

Challenges and Opportunities of Social Media Marketing for Msmes in India: A Review of Secondary Evidence

Dr Ramakrishna N¹, Dr Yogesh L N²

^{1,2}Assistant Professor, Department of Management Government R C College of Commerce and Management, Bengaluru

Abstract

This study reviews the current evidence on how social media marketing shapes the prospects of micro, small, and medium enterprises (MSMEs) in India. It draws on peer-reviewed journal articles, policy papers, and industry reports published between 2010 and 2024, identified through keyword searches in academic databases and portals, and screened for relevance to MSMEs, India, and social media marketing. The final set of sources was examined using a structured narrative approach and thematically grouped into broad categories of challenges and opportunities with further subthemes. The review identifies six major constraint areas: limited financial and human resources, digital literacy gaps, ad-hoc and reactive social media strategies, technology- and platform-related difficulties, weak mechanisms for measuring performance and return on investment, and heightened concerns regarding online risk, trust, and data privacy. Simultaneously, the literature highlights significant benefits, including low-cost access to wider markets, stronger customer engagement, more precise targeting and analytics, integration with e-commerce and digital payments, creative content-based differentiation, and an emerging ecosystem of training and support schemes for MSMEs. Overall, the study argues that social media marketing is not a stand-alone solution but can substantially enhance MSME competitiveness when combined with skills development, strategic planning and supportive public-private initiatives.

Word Count: 3280 (excluding title, author names, abstract, keywords and references)

Keywords: Social media marketing; Micro, Small, and Medium Enterprises (MSMEs); Digital marketing adoption; MSME challenges; India.

1. Introduction and Conceptual Background

Micro, Small and Medium Enterprises (MSMEs) are widely recognised as the backbone of the Indian economy because they operate across manufacturing, services and trade and are present in both urban and rural regions (Deen, 2020; Raghvendra et al., 2024). They contribute to the gross domestic product, exports, and balanced regional development by generating employment for diverse categories of workers and supporting first-generation entrepreneurs (Gupta & Gautam, 2024; Mahto, 2024). MSMEs also act as local innovation hubs by adapting products to niche markets, experimenting with new processes, and using local resources efficiently (Dumitriu et al. 2019). Therefore, strengthening their competitiveness and market access has become an important policy priority.

The growth of the Internet and smartphone penetration, lower data costs, and initiatives promoting digital payments have encouraged MSMEs to experiment with online tools in recent years (Kumar et al., 2020). Social networking platforms, such as Facebook, Instagram, WhatsApp, and YouTube, play a central role in how Indian consumers discover products, compare alternatives, and interact with brands (Sampath, 2024). Social media marketing (SMM) is the planned use of these platforms to create, share, and promote content that supports brand awareness, customer relationships, and sales outcomes (Duffett, 2017; Kaplan & Haenlein, 2010). For resource-constrained MSMEs, SMM is attractive because it offers low entry costs, flexible budgeting, interactive two-way communication, and simple real-time indicators, such as views, likes, and clicks (Gupta & Jain, 2019).

Beyond this context, several theoretical perspectives help explain why MSMEs adopt or underutilise the SMM. The Technology Acceptance Model (TAM) suggests that owners will embrace social media tools when they perceive them as useful for business outcomes and easy to use within their skill and time constraints (Ahmad et al., 2018). Diffusion of Innovations (DOI) theory highlights attributes such as relative advantage, compatibility, complexity, and observability in shaping how quickly new technologies spread among small firms (Rogers, 2003; Dahnil et al., 2014). The Resource-Based View (RBV) emphasizes that digital, marketing, and relational capabilities are valuable and hard-to-imitate resources that can give adopting MSMEs a competitive edge (Barney, 1991; Dumitriu et al., 2019). Simultaneously, digital-divide research reminds us that uneven access to infrastructure, skills, and institutional support can widen performance gaps between firms that use SMM effectively and those that remain offline or are minimally active (Asare et al., 2012).

