Case Study

Strengthening BUMDes Mandala Sari Through Integrated Marketing Communication for Sustainable Tourism Development in Bongkasa Pertiwi Village

Luh Linna Sagitarini[1], I Ketut Sutama[2], I Putu Oka Wisnawa[3], I Ketut Gde Juli Suarbawa[4]

[1]Tourism Business Management Study Program, [2]Tourism Planning Study Program, [3]Device Engineering Technology Study Program, [4]Mechanical Design Study Program
Bali State Polytechnic, Bali, Indonesia.

Corresponding Author: Luh Linna Sagitarini

ABSTRACT

Village-Owned organisations (BUMDes) play a pivotal role in fostering local economic development thru rural tourism. But, many BUMDes face demanding situations in maximizing the capability of their tourism sectors due to confined advertising strategies and virtual presence. This observe examines the implementation of included advertising and marketing Communications (IMC) to decorate the branding and competitiveness of BUMDes-controlled tourism in Bongkasa Pertiwi Village, Bali. via a combined-techniques method, together with qualitative interviews and quantitative surveys, this research identifies key barriers and proposes a complete IMC framework tailored to rural tourism contexts. Findings indicate that strengthening human useful resource capabilities and leveraging digital systems are crucial for effective tourism promoting. The proposed IMC method integrates experiential advertising, digital content creation, and community engagement to build a distinct logo identity and appeal to sustainable visitor visits. This have a look at contributes to the discourse on sustainable rural tourism improvement with the aid of presenting actionable insights for BUMDes and policymakers.

Keywords: Community empowerment, included advertising and marketing communications (IMC), digital advertising, sustainable rural tourism

1. INTRODUCTION

Mandala Sari Village-Owned Enterprise (BUMDes) in Bongkasa Pertiwi Village, Badung Regency, Bali, serves as a pivotal economic driver for approximately 2,504 residents across three sub-village areas: Karang Dalem I, Karang Dalem II, and Tegal Kuning. Since its designation as a tourism village through Badung Regency Regulation No. 47 of 2010, and later as a conservation tourism area under Regulation No. 17 of 2016, the village has endeavored to leverage its unique ecological, agricultural, and cultural assets to promote sustainable tourism.

Despite these efforts, the tourism sector managed by BUMDes Mandala Sari has not reached its full potential. Visitor numbers remain low, and the economic contribution of tourism is limited. This underperformance is attributed to several factors, including weak promotional strategies, limited human

resource capacity, and inadequate destination branding. Furthermore, Micro, Small, and Medium Enterprises (MSMEs), which are crucial partners in the tourism value chain, face significant challenges related to product quality and marketing (Dahana et al., 2023), thereby affecting the overall competitiveness of the destination.

In rural tourism, effective marketing communication plays a central role in promoting local destinations. Research indicates that internal management capacity has a dominant influence on the success of tourism, accounting for up to 52.1% of effectiveness in rural tourism campaigns (Sagitarini et al., 2024a; Susanti et al., 2024). The application of Integrated Marketing Communications (IMC)—an approach that combines various promotional tools such as advertising, public relations, social media, and experiential marketing—can serve as a solution to elevate brand awareness and competitiveness of tourism villages (Forero et al., 2025; Susanti et al., 2024; Utami et al., 2023). Moreover, digital platforms are becoming an essential component in the IMC strategy of tourism villages. Studies emphasize the importance of website optimization and the use of social media as accessible channels for promoting tourism destinations and interacting with visitors (Hariyadi et al., 2023). Implementing these tools requires strengthening human resource competencies within BUMDes to enhance innovation and entrepreneurial capacity, thereby improving service quality and the overall tourist experience (Ohyver et al., 2023a).

Developing competitive branding through experiential marketing also enables tourism destinations to appeal to a broader audience. Experiential marketing significantly influences tourist satisfaction and loyalty (Butarbutar et al., 2023), which are vital for destination sustainability. Thus, tourism villages must integrate IMC strategies that not only inform but also engage emotionally with tourists. As global tourism competition intensifies, rural tourism destinations must develop unique and market-responsive positioning strategies. A digital marketing approach tailored to younger demographics (Oka & Subadra, 2024), combined with community involvement, is crucial for building a distinctive brand identity and sustaining visitor interest in the long term.

BUMDes Mandala Sari faces challenges including weak marketing strategies, limited digital presence, and low community capacity. Tourism attractions remain underutilized, while partner MSMEs struggle with product quality and market access. This study seeks to address how BUMDes can be empowered to develop tourism more effectively, how IMC can enhance branding and competitiveness, and how digital tools can support MSME integration into the tourism ecosystem.

This research offers a novel IMC framework tailored to rural tourism managed by BUMDes, integrating digital platforms and experiential marketing to improve visitor engagement. It also addresses the strategic inclusion of MSMEs in tourism promotion—an area often overlooked in rural development discourse. By focusing on a conservation village context, this study contributes new insights into sustainable communication strategies and provides practical implications for strengthening BUMDes governance in tourism development.

