

DIGITAL-BASED BUMDES MANAGEMENT TRAINING IN TOURISM VILLAGE DEVELOPMENT IN LABUHAN MARINGGAI DISTRICT, EAST LAMPUNG REGENCY

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ABSTRACT: The development of village tourism based on Village-Owned Enterprises (BUMDes) requires managers to be able to utilize digital technology as a means of promotion, information management, and increasing the competitiveness of village businesses. However, limited digital literacy of BUMDes managers remains a major problem in many tourist villages, including in Labuhan Maringgai District, East Lampung Regency. This condition results in weak promotion, limited market reach, and less than optimal management of village tourism potential. Therefore, digital-based BUMDes manager training is a strategic need to support the development of sustainable tourist villages. This study aims to analyze the implementation, effectiveness, and impact of digital-based BUMDes manager training in the development of tourist villages in Labuhan Maringgai District, East Lampung Regency. The research method used is a qualitative approach with a case study type. Data were obtained from 22 informants through purposive sampling technique, with data collection techniques in the form of observation, in-depth interviews, and documentation. Data analysis was carried out through the stages of data reduction, data presentation, and drawing conclusions and verification, while the validity of the data was tested through triangulation of sources and methods. The results of the study indicate that digital-based training was implemented in a planned and systematic manner, encompassing needs identification, program development, training implementation, and evaluation. The training proved effective in improving the digital literacy and skills of BUMDes managers, particularly in social media management, promotional content production, and digital marketing strategy implementation. The training's impact was seen in increased tourist visits, increased revenue for BUMDes and local businesses, expanded promotional reach, and changes in the work patterns of tourism village managers, making them more professional and structured. The novelty of this study lies in the digital-based BUMDes manager training model that is integrated with coastal tourism village development and oriented towards community empowerment.

Keywords: Tourism Village, Digital Training, BUMDes, Community Empowerment.

INTRODUCTION

In the current digital era, advances in information and communication technology have brought major changes to various aspects of life, including village development. Digital transformation enables villages to manage resources more efficiently, improve access to public services, and accelerate local economic growth. According to Castells, digitalization has created a network society where access to information and technology is a major factor in regional development [4]. The government also encourages the implementation of digital technology in various village sectors, including village government administration, local product marketing, and village business management. According to Zaini, in regional and city development, villages that implement digital technology in their management tend to have better economic growth than villages that still rely on conventional methods [18].

Villages possess not only the potential of their population but also of their natural resources, which are highly beneficial for development. Villages are strategically located as pillars of national development [14]. One of the strategic potentials possessed by villages is the development of tourism villages. In general, tourism villages are rural areas that offer the entire atmosphere of village life and authenticity, both from a social, economic, cultural, and environmental perspective, which can become tourist attractions. Tourism villages provide opportunities for tourists to interact directly with the community and participate in the social, cultural, and economic activities of the village [13].

Thus, tourism villages have great potential as one of the pillars of sustainable village economic development if managed well and actively involving all elements of society.

One source of funding that can be optimally utilized is through village funds allocated by the central government to villages. Village funds provided by the government are also stated in Law Number 6 of 2014, which explains that villages will receive funding of 10% of the State Budget.16 The government has made various efforts by providing funds for village development programs, one of which can be used to establish Village-Owned Enterprises (BUMDes).

Although BUMDes are expected to be the driving force of the village economy, in practice, various obstacles still hamper their effectiveness in community development. One of the main problems is the lack of training for BUMDes managers, which results in low managerial capacity, innovation, and technology utilization in running village businesses. As a result, many BUMDes experience stagnation or even bankruptcy due to unpreparedness to face market challenges [15]. Furthermore, the growing digitalization also poses a challenge for BUMDes that lack adequate infrastructure and human resources to adopt technology.

Lampung Province has significant potential for developing tourist villages, given its rich natural resources, culture, and local wisdom. Labuhan Maringgai District, East Lampung Regency, is known for its promising tourism potential, promising for boosting the village economy and empowering communities. Labuhan Maringgai District boasts diverse tourism potential, ranging from beach tourism and natural bathing to educational mangrove forest tourism. This potential should be a key driver in boosting the village economy if properly managed.

