

# BUMDes Wukirsari Digital Transformation: Integrated Marketing Communication Strategy to Strengthen Local Economy

Sri Widyastuti<sup>1</sup>, Lola Fitria Sari<sup>2</sup>, Dian Riskarini<sup>3</sup>, Syahril Djaddang<sup>4</sup>, Widarto Rachbini<sup>5</sup>, Dewi Kurniawati<sup>6</sup>, Putri Rana Khairina<sup>7</sup>, Wina Kristiani<sup>8</sup>

<sup>1,7</sup>: Department of Magister Management, Faculty of Economics and Business, Universitas Pancasila, Indonesia

<sup>2,3,5,6</sup>: Doctor of Economics, Faculty of Economics and Business, Universitas Pancasila, Indonesia

<sup>4,8</sup>: Magister Akuntansi: Department of Accounting, Faculty of Economics and Business, Universitas Pancasila, Indonesia

\* Corresponding Author: [lola.fitria@univpancasila.ac.id](mailto:lola.fitria@univpancasila.ac.id)

---

## **Abstract.**

Community Service carried out in Wukirsari Village, Bantul Regency, Special Region of Yogyakarta, on May 19-20, 2025, aims to enhance the management capacity of Village-Owned Enterprises (BUMDes) through the optimization of digital marketing strategies. BUMDes Wukirsari manages several strategic business units, including Warung Kopi Pojok BUMDes, BUMDesMart, Gas Station, Catering, and Embung Imogiri I Tourism, which contribute significantly to the local economy. The primary challenge is digital transformation in marketing and sales systems to expand market reach and enhance competitiveness. The activity began with participation in the 1<sup>st</sup> International Community Services 2025 Consortium as a forum for cross-institutional collaboration. Continued with field observations and in-depth interviews with BUMDes managers to identify managerial potential and constraints. Based on the theoretical framework of Philip Kotler and Kevin Lane Keller regarding integrated marketing communications, the implementation of four pillars of mass communication is proposed: (1) digital advertising through social media platforms and marketplaces to build brand awareness and wider market reach; (2) digital sales promotion in the form of coupons, flash sales, and loyalty programs to increase transactions and customer retention; (3) organizing interactive events and activities, both virtual and physical, to strengthen consumer engagement; and (4) public relations management through publication and collaboration with media and influencers to build reputation and public trust. The results of this service are presented in activity reports, scientific articles, and submissions of Intellectual Property Rights (IPR). This integrative approach is expected to increase the effectiveness of BUMDes Wukirsari management and support sustainable digital-based local economic development.

**Keywords:** BUMDes; marketing communications; digital advertising; digital sales promotion; events; public relations.

---

## **I. INTRODUCTION**

The gap between urban and rural areas has become a significant motivation for development in rural areas. In the 2021 World Social Report, considerable quality of living standards are the cause of the gap between rural and urban areas. The rapid development of digital technology innovation opens up opportunities for rural communities to improve their economies, both in the agricultural

and non-agricultural sectors. To reduce the inequality rate between Villages and Cities. The provision of infrastructure and public services is also an essential aspect of development in rural communities (United Nations, 2021).

Village-Owned Enterprises (BUMDes) are village economic institutions established by the village government and managed in collaboration with the community to harness local economic potential. BUMDes has a strategic role in encouraging sustainable and participatory village development. The existence of BUMDes is regulated in Law No. 6 of 2014 concerning Villages, which is strengthened by Government Regulation No. 11 of 2021 concerning BUMDes with legal status.

In the era of digitalization, BUMDes has the potential to be a driver of village digital transformation by developing information technology-based services such as digital marketing systems and online marketing of local products (Hilmawan et al., 2023). As a socio-economic institution, BUMDes is not only profit-oriented but also fulfills social functions, including assisting vulnerable groups, providing emergency services, and serving as an economic buffer during times of crisis (Rimawan et al., 2020). Therefore, the existence and strengthening of BUMDes' capacity is vital in supporting inclusive, competitive, and sustainable village development (Monda et al., 2023).

Since the Village Law was enacted, the growth in the number of BUMDes has been quite significant. Based on data from the Ministry of Villages, Disadvantaged Regions, and Transmigration as of 2023, the number of active BUMDes reached 57,288 units, with approximately 12,296 having legal entities, a total initial capital disbursed of IDR 1.76 trillion, and an average annual turnover of around IDR 90.26 billion. BUMDes has contributed to the trade, microfinance services, agriculture, fisheries, and village tourism sectors. Several villages, such as Sekapuk (Gresik), Ponggok (Klaten), and Angseri (Bali), are examples of the successful implementation of BUMDes based on local potential (Beritajatim, 2023).

