

DIGITAL MARKETING STRATEGY AND DELIVERY ORDER SERVICE TO INCREASE BUMDES TEGALSARI SALES

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ABSTRACT

The digital era requires BUMDes Tegalsari to adapt, particularly in terms of online marketing strategies and delivery services. However, the implementation has not been able to significantly increase sales. This study aims to analyze the underlying problems in both aspects and formulate applicable integration strategies. The method used is descriptive qualitative with data collection techniques of in-depth interviews, participant observation, and documentation study. The data was analyzed using the Miles and Huberman interactive model. The results of the study revealed that the digital marketing strategy was not optimal due to inconsistent content, low-quality material, and minimal audience interaction. Meanwhile, delivery services were constrained by limited infrastructure, narrow geographical coverage, and inefficient delivery times. Based on these findings, an integrated strategy was formulated that includes optimizing social media with structured content planning, developing delivery services by adding to the fleet and improving route efficiency, and forming a competent team supported by ongoing training. In conclusion, the implementation of these recommendations is expected to boost sales volume and the contribution of BUMDes Tegalsari to the village economy.

Keywords: BUMDes, Digital Marketing, Delivery Services, Integrated Strategy, Sales

ABSTRACT

The digital era demands that BUMDes Tegalsari adapt through online marketing and delivery services. However, the current implementation has not yielded a significant sales increase. This study aims to analyze the underlying problems in these two aspects and formulate an applicable integration strategy. The research uses a descriptive qualitative method, with data collected through in-depth interviews, participant observation, and documentation studies. Data were analyzed using the interactive model by Miles and Huberman. The results reveal that the digital marketing strategy is suboptimal, marked by inconsistent posting, low-quality content, and minimal audience interaction. Meanwhile, delivery services face infrastructure constraints, including limited logistics capacity, narrow geographical reach, and inefficient delivery times. Based on these findings, an integrated strategy is formulated, encompassing social media optimization via a content calendar and enhanced engagement, delivery service development through fleet addition and route optimization, and the formation of a skilled digital marketing team supported by continuous training. Implementing these recommendations is expected to boost sales volume and enhance BUMDes Tegalsari's contribution to the village economy.

Keywords: BUMDes, Digital Marketing, Delivery Services, Integrated Strategy, Sales

1. INTRODUCTION

The digital era has fundamentally changed the sales paradigm, where the entire marketing process, from promotion to delivery, now relies heavily on online platforms. BUMDes Tegalsari, as a village business entity, is required to adapt in order to survive and compete. However, reality shows that its sales over the past six months have not seen a significant increase, even though the institution already has social media and delivery services. This situation brings to mind the words of Allah SWT in Surat Ar-Ra'd verse 11

لَهُ مَعْقَبَتٌ مِّنْ بَيْنِ يَدَيْهِ وَمِنْ خَلْفِهِ يَحْفَظُونَهُ مِنْ أَمْرِ اللَّهِ إِنَّ اللَّهَ لَا يُغَيِّرُ مَا بِقَوْمٍ حَتَّىٰ يُغَيِّرُوا مَا بِأَنْفُسِهِمْ وَإِذَا أَرَادَ اللَّهُ بِقَوْمٍ سُوءًا فَلَا مَرَدَّ لَهُ وَمَا لَهُمْ مِنْ دُونِهِ مِنْ وَالٍ

which emphasizes the imperative of initiative and effort to achieve change (Indonesia, 2019) . Findings (Sari & Wijaya, 2023) confirm that the synergy of online marketing and delivery services can boost sales by up to 35%, but specific studies on BUMDes with unique characteristics are still limited.