In Labuhan Maringgai District, East Lampung Regency, the main challenge facing tourism village development is the lack of training and mentoring related to digitalization,

resulting in low readiness of Village-Owned Enterprises (BUMDes) managers to utilize technology to improve the competitiveness of tourism villages. Without adequate training, BUMDes, as the primary managers, will struggle to develop tourist attractions to compete in the digital era and attract more tourists. Many BUMDes managers still use conventional methods in administration, promotion, and tourism services, making it difficult to increase competitiveness and expand the market.

From an Islamic community development perspective, digital-based training also has broad implications for strengthening the principles of community-based economic empowerment and social justice. Islam emphasizes the importance of enhancing individual and collective capacity in achieving shared prosperity (maslahah). According to M. Umer Chapra, economic prosperity in Islam must be based on justice, equitable distribution, and strengthening the role of communities in economic [7]. This also aligns with the Islamic concept of *ta'awun* (mutual assistance), where strengthening a community-based economy will help reduce inequality and improve social welfare. With systematic training, Village-Owned Enterprises (BUMDes) managers can understand digital marketing strategies, optimize social media and online platforms, and improve the efficiency of technology-based financial management.

Conceptually, this research is based on the theory of community empowerment that places the community as the main actor in village development. Robert Chambers emphasized that village community empowerment can only be realized if the development process starts from active community participation, strengthening local capacity, and recognizing the experience and knowledge of the community itself [6]. Meanwhile, the digitalization process in village community empowerment is explained through the innovation diffusion theory proposed by Everett M. Rogers, who views technology as a social innovation whose level of acceptance is greatly influenced by the social characteristics of the community [16]. Therefore, digital-based training has a strategic role in accelerating the process of adoption of these innovations, so that digital technology can truly function as a tool for village community empowerment in developing tourist villages in an inclusive and sustainable manner.

Methodology

This research uses a qualitative approach with a case study type that aims to gain an in-depth and contextual understanding of the dynamics of management and practices of community economic empowerment through Village-Owned Enterprises (BUMDes) [20][21]. The research data are sourced from primary and secondary data, where primary data were obtained from 22 informants who were selected purposively based on their level of involvement, experience, and capacity in the management and utilization of BUMDes, while secondary data were collected from training documents, BUMDes activity and financial reports, village archives, and relevant regulations. Data collection techniques were carried out through field observations, in-depth interviews, and documentation to capture the empirical reality and social context surrounding the research object [20]. Data analysis was carried out interactively and

continuously through the stages of data reduction, data presentation, and drawing conclusions and verification as stated by Miles, Huberman, and Saldana [21]. Data validity was guaranteed through the application of source and method triangulation, extended researcher involvement in the field, and member checks to maintain the validity and credibility of the research findings [22]. This research was conducted in Labuhan Maringgai District, East Lampung Regency, specifically in Karya Makmur Village, Maringgai Village, and Muara Gading Mas Village, which were selected based on academic considerations in the form of diverse socio-economic characteristics of the community and variations in BUMDes management models and performance that were relevant to the research focus.

Finding and Discussion

Analysis of the Implementation of Digital-Based Training in the Development of Tourism Villages in Labuhan Maringgai District, East Lampung Regency

The implementation of digital-based training in the development of tourist villages in Labuhan Maringgai District, East Lampung Regency, is part of the effort to empower village communities in responding to increasingly digitalized social and economic changes. Digital training is understood as a process of strengthening the capacity of BUMDes managers so that they are able to manage and utilize technology independently in developing the potential of tourist villages. In line with Robert Chambers' view, community empowerment requires a process of strengthening local capabilities so that communities have control over the resources and decisions that affect their lives [5].

In its implementation, digital-based training is carried out through four important stages, namely: (1) identification of training needs, (2) preparation of digital training programs, (3) implementation of training activities and (4) evaluation and feedback.

a. Identification of Training Needs

From the perspective of community empowerment, the process of identifying needs places the community as the main subject of development by making existing conditions, potentials and limitations the starting point for intervention.

