

## Scale Up BUMDes Through Digitalization and Network Development at BUMDes in Lumintu, Mojorembun, Blora District

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### History of Article:

Submitted: Mar 08, 2024

Accepted: Dec 23, 2025

Published: Dec 25, 2025

### Citation Style (APA):

Fitri, A. N., Rahmi, A., Hilmi, M., Diyana, D., Prasetyo, K. (2025). Scale Up BUMDes Through Digitalization and Network Development at BUMDes in Lumintu, Mojorembun, Blora District. *Prosperity: Journal of Society and Empowerment*, 5(2), 100-120.  
<https://doi.org/10.21580/prosperity.2025.5.2.20579>

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Journal of Society and  
Empowerment

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**Abstract:** This study aims to assess the impact of the Asset-Based Community-Driven Development (ABCD) approach on the development of Village-Owned Enterprises/*Badan Usaha Milik Desa* (BUMDes) in Lumintu Village, Mojorembun Village, Blora District. The scope of the research includes aspects of organisational management, product digitalization, network development, and public relations. The method used was descriptive qualitative. Data collection techniques used interviews, observation, and documentation. The assistance was conducted through product digitalization training, company profile video creation, and social media optimisation, which proved to expand the market reach and improve the operational effectiveness of BUMDes. The results show that digital transformation and strengthening the organisational structure can improve business competitiveness and strengthen strategic networks with the government and neighbouring companies. These findings provide important empirical evidence on the effectiveness of an asset-based approach in empowering rural communities economically. This study also confirms the urgency of digitalization for microenterprise development in rural areas. Recommendations for future research include a quantitative impact analysis of digitization with a broader scope and an exploration of more effective networking strategies. These will support the development of a sustainable rural empowerment model.

**Keywords:** BUMDes, Digitalization, ABCD, Appreciative Inquiry, Network Development

**Abstrak:** Penelitian ini bertujuan untuk menilai dampak pendekatan *Asset-Based Community-Driven Development* (ABCD) terhadap pengembangan *Village-Owned Enterprises*/Badan Usaha Milik Desa (BUMDes) di Desa Lumintu, Desa Mojorembun, Kecamatan Blora. Cakupan penelitian meliputi aspek manajemen organisasi, digitalisasi produk, pengembangan jaringan, dan hubungan masyarakat. Metode yang digunakan adalah kualitatif deskriptif. Teknik pengumpulan data menggunakan wawancara, observasi, dan dokumentasi. Bantuan dilakukan melalui pelatihan digitalisasi produk, pembuatan video profil perusahaan, dan optimasi media sosial, yang terbukti dapat memperluas jangkauan pasar dan meningkatkan efektivitas operasional BUMDes. Hasil

penelitian menunjukkan bahwa transformasi digital dan penguatan struktur organisasi dapat meningkatkan daya saing bisnis dan memperkuat jaringan strategis dengan pemerintah dan perusahaan tetangga. Temuan ini memberikan bukti empiris penting tentang efektivitas pendekatan berbasis aset dalam pemberdayaan ekonomi masyarakat pedesaan. Penelitian ini juga menegaskan urgensi digitalisasi untuk pengembangan usaha mikro di daerah pedesaan. Rekomendasi untuk penelitian selanjutnya mencakup analisis dampak kuantitatif digitalisasi dengan cakupan yang lebih luas dan eksplorasi strategi jaringan yang lebih efektif. Hal ini akan mendukung pengembangan model pemberdayaan pedesaan yang berkelanjutan.

**Kata Kunci:** BUMDes, Digitalisasi, ABCD, Appreciative Inquiry, Pengembangan Jejaring

## Introduction

The Indonesian government has shown a strong commitment to promoting village development through a significant village fund allocation policy (Iftitah & Wibowo, 2022; Liani, Takari, & Ompusunggu, 2024). Village funds are allocated to support four main areas, namely the administration of village governance, implementation of physical development, community development, and empowerment of human resources at the local level (Rahmah & Rifka, 2018). The purpose of this policy is to enable villages to develop local potential independently and sustainably, and to strengthen the village economic structure as part of inclusive national development (Abdullah, Keuangan, Perbendaharaan, & Gorontalo, 2022; Arina, Masinambow, & Walewangko, 2021; Nurpuspita, Sudati, Sarfiah, & Ratnasari, 2019).

However, inequality between villages and cities is still a problem that has not been resolved optimally (Pandiangan, Priyarsono, & Probokawuryan, 2021). Some villages are still lagging in terms of economy, education, health, and basic infrastructure. One of the contributing factors is the top-down approach to development (Amnurdiant, Firmansyah, Banjarnahor, & Utomo, 2024; Diartika & Pramono, 2021), which inhibits the active participation of village communities and reduces the space for local innovation. This poses its own challenges in the implementation of development programs, including in optimising the utilisation of village funds.