This study is based on three main pillars of theory. First, Digital Marketing is defined as a strategy that utilizes digital media and technology to reach consumers with broad coverage, cost efficiency, and the ability to track results in real-time (Khairunnisa, 2022) . Second, *Delivery Order Services*, whose effectiveness, according to (Hook, 2023) , is determined by three pillars: delivery speed, order accuracy, and holistic service quality. Third, Marketing and Delivery Integration, where research (Gunawan & Pratiwi, 2023) proves that synergistic integration between planned online marketing strategies and reliable delivery services not only creates a satisfying shopping experience but also builds customer loyalty and increases repurchase frequency. This framework is reinforced by recent studies such as (Smith & Brown, 2022) on customer engagement on social media, (Lee, 2021) on delivery route optimization, as well as (Johnson et al., 2020) and (Chen, 2019) on the importance of human resource capacity. Additionally, the studies (Santoso & Pratama, 2021) and (Nugroho & Sari, 2024) emphasize the importance of adopting technology and contextual social entrepreneurship approaches for the sustainability of BUMDes.

The core problem identified is the stagnation of sales performance at BUMDes Tegalsari despite its early adoption of digital technology. The specific problem is thought to lie in suboptimal implementation and a lack of integration between digital marketing strategies and delivery service operations. There is a gap between the potential offered by digital platforms and actual commercial achievements. The unique institutional context of BUMDes, with its socio-economic orientation and limited resources, adds a layer of complexity that requires specific solutions, not just the adoption of generic models.

To address these issues, this study will use a descriptive qualitative approach. Data collection will be conducted through triangulation methods, namely in-depth interviews with BUMDes managers and staff, participatory observation of marketing and logistics activities, and analysis of supporting documents. The collected data will then be analyzed using Miles and Huberman's interactive model (through data reduction, data presentation, and conclusion drawing) to comprehensively identify the root causes of the problems, both in terms of content strategy and audience engagement on social media, as well as logistics efficiency and delivery service quality.

Based on the background and issues described above, this study has three objectives. First, to conduct an in-depth analysis of the factors hindering the implementation of digital marketing and delivery services at BUMDes Tegalsari. Second, to formulate recommendations for integrated strategies that are applicable, contextual, and oriented towards institutional capacity building. Third, to develop an operational guide that can be used as a reference for BUMDes managers in optimizing digital transformation, so that ultimately it can increase its contribution to the economic welfare of the village.

2. METHOD

This study uses a qualitative approach with a descriptive research type. The qualitative approach was chosen because it is in line with the research objective, which is to understand the phenomenon in depth, holistically, and contextually based on the perspective of the research subjects (Sugiyono, 2022) . Descriptive research aims to describe, explain, and analyze the actual conditions regarding online marketing strategies and delivery order services at BUMDes Tegalsari, along with the obstacles and opportunities it faces (Creswell & Poth, 2018) . This research focuses on the process of meaning and interpretation of the collected data, not on hypothesis testing or statistical generalization.

The research was conducted at the Tegalsari Joint Village-Owned Enterprise (BUMDes), located in Tegalsari Village. This location was chosen purposively, considering that BUMDes Tegalsari has taken the initiative in digital marketing and delivery services but has not yet shown optimal results, which is in line with the focus of the research problem. The research was conducted over a period of three (3) months, covering the stages of preparation, data collection, data analysis, and report writing. The research subject was BUMDes Tegalsari as a business entity. Research informants were determined using purposive sampling techniques to ensure that rich and relevant data was obtained from parties who directly understood the management of marketing and delivery services (Patton, 2015) . The criteria for informants were as follows:

No	Role/Category of Informant	Number of People	Reason for Selection
1	Manager/Head of BUMDes	2	As a strategic decision-maker who understands the vision, mission, and financial condition of the BUMDes.
2	Social Media Manager	1	Directly responsible for managing content and interactions on digital platforms.
3	Delivery Service Staff/Courier	2	Carries out delivery operations and understands challenges in the field firsthand.
Total informants		5	

Data Collection Techniques and Data Sources

To ensure data depth and validity of findings, this study uses source triangulation techniques and the method of " . Data was collected through three main methods:

