

OPTIMIZING THE ROLE OF BUMDES IN STRENGTHENING THE DIGITAL ECONOMY: INSIGHTS FROM THE PHILIPPINES COMMUNITY BEST PRACTISE.

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ABSTRACT

This service activity aims to increase the capacity of Village-Owned Enterprises (BUMDes) in encouraging the digital economy of the community in Badung Regency, Bali, by adapting best practices from the Philippines. The methods applied include digital literacy training for BUMDes administrators and the community, the development of internet infrastructure and digital management systems, mentoring by experts from the Philippines, and multi-stakeholder collaboration between the government and the private sector. The results obtained show that the operational capacity of BUMDes that adopt technology by the community is reflected in the growth and involvement of 21 BUMDes in active collaboration in the programs implemented. However, the challenges faced in this activity include the gap in internet infrastructure which is still an obstacle, as well as the existence of cultural resistance among the community to digital-oriented change. This activity succeeded in creating an effective replication model for the sustainable development of a BUMDes-based digital economy to boost the local economy and enhance the well-being of the village community. In this context, continuous support from various parties, including local governments and the private sector, is key to overcoming existing challenges and accelerating the transformation of the digital economy in Badung Regency. This effort is expected to realize BUMDes that are more adaptive and innovative in the digital era.

Keywords: BUMDes, Community Service, Digital Economy

INTRODUCTION

The digital economy in Indonesia, especially in Badung Regency, Bali, has become the focus of attention as an effort to improve people's welfare (Al, 2023). Considering that Badung is one of the main tourist destinations in Indonesia, its economic potential is very large (Rahman & Hakim, 2024). However, even though this potential exists, not all people can experience the benefits equally. Therefore, strengthening Village-Owned Enterprises (BUMDes) is one of the important strategies to strengthen the digital economy of the community (Soekapdjo et al., 2021). In this context, the practice and experience of the Philippines can be used as a valuable reference.

The formulation of problems in this service activity is centered on how to increase the capacity of BUMDes in the context of community empowerment through the digital economy (Kristiyanti et al., 2024). There is a significant gap between the potential possessed by BUMDes and the realization of benefits felt by the community (Kustiningsih, 2022). The community often does not fully understand or access the benefits of digitalization offered by BUMDes, resulting in inoptimality in local economic empowerment. More fundamental problems also arise in the form of limited human resources and technical resources owned by BUMDes managers. In addition, the level of

digital literacy among the community also varies, which is a challenge in the implementation of digital economy programs (Rabbani, 2022). There are also constraints in terms of funding and policy support needed for the development of adequate digital infrastructure.

Furthermore, the issue of public trust in the digital system and transparency in the management of BUMDes is an important problem that needs to be addressed (Nurfaisal et al., 2025). Without trust and a strong understanding of the functions and benefits of BUMDes in the digital era, empowerment initiatives through the digital economy will be difficult to realize effectively (Mahendro et al., 2023). Therefore, this study will not only highlight challenges but also find solutions to overcome various obstacles in the capacity development of BUMDes, so as to strengthen the economic empowerment of the community more holistically.

The aim of this community service activity is mainly to assist and encourage BUMDes in building its capacity to adapt to the advancement of digital technology. That is, it is hoped that the implementation of this activity not only improves the economic performance of the BUMDes but also encourages the community to be more active in the digital economy (Ramadhan et al., 2022). Furthermore, this activity is also expected to produce a model that is adoptable by other villages in Indonesia, especially in rural areas with similar conditions as in Badung Regency.

The existence of BUMDes turned out to be one of an important tool in local economic development (Idriyanti & Agustina, 2024). It serves as a vehicle to strengthen the village economy and a means of direct benefit to the village community (Amran, 2022). According Prabowo et al., (2021) describe how the expansion of community-based enterprises and cooperatives through growing digital economy is also effective in increasing the income of people and reducing the poverty degree in the context of the Philippines. This experience can be replicated in Indonesia, particularly in Badung.

