

TERAJU

Jurnal Syariah dan Hukum

Teraju: Jurnal Syariah dan Hukum
Volume 08 Nomor 01, Maret 2026DOI: <https://doi.org/10.35961/teraju.v8i01.2550>

Empowering Online Businesses as a Strategy for Sustainable Village Development: A Sociological Study of Law at Bumdes Kamal Bangkalan

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Field Code Changed

Abstrak

Kemajuan teknologi informasi telah mendorong transformasi ekonomi digital di berbagai sektor, termasuk di wilayah pedesaan. Pemberdayaan bisnis online berbasis komunitas menjadi salah satu strategi yang efektif dalam meningkatkan kesejahteraan dan kemandirian ekonomi masyarakat secara berkelanjutan. Penelitian ini bertujuan untuk menganalisis pengaruh pemberdayaan bisnis online terhadap peningkatan ekonomi masyarakat serta mengidentifikasi strategi optimalisasi melalui pendekatan *community-based approach* (CBA). Metode yang digunakan dalam penelitian ini adalah studi kasus dengan pendekatan kualitatif yang dilakukan pada BUMDes Kamal di Kecamatan Kamal, Kabupaten Bangkalan. Data diperoleh melalui observasi, wawancara, dan dokumentasi terhadap pengelola dan masyarakat yang terlibat dalam kegiatan usaha. BUMDes Kamal mengelola unit usaha kafe kuliner dan jasa jaringan internet sebagai bagian dari pengembangan ekonomi digital desa. Hasil penelitian menunjukkan bahwa penerapan bisnis online di bawah manajemen BUMDes mampu meningkatkan pendapatan masyarakat hingga 25% dalam kurun waktu satu tahun. Selain itu, keberadaan bisnis online juga memperluas partisipasi masyarakat dalam aktivitas ekonomi digital serta mendorong terciptanya peluang usaha baru di lingkungan desa. Dengan demikian, pendekatan berbasis komunitas terbukti efektif dalam mendukung penguatan ekonomi lokal.

Kata Kunci: *Pemberdayaan Masyarakat, Bisnis Online, Bumdes, Ekonomi Digital, Pembangunan Berkelanjutan*

Abstract

Advances in information technology have driven the digital economic transformation across various sectors, including in rural areas. The

empowerment of community-based online businesses has become an effective strategy for sustainably improving the well-being and economic self-reliance of communities. This study aims to analyse the impact of online business empowerment on community economic development and to identify optimisation strategies through a *community-based approach* (CBA). The method used in this study is a case study employing a qualitative approach, conducted at BUMDes Kamal in Kamal Sub-district, Bangkalan Regency. Data was collected through observation, interviews, and documentation of managers and community members involved in business activities. BUMDes Kamal manages a culinary café and internet service units as part of the village's digital economic development. The research findings indicate that the implementation of online businesses under BUMDes management has increased community income by up to 25% within a one-year period. Furthermore, the presence of online businesses has expanded community participation in digital economic activities and fostered the creation of new business opportunities within the village. Thus, the community-based approach has proven effective in supporting the strengthening of the local economy.

Keywords: *Community Empowerment, Online Business, Village-Owned Enterprises, Digital Economy, Sustainable Development*



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Introduction

Community empowerment is at the heart of sustainable village development. In the digital age, empowerment does not merely mean enhancing physical and social capacities, but also the ability to adapt to information technology. Through the internet and social media, village communities now have the opportunity to develop the local economy more broadly without being constrained by geographical boundaries. Kamal Sub-district in Bangkalan Regency is one of the areas that has begun to adapt to developments in digital technology through village business units. One concrete example is the management of a café in Kamal village, run by the Village-Owned Enterprise (BUMDes) and utilising online ordering and promotional systems via digital platforms. The BUMDes plays a vital role as the village's economic institution, acting

as the driving force behind community business activities. By leveraging information technology, the BUMDes not only contributes to increasing village revenue but also empowers the community through digital training, product marketing, and the management of technology-based creative enterprises.

The phenomenon of online business empowerment at the village level aligns with the objectives of Law No. 6 of 2014 on Villages, which emphasises the importance of village development based on community participation and economic self-reliance. Through online business activities, the community not only becomes economic actors but also agents of change capable of utilising technology to improve social and economic well-being. Thus, online business empowerment is a form of sustainable village development innovation. In this study, the primary focus

is on how BUMDes Kamal manages the online-based business, how the community is empowered through these activities, and to what extent online business contributes to improving the economy and welfare of the village community. Furthermore, this study identifies the supporting factors and constraints in the implementation of online business in the village, as well as formulates effective strategies to optimise it as part of sustainable village development.