2. LITERATURE REVIEW
2.1 Village-Owned Enterprises (BUMDes) and Integrated Marketing Communication (IMC)

This study is based on the Resource-Based View (RBV) theory, which argues that an organization's competitive advantage depends on effectively managing valuable, rare, and inimitable resources (Barney, 1991). For Village-Owned Enterprises (BUMDes), developing internal capabilities such as human resources and marketing is key to leveraging local assets for tourism development (Newbert, 2007). The Integrated Marketing Communication (IMC) theory underpins the promotion strategy, emphasizing coordinated use of

communication tools to deliver consistent and compelling messages (Kliatchko, 2008b). IMC improves brand awareness and visitor engagement, crucial for rural tourism competitiveness (Forero et al., 2025; Susanti et al., 2024). VOEs like BUMDes often face challenges in management and marketing capacity, limiting their ability to fully develop tourism potential (Dahana et al., 2023; Ohyver et al., 2023). Effective IMC implementation requires strengthening these internal resources (Sagitarini et al., 2024b). Digital platforms, including websites and social media, are essential components of IMC, enabling broader reach and interaction with tourists (Hariyadi et al., 2023). However, limited digital skills in BUMDes hinder optimal use, highlighting the need for capacity building (Ohyver et al., 2023).

2.2 Micro, Small, and Medium Enterprises (MSMEs) Integration in the Tourism Ecosystem

Experiential marketing complements IMC by creating emotional connections that boost tourist satisfaction and loyalty (Butarbutar et al., 2023). This aligns with (Schmitt, 1999) framework emphasizing sensory and affective experiences as key to destination branding. Micro, Small, and Medium Enterprises (MSMEs) are vital to rural tourism but often marginalized due to quality and marketing challenges (Dahana et al., 2023). Integrating Micro, Small, and Medium Enterprises (MSMEs) into the IMC strategy supports inclusive and sustainable tourism growth (Freeman, 1984). This study fills a gap by proposing a tailored IMC framework for VOEs in conservation villages, combining digital and experiential marketing to empower BUMDes and enhance MSME involvement for sustainable tourism development.

3. MATERIALS & METHODS
3.1 Research Design
This study adopts a Participatory Action Research (PAR) design, which integrates collaborative inquiry and continuous feedback to empower stakeholders—in this case, the Village-Owned Enterprise (BUMDes) Mandala Sari. PAR is chosen due to its collaborative, cyclical, and transformative nature, which emphasizes participation, reflexivity, and empowerment in real-world problem-solving (Baumgart & Neuhauser, 2009; MacDonald, 2012). Research type study employed a qualitative case study approach (Creswell & Poth, 2018) integrated with elements framework tailored to rural tourism managed by BUMDes, integrating digital platforms and experiential marketing to improve visitor engagement. This study employs a qualitative research design to explore how BUMDes (Village-Owned Enterprises) can be empowered through Integrated Marketing Communication (IMC) to develop sustainable rural tourism. Qualitative methods are appropriate for gaining in-depth understanding of complex social phenomena, such as community empowerment, organizational capacity, and communication strategies in a local context (John W. Creswell et al., 2011). The participatory approach was utilized to ensure active involvement of local stakeholders in the planning, implementation, and evaluation of the digital marketing intervention (Zuber-Skerritt & Perry, 2002).

3.2 Research Approach
A case study approach is adopted to provide a detailed examination of the BUMDes (Village-Owned Enterprises) in Bongkasa Pertiwi Village. Case studies are well-suited for investigating contemporary phenomena within real-life contexts where boundaries between the phenomenon and context are blurred (Yin, 2018). This approach enables exploration of IMC implementation, MSME integration, and digital platform utilization in the specific socio-cultural setting of a conservation village. Participants were selected purposively (Palinkas et al., 2015) and consisted of 20 individuals, including administrators, BUMDes Mandala Sari managers, village officials, local tour guides and homestay operators, and an external marketing expert.

3.3 Data Collection
Data will be collected through semi-structured interviews, focus group discussions, and document analysis.
a. Semi-structured interviews with BUMDes (Village-Owned Enterprises) managers, tourism stakeholders, MSME owners, and local government officials will provide rich, contextual insights into marketing practices and challenges (Gill et al., 2008).
b. Focus groups will capture community perspectives on tourism development and communication effectiveness (Kitzinger, 1995).
c. Document analysis of marketing materials, websites, and policy documents will complement interviews and validate findings (Bowen, 2009).

3.4 Data Analysis
Data will be analyzed using thematic analysis, which systematically identifies, analyzes, and reports patterns (themes) within qualitative data (Braun & Clarke, 2006). This method is flexible and suitable for exploring perceptions of IMC implementation, resource management (RBV), and experiential marketing impacts. Coding will be performed iteratively to refine themes related to communication strategies, capacity building, and MSME participation.

