



ANALYSIS OF THE EFFECTIVENESS OF DIGITAL MARKETING: A CASE STUDY OF RAFISA LAMONGAN MSMEs

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Abstract :

The rapid development of digital technology has encouraged micro, small, and medium enterprises (MSMEs) to adopt digital marketing strategies to enhance business competitiveness. This study aims to analyze the effectiveness of digital marketing at Rafisa MSME in Lamongan using the 9P marketing mix framework, including product, price, place, promotion, people, process, physical evidence, partnership, and personalization. A qualitative case study approach was employed involving eight purposively selected informants consisting of the business owner, employees, customers, and business partners. Data were collected through in-depth interviews, observation, and documentation, and analyzed using the interactive model of Miles, Huberman, and Saldaña with source, technique, and time triangulation. The findings indicate that digital marketing through WhatsApp, Facebook, Instagram, and TikTok has been implemented effectively, with WhatsApp and Facebook serving as the most effective platforms. The implementation of the 9P marketing mix has increased customer acquisition, purchase intention, and customer loyalty. However, challenges remain, including centralized social media management, delayed customer responses, and limited production capacity. The study concludes that digital marketing has positively contributed to Rafisa's business development.

Keywords: digital marketing effectiveness; MSMEs; 9P marketing mix; case study; social media.

INTRODUCTION

The rapid advancement of information and communication technology in the digital era has significantly transformed various aspects of society, including marketing activities. This transformation is characterized by the increasing use of the Internet and social media as platforms for communication, information exchange, and online buying and selling transactions. According to Statistics Indonesia (BPS, 2022), the Indonesian E-Commerce Statistics 2022 reported that approximately 2.36 million business establishments conducted e-commerce transactions in 2021, representing an increase of 22.13% compared to the previous year. This figure indicates the rapid pace of business digitalization and highlights substantial opportunities for businesses to expand their market reach through digital marketing strategies.

These findings have important strategic implications, particularly for



Micro, Small, and Medium Enterprises (MSMEs) seeking to utilize digital platforms as marketing channels. They demonstrate the considerable audience potential that can be reached through various digital platforms. Furthermore, a survey conducted by the Indonesian Internet Service Providers Association (APJII) in 2023 revealed that 78.19% of internet users in Indonesia access the internet via smartphones. This trend makes mobile marketing an increasingly relevant approach in contemporary digital marketing strategies.(APJII, 2023)

Within Indonesia's national economy, MSMEs play a highly strategic role in economic development. According to the K. K. dan U. K. M. R. Indonesia (2023), approximately 65.4 million MSMEs operate across the country, contributing 61.07% to the national Gross Domestic Product (GDP) while absorbing nearly 97% of the national workforce. Among these sectors, the culinary industry represents one of the largest MSME subsectors, contributing approximately 41.4% of the MSME subsector's GDP and serving as a major pillar of Indonesia's MSME ecosystem.(BPS, 2025).

The business landscape, particularly within the MSME sector, has undergone remarkable transformation due to rapid technological advancement. Marketing is no longer limited to conventional promotional methods such as direct selling or print media but has evolved into digital marketing. Through websites and various social media platforms, MSMEs are now able to reach broader markets more efficiently, effectively, and measurably, enabling them to compete more successfully in an increasingly competitive global marketplace.(Igo et al., 2025)

Despite these promising opportunities, a significant gap remains between the potential of digital marketing and its actual implementation among MSMEs. Many MSMEs have yet to optimize digital media in promoting their products. Business owners continue to face numerous challenges, including limited knowledge of social media management, inadequate digital marketing competencies, shortages of skilled human resources, and insufficient understanding of how to produce engaging and effective digital content.

Achieving optimal digital marketing effectiveness is further constrained by several factors. First, digital content management is often inconsistent and lacks systematic planning, making it difficult to establish a strong and consistent brand image among consumers. Second, the limited availability of human resources with expertise in digital marketing prevents businesses from fully utilizing the features offered by digital platforms. Third, the absence of standardized performance evaluation systems makes it challenging to assess whether investments in digital marketing activities generate proportional and measurable returns.(Nuraini & Prihantoro, 2023).