Suseno et al., (2023) reported that the national poverty rate in 2022 remained low; however, disparities still exist among villages and underdeveloped regions. BUMDes, especially in tourism, farm and craft, is also able to digitize the economy. However, human resource capacity, access to technology, and marketing systems need to be strengthened (Sukanto et al., 2020). The research can be seen as an endeavor to investigate how BUMDes in Badung Regency has the ability to maximize their function and role in facing the challenges of the digital economy (Widiana & Zulkia, 2024). Furthermore, how can BUMDes serve as the spearhead of community welfare? (Rahayu et al., 2024). This research was expected to produce a recommendation for BUMDes because it is proposed to make BUMDes be more adaptive and sustainable, because it is impossible for BUMDes to escape the reality of the real world which will change.

It is important to create a synergy between local government, local community, and BUMDes in the development strategy based on the digital economy (Murthi et al., 2022). As a result, by conducting the capacity building, it is predicted that BUMDes will be able to have an important role in poverty alleviation as well as the people's quality of life in Badung Regency and can also encourage other regions in Indonesia that are experiencing the same thing. Similar challenges are found in other regions of Indonesia (Mukhlis et al., 2021).

METHOD

The method used in this community service is providing training and education to the public and BUMDes administrators about the digital economy (Lova, 2023; Putri

et al., 2023). The purpose of this training is to enable participants to market their products to manage their financial aspect using digital platforms and use information technology to make BUMDes operations more effective and efficient (Padil et al., 2021; Tiswiyanti et al., 2023). Also, participatory observation for changes in the attitudes and motivations of participants in adopting digital technology (Manggabarani et al., 2023). The achievement was estimated depending on the test scores and the zeal of respondents in utilizing the information gathered.

General overview of the flow activities activity of Community service for BUMDes Badung Regency. Illustrating The flow of activities carried out usually includes a series of structured steps, ranging from planning and implementation to evaluation of activities. This process involves active participation from the community, as well as collaboration between various parties, including village governments, non-governmental organizations, and the private sector. In this context, BUMDes play the role of facilitators who not only manage resources but also educate and empower the community so that they can contribute more effectively to the development of their villages. The image of the activity flow is as follows.

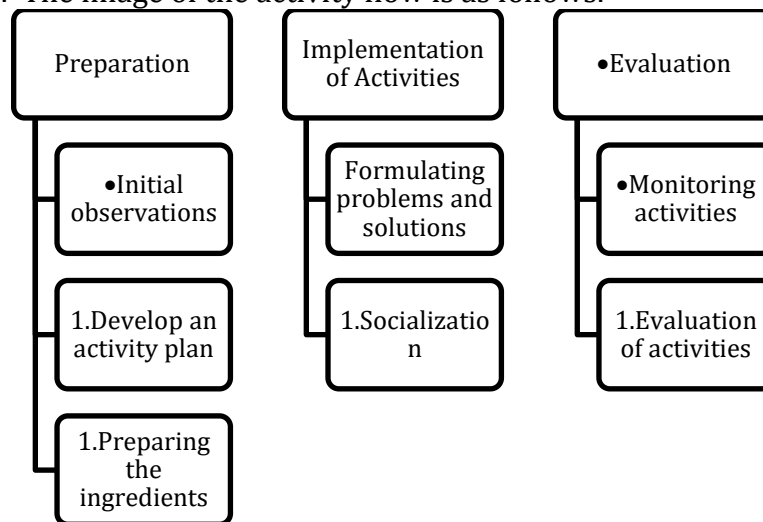


Figure 1 The Flow of Community Service Activity for BUMDes in Badung Regency

The activity is divided into 3 parts with the first part is activity preparation. At this preparation stage, there are 3 stages carried out in the preparation Initial Observation, Activity Plan Development, and Preparation of Materials and Resources, the second is the Implementation of Activities with 2 stages of Problem and Solution Formulation and Socialization, then the third part of Evaluation. This evaluation stage is divided into 2 stages of Activity Monitoring: and Activity Evaluation.