1) Setting Training Objectives

The goal setting of digital-based training in the development of tourism villages in Labuhan Maringgai District reflects a community empowerment approach oriented towards strengthening social capacity and the active role of village communities. From a people-centered development perspective, training objectives serve as markers of the direction of change mutually agreed upon by the community, so that training is not positioned as a mere transfer of skills, but rather as a social learning process that strengthens the community's position as subjects of development. [5]. In the context of Islamic Community Development, the establishment of these training objectives aligns with the principle of empowering individuals as agents of social change. Qaradawi emphasized that empowerment in Islam aims to develop individuals

with awareness, responsibility, and the ability to play an active role in their social lives, not merely improving material aspects [2]. Establishing training objectives oriented toward strengthening the capacity of BUMDes managers can also be interpreted as a form of social planning that is future-oriented, as taught in the Qur'an. Allah SWT says:

يَأَيُّهَا الَّذِينَ آمَنُوا اتَّقُوا اللَّهَ وَلْتُنْتَهُرْ نَفْسٌ مَا قَدَّمْتُ لِغَدٍ وَاتَّقُوا اللَّهَ مُنَى اللَّهُ خَيْرٌ يُمَّا تَعْمَلُونَ

Meaning: "O you who believe, fear Allah and let everyone pay attention to what he has done for tomorrow (the afterlife). Fear Allah. Indeed, Allah is Careful in what you do." (QS. Al-Hasyr (59): 18).

In Tafsir al-Misbah, Quraish Shihab explains that the command to pay attention to tomorrow is not only related to the orientation of the afterlife, but also contains a message for humans to plan the steps of worldly life consciously, measured, and responsibly [17]. In this context, the determination of digital training objectives that are formulated clearly and directed shows a collective awareness to prepare BUMDes managers to face changes in the tourism and digital communication ecosystem.

The strengthening of training objectives around digital branding demonstrates an awareness of the importance of identity and value consistency in developing tourism villages. Branding, in this context, is not understood solely as a commercial strategy, but rather as a process of packaging the social, cultural, and religious values of village communities to ensure their preservation amidst the digital age. Thus, the establishment of digital-based training objectives demonstrates an empowerment orientation that emphasizes strengthening social capacity and the active role of village-owned enterprise (BUMDes) managers in developing tourism villages.

2) *Initial Digital Capabilities Analysis of Village-Owned Enterprise Managers*

Analyzing the initial digital capabilities of village-owned enterprise (BUMDes) managers is a strategic step in community empowerment, as digital literacy is the foundation for maximizing the potential of tourism villages in a participatory and sustainable manner. BUMDes managers have varying levels of digital literacy, ranging from a basic understanding of digital tools to limited ability to produce promotional content. This underscores the need for initial digital capability analysis as a basis for developing training materials that are contextual, participatory, and aligned with Islamic community empowerment values.

a) *Ability to use basic digital devices (smartphone and laptop)*

The ability to use basic digital devices is an initial dimension that determines the success of digital-based training for BUMDes managers in developing tourism villages. The perspective of Islamic community empowerment places

individual capacity building as part of the process of taqwyiyah al-qudrat al-insaniyyah (strengthening human capabilities), which aims to encourage independence, collective responsibility, and social welfare. [2].

The ability to use basic digital devices (smartphones and laptops) among BUMDes managers in Labuhan Maringgai District is still in its early stages and has not developed evenly. This condition indicates that the process of empowering Islamic communities in the context of digitalizing tourist villages still requires strengthening aspects of individual capacity building (taqwyiyah al-qudrat al-insaniyyah) so that BUMDes managers can play a role as independent, productive, and responsible subjects in developing village tourism potential based on values of welfare.

b) Ability to operate social media applications

Kaplan and Haenlein, who emphasized that social media functions effectively as a marketing tool when used consistently, directed, and based on organizational goals. The failure to achieve these conditions indicates the need for systematic strengthening of managers' digital capacity. Kaplan [11]. Thus, it can be seen that the ability of BUMDes managers in operating social media applications is still at a basic level, indicating that digital-based empowerment in developing tourism villages in Labuhan Maringgai District is not optimal. This condition emphasizes the urgency of digital-based training aimed at increasing technical capacity while strengthening managers' strategic awareness, so that social media can function as a primary instrument for village economic empowerment and sustainable tourism village development.

