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Digital Business Strategy and Implementation to Enhance the Competitiveness of a Fresh Cow's Milk Business: A Case Study of Susu Sapi Murni Ngalam

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Abstract

The advancement of digital technology compels Micro, Small, and Medium Enterprises (MSMEs) to adapt to shifting consumer behaviors and business competition by integrating technology into their business operations. This presents a challenge for "Susu Sapi Murni Ngalam" (a local fresh cow's milk business), which previously relied on conventional marketing methods, resulting in limited market reach and suboptimal customer interaction. This study aims to analyze the strategies and implementation processes of digital business practices at Susu Sapi Murni Ngalam, and to identify their contribution to enhancing the business's competitiveness. Data were collected through observation, interviews, and documentation of operational and marketing activities, then analyzed using a process of data condensation, data display, and conclusion drawing and verification. The findings indicate that the implementation of digital business practices involves utilizing social media for promotion and communication, employing online marketplaces and delivery services to expand market access and facilitate transactions, and developing a brand identity to strengthen the business's image. The use of instant messaging applications further supports customer communication and service. These strategies have contributed to broader market reach, streamlined transactions, improved customer interaction, and a stronger brand identity—all of which enhance the business's competitiveness. However, the implementation process faces several obstacles, including limited human resources, low digital literacy, challenges in maintaining consistent digital media management, and suboptimal customer data management. Consequently, there is a need to improve digital competencies, implement more systematic customer data management, and conduct periodic evaluations of the effectiveness of digital marketing strategies. This study offers a practical contribution by detailing the digital business implementation process within a local-scale fresh milk enterprise, demonstrating that digitalization can serve as a key adaptation strategy for MSMEs to expand their market presence and bolster competitiveness in the digital economy.

Keywords:
Digital business; Digital marketing; MSMEs; Competitiveness; Fresh cow's milk.

1. INTRODUCTION

Developments in information and communication technology have brought about changes in various aspects of life, including economic and business activities. Digitalization is driving a shift in business models moving away from conventional systems toward the use of digital technology for marketing, transactions, customer communication, and business management. For Micro, Small, and Medium Enterprises (MSMEs),

the ability to adapt to technological advancements has become increasingly critical; business competition is no longer determined solely by product quality and price, but also by a firm's capacity to reach Consumers, provide services, and build relationships with customers. (Vial, 2019; OECD, 2021)

Digital business entails the use of digital technology across various business activities to create value for customers while enhancing operational effectiveness and efficiency. According to Chaffey (2022), the application of digital technology in business can be realized through a range of activities, including digital marketing, e-commerce, customer communication, and information management to support decision-making. Thus, the implementation of a digital business is not merely about having a presence on digital platforms; it also encompasses a transformation in how a business conducts marketing, serves customers, executes transactions, and builds long-term relationships with Consumers (Vial, 2019).

This situation is relevant to businesses involved in the processing and sale of raw cow's milk. Fresh milk products require specific handling and distribution, making it essential for a business to be capable of providing product information, processing orders, and serving customers promptly. Furthermore, businesses dealing in raw cow's milk also face competition from various other dairy products and similar enterprises.

Susu Sapi Murni Ngalam is a micro, small, and medium-sized enterprise (MSME) engaged in the sale of fresh cow's milk and its derivative products. Initially, the business operated using conventional methods, such as word-of-mouth marketing and a physical retail outlet. Over time, however, the enterprise encountered a shift in consumer behavior, with customers increasingly accustomed to obtaining information, communicating, and placing orders through digital channels. This prompted the business to adjust its marketing strategy moving away from a reliance on conventional approaches toward the utilization of digital media. This adaptation involved using social media for promotion and communication, leveraging online marketplaces and delivery services to facilitate transactions, developing a brand identity, and employing instant messaging applications to engage with customers.

