

Preserving the Viability of Local Products from BUMDes Pondok Kelor Through Digital Marketing

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ABSTRACT

Purpose: This study aims to analyze digital marketing strategies for maintaining the market presence of local products from BUMDes Pondok Kelor, specifically Jamu Pelka Duk Kelor. In this study, the market presence of local products is defined as the products' ability to maintain brand visibility, ensure marketing sustainability, and remain in the market.

Research Method: This study employed a qualitative descriptive case study design. Data were collected through observation, semi-structured interviews, and documentation, and then analyzed using data reduction, data presentation, and triangulation to draw conclusions.

Results and Discussion: The research findings indicate that BUMDes Pondok Kelor utilizes Instagram, TikTok, WhatsApp, Shopee, and government platforms such as e-Katalog, Bela-Beli, and SI MADU to expand product visibility and market access. However, the effectiveness of these strategies remains limited by managers' lack of digital literacy, production capacity, and raw material availability, resulting in suboptimal implementation of digital marketing.

Implications: The research findings underscore the importance of strengthening digital competencies, increasing production capacity, and integrating social media and government platforms to support the sustainability of BUMDes local products.

Originality: This study shows that the success of digital marketing at BUMDes is determined not only by the use of digital media but also by the organization's readiness to integrate human resource capacity, business operations, and support from the government's digital ecosystem.

Keywords: village-owned enterprises; BUMDes; digital marketing; local products; herbal products; jamu pelka duk kelor.

1. Introduction

In an era of rapidly advancing technology and information, the internet and digital media have become integral to many aspects of society, including the economic and marketing sectors. Product marketing has transformed from conventional methods to digital marketing via the internet and social media, enabling businesses to convey product information more quickly and efficiently and reach a wider audience. Digital marketing uses various platforms, including marketplaces, social media, websites, and e-commerce applications, to introduce products to the public (Dwijayanti & Pramesti, 2021). This transformation has not only changed the promotional channels but also altered how businesses build relationships with consumers, strengthen brand identity, and create added value that enhances business competitiveness. Consequently, digital marketing has evolved into a strategic tool that supports



increased brand awareness, customer engagement, expanded market access, and business sustainability in the digital economy era. Nevertheless, the implementation of digital marketing still faces various challenges, such as limited digital literacy, limited human resource capabilities, limited promotional budgets, and limited capacity among businesses to evaluate the effectiveness of their marketing strategies. These conditions have prevented many community-based businesses from fully leveraging digital technology as a source of competitive advantage; thus, a comprehensive analysis of the needs, challenges, and effectiveness of digital marketing strategies is required as the foundation for sustainable business development (Junaedi *et al.*, 2023).

Village-Owned Enterprises (BUMDes) are village economic institutions managed by the village government, in collaboration with the community, to improve welfare by utilizing local economic potential (Kinasih *et al.*, 2020). According to Law No. 32 of 2004 on Regional Government, the government encourages every village to establish a business entity to support community economic empowerment (Riyanti, 2021). In addition to increasing village revenue, BUMDes also serves as an instrument for community empowerment, job creation, and the strengthening of village economic self-reliance through the development of flagship products based on local potential. Therefore, the success of BUMDes is no longer determined solely by the ability to produce goods but also by the effectiveness of marketing strategies that expand the market and maintain product competitiveness. In this study, the existence of local products is defined as a product's ability to sustain its marketing through increased brand visibility, expanded market reach, sustained demand, and the continuity of businesses based on local potential. This definition is important because the term "local product existence" has been used inconsistently in previous research and lacks clear conceptual boundaries. Local potential—such as agricultural products, processed foods, herbal beverages, and other distinctive products—needs to be optimally developed to provide economic value added for rural communities (Sopanah *et al.*, 2023). Thus, digital marketing serves as a strategy aimed not only at increasing sales but also at strengthening the presence of local products by enhancing competitiveness, business sustainability, and their contribution to rural economic development.

Several studies indicate that the implementation of digital marketing has made a positive contribution to the development of village-based enterprises, particularly BUMDes, through improved human resource capacity, expanded market access, and strengthened competitiveness of local products. Herman *et al.*, (2023) found that digital marketing education programs increased BUMDes members' understanding from 45.75% to 75.43%, accompanied by improvements in soft and hard skills of more than 60%, which led to an increase in BUMDes revenue. Furthermore, Miftah *et al.*, (2025) reported that 85% of training participants managed digital business accounts independently, resulting in a 40% increase in sales revenue within two months of the training. These findings indicate that improving digital literacy is a critical prerequisite for supporting the successful implementation of digital marketing strategies in BUMDes. In addition to enhancing the competencies of business operators, digital marketing also opens opportunities for BUMDes to expand their marketing networks through social media, marketplaces, and other digital platforms, enabling them to reach a wider consumer base than conventional marketing.

