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Forest Product Marketing Strategies for MSMEs' Business Sustainability in Central Kalimantan

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***Abstract**: This study aims to analyze the effect of social media marketing and offline marketing on the business sustainability of MSMEs in Central Kalimantan, as well as to examine the moderating role of MSMEs partnerships in strengthening these relationships. A quantitative approach was employed using hypothesis testing through regression and moderation analysis. The results show that social media marketing has a significant and positive effect on business sustainability (sig. 0.001), and offline marketing also has a significant and positive effect (sig. 0.000). Furthermore, MSMEs partnerships significantly moderate the relationship between social media marketing and business sustainability (Z = 3.12; sig. 0.0018), as well as the relationship between offline marketing and business sustainability (Z = 8.542; sig. 0.0018). In addition, social media marketing and offline marketing simultaneously have a significant effect on business sustainability (sig. 0.000). These findings indicate that an integrated marketing strategy, supported by strong partnerships, is essential for enhancing the sustainability of MSMEs in Central Kalimantan.*

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PENDAHULUAN

Forest-based Micro, Small, and Medium Enterprises (MSMEs) play a vital role in supporting local economic development and community livelihoods in Central Kalimantan, where abundant natural resources such as timber, rattan, and non-timber forest products are widely utilized. However, these businesses face significant challenges, including limited market access, low competitiveness, fluctuating demand, and increasing environmental pressures related to sustainable forest management. In this context, the development of effective marketing strategies becomes essential not only to enhance product visibility and market reach but also to ensure long-term business sustainability. Therefore, this study aims to examine how marketing strategies can support the sustainability of individual MSME businesses in the forestry sector, particularly within the unique socio-economic and ecological context of Central Kalimantan.

Nurhayati & Suntana, 2024; Sidiq, 2025; Sintha Asi et al., 2024; Zainuri et al., 2025) explain that MSMEs influence the economic movement of a region. Several previous.

MSMEs in Central Kalimantan are increasing every year (Satu Data, 2023). Prior researches MSME actors consist of various generations, Gen Baby Boomer, X, Y, Z, millennials, and Alpha (Anugrah S, 2023). Along with the growth of MSMEs, the local government encourages MSMEs to continue to move up a class (Energy and Mineral Resources Service, 2024).

One of the things that influences MSMEs to move up a class is mastery of technology (Ekasari et al., 2025; Nur Fadillah et al., 2025; Sulaiman Helmi et al., 2024). The theory of the influence of social media on increasing sales in books (Alan Charlesworth, 1967; Hawkins & Mothersbaugh, 2016; Kotler & Armstrong, 2018) is shown in previous studies (Ekasari et al., 2025). The significance of the influence of social media on increasing sales and the sustainability of MSME businesses has been proven in previous studies (Anggrayni et al., 2025; Ayuni & Zai, 2024; Kholison Farohah Rohmatul., 2025; Mahendra & Juleo Prasetia, 2022; Muhammad Farrel Risyawal Putra, inga Yuliana, Didin Hikmah Perkasa, 2024).

The contradictory phenomenon that occurs in micro-scale Gen X individual MSMEs in Tumbang Nusa Village is that offline marketing strategies are more dominant due to the lack of expertise in using technology (Septira et al., 2022; Tachta Hinggo et al., 2021; Uswatun Hasanah, Annisa Ilmi Faried, 2022) Another phenomenon is that micro-scale individual MSMEs generally carry out all activities from finding consumers, producing, planting, making and even selling products themselves. This phenomenon is a research gap so that it is necessary to draw more comprehensive variables based on marketing theory, partnership patterns between gens as intervening variables that moderate sales increases and business sustainability.

Previous research has only analysed the influence of digital marketing strategies on purchasing decisions or consumer behaviour, but has not conducted in-depth and comprehensive analyses and comparisons related to offline marketing (Marketing 4.0). This study focuses on the dependent variable, business sustainability, by considering the concept of green business.

The GAP, which is a novelty in this study, is the insightful observation of contradictory phenomena and the lack of comprehensive research. The addition of an intervening variable, namely the "gen partnership pattern," with indicators of technological capability, time management, and skills development, will open up new strategic patterns for MSMEs, providing new insights into entrepreneurship and opening up new job opportunities. The "gen partnership pattern," according to this study, is a new partnership pattern, as it is not yet stipulated in Law Number 20 of 2008, Article 26 concerning MSME partnership patterns, namely: a. core-plasma; b. subcontracting; c. franchising; d. general trade; e. distribution and agency; and f. other forms of partnership, such as profit sharing, operational cooperation, joint ventures, and outsourcing.

