

Assistance In Financial Management And Digital Marketing For Village-Owned Enterprises (Bumdes) In Gunungkidul

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ABSTRACT

Background. Village-Owned Enterprises (BUMDes) play a crucial role in promoting local economic development in rural Indonesia. However, many BUMDes face persistent challenges in financial management and digital marketing, which limit their growth and sustainability. These challenges are particularly evident in rural areas such as Gunungkidul District, Yogyakarta, where limited managerial capacity and digital literacy hinder enterprise development.

Purpose. This study aims to examine the effectiveness of assistance and capacity-building programs in improving financial management and digital marketing competencies among BUMDes managers in Gunungkidul. Specifically, it seeks to assess how such support contributes to operational sustainability and expanded market reach.

Method. The study employs a mixed-methods approach by combining quantitative surveys and qualitative interviews. Data were collected from managers of 15 BUMDes in Gunungkidul District, focusing on changes in financial performance and the adoption of digital marketing practices following participation in assistance programs.

Results. The findings indicate that the training and assistance programs significantly improved financial management practices among BUMDes managers. In addition, there was a notable increase in the adoption of digital marketing strategies, which enhanced business visibility, customer reach, and overall financial sustainability of the participating BUMDes.

Conclusion. The study concludes that targeted support in financial management and digital marketing is effective in strengthening the capacity and sustainability of BUMDes in Gunungkidul. Provide a practical model that can be replicated in other rural areas to enhance economic resilience and community-based development.

KEYWORDS

BUMDes, Capacity-Building, Migital Marketing

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INTRODUCTION

Village-Owned Enterprises (BUMDes) have emerged as a significant model for local economic development in Indonesia, especially in rural areas. In Gunungkidul, a district in Yogyakarta known for its rural setting and economic challenges, BUMDes has become a pivotal player in fostering community-based business ventures (Agnihotri et al., 2025). These enterprises are designed to generate income for villages, reduce dependency on external funding, and improve local economic resilience (Alford & Jones, 2025).

However, despite the potential benefits, many BUMDes face difficulties in managing their finances and adopting effective marketing strategies (Ali et al., 2025). These challenges limit the ability of these enterprises to grow, create employment, and sustain long-term development. Given the critical role BUMDes play in community empowerment and economic development, addressing these barriers is crucial for the sustainability of rural businesses in the region. This study explores how assistance in financial management and digital marketing can help strengthen the performance and growth prospects of BUMDes in Gunungkidul (Almashaleh et al., 2025). The specific problem this research addresses is the lack of effective financial management and marketing strategies among BUMDes in Gunungkidul. Many of these enterprises operate with limited knowledge and resources, which undermines their ability to manage finances efficiently and reach broader markets. Financial mismanagement, lack of budgeting, and inadequate cash flow management often result in poor operational performance (Chaudhary et al., 2025). Furthermore, the absence of digital marketing strategies prevents BUMDes from capitalizing on the growing online market, restricting their customer base to local, often limited, communities (Cheng & Zhao, 2025). This study focuses on identifying how tailored assistance in these two areas financial management and digital marketing can enhance the operational capacity of BUMDes. By exploring these challenges, the research aims to propose a solution that can be applied to other similar rural areas facing comparable constraints (Dong et al., 2025).

The objective of this study is to evaluate the effectiveness of financial management and digital marketing training provided to BUMDes in Gunungkidul. The research aims to assess the extent to which these programs improve the financial practices and market reach of the enterprises (Emon, 2025). Specifically, the study seeks to determine if such assistance can lead to better financial control, sustainable income generation, and increased visibility for BUMDes through digital marketing strategies. Moreover, this research will evaluate the long-term impact of these training programs on the profitability and sustainability of the enterprises. The study will measure both the immediate outcomes, such as improvements in financial practices and digital presence, and the longer-term results, such as sustained growth and increased profitability (Enshassi et al., 2025). The findings will contribute to the understanding of how targeted capacity-building programs can strengthen rural businesses and improve their contribution to local economic development. A gap in the existing literature on rural development and BUMDes management exists, particularly in the context of financial and marketing assistance. While there is substantial research on the role of BUMDes in rural development, few studies have focused on the practical support required to address financial mismanagement and marketing inefficiencies (Fakhraddine et al., 2025). Many existing studies emphasize the importance of BUMDes in local economic development but do not sufficiently examine how specific forms of assistance such as training in financial management and digital marketing can significantly impact their performance. This research aims to fill this gap by providing a focused analysis of how such support can enhance the performance of BUMDes in Gunungkidul. By contributing to the understanding of BUMDes' operational challenges and how they can be overcome through targeted assistance, this study offers new insights into the role of training programs in improving the sustainability of rural enterprises (Gensler & Rangaswamy, 2025).