1. **In-Depth Interviews:** Primary data sources came from five key informants as listed in the table above. Interviews were conducted in a semi-structured manner using a prepared interview guide. This technique allows researchers to explore in-depth information, motivations, perceptions, and personal experiences of informants related to digital marketing management and delivery order (Kurniawan & Sari, 2023) ; (Smith & Brown, 2022) . Each interview was recorded with the informants' permission and reduced to transcripts for analysis.
2. **Participant Observation:** Data sources are obtained from direct observation of the research object. Researchers are directly and passively involved in observing operational processes, such as content planning meetings (if any), the process of creating and scheduling posts on social media, and the process of preparing and delivering orders. This observation yields data on actual practices, work procedures, and obstacles that may not be revealed in interviews (Sugiyono, 2022) . Field notes are taken during and after the observation.
3. **Document Review:** Secondary data sources were obtained from analysis of supporting documents, both physical and digital, to enrich and test data consistency. The documents reviewed included:
 - a. **Social Media Archives:** Historical posts, engagement trends (likes, comments, shares), and interaction patterns on BUMDes Instagram and Facebook accounts.
 - b. **Administrative Documents:** Order records, delivery logistics, and simple financial reports for the last 6 months.
 - c. **Supporting Documents:** BUMDes profiles, organizational structures, and promotional materials created by (Johnson et al., 2020; Nugroho & Sari, 2024) .

The collected data were analyzed using Miles and Huberman's Interactive Analysis Model, which consists of three interrelated streams of activity: data reduction, data presentation, and conclusion drawing/verification (Miles et al., 2014) Data Reduction: Raw data from interview transcripts, observation notes, and documents were selected, focused, and simplified to reveal core themes. At this

stage, researchers coded the data to identify patterns, categories, and key issues related to digital marketing and delivery services (Lee, 2021).

1. **Data Display:** The reduced data is then presented in a systematic descriptive narrative, supported by matrices, tables, or flowcharts. This presentation makes it easier for researchers to see the relationships between categories, understand the chronology of events, and identify gaps, enabling more in-depth analysis.
2. **Conclusion Drawing/Verification:** At this stage, researchers draw meaning from the data that has been presented, answer the research questions, and formulate preliminary conclusions. These conclusions are then continuously verified throughout the research by:
 - a. **Member Check:** Confirming and re-discussing preliminary findings with key informants to ensure the accuracy of interpretation (Santoso & Pratama, 2021).
 - b. **Triangulation:** Comparing and checking the consistency of data obtained from interviews, observations, and documents.
 - c. **Literature Review:** Considering research findings in the context of relevant theories and previous research (Chen, 2019; Gunawan & Pratiwi, 2023; Hartanto & Nurjanah, 2021).

This study adheres to the principles of qualitative research ethics:

1. **Informed Consent:** Each informant was given a complete explanation of the purpose, benefits, and procedures of the research before participating, and signed a consent form.
2. **Confidentiality:** The identity of informants is kept confidential by using initials or codes in reporting research results.
3. **Principles of Benefit and Voluntary Participation:** The research is expected to benefit BUMDes, and informant participation is voluntary without coercion.

With this research method, it is hoped that an in-depth, credible, and contextual analysis of digital marketing strategies and delivery order services at BUMDes Tegalsari can be produced.

3. RESULTS AND DISCUSSION

Result

Existing Conditions of Digital Marketing at BUMDes Tegalsari

Based on data analysis, the digital marketing strategy of BUMDes Tegalsari is not yet optimal, in line with the findings of ". The specific conditions found are as follows:

1. **Irregular Posting Frequency and Consistency:** Historical analysis of posts during October–December 2023 shows significant fluctuations with an average of 4 posts per month and empty periods of up to 10 days. This condition has an impact on the limited organic reach of .
2. **Low Quality of Visual and Narrative Content:** The uploaded content is dominated by product photos with minimal visual and narrative quality, without any interesting format variations.
3. **Minimal and Passive Interaction with Audience:** The average Instagram account engagement rate is 1.2%, with most comments or questions from followers not responded to in a timely manner, reflecting a one-way communication pattern (Kurniawan & Sari, 2023).