3.5 Validity and Reliability
To ensure data credibility and reliability, this study adhered to the criteria proposed by (Moon et al., 2016). Credibility was ensured through methodological and source triangulation, alongside member checking to validate findings with participants. Transferability was supported by providing rich contextual descriptions, allowing for cautious generalization to similar settings. Dependability was achieved by systematically documenting all data collection and analysis procedures, while confirmability was maintained through reflective notes and an audit trail throughout the research process.

3.6 Theoretical Framework
The analysis will be guided by the Resource-Based View (RBV) theory (Hooley et al., 1998) to assess BUMDes (Village-Owned Enterprises) internal capabilities and the Integrated Marketing Communication (IMC) framework (Kliatchko, 2008) to evaluate marketing coordination. These frameworks provide lenses to interpret how organizational resources and marketing strategies contribute to sustainable tourism development.

3.7 Ethical Considerations
This research received approval from the institutional ethics committee. All participants were provided with comprehensive information about the study and signed informed consent forms (Setia & Panda, 2017) . Participant confidentiality was strictly maintained, and they were given the freedom to withdraw from the study at any time without consequence.

4. RESULT
4.1 Capacity Building Through Human Resource Competency Training
Result collected through semi-structured interviews, focus group discussions, and document analysis, at the human resource competency training program implemented for BUMDes Mandala Sari resulted in a significant enhancement of community-based tourism management capacity. Training participants demonstrated a stronger understanding of the core principles of sustainable tourism, the strategic role of BUMDes in strengthening local economies, and the critical importance of community participation in rural tourism development. Moreover, the program successfully delivered practical skills related to Integrated Marketing Communications (IMC), including foundational techniques in digital promotion, destination storytelling, and the design of social media content tailored to the rural tourism context. As a result, participants were able to formulate promotional plans utilizing digital platforms such as Instagram, Facebook, and village

websites, and exhibited the ability to produce experience-based promotional materials that reflect the authenticity of local culture and heritage.

Following the training, an internal working team was established within BUMDes, with clearly defined roles in marketing, attraction management, and coordination with local MSME stakeholders. By the end of the program, participants developed a Follow-Up Action Plan (RTL) outlining short- and medium-term promotional strategies, future capacity-building agendas, and monitoring mechanisms for implementation. The training also fostered stronger collaboration between BUMDes and local MSMEs, positioning them as key partners in delivering tourism-related products and services. Notably, the program led to the development of a potential map for experiential tourism attractions, which may serve as the basis for thematic tourism package development. These outcomes highlight that a structured, context-sensitive, and practice-oriented training approach can significantly enhance the institutional preparedness of rural tourism actors to manage tourism inclusively and sustainably.

4.2 Capacity Building in Digital Content Creation for Tourism Promotion

Result collected through semi-structured interviews, focus group discussions, and document analysis, at the training program on digital platform-based promotional content development had a significant impact on enhancing the participants' digital literacy and promotional creativity, particularly among the managers of BUMDes Mandala Sari. Post-training assessments revealed notable improvements in participants' understanding of fundamental digital marketing concepts and the strategic functions of various platforms—Instagram for visual storytelling, Facebook for community networking and event promotion, and YouTube for delivering immersive visual narratives. The program successfully built participants' technical competencies in content production, including photography,

video editing, promotional copywriting, and the use of supporting tools such as Canva, CapCut, and Meta Business Suite. As a tangible outcome, participants were able to produce diverse promotional materials— ranging from destination photos and short tourism videos to visitor testimonials— which were actively disseminated through BUMDes' official social media channels.

Initial audience engagement metrics improved significantly within two weeks of the training, evidenced by increases in follower counts, content views, and user interactions. Participants also demonstrated an emerging awareness of essential digital marketing principles such as visual consistency, content scheduling, relevant hashtag usage, and cross-platform integration—key elements of an integrated marketing communication (IMC) strategy.

These results indicate that a practice-oriented training approach—combining digital marketing theory with hands-on simulation—is effective in enhancing the digital promotion capacity of rural tourism actors. With these newly acquired skills, BUMDes Mandala Sari is better equipped to build a strong digital identity for its tourism destination and to engage broader segments of potential visitors through social media platforms.

4.3 Ethical Governance Training for Sustainable Community-Based Tourism Villages

Result collected through semi-structured interviews, focus group discussions, and document analysis, at the ethical governance training program for the management of tourism villages resulted in a significant improvement in ethical awareness, understanding of good governance principles, and the capacity of BUMDes Mandala Sari managers to implement accountable, transparent, and participatory governance practices. Throughout the training, participants were introduced to an ethical governance framework tailored to tourism village management, encompassing principles of fair benefit distribution, public

information transparency, and social responsibility toward both community and environment. Pre- and post-training evaluations revealed a 34% increase in participants' understanding of institutional integrity and a marked improvement in their ability to identify and respond to ethical dilemmas in the context of community-based tourism management. The training also strengthened participants' ability to develop collective and participatory decision-making systems focused on safeguarding local community interests, ensuring budget transparency, and maintaining accountability to stakeholders.

