

"Enhancing MSME Competitiveness through Strengthening Financial Governance and Digital Marketing Strategies: A Case Study of BUMDES Serdang Wetan Tangerang"

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Abstract: This community service program aims to enhance the competitiveness of Micro, Small, and Medium Enterprises (MSMEs) through the strengthening of financial governance and the implementation of digital marketing strategies. The program was conducted with MSMEs under the management of BUMDES Serdang Wetan Tangerang, which faces challenges in financial management and marketing strategies. By improving financial governance, including budgeting, cash flow management, and financial reporting, MSMEs can ensure better financial sustainability and transparency. Additionally, the integration of digital marketing tools, such as social media platforms and e-commerce, enables businesses to expand their market reach and increase sales. This program involved training and workshops for the MSME owners and managers to enhance their understanding and practical skills in managing finances and marketing their products online. The results showed a significant increase in the participants' knowledge and skills regarding financial management and the use of digital tools in marketing. Participants expressed a high level of interest in applying the knowledge gained to improve their business operations. The program also produced a set of practical resources, including financial management templates and a digital marketing guide, to support the ongoing development of the MSMEs involved.

The program successfully contributed to the empowerment of MSMEs in BUMDES Serdang Wetan, with long-term benefits expected in improving their business performance and market competitiveness.

Keywords: MSMEs Empowerment, Financial Governance, Digital Marketing, Bumdes Serdang Wetan, Business Competitiveness

I. INTRODUCTION

Background

Micro, Small, and Medium Enterprises (MSMEs) have a very important role in the Indonesian economy, especially in creating jobs and supporting economic growth at the local level. MSMEs have a strategic role in driving economic growth, creating jobs, and reducing unemployment, especially in Indonesia as a developing country. With a significant contribution to the national gross domestic product (GDP), which is 61% or equivalent to IDR 9,580 trillion, MSMEs are the backbone of the Indonesian economy (Nurul Aftitah, et al., 2025). However, despite their large role, many MSMEs face various challenges in financial management and marketing. One of the main challenges faced by MSMEs is the limitation in good and professional financial management. According to Fadhia, N., & Ningsih, D. A. (2024), many MSME actors have not separated personal and company assets, and do not have clear bookkeeping, which has an impact on the inability to measure business performance accurately. In addition to financial management issues, marketing is also a major challenge for most MSMEs. Many MSMEs still rely on conventional marketing that is limited to the local environment or around the village where they are located. This limited marketing limits their market reach and ability to grow. Arumsari et al. (2024) in their research stated that the use of digital technology in marketing is still very minimal, so that wider market potential, including international markets, is difficult to reach. On the other hand, the development of digital technology provides great opportunities for MSMEs to expand their markets and increase their competitiveness through the use of social media and e-commerce platforms (Chasbiandani & Kunjono, R. M. A., 2024). Despite having very high economic potential and contribution, most MSMEs have many problems due to limited resources, such as limited accounting, managerial, financial, and human resources. The main weakness of MSMEs is

limited accounting, one of which is the ability to calculate the cost of production. If the cost of production is not set correctly, MSMEs can sell products at relatively high or relatively low prices on the market. This can reduce the profits of MSMEs or can cause losses. Determining the cost of production is one of the policies that must be implemented so that MSMEs get maximum profit (Eku et al., in Ramadhany, A. D. 2023). Determining the cost of production is also very important because it is the basis for determining product prices and functions in calculating profit and loss for a period (Horngren, 2018 in Ramadhany, A. D. 2023). So a business must calculate the cost of production accurately and precisely (Apriliani, 2018). In determining the cost of production, there are several methods that can be used, one of which is the full costing method. Horngren in Ramadhany, A. D. (2023) states that the full costing method is a cost calculation method that includes all production costs, such as raw material costs, direct labor, variable overhead costs and fixed overhead costs. BUMDes Serdang Wetan in Tangerang Regency is one example of an institution that plays a role in developing MSMEs in its area. This BUMDes has a fairly developed water tourism business unit with a Village Café managed by village youth. In addition, BUMDes Serdang Wetan also fosters around 50 MSME units in the Legok District area, with 25 of them actively operating. However, despite having great potential, MSMEs fostered by BUMDes Serdang Wetan still face serious problems in terms of financial management and marketing. The main problems in the financial sector include the unclear separation of company and personal assets, poorly structured bookkeeping, and lack of skills in using technology for digital-based bookkeeping. In the marketing sector, these MSME products are still limited to the public, and the marketing carried out has not utilized digital technology optimally. As an effort to overcome these problems, this community service aims to strengthen financial governance and digital marketing strategies for MSMEs fostered by BUMDes Serdang Wetan. This program is expected to provide practical and applicable training to improve MSME performance in these two aspects, which will ultimately increase their competitiveness in the wider market.