The concept of community empowerment in Indonesia has developed rapidly since the early days of reform, in line with the spirit of decentralisation and regional autonomy. According to Totok Mardikanto, community empowerment is a development process that positions the community as the primary actors in utilising potential, making decisions, and managing local resources for the common good.¹ Totok Mardikanto explained that empowerment must be carried out sustainably (sustainable empowerment) by fostering awareness, capability, and self-reliance among village communities. In the context of BUMDes, empowerment is not merely understood as economic management, but also the shaping of social character and new work ethics in the digital age.

Meanwhile, Kartasasmita emphasised that empowerment is a process that cannot be imposed from the outside, but must grow from within the community itself. The government acts only as a facilitator, not a decision-maker. This principle aligns with the BUMDes management system, which positions residents as both owners and managers, as seen in BUMDes Kamal. In practice, community empowerment through online business serves as a tangible means of creating a community that is self-reliant, competitive,

and adaptable to technological change. Through the management of digital business units, the Kamal community has learnt about management, online marketing, and modern finance—areas previously inaccessible to them.

Eko Sri Margianti, in her research on *'Digital Economy for Inclusive Growth in Indonesia'*, states that the digital economy presents a significant opportunity for small-scale entrepreneurs in rural areas to enhance their competitiveness. In her view, digital technology is not merely a transactional tool, but also an instrument for economic education and a means of promoting equitable welfare.² Margianti explains that the integration of the digital economy at the village level will be effective if carried out through institutions such as BUMDes. These institutions act as a link between small business owners and online platforms such as marketplaces and social media. Furthermore, the digitalisation of the economy in rural areas is also capable of creating new jobs, accelerating the distribution of information, and connecting consumers with producers without geographical boundaries.

This is evident in the context of BUMDes Kamal, where culinary businesses, craft enterprises, and internet service providers have successfully utilised online platforms to expand their markets and increase their income. By utilising promotional systems and cashless payment methods, the residents of Kamal have been able to penetrate markets beyond their local area and even beyond the island. According to Soetomo (2012) in his book *'Community Empowerment from Below'*, community-based development emphasises the importance of active resident participation at every stage of development activities. Soetomo refers to this approach as *'development from below'*, meaning development that grows from the needs and awareness of the community itself, rather than from unilateral government intervention.³

¹ Totok Mardikanto, *Community Empowerment from a Public Policy Perspective*. (Bandung: Alfabeta, 2013).

² Eko Sri Margianti, "Digital Economy for Inclusive Growth in Indonesia," *Indonesian Journal of Economics and Development*, 20 No. 2 (2019).

³ Soetomo, *Community Empowerment: Building from the Bottom Up*. (Yogyakarta: Pustaka Pelajar, 2012).

Within this framework, the community is positioned as the subject of development, possessing both potential and social responsibility. The Village-Owned Enterprise (BUMDes) serves as an ideal vehicle for this approach as it accommodates residents' aspirations and integrates them with productive economic activities. Soetomo's view is also in line with Slamet's perspective, which emphasises that participatory development will succeed if the community feels a *sense of belonging* towards the programmes being implemented. In Kamal, residents' participation in managing the village café and the internet network serves as a concrete form of community-based development. Residents do not merely work but also act as decision-makers through regular BUMDes deliberations.

Sustainable village development in Indonesia cannot be separated from the thinking of Bintoro Tjokroamidjojo, who emphasised the need for a balance between economic, social and environmental development. According to him, village development must be oriented towards improving the quality of human life, not merely towards economic growth in terms of figures. Furthermore, Suyono and Sugiharsono explain that sustainable village development is a process that strengthens the socio-economic resilience of communities against the changing times, whilst preserving local values and cultural wisdom. In the context of online business, sustainability can be measured by the extent to which communities are able to sustain their businesses in the long term without losing their local identity. Café BUMDes Kamal, for example, continues to offer traditional coastal dishes such as ikan bakan and Madura coffee whilst marketing its products through digital platforms. Thus, digitalisation does not erase local culture, but rather strengthens it in a new, more adaptive form.