Analysis of the Delivery Order Service of BUMDes Tegalsari

The delivery service faces the following operational constraints:

1. **Very Limited Logistics Capacity:** All operations depend on a single motorcycle, creating capacity constraints when demand is high (Hook, 2023).
2. **Narrow and Unmeasurable Geographic Reach:** Services are limited to a 5 km radius, despite potential demand from more distant areas, limiting potential market share (Jackson & Lee, 2023).
3. **Time Inefficiency and Route Planning:** The average delivery waiting time is 50 minutes with high variation, caused by the lack of optimal route planning and manual administrative processes.

SWOT Analysis of BUMDes Tegalsari

A comprehensive overview of internal and external factors is presented in the following table:

Table 1. SWOT Analysis of BUMDes Tegalsari

INTERNAL FACTORS	EXTERNAL FACTORS
STRENGTHS:	OPPORTUNITIES:
<ol style="list-style-type: none"> 1. Authentic local products with a story. 2. Legitimate support and networks from the village government. 3. Already has an initial base on social media. 	<ol style="list-style-type: none"> 1. The trend of online shopping and support for local products is increasing. 2. The existence of the "Digital Village" program from the local government, which offers training and funding. 3. Potential for collaboration with local online ride-hailing <i>drivers</i> to expand reach.
WEAKNESSES:	THREATS:
<ol style="list-style-type: none"> 1. Limited human resources and lack of competent digital marketing skills. 2. Insufficient technology and logistics infrastructure (fleet). 3. Unstructured and unmeasured content and service management. 	<ol style="list-style-type: none"> 1. Competition with other SMEs/BUMDes that are already more aggressive in the digital realm. 2. Consumer behavior that is prone to switching due to the abundance of choices. Reputational risk from slow or inaccurate <i>delivery</i> services.
INTERNAL FACTORS	EXTERNAL FACTORS
STRENGTHS:	OPPORTUNITIES:
<ol style="list-style-type: none"> 1. Authentic local products with a story. 2. Legitimate support and networks from the village government. 3. Already has an initial base on social media. 	<ol style="list-style-type: none"> 1. The trend of online shopping and support for local products is increasing. 2. The existence of the "Digital Village" program from the local government, which offers training and funding. 3. Potential collaboration with local online ride-hailing <i>drivers</i> to expand reach.

This analysis shows that BUMDes Tegalsari has a strong product foundation and support, but weaknesses in digital operational execution and logistics prevent it from taking advantage of existing market opportunities.

Discussion

The discussion is the most important part of this scientific article. Its purpose is to answer research questions, interpret findings, integrate research results into existing knowledge, and compile relevant theoretical and practical implications.

Interpretation of Findings and Answers to Research Questions

The research findings confirm that the stagnation in sales at BUMDes Tegalsari stems from two interrelated areas: digital marketing and delivery services. In terms of digital marketing, the findings show that BUMDes' presence on social media is still passive (*exists*) and has not reached the level of active engagement (*actively engaging*). Inconsistent posting and low-quality content have resulted in minimal *engagement rates*. These findings reinforce the theory of " , which states that owning social media accounts without a sustainable content strategy will only result in a passive and ineffective presence. This condition illustrates the gap between technology adoption and mature management capabilities, a common phenomenon in the digital transformation of rural businesses (Brown & Wilson, 2024) .

On the other hand, challenges in delivery services reveal fundamental problems in operational logistics. Single fleet constraints and the lack of route planning are manifestations of a reactive approach, where

services are run as an additional burden rather than as a planned competitive advantage. The principle of *lean delivery* offers the perspective that efficiency is achieved through the optimization of existing assets, not merely the addition of resources (Hook, 2023).

Integrating Findings into Existing Knowledge Bases

This analysis contextualizes and expands on previous research. The findings of regarding the suboptimal use of social media by BUMDes are explained in more detail through the identification of three specific problems: frequency, content quality, and interaction. Similarly, the operational framework for *last-mile* logistics services from (Hook, 2023) is applied to the specific case of BUMDes, revealing that asset limitations and route inefficiencies are the main obstacles.