c) Ability to create and upload content

The ability to create and upload content for BUMDes training participants is a crucial indicator in assessing the success of digital-based empowerment in tourism village development. Training should focus on strengthening simple, applicable photo and video content production skills, along with a well-planned upload strategy. This capacity building is a prerequisite for digitalization to truly function as a means of empowering village communities in managing tourism villages in Labuhan Maringgai District, East Lampung Regency.

d) Understanding of branding and digital promotions

Participants' understanding of branding and digital promotion within the Village-Owned Enterprise (BUMDes) training program is a crucial indicator for assessing the success of digital-based empowerment in tourism village development. Research findings emphasize that training should focus on strengthening a simple,

contextual, and applicable understanding of branding, encompassing the development of a tourism village identity, consistent promotional messages, and the ability to interpret and adapt digital trends to local characteristics. This capacity building is essential for digital promotion of tourism villages in Labuhan Maringgai District to build a strong, authentic, and sustainable image.

e) Discipline in managing tourism information accounts

Discipline in managing tourism information accounts is a crucial indicator in assessing the success of digital-based training for participants. Research findings emphasize that training should be directed not only at improving technical skills but also at developing consistent and responsible digital habits. Strengthening digital discipline is a prerequisite for sustainable tourism information management in Labuhan Maringgai District and truly supporting the empowerment of tourism village communities.

Overall, the initial digital skills of BUMDes managers in Labuhan Maringgai District are still at a basic level and uneven. Although managers generally have digital devices and social media accounts, they are not utilizing them optimally for village tourism promotion. Limitations are evident in the use of basic digital devices, social media management, content creation and uploading, understanding of digital branding, and discipline in managing tourism information accounts. This situation emphasizes the urgent need for digital-based training to strengthen initial capacity, so that BUMDes managers are adequately prepared to develop village tourism sustainably.

b. Digital Training Program Development

Developing a digital training program is a crucial step in developing the capacity of BUMDes managers, as it determines the direction, structure, and quality of the training process. Therefore, the program was designed contextually, adapting the materials, methods, and evaluation instruments to the actual needs of BUMDes managers in three tourist villages in Labuhan Maringgai District.

1) Preparation of Training Schedule

The flexible and contextual approach to scheduling reflects participatory principles, where participant readiness and comfort are paramount. Thus, scheduling is not merely an administrative matter, but a crucial foundation for successful training and strengthening the digital capacity of BUMDes managers.

2) Preparation of Training Materials

The material is structured in stages, starting from basic digital concepts to advanced practices, such as photo and video content creation, social media management, and digital branding strategies. The

development of training materials also needs to consider the context of community empowerment based on Islamic values. This approach aligns with Kolb's experiential learning theory, where direct practice strengthens the understanding and skills acquired. [12]. Thus, the development of digital training materials not only focuses on knowledge transfer, but also on developing practical competencies, increasing self-confidence, and preparing BUMDes managers to carry out tourism village promotions professionally and sustainably.

3) Training Methods

Training methods are a crucial aspect of the success of a digital capacity building program for village communities. Selecting the right method not only ensures participants understand the material theoretically but also are able to apply it directly in digital-based village management.

- Interactive Lecture means that with the interactive lecture method, participants are encouraged to think actively and prepare to follow the next practical stage.
- Demonstration, namely in the context of this digital training, demonstrations become a bridge between initial theoretical understanding and participants' independent practice.
- Direct Practice aims to build participants' confidence in using digital technology and provide real-life experiences relevant to managing tourist villages.
- Mentoring helps participants who are new to digital technology to learn with confidence and responsibility in managing tourist villages sustainably, in accordance with the principles of mas'uliyyah ijtimaiyyah in Islam.

In the context of empowering Islamic communities, this training method approach is relevant because it emphasizes the mas'uliyyah ijtimaiyyah of individual social responsibility towards the success and benefit of the community. [2]. With a combination of these four methods, digital training in Labuhan Maringgai District is designed so that participants gain conceptual understanding, technical skills, self-confidence, and social responsibility in an integrated manner.

4) **Determination of Speakers and Participants**

Training participants are selected from individuals actively involved in village and village-owned enterprise (BUMDes) management and who have the potential to contribute to digital village development. Therefore, the selection of presenters and participants for the digital training is strategic and contextual. Selecting competent presenters with an understanding of Islamic values, along with participants directly involved in village and village-owned enterprise (BUMDes) management, is a key factor in ensuring the training's effectiveness and strengthening the empowerment of Muslim

communities through digital-based village tourism management practices.