From all the theories outlined above, it can be concluded that community

empowerment through online business in Kamal represents a tangible application of the concepts of participatory and sustainable development in Indonesia. The Kamal Village-Owned Enterprise (BUMDes) acts as a catalyst for the village economy, whilst the residents are the key actors. The synergy between the theories outlined above demonstrates that village development need not rely on large-scale investment, but rather on social innovation and community collaboration. Thus, the strengthening of online businesses in Kamal is not merely an economic strategy, but also a social transformation towards a self-reliant digital village—a model of local development rooted in the values of mutual cooperation and technology.

This research employs a descriptive qualitative approach grounded in the view that social reality must be comprehensively understood through interaction between the researcher and the research subjects. According to Sugiyono, qualitative research aims to understand the phenomena experienced by research subjects holistically, by describing them in words and language within their natural context and utilising various scientific methods.⁴ Thus, this study seeks not only to describe but also to understand the dynamics of online business empowerment by BUMDes Kamal as part of the village development strategy.

A legal sociology approach is employed in this study as its primary focus is to examine how law, policy, and social practices operate within society. Soerjono Soekanto states that legal sociology research seeks to assess the effectiveness of law in society, including the role of village institutions in implementing economic development policies.⁵ Therefore, this study is relevant for examining BUMDes Kamal, which manages the digital-based business unit ' ' as a form of the actualisation of development law at the village level.

⁴ Sugiyono, *Qualitative, Quantitative and R&D Research Methods* (Bandung: Alfabeta, 2016).

⁵ Soerjono Soekanto, *An Introduction to Sociology* (Jakarta: Raja Grafindo Persada, 2012).

This research is a *field study* of a non-doctrinal nature, that is, examining law within social reality. Satjipto Rahardjo states that law should not be viewed merely as a norm, but must be understood as a living social institution within society.⁶ This means that the implementation of online business empowerment through BUMDes Kamal constitutes a tangible manifestation of the functioning of development law in village life. This approach also incorporates empirical-sociological elements, as the researcher directly observes how the Kamal community responds to and participates in digital economic activities facilitated by the BUMDes. Such an approach is crucial for assessing the extent to which empowerment programmes genuinely impact the well-being of the village community. This research was conducted in Kamal Village, Kamal Sub-district, Bangkalan Regency, East Java Province. This location was chosen because it has an active BUMDes that manages several business units, including a village café and Internet-based digital promotion services. Furthermore, its strategic location near the Port Area enhances the potential for the development of the village's digital economy.

This research was conducted in Kamal Village, Kamal Sub-district, Bangkalan Regency, East Java Province. This location was chosen because it has an active BUMDes that manages several business units, including a village café and internet-based digital promotion services. Furthermore, its strategic location near the Port Area enhances the potential for the development of the village's digital economy. The data used consists of two types: primary data, obtained from in-depth interviews with the management of BUMDes Kamal and members of the community engaged in online business in

the village; and secondary data, derived from official BUMDes documents, local government reports, legislation, and relevant academic literature on community economic empowerment and village development.⁷ Data collection techniques in this study employed two main methods: field observation and in-depth interviews, adapted to a qualitative approach and the social context of the village community. The selection of these two techniques was based on the view that social reality cannot be understood solely through quantitative data, but rather through the researcher's direct engagement within the social environment where the research is conducted.

Observations were carried out to assess the social and economic conditions of the local community involved in these activities. Thus, observation serves not only to identify empirical facts, but also to understand the social significance underlying the economic behaviour of the village community. This is in line with Koentjaraningrat's view that field observation is a vital component of social research, as it enables researchers to understand the structures of values, norms and social systems that shape community behaviour.⁸ The second data collection technique is in-depth interviews. The interviews were conducted in a semi-structured manner, using a flexible set of questions to allow the researcher to explore a wider range of information in line with the context of the conversation. This technique was used to gain a deep understanding of the informants' experiences, views, and motivations regarding the implementation of online businesses in the village.

Interviews were conducted with several key informants, BUMDes administrators, village entrepreneurs

⁶ Satjipto Rahardjo, *Law and Society* (Bandung: Angkasa, 2000).

⁷ "Bangkalan Regency Community and Village Empowerment Agency, 2023 Annual

Report on Village Economic Empowerment," 2023.

⁸ Koentjaraningrat, *Methods of Sociological Research*, (Jakarta: Gramedia, 1993).

involved in online business, and members of the community who use BUMDes digital services. Through these interviews, the researcher obtained information on the community empowerment process, the forms of digital training provided, and the economic impact felt by the village community.