Village-Owned Enterprises (BUMDes) are strategic instruments in village development that aim to achieve economic independence, enhance community welfare, and foster participatory and sustainable village governance. In the context of the local economy, BUMDes play a crucial role as the primary driver of village economic activity through the productive utilization of natural and social resource potential, creating jobs, and fostering community-based entrepreneurship (Puri & Khoirunurrofik, 2021).

The profits obtained by BUMDes also contribute to the Village Original Income (PADes), which is then used to finance various development programs, including infrastructure, education, health, and other public services (Kemendes PDTT, 2023). In addition, BUMDes also encourages community empowerment through training, active participation in business management, and strengthening family economies, thereby reducing dependence on the city and slowing the rate of urbanization (Sinarwati et al., 2020).

In this Community Service activity, we had the opportunity to visit the Wukirsari Village-Owned Enterprise, Imogiri District, Bantul Regency, named the Wukirsari Raya Village-Owned Enterprise, hereinafter abbreviated as "BUMDes Wukirraya". BUMDes Wukirraya is domiciled in Wukirsari Village, Imogiri District, Bantul Regency. This BUMDes was established to enhance the village economy through business management that leverages local potential and community needs (BPS, 2019).

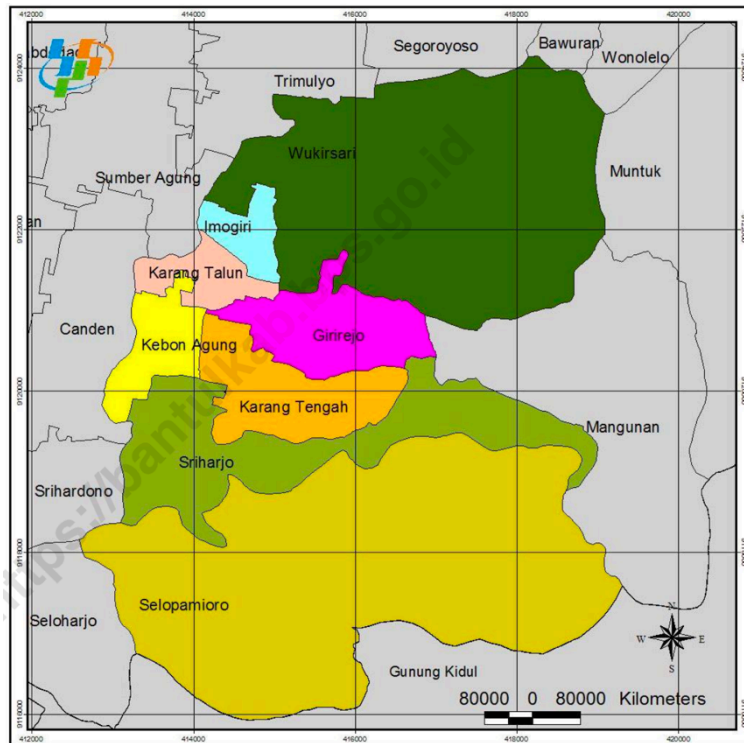


Figure 1. Map of the Imogiri District Area

Wukirsari Village is one of the villages located in Imogiri District, and it has become a popular tourist destination in Bantul Regency, Special Region of Yogyakarta. This village is situated on the south side of the city center of Yogyakarta, at a distance of  $\pm 17$  km. Wukirsari boasts a rich cultural heritage and is home to numerous traditional Javanese customs and practices. In addition to being an agricultural area such as rice and other secondary crops (corn and vegetables), this area also includes cultural and educational tourism to learn batik in the Giriloyo Area, nature tourism in the coastal region of the Opak River, religious tourism in the Tomb of the Pajimatan Kings and the Tomb of Sunan Giriloyo, as well as economic and cultural tourism in the Sor Jati Traditional Market Area. In addition, Pucung Hamlet is focused on the development of Edu-Tourism for bird wildlife based on bird breeding, as well as maximizing the potential of wayang tatah crafts (BPS, 2019).