In Lamongan Regency, numerous culinary businesses compete in the bakery and pastry industry, including Rafisa Donuts, Lyly Bakery, Athira Bakery, Family Bakery, Mevisa Bakery, and many others. These businesses continuously compete by emphasizing product quality and competitive advantages to attract consumers. Rafisa Donuts has operated for approximately eight years. Initially established in 2018 as a home-based online bakery business,

it experienced substantial growth due to increasing customer demand. Consequently, on August 7, 2023, Rafisa opened its first retail outlet to improve customer service and strengthen public awareness of its brand. In addition to serving walk-in customers, production activities continue to be conducted at the owner's residence, particularly for large-scale orders such as weddings, thanksgiving ceremonies, religious gatherings, and engagement celebrations.

Like many small businesses, Rafisa Donuts faces several challenges, including increasingly intense competition among MSMEs and the growing number of competitors offering similar products. Consequently, the company must continuously develop effective marketing strategies to maintain business sustainability. Another challenge involves the underutilization of social media as a promotional tool, primarily because the owner devotes most of the available time to production activities, leaving limited opportunities for active digital marketing.

Modern consumer behavior has also changed significantly due to rapid technological development. Consumers increasingly rely on social media and other digital platforms as their primary sources of product information before making purchasing decisions. However, field observations indicate that many MSMEs have not fully realized the potential of digital marketing, particularly in creating attractive promotional content and professionally managing their social media accounts.

Preliminary observations indicate that Rafisa MSMEs have utilized social media as a promotional medium; however, its management remains suboptimal. Promotional activities are still conducted inconsistently because the business owner prioritizes production operations over digital content management. As a result, the effectiveness of digital marketing in expanding market reach, strengthening customer relationships, and increasing sales has not yet been comprehensively evaluated. Therefore, this issue requires further investigation to identify more effective digital marketing strategies.

Previous studies on digital marketing in MSMEs have predominantly employed quantitative approaches focusing on the influence of digital marketing on purchasing decisions or sales performance. This study offers novelty by adopting a qualitative case study approach to investigate Rafisa MSMEs in Lamongan. This approach enables a more comprehensive understanding of digital marketing implementation, including its supporting and inhibiting factors. The analysis is based on the 9P Marketing Mix framework, consisting of Product, Price, Place, Promotion, People, Process, Physical Evidence, Partnership, and Personalization, thereby providing a more comprehensive evaluation of digital marketing effectiveness within MSMEs.

Based on the foregoing background, this study aims to analyze the effectiveness of digital marketing implemented by Rafisa MSMEs, identify the supporting and inhibiting factors affecting its implementation, and formulate strategic recommendations for improving digital marketing practices. The findings are expected to contribute to the academic literature on digital marketing implementation in MSMEs while also providing practical

recommendations for business owners seeking to enhance competitiveness and ensure business sustainability in the digital era.

RESEARCH METHOD

This study employed a qualitative approach using a descriptive case study design. This approach was selected because it provides an in-depth understanding of the effectiveness of digital marketing practices implemented by Rafisa MSMEs in Lamongan based on real-world conditions. The research focused on digital marketing activities analyzed through the 9P Marketing Mix framework, which consists of Product, Price, Place, Promotion, People, Process, Physical Evidence, Partnership, and Personalization.

The research informants were selected using purposive sampling, whereby individuals with direct knowledge of and involvement in Rafisa MSMEs' digital marketing activities were intentionally chosen. The participants included the business owner, employees, customers, and business partners (resellers), enabling the researcher to obtain comprehensive information relevant to the research objectives.

Data were collected through in-depth interviews, passive participant observation, and documentation. Primary data were obtained from interviews and observations, whereas secondary data consisted of business documents, social media content, product documentation, and various company records related to the implementation of digital marketing activities at Rafisa MSMEs.

The collected data were analyzed using the interactive model proposed by Miles, Huberman, and Saldaña, which involves three stages: data reduction, data display, and conclusion drawing/verification. The credibility of the findings was ensured through source triangulation, method triangulation, and member checking, thereby enhancing the validity and trustworthiness of the research findings.

FINDINGS AND DISCUSSION

Research Implementation

This research was conducted in Sukodadi District, Lamongan Regency, using a descriptive qualitative approach to obtain a comprehensive understanding of the effectiveness of digital marketing practices implemented by Rafisa MSMEs. Data collection was carried out from May to July 2026 through in-depth interviews and participant observation involving purposively selected participants. This approach enabled the researcher to obtain comprehensive insights into the implementation of digital marketing strategies based on the direct experiences of the business owner, employees, customers, and business partners.