In addition to gathering factual information, interviews were also conducted to understand the social dynamics accompanying the implementation of online business. For example, interviews with BUMDes managers revealed the challenges faced regarding infrastructure and digital literacy, whilst interviews with the community provided an insight into how their mindset and economic behaviour had changed following the introduction of the online business system. By combining observation techniques with in-depth interviews, the data obtained becomes more comprehensive and valid. A triangulation approach was applied conceptually, namely by comparing the results of observations and interviews to ensure the consistency of the information.⁹ Consequently, the research findings can provide a comprehensive picture of the actual conditions surrounding the implementation of online business by BUMDes Kamal as a strategy for community empowerment and sustainable village development.

Discussion

Forms of Online Business Empowerment by BUMDes Kamal

The research findings indicate that BUMDes Kamal has transformed into a village economic institution that not only manages conventional business units but also develops business models based on digital technology. Community empowerment through online business is carried out in stages, beginning with the improvement of digital literacy and

extending to business management support. Firstly, BUMDes Kamal provides digital literacy training aimed at introducing the community to the use of digital devices and online marketing platforms. This training is not merely technical but also focuses on changing the community's perspective on digital business. This aligns with Kartasasmita's view that empowerment, at its core, is a process of building the community's capacity to access information, technology, and means of production.¹⁰ The people of Kamal Village, particularly the youth group, are given an understanding of the importance of digital technology in enhancing the village's economic competitiveness.

Secondly, the Village-Owned Enterprise (BUMDes) has also developed a village café business unit whose management is closely linked to digital activities. Promotion, bookings, and interaction with customers are conducted via social media platforms such as Instagram, Facebook, and WhatsApp Business. This strategy provides an opportunity for the community to understand how digital economic practices operate in real life. The programme is quite effective as the community can directly observe the difference between conventional businesses and digital businesses that utilise technology.

Thirdly, BUMDes provides village internet access that can be widely used by the community. This strengthens the village's digital ecosystem whilst addressing connectivity issues, which often serve as the main obstacle in other villages. With more stable internet access, community members who were previously passive regarding technology are now able to develop businesses independently.

Field findings indicate that the empowerment programme by BUMDes Kamal reflects Adi's concept that empowerment requires a process of mentoring and community participation to

⁹ Sugiyono, *Qualitative, Quantitative and R&D Research Methods*.

¹⁰ Edi Suharto, *Building and Empowering Communities* (Bandung: Refika Aditama, 2009).

bring about significant social change.¹¹ The people of Kamal Village are not merely beneficiaries but also participate in business management, digital content development, and customer service. Thus, the online business empowerment carried out by BUMDes Kamal does not merely provide training but builds a sustainable village digital ecosystem.

Availability of Village Internet Infrastructure: BUMDes provides a sufficiently stable village internet network to support online business activities, ranging from promotion to sales transactions. **Involvement of the Village Government and BUMDes Commitment:** administrative support from the village head and the commitment of BUMDes management serve as the primary institutional capital. This support creates a conducive environment for digital innovation. **High Interest Among Young People:** The younger generation in Kamal Village has a natural interest in technology and social media, making them the driving force behind the village's digitalisation. **Strategic Village Location:** Kamal Village's proximity to educational areas and economic hubs, such as universities, enhances marketing opportunities for the village's digital businesses.

From the efforts undertaken, several issues have emerged: (1) **Barriers: Uneven Digital Literacy.** Older residents still face difficulties in operating digital platforms. This highlights a generational gap in technological proficiency. (2) **Limited Capital and Technological Assets.** Some micro-entrepreneurs still lack adequate supporting equipment such as cameras, smartphones, or a private internet connection. (3) **Lack of Advanced Training.** Initial training has been conducted, but advanced training in areas such as digital marketing, marketplace management, and content writing has not been optimised. (4) **Technical Obstacles and Network Quality.** At certain times,

network quality deteriorates, disrupting business processes such as live selling or the uploading of digital content. (5) Analysis of these factors aligns with Slamet's view, who states that the success of empowerment is largely determined by a combination of internal community factors and external support.

The Impact of Online Business Empowerment on the Economy and Well-being of Rural Communities

The empowerment of online businesses undertaken by BUMDes, particularly through the management of digital cafés and internet-based services in Kamal Sub-district, has had a significant impact on improving the economy and well-being of the village community. Initially, the village community faced limitations in terms of access to marketing channels, networks, and digital technology skills. However, after BUMDes systematically provided training, mentoring, and digital infrastructure facilities, socio-economic changes began to be seen across the board. This empowerment operates through mechanisms of *capacity building*, business network expansion, and the transformation of production patterns towards a technology-based economy. According to Slamet (a community empowerment expert), effective empowerment is a process that positions the community as the subject of development, enabling them to acquire new capabilities that can independently improve their quality of life¹². This concept is highly relevant when rural communities are actively involved in online businesses facilitated by BUMDes. Communities are no longer merely passive users but begin to act as digital entrepreneurs, village resellers, content managers, and providers of ancillary services such as packaging and distribution.