As a strategy to accelerate village development based on local potential, the government encourages the establishment of Village-Owned Enterprises (BUMDes). BUMDes acts as a legal entity that manages village economic businesses, develops local assets, and improves community welfare. This policy is strengthened by various regulations, such as Government Regulation No. 11 of 2021 and Village Ministerial Decree No. 13 of 2020, which emphasise the importance of BUMDes development to achieve the Village SDGs (Mashudin, 2022). However, the implementation of BUMDes still faces various obstacles, including a lack of managerial capacity and inadequate strategic support. Data from Statistics Indonesia (2018) show that only 5,559 villages are independent in Indonesia. A study conducted by Lokadata in 2019-2020 noted that the increase in developing and independent villages reached only 2.6%, while underdeveloped villages

remained high at 13,232 villages. Although some villages have utilised BUMDES, only 4,651 out of 39,141 registered are considered developed (Maharrani, 2020).

The above facts underscore the need for more targeted and needs-based interventions tailored to local needs. The main challenges faced by most BUMDes include aspects of business development and management strengthening (Indrawati, Susilo, Sunaningsih, Siharis, & Iswanaji, 2021; Jenita, Andriani, Hertina, Zuraidah, & Ningsih, 2023; Ridwansyah, Hastuti, Heriberta, Syaparuddin, & Emilia, 2021). Many villages have not been able to recognise their local potential optimally, product quality remains low, marketing networks are limited, and there is no significant added value to the products produced. Therefore, mapping, classification, and targeted training and mentoring programmes are needed so that BUMDes can truly become the driving force of village development.

In this context, Mojorembun Village, Sumber Sub-district, Blora Regency, Central Java, is an interesting example of how local village potential can be transformed into economic power through BUMDes. The village is surrounded by vast agricultural land and drained by the Bengawan Solo River, which produces high-quality sand. In the past, the community, especially the youth, relied heavily on sand mining for their livelihood. However, over time, a positive transformation occurred when the village youth, who are members of Karang Taruna, took the initiative to establish a paving block business as a business unit of BUMDes Lumintu.

The paving block business successfully became a new employment alternative for the village youth, serving as a tangible effort to reduce dependence on exploitative sand mining activities. Socially, this demonstrates that BUMDes Lumintu serves not only as a business unit but also as a community development tool. Moreover, the paving block products have proven to be of high quality and have undergone laboratory testing, making them eligible to compete in the wider market.

However, despite the strong product value, the main problem faced by BUMDes Lumintu is the lack of optimised product service, communication, and marketing. The product value has not been well communicated to the public. One clear indication is that not many people, including the neighbouring communities, are aware of the superior paving block products. This reflects the BUMDes' weak public communication and marketing strategy.

BUMDes Lumintu has yet to build optimal synergies with external parties that have strategic potential in driving business development, such as the industrial sector and local government. The partnerships formed are still informal and have not been systematically targeted to support market expansion, increase production capacity, or develop collaborations with large-scale companies. In fact, there are collaborative opportunities that have not been fully utilised, including the presence of large companies operating in the Cepu Block area, such as Pertamina EP, which has Corporate Social Responsibility (CSR) programmes that can be integrated with BUMDes activities. In addition, the active role of the Blora Regency Government also holds great potential in strengthening the direction and sustainability of village enterprise development.

The research gap that emerges from these conditions is that although BUMDes Lumintu has produced high-quality products, has a positive social impact, and is supported by the availability of abundant raw materials, the marketing aspect has not been managed effectively. The absence of digital media as a means of promotion and the limited network of external partnerships are the primary obstacles to broader business development.

In response to these problems, the university's community service team intervened with a digitalization-based approach, strengthening the strategic partnership network. This service programme is not only focused on digital transformation in marketing activities, but also directed at strengthening the role of village public relations, also known as Digital Public Relations, as a communication instrument that bridges BUMDes with the community, potential customers, and potential business partners.

Through this approach, the service activities aim to expand BUMDes Lumintu's market share, introduce superior products, such as paving blocks, through digital media more extensively, and establish sustainable cooperation networks with the industrial sector and other external parties. The hope is that BUMDes Lumintu can develop into an independent, innovative, and sustainable village business unit, and also become a model for other villages in local economic development based on regional potential.

## Methods

### Research Design

This study employs a descriptive-participatory qualitative research design, incorporating a structured Community-Based Development (CBD) approach, to enhance the digital capacity of Village-Owned Enterprises (BUMDes) in Lumintu Village through active community involvement. The framework is reinforced with the Asset-Based Community Development (ABCD) method, which focuses on exploring local potential and assets as a foundation for empowerment. The initial step is to identify potential assets owned by the BUMDes, which are then used in village development (Afandi et al., 2022). The ABCD approach comprises five main processes: identifying strengths through appreciative interviews, mapping individual assets and skills, conducting a community economic analysis, planning actions through network mobilization, and monitoring and evaluating programs. This process is expected to strengthen BUMDes Lumintu's position in the digital ecosystem and partnership network, as well as increase business sustainability through active community involvement and the utilization of local assets.