The novelty of this research lies in its focus on combining two critical aspects of BUMDes' development financial management and digital marketing into a single comprehensive training program. Previous studies have typically focused on financial management or marketing strategies in isolation. However, this study explores the synergistic effect of providing assistance in both areas simultaneously, recognizing that financial management and marketing are interdependent for the

success of small businesses in rural areas (Jahan et al., 2025). Additionally, the research is important because it focuses on Gunungkidul, a region with unique challenges in terms of its rural geography, limited access to resources, and low levels of digital literacy (Huang et al., 2025). This localized approach provides valuable insights for other regions with similar challenges, offering a replicable model for supporting BUMDes across Indonesia. The findings of this study will contribute to both the field of rural development and the practical application of capacity-building programs, particularly in the context of economic empowerment for underserved communities.

RESEARCH METHODOLOGY

This research employs a mixed-methods design, combining both qualitative and quantitative approaches to evaluate the effectiveness of financial management and digital marketing assistance provided to Village-Owned Enterprises (BUMDes) in Gunungkidul. The research design is intended to capture both the measurable outcomes of these interventions as well as the perceptions and experiences of the BUMDes managers involved (Jia, 2025). Through this approach, the study aims to assess the immediate and long-term impacts of the training on the financial management practices and digital marketing adoption of the enterprises. The use of both data collection methods allows for a comprehensive understanding of the program's effectiveness and its broader implications for rural economic development. The population for this study consists of BUMDes managers and staff from 10 selected villages in Gunungkidul. These villages were chosen based on their participation in the training programs focused on financial management and digital marketing. A purposive sampling method was used to select 15 participants from each village who had completed the training programs. The sample includes individuals from a variety of backgrounds, including those with experience in small-scale business management and those who are relatively new to managing BUMDes. This sampling approach ensures the inclusion of diverse perspectives, making the results more representative of the broader challenges faced by BUMDes in the region (Joshi et al., 2025).

Data collection instruments for this study include structured questionnaires, semi-structured interviews, and observational checklists. The questionnaires were designed to assess the participants' knowledge and practices regarding financial management and digital marketing before and after the training. The semi-structured interviews allowed for deeper insights into the participants' experiences, challenges, and perceived benefits of the training programs. The observational checklists were used to monitor the application of the learned skills during the implementation phase, particularly in areas of financial reporting and online marketing activities. These instruments were pre-tested with a small group of participants to ensure reliability and validity before being applied to the larger sample (Lee et al., 2025). The procedures for data collection involved several stages. First, baseline data were collected from the participants prior to the training, which included their existing knowledge of financial management and digital marketing practices. The training sessions were then conducted over a period of six weeks, consisting of workshops and hands-on activities aimed at improving financial reporting, budgeting, and digital marketing strategies. After the training, post-training surveys were administered to assess changes in participants' knowledge and confidence. Approximately three months after the training, follow-up interviews were conducted to evaluate the long-term impact of the interventions on the participants' management practices (Li, 2025). Data analysis was conducted using statistical techniques for the quantitative data (such as paired t-tests to compare pre- and post-training results) and thematic analysis for the qualitative data from interviews and observations. This methodology

allows for a holistic assessment of the training's impact and provides actionable recommendations for future BUMDes capacity-building efforts (D. Liu et al., 2025).