Wukirsari Tourism Village has focused on the development of Edu-Tourism and Eco-Tourism since 2007. It has been officially confirmed through the Decree of the Village Government and the Decree of the Bantul Regency Government, as a Tourism Village managed through community empowerment, involving all elements of society, and coordinated by the Manager. Various competitions have been participated in by the Wukirsari Tourism Village Area as a means to introduce the village's excellence in the world of tourism. The excellence of Wukirsari tourism village lies in its diverse culture and exclusive, enduring tourism packages. Among these achievements are:

Table 1: Wukirsari Village Achievements

Year	Achievements
2007	MURI Record for the Longest Batik Shawl
2014	3 <sup>rd</sup> Place in DIY Tourism Village
	1 <sup>st</sup> Place in Bantul Independent Tourism Village
	3 <sup>rd</sup> Place in Bantul POKDARWIS

2015	1 <sup>st</sup> Place in DIY Tourism Village Culinary Festival
2016	2 <sup>nd</sup> Place in Bantul POKDARWIS
	1 <sup>st</sup> Place in DIY POKDARWIS
	6 <sup>th</sup> Place in National POKDARWIS ASEAN Award for Adiluhung Homestay
2017	5 <sup>th</sup> Place in National POKDARWIS
2020	1 <sup>st</sup> Place in DIY Tourism Village Competition
2021	1 <sup>st</sup> Place in DIY Regency Village Competition
2022	Obtained Sustainable Tourism Village Certificate
	100 <sup>th</sup> Place in ADWI
	1 <sup>st</sup> Place in ADWI Advanced Tourism Village 2023

BUMDes Wukirsari or BUMDes Wukirraya is one of the active and innovative BUMDes in Bantul Regency. By managing various business units, including Warung Kopi Pojok BUMDes, BUMDes Mart, Gas Station, Catering, and Wisata Embung Imogiri I, the existence of this BUMDes has added color to the economic and social dynamics of the village community. This positive phenomenon reflects the spirit of community empowerment and village independence that continues to grow.

However, behind the success, several problems and obstacles hinder the optimization of BUMDes as a driving force for the village economy. Some of the issues faced include:

#### 1. Unprofessional Business Management

One of the main obstacles is the lack of professional management in managing business units. Some units are still managed traditionally, without a standardized accounting system, long-term business planning, or adequate digital marketing strategies.

#### 2. Lack of Trained Human Resources

Although the spirit of cooperation in the community is high, the limited number of human resources with the capacity in entrepreneurship, finance, and business management poses a serious obstacle. Many managers come from the surrounding community who do not have special business training.

#### 3. Limited Capital

Some business units, especially those that require significant initial investments, such as BUMDesMart and Embung Imogiri tourism, face obstacles in terms of capital (Watts et al., 2019). Limited initial capital hampers business expansion and innovation.

#### 4. Lack of Promotion and Digitalization

Most BUMDes business units have not utilized digital platforms optimally. The lack of promotion through social media and e-commerce platforms makes it difficult for business units to gain widespread recognition, particularly for the tourism sector and local micro and small enterprises (MSMEs).

#### 5. Dependence on Government Subsidies

Some activities remain overly dependent on government support or external assistance programs. This disrupts business sustainability if assistance is no longer available.

#### 6. Competition with Private Business Actors

Units such as BUMDesMart and Gas Base face competition from modern stores or other agents around the village. If they do not have competitive advantages such as price, service, or local specialty products, it is difficult for BUMDes to compete healthily.

#### 7. Uneven Public Awareness

Not all villagers are aware of supporting and buying products from BUMDes. Some people still choose to shop outside the village or are not interested in BUMDes' services, which results in less than optimal income.

From the various obstacles that exist, we highlight the problem of marketing products through marketing channels and sales systems, as discussed in *Managing Mass Communication: Advertising, Sales Promotion, Events, Experiences, and Public Relations*.

Through this integrated communication strategy, BUMDes can overcome the limitations of conventional marketing, expand market reach, increase customer engagement, and build a positive image and public trust. The implementation of digitalization, supported by HR training and technological infrastructure, will bring BUMDes Wukirsari to a higher level of business growth and sustainable community welfare.

## **II. METHODS**

Through this integrated communication strategy, BUMDes can overcome the limitations of conventional marketing, expand market reach, increase customer engagement, and build a positive image and public trust. The implementation of digitalization, supported by HR training and technological infrastructure, will elevate BUMDes Wukirsari to a higher level of business growth and sustainable community welfare.

The activity began with participation in the 1<sup>st</sup> International Community Services Consortium 2025, which was held on May 19, 2025, at the Ballroom of the Novotel Hotel Yogyakarta. This forum serves as a platform for sharing knowledge and experiences across institutions, fostering international collaboration in the field of community service. On May 20, 2025, the implementing team continued the activity by visiting Wukirsari Village.

The ICS activity involved 265 participants from 5 countries (27 domestic universities and six foreign universities). The six foreign universities consisted of Monash University, UiTM University, University Malaysia Sabah, University Poly Tech Malaysia, Iloilo Science and Technology University, Philippines, and Mamun University, Uzbekistan.