The research structure is arranged in several inter-integrated research stages, starting from the identification stage of the village's social and economic context, the asset mapping stage, the program-based intervention and mentoring stage, to the evaluation of the impact of BUMDes development in digital networks. In its implementation, the research follows the five ABCD stages—appreciative interviewing, mapping individual and community assets, analyzing local economic opportunities, planning actions and mobilizing partnership networks, and monitoring

and evaluating the program—which are combined with the 5D Appreciative Inquiry cycle (Discovery to explore strengths, Dream to formulate a vision, Design to devise a strategy, Define to clarify implementation directions, and Destiny to ensure program sustainability). Data collection techniques were carried out for six months using triangulation methods, including document studies (institutional reports, financial data, BUMDes activity archives, and theoretically supporting literature), semi-structured in-depth interviews with BUMDes core administrators, village officials, direct observation in the field to read the patterns of economic activity and village digital readiness, and Focus Group Discussions (FGDs) to formulate collective asset mapping and digital capacity building program planning.

### Data Collection

The technique used in collecting in-depth data in asset mapping through: 1) Conducting in-depth interviews by preparing questions that are arranged based on the information needed from several BUMDes managers; 2) Focus Group Discussion (FGD) is carried out to inform one party who has the information needed, for example, government officials, the community, and other parties. FGD is also conducted with members of the surrounding BUMDes to explore the assets they possess.

### Sampling Techniques

Determination of informants and respondents in asset mapping in BUMDes Lumintu utilizes purposive sampling techniques. The purposive sampling method is employed to select informants for collecting objective primary data. Informants are selected based on how close they are to the source of information that has been obtained previously. Samples with certain characteristics are used to produce the most detailed data. The selected informants were BUMDes managers, BUMDes employees, and representatives from the Mojorembun Village Government. Data collection was conducted over six months. This study employs a qualitative methodology, providing solutions and focusing on the interpretation of specific events based on the information gathered (Creswell, 2015). The data obtained utilizes various methods and does not employ qualitative or statistical data; instead, it relies on structured words in expanded text.

### Data Analysis

Data were analyzed using the Miles, Huberman & Saldana model through three systematic steps, including data reduction (information selection and categorization of local potential), data presentation (visual asset mapping, tables of findings, socio-economic relationship patterns), and verification and conclusions through member checks and validation between sources to ensure accuracy and validity (Miles, Huberman, & Saldana, 2018). This method not only describes the institutional conditions of BUMDes as a whole, but also produces implementable recommendations through community involvement as the main driving force, enabling

digitalization strategies and strengthening the village economy to be carried out sustainably and based on mapped assets.

## Results and Discussion

### Capital Mapping of BUMDes Lumintu

Capital is a crucial asset in community development and empowerment, particularly in the context of locally driven, potential-based regional development. In the Asset-Based Community Driven Development (ABCD) approach, asset mapping is a crucial first step in identifying and optimizing community resources, rather than focusing on shortcomings or problems. Five types of capital—human capital, natural capital, physical capital, financial capital, and social capital—are the main asset categories that underpin ABCD-based empowerment strategies. Human capital reflects the capacity of individuals within a community; natural capital describes the wealth of environmental resources; physical capital encompasses the supporting infrastructure; financial capital refers to access to and the ability to manage economic resources; and social capital comprises elements such as trust, networking, and social participation. The urgency of this research lies in the importance of comprehensively mapping these five capitals to understand the true local potential and design development interventions that are participatory, sustainable, and based on the internal strengths of the community. The following provides a more detailed description.

Firstly, Bumdes Lumintu is a village-owned enterprise operating in Mojorembun village, Blora sub-district. This business unit is managed by local human resources, primarily comprising youth from the village organisation. Since its inception, Karang Taruna has been actively involved in the formation and development of the Bumdes. This includes activity planning, operational implementation, and strategic decision-making. The members have diverse educational backgrounds and experiences, and demonstrate a commitment to advancing the village through collective efforts.

The management structure of Lumintu Bumdes consists of a chairperson, secretary, treasurer, and business unit managers. Individuals fill all positions with relevant technical skills and work experience. In carrying out their daily tasks, the management performs administrative, financial, and operational supervision functions. Each works in accordance with their roles and responsibilities. In addition to core management, Bumdes also engages additional labor to manage existing business units, such as clean water management, agriculture, or services.

Human capital in Lumintu Bumdes is reflected in the adaptability of workers to the development of business activities. They possess the technical skills necessary for daily operations, including financial management, the use of production equipment, customer service, and product marketing. In addition, workers also participate in training and mentoring provided by external parties, including government agencies and private partners such as Pertamina EP Cepu Block.

