Mitra Mahajana: Jurnal Pengabdian Masyarakat 7(3), 2026, 599-610
ISSN 2747-1861 (print), ISSN 2747-187X (online)
https://doi.org/10.37478/mahajana.v7i3.8674 **mahajana@uniflor.ac.id**
Available online at: https://e-journal.uniflor.ac.id/index.php/mahajana/8674

TOURISM VILLAGE DEVELOPMENT MODEL THROUGH THE SYNERGY OF MSMEs, A VILLAGE-OWNED ENTERPRISE, AND VILLAGE INFRASTRUCTURE

Sri Harini, Andy Lasmana, Lia Kian, Agil Maulana Achyar*, Alya Nurhasani, Merli Mai Damayanti
Universitas Djuanda, Bogor, Indonesia
* Correspondence author email: agilmaulanaachyar6@gmail.com

Received: 29/08/2026 *Revised: 21/10/2026* *Accepted: 30/10/2026*

***Abstract**. The development of a tourism village requires integration between tourism potential, community economic activities, village institutions, and supporting infrastructure. This community service activity aimed to formulate a development model for Cibodas Tourism Village through synergy among Micro, Small, and Medium Enterprises (MSMEs), Village-Owned Enterprises (BUMDes), tourism potential, and village infrastructure. The activity was conducted in Cibodas Village from July 27 to August 22, 2026, using a qualitative descriptive approach through observation, interviews, documentation, problem identification, mentoring, and program implementation. The results showed that Cibodas Village has several tourism potentials, namely Philia Adventure Land, Goa Ciwadon, Jonggol Paradise, Warung Baheula, Warung Pinus, and Warung Kuwu Pang Jugugan. Mentoring was provided to three MSMEs, focusing on digital marketing, Cost of Production (CoP), and business legality through the Business Identification Number (NIB) according to the needs of each business. Two snack MSMEs already had NIBs, while Al-Hikmah Liquid Soap MSME received assistance in obtaining its NIB. Mentoring also included the development of social media, Google Maps, product catalogs, banners, product documentation, and COGM calculations. For BUMDes, the activities focused on identifying the chicken egg farming business unit and providing support for product packaging. Infrastructure support included the installation of road reflectors, solar-powered street lights on several village lanes, and tourism information and identity boards. Based on the results, the Cibodas Tourism Village development model is directed toward integrating MSMEs as drivers of the local economy, BUMDes as village economic institutions, tourism potential as attractions, and infrastructure as support for accessibility, safety, and information. Further follow-up is needed through infrastructure maintenance, regular updating of MSME and tourism potential data, and continued mentoring in digitalization and business management.*

***Keywords:** community empowerment, MSMEs; tourism village, village-owned enterprise*

Abstrak. Pengembangan desa wisata memerlukan integrasi antara potensi wisata, aktivitas ekonomi masyarakat, kelembagaan desa, dan infrastruktur pendukung. Kegiatan pengabdian kepada masyarakat ini bertujuan merumuskan model pengembangan Desa Wisata Cibodas melalui sinergi Usaha Mikro, Kecil, dan Menengah (UMKM), Badan Usaha Milik Desa (BUMDes), potensi wisata, dan infrastruktur desa. Kegiatan dilaksanakan di Desa Cibodas pada 27 Juli–22 Agustus 2026 menggunakan pendekatan deskriptif kualitatif melalui observasi, wawancara, dokumentasi, identifikasi permasalahan, pendampingan, dan implementasi program. Hasil kegiatan menunjukkan bahwa Desa Cibodas memiliki beberapa potensi wisata, yaitu Philia Adventure Land, Goa Ciwadon, Jonggol Paradise, Warung Baheula, Warung Pinus, dan Warung Kuwu Pang Jucugan. Pendampingan dilakukan terhadap tiga UMKM dengan fokus pada digitalisasi pemasaran, perhitungan Harga Pokok Produksi (HPP), dan legalitas usaha melalui Nomor Induk Berusaha (NIB) sesuai kebutuhan masing-masing. Dua UMKM keripik telah memiliki NIB, sedangkan UMKM Sabun Cuci Al-Hikmah memperoleh pendampingan hingga mendapatkan NIB. Pendampingan juga meliputi pembuatan media sosial, Google Maps, katalog, banner, dokumentasi produk, dan HPP. Pada BUMDes, kegiatan diarahkan pada identifikasi unit usaha peternakan telur ayam dan dukungan kemasan produk. Dukungan infrastruktur meliputi pemasangan reflektor, lampu jalan berbasis panel surya pada beberapa gang desa, serta papan informasi dan identitas desa wisata. Berdasarkan hasil kegiatan, model pengembangan Desa Wisata Cibodas diarahkan melalui integrasi UMKM sebagai penggerak ekonomi lokal, BUMDes sebagai kelembagaan ekonomi desa, potensi wisata sebagai daya tarik, dan infrastruktur sebagai pendukung akses, keselamatan, serta informasi. Tindak lanjut diperlukan melalui pemeliharaan infrastruktur, pembaruan data UMKM dan potensi wisata, serta pendampingan lanjutan dalam digitalisasi dan pengelolaan usaha.

