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Strengthening Micro, Small, and Medium Enterprises in Jatiluwih Village through Financial Management and Digital Marketing Strategies

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Abstract. Micro, Small, and Medium Enterprises (MSMEs) in Jatiluwih Village face challenges in financial management and product marketing, largely due to their reliance on traditional methods. These businesses lack structured accounting systems and primarily use limited marketing channels, such as word-of-mouth and local exhibitions. This study aims to address these challenges by enhancing financial management practices and introducing digital marketing strategies to MSMEs in Jatiluwih Village. Training sessions were conducted, focusing on essential bookkeeping skills and the utilization of digital platforms for marketing. The primary participants were MSME owners, with special emphasis on women entrepreneurs, leveraging the expertise of PMM Unmas students in finance and marketing. The findings indicate that adopting structured financial management and digital marketing can significantly improve operational efficiency and expand market reach for MSMEs. These improvements are expected to contribute to the sustainable growth and long-term success of the enterprises in the digital era.

Keywords: MSMEs; Financial management; Digital marketing; Women entrepreneurs; Jatiluwih Village

1. Introduction

Micro, Small, and Medium Enterprises (MSMEs) play a pivotal role in the economic development of Indonesia, serving as a significant source of employment and economic growth (Andy Saputra et al., 2023; Fayvishenko et al., 2023; Gao, 2023). MSMEs contribute approximately 60% of Indonesia's Gross Domestic Product (GDP) and absorb around 97% of the country's workforce (Aprianti et al., 2023; BPS Provinsi Bali, 2022). Given their importance, the development and sustainability of MSMEs have become a crucial focus for policymakers and economists (ALVIANI et al., 2023; Priyandoko et al., 2023; Putri et al., 2023). However, despite their economic significance, many MSMEs in Indonesia face substantial challenges, particularly when it comes to competing in an increasingly globalized and digital economy (Amir, 2023; Martadina & Ardiansyah, 2023; Tresnasari & Zulganef, 2023). A significant portion of MSMEs remains constrained by limited access to technology, information, and resources, which restricts their growth potential. This is especially evident in rural areas with untapped economic potential, such as Jatiluwih Village in Tabanan Regency, Bali.

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Jatiluwih Village is widely known for its agricultural and tourism potential (Jaelani et al., 2023; Kharisma, 2023; Pratama, 2023). The village is a UNESCO-recognized site, famous for its rice terraces that form part of the Subak irrigation system, a traditional Balinese agricultural practice (Anggraini et al., 2023; Ida Ayu Putu, 2023; Maulia & Setiyono, 2023). The tourism influx, coupled with a rich agricultural base, presents a unique opportunity for the local MSMEs to thrive (Daulay et al., 2023; Mangawing et al., 2023; Sudrajad et al., 2023). However, despite the apparent economic promise of the area, MSMEs in Jatiluwih Village have struggled to fully capitalize on the opportunities provided by tourism and agriculture. Many of these enterprises rely on outdated methods for financial management and product marketing, which hampers their ability to grow, compete, and contribute to the local economy effectively.

The primary challenges facing MSMEs in Jatiluwih Village can be categorized into two key areas, financial management and marketing practices. One of the most critical issues affecting MSMEs in Jatiluwih Village is the reliance on traditional, manual financial management systems. Many business owners keep financial records by hand or use basic tools such as notebooks to track income and expenses. This method not only increases the risk of errors but also limits the business's ability to gain accurate insights into their financial performance. Without a structured accounting system, MSME owners struggle to make informed decisions regarding investments, expenses, and resource allocation. Financial management is a fundamental aspect of any successful business, and the lack of proper bookkeeping and financial analysis tools severely limits the growth potential of these enterprises. Effective financial management is necessary for maintaining cash flow, evaluating profitability, and planning for future expansion.