Empirical studies from India document both promising outcomes and persistent obstacles in MSME use of SMM. Evidence points to improved visibility, stronger customer engagement, better targeting, and integration with e-commerce and digital payments for firms that use social media strategically (Chatterjee & Kar, 2020; Qalati et al., 2022). At the same time, many MSMEs report limited financial and human resources, digital skill gaps, ad-hoc approaches, measurement difficulties, and concerns about online risk and data privacy (Mohan & Ali, 2019; Patil et al., 2024). Although individual studies have examined adoption drivers, barriers, or performance effects, the literature for India remains fragmented across disciplines, sectors, and source types, and there are relatively few syntheses that bring together challenges and opportunities within a single MSME-focused SMM framework. In response to this gap, the present article reviews recent secondary evidence on social media marketing and MSMEs in India, organises existing knowledge into two broad categories—challenges and opportunities—and interprets these through the above conceptual perspectives to provide a clearer, India-specific picture of how SMM works for MSMEs and what conditions are required to translate platform potential into sustained marketing benefits.

1.1 Purpose, Objectives and Expected Contribution

This study aims to review the existing secondary evidence on how social media marketing creates challenges and opportunities for MSMEs in India. Instead of generating new primary data, this study organises and interprets what has already been reported in academic and policy sources. The review is guided by the following specific objectives: (1) to identify and categorise the major constraints faced by Indian MSMEs in adopting and using social media marketing; (2) to map the main opportunities, benefits, and good practices reported for MSMEs when they engage actively in social media marketing; (3) to interpret these challenges and opportunities through relevant conceptual perspectives on technology adoption and small-firm capabilities; and (4) to highlight gaps and future directions in the

current body of Indian and comparative evidence on MSMEs and social media marketing. This study is expected to contribute to the literature in three ways. First, for MSME owners and managers, this review offers a concise, practice-oriented summary of common pitfalls and promising strategies. For policymakers and ecosystem actors, it provides pointers for designing training, support and incentive schemes. For researchers, it delivers a structured synthesis of fragmented studies and a clearer agenda for future research directions.

2. Methodology of the Review

This review relies entirely on secondary evidence and does not use primary data from surveys or interviews. It follows a structured narrative review with elements of a systematic review to capture how existing studies describe social media marketing by MSMEs in India. The review covers peer-reviewed journal studies, conference papers, government documents, policy reports, and materials from credible websites, such as the Ministry of MSME, Reserve Bank of India, and key industry bodies. Electronic databases and search engines, including Google Scholar and major journal platforms, were searched using keywords such as “MSME social media marketing India,” “digital marketing challenges MSME,” and “small business social media India.” The search mainly covered the period 2010–2025, and only English-language sources were considered for inclusion.

Screening and synthesis followed a multi-step process that included the following: First, titles and abstracts were scanned to remove irrelevant items, such as studies on large firms or non-business social media use and duplicates. Second, the full texts of potentially relevant sources were examined to confirm that they focused on MSMEs or small businesses, social media or digital marketing, and the Indian setting or comparable environments. Duplicates, opinion pieces without analytical depth, and brief notes were excluded from the study. The final set of studies and reports was then analysed thematically, grouping insights under two main themes—challenges and opportunities—and refining them into sub-themes such as resource constraints, capability gaps, platform dynamics, customer engagement, and performance outcomes.

3. Challenges of Social Media Marketing for MSMEs in India

The reviewed literature shows that despite the promise of social media marketing (SMM), many Indian MSMEs face recurring barriers to effectively using these tools. Six broad challenge areas emerged: resource and capability constraints, digital literacy gaps, weak strategy and planning, technology- and platform-related issues, difficulties in measuring performance and return on investment (ROI), and concerns related to regulation, trust, and data privacy. These constraints are most acute for micro and small firms in traditional sectors and outside major metropolitan regions, while younger, service-oriented, or “born-digital” MSMEs are better placed to experiment with SMM (Chatterjee & Kar, 2020; Mohan & Ali, 2019).

3.1 Resource and capability constraints

Indian studies show that tight budgets and very small teams are a central barrier to SMM, because owners or family members manage pages alongside core operations, limiting funds for paid campaigns and producing irregular tactical posting instead of sustained brand building (Deen, 2020; Gupta & Gautam, 2024; Mohan & Ali, 2019). Evidence from India and other developing economies suggests that only a minority of better-resourced, export-oriented, or urban service MSMEs allocate recurring SMM budgets, while many microenterprises serving local customers rely almost entirely on unpaid, sporadic

activity (Patil et al., 2024; Suroso & Rafinda, 2021; Lalal, 2022; Padhi & Sharma, 2022).