This capacity-building process is conducted regularly to support business continuity and strengthen internal capabilities.

The managers of Lumintu Bumdes demonstrate a high level of collaboration. They are used to working in teams, developing work schedules, dividing tasks based on their respective abilities, and conducting regular evaluations of activities. The strong emotional bond between the managers and the Bumdes is shown through their active participation in village activities that support business operations. This support is not only technical in nature, but also includes loyalty and commitment to maintaining the sustainability of the Bumdes as part of Mojorembun village development.

Secondly, Lumintu village enterprise in Mojorembun village has access to several natural resources that serve as the primary source of potential support for the village's economic activities. One form of natural capital is the sand from the Bengawan Solo stream located around the village area. This sand is known to be of good quality and has been one of the superior resources available within the Bumdes since its inception. The quality of the sand produced is considered superior to that of sand from several other areas, making it competitive in business activities related to building or construction materials.

In addition to sand, another form of natural capital available in Mojorembun Village is the extensive agricultural land. Most of the village area is utilised for agricultural activities, both by individual residents and farmer groups. This land produces various local commodities that can be processed or developed into village business units. The soil conditions in this area support food crops, horticulture, and other cultivation activities that have the potential to be integrated into Bumdes' business development in the future.

These natural resources are located in a relatively stable environment and are easily accessible to the village community. Ownership and management of land and natural resources are carried out by residents, who, in some cases, cooperate with Bumdes through partnerships or by providing raw materials. This potential provides opportunities for the development of local resource-based business units, including the processing of agricultural products and the distribution of natural materials such as sand. The use and utilisation of this natural capital is one of the bases for planning village economic activities. By relying on locally available resources, Lumintu Bumdes has a strong foundation to develop businesses that are sustainable and in line with the geographical characteristics of the area. Access to natural resources also encourages community involvement in production activities, either as raw material providers, labourers, or business partners.

Third, Lumintu Bumdes has several physical assets that support the operations of the business units it manages. One of the main physical assets is the production house and office for the Berkah Jaya Paving Business Unit. This building serves as a production site, a storage facility for raw materials, and a workspace for the business manager. The facility was built and managed

independently by Bumdes and has become the center of activity for one of the business units that is still actively running to date.

In addition to the building, Lumintu Bumdes also has production facilities, including equipment for making paving blocks. These tools include paving moulding machines, material mixers, and other supporting equipment used in the daily production process. These physical facilities play a crucial role in maintaining production consistency and ensuring the quality of the final paving products. All equipment is operated by local labourers who have been trained in the production process.

In developing institutional capacity, Bumdes also received support from the community service team in the form of additional physical assets the form as digital media. One form of support is the development of an Instagram social media account, officially called @lumintu.mojorembun. This media is used to publicize Bumdes' activities, promote products, and establish communication networks with business partners and the broader community. Previously, the Bumdes did not have a specifically managed media channel.

The existence of social media is part of the communication and promotion infrastructure that complements the Bumdes' physical capital. In addition to buildings and production equipment, these digital facilities support the marketing process and expand the reach of information related to Bumdes' activities. In general, the physical capital owned by Lumintu Bumdes reflects the institution's readiness to conduct business activities in a more structured manner, with the support of adequate facilities for information production and distribution.

Fourth, Lumintu Bumdes' financial capital came from initial funding sources obtained through the Village Fund allocation. In the early stages of formation, the Bumdes received funding assistance of Rp30,000,000. This fund is a form of support from the village government to encourage the establishment of independent business units managed by the village community through Bumdes institutions. These initial funds are used as basic capital to start operations and purchase the initial needs of the Bumdes.

The use of these funds is allocated for various business management needs. Some of the funds were used to purchase production equipment, especially to support the activities of the Berkah Jaya Paving business unit. Additionally, the funds were used to purchase raw production materials, such as cement and sand, as well as to procure other necessary work equipment. This step is part of Bumdes' initial strategy for building a business unit based on local potential and utilizing the natural resources available around the village.

In addition to the procurement of production equipment and materials, the financial capital is also allocated to pay the salaries of employees working within BUMDes. Payroll is conducted routinely according to a mutually agreed-upon work system. Financial management is carried out by THE BUMDES TREASURER, WHO MAINTAINS ADMINISTRATIVE RECORDS adjusted to the operational standards applicable at the village level. Financial activities are supervised by village officials and accounted for in the village deliberation forum.

Lumintu BUMDes continues to manage its finances independently and sustainably by relying on the business results of its operating units. There is no report on additional external funding sources beyond the village fund in the early stage. The revenue generated from paving production is the primary source of income used to cover operational needs, equipment maintenance, and further development of business activities.

Fifth, Lumintu BUMDes possesses social capital, as evidenced by the good relationship between BUMDes managers and the Mojorembun Village Government. This relationship is formal and established through regular coordination, as well as administrative and policy support from the village government to the operational activities of BUMDes. The village government facilitates the process of establishing BUMDes. It provides supervision and direction in the management of the business unit, including strategic decision-making and the use of village funds.

