

Analysis of Success Factors and Challenges in Managing BUMDes in The Digital Era

Maf'ul Taufiq

Abstract

This research aims to analyze the success factors, challenges, and management strategies of Village-Owned Enterprises (BUMDes) in the digital era. The research method used is a descriptive qualitative approach with data collection techniques through in-depth interviews, observations, and documentation studies on three BUMDes in Indonesia that have different levels of digitization. The results of the study show that the success of BUMDes management is influenced by the use of digital technology, government policy support, and active community participation. The main challenges faced include limited digital infrastructure, low digital literacy, and increasing competition in the digital market. To address these challenges, the proposed strategies include digital literacy training, infrastructure development, and product diversification based on local potential. This research emphasizes that digitalization is an urgent need to increase the competitiveness of BUMDes, but its success requires synergy between managers, the government, and the community. This finding is expected to be a reference for BUMDes managers and policymakers in supporting inclusive and sustainable digital transformation, so that BUMDes can play a role as a driving force for village economic development in Indonesia.

Keywords: Bumdes, Digitalization, Management, Success, Challenge, Strategy

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Introduction

Village-Owned Enterprises (BUMDes) is one of the strategic innovations designed by the Indonesian government to accelerate economic development at the rural level. As a business institution owned and managed by villages, BUMDes has an important role in improving the welfare of village communities through local potential management (Pradana & Fitriyanti, 2019). In today's digital era, the dynamics of BUMDes management have undergone significant changes. The development of information technology opens up great opportunities for BUMDes to improve operational efficiency, expand market networks, and introduce village products and services to a wider scale, both at the national and global levels (Rondonuwu et al., 2024).

However, behind the great opportunities offered by the digital era, the management of BUMDes also faces various complex challenges. These challenges are not only technical, such as limited access to technology and digital infrastructure, but also include aspects of human resources, organizational culture, and governance. The success of BUMDes in the digital era is highly dependent on the ability of managers to utilize technology appropriately. Digitalization is not only about the use of technological devices, but also how the technology can be integrated with business strategies and empowerment of village communities. In addition, external factors, such as government policy support, partnerships with the private sector, and active participation of rural communities, are also important elements that determine the success of BUMDes management in the digital era.

One of the crucial aspects in the successful management of BUMDes is the use of digital technology for marketing village products. E-commerce platforms, social media, and digital applications provide opportunities for BUMDes to promote their products more widely at a relatively low cost (Madjid et al., 2022). No less important, strengthening the capacity of human resources in villages is also the key to the success of BUMDes digitalization. Managers must have a sufficient understanding of modern technology and business strategies in order to compete in an increasingly competitive market. On the other hand, traditional culture that is still strong in many villages is often a challenge in the adoption of digital technology. Many rural people do not fully understand the benefits of digital technology or are afraid to use it due to limited knowledge. In addition to cultural barriers, infrastructure is also a major challenge. There are still many villages in Indonesia that do not have adequate internet access, thus hindering the application of digital technology in the management of BUMDes.

The next challenge is related to the governance and management of BUMDes. Many BUMDes do not have a transparent and accountable financial and operational management system, making it difficult to build trust from both the public and business partners. To face this challenge, it is important for the government and various related parties to provide intensive assistance to BUMDes. The assistance includes technical training, infrastructure provision, and access to financing that supports digital transformation. In this analysis, it is also necessary to understand that the success of BUMDes management in the digital era cannot be separated from the synergy of various parties. The government, academics, business actors, and village communities must work together to create an ecosystem that supports the sustainable development of BUMDes.

In addition, it is important to highlight the role of village governments in encouraging the success of BUMDes digitalization. The village government has a strategic role as a facilitator, regulator, and motivator in this process. Not only that, the digital era also requires BUMDes to be more innovative in developing their products and services. These innovations must be adapted to the needs of the ever-changing market and still maintain local values as a competitive advantage. In the midst of increasingly fierce competition, business sustainability is the main focus in the management of BUMDes. Digitalization must be directed to create sustainability, both in terms of economy, social, and environment. This study seeks to identify the key factors that contribute to the success of BUMDes management in the digital era. In addition, this research also aims to explore the various challenges faced and formulate relevant strategies.