3.2 Digital literacy and skill gaps

The second major challenge is the limited digital and marketing skills of the farmers. Many MSME owners and employees have little exposure to formal marketing concepts, content strategy, or platform features and therefore equate SMM with simply “being present” online, which leads to under-use of targeting, analytics, and optimization tools (Chatterjee & Kar, 2017; Dsilva & Singh, 2024; Lakshmi et al., 2020). ICT and SME studies show that low perceived ease of use, weak confidence, and lack of training slow adoption, and Indian evidence adds language and vernacular-content issues as an extra layer of the digital divide for MSMEs serving diverse regional audiences (Dahnil et al., 2014; Sampath, 2024; Sharma et al., 2024).

3.3 Strategic and planning issues

The third barrier is the lack of structured SMM strategies. Many Indian MSMEs started using social media reactively during COVID-19 or when competitors went online rather than as part of a planned marketing mix. Consequently, their pages became collections of festival greetings and discount posts with limited storytelling or clear positioning (Kumar et al. 2020; Padhi & Sharma 2022). Earlier research has warned that such ad hoc promotions deliver weak long-term results. This review finds that only a smaller group of digitally savvy MSMEs adopts simple content calendars and guidelines; yet, these firms report a more coherent presence and engagement, suggesting that even basic planning can partly offset resource constraints (Chatterjee & Kar, 2020; Gupta & Jain, 2019).

3.4 Technology and platform-related issues

Technology-related problems include infrastructure gaps and platform designs. MSMEs in smaller towns often face unstable Internet and older devices, restricting experimentation with different social platforms, while entrepreneurs in cities feel overwhelmed by frequent algorithm changes, new features, and numerous tools and advertisement options (Lucchetti & Sterlacchini, 2004; Naik et al., 2025). Indian respondents frequently report that they do not know how to combine social media pages with websites, marketplaces, and customer relationship systems, leading to a fragmented rather than an integrated digital presence, although intervention studies show that basic templates and routines introduced through training can make these issues more manageable (Pradhan et al., 2018; Pandey et al., 2023; Sampath, 2024).

3.5 Measurement and ROI challenges

Many MSMEs monitor only surface-level indicators, such as likes, shares, and follower counts, without linking them to inquiries, conversions, or repeat purchases; therefore, owners struggle to decide whether SMM is “working” and remain cautious about sustained investment (Patil et al., 2024; Gupta & Jain, 2019). The literature also stresses that social media returns often appear as awareness, reputation, and relationships rather than immediate sales, making financial ROI difficult to compute and encouraging some resource-constrained Indian firms to abandon their campaigns prematurely. However, a smaller group that experimented with simple tracking methods reported greater confidence in continuing SMM (Silva et al., 2020; Mohan & Ali, 2019; Kumar & Mishra, 2024).

3.6 Regulatory, trust, and data-privacy concerns

Finally, MSMEs are alert to regulatory and trust-related risks. Earlier work showed that perceived security and legal uncertainty discourage firms from transacting online, and later studies added privacy breaches, misinformation, and manipulation as drivers of social media fatigue and distrust. These concerns are shared by Indian MSMEs in reputation-sensitive sectors, where negative reviews or viral

complaints can damage local goodwill (Beatty et al., 2001; Koohang, 2021; Sampath, 2024). The literature also notes that MSMEs that invest in transparent communication, clear response protocols, and basic cybersecurity measures are better able to contain these risks, suggesting that managerial choices can partly mitigate structural vulnerabilities in the Indian context (Sivarajah et al., 2020; Sharma & Gupta, 2023).

4. Opportunities of Social Media Marketing for MSMEs in India

The reviewed literature shows that, alongside serious constraints, social media marketing (SMM) creates several concrete opportunities for Indian MSMEs to strengthen their competitiveness, widen their markets, and deepen their customer relationships (Chatterjee & Kar, 2020; Patil et al., 2024). These opportunities arise from platform features such as low-cost reach, interactivity, and analytics, but also from the way MSMEs adapt them to local languages, cultures, and sector needs in India's diverse market (Lakshmi et al., 2017; Sampath 2024). Importantly, most benefits appear when firms make at least basic progress on the resource, skill, and planning challenges discussed earlier; thus, opportunities and constraints operate together rather than separately (Mohan & Ali, 2019; Sharma et al., 2024).