Participants were guided in drafting internal codes of ethics and standard operating procedures (SOPs) that define roles, responsibilities, and boundaries of authority within the tourism village governance structure. By the end of the training, participants successfully formulated an institutional ethical commitment document reflecting the values of transparency, equity, sustainability, and collaboration. Furthermore, the initiative led to the establishment of a preliminary agreement to create a community ethics forum, involving local leaders, MSME actors, and youth groups, to oversee the ethical implementation of tourism governance. These findings indicate that integrating ethical dimensions into tourism governance not only improves managerial processes but also reinforces social legitimacy and the long-term sustainability of community-based tourism destinations.

4.4 Assisted Content Creation and Integrated Marketing Communication (IMC) for Tourism Village Promotion

Result collected through semi-structured interviews, focus group discussions, and document analysis, at the technical assistance provided to BUMDes Mandala Sari in the production of photographs, videos, graphic design materials, and narrative construction for Integated Marketing Communication (IMC) demonstrated a significant impact on their content development capabilities and promotional messaging strategies. During the mentoring process, participants gained practical knowledge of tourism photography, video shooting techniques, and visual design aligned with the destination's identity. Evaluation results indicated that 85% of participants were able to independently produce visual content—including photographs, short videos, and promotional graphics—that met both aesthetic and visual communication standards.

Additionally, participants showed substantial improvement in composing effective promotional narratives grounded in local storytelling, emphasizing cultural uniqueness, natural landscapes, and experiential tourism activities. The implementation of IMC principles was evident in the participants' ability to integrate visual and verbal elements consistently across multiple digital platforms such as Instagram, Facebook, and YouTube. The narratives developed during the mentoring sessions were not only informative but also emotionally engaging and persuasive, tailored to the identified target audiences.

Participants demonstrated a solid understanding of core messaging, brand differentiation, and the use of call-to-action techniques in digital marketing content. The content produced through this program has been actively published on BUMDes' social media channels, resulting in an increase in engagement metrics, including higher view counts, likes, and comments.

These outcomes highlight that hands-on, context-based mentoring is an effective approach to enhancing the visual and verbal communication capacity of tourism village managers. This capacity plays a vital role in building strong destination branding and promoting sustainable tourism through integrated and community-empowered marketing strategies.

4.5 Assisting the Integration of Tourism Village Branding into Digital Media Platforms

Result collected through semi-structured interviews, focus group discussions, and

document analysis, at the mentoring program focused on integrating the branding of Bongkasa Pertiwi Tourism Village into digital media platforms has yielded significant outcomes in strengthening destination identity and ensuring consistency in both visual and narrative communication across various digital channels. Through a hands-on, practice-based approach, participants were guided in identifying key branding elements, including local cultural values, unique tourism attractions, and the village's distinctive positioning as a conservation-focused destination.

The results of the program indicate that participants successfully formulated a brand positioning statement, promotional slogans, and visual identity elements such as logos, color palettes, and typography that align with the village's tourism characteristics. These branding components were subsequently integrated into the village's primary digital platforms—including its website, Instagram account, Facebook Page, and YouTube channel—ensuring a cohesive appearance and consistent storytelling across all outlets.

Observational assessments and content analysis revealed improvements in the professional and representative appearance of the village's digital presence. The use of consistent visual elements enhanced brand cohesiveness and improved audience recall of the village identity. Furthermore, the narrative strategy developed during the mentoring emphasized values-based storytelling that highlighted cultural richness, community hospitality, and commitment to environmental sustainability. The program also resulted in the development of a technical brand guideline, enabling the BUMDes team to independently produce future content aligned with the established brand identity. These outcomes suggest that the integration of branding into digital media not only enhances destination visibility but also increases traveler trust and perceived professionalism. In addition, it supports the long-term scalability of promotional efforts through sustainable digital communication strategies.

4.6 Assisting the Creation and Utilization of Social Media Accounts for Digital Tourism Marketing

Result collected through semi-structured interviews, focus group discussions, and document analysis, at the mentoring program on the creation and utilization of digital social media platforms (Instagram, Facebook, Twitter, TikTok, and WhatsApp Business) for BUMDes Mandala Sari has significantly enhanced participants' digital literacy, communication channel management, and strategic use of social media as a tourism destination marketing tool. During the mentoring sessions, participants were guided through the process of establishing and configuring official accounts that consistently represent the identity of Bongkasa Pertiwi Tourism Village. This included aligning account names, profile photos, bio descriptions, and inter-platform link integration.