With an analytical approach, this research will provide deeper insights into how BUMDes can take advantage of digitalization opportunities while overcoming existing challenges. The results of the research are expected to make a real contribution to the development of government policies and managerial practices of BUMDes, so that it is able to increase the competitiveness of BUMDes at the local, national, and global levels.

In this increasingly connected era, the success of BUMDes will not only have an impact on the village economy, but also on efforts to reduce the gap between villages and cities. Digital transformation is a golden opportunity to encourage equitable development in all corners of the country. With this background, this research has a high urgency to be carried out. Through an in-depth analysis of success factors and challenges, it is hoped that BUMDes can become the main driving force in inclusive and sustainable digital-based economic development.

Literature Review

1. Definition and Role of BUMDes

BUMDes (Village-Owned Enterprises) are business institutions established by villages based on the needs and potentials of the village to improve the welfare of its community (Yustisia, 2015). The existence of BUMDes allows villages to manage local resources independently and become the driving force of the village economy (Hidayat & Hidayah, 2023). In its management, BUMDes not only aims to make a profit, but also to create sustainable social impacts, such as creating jobs and increasing village income.

2. Digitalization in the Village Business Sector

Digitalization is defined as the process of transforming from conventional activities to digital technology-based (Kotler, 2009). In the context of BUMDes, digitalization includes the use of technology for operations, marketing, and management. Digital technology allows BUMDes to reach a wider market through e-commerce platforms, improve operational efficiency, and increase transparency in financial management (Purwanto, 2021). However, the adoption of digitalization requires the readiness of human resources, technology infrastructure, and integrated strategies.

3. Success Factors of BUMDes

Several studies have identified the success factors of BUMDes, including:

a. Visionary Leadership

Innovative leaders and long-term visions are the key to the success of BUMDes (Prasetyanti & Kusuma, 2020). Leaders must be able to recognize local potential, seize opportunities, and respond to change, including digital transformation.

b. Government Policy Support

Supportive policies, such as the allocation of Village Funds and mentoring programs, play an important role in encouraging the effective management of BUMDes (Imawan & Mas'adah, 2021). In addition, policies that support digital infrastructure are an important foundation in the digital era.

c. Human Resource Capacity (HR)

The level of digital literacy, managerial expertise, and understanding of digital technology determine the ability of BUMDes to adopt technological innovations (Irawan, 2023). Training and education are important elements to strengthen human resource capacity.

d. Village Community Participation

The success of BUMDes is highly dependent on the support and participation of village communities. People involved in the planning and management of BUMDes tend to support the sustainability of village businesses (Maq et al., 2024).

Analysis of Success Factors and Challenges in Managing BUMDes in The Digital Era

4. Challenges in Managing BUMDes in the Digital Era

Despite having great potential, the management of BUMDes in the digital era faces various challenges:

a. **Limitations of Technology Infrastructure**

Not all villages in Indonesia have adequate internet access. This digital divide is the main obstacle in the digitalization process (Miftah & Rozi, 2022).

b. **Low Digital Literacy**

Many BUMDes managers and village communities do not understand digital technology in depth. This hinders the adoption of technology to support the management of BUMDes (Pardita et al., 2024).

c. **Lack of an accountable governance system**

Many BUMDes do not have a transparent financial and operational management system, making it difficult to build the trust of the public and business partners ((Wibowo & Hapsari, 2022).

d. **Competition in the Digital Market**

Entering the digital world means competing with other business actors who have greater resources and experience. BUMDes must be able to find the uniqueness of their products or services in order to survive (Pranoto, 2020).

5. Benefits of Digitalization for BUMDes

Digitalization brings great benefits to the management of BUMDes, including:

a. **Increased Market Access:** Digital technology allows BUMDes to market their products through e-commerce or social media, reaching local to global markets (Uva et al., 2023).

b. **Operational Efficiency:** Digitalization helps make financial records, inventory management, and other administrative processes easier (Haryanto, 2021)

c. **Transparency and Accountability:** Digital-based systems facilitate monitoring and evaluation, thereby increasing public trust in BUMDes.