The implementation of digital business practices at Susu Sapi Murni Ngalam extends beyond the mere use of various digital platforms; it represents a broader process of adapting marketing activities and customer service. Social media enables the business to disseminate product information to a wider audience, while online marketplaces and delivery services offer Consumers alternative ways to place orders. Strengthening brand identity is also essential to ensure that the products are easily recognizable to Consumers. Nevertheless, this implementation process has faced several challenges, including limited human resources, varying levels of digital literacy, difficulties in maintaining consistent digital media management, and suboptimal customer data management. These findings align with broader research on MSMEs in Indonesia, which indicates that constraints related to human resources, digital capabilities, and marketing management remain significant hurdles in the process of digital transformation.

Given these conditions, this study focuses on the strategies and implementation processes of digital business for "Susu Sapi Murni Ngalam" (Ngalam Pure Cow's Milk) to enhance its business competitiveness. The digital strategies examined include the utilization of social media, online marketplaces, and delivery services; the development of brand identity; and customer communication via instant messaging applications. This study also identifies the factors that facilitate or hinder the implementation process and analyzes how the adoption of digital business contributes to business competitiveness specifically regarding market reach, ease of transactions, customer interaction, and the strengthening of brand identity. It is expected that this research will provide practical contributions toward the development of digital strategies for MSMEs in the food sector particularly those in the pure cow's milk business while also enriching the body of knowledge concerning digital transformation processes and the competitiveness of MSMEs within the context of local enterprises.

1.1. Digital Business

Digital business is a business concept that leverages digital technology across various organizational activities to create value for customers and enhance business performance. The use of digital technology extends beyond employing social media for promotional purposes; it encompasses a wide range of business activities, such as marketing, sales, transactions, customer service, information management, and decision-making. According to Chaffey (2022), digital business involves the use of digital technology to support organizational activities in creating value, improving the effectiveness of business processes, expanding market reach, and building relationships with customers (Vial, 2019; OECD, 2021).

1.2. Digital Business Strategy

A digital business strategy is a series of actions taken by a company that leverages digital technology to achieve its business objectives. This strategy encompasses how a company utilizes technology to reach Consumers, build customer relationships, conduct transactions, disseminate product information, and create value that enhances competitiveness. In the context of MSMEs (micro, small, and medium-sized enterprises), a digital business strategy can be tailored to the entity's available resources and the characteristics of its target market.

Digitalization offers MSMEs the opportunity to utilize various digital channels in an integrated manner. The OECD (2021) notes that MSMEs typically begin their digitalization journey with administrative and marketing activities, as these are relatively easier to adopt compared to more complex technologies. The use

of social media, online sales, and digital interaction with customers can serve as initial steps in the digital transformation process for MSMEs.

1.3. Utilization of Social Media

Social media serves as a digital marketing tool that enables businesses to convey product information while simultaneously establishing direct communication with customers. For MSMEs (micro, small, and medium enterprises), social media can be instrumental in introducing products, sharing promotions, educating Consumers, and building brand identity. (Hasan & Nisa, 2024; Purnomo et al., 2024)

Social media platforms employed in marketing strategies such as Instagram, Facebook, TikTok, and others should be selected based on the characteristics of the target consumer base. The effectiveness of social media utilization depends not merely on the existence of a business account, but also on consistent content creation, the quality of information provided, active engagement with customers, and the business's ability to leverage the available features.

1.4. Online Ordering Services

Online ordering services represent a form of digital technology utilization that allows customers to access product information and place orders without needing to visit the business location in person. For a raw cow's milk business, such services offer great convenience, as Consumers can place orders from home, their workplace, or any other location. These services can be facilitated through food delivery platforms, online marketplaces, or instant messaging applications like WhatsApp Business. Implementing online ordering services can expand market access while simultaneously enhancing the convenience and speed of service provided to customers.

1.5. Content Marketing

Content marketing is a marketing strategy that utilizes content as a means to provide information, education, entertainment, or promotions to Consumers. Such content may include product photos, videos, details regarding product benefits, production processes, promotional material, customer testimonials, or other relevant information. (Purnomo et al., 2024) In the raw cow's milk business, content marketing can be employed to build consumer trust in product quality. Informative and consistent content can also help establish a brand identity and enhance customer engagement.