While focusing on improving human resource capacity, other studies emphasize the importance of digital infrastructure support as a key determinant of the effectiveness of marketing local products. Sugiartono *et al.*, (2026) documented the successful development of a BUMDes website integrated with WhatsApp services, which facilitates communication with consumers while enabling independent

operational management. These findings indicate that the success of digital marketing is influenced not only by individuals' ability to manage digital media but also by the availability of a digital ecosystem that supports integrated promotion, communication, and transactions. In general, ten studies conducted on various BUMDes in Indonesia during the 2021–2026 period revealed a relatively consistent pattern of findings: namely, that a combination of digital marketing training, digital platform development, and the utilization of marketplaces can increase product visibility, expand market reach, and have a positive impact on the economic performance of BUMDes.

Although previous studies have shown that implementing digital marketing can improve digital literacy, expand market reach, and increase sales of BUMDes products, most studies still focus on evaluating training program success, digital technology adoption, or the development of marketing platforms as the primary indicators of success. As a result, these studies have not provided a comprehensive explanation of how digital marketing strategies are implemented sustainably to maintain the presence of local products, particularly when BUMDes face limitations in production capacity, human resources, and operational readiness to meet increasing market demand. Furthermore, the concept of the viability of local products is still used generally without a clear operational definition, making it impossible to determine whether this viability reflects brand visibility, market reach, sales continuity, customer loyalty, or the sustainability of businesses based on local potential. These empirical and conceptual gaps indicate that the relationship between digital marketing strategies, the operational capacity of BUMDes, and the sustainability of local product presence has not yet been extensively explored in an integrated manner. Therefore, this study aims to address these gaps by analyzing the implementation of digital marketing strategies at BUMDes Pondok Kelor to sustain the local product Jamu Pelka Duk Kelor amid the dynamics and challenges of managing village-based businesses.

Based on this research gap, this study aims to analyze how BUMDes Pondok Kelor implements digital marketing strategies to sustain the local product, Jamu Pelka Duk Kelor, and to identify the factors that support and hinder its implementation. The research questions posed are: (1) how does BUMDes Pondok Kelor implement digital marketing strategies to sustain the existence of local products; (2) what role do various digital platforms play in increasing product visibility, expanding market reach, and maintaining sustainable demand; and (3) what challenges does BUMDes face in integrating digital marketing with operational capacity and business sustainability. The novelty of this study lies in its analytical framework, which integrates digital marketing strategies with the concept of local product viability—defined through the dimensions of brand visibility, market reach, sales continuity, and community-based business sustainability within the context of BUMDes. Thus, the study not only evaluates the use of digital media but also explains how these strategies contribute to the sustainability of local products amid resource constraints and rising market demand.

The remainder of this paper is organized as follows. Section 2 provides a literature review and hypothesis development. Section 3 presents the research method and design. Section 4 provides the results and discussion. Section 5 presents Concluding Remarks and Recommendations.

2. Literature Review and Hypothesis Development

2.1 Digital marketing as a modern marketing strategy

Digital marketing has evolved into a modern marketing strategy that leverages digital technology to create, communicate, and deliver value to customers through various online channels (Shankar *et al.*,

2022). Unlike conventional marketing, which tends to be one-way, digital marketing enables real-time, two-way interaction between businesses and consumers (Pascucci *et al.*, 2023). This interaction helps organizations build more personalized relationships, enhance the customer experience, and respond more quickly to changing market needs (Ali *et al.*, 2023). The development of social media, marketplaces, search engines, and analytics tools has also transformed marketing from a mere promotional activity into an integral part of an integrated business strategy (Cioppi *et al.*, 2023). In this context, digital data can be used as the basis for market segmentation, message personalization, campaign evaluation, and more accurate marketing decision-making (Abdullah *et al.*, 2023). The success of implementing a digital marketing strategy is also determined by an organization's ability to integrate digital technology into its marketing processes, thereby enhancing communication effectiveness, expanding market reach, and creating sustainable competitive advantage (Willie, 2025). Therefore, digital marketing no longer serves merely as a complement to traditional marketing but has become a strategic capability in building an organization's competitive advantage (Shankar *et al.*, 2022).

In the context of micro, small, and medium-sized enterprises (MSMEs), including Village-Owned Enterprises, digital marketing plays a crucial role in expanding market access and increasing product visibility (Jadhav *et al.*, 2023). The use of social media enables business owners to build brand awareness by disseminating visual content, product information, and engaging in interactive communication with consumers (Qurtubi *et al.*, 2022). Marketplaces and websites provide platforms for small businesses to promote and sell products to consumers across regions at relatively low cost (Jadhav *et al.*, 2023). Digital technology also enables business owners to identify consumer behavior from search patterns, interactions, and transactions on online platforms (Abdullah *et al.*, 2023). This information can be used to develop offers that are more relevant to the target market's needs and characteristics (Pascucci *et al.*, 2023). The implementation of digital marketing integrated with business strategies has been shown to support increased competitiveness, innovation, sales growth, and business resilience (Qurtubi *et al.*, 2022).