Kata Kunci: BUMDes, desa wisata, UMKM, pemberdayaan masyarakat

How to Cite: Harini, S., Lasmana, A., Kian, L., Achyar, A. M., Nurhasani, A. & Damayanti, M. M. (2026). Tourism Village Development Model through the Synergy of MSMEs, BUMDes, and Village Infrastructure. *Mitra Mahajana: Jurnal Pengabdian Masyarakat, 7*(3) 599-610. doi: https://doi.org/10.37478/mahajana.v7i3.8674

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INTRODUCTION

The development of tourism villages is an approach that places local potential and communities as important components of tourism activities. Tourism villages not only rely on tourist attractions, but also require local products, community institutions, and supporting infrastructure. The Tourism Village Guidelines of the Ministry of Tourism and Creative Economy emphasize the importance of integrating economic, socio-cultural, environmental, and community participation aspects in the development of tourism villages. Therefore, tourism village development needs to be supported by synergy among tourism potential, community economic activities, village institutions, and supporting facilities.

MSMEs play a strategic role in supporting the local economy through community-based products. However, MSMEs still face obstacles in business management, especially in calculating Cost of Production (CoP), marketing, and the use of digital technology. Widiatmoko et al. (2021) show that limited understanding of CoP can make it difficult for MSMEs to determine selling prices and calculate profits accurately. This is also found in MSME assistance activities in Ponorogo Regency which shows the need for training and assistance in the preparation of CoPs (Ardiana & Ulfah, 2023). Meanwhile, Fuadi et al. (2021) show that empowering MSMEs towards a digital economy requires continuous assistance and collaboration from various parties. In the context of tourism villages, strengthening MSMEs can support economic activities while introducing local products to the community and visitors.

BUMDes also play a role in developing village economic potential and improving community welfare. Law Number 6 of 2014 concerning Villages and Government Regulation Number 11 of 2021 provide the basis for the management and development of BUMDes as a village economic institution (Government of the Republic of Indonesia, 2014, 2021). Hanifah et al. (2025) show that the development of tourism villages can be supported through the integration of digital marketing, MSME product innovation, and BUMDes governance. The synergy between MSMEs and village institutions is also shown in the development of Taro Tourism Village through the empowerment of local products and the involvement of BUMDes (Kartika Yuni et al., 2023).

Cibodas Village, Jonggol District, Bogor Regency, has several tourism potentials, including Philia Adventure Land, Ciwadon Cave, Jonggol Paradise, Warung Baheula, Warung Pinus, and Warung Kuwu Pang Jucugan. In addition to tourism potential, there are economic activities of the community through MSMEs and BUMDes business units in the form of chicken egg farms. The results of the identification conducted through the KKN activities show that the three assisted MSMEs needed support in digital marketing and CoP calculation. Two snack MSMEs already have NIBs, while Al-Hikmah Dish Soap MSME requires assistance with business legality. For BUMDes, identification and initial support were needed for the chicken egg farming business unit, while in the infrastructure aspect, there is a need for lighting, road markers, and tourist village information.

