

# Human Resources Capacity Building and Digital Marketing to Improve Village Economy through BUMDes

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## **Abstract.**

*This community service aims to analyze and encourage the development of Wukirsari Village-Owned Enterprise (BUMDes) in facing current digital market trends, as well as identify the strategic role of Generation Z in the transformation process. Based on the results of observations and interviews, it was found that although BUMDes already has digital assets in the form of social media accounts and an official website, the management has not been optimized and conceptualized. In addition, the involvement of the younger generation in the management of village businesses is still very low, which is one of the main obstacles in the process of adapting to the digital era.*

*Through a descriptive qualitative approach, this activity illustrates the importance of empowering Gen Z as the driving force of village digitalization. The results also show that the engagement of Gen Z needs to be supported by strengthening 21st century skills or 4C skills (Critical Thinking, Communication, Collaboration, and Creativity), so that they are able to become adaptive and solutive agents of change. Recommendations in this activity include digital training strategies, the formation of village creative teams, and integration between BUMDes and young communities in social media management. This service is expected to make a real contribution in building an inclusive, innovative, and sustainable technology-based BUMDes.*

**Keywords:** BUMDes, village digitalization, Generation Z, 4C skills, community service

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## **I. INTRODUCTION**

(Muammar Alkadafi et al., 2023) stated that village development is one of the strategic priorities in efforts to equalize the welfare of the Indonesian people. Village-owned enterprises (BUMDes) are tasked as the main instrument in sharpening the wheels of the village economy through asset management, service offerings, and independent local business development. With capital coming from village funds and the Village Revenue and Expenditure Budget (APBDes), BUMDes is the backbone in improving the independence and standard of living of rural communities. Over time, digital transformation has become an urgent need in village development. Technological innovation in the form of implementing the smart village concept is a new approach in structuring effective, inclusive, and sustainable village governance (Hayati et al., 2021). The application of digital technology is expected to not only improve the efficiency of public services, but also offer new economic opportunities for rural communities. BUMDes (Badan Usaha Milik Desa) creates an organizational system that can economically utilize local resources to improve the welfare of village communities and support sustainable village development (Setiawan, 2021).

However, challenges such as limited access to technology, low digital literacy, and low involvement of the younger generation in village management are still major obstacles. Therefore,

it is necessary to synergize between various government parties, universities, communities, media, and the private sector to strengthen local capacity and overcome these challenges. This synergy is expected to increase community empowerment, expand access to information and technology, and preserve local culture and resources in a sustainable manner.

Wukirsari Village, located in Kapanewon Imogiri, Bantul Regency, Yogyakarta Special Region, is one of the leading tourist villages that has great potential in the cultural and tourism sectors. The village is known for various attractions such as batik education tours in Giriloyo, shadow puppet crafts, and natural destinations such as Embung Imogiri and Bego Hill. In addition, Wukirsari has also won various prestigious awards, including first place in the 2023 Indonesian Tourism Village Award (ADWI) and recognition from UNWTO as one of the "World's 55 Best Tourism Villages 2024." Wukirsari Village has a Village-Owned Enterprise (BUMDES) that aims to improve the village economy. In accordance with the mandate in the legislation, as stated in Village Law Number 6 of 2014, Article 87 paragraph 1 states that to increase Village Original Income (PADes), villages are encouraged and obliged to form Village-Owned Enterprises (BUMDes). The establishment of BUMDes is one of the strategies in the community empowerment program, which is also an integral part of the implementation of village governance and aims to meet the needs of villagers (Setiawan, 2021b). In addition, other supporting regulations were also established through the Minister of Villages, Development of Disadvantaged Regions, and Transmigration Regulation No. 4/2015, (Nugrahaningsih et al., 2021) which specifically regulates BUMDes .

Departing from the important role of BUMDes in driving the economy in rural areas in order to realize Independent Villages, in this International Community Service Program the service team chose BUMDes Wukirsari as a partner. BUMDes Wukirsari was chosen as a service partner based on the consideration that this BUMDes has 5 business units that are quite potential and productive, namely:

1. Warkop Pojok BUMDes

This business unit targets the student market, especially school children, and has recorded a monthly turnover of Rp12-15 million. The Warkop also opens partnership opportunities with several suppliers who supply trade needs.

2. LPG Gas Station

This unit started operations with the purchase of 50 gas cylinders and now achieves a turnover of Rp5 million per month. This gas station has become an important alternative in meeting the household energy needs of the villagers.