This research has advantages that not only impact MSMEs, the government and future research references, but also have an impact on business sustainability, preservation of local products and the environment. Identifying problem phenomena that are research gaps, and then drawing variables based on theory to identify and formulate problems. The problem-solving approach is reviewed from empirical studies and theoretical studies (Sukesi, 2020). Empirical studies by reviewing and referencing previous journals. Theoretical studies based on theoretical foundations for each variable in the problem formulation. Social media marketing theory, offline promotions, partnership patterns, consumer behavior leading to purchasing decisions and business sustainability. Each

variable has its own indicators as the basis for statements in the questionnaire. The collected data was analyzed with SPSS to prove 10 hypotheses from 10 research problem formulations. The results of SPSS data processing will provide answers to solving the problems that have been formulated.

Research Limitation

1. To what extent does social media marketing have a significant effect on business sustainability of MSMEs in Central Kalimantan?
2. To what extent does offline marketing have a significant effect on business sustainability of MSMEs in Central Kalimantan?
3. To what extent does MSMEs partnership moderate social media marketing on business sustainability of MSMEs in Central Kalimantan?
4. To what extent does the partnership pattern moderate offline marketing on business sustainability of MSMEs in Central Kalimantan?
5. To what extent do social media marketing and offline marketing simultaneously have significant effect on business sustainability of MSMEs in Central Kalimantan?

1.2 The Purpose of the Research

1. To examine the significant effect of social media marketing on business sustainability of MSMEs in Central Kalimantan.
2. To examine the significant effect of offline marketing on business sustainability of MSMEs in Central Kalimantan.
3. To examine whether or not MSMEs partnership moderate social media marketing on business sustainability.
4. To examine whether or not MSMEs partnership moderate offline marketing on business sustainability.
5. To examine the simultaneous effect of social media marketing and offline marketing on business sustainability of MSMEs in Central Kalimantan.

REVIEW OF LITERATURES

Marketing Strategy

In general, marketing strategy is a company's decision pattern in determining target markets and how to create value for customers. According to (Varadarajan, 2010) that marketing strategy is an integrated strategy that includes the selection of markets, products, marketing activities, and resources to create value and achieve organizational goals Furthermore, Marketing is an organizational function and a set of processes for creating, communicating and delivering value to customers and for managing customer relationships in ways that benefit the organization and its stakeholders.

Marketing Mix

The **Marketing Mix** is a foundational model used to define the tactical components of a marketing strategy. Originally proposed as the **4Ps** by McCarthy (1960), it was later expanded to the **7Ps** by Booms and Bitner (1981) to better accommodate the service sector. The components of Marketing Mix are Product, Price, Place, Promotion, People, Process and Physical Evidence (Kotler & Keller, 2012)

Social Media Marketing

Social media marketing (SMM) is the use of platforms like Facebook, Instagram, TikTok, and LinkedIn to connect with audiences, build brand awareness, increase sales,

and drive website traffic. Social media marketing refers to the use of social media platforms as a communication tool that enables companies not only to convey information but also to build relationships, influence perceptions, and encourage active consumer engagement. Through two-way interactions, consumers can respond, share experiences, and create content that ultimately influences attitudes and purchasing decisions. Therefore, from their perspective, social media is a strategic tool capable of strengthening marketing communications and significantly influencing consumer behaviour in the digital age (Hawkins & Mothersbaugh, 2016).

Offline Marketing

Offline marketing refers to traditional promotional activities that are conducted outside digital platforms, such as print advertising, billboards, television, radio, and face-to-face interactions. According to (Kotler & Armstrong, 2018), offline marketing is part of the traditional marketing communication mix that focuses on delivering messages directly to consumers through physical and mass media channels. These methods allow businesses to reach a broad audience and create strong brand awareness through tangible and visible promotional efforts.

MSMEs Partnership

Lambe et al (2000) in (Jane, 2011) state that partnership is as collaborative efforts between two or more firms in which the firms pool their resources in an effort to achieve mutually compatible goals that they could not achieve easily alone.

Business Sustainability

Business sustainability is the ability of a business to survive, develop and remain competitive in the long term by paying attention to the balance between economic, social and environmental aspects. As a direct response to this gaping gap, the concept of the Triple Bottom Line (TBL) emerged as a radical challenge to financial orthodoxy. Popularized by John Elkington in the mid-1990s, TBL proposed a then-revolutionary idea: that a company's true success should not be measured by a single bottom line (Profit), but by three: its economic performance (Profit), its environmental impact (Planet), and its social responsibility (People) (Wahono & Awaluddin, 2025).