In addition to institutions and economic activities, infrastructure is needed to support access, safety, comfort, and tourist information. Hidayat et al. (2025) show that solar panel-based street lighting can be an alternative to lighting that supports community safety and comfort. Supporting infrastructure such as information boards, tourism facilities, and other supporting facilities are also an important part of the development of tourism villages and the creative economy (Murti et al., 2022). These conditions are in line with the MSME-based tourism village development approach that connects tourism potential with local economic products and community activities (Irfandanny et al., 2022; Kartika Yuni et al., 2023).

Based on these conditions, community service activities through the KKN program will be carried out on July 27–August 22, 2026 with a focus on strengthening MSMEs, BUMDes, and tourism village infrastructure. Activities include CoP assistance, marketing digitalization, NIB, support for BUMDes business development, installation of reflectors, solar panel lights, and tourist village information and identity boards. Based on the results of the identification, mentoring, and implementation of the program, this activity aims to formulate a conceptual

model for the development of Cibodas Tourism Village through the synergy of MSMEs, BUMDes, tourism potential, and village infrastructure.

METHOD

Community service activities were conducted in Cibodas Village, Jonggol District, Bogor Regency, from July 27 to August 22, 2026, as part of the KKN program of Djuanda University. The activity used a qualitative descriptive approach to identify the conditions, problems, needs, and outcomes of assistance provided to MSMEs and BUMDes, as well as tourism potential and village infrastructure. Data were obtained through observation, interviews, documentation, and activity logbooks.

The activities were implemented through five stages, namely identification of potentials and problems, needs mapping, mentoring, infrastructure implementation, and model formulation. MSME assistance included CoP calculation, digital marketing, and NIB assistance according to business needs. In BUMDes, initial identification and support for chicken egg business units is carried out, while infrastructure implementation includes the installation of reflectors, solar panel lights, and tourist village information and identity boards (Ahmad et al., 2023).

The evaluation was carried out descriptively based on the results of observations, interviews, documentation, and program implementation. The results of the evaluation were used to see the output of activities and the relationship between strengthening MSMEs, BUMDes, tourism potential, and infrastructure in formulating a model for the development of Cibodas Tourism Village. Statistical analysis was not used because the activity focused on identifying conditions and assisting partners.

RESULTS AND DISCUSSION

Potential and Conditions of Cibodas Tourism Village

The identification results show that Cibodas Village has tourism potential and a local economy that can be developed as part of a tourist village. The identified potentials include Philia Adventure Land, Ciwadon Cave, Jonggol Paradise, Warung Baheula, Warung Pinus, and Warung Kuwu Pang Jucugan. In addition to tourism potential, there are economic activities of the community through MSMEs and BUMDes business units in the form of chicken egg farms.

Table 1. *Potential of Cibodas Tourism Village*

No	Potential	Remarks
1	Philia Adventure Land	Tourist attractions
2	Goa Ciwadon	Historical tourism
3	Jonggol Paradise	Tourist attractions
4	Warung Baheula	Culinary potential
5	Warung Pinus	Culinary potential
6	Warung Kuwu Pang Jugjugan	Culinary potential

Field identification also shows that the development of village potential still requires support in the economic aspects of the community, institutions, promotions, and infrastructure. In MSMEs, the need for assistance is mainly related to the calculation of the Cost of Production (CoP) and marketing digitalization. In BUMDes, there are chicken egg farming business units that can still be developed through strengthening product management and packaging. Meanwhile, in the infrastructure aspect, there is a need for lighting, road markers, as well as information media and tourist village identity.

These conditions have similarities with the results of community service activities in Sumbermujur Village, Lumajang Regency. Irfandanny et al. (2022) show that the development of MSME-based tourism villages requires strengthening local products and promoting agar potensi The community's economy can be connected to tourism activities. These activities place MSMEs as part of the development of tourist villages through local branding.



Figure 1. *Identification of Ciwadon Cave tourism potential*

The difference lies in the scope of activities. Service in Sumbermujur Village emphasizes the optimization of MSME-based tourism villages through local branding, while activities in Cibodas Village include several components at once, namely tourism potential, MSMEs, BUMDes, and village infrastructure. Thus, the results of the identification in Cibodas show that the need for tourism village development is not only in the aspect of product promotion, but also includes strengthening economic, institutional, and supporting facilities.