Although it offers various benefits, the success of digital marketing does not depend solely on the availability of the platforms and technologies used (Cioppi *et al.*, 2023). Its effectiveness is also determined by organizational readiness, human resource competencies, content quality, data analysis capabilities, and the consistency of customer relationship management (Ali *et al.*, 2023). Businesses need to adapt their digital strategies to changes in consumer behavior so that marketing communications remain relevant and responsive to market dynamics (Shankar *et al.*, 2022). Digital transformation also requires organizations to continuously integrate technology, business processes, and a customer-centric approach (Pascucci *et al.*, 2023). Beyond a sales-oriented approach, digital marketing can support sustainable marketing practices by delivering transparent information and reinforcing responsible brand values (Alkhatib *et al.*, 2023). Thus, digital marketing is a strategic tool that increases visibility, expands markets, strengthens customer relationships, and supports organizational sustainability in the digital economy (Abdullah *et al.*, 2023).

2.2 The Benefits of Digital Marketing

Digital marketing offers various strategic benefits to organizations by enhancing the effectiveness of marketing communications, expanding market reach, and strengthening business competitiveness in the digital economy (Homburg & Wielgos, 2022). The use of various digital platforms enables businesses to reach consumers across regions without time or space constraints, thereby increasing opportunities

to tap into new markets (Wu *et al.*, 2024). In addition to improving market access, digital marketing enables companies to convey product information more quickly and consistently, and to update it more easily in line with the dynamics of consumer needs (Purwanti *et al.*, 2022). Digital technology also supports market segmentation based on consumer characteristics, behaviors, and preferences, enabling marketing strategies to be tailored more precisely to the target audience (Patria *et al.*, 2023). These capabilities make digital marketing a tool that improves the cost efficiency of promotions while enhancing the effectiveness of marketing communications compared to conventional marketing approaches (Kolawole, 2022). Furthermore, the use of digital media has been shown to enhance the effectiveness of promotional activities through broader information dissemination, more interactive communication, and a stronger influence of promotions on consumer decisions, thereby adding value to an organization's marketing performance (Wahyudi & Sukaris, 2026). Therefore, the use of digital marketing not only increases product exposure but also supports more data-driven marketing decision-making oriented toward customer needs (Homburg & Wielgos, 2022).

For micro, small, and medium-sized enterprises (MSMEs), including Village-Owned Enterprises (BUMDes), digital marketing offers benefits such as increasing product visibility, building brand image, and strengthening customer relationships through ongoing communication (Purwanti *et al.*, 2022). The presence of social media, marketplaces, and e-commerce platforms enables business owners to introduce their products to a wider audience of potential customers while simplifying the online transaction process (Gao *et al.*, 2023). The use of digital technology also generates various insights into consumer behavior that can be used to evaluate the effectiveness of promotions, gauge market response, and develop more adaptive marketing strategies (Wu *et al.*, 2024). On the other hand, digital marketing can build consumer trust through transparent information sharing, responsive interactions, and faster service compared to traditional marketing methods (Khaerani & Sudarmiatin, 2022). These benefits contribute to increased sales, expanded market share, and a strengthened competitive position for businesses amid increasingly dynamic competition (Kolawole, 2022).

Furthermore, the benefits of digital marketing are not only measured by increased sales but also by its ability to drive innovation, ensure business sustainability, and improve overall organizational performance (Hassan *et al.*, 2024). The integration of digital marketing with digital technology enables businesses to develop product innovations, accelerate adaptation to market changes, and build long-term customer relationships through more personalized marketing strategies (Hassan *et al.*, 2024). The adoption of digital marketing has also been shown to positively impact financial performance, operational efficiency, and the sustainability of SMEs by increasing market access and optimizing the use of digital technology (Gao *et al.*, 2023). Therefore, the successful implementation of digital marketing must be supported by human resource competencies, digital literacy, and the organization's ability to integrate technology with business strategies so that the benefits obtained can be sustained over the long term (Patria *et al.*, 2023). Thus, digital marketing is a strategic tool that not only increases product visibility and sales but also strengthens innovation, competitiveness, and organizational sustainability amid the digital economic transformation (Wu *et al.*, 2024).

2.3 Digital platforms in marketing

Digital platforms have become a key component of modern marketing strategies because they provide a medium that enables businesses to conduct communication, promotion, and transactions in an integrated manner (Zhao *et al.*, 2023). The development of social media, marketplaces, and social

commerce platforms has transformed consumer behavior from simply seeking information to engaging in direct interactions and making purchases within a single digital ecosystem (Carah *et al.*, 2023). These conditions have prompted organizations to leverage various digital platforms tailored to their target markets and marketing objectives (Kafadar, 2022). Each platform has distinct features, algorithms, and interaction patterns, requiring communication strategies tailored to user behavior (Kim & Chan-Olmsted, 2022). Therefore, the selection of digital platforms is based not only on their popularity but also on their ability to build consumer engagement, expand promotional reach, and support the achievement of an organization's marketing objectives (Zhao *et al.*, 2023).