The second major challenge is the limited adoption of digital marketing strategies. Many MSMEs in Jatiluwih Village still rely on traditional marketing methods, such as word-of-mouth promotion and participation in local exhibitions (Andiani et al., 2022; Safii & Sujadi, 2022; Sari & Kusumawati, 2022). While these methods may be effective on a small scale, they are insufficient for expanding market reach beyond the local community (E & Swarupa, 2022; Fahrial et al., 2022; Mumtaz & Karmilah, 2022). In the digital age, businesses must leverage online platforms to reach a broader audience, attract more customers, and increase sales. However, due to low digital literacy and limited access to technology, many MSME owners in Jatiluwih Village have yet to utilize digital platforms such as social media, e-commerce sites, or digital advertising. This lack of digital presence makes it difficult for these enterprises to tap into the growing number of tourists visiting the area and limits their ability to compete with other MSMEs or larger businesses that have already embraced digital marketing.

Improving financial management and adopting digital marketing strategies are two critical areas that can help MSMEs in Jatiluwih Village overcome these challenges and enhance their competitiveness. Both financial management and digital marketing play essential roles in ensuring the sustainability and growth of MSMEs, particularly in rural areas like Jatiluwih Village. Efficient financial management provides businesses with the tools they need to manage their resources effectively, monitor cash flow, and make data-driven decisions. By transitioning from manual record-keeping to digital financial systems, MSMEs can improve the accuracy and reliability of their financial records. This, in turn, enables better financial planning, resource allocation, and investment strategies. Digital financial tools such as accounting software, financial tracking apps, and automated



bookkeeping systems can significantly reduce the time and effort required for financial management while minimizing the risk of errors.

2. Methods

The community service program was implemented in a series of structured stages to ensure effective engagement with MSMEs (Micro, Small, and Medium Enterprises) in Jatiluwih Village, Tabanan, Bali. The program followed a Participatory Action Research (PAR) approach, which aimed to ensure that the activities were relevant, responsive, and effective in addressing the specific needs of the local MSMEs (Desak Ayu Sriary Bhegawati *et al.*, 2022). The PAR method emphasized collaboration between the service team and the community, creating a continuous cycle of action and reflection to address the challenges faced by the participants (Andre Adi Putra Pratama *et al.*, 2021; Dana & Artini, 2021; Utami & Basrowi, 2021). The initial step of the program involved establishing a strong relationship with the local MSMEs (Andiana *et al.*, 2021; Prabowo & Wiguna, 2021; Yunus *et al.*, 2021). This was achieved by organizing introductory meetings with business owners in the village. These meetings were essential in building trust and understanding about the program's objectives and potential benefits. Informal discussions were held during this phase to gauge the MSMEs' current challenges, particularly regarding their financial management practices and awareness of digital marketing strategies. The approach ensured that the program was tailored to meet the specific needs of the participants, allowing for more effective engagement in the subsequent stages of the project.

To facilitate smooth execution, formal coordination with local authorities was necessary (Arcana *et al.*, 2021; Meshko & Savinova, 2020; Puspitorini *et al.*, 2021). The project team sought permission and approval from the Head of Jatiluwih Village. This step was vital for securing community support and ensuring that the program was aligned with local governance policies. By gaining the backing of village authorities, the program was able to proceed with the confidence that it had the necessary support and endorsement to be effective.

Following this, the team conducted initial data collection to establish a baseline for the participating MSMEs (Hartono *et al.*, 2020; Rahmi & Setiawan, 2020; Winaya, 2020). This stage involved gathering comprehensive information about each MSME, including business size, current financial management practices, marketing strategies, and the primary challenges they faced in growing their business. This data was crucial for understanding the existing conditions of the enterprises and setting realistic goals for the program. Once the initial data was collected, the next phase focused on problem identification and analysis. The data collected was analyzed to pinpoint key issues, such as limited financial literacy, lack of access to digital marketing tools, and obstacles to business scalability. This in-depth analysis of the identified problems allowed the team to understand the root causes and devise targeted solutions. Understanding these challenges at their core was critical to formulating solutions that could be feasibly implemented by the MSMEs within the constraints of their resources.

Based on the problem analysis, temporary solutions were proposed to address the challenges. These solutions were practical and designed to be quickly implemented by the MSMEs with the tools and resources readily available to them. Following the development of these solutions, the team prepared a detailed program plan. The plan outlined the program's objectives, schedule, materials, and methods of delivery. It included timelines



for workshops, counseling sessions, and interactive competitions, ensuring that each phase of the program was carefully structured to engage the participants effectively.

