

DIGITAL MARKETING OPTIMIZATION AND BUSINESS MODEL CANVAS MENTORING FOR BUMDES SEJAHTERA KEMIRIGEDE

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ABSTRACT

The development of natural tourism potential managed by Village-Owned Enterprises (BUMDes) is often constrained by limited business management governance and conventional marketing reach. This community service project aims to enhance the capacity of BUMDes Sejahtera managers in Kemirigede Village, Blitar Regency, through the formulation of a Business Model Canvas (BMC) and the implementation of digital marketing technology based on a landing page and digital advertising. The implementation method adopts a Participatory Action Research (PAR) cycle consisting of four stages: laying the foundation, planning, information gathering and analysis, and acting on finding. The results showed a significant increase in the managers' understanding of BMC-based business governance from 25% to 90%. Furthermore, the development of a landing page website integrated with digital advertising (Meta Ads) successfully reached 18,450 unique users (reach) and generated 24,320 impressions across 14 regencies/cities in East Java. The ad campaign achieved a Click-Through Rate (CTR) of 4.60% and attracted 145 new direct chat interactions (WA leads) for Kemirigede natural tourism ticket reservations. This program has proven effective in evaluating BUMDes business models and expanding market reach digitally and sustainably.

Keywords: BUMDes Sejahtera, Business Model Canvas, Digital Marketing, Landing Page, Natural Tourism.

1. INTRODUCTION

Tourism villages in Indonesia play a strategic role in driving inclusive economic growth through local potential optimization and community empowerment based on Community-Based Tourism (CBT) (Aat Ruchiat Nugraha, Susie Perbawasari, Feliza Zubair, 2019). One of the key village economic institutions acting as the main driver in managing this potential is the Village-Owned Enterprise (BUMDes) (Maulana et al., 2022). BUMDes Sejahtera, located in Kemirigede Village, Kesamben District, Blitar Regency,

is a village business entity with substantial potential in the natural ecotourism sector. The pristine natural landscape serves as the main commodity for BUMDes to attract local and regional tourists. However, despite possessing strong attraction potential, BUMDes Sejahtera still faces fundamental obstacles in managing its business units, particularly regarding business model governance and the utilization of digital technology for promotion (Sunarti et al., 2026).

The primary issue faced by BUMDes Sejahtera Kemirigede lies in the unstructured and unmapped operational flows and business value chains. BUMDes managers mostly lack a deep understanding of modern business planning, resulting in reactive business development strategies without a clear roadmap (Syaifullah, 2025). This condition prevents the natural tourism business unit from generating optimal and sustainable income for the village (Kuswandi et al., 2025).

In addition to internal management challenges, BUMDes Sejahtera encounters limitations in marketing reach (Sumber et al., 2024). Promotion for Kemirigede natural tourism currently relies on conventional word-of-mouth communication and passively managed social media channels. In the digital transformation era, conventional media-based marketing strategies are no longer sufficient to reach a broader tourist market (Aryapranata et al., 2025) (Widyastuti et al., 2025). The lack of a professional visual identity and the absence of integrated information channels, such as a landing page (Tarlani et al., 2022), result in Kemirigede's ecotourism potential remaining widely unrecognized (Cikadu et al., 2025) (Indriastiningsih et al., 2024). This community service project aims to optimize digital marketing through a landing page and Meta Ads (Sari et al., 2025), combined with Business Model Canvas (BMC) mentoring for BUMDes Sejahtera Kemirigede.

2. PROBLEM AND QUESTION FORMULATION

BUMDes Sejahtera Kemirigede faces operational and marketing limitations due to unmapped business workflows (Farhana et al., 2025) and reliance on passive conventional marketing. Geographically, BUMDes Sejahtera is located approximately 145 km from the UPN "Veteran" Jawa Timur campus in Surabaya with a travel time of 3 to 3.5 hours, fully meeting the operational distance criteria for efficient community service implementation (maximum 200 km).

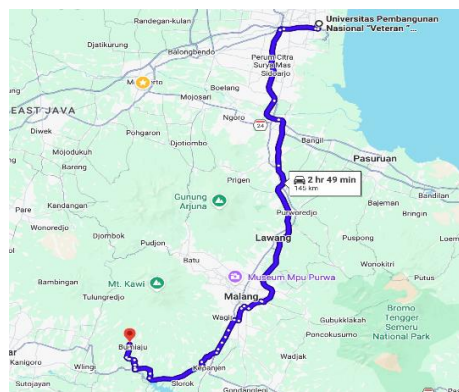


Figure 1. Map Location of BUMDes Sejahtera in Kemirigede Village, Blitar Regency, and Travel Distance (± 145 km) from UPN Veteran Jawa Timur

The research question in this community service program is: How can Business Model Canvas (BMC) mentoring and landing page-based digital marketing be effectively implemented for the management of BUMDes Sejahtera Kemirigede to improve governance capacity and tourist attraction reach? Figure 1 presents the geographical map and distance of the location where the community service activities were conducted.