1.6. Digital Payments

As businesses evolve and grow, the reliance on manual payment systems is gradually diminishing. According to data from Kontan TV (via their YouTube channel), the adoption of digital payment systems such as QRIS has reached 61.7 million users, with 44 million merchants and MSMEs (micro, small, and medium enterprises) participating. Digital wallets offer greater convenience for customers; beyond enhancing operational efficiency and eliminating the need to carry physical cash, digital payments also signal that a business is adaptable. They provide a practical solution for customers who may find themselves short on cash or unable to visit an ATM beforehand.

1.7. Digital Branding

Digital branding is the effort to build and strengthen a brand identity through various digital media. It encompasses the use of logos, business names, visual designs, packaging, communication styles, and the consistent delivery of information across different digital platforms.

For MSMEs (micro, small, and medium enterprises), digital branding is significant as it helps businesses differentiate their products from competitors and establish an identity that is easily recognizable to Consumers. In this study, digital branding is examined in the context of how "Susu Sapi Murni Ngalam" (Pure Cow's Milk Ngalam) builds its business image through digital media.

1.8. Businaess Competitiveness

Competitiveness refers to a business's ability to sustain its existence and compete with other enterprises by leveraging its inherent advantages. It is reflected in a business's capacity to provide products and services that meet consumer needs, retain customers, expand its market reach, foster innovation, and enhance operational efficiency. (Sholihin, 2023; Dadang et al., 2025). Indicators of business competitiveness:

a. Customer service.
b. Quality of pure cow's milk products.
c. Competitive pricing.
d. Market reach to Consumers.
e. Innovation offered to Consumers regarding cow's milk products

1.9. Fresh Cow's Milk Business

The fresh cow's milk business was established in mid-2019. It focuses on processing and selling fresh cow's milk intended for direct consumption by customers. The milk can be prepared in various ways for

instance, as flavored drinks (such as chocolate, strawberry, or taro) or blended with herbal ingredients (like ginger milk or STMJ a traditional mixture of milk, egg, honey, and ginger). *Susu Sapi Murni Ngalam* is a small-to-medium enterprise (SME) engaged in the sale of fresh cow's milk and its derivative products. Initially, the business operated using conventional methods, relying on word-of-mouth and a physical storefront. Over time, however, *Susu Sapi Murni Ngalam* encountered a shift in consumer behavior; customers became increasingly accustomed to obtaining information, communicating, and placing orders through digital channels. This development prompted the business to adapt its marketing strategy, transitioning from a reliance on conventional marketing toward the utilization of digital media.

1.10. Previous Research

Table 1. Previous Research

No.	Researcher & Year	Research Focus/Title	Metode	Key Results	Similarities to This Research	Difference	Position/Novelty of This Research
1	Susanto et al. (2020/2021)	The Use of Digital Marketing to Expand Markets and Enhance the Competitiveness of MSMEs	Training and mentoring	Digital marketing helps MSMEs understand internet-based marketing, witht he potential to expand their market reach and enhance their competitiveness.	Both address digital marketing and the competitiveness of MSMEs.	The subject consists of a cassava chip MSME, with a focus on training activities.	This study examines the implementation of digital practices within a raw cow's milk business and links this to various aspects of competitiveness.
2	Simamora et al. (2020)	The Influence of Digital Marketing on the Competitiveness of Cassava Chip MSMEs	Quantitative, census, simple regression	Digital marketing has been found to have a positive and significant impact on the competitiveness of MSMEs.	Both connect digital marketing with competitiveness.	While [some studies] use a quantitative approach, this research employs a qualitative case study approach.	This research explores how digital strategies are applied and the processes involved in their implementation, rather than merely measuring their impact.
3	Rozinah & Meiriki (2020)	The Use of Digital Marketing in Micro, Small, and Medium Enterprises (MSMEs) in South Tangerang City	qualitative	Digital marketing helps expand the market, reduce promotional costs, shorten the interaction process with Consumers, and has been reported to increase sales for the subjects under study.	Both employ a qualitative approach and discuss the use of digital marketing by MSMEs.	The research object encompasses MSMEs in general in South Tangerang.	This research focuses specifically on the fresh cow's milk business, with an emphasis on strategy, implementation, service, transactions, and competitiveness.