Social media platforms such as Instagram and TikTok are widely used to increase product visibility by presenting attractive, interactive visual content (Carah *et al.*, 2023). Instagram is effective for building brand identity, strengthening product image, and creating visual experiences that can pique consumer interest (Kafadar, 2022). Meanwhile, TikTok offers advantages through its content distribution algorithm, which can rapidly expand promotional reach and increase opportunities for user engagement via short-form video content (Soelaiman *et al.*, 2023). In addition to social media, social commerce platforms such as TikTok Shop integrate promotional activities with online transactions, making it easier for consumers to make direct purchases (Burhanudin & Puspita, 2023). Marketplaces and e-commerce platforms also make it easier for businesses to reach consumers across regions, manage product catalogs, and improve the efficiency of digital transaction processes (Zhao *et al.*, 2023). The availability of these platforms provides businesses with the flexibility to choose marketing channels that best align with their product characteristics and target market segments (Kim & Chan-Olmsted, 2022).

The effectiveness of digital platforms is determined not only by the number of users but also by business owners' ability to manage content, foster engagement, and build consumer trust through ongoing communication (Burhanudin & Puspita, 2023). Content that is relevant, creative, and aligned with audience preferences has been shown to boost electronic word of mouth, which positively impacts consumer interest and purchasing decisions (Alnoor *et al.*, 2024). Digital media also enhances promotional effectiveness by enabling information to spread faster, more widely, and more interactively than through conventional media (Wahyudi & Sukaris, 2026). Additionally, collaborations with influencers and digital communities can boost the credibility of information and strengthen the relationship between brands and consumers through recommendations perceived as more authentic (Kim & Chan-Olmsted, 2022). Thus, the success of a digital marketing strategy depends not only on the use of a single specific platform but on a business's ability to synergistically integrate various digital platforms to increase product visibility, expand market reach, build customer trust, and sustainably strengthen the business's competitiveness (Soelaiman *et al.*, 2023).

3. Research Method

This study employs a qualitative descriptive approach using a case study design. The qualitative descriptive approach was chosen because this study aims to gain an in-depth understanding of and describe the digital marketing strategies implemented by BUMDes Pondok Kelor to sustain the presence of local products, particularly the Jamu Pelka Duk Kelor product. Through this approach, the researcher can obtain more detailed information regarding the digital marketing process, the obstacles encountered, and the efforts made to develop the village's local products. The case study design was chosen because the research focuses on a specific subject—namely, BUMDes Pondok Kelor—allowing

the researcher to examine phenomena in greater depth and detail, consistent with real-world conditions on the ground.

The research was conducted at BUMDes Pondok Kelor, located in Paiton Subdistrict, Probolinggo Regency. The selection of this research location was based on BUMDes' digital marketing activities to promote the village's local products. Additionally, BUMDes Pondok Kelor was deemed to have attractive local business potential worthy of study because it has utilized various digital media to market the Jamu Pelka Duk Kelor product. By selecting this location, the researcher was able to directly observe how digital marketing strategies are implemented, how business management processes are carried out, and how the community and consumers respond to the marketed products.

Research subjects were selected using purposive sampling, specifically by choosing informants directly involved in the management, production, and marketing of the "Jamu Pelka Duk Kelor" product. The primary informant for this study is the Chairperson of the Pondok Kelor Village TP PKK, who is responsible for the product's production and marketing. Additionally, supporting information was obtained through observations of BUMDes activities, documentation of business operations, and various digital promotional materials used during the research process, thereby enabling triangulation of data.

Research data were collected using several methods: observation, interviews, and documentation. Observations were conducted directly at the research site to examine the actual conditions of the production and marketing of the Jamu Pelka Duk Kelor product. During these observations, the researcher monitored the production process as well as promotional activities via digital media. Through these observations, the researcher gained a firsthand understanding of the on-site conditions, ensuring that the data collected were more realistic and accurate. Non-participatory observation was conducted throughout the research process, focusing on production, packaging, digital promotion, consumer interactions, and the BUMDes' use of digital media. Field notes were systematically compiled for analysis.

In addition to observation, the researcher also employed semi-structured interviews. Interviews were conducted in person with informants deemed knowledgeable about and involved in the product's marketing activities. The semi-structured interview technique was chosen because it allowed the researcher to adapt questions to on-site conditions, thereby yielding more in-depth and comprehensive information. The primary informant in this study was the Chairperson of the Pondok Kelor Village TP PKK, who was directly involved in the production, management, and marketing of the Jamu Pelka Duk Kelor product. Through these interviews, the researcher obtained information regarding the digital marketing strategies employed, the benefits of digital marketing for local products, the challenges faced in the marketing process, and the efforts made to develop the business and increase product sales. The interview guide was developed based on the research focus, which included digital marketing strategies, the use of digital platforms, the effectiveness of promotions, implementation challenges, and strategies for sustaining local products. Each interview session lasted approximately 45–60 minutes, was recorded with the informants' consent, and was transcribed verbatim to facilitate analysis.