4.1 Low-cost market reach and brand visibility

A core opportunity is the ability to reach a wider audience at a relatively low cost compared to print or television advertising (Ainin et al., 2015). Indian MSMEs can open free business pages on Facebook or Instagram, post product photos in regional languages, and circulate offers through WhatsApp Business or community groups, which expands their visibility beyond walk-in customers (Lakshmi et al. 2017; Sampath 2024). Studies on Indian SMEs show that even modest, carefully targeted ad spending and "boosted" posts can support sales growth when combined with organic reach and festival-linked campaigns (Chatterjee & Kar, 2020; Kumar & Mishra, 2024; Lalal 2022). Evidence from other developing countries confirms that such micro-campaigns allow small firms to test messages and audiences cheaply, and Indian MSMEs mirror this pattern by iterating content quickly rather than committing to large, fixed media purchases (Qalati et al., 2022; Pradhan et al., 2018).

4.2 Customer engagement and relationship-building

SMM also offers MSMEs interactive spaces to build and sustain relationships rather than only push promotions (Hajli, 2014). Indian firms use comments, direct messages, and story replies to answer queries, handle small complaints, take informal orders, and thank loyal customers, which strengthens their perceived responsiveness and trust (Lakshmi et al., 2017; Padhi & Sharma, 2022). Studies on Indonesian and African MSMEs show that active responses to feedback and online conversations are associated with higher turnover and growth (Purwaningsih & Wiliana, 2024). In India, this often translates into engaging in vernacular languages, using culturally familiar greetings, and linking content to local festivals or events, which helps smaller firms appear more accessible and community-oriented (Sampath, 2024; Sharma & Gupta, 2023). By reposting user-generated photos, highlighting repeat buyers, and offering festival wishes, MSMEs convert digital engagement into informal loyalty and word-of-mouth, even without formal CRM systems (Gupta & Jain, 2019; Akhir et al., 2018).

4.3 Targeted advertising and analytics

Platform tools for audience targeting and analytics allow MSMEs to move from generic promotion to more focused and data-informed outreach (Felix et al. 2017). Location, age, interest, and language filters on Facebook and Instagram help Indian MSMEs concentrate their limited budgets on specific neighborhoods, migrant communities, or niche segments, thereby reducing wasted impressions

(Chatterjee & Kar, 2020; Ainin et al., 2015). Built-in dashboards provide simple indicators such as reach, click-throughs, message inquiries, and website visits, which give even small firms feedback on campaign performance (Gupta & Jain, 2019; Silva et al., 2020). Evidence from Indian SMEs suggests that owner-managers who regularly review these numbers gradually learn which content types and timings work best and adjust their strategies accordingly, using low-cost experimentation to improve their returns (Kumar & Mishra, 2024; Pandey et al., 2023).

4.4 Integration with e-commerce and digital payments

Another opportunity arises from the combination of SMM with India's rapidly expanding e-commerce and digital payment infrastructure (Kaplan & Haenlein, 2010; Sivarajah et al., 2020). Social media pages can be linked to marketplace storefronts, simple websites, or catalogue tools, allowing customers to move from discovery to purchase with fewer steps (Chatterjee & Kar, 2020; Wu, 2016). The widespread use of UPI and QR codes means that Indian MSMEs can close sales that start on social media through instant digital payments, even when they do not operate online stores (Naik et al., 2025; Sampath, 2024). Case evidence shows small retailers and home-based entrepreneurs using WhatsApp order groups, Instagram catalogues, and QR-code payments to run "social commerce" models that blend online visibility with offline fulfilment (Lakshmi et al., 2017; Afandi et al., 2024).

4.5 Innovation and content creativity

Social media rewards creative, story-driven content, providing MSMEs with low-cost ways to differentiate themselves (Ashley & Tuten, 2015). Indian studies and training programs report that small firms increasingly experiment with short videos, reels, "before-after" visuals, and behind-the-scenes posts that emphasize craftsmanship, local sourcing, and community impact (Husna et al., 2025; Rizkita et al., 2025). Research on consumer brand engagement shows that rich content can stimulate cognitive, emotional, and behavioral engagement, encouraging users to like, comment, and share (Dessart et al., 2015). For Indian MSMEs, this often involves mixing English with regional languages, local music and festival references, and occasionally collaborating with micro-influencers or student creators to produce authentic narratives (Sampath, 2024; Nwali and Ntegeeh, 2022). These creative strategies help reposition traditional or low-tech products as contemporary, aspirational, and "shareable" without incurring major capital expenditures (Dumitriu et al., 2019).

