

IMPLEMENTATION OF DIGITAL MARKETING STRATEGIES BY VILLAGE-OWNED ENTERPRISES (BUMDes) IN VILLAGE TOURISM MANAGEMENT

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ABSTRACT

The development of village tourism has become an important solution in boosting the local economy and preserving local culture. Village-owned enterprises (BUMDes) play a crucial role in managing this initiative. In the current digital era, the utilization of digital marketing strategies is increasingly important in enhancing the attractiveness and visitor arrivals to village tourism destinations. This research aims to analyze the implementation of digital marketing strategies used by BUMDes in managing village tourism. The research method used is a case study of several village tourism destinations managed by BUMDes in various regions. Data were collected through direct observation of digital marketing activities conducted. Data analysis was performed using a descriptive qualitative approach to identify effective digital marketing strategies. The research outcomes indicate that BUMDes can adopt various digital marketing strategies to manage village tourism, including the use of social media, creating engaging digital content, collaborating with digital influencers, and utilizing online booking platforms. These findings provide valuable insights for BUMDes managers, local governments, and other stakeholders in developing effective digital marketing strategies for village tourism management in this digital era. The research also highlights the challenges and opportunities faced by BUMDes in adopting and implementing digital marketing strategies.

Keywords: Digital Marketing; Village-Owned Enterprises (BUMDes); Village Tourism

Introduction

According to Law No. 6 of 2014 concerning Villages, the concept of a village refers to a legal community unit consisting of individuals residing in a specific area with clear boundaries. Villages have the authority to regulate and manage all governmental affairs as well as the interests of the local community. The main principles underlying the existence of villages are community initiative, indigenous rights, and traditional rights recognized and respected within the framework of the Unitary State of the Republic of Indonesia. Village advancement is not only considered a measure of local success but also serves as the foundation for the overall progress of the country (Soleh & Rohmansjah, 2014). The contribution of villages to national development is crucial, considering that villages in Indonesia form a vast network and are vital elements in the country's social and economic

structure. Therefore, governance at the village level must be conducted with attention to the principles of national unity, thereby providing optimal contributions to the progress and welfare of society and the country as a whole. Effective and empowered village governance encompasses various aspects, ranging from the formulation of local regulations and policies to the management of resources and public services. By prioritizing the principle of national unity, village governance is expected to build harmonious synergy with the central and other regional governments to achieve national development goals.

Village-owned enterprises (BUMDes) are business entities with part or all of their capital owned by the village, sourced from separated village wealth. This capital is allocated to manage assets, provide public services, and undertake various other activities with the primary goal of improving the welfare of the village community. Through BUMDes, villages can identify and utilize their economic potential and provide employment opportunities for residents. The role of BUMDes is crucial in the context of village governance as it can become a significant source of income for the village, thereby enhancing the overall village economy. In Indonesia, there are already 60,417 BUMDes established, with 6,558 having legal entities, however, several issues hinder the progress and sustainability of BUMDes operations (Ministry of Villages, Development of Disadvantaged Regions, and Transmigration of the Republic of Indonesia).

Some of the common problems faced by BUMDes include a lack of strategic planning, ineffective management, low level of human resource skills, lack of innovation, low community awareness, poorly organized financial management, internal conflicts, marketing issues, and others (Zandri et al., 2018). As a result, many BUMDes end up inactive or neglected because they are unable to overcome these challenges. Serious efforts are needed to improve the capacity and quality of BUMDes management and address various obstacles they face. Only through skill enhancement, innovation, effective management, and proper problem-solving, can BUMDes function optimally as the driving force of economic development at the village level and make a significant contribution to the progress and welfare of rural communities.

The tourism sector continues to grow, leading to increasingly competitive competition. Therefore, BUMDes needs to pay attention to their marketing strategies to strengthen the tourist villages it manages. Marketing or promotion is the key to effectively attracting more visitors or tourists (Rachmayanti & Nofharina, 2018). Based on the marketing theory proposed by Kotler and Armstrong, effective promotional strategies consider various key elements such as target audience, marketing objectives, message conveyed, media used, information source, and marketing budget allocation (Kotler et al., 2015). By considering these factors, BUMDes can create stronger and more effective marketing strategies to attract more tourists to their tourist village destinations.