This community service activity involves a team of experts from the Philippines who have developed the digital economy through BUMDes conducted a direct visit and giving technical consultation such as optimization of digital marketing strategies (Ghofar et al., 2023; Susano, 2024). The team developed a measurement tools to measure the progress of BUMDES’s activities based on their report (Rohadi & Indriani, 2024). The success rate is determined by how well BUMDes can manage their activities (Wulandari et al., 2023).

The infrastructure was developed to support the digital economy, for example, fast internet access, and provide information technology equipment to BUMDes

(Hikmawan & Nurrohman, 2022). This model provides sufficient infrastructure through the collaboration of local governments and the private sector. The success indicator of this model is the increasing number of BUMDEs who utilize digital service and operational connectivity to support operational efficiency (Hui et al., 2022).

BUMDes has also attracted community business groups to use them as a forum for their business development (Ariadi et al., 2024; Kania et al., 2021). This approach consists of entrepreneurship coaching, formation of a marketing network, and business management assistance (Fitriani et al., 2022). The metrics are the increasing number of firms registered in BUMDes, as well as the increasing number of new businesses and community income (Setiawan et al., 2021). Periodic evaluation and monitoring are conducted to ensure the program is being implemented as intended. The data for this evaluation gathered from local community feedback (Gayithri, 2019) and being analyzed using quantitative and qualitative approach (Neumann et al., 2018).

Badung Regency adopts and adapts the best practices learned from the Philippines to local conditions. This is achieved by comparative studies, workshops, and being published in service results. The measured tools are the level of participation of participants in dissemination activities and the adoption of best practices among BUMDes. The success is measured by the increase in the number of BUMDes applying similar strategies and the intense collaboration among them. Hopefully, through these methods, this service activity will improve the capacity of BUMDes to encourage the digital economy of the people of Badung Regency, Bali, and create a sustainable positive impact.

RESULTS AND DISCUSSION

The purpose of this community service activity is to provide the capacities and knowledge of the people of Badung Regency, Bali in the field of digital economy through BUMDes (Murthi et al., 2022). Training and education on how to use digital technology for business development, including the use of social media for marketing and e-commerce platforms, enables people to better understand how society is changing and how to benefit from the process (Astutik & Ramadhani, 2023). Furthermore, the shift in people's mentality is evident from the way they have started embracing once-complicated new technologies. Long-term change in building digital awareness starts here.

From the economic side, community service activities have a positive impact in the form of increasing community income (Revida & Badaruddin, 2023; Sakir et al., 2022). Assistance and consultation conducted by a team of experts from the Philippines help BUMDes optimize their operations through digital technology. For example, some BUMDes have a digital-based financial system, which has an impact on increasing turnover by 25% in the first three months. In addition, community business groups that use BUMDes as a marketing platform also experienced an average revenue growth of 20%. This shows that the strategy of improving the digital economy has provided real added value to the local economy.

This service activity has also triggered social and cultural changes in the community, especially in terms of technological adoption and collaboration. Information and communication technologies have removed communication barriers and created global virtual communities with their own languages and cultures, which shows that technology plays an important role in social and cultural change (Petrova & Pervukhina, 2022). People who were previously reluctant to use digital technology

began to be open and actively use it for daily activities, including in the management of BUMDes. Technology has become an important driving factor in the convergence of national cultures, encouraging people to be more open to digital technology. In addition, the emergence of awareness of the importance of collaboration between BUMDes and business groups is an indicator of positive cultural change. This transformation has occurred through social collaborative technologies which suggest that public participation are built through digital collaboration that serves to enhance social and cultural ties (McNutt, 2014). As people are beginning to understand this matter, they implement it into practice through workshops and sharing best practices which can accelerate the impact of the digital economy. Information and communication technology, which enables people to cooperate and to share knowledge, accelerates the growth of the digital economy. This transition is not only affecting people in short-term but also encourages them to be innovative and adaptive towards the long run. Not only will technology be a part of short-term social change, but it will also impact on people's mindset to be more innovative and adaptive in the long term.