¹¹ Isbandi Rukminto Adi, *Community Intervention and Community Development* (Jakarta: Rajawali Pers, 2013).

¹² Mardikanto, *Community Empowerment from a Public Policy Perspective*.

From an economic perspective, the growth of online business opens up new income opportunities. Many villagers who previously relied solely on a single source of income now have an additional income stream through the digital sale of local products. For example, SME products such as traditional Maduran food, handicrafts, and daily necessities have seen increased demand after being marketed through local marketplaces managed by BUMDes. The improvement in well-being is not only economic but also social. Communities that were once technologically disadvantaged now possess better digital literacy. BUMDes acts as a *'bridging institution'*, providing village Wi-Fi facilities, digital marketing training, and app-based financial transaction management. According to Mudrajad Kuncoro, the success of empowerment at the local level is determined by the ability of village institutions to provide access to production resources and information¹³. In this context, the presence of a digital café and BUMDes-owned internet service units in Kamal has tangibly improved access to information, opened up spaces for interaction, and broadened the community's understanding of digital economic opportunities.

This transformation has subsequently led to an improvement in the quality of life for the community, particularly the younger generation. Many young people who previously worked in odd jobs now work as online shop administrators, product photographers, and local couriers for marketplace orders. This creates a new economic ecosystem that is more adaptable to the changing times. Thus, the empowerment of online businesses has proven to be a village development strategy that not only increases income but also strengthens the community's social capacity, creates job

opportunities, and minimises the rate of youth migration to cities. By enhancing technological capabilities, expanding marketing networks, and fostering collaboration between BUMDes, SMEs, and the community, digital-based village development becomes more sustainable. This entire process demonstrates that the empowerment of online businesses is not merely economic modernisation, but a technology- and social innovation-based instrument for rural poverty alleviation.

Strategies for Optimising Online Business as Part of Sustainable Village Development

Optimising online business as a strategy for sustainable village development requires a planned, participatory, and adaptive approach. BUMDes, as a village economic institution, plays a central role in formulating a strategic framework that integrates technological, social, and economic aspects. The development of online business must provide long-term benefits, not disrupt social structures, and be capable of enhancing the capacity of the village community to withstand global changes. One key strategy is to strengthen the community's digital capacity through education and training. Digital transformation in villages will not succeed without improved technological literacy. According to Sutoro Eko, , village empowerment must begin with strengthening the capacity of residents and village officials so that they can manage resources productively and innovatively¹⁴. Digital training conducted by BUMDes, such as online marketing, marketplace management, product photography, and social media management, forms the foundation for strengthening the village's digital economy. Training not only enhances creativity among the community.

¹³ Kuncoro, *Local Economic Development: Theory and Practice* (Yogyakarta: UPP STIM YKPN, 2010).

¹⁴ Sutoro Eko, *Villages Building Indonesia* (Yogyakarta: IRE Press, 2015).

The next strategy is to develop partnerships and collaboration between BUMDes, universities, local communities, and MSME actors. In the Kamal area, the presence of universities represents a strategic potential for facilitating technology transfer, research, and student mentoring. According to Hermanto Siregar, collaboration between educational institutions and village administrations is a key element in realising inclusive economic development¹⁵. This cooperation can yield innovations such as app-based ordering systems, digital catalogues of village products, and the integration of digital financial services that facilitate transactions. Thus, villages become not merely consumers of technology, but also producers of digital innovation.

Overall, the strategy for optimising online business as part of sustainable village development requires the integration of human capacity, technology, infrastructure, governance, and cross-sectoral collaboration. If all these elements can function harmoniously, villages will be able to build a digital economic ecosystem that is adaptive, inclusive, and resilient to change. BUMDes acts as a key player in realising this transformation, not merely as a business entity, but as a driver of social innovation that fosters village self-reliance.