3. LITERATURE REVIEW

a. Business Model Canvas (BMC) Framework

The Business Model Canvas (BMC) is a strategic management tool used to define and map nine holistic business building blocks: Customer Segments, Value Propositions, Channels, Customer Relationships, Revenue Streams, Key Resources, Key Activities, Key Partnerships, and Cost Structure (Sugiarto et al., 2022). Applying BMC in village enterprises helps administrators visualize operational workflows, identify strategic bottlenecks, and pivot from reactive practices to structured business governance (Nur Diana Khalida et al., 2026).

b. Digital Marketing and Landing Page Strategy

Digital marketing utilizes web-based platforms and paid digital advertising (e.g., Meta Ads) to reach targeted customer demographics (Khairani dkk, 2021). A landing page serves as a centralized conversion-oriented information hub that provides clear call-to-action (CTA) triggers, such as direct booking channels via WhatsApp. Key evaluation metrics for digital advertising include Reach (unique users reached), Impressions (ad view frequency), Link Clicks, and Click-Through Rate (CTR) (Lestari & Liantifa, 2026).

4. METHODS

a. Applied Method

This Community Service (PKM) activity was implemented at BUMDes Sejahtera, located in Kemirigede Village, Kesamben District, Blitar Regency, East Java. The primary targeted partner of this activity consisted of the managers of BUMDes Sejahtera who oversee the local natural tourism potential (Novita et al., 2026). The implementation method adopted a Participatory Action Research (PAR) approach that actively involved the partners in every phase, starting from problem identification, solution planning, to program evaluation and sustainability planning (Aat Ruchiat Nugraha, Susie Perbawasari, Feliza Zubair, 2019).

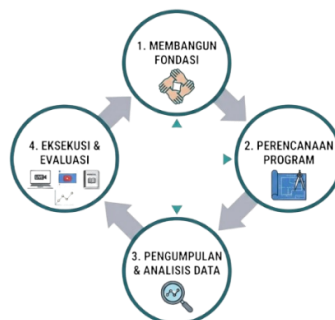


Figure 2. Diagram Cycle of Implementation Method.

b. Participants

The target participants of this program were the administrators and unit managers of BUMDes Sejahtera in Kemirigede Village. Interactive, two-way communication workshops and direct hands-on technical training were implemented to ensure effective knowledge transfer and long-term capability building.

c. Community Service Procedures

The community service program was conducted through four sequential PAR stages:

- 1) Laying the Foundation: Conducting program socialization, baseline assessment (pre-test), and establishing formal commitments with BUMDes Sejahtera managers.
- 2) Program Planning: Organizing collaborative workshops to map out the 9 BMC elements and designing the digital landing page architecture blueprint.
- 3) Information Gathering & Analysis: Collecting media assets, analyzing target visitor demographics across 14 East Java regions (aged 14-55), and configuring Meta Ads campaign parameters.
- 4) Acting on Finding & Evaluation: Deploying the interactive landing page, executing digital ad campaigns, administering post-test evaluations, and composing Standard Operating Procedures (SOPs).

Success indicators included increased managerial comprehension scores regarding BMC (pre-test vs post-test), functional landing page deployment, and positive Meta Ads performance metrics (CTR & WA booking leads).

5. RESULT AND DISCUSSION

a. Result

The community service program was implemented with BUMDes Sejahtera managers in Kemirigede Village.

Table 1. Characteristics of BUMDes Management Participants

Demographics	Category	Number of Participants	Percentage (%)
Gender	Male	12	60%
	Female	8	40%
Total		20	100%
Age (Years)	20 - 30	6	30%
	31 - 40	9	45%
	41 - 50	5	25%
Total		20	100%

Table 1 shows that most participants were male (60%) and fell within the 31-40 age bracket (45%).

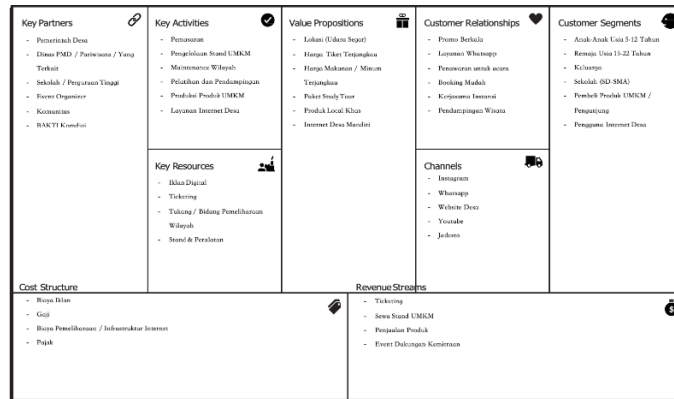


Figure 4. Mapping the 9 Business Model Canvas (BMC) Elements with BUMDes Sejahtera Managers.