These findings also have compatibility with community service activities in Taro Tourism Village. Kartika Yuni et al. (2023) found that the potential of MSMEs needs to be linked to tourism village activities so that local products can support the needs of tourists. In activities in Taro, assistance is directed to product development, production, packaging, and marketing and produces synergy between BUMDes and community groups. This condition is in line with Cibodas which has tourism potential and community economic activities, but requires strengthening relationships between components so that this potential can support the development of tourist villages.

MSMEs Assistance

Assistance was provided to three MSMEs in Cibodas Village, namely two chip MSMEs and one Al-Hikmah Laundry Soap MSME. The identification results showed that the main problems were related to CoP calculation and digital marketing. Meanwhile, the need for legality is different for each business. The form of assistance is adjusted to the conditions and needs of each MSME.

Table 2. *Mapping MSME Assistance*

Aspects	Conditions	Forms of Intervention
Digital marketing	Digital marketing media were not yet optimal	Social media, Google Maps, catalogs
Promotions	Product information needed to be strengthened	Banners, photos and product documentation
CoP	Understanding of production cost calculation needed to be strengthened	CoP calculation assistance
Legality	Not all MSMEs have the same needs	NIB assistance according to business needs

To find out the change in partners' understanding after mentoring, measurements were carried out through *pre-test* and *post-test*. Measurements were carried out using questionnaires that contained indicators in accordance with the mentoring material, including CoP, digital marketing, promotional media, product identity, packaging, and business legality. With this

approach, the evaluation is not only based on the implementation of activities, but also on changes in partners' understanding before and after mentoring.

Table 3. *Results of pre-test and post-test of MSMEs assistance*

No.	UMKM	Pre-test	Post-test	Improvement
1	Keripik Enin	29 (72,5%)	37 (92,5%)	+8 (+20 percentage points)
2	Keripik Mi Nia	24 (60%)	38 (95%)	+14 (+35 percentage points)
3	Al-Hikmah Dish Soap	17 (42,5%)	39 (97,5%)	+22 (+55 percentage points)
Average		23,33 (58,33%)	38 (95%)	+14.67 (+36.67 percentage points)

The pre-test results were used to provide an overview of the partners' initial level of understanding, while the post-test results were used to identify changes following the mentoring process. Comparing these two results serves as an indicator of mentoring achievements, particularly in determining whether the materials provided have improved the partners' understanding of the aspects identified as initial problems. This evaluation is important because mentoring activities should not only provide information but also strengthen the partners' ability to apply the knowledge gained in their business activities. Previous studies have demonstrated that combining training and practical assistance can improve MSME owners' understanding and capacity in managing their businesses (Wulandari & Budiantara, 2022). In the CoP aspect, assistance was carried out by helping business actors identify and classify production cost components, including raw materials, labor, and other production expenses, as the basis for determining appropriate selling prices. This is important because inaccurate CoP calculations can make it difficult for business actors to determine actual production costs and the profits obtained (Widiatmoko et al., 2021; Ardiana & Ulfah, 2023). Furthermore, the implementation of cost accounting practices remains challenging for SMEs due to limited knowledge, skills, and training, highlighting the need for continuous assistance in this area (Roffia et al., 2024). CoP assistance in previous community service activities also indicates that MSME actors' understanding of production cost calculations needs to be strengthened through practical training and mentoring (Ardiana & Ulfah, 2023).

In the marketing aspect, assistance was carried out through the creation of social media accounts, Google Maps registration, product catalogs, promotional banners, and documentation of products and production processes (Siswanta et al., 2026). These activities were intended to improve product visibility, provide more accessible product information, and support promotional activities through both conventional and digital media. In Mi Nia MSMEs, the activities included banner installation, catalog preparation, and production documentation to support promotional content on digital platforms. Meanwhile, in Bu Enin MSMEs, banner installation was prioritized as a medium for introducing products and providing information to potential consumers. The use of digital media can help MSMEs expand their marketing reach, establish communication with consumers, and create opportunities to introduce local products to wider markets (Nurhasanah et al., 2023; Lubis et al., 2025). This is supported by Noviaristanti et al. (2023), who found that social media usage has a positive and significant influence on SME business performance. In addition, digital promotional activities can support the introduction of local products as part of the development of tourism villages (Fuadi et al., 2021). Therefore, the combination of digital promotion and conventional marketing media is expected to strengthen product recognition and increase opportunities for market expansion.