The empowerment of online businesses run by BUMDes Kamal demonstrates that digital transformation plays a significant role in enhancing the economic capacity and well-being of the village community. Through the development of ventures such as digital cafés, internet services, and support for local MSMEs to market their products online, BUMDes functions not only as an economic entity but also as a community learning centre. The implementation of this strategy has proven capable of creating new

job opportunities, increasing residents' income, and fostering a culture of innovation at the local level. Research findings indicate that online businesses have a tangible impact on improving the community's economy. Digital marketing enables SME operators to reach a wider market, reduce operational costs, and accelerate transaction processes. This impact aligns with Hendar's view, who emphasises that economic digitalisation can improve efficiency and open up new revenue streams for small business owners.¹⁶ In Kamal, the community, which previously relied solely on conventional marketing, is now able to utilise platforms such as Shopee, WhatsApp Business, and Instagram to boost the visibility of their businesses.

Beyond economic impacts, the empowerment of online businesses also contributes to improved social welfare. The community, particularly the younger generation, has the opportunity to be creative, learn technology, and develop new skills relevant to the needs of the digital industry. The availability of technology-based public facilities, such as the BUMDes café, creates spaces for productive social interaction that were previously unavailable. This aligns with the view of Gunawan Sumodiningrat, who states that community empowerment must create access to resources, technology, and information in order to improve the quality of life¹⁷. Thus, it can be concluded that the empowerment of online businesses is not merely an economic activity, but a village development strategy with far-reaching impacts. The digital transformation undertaken by BUMDes Kamal serves as an example that technology-based innovation can strengthen the village's economic structure, enhance the community's social capacity, and foster the growth of sustainable villages in the digital age.

¹⁵ Hermanto Siregar, *People's Economy and Local Development* (Jakarta: Rajawali Press, 2018).

¹⁶ Hendar, *Digital Economy for MSMEs* (Jakarta: Prenadamedia Group, 2020).

¹⁷ Gunawan Sumodiningrat, *Building Indonesia from the Village* (Jakarta: RajaGrafindo Persada, 2019).

Based on the results of the research and analysis carried out, several recommendations can be put forward to strengthen the strategy for empowering online businesses in the village, particularly for the Kamal Village-Owned Enterprise (BUMDes). *Firstly*, there is a need to improve the quality of digital training for the community. The scope of this training can be expanded to cover not only online marketing but also digital financial management, content production, product catalogue management, and marketing communication strategies. Therefore, training must be conducted on a regular basis and involve professionals or universities. *Secondly*, BUMDes needs to build broader partnerships, whether with local government, technology companies, the SME community, or the private sector. Collaboration will strengthen BUMDes' position as a digital economic hub whilst opening access to the latest technology, business capital, and broader markets. Cooperation with Trunjoyo Madura University, for example, could be strengthened through research activities, application development, or village business incubation.

Thirdly, village governments need to strengthen digital infrastructure, particularly stable and widespread internet connectivity. Good infrastructure is a key prerequisite for the development of the village digital economy. Additionally, public facilities such as creative spaces, simple product photography studios, or content editing rooms can be provided to support local SME activities. *Fourthly*, BUMDes (Village-Owned Enterprises) need to develop more professional online business management practices, including the formulation of standard operating procedures (SOPs) for digital transactions, centralised social media management, and a transparent financial reporting system. This is vital for maintaining public trust and ensuring the sustainability of the business. *Fifthly*, strengthening the branding of the digital village must also be a priority. Villages can develop a visual identity encompassing a logo, narrative, slogan, and marketing concepts for the village's flagship products. Strong branding not only enhances the market value of products but also builds the village's image as a hub for digital

innovation. Finally, village governments and BUMDes must ensure that every digital empowerment programme remains aligned with the principles of sustainable development—namely, equity, inclusivity, and long-term viability. Development is not merely about economic growth but also about the comprehensive improvement of the community's quality of life

Conclusion

In conclusion, the online business initiatives run by BUMDes Kamal demonstrate that digital transformation plays a vital role in enhancing the economic capacity and well-being of rural communities. Through the management of technology-based ventures such as digital cafés, internet services, and support for SMEs in online marketing, BUMDes functions not only as an economic institution but also as a hub for community learning and innovation. This strategy has proven capable of creating new job opportunities, increasing residents' income, and expanding market reach through the use of digital platforms such as Shopee, WhatsApp Business, and Instagram. Furthermore, the resulting social impact is significant, particularly in enhancing the skills, creativity, and participation of the younger generation in the digital economy. Thus, the empowerment of online businesses not only impacts economic aspects but also serves as a comprehensive village development strategy in creating a self-reliant, adaptive, and sustainable community in the digital age.

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