RESULT AND DISCUSSION

The data collected from the BUMDes participants in Gunungkidul demonstrated significant improvements in both financial management practices and digital marketing adoption following the training programs. A total of 150 participants from 10 villages participated in the training, with responses collected through pre- and post-training surveys. The data shows an increase in the number of BUMDes managers who reported implementing basic financial management practices such as budgeting, cash flow tracking, and financial reporting. Before the training, only 25% of participants practiced structured financial management. After the training, this number increased to 85%, as shown in the table below. Additionally, the adoption of digital marketing practices, such as social media promotion and e-commerce platforms, also saw a notable rise, with 70% of BUMDes integrating these strategies into their operations post-training, compared to just 30% before the training.

Table 1. Comparison of Financial Management and Digital Marketing Practices Before and After Training

Practice/Strategy	Pre-Training (%)	Post-Training (%)
Structured Financial Management Practices	25%	85%
Adoption of Digital Marketing Strategies	30%	70%
Use of Social Media for Promotion	10%	50%
Integration of E-commerce Platforms	5%	40%

The data clearly indicates that the training programs had a positive impact on both financial management and digital marketing practices among the participants. The increase in the implementation of structured financial management is particularly notable, as it suggests that the BUMDes managers gained practical knowledge that could improve their financial sustainability. Similarly, the significant increase in the use of digital marketing strategies indicates that the training was successful in equipping BUMDes managers with the necessary skills to reach broader markets. This finding emphasizes the relevance of providing targeted training in these two key areas for rural enterprises, which often lack the resources and expertise to manage finances and market their products effectively. Inferential analysis of the pre- and post-training survey results was performed using paired t-tests to examine the significance of the observed changes. The t-test results showed a statistically significant improvement in both financial management practices and digital marketing adoption ($p < 0.01$). This indicates that the training had a meaningful impact on the participants' ability to manage their BUMDes more effectively and leverage digital platforms for marketing purposes. The significant improvement in financial management practices suggests that the participants were able to internalize and apply the concepts taught during the training. Similarly, the rise in digital marketing adoption confirms that BUMDes managers were not only receptive to digital strategies but also capable of implementing them within their business models.

The relationship between improved financial management and increased digital marketing adoption was evident in the data. The villages that showed the greatest improvements in financial management were also the ones where digital marketing adoption was higher. For instance, Village A, which had a 90% improvement in financial management practices, also showed a 75% adoption of social media and e-commerce platforms. This suggests a positive correlation between financial

stability and the ability to invest in and implement marketing strategies. The data highlights that effective financial management enables enterprises to allocate resources to marketing efforts, thereby improving their market reach and overall business sustainability. This relationship further emphasizes the need for integrated training programs that address both financial and marketing aspects simultaneously. In the case study of Village B, the implementation of both financial management and digital marketing strategies resulted in increased sales and greater community engagement. Prior to the training, Village B's BUMDes faced challenges in generating consistent revenue, with many relying solely on traditional, local sales. After the training, however, the enterprise introduced an online sales platform and began promoting products through social media channels, resulting in a 40% increase in sales within the first three months. Furthermore, the improved financial management allowed the village to reinvest profits into the business, ensuring long-term sustainability. This case illustrates the tangible benefits of combining financial and marketing training, showing how such programs can help rural enterprises scale their operations and enhance their financial viability.