During this visit, the team conducted direct observations and interviews with local BUMDes managers to explore potential opportunities and identify problems in the management of BUMDes' business units. This observation and discussion activity took place in the Hall of the Wukirsari Village Hall and was guided directly by the Chairman/Director of BUMDes Wukirsari, Mr. Andri Martono, S.E.

Next, the team visited several business units managed by BUMDes Wukirsari, namely Warung Pojok BUMDes, Embong Imogiri I, and BUMDesMart. During each visit, the team conducted in-depth interviews with business managers to gain an understanding of their operational systems, business strategies, and the challenges they face in running their businesses.

After completing the field activities, the team prepared an activity report as part of the International Community Services 2025 series. In addition, the team prepared activity outputs in the form of scientific articles to be published in academic journals and registered the intellectual results of this activity as Intellectual Property Rights (IPR).

## **III. RESULT AND DISCUSSION**

BUMDes Wukirsari, as a village-owned business entity, plays a strategic role in driving the local economy through various business units, including Warung Kopi Pojok BUMDes, BUMDesMart, a Gas Station, Catering Services, and Wisata Embung Imogiri I. However, one of the main challenges faced is optimizing marketing channels and sales systems in the digital era. Digital transformation is

a primary need to promote BUMDes' products and services more effectively, increase sales, and strengthen their competitive position in the market (Sari et al., 2023).

According to Kotler et al. (2018), Philip Kotler and Kevin Lane Keller, in their book *Marketing Management*, effective marketing communications must be integrated and strategically utilize various mass communication tools to build strong relationships with customers. In this context, BUMDes Wukirsari needs to manage mass communications through four main pillars: Advertising, Sales Promotion, Events and Experiences, and Public Relations to support the digitalization of marketing and sales.

#### 1. Advertising: Expanding Reach and Building Brand Awareness

Advertising is the most direct and formal form of mass communication used to promote a product or service to a target market. Kotler and Keller explain that effective advertising must be able to build brand awareness and create interest among consumers.

BUMDes Wukirsari can utilize digital platforms, including social media (Facebook, Instagram, TikTok), Google Ads, and online marketplaces, to run targeted advertising campaigns. For example, promoting Warung Kopi Pojok BUMDes and UMKM products on BUMDesMart through short videos, digital banners, and advertisements tailored to the preferences of local and out-of-town target markets.

With digital advertising, costs can be more efficient than those of conventional advertising, and market reach can be expanded to include potential consumers outside the village area. In addition, analytical data from advertising campaigns allows BUMDes to measure advertising effectiveness and optimize in real time.

#### 2. Sales Promotion: Increasing Sales Attraction and Transactions

According to Kotler and Keller, sales promotions encompass various short-term incentives designed to encourage consumers to make purchases. In the digital context, BUMDes Wukirsari can implement sales promotions in the form of digital discount coupons, flash sales, product bundling, or loyalty programs, all of which can be integrated with applications or marketplace platforms. For example, BUMDesMart can offer special promotions for customers who purchase local products through their online store, while catering units can provide discounts for ordering specific packages via social media. Measurable and attractive promotions will increase the frequency of purchases and encourage customer loyalty. In addition, digitalization enables the tracking of customer data, allowing promotions to be tailored to buyer behavior and preferences, making them more personalized and effective.

#### 3. Events and Experiences: Building Direct Interaction and Engagement

Events and experiences are one of the most effective forms of marketing communication in building emotional relationships between consumers and brands. Kotler and Keller stated that direct interaction through events or cultural events involving the community can create memorable experiences and strengthen customer loyalty.

BUMDes Wukirsari can host virtual and physical events, such as webinars introducing local MSME products, culinary festivals at Warung Kopi Pojok, or educational events at Wisata Embung Imogiri I, which are also broadcast live. The use of digital technology, such as live streaming on social media, opens up opportunities to reach a wider audience, including urban communities who want to get to know village products more closely without having to be physically present. Additionally, interactive features such as chat and polling during events offer opportunities for BUMDes to receive direct feedback and increase engagement.

#### 4. Public Relations: Building Image and Trust

Public relations plays a vital role in building and maintaining BUMDes' reputation in the public eye. Kotler and Keller emphasized that good PR not only focuses on promotion, but also on building harmonious relationships with various stakeholders.

BUMDes Wukirsari can build relationships with relevant local media, bloggers, and influencers to tell the success stories of village business development and digital innovations carried out. The publication of articles, news, and customer testimonials on various media channels will increase credibility and public trust in BUMDes. In addition, transparency in financial management and activity reporting through websites or social media will strengthen the positive image of BUMDes as a professional and accountable institution.