4.6 Supportive ecosystem for MSME social media adoption

Finally, a growing ecosystem of public and private initiatives is helping MSMEs realize the benefits of SMM. Government agencies, MSME development institutes, and industry bodies increasingly offer short digital marketing programs, webinars, and toolkits tailored for small firms (Naik et al., 2025; Deen, 2020). Banks, fintech companies, and large platforms sometimes combine training with incentives, such as advertising credits or access to online storefronts, which reduces experimentation costs for resource-constrained enterprises (Sampath, 2024; Qalati et al., 2022). Intervention studies show that even brief hands-on training can raise owner confidence, encourage the use of content calendars, and introduce simple tracking of inquiries and conversions (Afandi et al., 2024; Husna et al., 2025). Over time, such support can shift MSMEs from sporadic posting to more planned and goal-oriented SMM (D' Silva & Singh, 2024; Montalvo, 2016).

5. Discussion and Implications

This review highlights the tension between the promise of social media marketing and the reality of its uneven use by Indian MSMEs. On one hand, platforms offer low-cost reach, engagement, targeting, and

integration with digital payments and e-commerce. However, resource shortages, digital skill gaps, weak planning, measurement difficulties, and trust concerns limit the extent to which these benefits can be realized. Overall, the potential gains are high, but actual outcomes depend strongly on whether owners and managers can build basic capabilities and routines around social media use.

The dependence on the owner or manager's mindset reflects deeper cultural and economic factors in MSMEs in India. Many firms are family run, highly risk-averse, and focused on short-term survival, which makes them hesitant to invest in new intangible activities such as branding, analytics, or experimentation. Limited exposure to formal marketing, fear of making mistakes in public, and past experiences with low-return advertising also discourage the strategic adoption of TikTok by dentists. This suggests that policy and support measures cannot be limited to technical training. They also need behavioral interventions that address risk perceptions, build confidence, and highlight concrete success stories through peer learning, mentoring, and local role models.

The findings also connect to established technology and small-firm theories. Viewed through the Technology–Organization–Environment (TOE) lens, resource constraints and skill gaps are organisational barriers, while fast-changing platforms and algorithms are technological challenges, all shaped by the wider digital and policy environment. From the Technology Acceptance Model and Diffusion of Innovations perspectives, low perceived usefulness and ease of use slow adoption, especially among time-pressed small farm owners. Future research should explicitly test these frameworks in different MSME segments and regions to deepen the theoretical understanding and guide more finely targeted interventions.

6. Conclusion

This review has brought together scattered evidence on how social media marketing is reshaping the business landscape for Indian MSMEs, showing a pattern of high perceived promise but uneven and often fragile adoption in the real world. Rather than a simple list of pros and cons, the findings point to an ongoing digital transition in which low-cost visibility, closer customer ties, and new sales channels coexist with structural constraints in terms of resources, skills, strategy, and trust.

In this light, social media marketing is not a quick remedy for MSME weaknesses but an important lever within a broader capability-building journey that spans owner mindsets, organisational routines, and ecosystem support. The review is limited by its reliance on published and accessible secondary sources, its focus on the Indian context, and its coverage of a specific time period. Future work can add depth through sector-specific and rural–urban comparisons, longitudinal studies, and theory-driven empirical tests that examine how different MSME segments move along the digital trajectory.

References

1. Afandi, M. M., Astiwi, W., Putri, H. A., Wahyuni, N., Alghiffari, E. K., & Siswanto, D. H. (2024). Optimizing marketing strategies for micro, small, and medium enterprises (MSMEs) through digital marketing training. *Civitas*, 4(3), 45–56. <https://journal.idscipub.com/civitas/study/view/349>
2. Ahmad, S. Z., Bakar, A. R., & Ahmad, N. (2018). Social media adoption and its impact on firm performance: The case of the UAE Emirates. *International Journal of Entrepreneurial Behavior & Research*. <https://www.emerald.com/insight/content/doi/10.1108/IJEER-08-2017-0299/full/html>
3. Ainin, S., Parveen, F., Moghavvemi, S., Jaafar, N. I., & Mohd Shuib, N. L. (2015). Factors influencing the use of social media by SMEs and their performance outcomes. *Industrial*