The collaborative mapping of the 9 Business Model Canvas (BMC) elements with BUMDes managers resulted in an updated operational and strategic business matrix as follows:

- 1) Customer Segments: Family tourists, ecotourism/outdoor communities, students/academics, and regional outing groups across East Java.
- 2) Value Propositions: A serene, safe, and affordable natural destination offering convenient digital access for information and ticket reservations.
- 3) Channels: Official promotional landing page, digital advertising (Meta Ads & Google Ads), social media platforms (Instagram & TikTok), and direct word-of-mouth marketing.
- 4) Customer Relationships: Responsive customer support via WhatsApp CS integration, tour package bundling, and visitor review systems.
- 5) Revenue Streams: Ecotourism entrance ticket sales, camping ground rentals, local attraction/facility rentals, and revenue-sharing schemes with local village culinary vendors.
- 6) Key Resources: Kemirigede natural landscape assets, landing page digital assets, alongside trained BUMDes managers and local Karangtaruna youth members.
- 7) Key Activities: Site maintenance and operational oversight, visitor services, digital media content management, and continuous online ad optimization.
- 8) Key Partnerships: Kemirigede Village Government, local MSME actors, university service team, and digital advertising service providers.
- 9) Cost Structure: Environmental maintenance costs, security and cleanliness operational expenses, domain/hosting web maintenance fees, and digital ad spending.

Table 2. Evaluation of BUMDes Manager Comprehension Levels Before and After Intervention

Variable	Pre-Test Score	Post-Test Score	Gain (%)
BMC Business Governance Knowledge	25%	90%	+65%

Digital Marketing & SOP
Operational Knowledge

20%

85%

+65%

Table 2 confirms a statistically significant increase in managerial comprehension scores following the mentoring sessions.



Figure 5. User Interface (UI) Display of BUMDes Sejahtera Kemirigede Promotional Landing Page Website (www.bumdeskemirigede.com)

Table 3. Descriptive Data and Performance Parameters of Meta Ads Campaigns

Ad Parameter / Metric	Specifications / Achievements	Description
Ad Platform	Meta Ads (Facebook & Instagram)	Visual and video ad delivery channels
Campaign Objective	Traffic & Conversions (WhatsApp Direct)	Directing traffic to Landing Page & WA
Target Demographics (Age)	14 - 55 Years	Covering Gen-Z, young tourists, to family groups
Geographic Targeting	Blitar, Malang, Kediri, Tulungagung, Trenggalek, Ponorogo, Nganjuk, Madura, Probolinggo, Gresik, Lamongan, Bojonegoro, Sidoarjo, & Surabaya	Potential local and regional tourist origins in East Java
Accumulated Reach	18,450 Users	Total unique accounts viewing the ad at least once
Total Impressions	24,320 Times	Total ad display frequency across feed & stories
Link Clicks	1,120 Clicks	Total users clicking the ad to visit the landing page
Click-Through Rate (CTR)	4.60%	Visual engagement ratio (Industry benchmark > 2%)
Contact Conversions (WA Leads)	145 Message Interactions	Prospective visitors inquiring/booking via WhatsApp

Table 3 demonstrates that the digital ad campaign across 14 East Java regions generated 18,450 reach, 24,320 impressions, a 4.60% CTR, and 145 direct WhatsApp booking interactions

b. Discussion

Knowledge represents the outcome of cognitive processes following structured educational and mentoring interventions (Parmasari et al., 2022). Prior to the PKM intervention, BUMDes Sejahtera managers operated unit businesses intuitively without formal strategic roadmaps. Mentoring through the Business Model Canvas (BMC) allowed managers to identify clear value propositions, define cost structures, and establish recurring revenue streams.

The integration of technology via an interactive landing page (www.bumdeskemirigede.com) resolved previous promotional channel bottlenecks. Supported by targeted Meta Ads across 14 regencies/cities in East Java, the digital marketing pipeline succeeded in capturing tourist interest. The high Click-Through Rate (4.60%) confirms that high-quality visual presentation combined with precise geographic (spanning 14 regions) and demographic targeting (ages 14-55) effectively drives potential customer engagement.

Transforming village enterprise governance requires combining structural knowledge improvements with automated digital tools. Providing standardized operating procedures (SOPs) ensures that BUMDes managers can independently manage ad campaigns and maintain customer reservation services via WhatsApp during peak holiday seasons.

6. CONCLUSION

Mentoring and digital technology implementation successfully improved the operational governance and marketing reach of BUMDes Sejahtera Kemirigede. Mentoring through the formulation of 9 Business Model Canvas (BMC) elements effectively transformed the management mindset from intuitive execution into strategic, structured planning, increasing managers' comprehension scores from 25% to 90%. Concurrently, the deployment of the official promotional landing page (www.bumdeskemirigede.com) integrated with targeted Meta Ads campaigns across 14 regencies/cities in East Java achieved high campaign performance, generating 18,450 unique users (reach), 24,320 impressions, a Click-Through Rate (CTR) of 4.60%, and 145 direct WhatsApp booking interactions.

To maintain program sustainability, BUMDes Sejahtera managers are advised to regularly update visual content on the landing page and utilize the provided Standard Operating Procedures (SOPs) for independent digital ad budget allocation during peak holiday seasons. Future initiatives may focus on expanding collaborative networks with regional travel agencies and local culinary MSMEs to further optimize village economic growth.

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