The next data collection technique was documentation. Documentation involved gathering various supporting data, such as photos of production activities, photos of product promotions on social media, product packaging, and other documents related to the research. Documentation was used to supplement and strengthen the findings from observations and interviews, ensuring that the data obtained was more comprehensive and reliable. The documents analyzed included digital promotional

materials, social media posts, product catalogs, production activity documentation, and other supporting materials related to BUMDes Pondok Kelor's digital marketing strategies.

The data obtained was then analyzed through several stages: data reduction, data presentation, and conclusion. The data reduction stage involved selecting and simplifying data deemed important and relevant to the research focus. During this stage, the researcher sorted information from interviews, observations, and documentation to facilitate understanding and analysis. Next, the data were presented as descriptive narratives so that the information obtained could be organized systematically and easily understood. After the data were presented, the final stage was concluding. In this stage, the researcher summarized the research findings from the analyzed data to determine the digital marketing strategies employed by BUMDes Pondok Kelor to sustain the presence of local products. The analysis was conducted thematically through the stages of coding, category grouping, identification of main themes, and interpretation of relationships among themes, resulting in a comprehensive overview of the implementation of BUMDes Pondok Kelor's digital marketing strategy.

To ensure the validity and reliability of the research data, the researcher employed methodological triangulation, extended observation, and increased diligence. Methodological triangulation was employed by comparing data from observations, interviews, and documentation to ensure the information gathered was more valid and better aligned with actual conditions. An extended observation was conducted by increasing the duration of field research to understand the situation better and reduce the likelihood of data errors. Meanwhile, increased diligence was achieved by examining the data more carefully and repeatedly, ensuring that the research results are more accurate, clear, and reliable. Additionally, source triangulation was performed by comparing information from interviews, observations, and documentation to enhance the credibility of the findings. The interview transcripts were also reconfirmed with the informants (member checking) to ensure that the researchers' interpretations aligned with the information provided. Through these procedures, the study is expected to meet the criteria of credibility, reliability, confirmability, and transferability in qualitative research.

4. Results and Discussion

4.1 Analysis Results

The research findings show that BUMDes Pondok Kelor has gradually adopted digital marketing to introduce and market its Jamu Pelka Duk Kelor product. The platforms utilized include Instagram, TikTok, WhatsApp, Shopee, as well as government platforms such as e-Katalog, Bela-Beli, and SI MADU. Each platform serves a different function. Instagram and TikTok are used to build visibility through visual content, while WhatsApp serves as a channel for communication, information services, and direct ordering. Shopee is used as an online transaction platform that allows consumers to access product information and make purchases from outside the village. Meanwhile, e-Katalog, Bela-Beli, and SI MADU aim to expand market access through the government-facilitated procurement ecosystem and to empower local products.

The use of these platforms indicates that BUMDes' marketing strategy is multi-channel, but utilization is not yet entirely consistent across all platforms. Social media is predominantly used for promotion and communication, while marketplaces and government platforms continue to serve as supporting channels. Thus, the mere presence of multiple platforms does not automatically indicate marketing effectiveness unless accompanied by consistent content, updated product information,

prompt responses, and evidence of transactions or consumer interactions. These findings need to be supported by documentation of posts, account reach data, interaction counts, or order records to more effectively demonstrate each platform's effectiveness.

Table 1. Functions and Limitations of the Pondok Kelor BUMDes Digital Platform

Platform	Main functions	Forms of utilization	Limitations identified
Instagram	Building product visibility	Photos, videos, information on benefits, and promotions	Consistency and variety of content are still limited
TikTok	Reaching users through visual content	Promotional videos and live stream schedule	Content production skills are not yet optimal
WhatsApp	Direct communication and booking	Product information, promotions, and customer service	Depending on the network of contacts you already have
Shopee	Facilitating online transactions	Product Catalog and Ordering	Store management and transaction processing are not yet optimal
e-Katalog	Access to government procurement	Inclusion of products in the digital catalog	Requires administrative readiness and production capacity
Bela-Beli	Promotion and purchase of local products	Market access based on government policy	Its use has not yet been widespread
SI MADU	Marketing support for local products	Publication and integration of product information	Its reach and use need to be strengthened

Source: Processed research data (2026).

4.1.1 Digital Marketing and the Visibility of Local Products

In this study, the existence of a local product is defined as the ability of Jamu Pelka Duk Kelor to maintain brand visibility, marketing sustainability, product availability, and consumer relationships. Based on this definition, a product's existence is determined not only by increased sales but also by the sustainability of promotional activities, the product's ability to remain recognizable to the public, and the readiness of the Village-Owned Enterprise (BUMDes) to meet market demand.