The research object was Rafisa MSMEs, a micro, small, and medium-sized enterprise engaged in the production and sale of various bakery and pastry products. The production facility is located in Pagak Village, while the retail outlet operates in Duko Village, both situated within Sukodadi District, Lamongan Regency. The store operates daily from 08:00 a.m. to 08:00 p.m.,

marketing its products both directly through its physical outlet and digitally via WhatsApp, Facebook, Instagram, and TikTok.

Rafisa MSMEs was established in 2018 as a home-based business relying primarily on word-of-mouth promotion. As consumer demand increased, the business opened its first retail outlet in 2021 as a strategic initiative to expand market reach. Since then, digital media have been increasingly utilized for promotional activities, customer communication, and order management, enabling the enterprise to grow into a business operating two complementary locations dedicated to production and marketing.

Research participants were selected using purposive sampling and categorized into four groups: one business owner, three employees, three customers, and one business partner (reseller). Participant selection was based on their experience and involvement in Rafisa's digital marketing activities. The research process was conducted systematically, beginning with the preparation of semi-structured interview guidelines based on the 9P Marketing Mix indicators, followed by interviews, transcription, data reduction, data presentation, conclusion drawing, and the preparation of descriptive research findings supported by participants' quotations as empirical evidence.

Research Findings

The research data were obtained through in-depth interviews and participant observation involving one business owner, three employees, three customers, and one reseller associated with Rafisa MSMEs in Lamongan. Face-to-face interviews were conducted using semi-structured interview guidelines developed based on the nine dimensions of the 9P Marketing Mix, namely Product, Price, Place, Promotion, People, Process, Physical Evidence, Partnership, and Personalization. Additional indicators included digital marketing, digital marketing strategy, digital marketing effectiveness, MSME characteristics, and consumer behavior in the digital era.

Interviews with the business owner revealed that all social media accounts are managed independently by the owner, who primarily promotes products using authentic photographs and videos. Pricing remains consistent across both offline and online sales channels, with additional charges applied only for delivery services. Digital platforms such as WhatsApp, Facebook, and Instagram have significantly facilitated customers who are unfamiliar with the store's physical location, while WhatsApp has become the most frequently used communication platform for daily transactions.

The findings from employee interviews corroborated these results. Although employees do not directly manage the company's social media accounts, they actively contribute to promotional content creation by capturing photographs and videos during production and cake decoration processes. Customer orders are managed through a WhatsApp group called "List Order," where daily orders are compiled by employees assigned to the morning shift. Employees also reported that the increasing utilization of social media has led to continuous growth in both customer orders and new customer acquisition. However, challenges remain, including delayed responses to customer inquiries

and occasional order-recording errors during periods of high demand.

Interviews with customers and the reseller consistently indicated that the products promoted on social media accurately reflected the products received. Customers perceived the prices as fair considering the product quality and taste and appreciated the friendly service provided through both offline and online channels. Purchasing decisions were influenced by product photographs and videos posted on social media, recommendations from relatives, and the convenience of ordering through WhatsApp. Furthermore, the reseller emphasized that collaboration during the Ramadan season was established based on mutual trust and transparency and contributed significantly to expanding Rafisa MSMEs' market reach.

Discussion

The discussion aims to provide a scientific interpretation of the effectiveness of digital marketing implemented by Rafisa MSMEs in Lamongan based on the interview findings presented previously. Overall, the findings indicate that digital media have become Rafisa's primary strength in expanding its market reach. This finding is consistent with Chaffey & Ellis-Chadwick (2022), who define digital marketing as the application of digital technologies to create online channels that support marketing activities, improve profitability, and maintain long-term customer relationships. Accordingly, digital marketing extends beyond the use of social media and encompasses the entire digital ecosystem that facilitates interaction between businesses and consumers.

From a strategic perspective, Rafisa MSMEs consistently upload authentic product photographs, production process videos, and customer order documentation almost every day. WhatsApp serves as the primary communication platform, while Facebook functions as the main channel for attracting new customers. Meanwhile, Instagram and TikTok have not yet been utilized optimally. These findings support the argument of Kingsnorth (2022), who emphasizes that an effective digital marketing strategy should include a clear understanding of the target audience, the appropriate selection of digital channels, and the consistent creation of relevant content that adapts to changing consumer behavior.