In addition to the institutional relationship with the village government, Lumintu BUMDes also maintains a close relationship with the surrounding community, especially the residents of Mojorembun Village. Most of the labour in the Berkah Jaya Paving business unit is from the village itself. The direct involvement of the community in production activities creates a participatory relationship and fosters a sense of shared responsibility for the business's sustainability. Interactions occur not only in the context of work, but also in the form of informal communication that supports the smooth running of business activities.

One concrete form of social capital is evident in the adjustment of working hours for paving production, which considers the convenience of residents. Production activities start at 07:00 and continue until 12:00, then resume from 14:00 to 16:00. From 12:00 to 14:00, activities are stopped to respect the residents' rest time, as the production machinery used is quite noisy. This adjustment is the result of a dialogue and agreement between Bumdes management and the surrounding community aimed at maintaining environmental comfort without disrupting business operations.

According to Abidin, Secretary of the BUMDes, the decision to adjust the production time was made as a form of concern for the village community. This reflects the value of mutual respect and maintaining harmony between business actors and the surrounding social environment. This social capital is one of the strengths of Lumintu BUMDes in building a business that is not only economical, but also oriented towards the sustainability of social relations and local community support.

Table 1. Types of Capital in BUMDes

Capital Type	Description	Implementation	Strategic Value
<b>Human Capital</b>	The capacity and skills of individuals involved	Karangtaruna as manager- Training from Pertamina EP-	Local human resources are the key drivers of

	in the management and operation of the BUMDes.	Active and evaluative work team	successful operations and innovation.	business and
<b>Natural Capital</b>	Natural potential that can be processed and utilised to support village economic activities.	Bengawan Solo sand- agricultural land- Partnership with residents for raw materials	Productive Partnership support nature-based enterprises.	Easily accessible, high-quality local resources support nature-based enterprises.
<b>Physical Capital</b>	Facilities and infrastructure used for production, administration, and business promotion.	Paving production house- Moulding machine and supporting tools- Official account: @lumintu.mojorembun	Adequate infrastructure that supports production efficiency and digital promotion.	
<b>Financial Capital</b>	Initial funding and income are used to support operations and sustainable business development.	Village funds IDR 30 million- Income from paving- Salary system for workers	Finances are managed independently and transparently, becoming the foundation of business continuity.	
<b>Social Capital</b>	A network of relationships, trust, and collaboration between the Bumdes, village government, and community.	Coordination with the village government- Labour from residents- Adjustment of production hours for the convenience of residents	Social harmony fosters active participation and community support, ultimately promoting business sustainability and resilience.	

### ABCD Approach and Appreciative Inquiry

After mapping the assets owned by the BUMDes, the next stage in the community service process is carried out using the Asset-Based Community Driven Development (ABCD) approach. In this approach, methods and tools are used to recognize and mobilize assets by identifying potentials that are considered capable of driving positive change in the community. One of the methods employed is Appreciative Inquiry (AI), a positive approach to organizational change that assumes every organization has strengths and successes that can be identified, appreciated, and developed. AI focuses not on problems, but on the positive aspects that have gone well in the organization, and then connects them with various strategies to strengthen this potential. AI considers that improving organizational effectiveness can be achieved through a process of discovery, appreciation, dream formulation, and building a shared future (Yusuf, Iswanto, & Dianto, 2023). This approach is implemented through four main stages, namely Discovery, Dream, Design, and Destiny.

In the Discovery stage of the Appreciative Inquiry approach, the service team focused on identifying the successes and positive potential of BUMDes Lumintu, Mojorembun Village. This process was conducted through appreciative interviews and sharing sessions with the Village Head, BUMDes Head, and Karangtaruna Head. The objective was to gather information on

achievements and success experiences that can serve as a foundation for further development. The analysis was conducted using the triple bottom line approach (people, profit, planet), which places social, economic, and environmental aspects as the framework for assessing business sustainability (Al-Kautsari, 2019). This approach is important because it helps to see potential not only from a financial perspective, but also from the social impact and environmental sustainability that comes with it.

The results of this stage indicate that the “Berkah Jaya” paving business unit, managed by BUMDes Lumintu, is one of the primary assets of the village. The business has been operating since 2015 and has demonstrated significant growth, both in terms of production, quality, and its contribution to the village's income. The paving products have been laboratory tested and meet the K300 quality standard. The laboratory test was conducted in collaboration with Diponegoro University, using test number 285/LBK/I/2018, which makes it competitive in the market. The business has also had a direct economic impact on the community through the employment of local labor and the improvement of welfare. This demonstrates that the potential of village businesses is not only symbolic but also has concrete economic benefits. This achievement is crucial to strengthen, particularly through innovative strategies, to survive and grow in the face of increasingly digital market dynamics.