Objectives

This community service program aims to:

1. Improve the skills of MSME managers in better and digital-based financial management, so that they can do more transparent and efficient bookkeeping.
2. Assist MSMEs in designing and implementing effective digital marketing strategies, including the use of social media and e-commerce platforms, to expand their markets and increase their product sales.

II. PROBLEMS

The **headings** and **subheadings**, starting with "**1. Introduction**", appear in upper and lower case letters and should be **set in bold and aligned flush left**. All headings from the Introduction to Acknowledgements are numbered sequentially using 1, 2, 3, etc. Subheadings are numbered 1.1, 1.2, etc. If a subsection must be further divided, the numbers 1.1.1, 1.1.2, etc.

Problems Faced by Partners Partners in this service, namely MSMEs fostered by BUMDes Serdang Wetan, face several main problems related to financial management and marketing:

1. Financial Governance
 - a. Not separating company assets from personal assets: This hinders transparency in financial management and causes difficulties in evaluating business performance.
 - b. Unstructured bookkeeping: Without clear bookkeeping, it is difficult to measure business performance and manage cash flow properly.
 - c. Lack of skills in calculating Cost of Goods Sold (HPP): Many MSMEs do not understand how to calculate the correct HPP, so that selling prices are often determined by estimates or by imitating competitors without considering the cost structure. As a result, profit margins are not optimal, and even have the potential to result in losses.
2. Marketing
 - a. Products that are not yet widely known: MSMEs fostered by BUMDes Serdang Wetan do not yet have strong branding, so their products are not yet widely known in the wider market.
 - b. Minimal marketing efforts: Most of the marketing carried out is still limited to local areas, with little use of digital technology.
 - c. Limited marketing access: Many MSMEs have not utilized digital platforms, such as social media and e-commerce, which can expand their market reach. This community service program is designed to provide training and mentoring to MSMEs to overcome these problems and strengthen their position in the market.

III. IMPLEMENTATION AND METHOD

This community service was carried out by a team of lecturers and students from the Faculty of Economics and Business, Pancasila University as part of the Tri Dharma Perguruan Tinggi activities. The activity was carried out in Serdang Wetan Village, Legok District, Tangerang Regency, which is the operational location of BUMDes Serdang Tirta Kencana and its UMKM partners. The implementation of the activity was carried out directly (face-to-face) in March 2025, with a total of 20 participants who were classified as active in micro business activities and were directly assisted by BUMDes. The approach method used in this activity is a participatory method through socialization, training, and mentoring. This approach model was chosen to provide space for direct interaction and dialogue between the service team and participants, as well as to facilitate the process of transferring knowledge that is applicable and relevant to the needs of partners. The activity material covers two main topics, namely: (1) strengthening financial governance, with a focus on calculating the cost of production for products produced by UMKM fostered by BUMDes; and (2) digital marketing strategies that include product branding, use of social media, and utilization of local and national marketplaces. Before the core activities began, the service team conducted initial observations and discussions with BUMDes managers to identify the problems faced by the fostered MSMEs. It was found that the main weaknesses of MSMEs were in financial recording which was still conventional or even not done at all, as well as marketing strategies that had not utilized digital technology optimally. These findings became the basis for compiling training modules and service materials. The implementation of activities used presentation media and simulations based on case studies. In the financial training session, participants were taught how to prepare a simple cash flow report using the Google Sheet or Excel application, as well as how to distinguish between personal and business assets. Meanwhile, in the digital marketing training, participants were introduced to the concept of digital branding and were invited to create business accounts on social media, as well as upload product content as practice.