The Village-Owned Enterprises (BUMDes) play a crucial role as the driving force at the local level, serving as entities responsible for managing resources and tourism potential in Tourist Villages. However, rapid changes in technology and consumer behavior have presented new challenges for BUMDes in promoting and managing Tourist Villages. These changes include a significant shift to digital platforms as the primary channels for seeking information and planning trips. The number of Internet users in Indonesia in 2024 reached 221,563,479 people out of a total population of 278,696,200 people, or 79.5% (Indonesian

Internet Service Providers Association). Therefore, digital marketing has become key in enhancing the attractiveness and competitiveness of Tourist Villages in the global market. However, most BUMDes still face challenges in adopting effective digital marketing strategies. Constraints such as lack of knowledge, limited access to technology, and insufficient trained human resources often pose major obstacles in optimizing the potential of digital marketing.

According to Urban, digital marketing is a marketing strategy that utilizes the internet and information technology to not only expand but also enhance the effectiveness of traditional marketing methods (Urban, 2003). This concept involves the application of digital technology in various marketing aspects, expanding the coverage and reach of marketing (Chaffey & Ellis-Chadwick, 2019). Digital marketing encompasses various online channels that leverage digital technology, such as websites, databases, digital television, email, blogs, feeds, social media, podcasts, and other recent innovations. Through these channels, marketers can reach their audience more efficiently and effectively. Additionally, digital marketing also opens up opportunities for more advanced data usage and analysis, allowing marketers to understand consumer behavior more deeply and optimize their marketing strategies in a more measured manner. Digital marketing not only changes how we interact with the market but also opens doors for various innovations in the marketing world that can enhance creativity and effectiveness in achieving marketing goals.

According to research by Kim Eun Young and Kim Youn Kyung, 4 (four) main aspects of digital marketing should be measured and considered (Young Kim & Kim, 2004):

1. **Cost Efficiency:** It includes promotion techniques designed to optimize expenditure and transaction time, to efficiently reduce costs.
2. **Incentive Program:** These are attractive programs used as advantages in promotions. These programs are not only expected to increase the attractiveness of promotions but also provide added value to the company.
3. **Site Design:** Emphasizing the importance of an attractive and functional appearance in digital marketing media. Good site design can provide positive value to the company's image and user experience.
4. **Interactive:** Refers to the interactive relationship between the company and consumers through digital media. It interaction should provide relevant and easily understandable information to consumers, thereby strengthening engagement and the relationship between both parties.

Research on digital marketing strategies used by BUMDes in the management of Desa Wisata is becoming increasingly important. Such research will not only provide insights into how BUMDes can harness the power of digital marketing to enhance the appeal of their Tourism Villages but will also provide valuable insights into the challenges and opportunities faced in this process. By understanding better about digital marketing strategies, BUMDes can develop more effective marketing plans, increase its online visibility, and reach a wider target audience. In addition, this research will also provide valuable inputs for the local government and other stakeholders to design supporting programs and policies that facilitate the adoption of digital marketing strategies by BUMDes. Overall, this research is expected to be a significant contribution to advancing the development of Desa Wisata and improving the

welfare of rural communities through the utilization of effective and sustainable digital marketing strategies.

Research Method

A descriptive qualitative approach is used to gain a deep understanding of the implementation of marketing strategies by Village-Owned Enterprises (BUMDes) in managing village tourism. This approach allows researchers to explain in detail how BUMDes marketing strategies are implemented and how they affect the management of village tourism.

This research operates a literature review method to gather data from relevant sources such as journals, books, and online articles (Abdussamad & SIK, 2021). These sources will be used to understand the theories and concepts related to the implementation of BUMDes marketing strategies in managing village tourism. The research also utilizes social media observation methods to collect data on how BUMDes uses digital platforms such as Instagram, Facebook, and YouTube to promote village tourism. The observation will be conducted by monitoring posts, comments, and interactions on BUMDes social media accounts related to village tourism. Data collected through literature review and social media observation will be analyzed qualitatively to identify themes and patterns related to the implementation of BUMDes marketing strategies in managing village tourism.