5) Suggestion and Infrastructure Settings

The arrangement of facilities and infrastructure for digital training has been carefully planned and contextualized. The availability of complete facilities, spatial arrangements that support interaction, and anticipation of participant limitations are crucial factors in creating effective, participatory training that aligns with the principles of Islamic community empowerment.

6) Preparation of feedback and evaluation

Preparing feedback and evaluations for digital training is not merely a formality, but an integral quality control tool. Systematically designed evaluations help program managers understand the extent to which participants are able to apply the material, identify additional needs, and enhance the capacity of village communities, while simultaneously instilling social awareness and Islamic values in tourism village management practices.

c. Implementation of Training Activities

Digital training is understood not merely as a transfer of technical skills, but as a strategic instrument for community empowerment aimed at strengthening the capacity of village-owned enterprise (BUMDes) managers to manage, promote, and develop the potential of tourism villages independently and sustainably. Robert Chambers emphasized that community empowerment must be oriented toward increasing local capacity through a participatory, contextual learning process centered on the community's real needs. This ensures that communities are not merely recipients of programs but key actors with control over the development process and outcomes.

Overall, the interactive lecture method in digital-based training for BUMDes managers in Labuhan Maringgai sub-district serves as an initial foundation for empowerment that emphasizes building awareness, aligning perceptions, and expanding participants' cognitive capabilities regarding the digitalization of tourism villages. Islam views this method as being in line with the principles of *ta'lim* and *tazkiyah* in building communication ethics, honesty of information, and orientation towards the welfare of digital practices. However, interactive lectures have limitations in the level of internalization of skills and sustainability of impact, so their role is more appropriately positioned as an initial stage in the digital empowerment chain that must be continued with applied learning methods and institutional strengthening so that digitalization truly contributes to the sustainable development of tourism villages.

Overall, the digital training for BUMDes managers in Labuhan Maringgai District reflects a comprehensive community empowerment approach, integrating lectures, application demonstrations, hands-on practice, and personal mentoring. Lectures provide a conceptual

foundation for the importance of digital content and promotional strategies, while demonstrations using applications such as CapCut, Canva, WhatsApp Business, and Google Maps emphasize hands-on learning (learning by doing), enabling participants to understand technical steps visually and practically. The hands-on practice phase, using smartphones and laptops, serves as the core of skills internalization, building participants' technical capacity, creativity, collaboration, and confidence, while also closing the digital literacy gap.

d. Evaluation and Feedback

The evaluation and feedback stage marks the completion of a digital training series and plays a strategic role in ensuring the effectiveness of the learning process. Evaluation and feedback serve as a reflection for training providers to improve the quality of methods, materials, and approaches, so that future programs can be more responsive to participant needs.

1) Direct Observation of Participant Activities

Direct observation of participants' activities in digital training should not be viewed as merely a passive evaluation method, but as an active, reflective, and contextual empowerment tool. This approach combines technical, social, and ethical dimensions within both the general and Islamic community empowerment frameworks, ensuring that digital training not only enhances technical skills but also strengthens participants' individual and collective capacity to meaningfully participate in technology-based tourism village development.

2) Content Practice Results (Photo/Video)

The results of the photo and video content practice serve not only as a tool for evaluating technical skills but also as an indicator of the success of the digital empowerment process. This practice demonstrates the extent to which the training has enabled participants to become active, productive, creative, and contributing subjects to the development of tourism villages. Within the framework of Islamic community empowerment and village digitalization, visual content practice serves as a crucial bridge between enhancing individual capacity and strengthening a collective economy based on values, independence, and sustainability.

3) Use of Social Media Accounts Created During Training

The use of social media accounts created during the training demonstrates that digital training has resulted in the concrete implementation of participants' skills in managing village tourism promotions. However, the varying consistency and depth of account utilization confirms that digital empowerment is a gradual process that requires ongoing capacity building. In the context of empowering Muslim communities, social media can be a strategic tool for strengthening values-based village economies, as long as it is managed collectively, ethically, and oriented toward the

common good. Therefore, continued mentoring is key to ensuring that social media truly functions as an empowerment tool, not simply a temporary training product.