3. Resto and Catering Unit

Focusing on catering services for various community activities, this unit still generates a turnover of around Rp1 million per month. However, the potential is quite large if managed with the right marketing and product development strategies.

4. Embung Desa Tourism

A new business unit managed by BUMDes, but currently not generating revenue as it is still in the early stages of opening and promotion.

5. Village Minimarket

Strategically located and a favorite shopping spot for high school students around the village. Although turnover data has not been mentioned in detail, the stable number of visitors promises significant revenue potential.

BUMDes Wukirsari was established with the aim of realizing the welfare of the Wukirsari Village Community through the development of economic businesses and social services as per the PDTT Village Ministerial Regulation No. 4 of 2015.

However, behind all the potential and opportunities it holds, there is still actual work that hinders the development of Village-Owned Enterprises (BUMDes), especially in the aspects of digitalization and the younger generation. Based on observations made at BUMDes Wukirsari, it was found that youth participation in BUMDes activities and management is very low. Village business management is relatively dominated by the old generation, with a conventional approach that has not fully accepted digital technology. However, the younger generation or Gen Z has great

potential to become agents of change, in terms of digital literacy, content creativity, and the use of social media and online platforms as marketing and branding tools for the village. Their unavailability in the BUMDes management structure is a self-inflicted barrier in the process of adjusting to the development of today's digital market trends. Therefore, strategic steps are needed to strengthen the digital power of the village community, while fostering the active participation of the village government. In this study, the focus is given to examine how the development of BUMDes Wukirsari in responding to today's digital market trends, and to what extent the adjustment can contribute to the development of the village economy. This research emphasized the internal dynamics of BUMDes, including the function of human resources, the use of digital technology in business operations, and promotional and marketing strategies used. In addition to that, the study also analyzed to what extent young generations, especially Gen Z, are engaged in driving innovation and digital transformation of BUMDes to be more responsive to current market demands and purchasing behavior in the BUMDes transformation process. The empowerment of Gen Z is not only strategic for the continuity of regeneration of BUMDes managers, but also key in building resilient, adaptive, and competitive villages in the digital era.

## II. METHODS

This research uses a descriptive qualitative approach to deeply explore the dynamics of BUMDes Wukirsari's development in facing digital market trends and the role of the younger generation in the transformation process. This approach was chosen because it allows researchers to understand the social and cultural context of the village naturally and interpret the meaning of the observed phenomena based on the participants' perspectives (Author et al., 2024).

This research was conducted in Wukirsari Village, Kapanewon Imogiri, Bantul Regency, Yogyakarta. The research object is the BUMDes manager who has been selected. Data collection procedures are carried out by identifying existing problems at BUMDes, collecting data by observation, question and answer interviews and collecting documentation of each social media account. (Rizal Safarudin et al., 2023) Observation was carried out when participating in International Community Service activities on Tuesday, May 20, 2025 with the aim of seeing the development of BUMDes Wukirsari in managing village businesses that have been run.



*Image SEQ Figure \\* ARABIC 1 . Interview with the manager of BUMDes Wukirsari*

## III. RESULT AND DISCUSSION

Based on observations and in-depth interviews with BUMDes managers, it was found that although Wukirsari Village already has digital assets such as an Instagram account, the use of social

media has not been managed strategically. Uploaded content appears sporadically, without a clear concept, and without a consistent visual identity. As a result, the attractiveness of these accounts in introducing the village's potential to outside audiences is minimal.

It was also revealed that the involvement of the younger generation in BUMDes activities is still very low. Business management and promotion are still dominated by the older generation who are less familiar with digital technology and modern marketing trends. Some active youth in the village actually have basic skills in content creation, design and videography, but they have not been optimally involved in the development of the village's digital platform.

Although Wukirsari Village Enterprise already has social media, such as Instagram, as a tool for information and promotion, the application of these digital platforms is still not optimal. These social media accounts, which should actually be a digital storefront to introduce the potential of the village to the wider community, especially non-regionals, are used naturally without planning the concept of content, visual appearance, or structured communication narrative content. Planning a strong digital strategy or visual identity makes the messages delivered less attractive and unable to effectively build the village's image in the digital space.