#### Integration of Mass Communication in BUMDes Wukirsari's Digital Marketing Strategy

Kotler and Keller emphasize the importance of Integrated Marketing Communications (IMC), which involves the integrated management of various marketing communication tools to ensure a consistent and compelling message is delivered.

BUMDes Wukirsari must integrate digital advertising, sales promotions, interactive events, and public relations into one integrated marketing strategy. For example, a new UMKM product launch campaign at BUMDesMart can begin with a digital advertising teaser, followed by an online discount promotion, accompanied by a live cooking demonstration at Warung Kopi Pojok, and supported by local media publications and customer testimonials on social media.

In developing an advertising program, marketing managers must always begin by identifying the target market and buyer motives. Then they can make five major decisions known as the “five Rs”:

1. Mission: What are our advertising objectives?
2. Money: How much can we afford to spend, and how should we allocate our spending across different media?
3. Message: What should the advertising campaign say?
4. Media: What media should we use?
5. Measure: How should we evaluate the results?

These decisions are summarized in Figure 2 and are explained in the following sections.

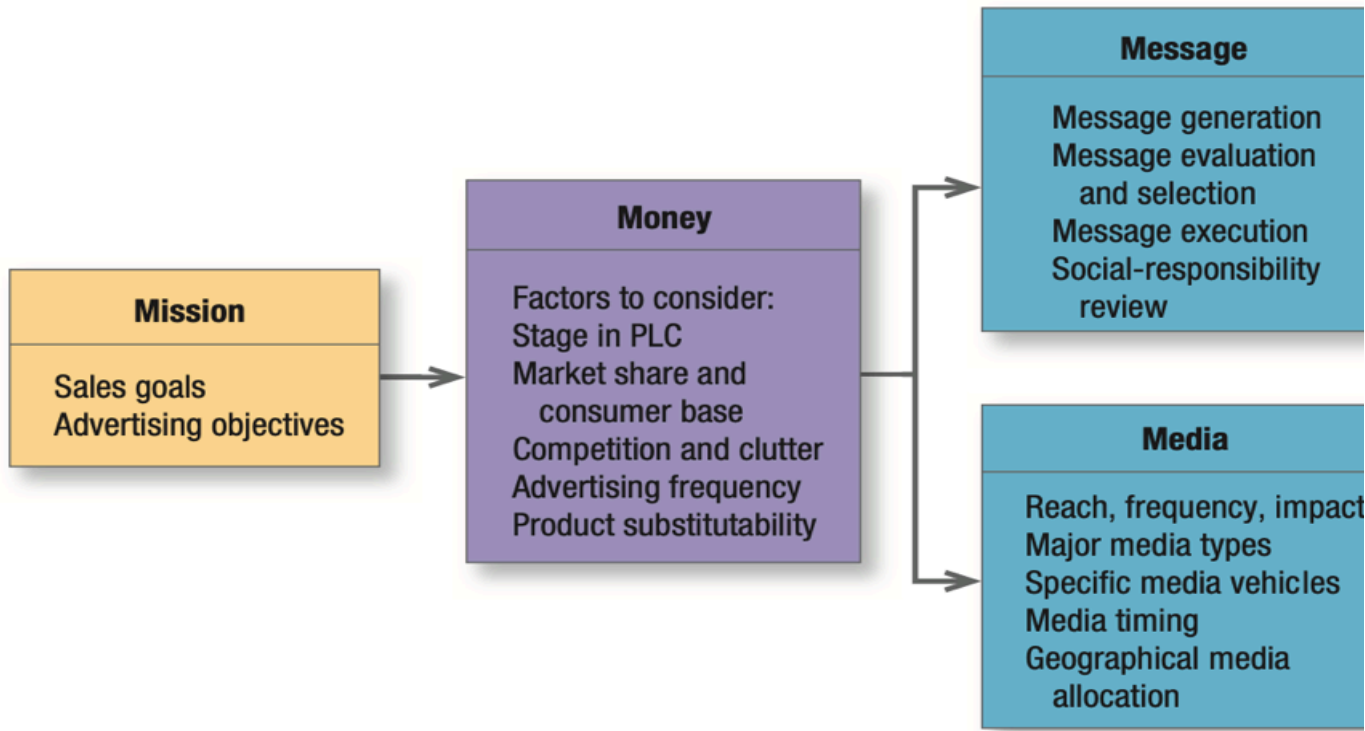


Figure 2. Five Key Decisions in Advertising According to Kotler and Keller

In developing an effective advertising program, marketing managers must begin by identifying the target market and consumer buying motives, and then make five key decisions known as the "five M". The first is **Mission**, which establishes the primary objective of the advertising campaign, whether to build brand awareness, introduce a new product, or drive short-term sales growth. The second is **Money**, which involves determining the budget available for advertising and how to allocate those funds efficiently across media channels according to their reach and effectiveness. The third is **Message**, which designs a message that is relevant, compelling, and able to appeal to consumers' emotions or logic so that they understand the value of the product or service being offered.