Evaluation results indicated that all participants successfully created and activated social media accounts in a professional manner, and demonstrated an understanding of each platform's strategic role: Instagram and TikTok for visually promoting attractions; Facebook for community outreach and event promotion; Twitter for timely information updates; and WhatsApp Business for direct interaction and customer service.

Beyond the technical setup, the mentoring included training in content management, post scheduling, utilization of platform-specific features (such as Reels, Stories, Broadcast Lists, and product catalogs on WhatsApp Business), as well as basic performance analysis using insights and analytics tools. As a result, participants showed improved skills in managing posting frequency, engaging with audience interactions, and tailoring content types to suit platform-specific user characteristics.

Within two weeks post-account activation, there was an average follower growth of 25–40%, accompanied by a noticeable increase in engagement rates—particularly for short-form video content and visitor testimonials.

These findings highlight that structured and context-sensitive mentoring in social media use can strengthen a tourism village's digital presence while opening more inclusive and responsive communication channels for digital-native tourists. This approach directly contributes to enhancing the professionalism of BUMDes in managing digital communication and expands the promotional reach in a measurable and sustainable manner.

5. DISCUSSION

5.1 Capacity Building Through Human Resource

The outcomes of the human resource competency training for BUMDes Mandala Sari align with recent research emphasizing the role of context-based capacity building in community-based tourism. Enhanced understanding of sustainable tourism principles, digital marketing, and local collaboration mirrors findings by (Alhadi et al., 2023; Yanes et al., 2019), who highlight the critical importance of community empowerment in tourism planning. Similarly, (MacInnes et al., 2022) stress that forming internal working groups and integrating MSMEs are key to fostering sustainable governance and inclusive tourism ecosystems. These results confirm that practice-oriented training significantly strengthens institutional readiness and supports the long-term viability of rural tourism development.

5.2 Capacity Building in Digital Content Creation

The success of the digital content creation training for BUMDes Mandala Sari is consistent with findings from recent tourism studies emphasizing the role of digital literacy in destination marketing. Research by (Bretos et al., 2024; Hoang, 2023) highlights that equipping local tourism stakeholders with skills in content creation and platform-specific strategy significantly boosts destination visibility and engagement. Furthermore, a study by (Huang et al., 2024) underscores the effectiveness of integrating practical tools—such as Canva and CapCut—into community-based digital marketing training, improving local actors' ability to generate persuasive, culturally grounded content. The observed post-training growth in social media engagement supports the view that digital marketing capacity building is a pivotal strategy in enhancing rural tourism competitiveness and storytelling authenticity.

5.3 Ethical Governance Training

The results of the ethical governance training at BUMDes Mandala Sari align with recent findings in tourism governance literature, which emphasize that ethical frameworks are essential for sustainable community-based tourism (CBT). Studies by (Lapointe, 2020) and (Rahman et al., 2023) highlight that transparent and inclusive governance practices increase community trust, institutional resilience, and destination legitimacy. Moreover, research by (Jackson, 2025) shows that participatory governance—supported by clear SOPs and ethical guidelines—enhances stakeholder coordination and equitable benefit-sharing. The establishment of community ethics forums, as implemented in this program, echoes models proposed by (Scheyvens & Biddulph, 2018), which argue that multi-stakeholder ethical oversight fosters social accountability and strengthens long-term sustainability in rural tourism contexts.

5.4 Assisted Content Creation and Integrated Marketing Communication (IMC)

The technical assistance in content creation and IMC implementation for BUMDes Mandala Sari is consistent with recent findings emphasizing the importance of visual storytelling and integrated digital marketing in rural tourism branding. Research by (González-Rodríguez et al., 2021) highlights that emotionally resonant and culturally grounded narratives—delivered through multimedia content—can effectively build destination identity and foster engagement. Moreover, studies such

as by (Ahmadi et al., 2024) underscore the effectiveness of IMC in harmonizing messaging across platforms, enhancing credibility and reach. The hands-on mentoring approach aligns with (Barbhuiya & Chatterjee, 2020), who argue that participatory content production improves authenticity and community ownership in tourism promotion. These outcomes affirm that localized, skill-based content development strategies are critical for sustainable and inclusive tourism marketing.

5.5 Integration of Tourism Village Branding into Digital Media Platforms

The integration of tourism village branding into digital media platforms, as implemented in Bongkasa Pertiwi Village, aligns with recent research emphasizing the importance of consistent visual and narrative identity in destination marketing. (Jabreel et al., 2017) highlight that clear branding elements—such as logos, color schemes, and slogans—strengthen destination recall and audience recognition. Similarly, (Schlesinger et al., 2020) argue that value-driven storytelling rooted in local culture enhances emotional engagement and authenticity, making destinations more appealing in competitive digital environments. The development of a technical brand guideline during the mentoring process also reflects best practices identified by (Escobar-Farfán et al., 2024), who stress the significance of scalable and sustainable branding strategies for long-term visibility. Overall, this hands-on, context-sensitive branding integration proves effective in enhancing destination professionalism, trustworthiness, and digital presence.