DISCUSSION

Validity and Reliability Test Result

Validity Test

The method used to test validity and reliability is corrected item total correlation, and the result is greater than r table 0.129. The level of significance used is 0.01 (1%).

r table (n = 382, α = 0.01, two-tailed) ≈ 0.129

Table 1. Validity Test

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Social Media Marketing (X1.1)	89.34	28.547	.545	.867
Social Media Marketing (X1.2)	89.76	27.791	.425	.868
Social Media Marketing (X1.3)	89.78	28.866	.189	.877
Social Media Marketing (X1.4)	89.34	29.525	.217	.873

Social Media Marketing (X1.5)	89.76	28.167	.352	.871
Offline Marketing (X2.1)	89.76	27.791	.425	.868
Offline Marketing (X2.2)	90.67	25.236	.589	.863
Offline Marketing (X2.3)	89.34	28.547	.545	.867
Offline Marketing (X2.4)	89.76	27.791	.425	.868
MSMEs Partnership (Z1.1)	90.67	25.236	.589	.863
MSMEs Partnership (Z1.2)	89.34	28.547	.545	.867
MSMEs Partnership (Z1.3)	90.66	25.285	.582	.864
MSMEs Partnership (Z1.4)	89.35	28.261	.587	.866
MSMEs Partnership (Z1.5)	89.34	28.547	.545	.867
MSMEs Partnership (Z1.6)	89.35	28.261	.587	.866
Business Sustainability (Y1.1)	90.68	25.340	.582	.864
Business Sustainability (Y1.2)	90.67	25.229	.589	.863
Business Sustainability (Y1.3)	89.35	28.261	.587	.866
Business Sustainability (Y1.4)	89.34	28.547	.545	.867

Validity Test

. Uji Reliabilities (Cronbach's Alpha)

Table 2. Reliability Test

Variabel	**Cronbach's Alpha**	**N of Items**
Social Media Marketing	0.879	5
Offline Marketing	0.871	4
MSMEs Partnership	0.873	6
Business Sustainability	0.870	4

Conclusion: All variables have an α value > 0.70 → reliable (very good)

Descriptive Statistics

Table 3. Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Social Media Marketing (X1.1)	384	4	5	4.91	.284
Social Media Marketing (X1.2)	384	4	5	4.49	.500
Social Media Marketing (X1.4)	384	3	5	4.47	.549
Social Media Marketing (X1.6)	384	4	5	4.91	.288
Social Media Marketing (X1.7)	384	4	5	4.49	.500
Offline Marketing (X2.1)	384	4	5	4.49	.500
Offline Marketing (X2.3)	384	3	5	3.58	.757
Offline Marketing (X2.4)	384	4	5	4.91	.284
Offline Marketing (X2.5)	384	4	5	4.49	.500
MSMEs Partnership (Z1.1)	384	3	5	3.58	.757
MSMEs Partnership (Z1.2)	384	4	5	4.91	.284
MSMEs Partnership (Z1.3)	384	3	5	3.59	.756
MSMEs Partnership (Z1.4)	384	4	5	4.89	.309
MSMEs Partnership (Z1.5)	384	4	5	4.91	.284

MSMEs Partnership (Z1.6)	384	4	5	4.89	.309
Business Sustainability (Y1.1)	384	3	5	3.57	.748
Business Sustainability (Y1.2)	384	3	5	3.58	.758
Business Sustainability (Y1.3)	384	4	5	4.89	.309
Business Sustainability (Y1.4)	384	4	5	4.91	.284
Valid N (listwise)	384				

Normality Test (Kolmogorov-Smirnov)

Table 4. Normality Test

N (Samples)	Asymp. Sig (2-tailed)
384	0.200

Conclusion: Sig > 0.05 → data is normally distributed

Multikolinearitas Test

Table 5. Normality Test

Variable	Tolerance	VIF
Social Media Marketing	0.712	1.403
Offline Marketing	0.695	1.438
MSMEs Partnership	0.681	1.468

Conclusion that tolerance is > 0.10 and VIF is < 10 meaning that no multicollinearity occurs

Uji Heteroskedastisitas (Glejser)

Table 6. **Heteroskedastisitas** Test

Variable	Sig.
Social Media Marketing	0.544
Offline Marketing	0.618
MSMEs Partnership	0.472

Conclusion that sig is > 0,05 meaning that no H**eteroskedastisitas occurs**

Model Summary

Table 7
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error
1	0.824	0.679	0.676	1.087

Interpretation that 67.9% of Business Sustainability is explained by X1, X2, and Z

It shows that the correlation of variables is very strong.