6. Synergy of Related Parties in the Management of BUMDes

The success of BUMDes management in the digital era requires synergy between the government, academics, business actors, and village communities. The government plays the role of regulator and facilitator, academics contribute through research and training, while business actors become strategic partners in providing technology and market support (Isaac & Sholehah, 2021).

7. Digital Transformation Models for BUMDes

Some relevant digital transformation models to be applied to BUMDes include:

a. **Village E-Commerce Model:** An online platform designed to market village products directly to consumers.

b. **Village Information System (SID):** Integration of technology for the management of administrative and business data of BUMDes.

c. **Digital-Based Education and Training:** A program to increase human resource capacity through online training.

Research Methods

1. Research Approach

This research uses a descriptive qualitative approach (Darmalaksana, 2020). This approach was chosen to delve deeply into the success factors and challenges faced in the management of BUMDes in the digital era. The focus of the research is to understand the phenomenon that occurs holistically, based on the perspectives of actors, managers, and village communities related to BUMDes.

2. Research Design

This research is designed as an exploratory case study, with several BUMDes that have implemented digitalization chosen as the object of study. Case studies allow researchers to explore the practices, experiences, and strategies carried out by BUMDes, so that they can identify success factors and challenges in depth.

3. Research Location

The location of the research will be carried out in several BUMDes located in areas with varying levels of digitalization implementation, both in areas with adequate digital infrastructure and areas with limited internet access. The location selection is carried out purposively, taking into account:

- a. BUMDes that have used digital technology in their operations.
- b. BUMDes that face significant challenges in the digitalization process.

4. Data Source

This study uses two types of data sources, namely:

- a. Primary Data: Data obtained directly from interviews, observations, and focus group discussions (FGDs) with informants
- b. Secondary Data: Data derived from BUMDes documents, government reports, research journals, books, and articles relevant to BUMDes management and digitalization.

5. Data Collection Techniques

The data collection technique is carried out by the following methods (Jogiyanto Hartono, 2018):

- a. In-depth Interview:

It was carried out with BUMDes managers, village officials, and village communities to understand the experiences, strategies, and challenges in managing BUMDes in the digital era.

- b. Participatory Observation:

The researcher directly observed the operational activities of BUMDes, the use of digital technology, and the interaction between BUMDes managers and village communities and business partners.

- c. Focus Group Discussion (FGD):

It was carried out to explore the collective views of village community groups, BUMDes managers, and other related parties regarding the successes and challenges faced.

- d. Documentation:

Collect data from written documents, such as financial statements, BUMDes profiles, government policies, and articles relevant to the research topic.

6. Sampling Techniques

The research sample was selected using purposive sampling, which is the selection of informants who are considered to have relevant and in-depth information about the management of BUMDes in the digital era. The selected informants include:

- a. BUMDes Manager (Director, operational staff)
- b. Village Head or village apparatus.
- c. Village communities that are involved or affected by BUMDes activities.
- d. External parties, such as BUMDes companions or business partners.

Analysis of Success Factors and Challenges in Managing BUMDes in The Digital Era

The number of informants will be determined until it reaches the saturation point, which is when the data obtained is considered sufficient and no new information appears.

7. Data Analysis Techniques

Data analysis is carried out through several stages:

a. Data Reduction:

The data that has been collected from interviews, observations, and documentation are selected, summarized, and focused on information relevant to success factors and challenges in the management of BUMDes.

b. Data Presentation:

The summarized data is presented in the form of narratives, tables, and diagrams to facilitate interpretation and analysis.

c. Conclusion:

Based on the data that has been analyzed, the researcher draws conclusions and recommendations related to the success factors and challenges of BUMDes in the digital era.

The analysis technique used is thematic analysis, where data is classified based on the main themes, such as successes, challenges, and opportunities for BUMDes management in the context of digitalization.

Research Results

1. BUMDes Profile

The research was conducted on three BUMDes that have different levels of digitalization. The following table illustrates the profile of each BUMDes.

