the development of MSMEs in Buleleng Regency. The use of social media and marketplaces helps business actors in expanding the market, improving consumer services, facilitating business promotion, and increasing business efficiency.

One of the biggest opportunities felt by MSME actors is the increasing reach of the business market. Before using digital media, most businesses were only known by the community around the village. However, after using social media, their business began to be known by people from outside the village and the area around Buleleng Regency.

In the Ibu Mis catering business, the use of social media has a big impact on business development. Catering products that were previously only known to the surrounding community are now starting to be known by people from other villages such as Gerokgak and Sumberkima. This shows that social media helps MSMEs expand the market without having to open new business branches.

In addition to expanding the market, the use of the digital economy also helps improve consumer services. At Toko Riski Bahari, customers can order goods via WhatsApp so that it is easier and more practical. This faster and easier service helps increase customer satisfaction and increase business revenue.

The implementation of the digital economy also provides opportunities to improve business efficiency. Putri Amalia Shop feels the benefits of the marketplace in obtaining merchandise more easily and cheaply. Before using the marketplace, business owners must look for goods directly to the grocery store which requires more time and transportation costs. After using Shopee, goods can be obtained more practically without having to leave the area.

In addition, the use of digital technology also helps MSME actors save on business promotion costs. Social media such as WhatsApp and Facebook can be used for free to market products to the wider community. Thus, MSME actors can still promote their business even though they have limited business capital.

The results of this study show that the digital economy provides great opportunities for the growth of MSMEs in Buleleng Regency, especially in expanding the market, improving consumer services, increasing business efficiency, and helping to promote businesses at a lower cost.

4. Challenges Faced by MSMEs in Buleleng Regency in Adapting to the Digital Economy, Especially in Online Marketing and Sales

In the midst of the development of the digital economy, digital transformation is an unavoidable need for MSMEs in Indonesia to increase competitiveness and maintain business sustainability. However, the implementation of digital transformation still faces a number of obstacles, such as limited

understanding and digital skills of business actors, limited financial resources, inequality of access to digital infrastructure, and lack of optimal regulatory support in encouraging the acceleration of the digitalization of MSMEs. (Putri Sandrina Sitompul, Maya Martiza Sari, Cecillia Miranda Br Lumban Gaol, 2025)

Although the digital economy provides various opportunities for business development, the results of the study show that the digital adaptation process for MSMEs in Buleleng Regency still faces various challenges and obstacles.

The main challenge that most MSME actors experience is the low ability and understanding of digital technology. Most of the informants admitted that they still had difficulties in operating digital applications because they did not understand the use of technology. These limitations cause the use of digital media in MSMEs to not run optimally.

In addition, fear of online transaction risks is also a challenge in the digital adaptation process. MSME actors are worried about the possibility of fraud, order cancellations, and inappropriate goods when making online transactions through the marketplace.

Mrs. Siti Misanawati said that she was afraid if there were consumers who ordered catering online but ended up not taking the order. Meanwhile, Mrs. Saimah is worried about the quality of goods purchased through the marketplace because often product images do not match the goods received.

Another challenge faced by MSMEs is the lack of training and assistance regarding the use of digital technology. All informants admitted that they had never received MSME digitalization training from the government. In fact, training is needed so that MSME actors are able to understand how to use digital media properly and correctly.

In addition, some MSME actors also still feel less confident in marketing products online. At the beginning of using social media, Mrs. Siti Misanawati admitted that she felt embarrassed to post her catering business because she was not used to using social media as a means of business promotion.

The results of the study show that the digital adaptation process for MSMEs in Buleleng Regency still requires support from various parties, especially the government and the surrounding environment. This support can be in the form of digital literacy training, assistance in the use of technology, and education about the security of online transactions so that MSME actors are better prepared to face the development of the digital economy.

Thus, it can be concluded that the main challenges of digital economy adaptation for MSMEs in Buleleng Regency include low digital literacy, limited technology use capabilities, fear of online transaction risks, lack of digitalization training, and low confidence of some business actors in using digital media for online marketing and sales.

4. CONCLUSION

Based on the results of a study on the Dynamics of Digital Economy Implementation in MSMEs in Buleleng Regency, Bali: Between Growth Opportunities and Adaptation Challenges, it can be concluded that the implementation of the digital economy has begun to be implemented by most MSME actors, especially through the use of social media and marketplaces as a means of promotion, communication with customers, and business transactions. However, its use is still not optimal because some business actors still have limitations in digital skills and literacy.