- Management & Data Systems, 115(3), 570–588. <https://doi.org/10.1108/IMDS-07-2014-0205>
4. Akhir, N. M., Omar, N. A., Osman, S., Saputra, R. S., & Abu Bakar, A. Z. (2018). Consumer engagement and the practice of small and medium enterprises (SMEs) in social media. *ASEAN Entrepreneurship Journal*, 4(2), 113–122. https://www.researchgate.net/publication/352672397_Consumer_Engagement_and_the_Practice_of_Small_and_Medium_Enterprises_SMEs_in_Social_Media
 5. Asare, S. D., Gopolang, B., & Mogothlwane, O. (2012). Challenges facing SMEs in the adoption of ICT in B2B and B2C e-commerce: A comparative case study of Botswana and Ghana. *International Journal of Commerce & Management*, 22(4), 272–285. <https://doi.org/10.1108/10569211211284494>
 6. Ashley, C., & Tuten, T. (2015). Creative strategies in social media marketing: An exploratory study of branded social content and consumer engagement. *Psychology & Marketing*, 32(1), 15–27. <https://doi.org/10.1002/mar.20761>
 7. Beatty, R. C., Shim, J., & Jones, M. C. (2001). Factors influencing corporate website adoption: A time-based assessment. *Information & Management*, 38(6), 337–354. [https://doi.org/10.1016/S0378-7206\(00\)00064-1](https://doi.org/10.1016/S0378-7206(00)00064-1)
 8. Chatterjee, S., & Kar, A. K. (2020). Why do small and medium enterprises use social media marketing and what is the impact: Empirical insights from India. *International Journal of Information Management*, 53, 102103. <https://doi.org/10.1016/j.ijinfomgt.2020.102103>
 9. Dahnil, M. I., Langgat, J., & Fabeil, N. F. (2014). Factors influencing SMEs adoption of social media marketing. *Procedia – Social and Behavioral Sciences*, 148, 119–126. <https://doi.org/10.1016/j.sbspro.2014.07.025>
 10. Deen, S. J. (2020). An analysis of growth of MSMEs in India and their contribution in employment and GDP of the country. *Studies in Indian Place Names*, 40(65). https://www.researchgate.net/publication/363174237_AN_ANALYSIS_OF_GROWTH_OF_MSMEs_IN_INDIA_AND_THEIR_CONTRIBUTION_IN_EMPLOYMENT_AND_GDP_OF_THE_COUNTRY
 11. Dessart, L., Veloutsou, C., & Morgan-Thomas, A. (2015). Consumer engagement in online brand communities: A social media perspective. *Journal of Product & Brand Management*, 24(1), 28–42. <https://doi.org/10.1108/JPBM-06-2014-0635>
 12. Dsilva, J., & Singh, S. (2024). A study on digital marketing practices of SMEs in India. *Library Progress International*, 44(3). <https://bpsajournals.com/library-science/index.php/journal/article/view/1311>
 13. Duffett, R. G. (2017). Facebook advertising’s influence on intention-to-purchase and purchase amongst Millennials. *International Journal of Advertising*, 36(2), 264–287. <https://doi.org/10.1080/02650487.2016.1253218>
 14. Dumitriu, D., Militaru, G., Deselnicu, D. C., Niculescu, A., & Popescu, M. A. M. (2019). A perspective over modern SMEs: Managing brand equity, growth and sustainability through digital marketing tools and techniques. *Sustainability*, 11(7), 2111. <https://doi.org/10.3390/su11072111>
 15. Felix, R., Rauschnabel, P. A., & Hinsch, C. (2017). Elements of strategic social media marketing: A holistic framework. *Journal of Business Research*, 70, 118–126. <https://doi.org/10.1016/j.jbusres.2016.05.001>
 16. Gupta, A., & Gautam, A. K. (2024). A study on recent developments of MSMEs in India. *International Journal of Financial Management and Economics*, 7(1), 31–40.