Fourth, **Media** is the process of selecting the most appropriate media channels or platforms, whether traditional media such as radio and print, or digital media such as social media and websites, to reach the target audience most effectively. Finally, **Measurement** is an evaluative step to assess the effectiveness of the advertising campaign, using performance indicators such as increased sales, digital traffic growth, consumer engagement levels, or brand recall, so that the results can be used to improve the next campaign (Kotler & Armstrong, 2018).

### Challenges and Opportunities of Digitalization of Mass Communication

Although digitalization presents significant opportunities, it also poses numerous challenges. According to Kotler and Keller, one of the obstacles is the ability of human resources to manage digital technology and data. Therefore, training BUMDes administrators in digital marketing, the use of social media platforms, and data analysis is very important to optimize the benefits of digitalization.

Additionally, the village's technological infrastructure, including internet connections, must be adequate to ensure that digital marketing activities run smoothly.

The village government and BUMDes can collaborate with internet service providers to enhance digital access for the community. By managing mass communication professionally and in an integrated manner, BUMDes Wukirsari is not only able to increase sales of products and services but also strengthen relationships with customers and the wider community, thereby accelerating the sustainable development of the village economy. The following is a SWOT analysis that identifies the Strengths, Weaknesses, Opportunities, and Threats faced by BumDes Wukisari.

<b>INTERNAL</b> ↓ <b>EXTERNAL</b> →	<b>STRENGTHS (S)</b>	<b>WEAKNESSES (W)</b>
<b>OPPORTUNITIES (O)</b>	<b>SO STRATEGY</b> → Kembangkan paket wisata terintegrasi dengan produk kopi lokal → Manfaatkan dukungan pemerintah untuk program desa digital → Ekspansi layanan minimarket dengan produk lokal → Jalin kemitraan strategis dengan perguruan tinggi	<b>WO STRATEGY</b> → Pelatihan SDM melalui kemitraan dengan perguruan tinggi → Implementasi platform digital untuk pemasaran → Akses permodalan melalui program pemerintah → Kampanye kesadaran konsumen lokal
<b>THREATS (T)</b>	<b>ST STRATEGY</b> → Diferensiasi produk dengan keunikan lokal → Diversifikasi usaha untuk mengurangi risiko → Membangun loyalitas pelanggan dengan layanan personal → Sistem manajemen risiko bencana alam	<b>WT STRATEGY</b> → Peningkatan kapasitas manajemen dan operasional → Diversifikasi sumber pendanaan → Sistem monitoring pasar dan kompetitor → Rencana kontinjensi bisnis

Figure 3: SWOT Analysis

This SWOT analysis reveals that BUMDes Wukirsari possesses significant strengths in local resources and social support, yet faces challenges in management, digital marketing, and market competition (David, 2011).

Suggested strategies:

1. SO (Strength–Opportunity): Strengthen digital promotion of superior village products through social media and attractive virtual events.
2. WO (Weakness–Opportunity): Increase managerial and digital capacity through training and partnerships with universities.
3. ST (Strength–Threat): Use the power of business diversification to reduce dependence on seasons or a single type of business.
4. WT (Weakness–Threat): Develop a roadmap for financial independence so as not to depend on external assistance and to be ready to face competition.

This SWOT analysis provides a comprehensive picture of the internal and external conditions affecting the village's ability to manage superior products. By identifying strengths, weaknesses,

opportunities, and threats, the village can formulate an effective strategy to enhance competitiveness and business sustainability.

**SO (Strength–Opportunity) Strategy: Strengthen Digital Promotion of Village's Leading Products**

The village's existing strengths, such as the quality of its leading products and the potential of abundant local resources, must be optimally utilized to capture market opportunities that continue to grow, especially in the digital realm. The SO strategy emphasizes the importance of strengthening digital promotion through social media and interesting virtual events. By optimizing social media such as Instagram, Facebook, and digital marketplaces, the village's leading products can reach a wider market, including young consumers and the international market. Virtual events such as online bazaars, product demos, and product introduction webinars can also increase exposure and interaction with consumers. This approach not only increases sales opportunities but also significantly improves the image and brand awareness of village products.