The low utilization of digital technology is influenced by a lack of digital skills, low interest in switching from conventional systems, concerns about the risks of online transactions, and limited training and assistance from related parties. On the other hand, the implementation of the digital economy provides various opportunities, such as expanding market reach, increasing promotional effectiveness, increasing the number of consumers, and increasing competitiveness and business income.

However, the process of adapting to the digital economy still faces various challenges, including low technology use capabilities, concerns about transaction security, and lack of support in the form of education and mentoring. Therefore, the success of the digital transformation of MSMEs requires

increasing digital literacy and continuous support from the government and stakeholders so that digital economy opportunities can be utilized more optimally.

REFERENCES

- Abdillah, F. (2024). Dampak Ekonomi Digital Terhadap Pertumbuhan Ekonomi di Indonesia. 2(1), 27–35.
- Abu Muna Almaududi Ausat, Dewa Oka Suparwata, A. R. (2025). Optimalisasi Digital Competence sebagai Strategi Adaptasi Dinamis Wirausahawan dalam Menghadapi Disrupsi Pasar di Era Digital. 14.
- Akhmad, K. A. (2021). PENGARUH PENERAPAN TEKNOLOGI INFORMASI PADA USAHA MIKRO KECIL DAN MENENGAH DI KOTA SURAKARTA. 25(1), 234–240. <https://doi.org/10.46984/sebatik.v25i1.1293>
- Alfidyah, M. (2025). Implementasi Manajemen Inovasi dalam Meningkatkan Daya Saing UMKM di Era Digital. 1(1), 23–29.
- Amilia, S. N., & Sari, A. H. Z. F. S. B. (2024). Pengembangan umkm dalam Pengembangan UMKM Dalam strategi digitalisasi dan adaptasi terhadap perubahan era digital. 2(4).
- Antoni Ludfi Arifin, 2Umar Winarno, 3Arif Badrudin 1Fakultas. (2025). Inovasi teknologi guna meningkatkan produktivitas dan daya saing umkm dalam rangka ketahanan ekonomi 1. 17(2).
- Aqillah, M., Zidna, S., Nikhal, Z., Puspita, A., & Neuneu, D. (2024). Penerapan Digital Marketing Sebagai Strategi Pemasaran Untuk Meningkatkan Daya Saing UMKM. 2(1), 109–118.
- Ayler Beniah Ndraha, D. Z. (2024). Dampak Ekonomi Digital Terhadap Pertumbuhan UMKM Di Era Industri. 01, 27–32.
- Aziz, A. (2012). Pemanfaatan Teknologi Informasi dalam Pengembangan Bisnis Pos information technology utilization in business post. 10(1), 35–50.
- Bahrin Ario Johan, V. L. W. (2025). Transformasi Digital UMKM: Menggali Peluang Dan Tantangan Era Online Shop Di Indonesia. 7(3), 51–59.
- Buci Morisson, A. A. H. S. F. (2025). Digitalisasi UMKM sebagai Strategi Meningkatkan Daya Saing di Era Ekonomi Digital. 18(1), 289–299.
- Devia Syahfitri Purba¹, Putri Dwi Permatasari², Nurbaiti Tanjung³, Putri Rahayu⁴, Rewi Fitriani⁵, S. W. (2025). Analisis Perkembangan Ekonomi Digital Dalam Meningkatkan Pertumbuhan Ekonomi Di Indonesia. 10(204), 126–139.
- Fajriyah, Y. (2025). Strategi Adaptasi UMKM Konsumen Di Era Digital Terhadap Perubahan Tren. 4, 1–8.
- Harahap, S. (2026). Kontribusi Ekonomi Digital terhadap Pengembangan UMKM. November 2025.
- Hendriawan, K. A., Luh, N., & Sayang, W. (2024). Pengaruh Karakter Kewirausahaan, Digital Marketing Dan E-commerce Terhadap Peningkatan Kinerja Pemasaran UMKM Sektor Kuliner Di BULELENG BALI. 13(1), 89–99. <https://doi.org/10.29303/jmm.v13i1.806>
- Informatika, T., Komputer, F. I., & Nuswantoro, U. D. (n.d.). Rancang Bangun Web Scraping Pada Marketplace di Indonesia. 4(1), 41–53.
- Jannah, L. L., Setyanto, A. R., Islam, U., Raden, N., Lampung, I., & Lampung, K. B. (2025). EKSPLORASI STRATEGI UMKM MENGHADAPI LONJAKAN TRANSAKSI E-COMMERCE DALAM MENDORONG EKSPLORASI STRATEGI UMKM MENGHADAPI LONJAKAN TRANSAKSI E-COMMERCE DALAM MENDORONG. 3(12).
- Khairunisa, A. N., Misidawati, D. N., Islam, U., Abdurrahman, N. K. H., & Pekalongan, W. (2024). Pemanfaatan Digital Marketig Dalam Mningkatkan Penjualan Produk UMKM Di Indonesia. 3(1), 184–190.
- Luh, N., Eka, P., Prastiwi, Y., Luh, N., Kasih, S., & Kasrianti, K. E. (2024). Jurnal Pengabdian Pelatihan Digital Marketing Bagi Pelaku UMKM Ide Kebaya Fashion Bali Pada Era Digital. 2, 1–8.
- Ma, F., Natalina, S. A., Efendi, R., & Kediri, I. (2023). Transformasi Ekonomi Digital : Connection Integration E-Commerce Dan S-Commerce Dalam Upaya Perkembangan Ekonomi Berkelanjutan