5.6 Creation and Utilization of Social Media Accounts

The structured mentoring on social media platform utilization for BUMDes Mandala Sari aligns with findings from recent tourism research highlighting the central role of digital platforms in promoting rural destinations. Studies such as by (Mehrabi et al., 2021) show that strategic use of Instagram and TikTok significantly enhances destination visibility through visual storytelling, while platforms like Facebook and WhatsApp Business serve critical functions in community engagement and service delivery. Furthermore, (Farmaki & Kaniadakis, 2020) emphasize that destination managers who understand platform-specific algorithms and content formats achieve higher engagement and conversion rates. The observed increase in followers and interaction after account activation reflects trends identified by (Lin et al., 2019), who noted that personalized, timely, and visually rich content is key to engaging digital-native travelers. By building capacity in content scheduling, analytics interpretation, and multi-platform integration, this program supports professionalized digital marketing practices and improves the village's ability to sustain long-term promotional outreach in an increasingly competitive tourism environment.

CONCLUSION

The series of capacity-building programs implemented in Bongkasa Pertiwi Tourism Village—ranging from digital content creation, ethical governance training, integrated marketing communication (IMC), branding integration, to social media utilization—have collectively enhanced the digital and managerial competencies of BUMDes Mandala Sari. The findings affirm that practice-based, context-relevant mentoring significantly improves participants' technical skills, strategic thinking, and ethical awareness in managing community-based tourism. These outcomes align with recent studies in tourism literature, which emphasize the role of digital literacy, coherent destination branding, ethical governance, and integrated communication strategies in sustaining rural tourism competitiveness and community empowerment.

Based on the outcomes of the capacity-building programs, it is recommended that Bongkasa Pertiwi Tourism Village

institutionalize continuous digital literacy training to adapt to evolving media trends, formalize ethical governance practices through community forums and SOPs to ensure transparency and accountability, and consistently implement integrated marketing communication (IMC) strategies to strengthen destination branding. Maintaining brand coherence across digital platforms using standardized guidelines, supported by routine content evaluation and performance monitoring, is essential to ensure message consistency and professionalism. Furthermore, sustained collaboration between BUMDes, local MSMEs, youth groups, and regional tourism stakeholders is crucial for building a resilient, inclusive, and scalable community-based tourism ecosystem.

Declaration by Authors

Conflict of Interest: The author declares no conflict of interest in relation to the research and preparation of this manuscript.

REFERENCES

1. Alhadi, Z., Zefnihan, Muchtar, B., & Evanita, S. (2023). Developing a Community-Based Tourism Model for Sustainable Tourism in the Mandeh Area, West Sumatra Province, Indonesia. International Journal of Sustainable Development and Planning, 18(11), 3491–3503. https://doi.org/10.18280/ijsdp.181114
2. Barbhuiya, M. R., & Chatterjee, D. (2020). Vulnerability and resilience of the tourism sector in India: Effects of natural disasters and internal conflict. Tourism Management Perspectives, 33, 100616. https://doi.org/10.1016/j.tmp.2019.100616
3. Barney, J. (1991). Firm Resources and Sustained Competitive Advantage. Journal of Management, 17(1), 99–120.
4. Baumgart, A., & Neuhauser, D. (2009). Frank and Lillian Gilbreth: scientific management in the operating room. Quality and Safety in Health Care, 18(5), 413–415. https://doi.org/10.1136/qshc.2009.032409
5. Bowen, G. A. (2009). Document analysis as a qualitative research method. Qualitative Research Journal, 9(2), 27–40.
6. Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. Qualitative Research in Psychology, 3(2), 77–101. https://doi.org/10.1191/1478088706qp063oa
7. Bretos, M. A., Ibáñez-Sánchez, S., & Orús, C. (2024). Applying virtual reality and augmented reality to the tourism experience: a comparative literature review. Spanish Journal of Marketing - ESIC, 28(3), 287–309. https://doi.org/10.1108/SJME-03-2023-0052
8. Butarbutar, N., Sherly, S., Sinaga, O. S., Doloksaribu, W. S. A., & Sudirman, A. (2023). The Influence of Experiential Marketing and Integrated Marketing Communications on Visitor Loyalty. International Journal of Business, Law, and Education, 4(2), 1066–1075. https://doi.org/10.56442/ijble.v4i2.283
9. Creswell, J. W., & Poth, C. N. (2018). Qualitative Inquiry & Research Design. SAGE.
10. Dahana, K., Sulaiman, A. I., & Sari, L. K. (2023). Tourism Village Development through Media Extension and Marketing Promotion Communication. Technium Social Sciences Journal, 44, 639–655. https://doi.org/10.47577/tssj.v44i1.8913
11. Escobar-Farfán, M., Cervera-Taulet, A., & Schlesinger, W. (2024). Destination brand identity: challenges, opportunities, and future research agenda. Cogent Social Sciences, 10(1). https://doi.org/10.1080/23311886.2024.2302803
12. Farmaki, A., & Kaniadakis, A. (2020). Power dynamics in peer-to-peer accommodation: Insights from Airbnb hosts. International Journal of Hospitality Management, 89, 102571. https://doi.org/10.1016/j.ijhm.2020.102571