**WO (Weakness–Opportunity) Strategy: Increase Managerial and Digital Capacity**

Existing weaknesses, particularly in business management and digital skills, can be addressed by leveraging training programs and partnerships with educational institutions, such as universities. Through managerial and digital marketing training, village business owners can learn to run their businesses more efficiently and effectively utilize digital technology. Collaborations with universities can give access to the latest academic and technological resources, as well as support product innovation. This also creates opportunities for knowledge transfer and sustainable local workforce development, helping villages move beyond just relying on traditional resources.

**ST (Strength–Threat) Strategy: Business Diversification as a Risk Protection**

The strength of existing business diversification is a crucial strategy for facing threats such as market fluctuations, intense competition, or weather changes that can impact businesses that rely on specific seasons. By utilizing business diversification, villages can reduce their risk of dependence on a single product or a particular harvest season. For example, in addition to agricultural products, villages can also develop handicraft businesses, village tourism, or processed products based on other natural products. This strategy makes the village economy more resilient and adaptable to external changes, ensuring that businesses continue to operate stably even in the face of challenges.

**WT (Weakness–Threat) Strategy: Financial Independence Roadmap**

Weaknesses related to financial dependence on external assistance and market competition threats must be anticipated by preparing a roadmap for village financial independence. This roadmap includes long-term financial planning aimed at building independent sources of village income, reducing the risk of dependence on aid funds, and preparing strategies to face increasingly competitive market competition. In the roadmap, it is necessary to regulate the mechanism for managing funds, investing in business development, and preparing resources that support business sustainability. With this thorough planning, villages are better equipped to face external challenges while strengthening the foundation of their local economy.

Overall, the strategies resulting from this SWOT analysis are synergistic and mutually supportive. Strengthening digital promotion and increasing managerial capacity will drive business efficiency and effectiveness. Meanwhile, business diversification and a financial independence roadmap will ensure that village businesses remain stable and resilient in the face of various risks. By

implementing this strategy consistently and collaboratively, villages can develop their economic potential in a sustainable and independent manner in the future.

#### **IV. CONCLUSION**

Effectively manage marketing channels and sales systems. One of the key factors in this regard is the effective management of mass communication, which encompasses advertising, sales promotions, events, experiences, and public relations. Through this approach, villages can build strong connections with consumers, increase product awareness, and encourage market loyalty.

##### **1. Digital Advertising as the Main Channel**

SO strategies that emphasize strengthening digital promotions are very relevant for advertising the village's flagship products. By utilizing social media platforms (Instagram, Facebook, TikTok) and digital marketplace platforms, villages can run targeted advertising campaigns at relatively low costs, effectively reaching a broad audience. Digital advertising enables the use of various creative formats, including short videos, high-quality product photos, and customer testimonials, which increase appeal and trust. Additionally, the use of paid advertising with a targeting system enables the targeting of specific market segments, such as young consumers who prefer local and organic products.

##### **2. Sales Promotion Through Discounts, Bundling Packages, and Loyalty Programs**

To encourage short-term purchases while fostering long-term relationships, sales promotions are a crucial tool. Villages can hold special discount promos, bundle packages of flagship products, or provide direct gifts to buyers. Loyalty programs, in the form of points or rewards, can also be developed for customers who make repeat purchases. This promotion not only increases sales, but also strengthens brand recall and makes consumers feel appreciated. With the support of digital marketing training (WO strategy), village business actors will be able to design and run this promotional program effectively.

##### **3. Virtual Events and Events as Media for Interaction and Education**

Event management, whether virtual or offline, is an effective strategy for introducing products while creating positive experiences for consumers. Villages can host online bazaars, product-making workshops, webinars on the benefits of high-quality products, or cultural festival events featuring local products. This event is an interactive moment that allows consumers to gain a deeper understanding of the production process, quality, and added value of the product. An attractively designed event will increase engagement and provide an opportunity for consumers to try the product directly, whether virtually or in person. This strengthens the SO strategy and, at the same time, helps overcome the weaknesses of conventional promotions.

##### **4. Consumer Experience as a Differentiation Factor**

Creating memorable experiences for consumers through digital and offline interactions can increase loyalty and word-of-mouth recommendations. Villages can utilize storytelling that highlights cultural values and product uniqueness on social media, as well as present strong visual and narrative content. For example, featuring stories of farmers or craftsmen as part of a marketing campaign. This positive experience strengthens consumers' emotional connection to the product, making the village's flagship products easier to recall and locate in the market.