In terms of human resource development, the success of BUMDes cannot be separated from the role of training and capacity building for the community, especially the youth. The paving training held in 2015 marked the beginning of Karangtaruna's involvement in managing the business unit. The enthusiasm of the community, especially the younger generation, suggests that they are ready to actively participate in village development and no longer view migration to the city as the only option for finding work. This is a strong indication that strengthening local capacity can be a sustainable development strategy. This is where the ABCD approach finds its relevance, as it places the community at the center of designing its own future based on the assets it already has.

The physical and geographical environment of the village is also a supporting factor for the success of the paving business. The accessibility of the location to consumers and the proximity to the Bengawan Solo as a source of raw sand provide significant logistical efficiency. The absence of barriers in distribution strengthens the village's position as a center for paving production, making it a worthy candidate for further development. Thus, the success of BUMDes not only relies on internal aspects such as human resources and management, but is also supported by favorable external conditions. This analysis shows the importance of synergy between local potential and geographical conditions in creating an effective and competitive village enterprise model.

However, this great potential has not been fully matched by an optimal marketing strategy. Therefore, the service team decided to assist in the field of digital marketing as an effort to expand market reach (Rangan, Qomariah, & Yusnita, 2021). In the digital era, the use of social media and e-commerce is a strategic tool that can increase product visibility. Digitalization of village businesses is important not only to increase sales volume, but also to create a professional image that can

attract customer trust (Mowen, 2004; Tang, Zhang, Guan, & Wang, 2014). The utilization of digital platforms, such as online stores, allows for increased efficiency in services, expanded network reach, and ease in managing financial reports. This initiative is crucial in addressing the challenges of modernizing village businesses while ensuring the sustainability of the local economy, based on community assets.

After the asset mapping stage, which provides a strong basis for understanding potential, BUMDes Lumintu proceeds to the second stage of the Appreciative Inquiry approach, which is Dream. At this stage, an exploration of vision and hope for the future of the business is conducted, where the BUMDes does not only focus on the development of the existing paving products, but also envisions and plans the establishment of new business units in accordance with the village's potential (Stamm & Gutzeit, 2022; Sulfia & Kamaruddin, 2024). For example, the development of water sources to support agriculture, as well as the development of aquaculture and etawa goat farming. The Dream stage is crucial as it enables all stakeholders to explore collective expectations and direct energy and resources towards strategic business diversification, thereby strengthening village economic resilience and optimizing the utilization of local assets. Thus, the Dream stage is not just an aspiration process, but an important stepping stone in designing a more empowered and sustainable future for BUMDes.

Network development is the main focus in realizing this dream. The team attempted to establish communication and collaboration with the local government and surrounding companies, including Pertamina EP. Although support from Pertamina EP has not been optimal due to location limitations, coordination with the Blora Regency Government has yielded tangible results, including training support and the provision of production equipment. This highlights the importance of synergy among stakeholders in facilitating sustainable village enterprise development.

In terms of marketing, BUMDes Lumintu faces serious challenges in expanding its market reach, especially in the digital realm. Although the paving products have met quality standards and have laboratory certificates, marketing is still limited to local and offline areas. Cost and management capacity are the main obstacles. Therefore, digital marketing training, as well as creating social media and business profile videos, are strategic steps to expand market access and enhance business competitiveness in the digital era.

Human resources are important assets that support business sustainability. (Abidin, 2024; Basuki, 2023; Fahmi, 2017). Regular training is provided to the workforce, and the active involvement of village youth builds technical competence while strengthening the spirit of cooperation in business management. This is important because the success of the business is not only determined by the quality of the product, but also by the social participation and sense of ownership of the community, who are the actors and beneficiaries of the business. The collective approach and spirit of togetherness in BUMDes Lumintu emphasize that the business belongs to all, not just the management. The management seeks to manage assets and marketing

cooperatively for the sake of community empowerment at large. This model shows that village economic development should be oriented towards social inclusiveness for a more comprehensive and sustainable impact.

BUMDes Lumintu also emphasized that the main orientation is not merely to seek maximum financial benefits. A commitment to contributing to the development and welfare of the community is a vital foundation. Failure to consider the social conditions of the village community is seen as a failure in developing the BUMDes themselves. Thus, a balance between economic and social goals is the key to long-term success.

At the design stage, after analyzing and considering the existing facts, the service team decided to design a digital marketing strategy for Lumintu's paving business. The transformation from conventional to digital business is considered very important, considering the rapid development of technology and information today (Bist, Agarwal, Aini, & Khofifah, 2022; Caliskan, Özkan Özen, & Ozturkoglu, 2020; Septiadi & Agus, 2024; Widnyani, Luh, Astitiani, Christina, & Putri, 2021). Optimized marketplace implementation can provide significant benefits, particularly in terms of ease of communication and transactions, eliminating the need for face-to-face contact. By incorporating offline marketing, the business can reach more customers more efficiently. It also allows customers to obtain products easily and quickly.