To measure the effectiveness of the community service activities, the implementing team used pretest and posttest instruments consisting of 10 multiple-choice questions. The questions were designed to explore participants' understanding of the fundamental aspects of financial governance—especially asset separation and calculation of Cost of Goods Sold (HPP)—as well as digital marketing strategies. The following is a list of questions used:

Table 1. List of Pretest and Posttest Questions

No	Question	Topic
1.	Why is it important to separate personal assets from business assets when running an MSME?	Financial Governance
2.	What are the risks if personal assets and business assets are not clearly separated?	Financial Governance
3.	What components are included in the calculation of Cost of Goods Sold (COGS)?	Financial Governance
4.	How to simply calculate COGS for one type of food product?	Financial Governance
5.	What is the impact of not calculating COGS accurately on determining the selling price of a product?	Financial Governance
6.	What is meant by branding in MSME digital marketing?	Digital Marketing
7.	What social media is the most effective to use to market MSME products today?	Digital Marketing
8.	What are the advantages of using a marketplace (such as Shopee, Tokopedia) to sell products?	Digital Marketing
9.	Why is product visualization important in digital marketing?	Digital Marketing
10.	What is meant by market segmentation in digital marketing strategy?	Digital Marketing

The pretest results showed that the average participant score was 47.5, with a score range of 30 to 60. This score indicates that most participants do not yet understand the basic concepts of financial recording or digital marketing strategies that are relevant to developing their businesses. After the training and mentoring sessions were conducted, a posttest was conducted using questions that were substantively equivalent. The posttest results showed a significant increase, with the average participant score increasing to 81, and the highest score reaching 100. All participants experienced an increase in scores, both individually and in groups. This increase indicates that the material presented during the training session was well understood by the participants, and the delivery method through case studies and direct practice proved effective. This increase indicates that the training method used—a combination of visual materials, discussions, and simple practices through case studies—successfully increased participants' understanding. Education based on the practical needs of MSMEs can significantly improve financial literacy and digital strategies in a

short time Arjang, A., Junaidi, A., & Choerudin, A. (2024). This activity proves that In addition, SMEs can be more active in utilizing this positive image to design more effective marketing strategies, including using sustainability narratives as added value in promoting their products. This approach is very relevant, especially in the digital era where sustainability is attractive to the younger generation, who have a major influence on modern consumption trends Pusanantasari Putri, E., & Purnama, J. (2025).

IV. RESULT AND DISCUSSION

The implementation of community service focused on strengthening financial governance and digital marketing for MSMEs fostered by BUMDes Serdang Wetan Tangerang has shown significant results in increasing the capacity and business performance of MSME actors. Although similar community service has been carried out by various other universities, this activity has a unique impact and is relevant to the specific needs of MSMEs in the region. The results of the training on the separation of business assets and calculating HPP provide a deeper understanding of the importance of good financial management. Meanwhile, digital marketing training makes an important contribution to expanding the reach of the MSME product market, which has so far been limited to the local market in the surrounding villages. Overall, this community service has had a broad impact not only on increasing the competitiveness of MSMEs and the sustainability of BUMDes, but also on awareness of the importance of environmentally friendly practices and sustainable resource management. Although there has been similar research or community service conducted by other universities, this activity shows that a more contextual and adaptive approach to local conditions can produce a more tangible impact. Through these results and discussions, it is hoped that a more comprehensive understanding can be obtained about the effectiveness of community service programs and their contribution to the development of MSMEs and BUMDes at the local level.