##### **5. Public Relations to Build a Positive Image**

Public relations management is crucial for enhancing the reputation of village products and businesses. Villages need to actively engage in communication with local media, bloggers, influencers, and communities of local product and culture enthusiasts. PR activities can include distributing press releases, collaborating on content with influencers, or organizing social events that engage the surrounding community. Good relations with the public help create a positive image and increase consumer trust in the village's flagship products. This also helps to face the threat of competition by strengthening the product's position in the eyes of consumers.

Overall, integrated mass communication management through digital advertising, creative sales promotions, interactive events, memorable consumer experiences, and strategic public relations is a strong foundation for developing marketing channels and sales systems for village flagship products. This approach not only expands market reach and increases sales volume but also builds sustainable brand equity and fosters long-term business independence.

## V. ACKNOWLEDGMENTS

We would like to express our deepest gratitude to all parties who have supported the implementation of Community Service activities in Wukirsari Village, Bantul Regency, Special Region of Yogyakarta on May 19-20, 2025. Our special gratitude goes to the Chairman/Director of BUMDes Wukirsari, Mr. Andri Martono, S.E., along with all BUMDes business unit managers who have provided opportunities, information, and full support during the observation and field discussion process.

We also appreciate the participation and collaboration in the 1st International Community Services Consortium 2025 which took place at the Novotel Hotel Ballroom Yogyakarta on May 19, 2025. This international forum opened up a valuable opportunity to exchange knowledge and expand cross-institutional cooperation networks from five countries and various universities involved, both from within and outside the country.

We would also like to express our appreciation to all members of the implementing team who have worked with full dedication in carrying out a series of activities starting from field observations, in-depth interviews, to the preparation of reports and scientific outputs. We hope that the results of this activity can provide real contributions in developing the management capacity of BUMDes business units in the Wukirsari area and encourage the progress of the local community economy. Hopefully, the cooperation and support that has been established can continue in the next community service activities.

## REFERENCES

Beritajatim. (2023, May 16). Simak, Berikut Perkembangan BUMDes dari Masa ke Masa. *Beritajatim.Com*.

BPS. (2019). *Kecamatan Imogiri Dalam Angka 2019*.

David, F. (2011). *Strategic Management Concept and Cases*. Pearson.

Hilmawan, R., Aprianti, Y., Vo, D. T. H., Yударuddin, R., Bintoro, R. F. A., Fitrianto, Y., & Wahyuningsih, N. (2023). Rural development from village funds, village-owned enterprises, and village original income. *Journal of Open Innovation: Technology, Market, and Complexity*, 9(4). <https://doi.org/10.1016/j.joitmc.2023.100159>

Kemendes PD TT. (2023). *LAPORAN KINERJA*. [www.kemendes.go.id](http://www.kemendes.go.id)

- Kotler, P., & Armstrong, G. (2018). *Principles of Marketing* (17th ed., Vol. 17e). Pearson.
- Monda, A., Feola, R., Parente, R., Vesce, M., & Botti, A. (2023). Rural development and digital technologies: a collaborative framework for policy-making. *Transforming Government: People, Process and Policy*, 17(3), 328–343. <https://doi.org/10.1108/TG-12-2022-0162>
- Puri, I. T., & Khoirunurrofik. (2021). Economics Development Analysis Journal The Role of Village-Owned Enterprises (BUMDES) for The Village Community Economy Article Info. *Economics Development Analysis Journal*, 10(1). <http://journal.unnes.ac.id/sju/index.php/edaj>
- Rimawan, M., Alwi, A., Ismunandar, I., & Aryani, F. (2020). *Village Fund Allocation on Economic Growth, Human Development Index and Poverty*. <https://doi.org/https://doi.org/10.2991/assehr.k.200827.085>
- Sari, L. F., Karimi, S., Ridwan, E., & Alfarisi, M. F. (2023). *Digitalization in Halal Management*. [https://link.springer.com/chapter/10.1007/978-981-99-5146-8\\_9](https://link.springer.com/chapter/10.1007/978-981-99-5146-8_9)
- Sinarwati, N. K., Nyoman, I., Yasa, P., Pradana, I. M., & Putra, A. (2020). *Does Indonesian Government Program Have an Impact on the Development of Village-Owned Enterprise?*
- United Nations. (2021). *World Social Report 2021*. United Nations. <https://www.un.org/en/desa/world-social-report-2021>
- Watts, J. D., Tacconi, L., Irawan, S., & Wijaya, A. H. (2019). Village transfers for the environment: Lessons from community-based development programs and the village fund. *Forest Policy and Economics*, 108. <https://doi.org/10.1016/j.forpol.2019.01.008>