Online marketing also opens up market expansion opportunities that are not limited by time and space. Lumintu paving products are recognized not only by people in Blora, but also outside the city, province, and even nationally. The ability to integrate offline and online businesses is the key to success in the increasingly fierce business competition. The right promotional strategy will increase consumer appeal and interest. That way, the paving business can grow and develop according to the desired target market.

The service team designed a marketing program consisting of three main components to support business development. First, training on product digitalization through e-commerce that enables online buying and selling transactions. E-commerce supports sales because the process is fast, easy, and accessible at any time and from anywhere. This training aims to equip BUMDes with the skills to effectively manage their online stores and maximize the potential of the digital market. Additionally, e-commerce enables customers to purchase complete products with clear prices and specifications.

The second component was the creation of a company profile video designed to enhance the image and brand of Lumintu Paving. This video serves not only as a promotional tool but also increases consumer and investor confidence. The visual and audio presentation of information makes the message more interesting and easy to understand. The company profile video helps BUMDes appear professional and ready to compete in an increasingly competitive market. Additionally, the video can be an effective medium for attracting attention and garnering support from various parties.

The third component is the development of social media, particularly Instagram, as an effective means of communication and promotion. Instagram will be utilized to foster close relationships with customers and expand the business network. Effective content and a well-executed communication strategy can increase brand awareness and foster customer loyalty. The service team will also help optimize Instagram profiles with SEO techniques and manage a systematic posting schedule. Monitoring and analyzing social media performance helps improve the effectiveness of marketing strategies.

The digital marketing program not only opens up new opportunities for Lumintu's paving business but also strengthens the BUMDes' internal capacity in managing digital marketing independently. Continuous training and mentoring are the foundation for BUMDes to adapt quickly to market changes. The use of digital technology provides operational convenience and accelerates business processes. As such, BUMDes can be more flexible and responsive to consumer needs. It also reduces dependency on conventional marketing, which has been a major obstacle.

Critically, this initiative is crucial for meeting the challenges of the modern economy, especially for micro and village enterprises that have been left behind in the digital transformation. If not adapted immediately, businesses like BUMDes Lumintu will struggle to compete and survive. A comprehensive and targeted digital marketing strategy can be a solution to help the business continue growing and remain sustainable. This approach also encourages active community participation in local economic development. Thus, the development of digital marketing is not just a technological demand, but a fundamental strategic need.

Overall, the online marketing program designed by the service team is expected to overcome various distribution and marketing obstacles that have been limiting the growth of Lumintu's paving business. With the support of technology and innovation, BUMDes can significantly increase its revenue and expand its market. Furthermore, the business can make a significant contribution to improving the welfare of village communities inclusively and sustainably. This approach also strengthens the spirit of gotong royong and collaboration among management, residents, the government, and other relevant parties. This is a strategic step that can serve as a model for the development of other BUMDes.

The next stage is the define stage. After designing various community service programs, the team directly implemented the plan by visiting the implementation location. This step demonstrates the team's commitment to not only stop at the planning stage, but also to implement interventions that have a direct impact on the village. The program began with product digitization training as a response to the rapid development of technology. In this context, the ability to adapt to the digital world is crucial, ensuring that BUMDes are not left behind in an increasingly competitive economy. If village businesses do not immediately master digital skills, they will struggle to survive and compete in the current digital economy era.

The digitalization training provided aims to enhance the digital literacy of BUMDes managers and broaden their understanding of the importance of internet-based marketing. The digital world

offers broad access to consumers without geographical limitations, but utilizing it requires specific skills. Therefore, this training is not only technical but also equips participants with a strategic understanding of utilizing digital platforms. This program is a tangible example of a sustainable empowerment strategy, as the skills taught can be further developed independently by village managers. Critically, if digital mastery is not built from now on, the information and economic gap between villages and cities will widen (Verčič, Verčič, & Sriramesh, 2015).

As part of the branding strategy and expansion of information outreach (Ahmed & Ahmed, 2024; Casaló, Flavián, & Guinalú, 2008; Ulfa, Hariyati, & Akbari, 2023) The service team also made a company profile video for BUMDes Lumintu. This video aims to introduce the village's business potential to the public more attractively and professionally. In today's visual era, video content has high appeal and can reach a wider audience. (Hoffman, 2021; Saputra, 2023; Tucker, 2015). Additionally, the team helped establish an Instagram social media account under the name @LumintuMojorembun as a means of interaction with the digital community. Press releases on BUMDes training and activities were also created as a form of documentation, as well as to promote them to the media and wider stakeholders.