In terms of business legality, two chip-producing MSMEs already possessed a Business Identification Number (Nomor Induk Berusaha/NIB), while Al-Hikmah Washing Soap MSME received assistance in the process of obtaining an NIB. These differences indicate that mentoring activities need to be adjusted to the initial conditions and administrative readiness of each business partner. For businesses that already possess an NIB, the assistance can focus on strengthening their understanding of the importance of maintaining business legality, while businesses that have not yet registered require more practical guidance through the Online Single Submission (OSS) system. Business legality is important because it provides formal recognition

of business activities and can facilitate access to government support, financing opportunities, and business development programs (Wulandari & Budiantara, 2022). Previous community service activities have also demonstrated that socialization and direct assistance can increase MSME owners' awareness and understanding of NIB registration procedures (Rismawati et al., 2024). Thus, MSME mentoring activities do not only focus on marketing development but also include strengthening production cost management and business legality as important foundations for improving business management and long-term sustainability.

Overall, the results of the pre-test and post-test showed that the mentoring provided an increase in comprehension scores for the three MSMEs, with an average increase of 36.67 percentage points. However, because the number of partners evaluated was only three MSMEs, the results were used to describe changes in partner understanding descriptively and were not used to conclude a statistically significant influence. This increase in the capacity of MSMEs is one of the important parts in the development of Cibodas Tourism Village because local products that are better managed, digitally promoted, and supported by business legality can strengthen community economic activities while supporting the attractiveness of tourist villages.

Cost of Production Assistance

In the CoP aspect, assistance was provided by helping business actors identify the components of production costs as a basis for determining selling prices. This assistance was provided because MSMEs still needed to strengthen their understanding of production costs and their use in determining selling prices.



PERHITUNGAN HPP

Sabun Cuci Piring 450 ml

1. Data Produksi

Keterangan	Data
Jenis produk	Sabun Cuci Piring
Ukuran kemasan	450 ml
Jumlah produksi	12 liter
Hasil produksi	27 botol
Harga kemasan + stiker	Rp1.200/botol

2. Perhitungan Biaya Produksi

Komponen Biaya	Perhitungan	Total
Bahan baku	-	Rp150.000
Kemasan + stiker	27 botol × Rp1.200	Rp.32.400
Total biaya produksi	Rp150.000 + Rp32.400	**Rp182.400**

3. Perhitungan HPP per Botol

HPP = Total biaya produksi ÷ jumlah produk = Rp182.400 ÷ 27 botol = Rp6.755,56
(dibulatkan Rp6.756/botol)

4. Perhitungan Keuntungan Berdasarkan Harga Jual

Jenis Penjualan	Harga Jual	HPP	Laba/Botol	Laba Jika 27 Botol Terjual
Borongan	Rp8.000	Rp6.756	Rp1.244	±Rp33.600
Satuan	Rp10.000	Rp6.756	Rp3.244	±Rp87.600

Margin Keuntungan

Harga Jual	Laba/Botol	Margin
Rp8.000	Rp1.244	±15,5%
Rp10.000	Rp3.244	±32,4%

Jadi, **harga Rp10.000 memberikan keuntungan yang lebih sehat**, sedangkan harga Rp8.000 masih memberikan keuntungan tetapi marginnya lebih kecil.

5. Rekomendasi Harga Jual

Jenis Penjualan	Harga Jual yang Direkomendasikan	Keuntungan/Botol	Keterangan
Satuan	Rp10.000	±Rp3.244	Harga normal/eceran
Borongan	Rp8.000	±Rp1.244	Berlaku untuk pembelian minimal 10 botol

Dengan demikian:

Harga satuan → Rp10.000/botol

Harga borongan → Rp8.000/botol dengan minimal pembelian 10 botol

Figure 2. *Assistance in making CoP*

These results are similar to the mentoring activities conducted by Widiatmoko et al. (2021) for MSMEs in Semarang City. The activity focuses on assisting in the preparation of CoPs for MSME actors. These similarities show that understanding the components of production costs is an important need in MSME business management. Ardiana and Ulfah (2023) also carried out assistance in the preparation of CoPs for MSME actors in Ponorogo Regency. This activity shows the importance of assistance in helping business actors understand the calculation of production costs.