Digital marketing provides an opportunity for BUMDes Pondok Kelor to convey product information through photos, videos, descriptions of benefits, production processes, and promotional activities. This content has the potential to strengthen brand recognition by allowing consumers to access product information without visiting a physical sales location. Features such as comments, direct messages, and content sharing also enable closer interaction between managers and consumers. However, this study lacks longitudinal data on sales volume, follower growth, interaction rates, or marketplace transactions. Therefore, the available findings more accurately indicate an expansion of communication channels and market opportunities rather than directly proving an increase in sales or consumer loyalty.

These findings align with the concept of social media marketing, which identifies content, consistent communication, understanding of the target market, and user interaction as key elements in building relationships with consumers (Sanny *et al.*, 2025). The research results expand this understanding in the context of BUMDes by showing that social media is used not only as a promotional tool but also to educate consumers about product benefits, convey local identity, and build consumer trust. Its effectiveness remains dependent on the managers' ability to produce relevant content and respond to consumers on an ongoing basis.

The product analyzed in this study is consistently referred to as Jamu Pelka Duk Kelor. Explanations of the composition, benefits, and uniqueness of the ingredients must align with the product label and production documentation to ensure the product's identity does not confuse moringa, pure turmeric, and sour turmeric. Consistency in this identity is crucial because the main ingredients, benefits, and local origins are part of the value proposition that distinguishes the product from other herbal beverages.

4.1.2 Challenges in Implementing Digital Marketing

The study found that BUMDes Pondok Kelor faces digital literacy limitations among some of its managers and TP PKK members involved in production and marketing. These challenges include creating engaging content, consistently managing social media, leveraging online marketplaces, and developing promotional strategies tailored to consumer characteristics. These constraints have prevented the use of digital platforms from evolving from simple publishing activities to a planned, measurable, and integrated strategy. Without a content calendar, a clear division of responsibilities, engagement evaluation, and transaction tracking, it is difficult to assess the effectiveness of each channel.

Limitations were also identified in production capacity, business infrastructure, and raw material availability. These findings indicate that digital marketing and operational readiness are inseparable. Promotions that increase consumer attention can create new problems if product quantity, quality, packaging, and distribution processes cannot meet demand. Thus, the success of digital marketing at BUMDes depends not only on the use of technology but also on the alignment between promotional capacity and order fulfillment capacity.

These constraints demonstrate that technology is not the sole determinant of successful marketing transformation. Human resource competencies, division of labor, raw material stability, production facilities, and business management form an integrated whole. This finding also explains why having social media accounts or a presence on marketplaces is insufficient to sustain a product's market presence without support from the organization's internal capabilities.

4.1.3 Strategies for Developing and Strengthening Product Sustainability

BUMDes Pondok Kelor participated in a digital marketing seminar organized as part of a corporate social responsibility program. The event was designed to improve managers' skills in creating promotional content, understanding social media characteristics, and managing online marketplaces. BUMDes also redesigned its packaging to make the products more visually appealing and better reflect their local identity.

This training is a first step, but its effectiveness must be translated into more concrete work procedures, such as forming a digital marketing team, assigning account management tasks, creating a content calendar, setting posting targets, establishing customer service standards, and evaluating performance across each platform. Forming a dedicated team is crucial to reducing reliance on a single manager and ensuring the continuity of promotional activities.

BUMDes also plans to develop visual content, including production documentation, promotional videos, live streams on TikTok, and collaborations with local content creators, once the MSME gallery is operational. This strategy has the potential to enhance transparency in the production

process, foster closer relationships with consumers, and broaden product awareness. However, collaborations with content creators must be tailored to the target market, the credibility of the selected partners, and production capabilities to ensure that increased promotion does not exceed the capacity to meet demand.

Overall, the research findings indicate that digital marketing provides channels for communication, promotion, transactions, and institutional access for Jamu Pelka Duk Kelor. Its primary contribution at this stage of the research lies in increasing visibility opportunities and expanding market access. At the same time, its impact on sales, loyalty, and sustainable demand cannot yet be confirmed without transaction data and digital metrics. Therefore, the presence of local products needs to be established through the integration of digital marketing, consistent product identity, improved managerial competence, production readiness, and consumer relationship management.

4.2 Discussion

4.2.1 Implementing Digital Marketing Strategies to Strengthen the Presence of Local Products

The research findings show that BUMDes Pondok Kelor utilizes various digital platforms—namely Instagram, TikTok, WhatsApp, Shopee, e-Katalog, Bela-Beli, and SI MADU—to market Jamu Pelka Duk Kelor. These findings indicate that the implemented marketing strategy is focused not only on increasing promotion but also on building complementary communication and distribution channels. Each platform serves a distinct function; therefore, their effectiveness cannot be assessed solely by the number of platforms used, but rather by each platform's ability to achieve specific marketing objectives. Instagram and TikTok increase brand visibility through visual content; WhatsApp strengthens communication and customer service; Shopee facilitates online transactions; while e-Katalog, Bela-Beli, and SI MADU open up marketing opportunities through the government's digital ecosystem.