Furthermore, to support concrete product marketing, the service team also compiled a product catalog for BUMDes Mojorembun. This catalog provides detailed information about products, including specifications, prices, and advantages, making it easier for consumers to make informed decisions. (Alfandi et al., 2023; Chazette, Brunotte, & Speith, 2021). This step is important as part of an integrated marketing strategy that relies not only on social media but also on structured promotional materials. (Li, Larimo, & Leonidou, 2021; Tarigan et al., 2024). The catalog is also an effective tool when collaborating with business partners or participating in product exhibitions. This entire series of activities demonstrates that village business development cannot be undertaken half-heartedly; it requires a holistic approach that encompasses capacity building, branding, digital networks, and effective marketing strategies.

The closing stage of this series of activities is the destiny stage. The community service program was conducted over two consecutive days in Mojorembun Village, Blora Regency. The activity took place from 08:00 to 16:00 WIB, with various agendas that had been previously designed. Before the program was implemented, the team first held an internal meeting to discuss the technical and implementation strategies in the field. This step is important to ensure that all team members have the same understanding and can contribute optimally during the activity (Lasmi, Bayhaqi, & Suhairi, 2022). Careful planning is key to minimizing obstacles during program implementation.

However, during its implementation, the team faced technical obstacles, particularly during the paving production process, which is the primary focus of BUMDes Mojorembun's business units. The availability of raw materials was a serious obstacle as the material stock ran out, so the team had to postpone shooting footage for the BUMDes' company profile video. This situation demonstrates that the operations of village business units remain highly dependent on a limited

supply of resources. This delay serves as a valuable lesson on the importance of logistics planning and risk management, particularly in service activities that involve production processes and visual documentation.

These conditions underscore the importance of developing programs that are more integrative, rather than focusing solely on one business sector. Dependence on the paving business unit creates vulnerability, especially when there is a disruption in the supply chain or production process. Therefore, future service programs should be designed with an approach that encourages business diversification and synergies among potential local sectors, such as livestock, fisheries, and agriculture. In addition to helping build a more resilient and inclusive village economy, mapping potential directly in the field also provides contextual data needed to design targeted and sustainable empowerment programs. During the mentoring process, various important aspects of BUMDes governance were strengthened, including its management structure, digitalization of business operations, network development, and public relations strategy. The following table presents a comparison of the BUMDes' condition before and after the mentoring, illustrating the tangible results of implementing ABCD and AI principles in community service activities.

Table 2. Impact of BUMDes Assistance

Aspects	Before Assistance	After Assistance
<b>BUMDes Management Structure and Job Description</b>	The organizational structure is not yet well-organized; the division of tasks between administrators is unclear and undocumented.	The management structure is more systematic; the division of tasks and responsibilities is more defined and documented, resulting in more effective internal coordination.
<b>BUMDes Digitalization</b>	No utilization of digital technology in operations and marketing; no presence on any digital platform.	The BUMDes already has a website, a Google Maps account, social media accounts (Instagram, YouTube), and has received e-commerce training. Digitalization expands access to online promotions and communication with consumers.
<b>BUMDes Network Development</b>	Business networking remains limited to the local scope, with no collaboration with external partners.	Started to establish communication and cooperation with surrounding companies (such as Pertamina EP), Blora Regency Government, expanded customer outreach through social media, and built partnerships with building stores in the surrounding area.
<b>Public Relations</b>	There is no public communication strategy; BUMDes activities are not well known by the wider community.	Publications have been disseminated through press releases, product catalogs, profile videos, and social media, utilizing these platforms as effective communication and promotional tools to increase the visibility and positive image of BUMDes.

## Conclusion

The conclusion of this study reveals that the Asset-Based Community Driven Development (ABCD) and Appreciative Inquiry (AI) approaches have had a significant impact on the management of BUMDes Lumintu. The assistance, which focused on strengthening the management structure, digitalization, network development, and improving community relations, successfully enhanced the operational effectiveness and competitiveness of the BUMDes. Digital transformation, particularly through the use of websites, Google Maps, and social media platforms such as Instagram and YouTube, has expanded market reach and facilitated interaction with customers and business partners.

The significance of this study lies in the empirical evidence that utilizing local potential and a strength-based approach can improve village economic independence through BUMDes. This approach not only strengthens the internal organization but also builds strategic external networks with surrounding companies, local government, and wider consumers. This finding reinforces the theory of asset-based community development. It highlights the importance of digitalization in the development of micro and small enterprises in rural areas, which have previously received limited attention. As such, this research provides a valuable contribution to the development of adaptive and sustainable village empowerment models.

The recommendations for future research aim to deepen the analysis of the impact of BUMDes digitalization on economic and social aspects, providing quantitative insights with a wider area coverage and longer time duration. In addition, future studies could explore more effective networking strategies with various stakeholders, including the role of new technologies such as e-commerce platforms and advanced digital marketing. Such research will provide policymakers and village businesses with more comprehensive insights and practical recommendations on how to optimize local potential in a sustainable manner.

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