Furthermore, this study supports and reinforces the integration theory proposed by (Gunawan & Pratiwi, 2023). The findings show that parallel and separate improvements in marketing and delivery will be less than optimal. The key to success lies in synergistic integration that creates a *virtuous cycle*: marketing attracts interest, superior service delivers satisfaction, and satisfaction generates loyalty and testimonial content that fuels the next round of organic marketing.

Theoretical Implications: Concept Modification and Development

Based on the integration of findings and theory, this study modifies the concept of marketing-delivery integration by introducing the element of "contextualization of rural institutional capacity" as a critical variable. In the context of BUMDes, the success of integration does not only depend on strategic planning (*content calendar*, route optimization), but is largely determined by the alignment between the complexity of the strategy and the available human and operational resources. Conventional integration theory needs to be modified by incorporating an *incremental* and capacity-based approach when applied to community-based institutions with limited resources.

Practical Implications and Formulation of Strategic Recommendations

In practical terms, the recommendations formulated are a systemic response to the root causes of the problems. Repositioning the media strategy through a *content calendar* and improving content quality are direct solutions to address inconsistency and low engagement. Transforming the service through zone-based route planning and a simple digital administration system are concrete answers to the issues of speed and efficiency.

Most importantly, the formation of a trained and sustainable team will serve as a foundation that bridges strategy and execution, overcoming human resource capacity issues. These integrated recommendations are expected to transform digital potential into real economic value, enabling BUMDes Tegalsari to increase its contribution to the village economy.

4. CONCLUSION

This study concludes that the stagnation in sales at BUMDes Tegalsari is caused by a failure to integrate the two main pillars of digital adaptation: online marketing and delivery services. Specifically, digital marketing has not been optimized due to its unstructured and inconsistent implementation, characterized by irregular posting frequency, low-quality content, and minimal interaction with the audience. This condition results in social media functioning only as a passive showcase with limited reach and engagement. On the other hand, delivery services are burdened by fundamental logistical infrastructure constraints, such as dependence on a single fleet, lack of efficient route planning, and manual administration systems. This causes the service to be unreliable and slow, unable to meet the expectations of modern consumers. Therefore, increasing sales cannot be achieved by improving only one aspect. An effective solution lies in implementing an integrated strategy that connects and strengthens the cycle between attracting interest through planned digital marketing and meeting expectations through efficient delivery services, thereby creating a *virtuous cycle* of satisfaction, loyalty, and word-of-mouth promotion. Based on the findings and conclusions of the study, several strategic recommendations are proposed for implementation. The managers and head of BUMDes Tegalsari are advised to immediately form or appoint a small team specifically responsible for digital marketing and customer service. This team needs to be given basic training to improve their competence in creating

simple visual content, scheduling posts using a *content calendar*, and responsive communication techniques on social media. Additionally, management should prioritize planning daily delivery routes by grouping orders based on geographical zones and considering increasing logistics capacity, either through collaboration with local couriers or optimizing the use of the existing fleet.

To the Tegalsari Village Government and the District Community Empowerment Agency (PMD), it is recommended to support the digital transformation of BUMDes through a sustainable mentoring program, rather than just incidental training. Support can take the form of facilitating access to technical training in digital marketing and simple logistics management, as well as assistance in accessing grant programs or soft loans that can be allocated to strengthen BUMDes' technological and logistics infrastructure. Collaboration with academics or practitioners for technical assistance is also highly recommended.

To future **researchers**, it is recommended to test the effectiveness of the integrated strategy model produced from this study through direct *action research* at BUMDes Tegalsari or through comparative studies at several other BUMDes. Further research could also explore in greater depth the measurement of the socio-economic impact of BUMDes digital transformation on rural community welfare, as well as the cultural and institutional factors that influence the successful adoption of technology at the rural level.

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