1. **Impact of Community Service for MSMEs** This community service has a significant impact on MSMEs involved in this activity, especially in terms of increasing capacity in financial management and product marketing. Some of the impacts recorded include:
 - a. **Increased Understanding of Financial Governance** With training on separating business assets and digital-based financial records, MSMEs are able to more clearly separate personal and business assets. This is important to prevent confusion in management and to facilitate evaluation of business performance.
 - b. **Improvement of the Bookkeeping System and Calculation of Cost of Goods Sold (HPP)** MSMEs are now more skilled in using Excel-based bookkeeping tools to calculate Cost of Goods Sold (HPP), which allows them to determine more realistic and profitable selling prices. Good record keeping also allows business owners to see more accurate profits and plan business development better.
 - c. **Improved Digital Marketing Strategy** This community service also has an impact on MSMEs' understanding of digital marketing. They better understand the importance of branding, utilizing social media, and using e-commerce platforms to reach a wider market. More effective product marketing can help increase sales and boost the competitiveness of MSMEs, especially in the current digital era.
 - d. **Technology Skills Enhancement** MSMEs receive hands-on training in using various digital platforms, which reduces their reliance on traditional marketing methods and improves their operational efficiency.
2. **Impact of Community Service to BUMDes**
BUMDes (Village-Owned Enterprises) also felt the positive impact of this service, especially in increasing business management capacity and increasing community empowerment. Some of the impacts recorded include:
 - a. **Increasing the Capacity of BUMDes Managers in Supporting MSMEs**
This service helps BUMDes in increasing their ability to provide more effective assistance to the MSMEs they foster. By providing better knowledge and skills in financial management and digital marketing, BUMDes can be more optimal in supporting the development of MSMEs.
 - b. **Increasing Understanding of the Role of BUMDes in Village Economic Empowerment**
This activity also strengthens the role of BUMDes as a driver of the village economy. BUMDes managers can implement more empowerment programs that are in accordance with local needs and empower the community, which will ultimately improve the welfare of village residents.
 - c. **More Transparent and Professional Financial Management**

With the adoption of technology in financial management and digital marketing, BUMDes becomes more professional in running a business. This has the potential to increase financial transparency which in turn can strengthen the credibility of BUMDes in the eyes of the community and stakeholders.

d. Increasing Competitiveness and Sustainability of BUMDes Businesses

Business development with a more technology-based approach and more efficient financial management allows BUMDes to develop more sustainably. In addition, the sustainability of this business can have a long-term impact on the village economy through job creation and increasing village income.

V. CONCLUSION

The training carried out in this community service has a positive impact on MSMEs fostered by BUMDes Serdang Wetan Tangerang, especially in improving their abilities in financial management and marketing. Understanding the separation of business and personal assets is an important first step for MSMEs to create more transparent and effective financial management. Learning about calculating Cost of Goods Sold provides new skills for MSMEs to determine competitive and profitable selling prices, so that their businesses can grow sustainably. Finally, Digital Marketing Training, which is one of the main focuses of this activity, has a significant impact on expanding the market and increasing the competitiveness of MSME products. By understanding the importance of marketing through digital platforms such as social media and e-commerce, MSMEs can now utilize technology to reach wider consumers, increase brand awareness, and accelerate the marketing process of their products. Overall, this training has succeeded in providing a deeper understanding to MSMEs, which in turn can increase the competitiveness and sustainability of their businesses in an increasingly competitive market. Although this training has provided positive results, more sustainable follow-up is still needed to ensure that MSMEs can continue to implement the knowledge gained effectively. Therefore, it is recommended to conduct regular follow-up training sessions, focusing on more in-depth topics such as financial statement analysis and more advanced digital marketing strategies. In addition, further assistance to MSMEs in implementing digital-based bookkeeping and periodic evaluations will help identify the challenges faced and provide appropriate solutions. With capacity building and continuous assistance, it is hoped that MSMEs fostered by BUMDes Serdang Wetan can develop independently and be better prepared to compete in an increasingly digital global market.

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