- https://www.researchgate.net/publication/381328423_A_Study_on_Recent_Developments_of_MSM_Es_in_India
17. Gupta, S., & Jain, R. (2019). Leveraging analytics for social media marketing success in India. *Journal of Marketing Analytics*, 7(4), 123–135. <https://link.springer.com/article/10.1057/s41270-019-00059-8>
 18. Hajli, N. (2014). A study of the impact of social media on consumers. *International Journal of Information Management*, 34(5), 489–497. <https://doi.org/10.1016/j.ijinfomgt.2014.04.007>
 19. Husna, N., Rachmadana, M. R., & Widiawati, W. (2025). Impact of digital marketing training on women-led MSMEs. *Journal of Economics Research and Policy Studies*, 5(2), 536–552. <https://journal.nurscienceinstitute.id/index.php/jerps/article/download/2170/797>
 20. Kaplan, A. M., & Haenlein, M. (2010). Users of the world, unite! The challenges and opportunities of social media. *Business Horizons*, 53(1), 59–68. <https://doi.org/10.1016/j.bushor.2009.09.003>
 21. Koohang, A. (2021). Social media privacy concerns, security concerns, trust, and social media fatigue. *Issues in Information Systems*, 22(2), 136–149. https://iacis.org/iis/2021/2_iis_2021_136-149.pdf
 22. Kumar, K., & Mishra, P. (2024). Assessing the impact of social media on SME performance using structural equation modelling. *Journal of Economics, Management and Trade*, 30(8), 34–48. <https://journaljemt.com/index.php/JEMT/article/view/1231>
 23. Kumar, M., Syed, D., Ali, A., & Pandey, D. (2020). How adoption of online resources can help Indian SMEs in improving performance during COVID-19 pandemic. *TEST Engineering and Management*, 83, 411–420. <https://www.testmagazine.biz/index.php/testmagazine/article/view/14146>
 24. Lakshmi, V., Mahboob, A., & Choudhary, A. (2017). A study on impact of social media on small and medium enterprises. *International Journal of Scientific Development and Research*, 2(11), 64–70. <https://www.ijedr.org/papers/IJSDR1711013.pdf>
 25. Lalal, N. (2022). Analysing the impact of social media marketing on SMEs in India. *International Journal of Policy Sciences and Law*, 2(1), 525–541. <https://ijpsl.in/wp-content/uploads/2022/01/Analysing-the-Impact-of-Social-Media-Marketing-on-SMEs-in-India-merged.pdf>
 26. Lucchetti, R., & Sterlacchini, A. (2004). The adoption of ICT among SMEs: Evidence from an Italian survey. *Small Business Economics*, 23(2), 151–168. <https://doi.org/10.1023/B:SBEJ.0000027667.55821.53>
 27. Mahto, N. K. (2024). A study on impact of MSMEs on job creation in the Indian economy. *International Journal of Innovative Research in Technology*, 11(4), 209–213. https://ijirt.org/publishedpaper/IJIRT167752_PAPER.pdf
 28. Mohan, V., & Ali, S. (2019). Challenges faced by Indian MSMEs in adoption of internet marketing and e-commerce. *Academy of Marketing Studies Journal*, 23(1). <https://www.abacademies.org/articles/challenges-faced-%20by-indian-msmes-in-adoption-of-internet-marketing-and-e-commerce-1528-2678-23-1-188.pdf>
 29. Montalvo, R. E. (2016). Social media management. *International Journal of Management & Information Systems*, 20(2), 45–50. <https://doi.org/10.19030/ijmis.v20i2.9645>
 30. Naik, P. A., Patil, D., & Sharma, A. (2025). Digitization and growth of MSME sector in India. *Journal of Marketing & Social Research*, 2(3), 434–437. <https://jmsr.in/index.php/jmsr/article/view/123>