Based on previous research, it is evident that the digitalization of MSMEs (micro, small, and medium-sized enterprises) has been extensively studied from various perspectives, including digital marketing, social media, brand awareness, digital payments, market expansion, and competitiveness. Studies by Susanto et al. and Simamora et al. highlight the importance of digital marketing in supporting market expansion and the competitiveness of MSMEs. Meanwhile, research by Fitrani et al. and Susanty et al. demonstrates that social media can be leveraged to develop promotions and brand identity. Research on digital payments also indicates that transaction convenience and the quality of digital services are significant components of the consumer experience.

Nevertheless, there remains scope for research that specifically examines the processes and implementation of digital business strategies within the fresh cow's milk industry. Much of the existing research has focused primarily on the quantitative impact of digital marketing, the use of a single social media platform, training initiatives, or the adoption of digital payment systems. This study aims to explore digitalization in a more comprehensive manner encompassing the use of social media, digital branding, online ordering, digital payments, and digital communication within a single business context.

1.11. Research Framework

The research framework is designed to provide an overview of the process of implementing a digital business strategy at the "Susu Sapi Murni Ngalam" (Pure Cow's Milk Ngalam) enterprise, as well as its contribution to the business's competitiveness. The framework begins with the enterprise's initial state, which relied on conventional marketing, an approach that limited both market reach and consumer interaction. Shifts in consumer behavior, characterized by an increasing reliance on digital technology, have prompted the business to adapt its marketing, service, and transaction activities through the utilization of digital technology.

2. RESEARCH METHOD

This study employs a qualitative descriptive research method. This approach is used to gain an in-depth understanding of the phenomenon of digital business implementation within a fresh cow's milk shop. The research is conducted directly at the "Ngalam" fresh cow's milk shop, with the objective of observing firsthand the strategies and processes involved in the implementation.

Informants for this study were selected using a purposive sampling technique a method of selection based on specific criteria aligned with the research requirements. The chosen informants were deemed to possess experience or information relevant to the implementation of digital business practices at the "Ngalam" fresh cow's milk shop. The criteria for informants in this study include: (1) owners or individuals directly involved in the business operations; (2) Consumers who have purchased the products; (3) Consumers who are aware of or have used the digital services employed by the business; and (4) individuals willing to provide the information required for the study.

Selecting informants from various groups is intended to capture a more diverse range of perspectives on the implementation of digital business strategies, encompassing both the business operators' and the Consumers' points of view.

Research data consists of primary and secondary data. Primary data refers to information collected directly from the original source, specifically to address the research questions. In this study, primary data is gathered from the owners of the cow's milk shop, employees involved in operational and digital processes, and customers who participate in these digital processes. Secondary data refers to information obtained indirectly from the original source; such data may be sourced from materials already published by other parties or specific institutions. For this research, secondary data includes business documentation such as sales records and social media content related to the digital processes.

Data collection techniques are the methods employed by a researcher to obtain the data required for a study. The data collected must be relevant, valid, and reliable, ensuring it can effectively address the research questions and test the research hypotheses. In this study, the data collection techniques used include observation, documentation, and interviews (as supporting data).

2.1. Observation

Observations were conducted by examining business activities related to the implementation of digital business practices. This included promotional activities via social media, the use of instant messaging applications, online ordering processes, digital payments, delivery services, and the various ways the business interacts with its customers. Observations also covered digital content activities, such as the frequency of posts, the type of information shared, product promotions, and responses to customers.