The final and most crucial stage of the program was its implementation (Kurniawan, 2020; Prasetyo & Kistanti, 2020; Yuli Pratiwi, 2020). This phase involved a series of interactive workshops, training sessions, and hands-on activities designed to improve the knowledge and skills of the MSME participants. The training sessions focused primarily on financial management and digital marketing strategies. For financial management, MSME owners were trained in essential bookkeeping practices and how to utilize simple accounting tools. Digital marketing workshops taught participants how to promote their products through online platforms, providing practical demonstrations of content creation, video marketing, and social media management. The program also incorporated competitions to encourage active participation and make learning more engaging for the participants.

Through these carefully designed stages, the community service program was able to effectively address the needs of the MSMEs in Jatiluwih Village. The emphasis on improving financial management and adopting digital marketing strategies is expected to yield long-term, sustainable benefits not only for the MSMEs themselves but also for the broader community. By focusing on practical and relevant skills, the program has the potential to drive growth, foster innovation, and contribute to the overall economic development of Jatiluwih Village.

3. Results and Discussion

3.1. Counseling activities for mothers of MSME players

Counseling activities aimed at mothers of MSME players in Jatiluwih Village focused on managing finances and digitalizing the marketing of MSME products. The sessions were led by PMM 4 students from the Accounting Department, including Nicholas Bintang Satria Dewa, Marly Sarna, and Ika Suci Indriana, who provided guidance on proper bookkeeping and financial recordkeeping for MSME business operations. Ella Nur Lailiyah and Fadhil Ali Abdullah led the marketing sessions, explaining practical and accessible methods for online marketing, and elaborating on the benefits that digital marketing offers to MSMEs. The goal of these activities was to equip MSME actors with the knowledge and tools to improve operational efficiency and enhance their competitiveness in an increasingly challenging business environment.

Throughout the sessions, the MSME players in Jatiluwih Village demonstrated a remarkable level of engagement and interest in the materials presented by the community service team. Their active involvement in the sessions reflected their eagerness to absorb new knowledge, particularly in areas critical to their business development, such as financial management and digital marketing. This enthusiastic participation was fostered by the community service team's efforts to create an interactive and positive learning environment. To maintain the energy and ensure that participants remained focused and engaged, the sessions were not solely based on presentations or lectures. Instead, the team introduced a range of interactive elements, such as quizzes with prizes, which motivated participants to pay attention and actively participate. The quizzes helped reinforce key concepts from the training while also creating a fun and competitive atmosphere. Additionally, the inclusion of enthusiastic songs further lightened the mood, making the sessions enjoyable and breaking the monotony of more formal presentations.



This creative approach contributed to a learning environment where participants felt relaxed, motivated, and open to absorbing new information.

The MSME players' engagement is a strong indication of their desire to improve their business practices. Their attentiveness and willingness to participate in discussions, quizzes, and other activities suggest that they are highly motivated to adopt the financial management and digital marketing strategies introduced during the sessions. The positive and dynamic atmosphere helped reduce potential barriers to learning, such as discomfort or lack of confidence, particularly for participants who may not be accustomed to formal training environments. This level of engagement is encouraging, as it signals a readiness among the MSME players to implement the new skills and strategies in their own businesses. By actively participating in the sessions, they demonstrated not only interest but also a commitment to improving their operations. This is a critical factor for the success of the program, as the real impact will be seen in how effectively these MSME players apply the financial management tools and digital marketing techniques they have learned. Their enthusiasm bodes well for the long-term sustainability of their businesses, as it suggests they are prepared to take proactive steps towards modernizing their practices and expanding their market reach.



Figure 1 Providing material about counselling to MSMEs in Jatiluwiw Village

Figure 1 illustrates the active involvement of the mothers who are key players in MSMEs (Micro, Small, and Medium Enterprises) in Jatiluwiw Village during the extension activities organized by the independent campus program. This program is a part of the “Kampus Merdeka” initiative, which emphasizes real-world, community-based learning experiences for students. The extension activities were facilitated by a team consisting of coordinators, lecturers of the Nusantara module, and student exchange participants from Mahasaraswati University Denpasar. The presence of these women, who are central to the MSMEs, highlights their enthusiasm and commitment to improving their businesses through the knowledge and skills imparted during the program. The activities provided an



opportunity for the participants to receive hands-on training and guidance in areas such as financial management and digital marketing, which are crucial for the sustainability and growth of their businesses. The collaborative nature of the program, involving both students and lecturers, underscores the importance of knowledge-sharing between academic institutions and local communities. This interaction not only benefits the MSME participants by enhancing their business capabilities but also provides practical learning experiences for the students involved.