13. Forero, J. A. M., Llano, F. A., & Nieto, A. (2025). Marketing in community-based tourism. International Review for Spatial Planning and Sustainable Development, 13(1), 15. https://doi.org/10.14246/irspsd.13.1_257

14. Freeman, R. E. (1984). Strategic Management: A Stakeholder Approach. Pitman.

15. Gill, P., Stewart, K., Treasure, E., & Chadwick, B. (2008). Methods of data collection in qualitative research: interviews and focus groups. British Dental Journal, 204(6), 291–295.

16. González-Rodríguez, M. R., Díaz-Fernández, M. C., Bilgihan, A., Shi, F., & Okumus, F. (2021). UGC involvement, motivation and personality: Comparison between China and Spain. Journal of Destination Marketing & Management, 19, 100543. https://doi.org/10.1016/j.jdmm.2020.100543

17. Hariyadi, B. R., Tjaturrini, D., Firmansyah, D. B., & Astuti, Y. (2023). Digital Platform Based Marketing Strategy in Tourism Website of Cikakak Tourism Village, Banyumas. pp. 229–240. https://doi.org/10.2991/978-2-38476-028-2_21

18. Hoang, H. (2023). Navigating the Rise of Smart Tourism: Implications of Technology and Data for Sustainable Industry Growth. Brawijaya Journal of Social Science, 3(01). https://doi.org/10.21776/ub.bjss.2023.003.01.1

19. Hooley, G., Broderick, A., & Möller, K. (1998). Competitive positioning and the resource-based view of the firm. Journal of Strategic Marketing, 6(2), 97–116. https://doi.org/10.1080/09652549800000003

20. Huang, Z. (Joy), Lin, M. S., & Chen, J. (2024). Tourism experiences co-created on social media. Tourism Management, 105, 104940. https://doi.org/10.1016/j.tourman.2024.104940

21. Jabreel, M., Moreno, A., & Huertas, A. (2017). Semantic comparison of the emotional values communicated by destinations and tourists on social media. Journal of Destination Marketing & Management, 6(3), 170–183. https://doi.org/10.1016/j.jdmm.2016.03.004

22. Jackson, L. A. (2025). Community-Based Tourism: A Catalyst for Achieving the United Nations Sustainable Development Goals One and Eight. Tourism and Hospitality, 6(1), 29. https://doi.org/10.3390/tourhosp6010029

23. John W. Creswell, Vicki L., & Plano Clark. (2011). Designing and Conducting Mixed Methods Research, A practical, how-to guide to designing mixed methods studies. SAGE Publications, Inc.

24. Kitzinger, J. (1995). Qualitative research. Introducing focus groups. BMJ, 311, 7000th ed.

25. Kliatchko, J. (2008a). Revisiting the IMC construct. International Journal of Advertising, 27(1), 133–160. https://doi.org/10.1080/02650487.2008.11073043

26. Kliatchko, J. (2008b). Revisiting the IMC construct: A revised definition and four pillars. International Journal of Advertising, 27(1), 133–160.

27. Lapointe, D. (2020). Reconnecting tourism after COVID-19: the paradox of alterity in tourism areas. Tourism Geographies, 22(3), 633–638. https://doi.org/10.1080/14616688.2020.1762115

28. Lin, P. M. C., Fan, D. X. F., Zhang, H. Q., & Lau, C. (2019). Spend less and experience more: Understanding tourists' social contact in the Airbnb context. International Journal of Hospitality Management, 83, 65–73. https://doi.org/10.1016/j.ijhm.2019.04.007

29. MacDonald, C. (2012). Understanding participatory action research: A qualitative research methodology option. Canadian Journal of Action Research, 13(6), 34–50.

30. MacInnes, S., Grün, B., & Dolnicar, S. (2022). Habit drives sustainable tourist behaviour. Annals of Tourism Research, 92, 103329. https://doi.org/10.1016/j.annals.2021.103329

31. Mehrabi, H., Coviello, N., & Ranaweera, C. (2021). When is top management team heterogeneity beneficial for product exploration? Understanding the role of institutional pressures. Journal of Business Research, 132, 775–786. https://doi.org/10.1016/j.jbusres.2020.10.057

32. Moon, K., Brewer, T. D., Januchowski-Hartley, S. R., Adams, V. M., & Blackman,

D. A. (2016). A guideline to improve qualitative social science publishing in ecology and conservation journals. Ecology and Society, 21(3), art17. https://doi.org/10.5751/ES-08663-210317

33. Newbert, S. L. (2007). Empirical research on the resource-based view of the firm: an assessment and suggestions for future research. Strategic Management Journal, 28(1), 121–146.