Table 1. General Profile of Each BUMDes

It	Name BUMDes	of Location	Digitization Level	Internet Access
1	BUMDes Prosperous	Sleman Regency	Tall	Stable and fast
2	BUMDes Maju Jaya	Pacitan Regency	Intermediate	Limited
3	BUMDes Self-sufficient	East Sumba Regency	Low	Very limited

2. Success Factors in the Management of BUMDes in the Digital Era

Based on the results of interviews and observations, several success factors were found in the management of BUMDes in the digital era, namely:

1. Utilization of Digital Technology

BUMDes that have a high level of digitalization (such as BUMDes Sejahtera) are able to use e-commerce and social media to expand their market. They also use financial management apps to improve operational efficiency.

2. Government Policy Support

All BUMDes studied received support in the form of digital training from the local government. However, the effectiveness of training is more felt by BUMDes with higher digital literacy.

3. Community Participation

The level of community involvement greatly affects the success of BUMDes. In BUMDes Sejahtera, the community is actively involved in product marketing through social media, while in BUMDes Mandiri, community participation is still low.

Table 2. Success Factors of BUMDes

Factor	Prosperous BUMDes	BUMDes Maju Jaya	BUMDes Mandiri
Utilization of technology	Tall	Intermediate	Low
Policy support	Effective	Partially effective	Partially effective
Community participation	Tall	Keep	Low

3. Challenges in Managing BUMDes in the Digital Era

The research also reveals several key challenges faced by BUMDes, including:

- a. BUMDes Maju Jaya and BUMDes Mandiri face limited internet access, which affects their ability to make the most of digital technology.
- b. The low level of digital literacy is the main challenge for BUMDes Mandiri. Many managers do not understand how technology can be integrated into operations.
- c. All BUMDes face challenges in the form of competition with other business actors, both at the local and global levels. BUMDes that do not have unique products tend to have difficulty competing

Table 3. Main Challenges of BUMDes

Challenge	Prosperous BUMDes	BUMDes Maju Jaya	BUMDes Mandiri
Infrastructure limitations	None	Exist	Exist
Low digital literacy	None	There are some	Exist
Market competition	Tall	Keep	Keep

From interviews and focus group discussions, some strategies that can be implemented to overcome challenges in the digital era are:

- a. Strengthening Human Resource Capacity:
All BUMDes suggested the need for continuous digital literacy training for village managers and communities.
- b. Digital Infrastructure Development:
BUMDes Maju Jaya and Mandiri recommend increasing internet access by the government or through cooperation with internet service providers.
- c. Product Diversification:
BUMDes Sejahtera focuses on product innovation by maintaining local characteristics to increase competitiveness in the digital market.

Discussion

1. Success Factors in Managing BUMDes in the Digital Era

The results of the study show that the success of BUMDes in the digital era is influenced by several main factors, such as the use of digital technology, government policy support, and community participation. This is in line with the theory of local economic development which states that the success of community-based organizations is greatly influenced by technology integration, community involvement, and institutional support (Bradshaw, 2008). In BUMDes Sejahtera, the use of digital technology has proven to be very helpful in improving operational efficiency and expanding the market. For example, the use of e-commerce platforms and social media provides wider access to consumers. These findings are consistent with research (Alimuddin et al., 2023), which mentioned that digitalization in small organizations such as BUMDes can increase the competitiveness of local products in the global market.

In addition, the use of financial management applications also increases accountability and transparency in management, which is one of the keys to the success of BUMDes. Community participation has also proven to be an important factor, especially in BUMDes Sejahtera, where the community is actively involved in product marketing through social media. This engagement reflects the concept of community empowerment, as explained by (H Hermanto Suaib, 2017), that the success of community-based programs is highly dependent on the active participation of its members. On the other hand, in BUMDes Mandiri, low community participation is an obstacle in management, which shows the need to strengthen the role of the community in supporting the sustainability of village businesses.