- P. 2(1), 1–10.
- Meddy Nurpratama, S. A. (2020). Penerapan Digital Marketing Bagi Usaha Mikro, Kecil Dan Menengah (UMKM) Di Karangmalang Kecamatan Indramayu Kabupaten Indramayu. 6(2), 87–102.
- Mega, S. A. (2025). Digitalisasi Kebijakan Ekonomi : Strategi Adaptif UMKM Dalam Ekosisten Bisnis. 3.
- Muhamad Rudi Saputra Pratama, M. (2025). Transformasi Digital UMKM Transformasi Di UMKM Sebagai Kunci Sukses di Pasar Internasional. 3.
- Ni Nyoman Reni Suasih, P. Y. W. (2020). Keyfactors Transformasi Digital UMKM (Pendekatan Analisis Micmac Pada Umkm Di Bali).
- Oktaviana, D., Supada, W., & Suweca, I. K. (2023). Determinasi Prinsip Ekonomi Kerthi Bali Pada Sektor UMKM di Desa Nagasepaha Kabupaten Buleleng. 11(2), 326–339.
- Prof, O., & Koyan, W. (n.d.). Metodologi penelitian kualitatif. 1–31.
- Pujiono, A. (2021). Media Sosial Sebagai Media Pembelajaran Bagi Generasi Z. 2(1), 1–19.
- Putri Sandrina Sitompul, Maya Martiza Sari , Cecillia Miranda Br Lumban Gaol, L. M. H. (2025). Transformasi Digital UMKM Indonesia : Tantangan dan Strategi Adaptasi di Era Ekonomi Digital 1-4 Universitas Negeri Medan , Indonesia. April.
- Putu Eka Dianita Marvilianti Dewi¹, Kadek Sintya Dewi² , I Gede Partha Sindu³, N. S. (2024). Pemasaran Digital Tenun Songket Buleleng Bali. 3(2), 49–57.
- Rahma Widyasari, A. H. (2024). Ekonomi Digital: Peluang Dan Tantangan Dalam Transformasi Ekonomi nasional. 2, 2758–2763.
- Ramadhan, A. (2023). Efektivitas Media Sosial dan Teknologi Informasi terhadap Perilaku Masyarakat dalam Operasional Transaksi Jual Beli Online. 02(03), 65–70.
- Ramadhan, N., Haini, R. O., & Anggraini, C. (2026). Strtegi Peningkatan Daya Saing UMKM Di Era Digital: Studi Literatur. 4, 11091–11104.
- SELF ANGRIANI SAPUTRI¹, IRDA BERLIANA², M. F. N. (2023). Peran Marketplace Dalam Meningkatkan Daya Saing UMKM Di Indonesia. 3(1), 69–75.
- Suarmanayasa¹, N., Suastika², I. N., Utami³, A. A. I. D. A., & Sari, L. S. E. (n.d.). Analisis Digitalisasi Usaha Mikro Dan Kecil Di Kabupaten Buleleng. 29–40.
- Tarantang¹, J., Astuti³, A. A. M., & Munawaroh, M. (2019). Perkembangan Sistem Pembayaran Digital Pada Era Revolusi Industri 4.0 Di Indonesia. 4, 60–75.
- Wibawa, P. D. A. I. G. A. A. S. K. N. C. (2025). Transformasi Digital UMKM: Analisis Pengaruh Pemanfaatan E-commerce Terhadap Kinerja UMKM Di Sektor Kuliner Kabupaten Tabanan. 6(2), 141–151.
- Wirata, I. N., Citrawati, L. P., Kusumarini, I., & Paramita, R. (2024). Pelatihan Pengelolaan UMKM dalam Penyelenggaraan Event di Desa Panji , Bali. 5(2008), 153–161. <https://doi.org/10.34013/mp.v5i2.1608>