This research will draw conclusions inductively based on the collected data. These conclusions will consist of descriptions of how BUMDes uses digital marketing strategies to promote village tourism and how these strategies affect the success of village tourism management. These conclusions will also provide recommendations for BUMDes and relevant stakeholders on how to enhance the effectiveness of digital marketing strategies in managing village tourism.

Result And Discussion

Digital Marketing Strategy for Village-Owned Enterprises (BUMDes) in Tourism Village Management

Utilizing Social Media

The use of social media is a key strategy for BUMDes in promoting their village tourism destinations. By leveraging platforms such as Facebook, Instagram, and Twitter, BUMDes can effectively reach a wide audience (Warmayana, 2018). Through engaging and relevant content, BUMDes can build a strong online presence and attract potential tourists' interest. High-quality posts are crucial to capturing attention and interaction from social media users. BUMDes needs to ensure that the content they share is of high quality, informative, and engaging. It could include captivating photos of village tourist attractions, short videos showcasing the beauty of nature or cultural activities, as well as practical information about accommodations, dining options, and available activities.

Active interaction with followers is a crucial step in building an engaged online community. BUMDes should respond to comments, questions, and feedback from followers in a friendly and responsive manner. It not only helps build strong relationships with followers but also enhances trust and loyalty towards the village tourism destination. Using relevant and appropriate hashtags can help increase the reach and visibility of BUMDes' posts

on social media. BUMDes needs to research to find the most relevant hashtags for their village tourism destinations and use them consistently in every post. It will make it easier for users to discover BUMDes' content and increase the likelihood of the content being found by potential tourists.

Creating Engaging Digital Content

Creating engaging and informative digital content is a crucial aspect of BUMDes' marketing strategy (Retnasary et al., 2019). By presenting inspiring and entertaining content, BUMDes can generate interest and desire to visit their village tourism destinations.

- a. **Promotional Videos:** Promotional videos are one of the most effective forms of content to showcase the beauty and allure of village tourism destinations. BUMDes can create short videos featuring breathtaking natural landscapes, unique cultural activities, and captivating tourist experiences to attract the attention of potential tourists.
- b. **Captivating Photos:** Captivating photos can be a powerful tool to showcase the beauty and uniqueness of village tourism destinations. BUMDes needs to pay attention to composition, lighting, and photo quality to capture the attention of social media users. These photos can also be used to build a strong visual identity for the village tourism destination.
- c. **Articles about Local Tourist Attractions and Culture:** Informative articles about local tourist attractions and culture can serve as a source of inspiration and information for potential tourists. BUMDes can create articles about the history and uniqueness of their village tourism destinations, as well as provide tips and guides for tourists who wish to visit these places.

Collaboration with Digital Influencers

Collaborating with digital influencers is a strategy that can have a significant impact on Village-Owned Enterprises (BUMDes) in implementing their digital marketing (Rajab, 2021). Here is a further development on the importance and benefits of collaborating with digital influencers:

- a. **Increasing Exposure:** Digital influencers have a large following and engagement on social media. Through collaboration with them, BUMDes can access a wider audience, including those who may not be familiar with village tourism destinations.
- b. **Building Credibility:** When digital influencers recommend BUMDes' village tourism destinations to their followers, it can enhance the credibility of those destinations. Influencer followers tend to trust the recommendations they receive, which can help strengthen the image and reputation of the village tourism destination.
- c. **Generating Engaging Content:** Digital influencers are usually skilled at creating engaging and high-quality content. Collaborating with them can result in creative and authentic content about village tourism destinations, which can then be used by BUMDes to expand their promotional reach.
- d. **Increasing Awareness:** Through posts, stories, and videos on their social media platforms, digital influencers can help increase awareness about BUMDes' village tourism destinations among social media users.
- e. **Driving Tourist Visits:** Direct recommendations from digital influencers can encourage their followers to visit BUMDes' village tourism destinations, thereby increasing the number of tourist visits and revenue for the village.