2.2. Documentation

Documentation is a data collection technique that utilizes documents, records, archives, photographs, and reports related to the research subject. Documentation serves as supporting data for research. It includes photographs of business activities, products, social media presence, promotional materials, evidence of digital

payment usage, and other documents pertaining to the implementation of digital business. Documentation is also used to help verify information obtained through observations and interviews.

2.3. Interviews (Supporting Data)

Interviews were conducted directly with business owners, operational staff, and Consumers. The purpose of these interviews was to gain in-depth information regarding the reasons for adopting digital technology, the process of implementing digital strategies, the perceived benefits, consumer responses, and the challenges encountered.

Interviews with business owners and operational staff focused on digital business strategies and implementation processes. Meanwhile, interviews with Consumers focused on their experiences using digital business platforms, the ease of placing orders, the quality of communication and service, and their overall perception of the business.

For the study titled “Digital Business Strategy and Implementation in a Pure Cow’s Milk Enterprise to Enhance Business Competitiveness,” the data analysis technique employed was the interactive analysis model developed by Miles and Huberman, which encompasses data reduction, data display, and the drawing and verification of Conclusions.

2.4. Conceptual Framework of the Research

The research framework is designed to provide an overview of the implementation process of a digital business strategy at the "Susu Sapi Murni Ngalam" (Pure Cow's Milk Ngalam) enterprise, as well as its contribution to the business's competitiveness. The framework begins with the enterprise's initial state, which relied on conventional marketing, an approach that limited both market reach and consumer interaction. Shifts in consumer behavior, characterized by an increasing reliance on digital technology, have prompted the business to adapt its marketing, service, and transaction activities by leveraging digital tools.

In this study, the digital business strategy encompasses the use of social media, digital branding, online ordering, digital payments, and digital communication. The implementation process is examined across several stages: selecting digital platforms, creating and distributing content, conducting promotional activities, engaging with Consumers, managing the ordering and transaction process, and evaluating consumer responses.

The implementation of this digital business strategy is further analyzed based on its contribution to the enterprise's competitiveness. This contribution is assessed through various dimensions, including market reach, ease of transactions, service quality, brand awareness, customer relations, and the business's capacity for adaptation and innovation.

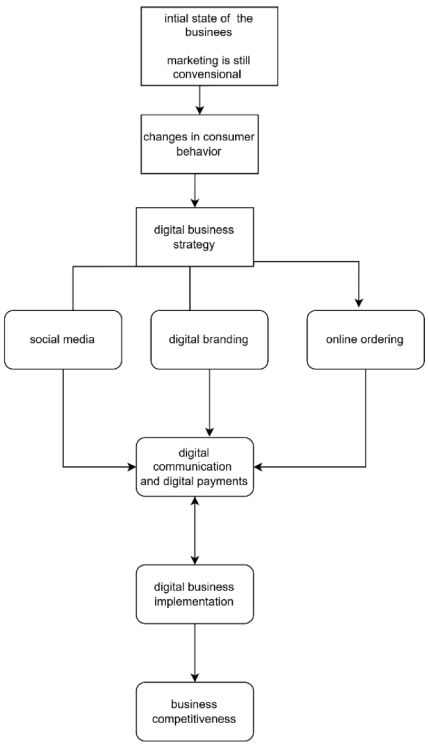

Figure 1. Research framework

3. RESULTS AND DISCUSSION

3.1. Result

3.1.1. General Overview of the Ngalam Fresh Cow's Milk Business

Susu Sapi Murni Ngalam is a business engaged in the sale of fresh cow's milk and dairy-based products. Established in 2019, the business initially offered fresh milk, various flavored milk options, and other dairy-based products, including herbal-infused varieties. As the business grew, it began incorporating digital technology into its marketing, communication, ordering, and transaction processes.

In the early stages, marketing was primarily conducted through conventional methods, such as direct sales and word-of-mouth recommendations from customers. Consequently, the business's market reach was largely limited to Consumers in the immediate vicinity. As consumer behavior shifted and technology advanced, the business began utilizing social media and various digital services as part of its operations.