From a community empowerment perspective, evaluation serves to ensure the principles of inclusivity and equitable learning outcomes. Meanwhile, in the context of Islamic community empowerment, evaluation reflects the values of *taqwiyah al-qudrat* and *taysir*, namely the gradual strengthening of abilities and facilitating the learning process so that it can be put into practice. Thus, evaluation is not only the final stage of program assessment but also serves as a basis for continuous improvement that directs digital training towards strengthening individual independence, the institutional capacity of BUMDes, and the sustainability of digital technology-based tourism village promotion management.

Analysis of the Effectiveness of Digital-Based Training in Tourism Village Management by BUMDes Managers in Labuhan Maringgai District

The effectiveness of digital-based training from a community empowerment perspective is not solely measured by the delivery of material or the increase in participants' knowledge, but rather by the extent to which the training is able to encourage changes in the capacity, behavior, and independence of the target community in managing their potential. Effective training must make the community an active subject of learning, so that the skills acquired can be implemented in real terms to improve local socio-economic conditions, as Ife emphasized, that the success of empowerment is determined by the program's ability to strengthen individual and institutional capacity so that they can act independently and sustainably. [9].

a. Improving the Digital Literacy Skills of BUMDes Managers

In the context of empowering Muslim communities, increasing digital literacy aligns with the concept of *tamkin*, which emphasizes strengthening the community's ability to manage resources productively and with dignity. Therefore, improving the digital literacy skills of Village-Owned Enterprises (BUMDes) managers through digital-based training demonstrates the process of empowering Muslim communities, emphasizing strengthening the capacity, confidence, and independence of village managers. Digital literacy not only improves technical skills but also fosters new mindsets in utilizing technology as a strategic tool for managing and promoting tourist villages. Although the level of mastery of participants varies, the training has become an important foundation for the transformation of BUMDes toward adaptive, participatory, and community-oriented tourism village governance.

b. Social Media Management for Tourism Villages

From the perspective of empowerment theory, Kabeer explains that empowerment occurs when individuals or groups gain the ability to make strategic choices and implement them in social practices [10]. Social media becomes a space for the actualization of agency, where

managers determine the type of content, frequency of uploads, and how to interact with audiences independently and sustainably.

The digital-based training for managing social media in tourist villages demonstrates the strengthening of the capacity of village-owned enterprise (BUMDes) managers as actors in empowering local communities. Social media is utilized not only as a promotional tool but also as a strategic platform for building the identity of tourist villages, expanding the reach of information, and strengthening interactions with tourists. While levels of proficiency vary, the training has laid a crucial foundation for more consistent, participatory, and sustainable social media management in tourist villages.

c. Digital Content Production Skills (photo and video)

Zimmerman, views community empowerment as a process that allows individuals and groups to gain control, competence, and critical awareness in managing their social and economic lives[19]. In this context, the ability to produce digital content functions as a form of competency improvement that allows BUMDes managers to no longer rely on external parties in promoting tourist villages, but rather to be able to manage the representation and narrative of their villages independently through digital media.

Thus, the ability to produce digital photo and video content is an integral part of the community empowerment process in managing tourism villages. Digital-based training serves as an instrument to strengthen community capacity, independence, and participation in utilizing technology for the benefit of the local economy. From the perspective of Islamic community empowerment, this ability aligns with the principles of *tamkin* and *maslahah*, which emphasize strengthening the potential of the community independently and sustainably. Therefore, improving digital content production capabilities not only has implications for the quality of tourism village promotion but also contributes to the formation of an empowered, independent, and adaptive community to the development of digital technology.

d. Implementation of Digital Marketing Strategy

The implementation of digital marketing strategies demonstrates the effectiveness of digital-based training in developing tourism villages in Labuhan Maringgai District. The training has proven effective in encouraging village-owned enterprise (BUMDes) managers to shift from sporadic promotions to more planned, communicative, and interactive digital marketing practices. From the perspective of community empowerment and Islamic empowerment, this capability reflects the strengthening of community capacity, independence, and control over the local economic promotion process. Although its implementation has not been fully optimized, digital training has become an effective strategic foundation and requires ongoing support to ensure the consistent and effective implementation of digital marketing strategies for the sustainability of tourism villages.