The difference is that the assistance in Cibodas Village does not only focus on COP, but is carried out simultaneously with strengthening marketing and business legality. This approach is adjusted to the conditions of each MSME. Thus, CoP in Cibodas activities is placed as one part of strengthening business management, not as the only form of intervention.

Digital Marketing

In the marketing aspect, assistance was provided through the creation of social media accounts, Google Maps listings, product catalogs, banners, and documentation of products and production processes. For Mi Nia MSME, the activities included banner installation, catalog development, and documentation of the production process. For Bu Enin MSME, the activity involved installing a banner as a medium for providing product information.



Figure 3. *Documentation of Assistance for MSMEs in Cibodas Village*

These results have similarities with the activities of Irfandanny et al. (2022) in Sumbermujur Village who develop the promotion of tourist villages and MSME products through promotional media and local branding. Both show that strengthening promotional media is an important part of introducing local products related to tourism villages. The difference is that activities in Cibodas adjust the form of media to the needs of each MSME, while activities in Sumbermujur are more directed at strengthening the branding of MSME-based tourist villages. The findings in Cibodas are also relevant to Fuadi et al. (2021) who discuss the empowerment of MSMEs towards a digital economy. Digitalization in Cibodas activities is realized through relatively simple media that can be used by business actors, such as social media, Google Maps, catalogs, and product documentation. Thus, marketing digitalization in this activity is more directed at providing promotional facilities that can be used by business actors after the mentoring activities are completed.

Hanifah et al. (2025) also showed the relationship between digital marketing, MSME product innovation, and BUMDes governance in the development of tourist villages in Garut Regency. The similarity with Cibodas lies in efforts to link digital marketing and community economic activities with the development of tourist villages. The difference is that Cibodas' activities are still in the initial stage of mentoring and providing marketing media, so measurements have not been made of changes in marketing reach or sales increases.

Business Legality

These differences show that assistance needs to be adjusted to the conditions of each business. This condition shows that the legality needs of each MSME are different so that the form of assistance is not provided uniformly**.**



Figure 4. *Making NIB MSMEs Al Hikmah Soap*

These differences in needs are considered in determining the form of assistance. MSMEs that already have a NIB do not need legal assistance at the same stage as MSMEs that do not have a NIB. Therefore, the activities in Cibodas Village used an approach based on the initial conditions of each partner. Institutionally, the aspect of business legality is one of the parts in strengthening the economic activities of the village community. However, this service activity has not conducted a thorough evaluation of the development of the business after obtaining legality (Andari et al., 2026).

Strengthening BUMDes

The activity to strengthen BUMDes in Cibodas Village began with a survey and interview concerning the chicken egg farming business unit. The identification results showed that the business unit had the potential to be developed as one of the village economic activities that supported the development of tourist villages. The next activity involved visits to BUMDes and placing stamps on egg packaging boxes to support product identity and marketing.



Figure 5. *Documentation of strengthening BUMDes Activities in Cibodas Village*

This activity was also accompanied by a brief interview about the condition and development of the business unit. The results of the activity showed that BUMDes strengthening in this program was still at the initial identification and support stage. A comprehensive measurement of financial aspects, organizational structure, and business performance has not been carried out. Therefore, the results of the assistance have not been able to show changes in the performance of BUMDes quantitatively.

The development of local products through the involvement of village institutions can also strengthen the relationship between community economic activities and tourist villages. In Taro Tourism Village, synergy between MSMEs and BUMDes is one of the parts of the development of local products and community institutions (Kartika Yuni et al., 2023). In relation to tourism villages, BUMDes business units can be developed as part of the local economic chain through strengthening products, packaging, marketing, and their connection to tourism potential and MSMEs (Purnomo & Purwandari, 2025). Thus, BUMDes can play a role as one of the drivers of economic institutions in the tourism village ecosystem.