This transition illustrates that the digitalization of a business does not happen all at once; rather, it evolves gradually, aligned with the needs and capabilities of the management. This pattern reflects the typical digitalization process for MSMEs (micro, small, and medium-sized enterprises), which generally unfolds in stages taking into account available resources, technological proficiency, and specific business requirements.

3.1.2. Strategy and Implementation

3.1.2.1. Use of Social Media

Social media serves as a primary instrument in the digital business strategy of "Susu Sapi Murni Ngalam" (Ngalam Pure Cow's Milk). The platforms utilized include Instagram, TikTok, Facebook, and WhatsApp. These channels are employed to introduce products, share promotions, provide information regarding products and business operations, and communicate with Consumers.

Observations and interviews indicate that promotional activities are carried out through the periodic publication of product content and promotional information. WhatsApp serves as a medium for direct communication with Consumers, while Instagram and TikTok are used to build brand presence and reach potential customers through visual content.

The use of social media has transformed the business's communication patterns. Prior to adopting digital media, interactions with Consumers primarily took place face-to-face. With the integration of social media, product-related information can now be conveyed without requiring Consumers to visit the business location. (Hasan & Nisa, 2024).

3.1.2.2. Digital Branding

Digital branding is implemented through the use of a business identity across social media, encompassing product displays, pricing information, operating hours, and promotional materials. Platforms such as Instagram, TikTok, and Facebook are utilized not merely for product sales, but also to foster brand recognition for "Susu Sapi Murni Ngalam" (Ngalam Pure Cow's Milk).

The research findings indicate that a digital identity makes it easier for Consumers to recognize a business. Providing consistent information regarding the business name, products, pricing, and product characteristics helps establish a clearer perception among Consumers.

Digital branding is also linked to competitiveness, as Consumers consider not only the product itself but also how a business communicates its identity and value. Research on branding and digital marketing for MSMEs (micro, small, and medium-sized enterprises) suggests that a strong and consistent brand identity can bolster a business's market position in the face of competition.

3.1.2.3. Use of Delivery Services

Online ordering represents another aspect of the digital business implementation at Susu Sapi Murni Ngalam. Consumers can place orders through various digital communication channels and available delivery services. The business also utilizes platforms such as Gojek, Shopee, and Grab to provide greater accessibility to its customers.

The adoption of online ordering offers convenience, as Consumers can obtain products without needing to visit the business location in person. From the business's perspective, such services help expand reach to Consumers beyond the scope of those who visit the physical store (OECD, 2021; Prakoso et al., 2024).

3.1.2.4. Use of Digital Payments

Digital payments serve as an alternative transaction method for Consumers. Susu Sapi Murni Ngalam utilizes QRIS and digital wallet services as one of its payment options. The use of digital payments offers significant benefits, primarily by enhancing the convenience of transactions. Consumers are not required to carry cash for every purchase, while for businesses, digital payments make the transaction process more efficient and practical. (Sriyono et al., 2024; Gainau et al., 2024)

These findings align with research by Sitanggang et al. (2024), which indicates that the adoption of QRIS by MSMEs (micro, small, and medium-sized enterprises) can improve transaction efficiency and provide

greater convenience for both business owners and Consumers. However, the study also highlights that technological literacy and infrastructure readiness remain challenges in the implementation of digital payments.

3.1.2.5. Digital Communication with Customers

Digital communication is conducted via WhatsApp, social media, and other communication channels. These channels are used to receive inquiries and orders, provide product information, share promotions, and handle consumer complaints.

Research findings indicate that digital communication helps foster a more direct relationship between a business and its customers. Consumers can obtain information without needing to visit the physical location a convenience that is particularly beneficial for those placing orders online. Digital communication also plays a role in building trust. Prompt responses, clear information, and friendly service can provide a positive experience for Consumers.