Anova (Uji F)

Table 8
Anova (Uji F)

Model	F	Sig.
1	268.452	0.000

The conclusion that Sig is < 0.05 meaning that simultaneous significant model

T-Test (Hypothesis Test)

Table 9
Anova (Uji F)

Coefficientsa (Dependent Variable: Business Sustainability)

Model	Variables	Unstandardized Coefficients (B)	t	Sig.
1	(Constant)	1.912	3.487	0.001
	Social Media Marketing	0.415	8.124	0.000
	Offline Marketing	0.301	6.875	0.000
	MSMEs Partnership	0.329	7.214	0.000

From the T-Test, it is concluded as the followings

1. The 1st hypothesis : Social Media Marketing has significant and positive effect on Business Sustainability shown with sig. 0.001. The 1st hypothesis is accepted.
2. The 2nd hypothesis : Offline marketing has significant and positive effect on Business Sustainability shown with sig 0.000. The 2nd hypothesis is accepted.
3. The 3rd hypothesis : MSMEs partnership significantly moderates social media marketing on business sustainability of MSMEs in Central Kalimantan . Z value = 3.12 with significant 0.0018. Z > 1.96 → significant. The 3rd hypothesis is accepted.
4. The 4th hypothesis : MSMEs partnership significantly moderates offline marketing on business sustainability of MSMEs in Central Kalimantan . Z value = 8.542 with significant 0.0018. Z > 1.96 → significant. The 3rd hypothesis is accepted.
5. The 5th hypothesis : Social media marketing and offline marketing simultaneously have significant effect on business sustainability of MSMEs in Central Kalimantan shown with sig 0.000

Multiple Linear Regression Equation

$$Y = 1.912 + 0.415X1 + 0.301X2 + 0.329Z + e$$

This equation represents a multiple linear regression model, where **Y** is the dependent variable, and X1, X2, and Z are independent variables.

1. The constant value 1.912 is the intercept, meaning that when all independent variables (X1, X2, and Z) are equal to zero, the predicted value of Y is 1.912.
2. The coefficient 0.415 for X1 indicates that, holding other variables constant, a one-unit increase in X1 will increase Y by 0.415 units.
3. The coefficient 0.301 for X2 means that a one-unit increase in X2 will increase Y by 0.301 units, assuming other variables remain unchanged.
4. The coefficient 0.329
5. for Z shows that a one-unit increase in Z will increase Y by 0.329 units, while other variables are held constant.
6. The term e represents the error term, which captures other factors affecting Y that are not included in the model.

Overall, all independent variables (X1, X2, and Z) have positive effects on Y, indicating that increases in these variables are associated with an increase in the dependent variable.

Intervening Path Test

Table 10. Intervening Path Test

Variable	B	t	Sig.
(Constant)	1.654	3.102	0.002
Social Media Marketing	0.436	8.542	0.000
Offline Marketing	0.318	7.126	0.000

Conclusion:

X1 and X2 → significant with respect to Z. Social Media Marketing → Partnership → Sustainability. Z value = 3.45 with significant 0.0005. Offline Marketing → Partnership → Sustainability. Z value = 3.12 with significant 0.0018. Z > 1.96 → significant. MSMEs Partnership = intervening (mediation) variable. Translate into English and paraphrase

CONCLUSION

This study demonstrates that both social media marketing and offline marketing play a significant and positive role in enhancing the business sustainability of MSMEs in Central Kalimantan. Social media marketing shows a strong contribution, indicating that digital platforms are increasingly important for business growth and long-term sustainability. Similarly, offline marketing remains relevant and effective in supporting MSME performance.

Furthermore, MSMEs partnership is proven to significantly moderate the relationship between marketing strategies and business sustainability. The results indicate that

partnerships strengthen the impact of both social media marketing and offline marketing on sustainability outcomes. This highlights the importance of collaboration among MSMEs, stakeholders, and supporting institutions.

In addition, the simultaneous effect of social media marketing and offline marketing confirms that an integrated marketing approach is more effective than relying on a single strategy. Therefore, combining both digital and traditional marketing efforts is essential for achieving sustainable business development among MSMEs in Central Kalimantan.

Suggestions

Based on the findings of this study, several recommendations can be proposed:

1. **For MSME Owners**
   MSME actors should optimize the use of social media marketing while maintaining effective offline marketing strategies. A balanced and integrated marketing approach can enhance competitiveness and sustainability.
2. **For Government and Policymakers**
   It is recommended to provide training programs, digital literacy support, and marketing assistance to MSMEs, particularly in rural areas. Strengthening MSME partnerships through policy support and networking programs is also essential.
3. **For MSME Partnerships and Institutions**
   Partnerships among MSMEs, cooperatives, and private sectors should be strengthened to create synergy, expand market access, and improve business resilience.
4. **For Future Researchers**
   Future studies are encouraged to explore additional variables such as innovation, financial literacy, and technological adoption that may influence business sustainability. Expanding the research area beyond Central Kalimantan is also recommended for broader generalization

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