Consumer behavior observed in this study also demonstrates a shift in information-searching patterns. Consumers tend to gather product information through social media before placing orders via WhatsApp. This finding aligns with Armstrong & Kotler (2021), who explain that digital consumer behavior reflects consumers' decision-making processes influenced by interactions within the digital ecosystem, beginning with information searching and continuing through post-purchase evaluation. Likewise, Tuten & Solomon (2021:34) argue that modern digital consumers are increasingly empowered because they have immediate access to extensive product information, enabling them to compare alternatives before making purchasing decisions.

As a micro-scale enterprise, Rafisa MSMEs exhibits several characteristics that influence its digital marketing practices. Business management remains centralized under the owner, digital marketing personnel are limited, and

production capacity is relatively constrained. These characteristics are consistent with Tambunan (2021) who states that MSMEs are generally characterized by individual or family ownership, simple management structures, and limited access to capital and technology. Consequently, although Rafisa's digital marketing strategy remains relatively simple, it has nevertheless contributed positively to business development.

A. The Effectiveness of Digital Marketing in Increasing Sales

The findings demonstrate that the digital marketing strategy implemented by Rafisa MSMEs has been effective in increasing sales, although promotional consistency across platforms such as Instagram and TikTok still requires improvement. The effectiveness of digital marketing is reflected in the increasing number of new customers contacting the business through WhatsApp after viewing promotional content on Facebook, the growing number of daily orders managed through the "List Order" WhatsApp group, and sales revenue data showing a generally positive trend from January to May 2026, with the highest monthly revenue reaching IDR 79,434,000 in March. Furthermore, consistency between the products promoted online and the products received by customers has strengthened consumer trust and encouraged repeat purchases.

Digital marketing has contributed not only to customer acquisition but also to customer retention. Existing customers frequently make repeat purchases because they are satisfied with product quality, friendly customer service, and the convenience of obtaining information through social media platforms. This success is supported by the integrated implementation of the 9P Marketing Mix, encompassing product quality, competitive pricing, consistent promotional activities, and a convenient ordering process. Nevertheless, several challenges remain, including delayed responses to Instagram messages, occasional order-recording errors, and limited production capacity during periods of high demand. These findings suggest that improving employees' digital competencies and expanding production capacity are essential to maximizing the contribution of digital marketing to business growth.

B. Implementation of the 9P Marketing Mix at Rafisa MSMEs

The 9P Marketing Mix serves as the principal analytical framework for evaluating the effectiveness of digital marketing at Rafisa MSMEs because each element complements the others in creating a comprehensive customer experience encompassing both transactional and relational aspects.

1. Product

Rafisa MSMEs consistently present their products using authentic photographs and videos in promotional content, ensuring that the products displayed accurately represent those received by customers. This practice is consistent with Armstrong & Kotler (2021), who define a product as anything offered to satisfy consumers' needs and wants. Furthermore, Ryan (2021) emphasizes that, in the digital era, products cannot be separated from the digital experience, where high-quality images and demonstration videos significantly influence consumers' perceptions of value.

2. Price

Product prices remain consistent across offline and online sales channels, with delivery charges applied only for home delivery services. This pricing strategy aligns with Kotler & Keller (2022), who argue that price transparency in the digital era requires businesses to adopt competitive value-based pricing strategies. Although Rafisa has not yet implemented sophisticated pricing mechanisms, its approach is consistent with the concept of dynamic pricing proposed by Chaffey & Ellis-Chadwick (2022).

3. Place

The strategic location of Rafisa's business, combined with digital channels such as WhatsApp, Facebook, and Instagram, enables customers to purchase products conveniently without visiting the physical store. This finding supports Armstrong & Kotler (2021), who define place as activities that make products available to target consumers. It is also consistent with the concept of channel integration proposed by Chaffey & Ellis-Chadwick (2022), which emphasizes coordinating multiple digital platforms to create a seamless purchasing experience.

4. Promotion

Promotional activities are conducted regularly through WhatsApp, Facebook, and Instagram using authentic product photographs and production videos. This practice is consistent with Armstrong & Kotler (2021), who describe promotion as activities undertaken to communicate product benefits to consumers. Likewise, Chaffey & Smith (2022), emphasize that effective digital promotion should not only increase audience reach but also stimulate interaction, encourage purchase conversion, and foster long-term customer engagement.