BUMDes in Badung Regency have also seen substantial capacity strengthening from an institutional standpoint. Development results such as digital infrastructure (fast internet access and technological equipment) have a positive impact on the operational efficiency of BUMDes (Hanafia et al., 2023). Moreover, BUMDes can use a continuous assessment and monitoring to assess the existing bottlenecks and challenges as well as opportunities for improvement. One of the successful BUMDEs is BUMDEs Giri Mapan, whose success can be emulated by other BUMDEs. The result of this activity in the long run can be seen from the plan of other BUMDEs in the surrounding area to imitate its strategies. Thus, service activities not only bring direct benefits, but also establish a generally applicable model to promote the growth of the digital economy in regions across the globe.

In conclusion, this service activity has brought real changes to individuals, communities, and institutions in Badung Regency, Bali. By taking these steps, it enhances the digital economy's capabilities and builds a solid foundation for sustainable development in the future. The number of BUMDes in Badung Bali regency who participated in the activity can be seen in Table 1.

Table 1
 Number of Participation of Badung Regency BUMDes in PKM Activities

No	Nama Peserta	BUMDes
1	Kadek Gita Yoga	Bumdesa Canggu
2	Ni Putu Lilik Maharani	Bumdesa Tumbak Bayuh
3	Ragil Hastu Pamungkas	Bumdesa Mengwitani
4	Putu Widnyana	Bumdesa Cemagi
5	I Komang Susada	Bumdesa Pererenan
6	Made Kariasa	Bumdesa Kekeran
7	I Ketut Widarta	Bumdesa Buduk
8	I Putu Bagus Merta Gunadi	Bumdesa Munggu
9	Made Mudra	Bumdesa Baha
10	Ni Nyoman Sri Wahyuni	Samkriya Werdhi Guna Gulingan
11	Ni Putu Yulie Primayanti, SP.	Bumdesa Pendarungan
12	Made Gunantara	Bumdesa Sembung
13	Wayan Sudarma	Bumdesa Kuwum

No	Nama Peserta	BUMDes
14	Dewi Lestari	Bumdesa Sobangan
15		Bumdesa Werdhi Bhuana
16	I Komang Yogit Ido Wantara	Bumdesa Saibang Artha Sibang Gede
17		Bumdesa Tibu Beneng
18	Ni Luh Ernawati, S.H., M.I.Kom	Bumdesa Dalung
19	Si Gede Agus Diesta Purnama	Bumdesa Pudak Mesari
20	I Wayan Banu Artha S.Fii.H	Bumdesa Angantaka
21	Edi Sastrawan	Bumdesa Angantaka

Table 1 displays the number of participants and BUMDes involved in Community Service activities. This table consists of three main columns, namely the sequence number, the name of the participant, and the name of the BUMDes. There were 21 registered participants from various BUMDes in Badung Regency, Bali, such as Bumdesa Cangu, Bumdesa Tumbak Bayuh, Bumdesa Mengwitani, and others. Some of the participants had a mentioned educational or professional background that showed the diversity of participants' backgrounds, ranging from academic to professional.

The BUMDes listed in this table represent various villages in Badung Regency, Bali, such as Bumdesa Cangu, Bumdesa Tumbak Bayuh, Bumdesa Mengwitani, and others. The presence of participants from various BUMDes shows that this community service activity reaches many villages in Badung Regency, focusing on increasing the capacity of BUMDes in encouraging the digital economy. This table provides an overview of the active participation of the community and BUMDes in PKM activities, as well as a tool to track their involvement in efforts to improve the digital economy in Badung Regency.



Picture. 1
 Participation of BUMDes in Efforts to Improve the Community Economy.

Picture 1 illustrates the role of BUMDes in improving the community's digital economy, especially in Badung Regency, Bali. In this context, BUMDes have the functions not only as an economic entity, but also as an agent of change that allows society to adapt to the increasingly rapid development of the digital economy.

Given the trend of globalization and digitalization, which has a big influence on the conventional economic structure, it is imperative to improve the digital economy. BUMDes is expected to assist in community education and training regarding the use of information and communication technologies in Badung Regency. It is expected that the community would be able to use digital platforms to boost local products'

competitiveness, get access to markets, and broaden the reach of their enterprises through the programs of BUMDes.