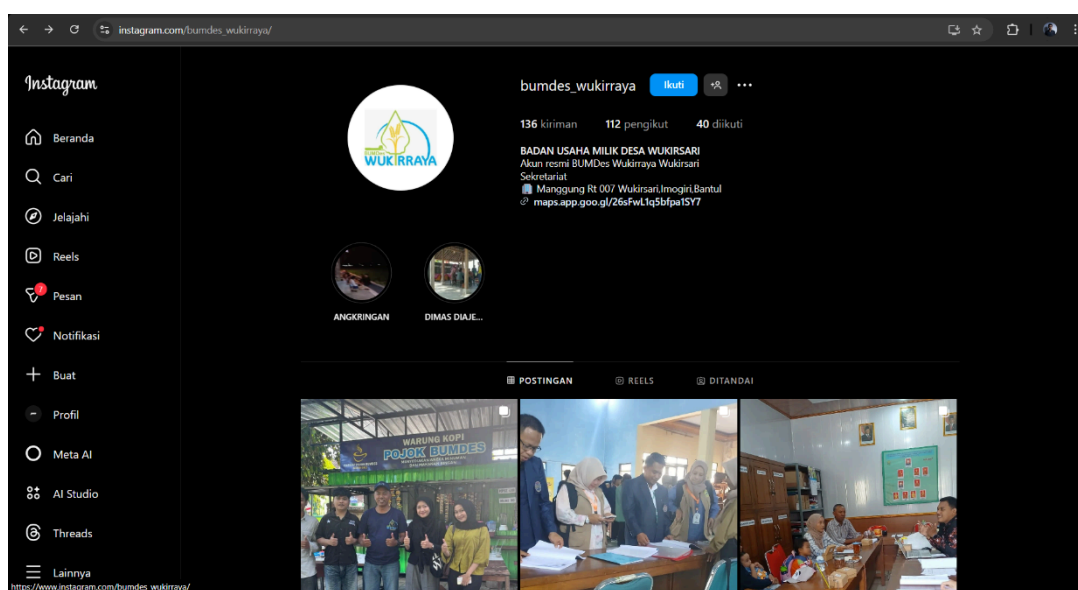


Image SEQ Figure 1\* ARABIC 2 . BUMDes Wukirsari Instagram

This shows that while access to technology is available, understanding and skills in digital content management are still a challenge. Thus, there should be special assistance and empowerment, especially in content planning, social media management, as well as the inclusion of younger generations who are closer to the digital trends of the current era. These steps are expected to increase the attractiveness of the village in the public eye and expand the market space for products and services managed by BUMDes.

Table1 . SWOT Table

Aspects	Description
Strengths	<ul style="list-style-type: none"> <li>• Already have social media accounts (Instagram, TikTok, YouTube) and an official village website as digital assets.</li> <li>• Has local potential (superior products, culture, and tourism) that is worthy of digital promotion.</li> <li>• Support from the village government in the development of BUMDes as a driver of the local economy.</li> </ul>
Weaknesses	<ul style="list-style-type: none"> <li>• Lack of involvement of the younger generation in BUMDes management and digital media.</li> </ul>

	<ul style="list-style-type: none"> <li>• Social media content is run haphazardly without a consistent concept, branding strategy or visual style.</li> <li>• The management team's lack of understanding of digital marketing trends and optimal utilization of the platform.</li> </ul>
Opportunities	Great potential in introducing local products, tourist destinations, and Wukirsari's cultural stories to a wider market. Can utilize digital content trends to attract public attention (such as reels, video storytelling, etc.). Collaboration with creative communities or KKN students can help the development process.
Threats	Content competition between other villages or regions that have already excelled on social media. Rapid changes in digital platform algorithms. If not improved immediately, village accounts can be considered irrelevant and abandoned by the audience.

SWOT analysis is used as a strategic tool to develop appropriate marketing policies based on internal and external factors. This approach is highly relevant when applied to the context of BUMDes Wukirsari, particularly in the development of digital strategy and engagement of the younger generation (Slamet Riyanto et al., 2021). Through this analysis, BUMDes can identify its strengths, such as resources or competitive advantages that can be utilized for business development. In addition, this analysis also helps to recognize weaknesses that need to be improved so as not to hinder progress. From the external side, BUMDes can identify opportunities, such as the development of digital technology and the interest of the younger generation, which can be used as potential for market expansion and innovation. On the other hand, threats such as business competition and regulatory changes can also be anticipated early. Thus, the use of SWOT analysis makes it easier for BUMDes Wukirsari to design an effective digital strategy and optimally involve the younger generation, so that the resulting marketing policy is more targeted, adaptive, and highly competitive.