In essence, Figure 1 represents the synergy between academia and local entrepreneurs, particularly women, who play a vital role in the economic fabric of Jatiluwih Village. Their participation in the program is a step towards empowering these women with the tools needed to modernize their businesses and expand their market reach, ultimately contributing to the overall economic development of the village.

3.2. Training and Mentoring Activities

The training and mentoring sessions on financial management and digital marketing for MSME mothers in Jatiluwih Village aimed to provide practical skills and knowledge. The use of illustrated posters helped participants to absorb and retain the information effectively. These visual aids played a crucial role in simplifying complex topics, making the learning process more accessible and memorable for MSME players. The hands-on practice sessions were particularly well-received, as participants not only learned about the theoretical aspects of financial management and digital marketing but also applied them in real-time. MSME players were guided through the process of preparing financial statements and setting up online marketing campaigns on social media platforms, which they found highly beneficial.



Figure 2 Conducting training and mentoring on financial management and digital marketing for MSMEs in Jatiluwih Village



The practical nature of the activities helped to build confidence in applying these new skills in their everyday business operations. Additionally, these sessions provided an opportunity for MSME players to network and exchange experiences with other local entrepreneurs. This interaction can serve as the foundation for future collaborations and mutual support among local business owners, fostering a stronger entrepreneurial community within Jatiluwih Village. Figure 2 shows the implementation of training and mentoring activities on business financial management and marketing digitalisation for mothers of MSME players. The activity was lively with the enthusiasm of umkm actors to gain access to information and knowledge.

The training and mentoring activities had a demonstrable impact on MSME participants. The increased understanding of financial management and digital marketing will likely enhance their ability to manage and grow their businesses. Moreover, the activities provided the tools necessary for MSME players to expand their market reach through digital platforms, which could lead to increased sales and broader customer bases. This, in turn, is expected to improve the economic stability and growth of the MSMEs, contributing positively to the overall economy of Jatiluwih Village. The provision of rewards at the end of the sessions served as an additional motivational factor, encouraging participants to continue applying the new skills they had acquired. This form of appreciation reinforced the importance of continuous learning and business improvement. Despite the success of the activities, several challenges were encountered during implementation. Some participants faced difficulties in accessing the necessary digital tools or lacked the technical skills required to fully implement the online marketing strategies. Additionally, logistical constraints, such as the availability of consistent internet access, presented barriers to full adoption of digital marketing practices. These challenges highlight the need for ongoing support and follow-up training sessions to ensure the sustained impact of the program.

4. Conclusions

Based on the activities conducted at the Jatiluwih Village Retreat Camp, Tabanan, it can be concluded that the work programs carried out have been successful and effective. The financial report training and digital marketing outreach for MSME actors was well-executed, with participants gaining valuable new knowledge from the sessions. The service team employed a friendly and engaging approach, making it easier for MSME participants to absorb the information. The close relevance of the training materials to financial reporting and online marketing for their businesses sparked high enthusiasm among the participants, who were keen to apply what they learned. However, to ensure the sustainability of these improvements, it is crucial to provide regular and continuous monitoring of financial recordkeeping and digital marketing practices among the MSME actors in Jatiluwih Village, Tabanan Regency.

Increased knowledge in financial management and digital marketing—especially as strategies to prevent business bankruptcy requires ongoing support. In this regard, collaboration with local government bodies such as the Village Head and the Cooperative and MSME Office is essential. These stakeholders play a vital role in monitoring progress, providing additional training, and helping MSME actors adopt more consistent administrative practices and proactive marketing strategies to boost business growth. In conclusion, while the initial counselling and training activities have provided a strong



foundation for improving MSME operations, continuous assistance and government involvement are necessary to ensure long-term success. This integrated support system will help MSME players in Jatiluwih Village not only to maintain but also to enhance their business capabilities, contributing to the broader economic development of the region.

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