These results align with the concept of digital marketing, which emphasizes using digital technology to expand access to information, enhance consumer interaction, and broaden market reach. Similarly, the theory of Social Media Marketing explains that social media is not only used as a promotional medium but also as a means of building long-term relationships with consumers through interactive, consistent, and content-driven communication (Sanny *et al.*, 2025). Thus, the success of digital marketing is not determined solely by the existence of social media accounts, but by an organization's ability to manage content, understand audience characteristics, and sustain ongoing interactions.

Unlike some previous studies that have primarily focused on the use of social media as a promotional tool for MSMEs, this study demonstrates that, in the context of BUMDes, digital marketing is also directed toward strengthening access to government-based marketing systems through e-Katalog, Bela-Beli, and SI MADU. This finding represents an empirical contribution to the research because it demonstrates that BUMDes digital marketing strategies are not only oriented toward end consumers (business-to-consumer) but also create opportunities for institutional collaboration (business-to-government) to strengthen the sustainability of local product marketing.

4.2.2 Digital Marketing as a Strategy to Sustain the Presence of Local Products

Research shows that digital marketing offers Jamu Pelka Duk Kelor an opportunity to reach a wider audience by sharing information about the product's benefits, production process, local identity, and

promotional activities. In this study, the existence of a local product is defined as the product's ability to maintain brand visibility, marketing sustainability, market presence, and ongoing relationships with consumers. Therefore, existence is measured not only by increased sales but also by the product's ability to remain recognizable, easily accessible, and continuously promoted through various digital media.

The findings indicate that digital marketing plays a role in building consumer awareness (brand awareness) of Jamu Pelka Duk Kelor. Visual content—such as photos, videos, information on product benefits, and interactions via comments and direct messages—enables consumers to obtain information more quickly than through conventional marketing. This reinforces the theory of digital marketing, which holds that digital media can bridge the communication gap between producers and consumers, thereby making information dissemination more effective. However, this study lacks sales data, social media engagement metrics, or marketplace transaction data to measure the extent of digital marketing's impact on sales growth. Therefore, the research findings more accurately demonstrate that digital marketing enhances opportunities for visibility and market access, rather than directly proving an increase in consumer demand.

These findings expand upon previous research by demonstrating that, in the context of BUMDes, the viability of local products is significantly influenced by the ability to simultaneously integrate local identity, product education, and digital communication. This differs from some earlier studies that placed greater emphasis on sales growth as an indicator of digital marketing success. Thus, this study offers the perspective that the success of digital marketing in BUMDes needs to be understood more broadly—namely, as an effort to ensure the continued existence of local products amid competition in digital markets.

4.2.3 Challenges in Implementing Digital Marketing at the Pondok Kelor Village-Owned Enterprise (BUMDes)

The research findings indicate that the implementation of digital marketing at BUMDes Pondok Kelor still faces several challenges, particularly low manager digital literacy, limited production capacity, and suboptimal business support facilities. These findings indicate that the success of digital marketing is determined not only by the use of digital platforms but also by the readiness of human resources and the organization's operational capacity. Although various digital media have been used as promotional tools, the effectiveness of these strategies will be limited if managers lack adequate skills in creating content, consistently managing social media accounts, understanding digital consumer behavior, and evaluating marketing performance using data.

From a digital transformation perspective, adopting marketing technologies requires not only digital infrastructure but also enhanced user competencies. Low digital literacy leads to social media and marketplaces being used primarily as simple publishing platforms rather than as strategic marketing tools that foster customer engagement, expand market reach, and drive data-driven marketing decisions. Thus, human resource capabilities are a determining factor in the success of digital marketing implementation at BUMDes.

In addition to human resource constraints, the study identified limitations in production capacity, business facilities, and raw material availability. These conditions indicate that increased promotional activities must be balanced with production readiness to ensure consumer demand can be met sustainably. If digital promotion successfully increases public attention but production capacity cannot meet the demand, consumer trust may decline due to delays in order fulfillment or limited

product availability. Therefore, digital marketing and operational management are two interrelated and inseparable aspects in ensuring the sustainability of BUMDes businesses.

The findings of this study reinforce previous research indicating that the success of digital marketing in MSMEs and BUMDes is influenced by human resource competencies, organizational readiness, and the ability to integrate technology into business processes. However, this study makes a distinct contribution by demonstrating that the primary constraint facing BUMDes Pondok Kelor does not lie in limited access to digital technology but rather in the managers' ability to use it effectively. Thus, enhancing human resource capacity is a top priority before expanding the use of various digital platforms.

Furthermore, this study also indicates that the viability of local products is influenced not only by digital promotion strategies but also by the organization's ability to ensure production continuity, product quality, and customer service. These findings expand understanding of how digital marketing in BUMDes succeeds: it stems from the synergy among marketing innovation, human resource readiness, and the organization's operational capacity—not merely from the use of digital media.