5. People

The management of social media accounts is entirely handled by the business owner, while employees assist in content creation and promotional activities. This finding supports Kotler & Keller (2022), who highlight digital marketing competencies as strategic organizational assets. Similarly, Chaffey & Ellis-Chadwick (2022) stress the importance of responsive digital customer service in maintaining customer satisfaction through prompt responses to inquiries and complaints.

6. Process

Orders are received through social media platforms and subsequently recorded in the "List Order" WhatsApp group before being processed for production, delivery, or customer pickup. This procedure reflects the principles of marketing automation described by Kotler & Keller (2022) and supports the importance of checkout optimization, as emphasized by Chaffey & Ellis-Chadwick (2022), in improving conversion rates.

7. Physical Evidence

Consistency between products displayed on social media and those received by customers serves as tangible evidence of Rafisa's product quality and credibility. This consistency has contributed to increasing customer trust, repeat purchases, and business growth. According to Kotler & Keller (2022), product photographs and customer testimonials constitute critical indicators of brand

credibility in digital business environments.

8. Partnership

Rafisa collaborates with resellers during the Ramadan season and works with local courier services to facilitate product delivery. This practice reflects the concept of strategic partnership proposed by Kotler & Keller (2022), emphasizing trust, transparency, and shared objectives among stakeholders to create stronger customer value propositions.

9. Personalization

Customer service is provided consistently regardless of whether purchases are made offline or online, while communication is maintained through WhatsApp Stories and direct messaging. Based on the classification developed by Chaffey & Ellis-Chadwick (2022), Rafisa's personalization strategy remains at the rule-based personalization level and has not yet evolved into behavioral or predictive personalization supported by systematic consumer data analysis.

Overall, the implementation of the 9P Marketing Mix demonstrates that all nine elements have been applied, although they have not yet been strategically integrated. The People and Personalization dimensions remain highly dependent on the business owner and have not yet been supported by comprehensive customer data management. Nevertheless, the consistency demonstrated in the Product, Price, Promotion, and Physical Evidence dimensions has become Rafisa's primary competitive advantage in strengthening customer trust, purchase intention, and customer loyalty. Consequently, the digital marketing strategy based on the 9P Marketing Mix can be considered effective in supporting the business growth of Rafisa MSMEs in Lamongan.

CONCLUSION

This study concludes that the implementation of digital marketing by Rafisa MSMEs in Lamongan has been effective in supporting product promotion, expanding market reach, attracting consumer interest, and increasing sales. Digital marketing activities are carried out through various social media platforms, particularly WhatsApp, Facebook, Instagram, and TikTok, with WhatsApp and Facebook serving as the most effective channels for reaching consumers. These platforms are especially effective through features such as Stories, Reels, and regular promotional posts targeting women, particularly housewives, who represent the enterprise's primary market segment. Furthermore, promotional content featuring authentic product photographs and videos has proven successful in strengthening consumer confidence in the quality of the products offered.

The effectiveness of Rafisa's digital marketing strategy is further supported by the successful implementation of the 9P Marketing Mix. Each element has contributed positively to business performance, including consistent pricing aligned with product quality, convenient ordering and distribution processes through digital platforms, and consistency between the products promoted online and those received by customers. These factors have collectively

enhanced customer satisfaction and created a positive purchasing experience. Overall, the implementation of digital marketing has generated significant positive impacts on the business development of Rafisa MSMEs. These impacts are reflected in the increasing number of customers, higher volumes of orders from both new and existing customers, stronger purchase intentions, improved customer loyalty, and broader market coverage. The findings indicate that digital marketing has become an important strategic instrument for enhancing the competitiveness and sustainability of MSMEs operating in increasingly competitive business environments.

However, the study also identifies several challenges that require further attention. Social media management remains highly centralized under the business owner, resulting in inconsistent promotional activities and delayed responses to customer inquiries on several digital platforms. In addition, limited production capacity during periods of high demand occasionally constrains the enterprise's ability to satisfy customer orders. These issues indicate that, although digital marketing has contributed substantially to business growth, further optimization is required, particularly in strengthening human resource capabilities, improving digital marketing competencies, and expanding production capacity.

Therefore, Rafisa MSMEs are encouraged to develop a more integrated digital marketing strategy by utilizing all available social media platforms more consistently, assigning dedicated personnel to manage digital marketing activities, improving responsiveness to customer interactions, and implementing customer relationship management practices based on digital data. Such improvements are expected to further enhance marketing effectiveness, strengthen customer relationships, and ensure sustainable business growth in the digital era.

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