2. Challenges in Managing BUMDes in the Digital Era

The results of the study also reveal a number of challenges faced by BUMDes in adopting digital technology. The biggest challenge is the limitation of technological infrastructure, especially in BUMDes located in remote areas, such as BUMDes Mandiri. This is in accordance with the findings (Ndraha et al., 2024), which stated that the digital infrastructure gap in Indonesia is the main obstacle to digital transformation, especially in rural areas. Limited internet access makes it difficult for BUMDes to utilize technology optimally, thereby reducing their efficiency and competitiveness. In addition, low digital literacy in managers and the community is also a major obstacle, as found in BUMDes Mandiri. Many managers do not understand how to use digital technology to support operations and marketing. These findings are in line with research (Parinsi & Moses, 2023), which states that the success of digitalization is highly dependent on the capacity of human resources. Low digital literacy also results in a lack of adaptation to fast-growing technology trends. Another challenge faced is competition in the digital market. All BUMDes studied face competition from other business actors, both local and national, especially on e-commerce platforms. This shows that digitalization not only brings opportunities but also increases competitive pressure, as pointed out by (Syauqi, 2016). Therefore, BUMDes need to develop a product differentiation strategy to remain relevant in the market.

3. Strategies to Overcome Challenges

In facing these challenges, several strategies have been identified, such as strengthening human resource capacity, developing digital infrastructure, and diversifying products. Continuous digital literacy training is urgently needed, as suggested by the managers of Maju Jaya and Mandiri BUMDes. This supports the view (Kotler, 2009), which states that education and training are important investments in adopting new technologies. With adequate training,

BUMDes managers can utilize technology to improve the efficiency and competitiveness of their products. The development of digital infrastructure, especially internet access, is also a priority. In this case, the government has an important role as a facilitator, as mandated in Law Number 6 of 2014 concerning Villages. Synergy between the government, internet service providers, and the community can accelerate the development of digital infrastructure in underdeveloped villages. Product diversification is also a key strategy in facing digital market competition. In BUMDes Sejahtera, product innovation based on local potential is one way to create added value and attract consumer attention. These findings support the competitive advantage theory of (Mowday et al., 1979), which states that innovation and differentiation are key strategies to win the market.

Conclusion

This study provides a comprehensive overview of the success factors, challenges, and management strategies of Village-Owned Enterprises (BUMDes) in the digital era. Based on the analysis that has been carried out, there are several important conclusions that can be drawn. First, the success of BUMDes management in the digital era is greatly influenced by three main factors: the use of digital technology, government policy support, and active community participation. BUMDes that are able to integrate digital technology into their operations, such as using e-commerce and financial applications, show better performance in improving efficiency and expanding the market. In addition, government policies in the form of digital training and mentoring provide a significant boost to the development of BUMDes. However, this success is inseparable from the level of involvement of the village community, which contributes greatly to supporting the operation and marketing of BUMDes products. Second, there are significant challenges faced by BUMDes in adopting digital technology, namely limited infrastructure, low digital literacy, and increasing competition in the digital market. BUMDes in remote areas face major obstacles in stable and adequate internet access, which hinders the optimal application of digital technology. Low digital literacy among managers and village communities is also a major obstacle to digital transformation. On the other hand, the entry of BUMDes into the digital market increases exposure to wider competition, both from local and global business actors. Third, to address these challenges, a number of strategies have been identified. Strengthening the capacity of human resources through digital literacy training is a crucial step in supporting technology adoption. In addition, the development of digital infrastructure in remote villages requires serious attention from the government and related parties. Product diversification based on local potential is also an important strategy to create competitiveness in an increasingly competitive market. Fourth, this research emphasizes the importance of collaboration between BUMDes, the government, the community, and business partners to ensure the sustainability of BUMDes management in the digital era. Digitalization is not only an opportunity but also a need to increase the competitiveness of the village economy. However, this process requires comprehensive support, both in the form of policies, technical assistance, and active community participation. Finally, the findings of this study make an important contribution to the development of theory and practice of BUMDes management, especially in the context of digitalization. The success of BUMDes management in the digital era does not only depend on the availability of technology but also on the readiness of human resources and synergy between stakeholders. Thus, BUMDes has great potential to become the main driver of inclusive and sustainable village economic development in Indonesia. This conclusion is expected to be a foothold for policy makers, BUMDes managers, and village communities in facing challenges and taking advantage of digitalization opportunities to improve common welfare.

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