One of the key steps for BUMDes Wukirsari to compete in the digital market is to involve young people, especially Generation Z. Research (Ahmad Thoriq Akhsan Ramdhani & Agung Rashif Madani, 2023) shows that these Z children are very instrumental in the digitalization process, because they grow up with technology, have abundant creativity, and are good at interacting in cyberspace. In the case study of MSMEs in Kapanewon Moyudan, Generation Z has been actively introducing and selling local products through social media and digital platforms, for example seen in the successful KKN Conversion program held by UIN Sunan Kalijaga students. This finding is a valuable reference for BUMDes Wukirsari, because currently the management of its social media accounts is still makeshift and the branding is not yet directed. Inviting Gen Z as content managers, digital strategists, and online promoters is believed to increase the village's competitiveness in cyberspace. In addition to bringing in fresh and interesting promotional ammunition, their involvement also paves the way for regeneration within the BUMDes, which has been controlled by the older generation. In this way, the digitalization process is not just a selling tool, but a learning arena and empowers village youth. Therefore, strengthening the digital capacity of the younger generation needs to be prioritized.

This finding is an important benchmark for BUMDes Wukirsari, which is currently struggling with the management of a makeshift social media account and undirected branding. Involving Generation Z as content officers, digital strategy designers, and online promoters is believed to strengthen the institution's competitiveness in the digital arena. In addition to presenting fresher and more interesting information, the presence of these young people also paves the way for regeneration in the board of management, which is currently mostly filled with the older generation. In this way, the digitalization process is not just a marketing tool, but also an arena for learning and

empowering village youth. Thus, a youth-based digital capacity building program is the right step to face the challenges of BUMDes transformation in the online era.

While people often describe Generation Z as those who grew up in the digital world and are ready to drive change, the real situation on the ground is not always in line with this expectation. Interviews with the manager of BUMDes Wukirsari show that the interest of young people, especially Gen Z, to be involved in the management of the institution is minimal. This low level of involvement is a major obstacle to the village's efforts to digitize services and update existing promotional methods. The gap arises for various reasons, including the perception that BUMDes are too formal, lack of space for expression, and the unavailability of tangible rewards that are attractive enough. For this to change, villages need to design approaches that are more flexible and directly involve young voices. One practical step is to establish a non-formal creative team under the umbrella of BUMDes or Karang Taruna, specializing in social media, visual design, and digital content production. This space allows Gen Z to contribute according to their interests and abilities without being trapped in an overly rigid organizational structure.

In order to accelerate the pace of digitalization in BUMDes, the presence of young people as agents of change is very important. This opinion is in line with the findings of a journal (Alawiyah & Harared, 2024) that mentions Gen Z as a generation with global character and very familiar with the online world. However, simply being gadget literate is not enough. They must be equipped and engaged through 21st century skills training known as 4C Skills: Critical Thinking, Communication, Collaboration, and Creativity. The research also highlighted that many Gen Z members outside the city, such as in Kampar, have not fully realized the significance of these skills. A strong injection of the 4Cs allows them to not only know how to use apps, but also learn to think critically, adapt quickly, and create innovations that benefit the village economy and community. Thus, when engaging Gen Z in BUMDes, mentoring on 4C skills is mandatory, so that they become digitalization drivers who not only follow trends, but are also able to provide real solutions as villages transform to the digital world.

#### **IV. CONCLUSION**

Based on observations, interviews, and literature reviews, the authors see that BUMDes Wukirsari actually has a great opportunity to grow in the digital world, especially in promoting village assets through social media. Unfortunately, the use of technology within the BUMDes is still running routinely and without a well-thought-out plan, so the impact has not been able to reach a wider market. One of the main reasons is the lack of involvement of Generation Z in the day-to-day management and formulation of digital strategies. This lack of interest and participation from the younger generation shows that villages need a new approach that is more relevant, open, and in line with Gen Z's character. For this reason, strengthening their digital capacity through engagement is an urgent step. This step must be accompanied by 21st century skills training that includes critical thinking, communication, collaboration, and creativity (4C Skills), as revealed by Alawiyah & Harared (2023). Young people should not just be users of technology, they should be seen as innovators who are able to transform local potential into interesting digital products. If the engagement strategy is executed correctly, supported by a supportive village ecosystem, BUMDes can become a learning platform for young people and at the same time an engine for technology-based village economy.

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