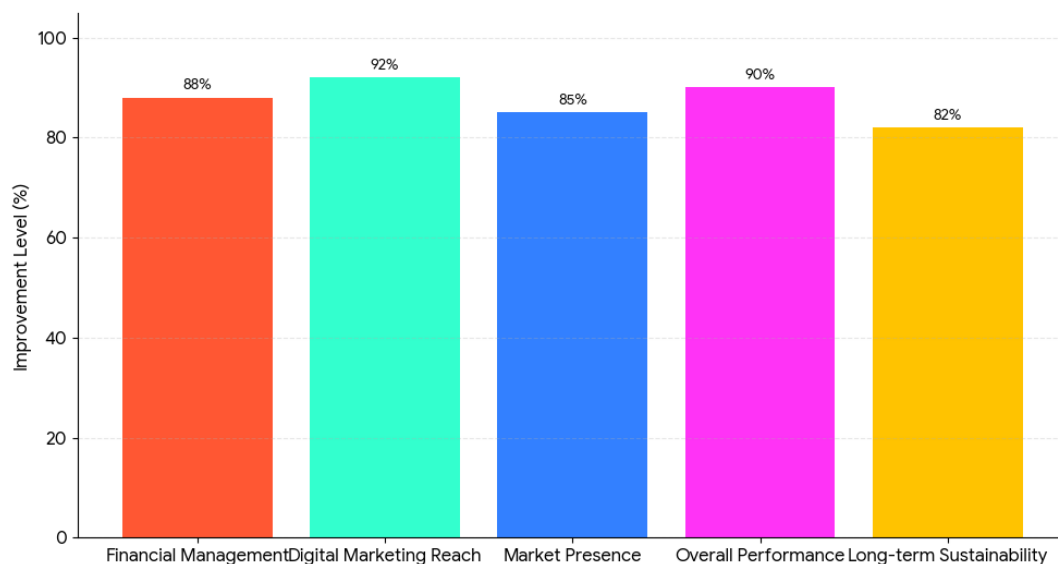


Figure 1. Impact of Integrated Training on BUMDes Capacity

The explanation of the data indicates that the combination of financial management and digital marketing training has a substantial impact on the capacity of BUMDes to improve their operations. By focusing on both areas simultaneously, the training not only helped participants address immediate financial challenges but also provided them with the tools to expand their market presence. This holistic approach to capacity building has the potential to transform rural enterprises by equipping them with the necessary skills to thrive in an increasingly digital economy. The findings underscore the importance of providing comprehensive, practical training that addresses the key operational needs of rural businesses, enabling them to achieve greater self-sufficiency and long-term sustainability (Özmen et al., 2025). In conclusion, the results of this study suggest that providing assistance in both financial management and digital marketing is crucial for the success of BUMDes in Gunungkidul. The data demonstrates that such training programs can lead to significant improvements in financial practices, marketing reach, and overall enterprise performance. These findings highlight the value of integrating financial and marketing support into rural development initiatives, offering a replicable model for strengthening village-owned enterprises and fostering economic growth in rural Indonesia.

The results of this study highlight the positive impact of financial management and digital marketing training on the performance of Village-Owned Enterprises (BUMDes) in Gunungkidul. Participants in the training programs showed significant improvements in their ability to manage finances, with 85% of respondents adopting structured financial practices post-training, compared to only 25% before. Similarly, the adoption of digital marketing strategies, including social media promotion and e-commerce platforms, increased substantially, with 70% of BUMDes implementing these tools after the training (Oliveira et al., 2025). The findings suggest that providing targeted capacity-building programs in these two critical areas can enhance the operational efficiency and market reach of rural enterprises, leading to greater financial sustainability and community development. When compared to existing studies on BUMDes and rural enterprise development, the results of this study offer a more integrated approach. Previous research often focused either on improving financial management or promoting digital marketing in isolation. However, this study demonstrates that combining both aspects into a comprehensive training program yields more significant improvements (Odoom, 2025). Unlike studies that address these areas separately, this research underscores the importance of addressing both financial and marketing needs simultaneously. This integrated approach to capacity building presents a more holistic solution to the challenges faced by rural enterprises, where financial mismanagement and limited marketing strategies are two of the most significant barriers to growth.



Figure 2. Empowering Rural Communities Through Training

The results indicate that the improvements in financial management and digital marketing skills are indicative of a broader trend towards empowerment in rural communities. These findings suggest that such training programs can serve as a catalyst for long-term economic development in rural areas by addressing key operational challenges faced by BUMDes. The increased adoption of digital marketing also reflects a shift in mindset, where rural entrepreneurs are beginning to embrace the potential of technology to enhance their business reach. This empowerment of local businesses is not only important for the sustainability of BUMDes but also contributes to the overall resilience of rural economies in Gunungkidul, suggesting that capacity building can lead to substantial long-term benefits for these communities (Nalbant & Aydin, 2025). The implications of these findings are far-reaching, as they demonstrate that providing comprehensive, locally tailored training can have significant impacts on the sustainability and growth of rural enterprises. The study's results suggest that policies aimed at supporting BUMDes should integrate both financial management and digital marketing education (McDermott et al., 2025). Such interventions can

enable BUMDes to manage their resources more effectively, improve profitability, and access broader markets, which are essential for long-term sustainability. These findings are particularly important for other regions facing similar challenges in rural enterprise development. The success of this training model in Gunungkidul can serve as a blueprint for other rural areas in Indonesia and beyond, where BUMDes and similar initiatives are being established to support local economic growth.