31. Nwali, N., & Ntegeeh, A. (2022). Role of social media marketing on SMEs brand awareness in Nigeria. *African Economic and Management Review*, 2(1), 21–30. <https://doi.org/10.53790/aemr.v2i1.27>
32. Padhi, A., & Sharma, A. (2022). Analysing the impact of social media marketing on SMEs in India. *International Journal of Policy Sciences and Law*, 2(2), 3332–3361. https://ijpsl.in/wp-content/uploads/2022/02/Social-Media-Marketing-and-its-Impacts-on-SMEs-in-India_Ashutosh-Padhi-Aarohini-Sharma.pdf
33. Pandey, A., Kumar, A., Pujari, P., & Arora, M. (2023). Strategic technology adoption of social media in Indian SMEs. *International Management Review*, 19(1), 44–53. https://www.imrjournal.org/uploads/1/4/2/8/14286482/19.1.5-strategic_technology_adoption_of_social_media_in_indian_smes.pdf
34. Patil, T., Banagiri, R., Bhojar, P., Felicita, R., & Ray, S. (2024). Use of social media marketing (SMM) by Indian SMEs: An insight into challenges and benefits. *Academy of Marketing Studies Journal*, 28(S1), 1–8. <https://www.abacademies.org/articles/use-of-social-media-marketing-smm-by-indian-smes-an-insight-into-challenges-and-benefits-16177.html>
35. Pradhan, P, Nigam, D., & Ck, T. (2018). Digital marketing and SMEs: An identification of research gap via archives of past research. *Journal of Internet Banking and Commerce*, 23(1), 1–14. <https://www.icommercecentral.com/open-access/digital-marketing-and-smes-an-identification-of-research-gap-via-archives-of-past-research.pdf>
36. Purwaningsih, N., & Wiliana, E. (2024). The influence of social media on the performance of micro, small, and medium enterprises in Tangerang Regency in an effort to penetrate the global market. *Quantitative Economics and Management Studies*, 5(6), 1148–1156. <https://qemsjournal.org/index.php/qems/article/view/2995>
37. Qalati, S. A., Li, W., Ahmed, N., Mirani, M. A., & Khan, A. (2022). Social media and SMEs' performance in developing countries: Effects of social media adoption and usage. *SAGE Open*, 12(2), 1–16. <https://doi.org/10.1177/21582440221094594>
38. Raghvendra, Chauhan, B., Dron, S., Saxena, R., & Deval, A. (2024). The role of micro, small, and medium enterprises in India's economic development: Challenges, opportunities, and policy perspectives. *ShodhKosh: Journal of Visual and Performing Arts*, 5(4), 1–12. <https://www.granthaalayahpublication.org/Arts-Journal/ShodhKosh/article/view/1614>
39. Rizkita, M. A., Ariani, F., & Rahmawati, D. (2025). Integrating cultural adaptation in digital marketing strategies: Training of local MSMEs in Jayagiri Tourism Village in West Bandung Regency. *Journal of Innovation and Knowledge*, 10(1). <https://www.sciencedirect.com/science/article/pii/S2199853125001441>
40. Sampath, L. (2024). Impact of social media marketing in India: Trends, challenges, and opportunities. *International Journal of Humanities Social Science and Management*, 4(4), 1131–1138. https://ijhssm.org/issue_dcp/Impact%20of%20Social%20Media%20Marketing%20in%20India%20%20Trends%2C%20Challenges%2C%20and%20Opportunities.pdf
41. Sharma, G., Singh, J. B., Chaturvedi, P., Gupta, S., & Sharma, D. (2024). Navigating constraints and capabilities for effective social media marketing in MSMEs. *Educational Administration: Theory and Practice*, 30(1), 184–200. <https://kuvey.net/index.php/kuvey/article/view/1252>
42. Sharma, R., & Gupta, M. (2023). Trends and strategies in social media marketing in India. *Journal of*

Indian Business Research, 15(2), 87–101.

<https://www.emerald.com/insight/content/doi/10.1108/JIBR-09-2022-0284/full/html>

43. Silva, S. C., Rodrigues, R. G., & Duarte, P. (2020). How companies evaluate the ROI of social media marketing? *Journal of Business & Industrial Marketing*, 35(12), 1951–1968. <https://doi.org/10.1108/JBIM-06-2019-0291>
44. Sivarajah, U., Irani, Z., Sakashita, M., & Woon, S. L. (2020). Big data and social media analytics for business-to-business marketing: A research agenda. *Industrial Marketing Management*, 86, 170–180. <https://doi.org/10.1016/j.indmarman.2019.11.009>
45. Suroso, A., & Rafinda, A. (2021). Motivation of SME adopt digital marketing. *International Journal of Innovation, Creativity and Change*, 15(9), 696–710. https://ijicc.net/images/Vol_15/Iss_9/15954_Suroso_2021_E1_R.pdf
46. Wu, C.-W. (2016). The performance impact of social media in the chain store industry. *Journal of Business Research*, 69(11), 5310–5316. <https://doi.org/10.1016/j.jbusres.2016.04.130>