- f. **Boosting Engagement:** Collaborating with digital influencers can also boost engagement with the audience, such as likes, comments, and shares, which in turn can increase the visibility and popularity of BUMDes' village tourism destinations on social media platforms.

Utilizing Online Booking Platforms

BUMDes can leverage online booking platforms such as Airbnb, Booking.com, or Traveloka to facilitate travelers in planning and booking accommodations and tourist activities in their villages. By connecting to these platforms, BUMDes can reach a global audience and enhance the accessibility of village tourism destinations (Hamzah, 2018).

- a. **Tour Packages Offerings:** BUMDes can create tour packages that include accommodations, tourist activities, and other local experiences, which are then marketed and sold through online booking platforms. These package offerings can attract tourists seeking complete experiences at village tourism destinations.
- b. **Managing Appealing Profiles:** BUMDes needs to ensure that their profiles on online booking platforms are filled with comprehensive information, attractive photos, and positive reviews from previous travelers. This can enhance the appeal of the village tourism destination and convince travelers to make bookings.
- c. **Commitment to Customer Service:** BUMDes should be prepared to provide excellent customer service to travelers booking through online booking platforms. Prompt responses to inquiries and feedback, as well as consistency in meeting travelers' expectations, will enhance the reputation of the village tourism destination on these platforms.

Challenges and Opportunities for BUMDes in Adopting Digital Marketing Strategies

1. Challenges

- a. **Resource Limitations:** BUMDes may face limitations in human, financial, and technological resources, which can hinder the implementation of effective digital marketing strategies.

BUMDes may have constraints in the quantity and expertise of human resources available to design, execute, and manage digital marketing campaigns effectively. This could include limitations in knowledge of digital marketing techniques, data analysis, and content management. BUMDes may consider enhancing their human resource capacity through training and development. This can be done through internal training or by collaborating with institutions or external professionals with expertise in digital marketing.

Financial constraints can pose a barrier to implementing digital marketing strategies that require expenses, such as paid advertising, software or analytics tools purchases, and website or content development. BUMDes can seek cost-effective alternatives in their digital marketing strategies, such as utilizing social media platforms organically without the need for advertising costs or collaborating with local influencers at more affordable rates. Additionally, they can also seek additional funding sources through government subsidy programs, local sponsors, or strategic partnerships.

BUMDes may lack access or capability to use the technology required to execute sophisticated digital marketing strategies, such as data analytics software, content management tools, or stable internet infrastructure. BUMDes can seek alternative solutions that are simpler and more affordable, such as using free or open-source

software for data analytics or content management. They can also form partnerships with local technology service providers who may provide access to the needed infrastructure at lower costs.

- b. **Intense Online Competition:** Tourist villages must compete with other destinations to capture the attention and interest of tourists in a highly competitive digital environment (Rahmayanie et al., 2022). In this fiercely competitive digital landscape, tourist villages must strive hard to garner attention and interest amidst a plethora of other tourist destinations.

Tourist villages need to establish strong visibility and a positive reputation on online platforms. It involves the judicious use of social media, creating compelling and valuable content, and active engagement with users. By ensuring that their content is consistently high-quality and relevant, tourist villages can stand out among their competitors. In online competition, rankings on search engines like Google are crucial. Tourist villages must ensure that their websites are well-optimized for search engines using best SEO practices. It includes using relevant keywords, creating high-quality content, and ensuring that their website is user-friendly and responsive. To overcome intense competition, tourist villages may consider forging partnerships and collaborations with others, such as digital influencers, travel agencies, or other local businesses. Such collaborations can help boost their visibility and reach a wider audience.

Tourist villages must find ways to differentiate themselves from other destinations. This can be achieved through the development of unique offerings or experiences that cannot be found elsewhere. For example, introducing different and unusual tourism activities or attractions, or focusing on sustainability and environmental preservation. A good user experience can make tourist villages more appealing to tourists. It includes easy navigation on the website, clear and comprehensive information about the destination, and responsive and friendly customer service.