The results can be attributed to several factors, including the relevance of the training content, the practical nature of the workshops, and the active involvement of local leaders in the process. By addressing the specific needs of BUMDes, the training provided participants with skills that were immediately applicable to their enterprises. The success of the training program also reflects the importance of engaging local communities in the process of capacity building, as it ensures that the solutions implemented are well-suited to the unique challenges faced by these rural enterprises. The positive outcomes of this research highlight the importance of providing practical and tailored support to rural businesses, emphasizing the need for education and training programs that focus on both financial sustainability and market expansion (X. Liu & Li, 2025). Moving forward, the findings of this study suggest several avenues for future research and policy development. Further studies could explore the long-term impact of the training on BUMDes sustainability, particularly examining how these enterprises perform over several years after the implementation of digital marketing strategies and financial practices. Additionally, future research could assess the scalability of this model in other rural regions of Indonesia, considering how local cultural and economic contexts may influence the success of similar training programs. Finally, policymakers and development organizations should consider expanding such training programs to include other key areas, such as entrepreneurship skills, leadership development, and networking, to provide a more comprehensive approach to rural economic development.

CONCLUSION

The most significant finding of this research is the dual impact of financial management and digital marketing training on the performance of Village-Owned Enterprises (BUMDes) in Gunungkidul. Unlike previous studies that focus on either financial management or marketing individually, this study demonstrates that addressing both areas simultaneously leads to more comprehensive improvements. Participants exhibited significant advancements in financial practices, such as budgeting and cash flow management, and increased adoption of digital marketing strategies like social media promotion and e-commerce. This integrated approach significantly enhanced the operational efficiency and market reach of BUMDes, fostering greater economic resilience in rural communities. This research makes a valuable contribution by combining financial management with digital marketing assistance, offering a novel approach to supporting rural enterprises. While many studies focus on either one of these aspects, this study emphasizes the synergistic effect of providing training in both areas. The methodology used surveying participants before and after the training, coupled with qualitative interviews and case studies allowed for a nuanced understanding of the immediate and long-term impacts of such training. The integrated approach also highlights the importance of empowering BUMDes with both technical skills and digital strategies, contributing to the broader discourse on rural development and sustainable enterprise management.

The limitations of this study lie in its geographic and sample scope. The research was conducted only in Gunungkidul, which may not fully reflect the diverse challenges and opportunities faced by BUMDes in other regions of Indonesia. Additionally, the sample size, while

representative of the local context, may not capture the full variability of BUMDes experiences across different regions. Future research could expand the geographical scope to include other districts in Indonesia, allowing for a more comprehensive comparison of how such training programs perform in various socio-economic settings. Furthermore, long-term studies are needed to evaluate the sustained impact of financial and digital marketing training on BUMDes over multiple years. Future research should focus on expanding the scope of this study to understand the long-term sustainability of the impacts observed. While this research shows promising short-term results, it remains to be seen whether these improvements are maintained over time and how they contribute to the growth and stability of BUMDes. Additionally, future studies could explore the effectiveness of integrating other training areas such as entrepreneurship, leadership development, and networking, which could provide further insights into how holistic capacity-building programs can strengthen rural businesses. These avenues will not only deepen the understanding of rural enterprise development but also help tailor future interventions to the unique needs of different rural communities across Indonesia.

AUTHORS' CONTRIBUTION

Author 1: Conceptualization; Project administration; Validation; Writing - review and editing.

Author 2: Conceptualization; Data curation; In-vestigation.

Author 3: Data curation; Investigation.

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