e. Consistency of Village Tourism Information Account Management After Training

The consistency of village tourism information account management after training is an important indicator of the effectiveness of digital-based training in developing tourism villages in Labuhan Maringgai District. The training has proven effective in building awareness, capacity, and responsibility of managers in maintaining the sustainability of digital promotion, although the level of consistency varies. From the perspective of community empowerment and Islamic community empowerment, this consistency reflects the process of strengthening independence, trustworthiness, and the sustainability of village economic benefits. Thus, the digital training has provided an effective foundation, but continues to require ongoing support to ensure the consistency of village tourism information account management is stable and sustainable.

Analysis of the Impact of Digital-Based Training on the Development of Tourism Villages in Labuhan Maringgai District

The impact of digital-based training on the development of tourist villages in Labuhan Maringgai District needs to be understood as a process of change that is not only technical, but also structural and sustainable. Digital-based training for BUMDes managers does not stop at mastering media and technology, but has implications for how tourist villages are promoted, managed, and developed more adaptively to the needs of the tourism market. Therefore, the impact of this training is aimed at observing the extent to which the digital skills acquired by participants contribute to the real development of tourist villages, both in terms of increasing tourism activities, strengthening the destination's image, and changing the work patterns of managers towards more professional and structured management, as reflected in field findings in Labuhan Maringgai District.

a. Increase in the Number of Tourist Visits

The increase in tourist visits in this study indicates that digital-based training has had an initial positive impact on the development of tourist villages. However, this impact has not been uniform and sustained. The research findings show a trend of increasing visits in certain villages, while others continue to experience fluctuations. This situation emphasizes that the effectiveness of digital training cannot be understood linearly but is heavily influenced by the community's capacity to internalize and consistently apply digital knowledge.

Thus, digital-based training in Labuhan Maringgai District has had a positive impact on increasing tourist visits. However, this impact is still gradual, uneven, and influenced by the empowerment capacity of village communities. These findings indicate that digital training serves as an initial foundation for developing tourist villages, but a steady increase in visits requires further capacity building, internalization of the value of independence, and ongoing mentoring to ensure community empowerment truly produces sustainable economic impacts.

b. Increasing the Income of Village-Owned Enterprises and Tourism Business Actors

Increasing the income of village-owned enterprises (BUMDes) and tourism businesses is one of the important impacts of digital-based training in developing tourism villages in Labuhan Maringgai District. When digital training can drive increased tourism transactions and local economic activity, it has a structural impact on strengthening the village economy. In the context of Islamic community empowerment, the increased income generated through digital training also reflects the principle of *al-tamkīn al-iqtisādī* (strengthening the economy of the people). Islam views economic activity as part of efforts to maintain the sustainability of life (*hifz al-māl*) and improve shared prosperity.

Digital media-based tourism promotion enables local products and services such as tour tickets, culinary delights, crafts, and supporting services to reach a wider audience without the constraints of space and time. Therefore, digital-based training has had a positive impact on increasing the income of Village-Owned Enterprises (BUMDes) and tourism businesses in Labuhan Maringgai District by expanding market access, increasing tourism transactions, and strengthening the local economy. However, this impact is still gradual and not yet fully stable, requiring further capacity building to ensure the economic empowerment process of tourism villages can proceed sustainably and in accordance with the principles of community empowerment, both from a general and Islamic perspective.

c. Increasing Digital Promotion Reach

The increased reach of digital promotions is one of the significant impacts of digital-based training on the development of tourism villages in Labuhan Maringgai District. Research findings indicate that after the training, tourism village promotions are no longer limited to the local sphere but have begun to reach a broader audience through various digital platforms. This expanded reach marks a fundamental shift in the way villagers produce and disseminate tourism information, moving from traditional, passive patterns to more open and participatory digital ones.