By considering these aspects and developing appropriate marketing strategies, tourist villages can enhance their competitiveness in a competitive digital environment and attract the desired attention of tourists.

2. Opportunity

- a. **Global Reach:** Through digital marketing strategies, BUMDes can reach a global audience and attract tourists from various parts of the world.

Tourist villages may struggle to gain adequate visibility among other tourist destinations that have larger marketing resources or are more widely known. Tourist villages can enhance their visibility by creating compelling and unique content, using relevant hashtags and keywords on social media, and collaborating with digital influencers or travel bloggers to increase their exposure on online platforms.

Competition in online search results can make it challenging for tourist villages to appear on the first page of search results, which can reduce the amount of organic traffic they receive. Tourist villages can optimize their websites for search engines using SEO (Search Engine Optimization) techniques, creating high-quality and relevant content, and expanding their online presence through presence on various social media platforms and online travel directories.

Competition for tourist attention on social media platforms and digital advertising can drive up marketing costs, while the marketing budgets of tourist villages may be limited. Tourist villages can seek more creative and cost-effective marketing strategies, such as leveraging viral content, hosting contests or fundraising campaigns, and building partnerships with local businesses or communities to expand their reach without incurring significant costs.

Reviews and testimonials from tourists on online platforms can have a significant impact on the perception and reputation of tourist villages. Tourist villages should actively manage their online reputation by responding to reviews and feedback from tourists promptly and professionally. It can help build trust and a positive image among potential tourists.

- b. Unlimited Creativity: Digital media provides ample space for BUMDes to create unique and engaging content, as well as innovate in promoting their village tourist destinations.

Digital media grants BUMDes the freedom to express their creativity extensively. They can create various types of content, ranging from captivating photos to inspiring promotional videos, and even interactive content such as quizzes or virtual tours. BUMDes can leverage various social media platforms, websites, and content-sharing apps to disseminate their creative ideas to a wider audience. They can also consider collaborating with content creators or digital influencers who have expertise in creating compelling content.

Digital media opens the door for BUMDes to experiment with various innovative promotional strategies. They can use technologies like augmented reality (AR) or virtual reality (VR) to provide unique experiences to prospective tourists or adopt smart content marketing techniques to capture their attention. BUMDes can involve their creativity in designing unique promotional campaigns that stand out from their competitors. They can also draw inspiration from the latest trends in digital marketing and apply them in ways that suit the characteristics and needs of their village tourist destinations.

Digital media allows BUMDes to interact directly with users and engage them in promoting village tourist destinations. They can host contests, quizzes, or polls on social media to enhance user engagement, as well as respond to comments and feedback promptly and attentively. BUMDes can create content that invites interaction, such as images or videos that spark discussions or questions. They can also use interactive features like polling or surveys to solicit users' opinions on their preferences regarding tourist activities or services offered.

By understanding the challenges faced and taking advantage of existing opportunities, BUMDes can optimize its digital marketing strategy to increase the visibility, attractiveness, and success of managing its tourist villages.

Conclusion

Digital marketing strategies have become crucial elements in the efforts to manage and promote village tourist destinations undertaken by Village-Owned Enterprises (BUMDes). Through the use of social media, the creation of engaging digital content, collaboration with

digital influencers, and the utilization of online booking platforms, BUMDes can enhance the visibility, appeal, and success of their village tourism management.

Challenges such as limited human, financial, and technological resources, as well as intense online competition, pose obstacles for BUMDes in adopting effective digital marketing strategies. However, by leveraging opportunities such as global reach, boundless creativity, and direct interaction with users, BUMDes can optimize its digital marketing strategies. By understanding the challenges faced and harnessing available opportunities, BUMDes can enhance the effectiveness of their digital marketing strategies, increase the number of tourist visits, and ultimately, improve the welfare of village communities through the development of sustainable tourist destinations.

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