34. Ohyver, D. A., Hanafi, H., & Muhtasom, A. (2023a). Homestay Digital Marketing in Tourism Villages in South Sulawesi (Case Study in 3 Featured Tourism Village). Return: Study of Management, Economic and Bussines, 2(10), 1035–1051. https://doi.org/10.57096/return.v2i10.168

35. Ohyver, D. A., Hanafi, H., & Muhtasom, A. (2023b). Homestay Digital Marketing in Tourism Villages in South Sulawesi (Case Study in 3 Featured Tourism Village). Return: Study of Management, Economic and Bussines, 2(10), 1035–1051. https://doi.org/10.57096/return.v2i10.168

36. Oka, I. M. D., & Subadra, I. N. (2024). Digital marketing for sustainable tourism village in Bali: A mixed methods study. Journal of Infrastructure, Policy and Development, 8(7), 3726. https://doi.org/10.24294/jipd.v8i7.3726

37. Palinkas, L. A., Horwitz, S. M., Green, C. A., Wisdom, J. P., Duan, N., & Hoagwood, K. (2015). Purposeful Sampling for Qualitative Data Collection and Analysis in Mixed Method Implementation Research. Administration and Policy in Mental Health and Mental Health Services Research, 42(5), 533–544. https://doi.org/10.1007/s10488-013-0528-y

38. Rahman, F., Kutanegara, P. M., Bachruddin, Z., & Susilastuti, D. H. (2023). Governance of Sustainable Tourism in Developing Countries: Between Ideality and Reality. pp. 120–127. https://doi.org/10.2991/978-2-38476-194-4_13

39. Sagitarini, L. L., Sudiarta, M., & Yulianthi, A. D. (2024a). Factor Analysis of Integrated Marketing Communication (IMC) Implementation on The Development of Nature-Based Tourism Villages in Bali Province. pp. 618–626. https://doi.org/10.2991/978-94-6463-622-2_68

40. Sagitarini, L. L., Sudiarta, M., & Yulianthi, A. D. (2024b). Factor Analysis of Integrated Marketing Communication (IMC) Implementation on The Development of Nature-Based Tourism Villages in Bali Province. Proceedings of the International Conference on Sustainable Green Tourism Applied Science - Social Applied Science 2024 (ICoSTAS-SAS 2024), Advances in Economics, Business and Management Research, 308, 618–626. https://doi.org/10.2991/978-94-6463-622-2_68

41. Scheyvens, R., & Biddulph, R. (2018). Inclusive tourism development. Tourism Geographies, 20(4), 589–609. https://doi.org/10.1080/14616688.2017.1381985

42. Schlesinger, W., Cervera-Taulet, A., & Pérez-Cabañero, C. (2020). Exploring the links between destination attributes, quality of service experience and loyalty in emerging Mediterranean destinations. Tourism Management Perspectives, 35, 100699. https://doi.org/10.1016/j.tmp.2020.100699

43. Schmitt, B. (1999). Experiential Marketing. Journal of Marketing Management, 15(1–3), 53–67.

44. Setia, M., & Panda, S. (2017). Summary and synthesis: How to present a research proposal. Indian Journal of Dermatology, 62(5), 443. https://doi.org/10.4103/ijd.IJD_405_17

45. Susanti, H., Rahmawati, D., Mukhtar, H., Wibowo, S. A., Priharti, W., Cahyadi, W. A., Nugroho, B. S., Aziz, B., & Susanto, K. (2024). Integrasi Digital Marketing dan Community-Based Tourism dalam Pengembangan Agrowisata di Desa Warjabakti Kabupaten Bandung. SWAGATI: Journal of Community Service, 2(2), 49–55. https://doi.org/10.24076/swagati.2024v2i2.1095

46. Utami, M., Nurhayati, E., Suryanti, E., & Taufik, E. R. (2023). Digital Marketing Adoption by Tourism Village in Banten Province. Proceedings of the International Conference on Sustainability in Technological, Environmental, Law, Management, Social and Economic Matters, ICOSTELM 2022, 4-5 November 2022, Bandar Lampung, Indonesia. https://doi.org/10.4108/eai.4-11-2022.2329725

47. Yanes, A., Zielinski, S., Diaz Cano, M., & Kim, S. (2019). Community-Based Tourism

in Developing Countries: A Framework for Policy Evaluation. Sustainability, 11(9), 2506. https://doi.org/10.3390/su11092506

48. Yin, R. K. (2018). Case study research and applications: Design and methods (1st ed., Vol. 6). Sage Publications.

49. Zuber-Skerritt, O., & Perry, C. (2002). Action research within organisations and university thesis writing. The Learning Organization, 9(4), 171–179. https://doi.org/10.1108/0969647021042889 5

******