3.1.3. Digital Business Implementation Process

Identifying business needs: assessing the requirements for expanding market reach and facilitating communication with Consumers. Selecting digital platforms: utilizing social media, instant messaging applications, ordering services, and digital payment systems. Executing the strategy: creating content, conducting promotions, accepting orders, serving customers, and processing digital transactions. Evaluation: monitoring consumer responses, social media interactions, order volume, and feedback regarding the content created.

3.1.4. Business Competitiveness

First, digitalization helps expand marketing reach. Social media allows information about products to be conveyed to a broader range of potential Consumers compared to direct, in-person marketing. Second, digitalization enhances the convenience of transactions and services. Consumers can communicate, place orders, and make payments using digital platforms, which reduces the reliance on face-to-face transactions. Third, digitalization supports brand awareness. Consistent use of social media provides businesses with a space to introduce their identity and products to Consumers. Fourth, digitalization helps improve customer interaction. Social media and instant messaging applications enable faster, two-way communication. Fifth, the utilization of digital technology boosts a business's adaptability. Rather than relying solely on conventional marketing methods, businesses can adjust to the habits of Consumers who are increasingly accustomed to using digital services.

3.1.5. Supporting and Inhibiting Factors

The implementation of digital business at "Susu Sapi Murni Ngalam" (Pure Cow's Milk Ngalam) is supported by several factors, including the availability of user-friendly digital media, a growing consumer habit of using digital services, and a wide range of platforms for marketing, ordering, and payments.

On the other hand, there are several obstacles. The primary challenges include limited human resources, varying levels of digital literacy, difficulty in maintaining consistent content creation, time constraints, and a limited budget for digital promotion. Human resource limitations represent a significant issue, as managing a digital business requires skills in content creation, social media management, customer responsiveness, and performance evaluation. Studies on the digital transformation of MSMEs (micro, small, and medium-sized enterprises) also indicate that human resource capabilities are a critical factor in the successful utilization of digital technology (Suasana et al., 2025; Musadieq et al., 2025).

Therefore, developing human resource capabilities must be integrated into future strategies. It is not enough for a business to simply possess social media accounts and digital payment facilities; it must also ensure that these technologies are managed consistently and aligned with the business's objectives.

3.2. Discussion

Overall, the research findings indicate that the implementation of digital business at Susu Sapi Murni Ngalam has evolved from mere promotional activity into an integral part of its business processes encompassing marketing, branding, communication, ordering, customer service, and payments (Vial, 2019; OECD, 2021).

These findings demonstrate that digitalization offers businesses the opportunity to enhance their competitiveness. However, the success of such implementation is not determined solely by the number of digital platforms employed. More critical factors include a business's ability to consistently manage these platforms, produce relevant content, respond to customers, and conduct ongoing evaluations.

4. CONCLUSION

Based on research into the strategies and implementation processes of digital business at the "Ngalam" Pure Cow's Milk enterprise, it can be concluded that adopting digital business practices plays a crucial role in

enhancing the enterprise's competitiveness. The strategies employed include utilizing social media for promotion, digital branding, offering online ordering services, integrating digital payment systems, and fostering more effective communication with customers via digital platforms.

The digital business implementation process was carried out in stages, beginning with identifying business needs, selecting appropriate digital platforms, and creating promotional content, followed by evaluating the effectiveness of marketing strategies. This implementation has yielded positive outcomes, such as expanded market reach, improved service convenience for customers, more efficient transaction processes, and increased customer trust and loyalty toward "Ngalam" Pure Cow's Milk products.

Nevertheless, the study also identified several challenges in implementing digital business, including limited human resource capabilities in managing digital marketing, a lack of consistency in producing promotional content, and budgetary constraints for digital marketing activities. Consequently, enhancing digital competencies and developing sustainable marketing strategy plans are essential factors for improving the effectiveness of digital business implementation.

Overall, digital business strategies and their implementation have proven capable of boosting the competitiveness of the "Ngalam" Pure Cow's Milk enterprise by expanding its market, improving service quality, strengthening its brand image, and fostering better relationships with customers. (Sholihin, 2023; Dadang et al., 2025).

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