Cornwall, explains that empowerment is not only related to increasing individual capacity, but also to the community's ability to enter and participate in previously closed public spaces [8]. The finding of increasing digital promotion reach indicates that tourist villages in Labuhan Maringgai District are starting to be able to utilize this digital space as a means of existence and social recognition. Thus, the increased reach of digital promotion is a real impact of digital-based training in the development of tourist villages in Labuhan Maringgai District. This impact reflects the open access to information, increased visibility of destinations, and the growing active role of the community in building the image of tourist villages. However, because these achievements are still gradual and uneven, further capacity building is needed so that the reach of digital promotion can develop consistently and sustainably.

d. Increasing Tourist Response and Interaction Through Social Media

The increased response and interaction of tourists through social media is a strategic impact of digital-based training in the development of tourist villages in Labuhan Maringgai District. Al-Ghazali emphasized that social interactions must be built on the basis of honesty and moral responsibility, so that digital communication becomes part of civilized service practices. [1].

Thus, the increased response and interaction of tourists through social media demonstrates that digital-based training has contributed to strengthening community communication capacity and fostering more participatory social relations in the management of tourism villages in Labuhan Maringgai District. While these achievements still face consistency and institutional challenges, this impact confirms the crucial role of digitalization in fostering more adaptive, inclusive, and sustainable community empowerment, both from a general and Islamic perspective.

e. Changes to a More Professional and Structured Work Pattern

Digital-based training not only improves the technical skills of tourism village managers but also encourages changes in work patterns that are more professional and structured at the organizational level. These changes in work patterns are reflected in the emergence of new habits in managing digital activities, such as creating content schedules, recording promotional activities, simple evaluations of tourist responses, and clearer division of tasks among members. These changes in more professional work patterns also indicate the existence of an organizational learning process. Argyris and Schön explain that organizational learning occurs when members of an organization not only undertake new activities but also change their ways of thinking and work habits [3].

Thus, digital-based training has driven a shift in the work patterns of tourism village managers in Labuhan Maringgai District, leading to a more professional and structured approach. Managers have begun implementing work planning, task allocation, team coordination, and simple evaluations as part of organizational governance. While implementation varies, these changes demonstrate that digital training has become a crucial foundation for building a more systematic, adaptive, and sustainable work system within the framework of community empowerment.

Overall, digital-based training has had a tangible and interconnected impact on the development of tourism villages in Labuhan Maringgai District, encompassing economic aspects, promotion, tourist interaction, and management governance. The training not only improved the technical capacity of managers but also encouraged changes in the work patterns of Village-Owned Enterprises (BUMDes) and tourism operators toward a more professional, planned, and collaborative system. This impact is reflected in increased revenue, expanded digital promotion reach, increased tourist interaction, and the formation of a more structured division

of labor. Although achievements have been uneven due to differences in human resource readiness and management consistency, digital training has become a crucial foundation for sustainable economic empowerment and institutional strengthening of tourism villages.

CONCLUSION

Based on the research and discussion on Digital-Based Village-Owned Enterprise (BUMDes) Management Training for Tourism Village Development in Labuhan Maringgai District, East Lampung Regency, it can be concluded that digital-based training plays a strategic role in improving the capacity of BUMDes managers while simultaneously encouraging the sustainable development of tourism villages. This research shows that limited digital literacy was previously a major obstacle in the management and promotion of tourism villages, making intervention through digital training an urgent and relevant need.

The digital-based training for village-owned enterprise (BUMDes) managers was proven to be well-planned and systematic, starting with needs identification and program development, training implementation, and evaluation and feedback. The training methods used, such as interactive lectures, application demonstrations, hands-on practice, and personal mentoring, significantly improved participants' understanding and skills. This demonstrates the effectiveness of a participatory and contextual approach in empowering village communities.

In terms of effectiveness, digital-based training has had a significant impact on improving the technical capabilities of BUMDes managers, particularly in operating digital devices, managing tourism village social media, producing promotional content, and applying basic digital marketing principles. This capacity building has directly contributed to changes in BUMDes managers' work patterns, making them more professional, structured, and adaptable to technological developments.

Furthermore, the impact of digital-based training is reflected in the increase in tourist visits, increased revenue for village-owned enterprises (BUMDes) and local business actors, and expanded promotional reach for tourist villages at the regional and national levels. Thus, digital training serves not only as a means of improving individual skills but also as an instrument for empowering rural communities economically. The novelty of this research lies in the digital-based training model for BUMDes managers integrated with the development of coastal tourist villages, which effectively connects human resource capacity building with the impact of sustainable tourist village development.

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