Referring to the experience of the Philippines, where BUMDes and similar initiatives have succeeded in increasing the economic participation of rural communities, the strategies taken can include several steps. First, Digital Training Conducting training for local business actors to improve their digital skills. This includes training on the use of social media, e-commerce, and other digital business applications. Second, the Innovation Center Establish an innovation center that can function as a consultation place for the community to develop digital-based business ideas. Third, Collaboration with the Local Government and the private sector to support access to digital technology and infrastructure. Fourth, Local Product Promotion Using digital platforms to promote local products to a wider market, thereby increasing people's income.

Overall, the participation of BUMDes in the strategy to improve the digital economy is very important to create an ecosystem that supports sustainable and inclusive economic growth. Through community empowerment and optimizing the capacity of BUMDes, it is hoped that the economy in Badung Regency can transform for the better, by utilizing the potential that exists in the digital era.

This service activity is carried out through a series of systematic stages, starting with the identification of the needs of the community and BUMDes in Badung Regency. The primary activities are training and workshops with the aim to enhance people's digital literacy, including online marketing techniques, digital financial management, and e-commerce platforms. Intensive assistance by a team of experts from the Philippines, who have successfully developed the digital economy through BUMDes, is an added value in this activity. Indicators of the achievement of goals are measured through increasing participant knowledge, increasing BUMDes revenue, and the number of digital transactions made. In addition, the level of community participation in digital technology activities and adoption is also a benchmark for success.

The main advantage of this activity is the creation of public awareness to the importance of the digital economy and the increasing capacity of BUMDes in utilizing technology for business development. Collaboration with experts from the Philippines provides new perspectives and strategies that have been tested in other countries. However, there are several weaknesses, such as the limitations of internet infrastructure in some villages that hinder the optimization of activities. In addition, some people still find it difficult to adopt new technologies due to a lack of experience and basic skills. This weakness needs to be overcome with more intensive assistance and the provision of adequate infrastructure.

The level of difficulty in the implementation of this activity is quite varied, ranging from technical difficulties such as the availability of internet infrastructure to non-technical difficulties such as community resistance to change. Some BUMDes also face obstacles in integrating digital technology with existing operational systems. However, these challenges can be overcome through a gradual approach and intensive mentoring. In addition, support from local governments and the private sector in the provision of infrastructure and resources is an important key in overcoming these obstacles.

The opportunities for future development are huge, especially with the development of digital technology and the increasing interest of the public in e-commerce. BUMDes can become a center for digital economy development at the village

level, by utilizing local potential such as superior products and tourism. Replicating this model to other BUMDes in Badung Regency and surrounding areas can expand the positive impact of this activity. In addition, the development of partnerships with national and international digital platforms can open up a wider market for BUMDes products. Thus, this activity not only has a direct impact, but also opens up opportunities for further development in the future.

With a comprehensive strategy and adaptive approach, this service activity has succeeded in increasing the capacity of BUMDes and the community in utilizing the digital economy, while creating a strong foundation for sustainable development in Badung Regency, Bali.

CONCLUSION

The summaries of this community service are:

1. Institutional Capacity

Training and mentoring from experts have succeeded in improving digital competencies for 21 participating BUMDes. This is reflected in the increased understanding of the adoption of the digital financial system.

2. Socio-Economic Impact

There is a shift in mindset in society, which can be seen from the increase in digital-based MSMEs formed from 15 new business groups that have utilized e-commerce platforms.

3. Collaboration Model

The synergy between the three parties (government, private sector, and BUMDes) shows effectiveness in accelerating the digitalization process. However, challenges remain, especially related to the improvement of internet infrastructure around the villages involved.

4. Sustainability

The active involvement of 83% of participants in knowledge dissemination is a guarantee for the sustainability of the program. In addition, there are 5 BUMDes that have started replicating the model in neighboring villages.

These findings conclude that strengthening the capacity of BUMDes, by adapting international practices, can serve as a catalyst for inclusive digital economic transformation.

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