4.2.4 Development Strategies and Implications for the Sustainability of Local Products

The research findings show that BUMDes Pondok Kelor has undertaken various efforts to improve the effectiveness of its digital marketing, including through digital marketing training organized by a Corporate Social Responsibility (CSR) program, improvements in product packaging quality, the development of visual content, and plans to form a digital marketing team. These findings indicate that the success of digital marketing is determined not only by technology use but also by organizational learning, which enables managers to enhance their competencies, adopt innovations, and adapt marketing strategies to changes in digital consumer behavior. Thus, human resource capacity building is the primary foundation for sustaining digital marketing strategies at BUMDes.

Improvements to product packaging also play a strategic role in enhancing the competitiveness of Jamu Pelka Duk Kelor. Packaging not only protects the product but also serves as a communication medium that reflects the identity of the local product, its quality, and its brand image. In the context of digital marketing, a product's visual appearance is one of the factors that influences consumer attention when viewing promotional content on social media or online marketplaces. Therefore, packaging innovation is an integral part of the digital marketing strategy because it can reinforce perceptions of quality and increase the product's appeal in a broader market.

Plans to form a digital marketing team, develop visual content, and collaborate with local content creators indicate a shift in marketing strategy from a conventional approach to a collaboration-based digital marketing model. This strategy has the potential to expand promotional reach, strengthen consumer engagement, and build product credibility through more authentic communication. However, the effectiveness of such collaborations still depends on BUMDes' ability to maintain content consistency, identify the right target market, and ensure that increased demand can be matched by adequate production capacity. In other words, effective promotion must go hand in hand with operational readiness to ensure sustainable consumer satisfaction.

The findings of this study reinforce previous research indicating that the success of digital marketing in community-based enterprises is influenced not only by the use of digital media but also by organizational innovation, improvements in human resource competencies, and the ability to build collaborative networks. However, this study offers a distinct contribution by demonstrating that, in the

context of BUMDes, digital marketing strategies must also be integrated with institutional support through government platforms, increased production capacity, and the strengthening of local product identity. This integration is a critical factor in sustaining local products—which, in this study, is defined as the continuity of brand visibility, product presence in the market, and BUMDes's ability to maintain relationships with consumers.

In practical terms, the research findings imply that the development of digital marketing in BUMDes should not only focus on increasing the number of digital platforms but should also be directed toward enhancing the competencies of managers, consistent content management, evaluating the performance of each platform, strengthening production capacity, and leveraging collaborations with the government and the private sector. This integrated approach will increase the likelihood of business sustainability while strengthening the position of local products in the face of competition within the digital economy.

5. Concluding Remarks and Recommendation

This study aims to analyze how BUMDes Pondok Kelor implements digital marketing strategies to sustain the presence of local products, specifically Jamu Pelka Duk Kelor. The study employs a qualitative descriptive approach using a case study design, involving observation, semi-structured interviews, and documentation. The results show that BUMDes Pondok Kelor has utilized various digital platforms—namely Instagram, TikTok, WhatsApp, Shopee, e-Katalog, Bela-Beli, and SI MADU—as channels for promotion, communication, transactions, and expanding market access. In this study, the viability of local products is understood as the product's ability to maintain brand visibility, ensure marketing sustainability, and sustain its market presence. However, the effectiveness of digital marketing strategies is still influenced by limitations in managers' digital literacy, production capacity, and the readiness of internal resources; thus, marketing success does not depend solely on the use of digital media.

This study makes a theoretical contribution by expanding the understanding of digital marketing implementation in the context of BUMDes, integrating social media, marketplaces, and government digital platforms as a strategy to strengthen local products. From a practical perspective, the research results indicate that strengthening human resource capacity, sustainable digital content management, improving packaging quality, and developing production capacity must proceed in tandem for digital marketing strategies to support the sustainability of local products. These findings also show that the success of digital marketing in BUMDes is measured not only by increased promotion but also by the organization's ability to build relationships with consumers and sustain the product's market presence.

This study has several limitations. First, the research was conducted on only one BUMDes with a single key informant; therefore, the results cannot yet be generalized to all BUMDes in Indonesia. Second, the study was not supported by quantitative data on sales, social media engagement, or marketplace transactions; consequently, the effectiveness of digital marketing was analyzed primarily through observations, interviews, and documentation. Therefore, future research is recommended to involve more informants from management, consumers, and village government officials; to use a mixed-methods approach; and to integrate sales data, social media metrics, and marketplace performance so that the impact of digital marketing on the sustainability of local products can be analyzed more comprehensively and measurably.

Statement of Use of Generative AI

During the preparation of this work, the author used generative artificial intelligence tools to support the scientific writing process. Grammarly was used to check grammar, refine writing style, and improve clarity in scientific writing. All interpretations, analyses, and conclusions presented in this study are the sole responsibility of the author.

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