Tourism Village Infrastructure Support

Infrastructure support in the community service activities included the installation of road reflectors, solar panel-based street lighting, as well as the work of information boards and signboards of Cibodas Tourism Village. The reflectors were installed at several road locations that required additional markers. The activity began with site cleaning and continued with the installation of reflectors at predetermined locations along the road. Reflectors are used as markers that help show the existence and direction of the road, especially when environmental conditions have limited lighting. In addition, solar panel-based street lights are installed in several alleys that previously did not have adequate lighting. The lights use solar energy as an energy source to provide lighting in the road area. Other support is in the form of information boards and signboards for Cibodas Tourism Village which are used as a media for information and regional identity. The boards provide information about the tourism village and serve as markers for residents and visitors in the Cibodas Village area (Pratama, et al., 2021).



Figure 6. *Cibodas Tourism Village Infrastructure Support Documentation*

The results of the installation of solar panel-based street lighting have relevance to community service activities in Cilayung Village which implements solar panel-based public street lighting as an alternative to lighting that supports community safety and comfort (Hidayat et al., 2025). However, this activity has not been accompanied by quantitative measurements of changes in security levels, electricity costs, and energy consumption, so the reported benefits are limited to the provision of lighting facilities. Support for the development of tourism villages through the provision of information boards and signboards also has similarities with the activities of Murti et al. (2022) who provide information signs and supporting facilities in the Sucolor Ancient Tourism Village. The difference is that activities in Cibodas Village include several forms of infrastructure support, namely road reflectors, solar panel-based lighting, and information boards and tourist village identities.

Cibodas Tourism Village Development Synergy Model

Based on the results of the identification and implementation of activities, the development of Cibodas Tourism Village can be directed through the connection between tourism potential, MSMEs, BUMDes, and supporting infrastructure. The four components have different but complementary roles in building the economic and tourism ecosystem of the village.

Table 4. *Cibodas tourism village development synergy model*

Components	Potential/Problems	Form of Activity	Role in Tourism Village
MSMEs	CoP, digital marketing, and some legality	CoP assistance, social media, Google Maps, catalogs, banners, and NIB	Local products and economy
BUMDes	Potential of the Chicken Egg Farming Business Unit	Identification, interview, and packaging support	Village economic institutions
Tourism potential	There are several tourist attractions	Identification and provision of information	Village attraction
Infrastructure	Lighting, markers, and information needs	Reflectors, solar panel lights, and information boards	Access, safety, and information

Based on the table, the development model of the Cibodas Tourism Village starts from the identification of potentials and problems, followed by the mapping of needs and the implementation of assistance according to the conditions of each component. The strengthening of MSMEs, BUMDes, and infrastructure is then directed to support the tourism potential and economic activities of the community.

Local Potential of Villages
↓
Identification of Potentials and Problems
↓
Needs Mapping
↓
Strengthening MSMEs + Strengthening BUMDes + Strengthening Infrastructure
↓
Integration of Local Products – Institutions – Tourism Attractions
↓
Strengthening the Tourism Village Ecosystem
↓
Sustainable Tourism Village Development

Figure 5. *Cibodas Tourism Village development synergy model*

The model shows that the development of tourist villages does not only focus on tourist attractions, but also on the connection between community economic products, village institutions, tourism potential, and supporting infrastructure. MSMEs play a role in providing local products, BUMDes support village economic activities, tourism potential becomes an

attraction, while infrastructure supports access, safety, and information. The model is compatible with the MSME-based tourism village development approach that connects local products, community empowerment, institutions, and tourism promotion (Irfandanny et al., 2022; Kartika Yuni et al., 2023). The integration of digital marketing, MSME product innovation, and BUMDes governance is also an approach that can support the development of tourism villages in an integrated manner (Hanifah et al., 2025).

CONCLUSION

Community service activities in Cibodas Village resulted in a tourism village development model that integrates tourism potential, MSME products, BUMDes institutions, and supporting infrastructure. MSME assistance is directed at strengthening CoP, marketing digitalization, and business legality according to their respective needs, while BUMDes receive initial support through the identification of chicken egg farming business units and strengthening product packaging. Infrastructure support is carried out through the installation of reflectors, solar panel-based street lights, and tourist village information and identity boards. These results show that the development of tourist villages can be carried out through the connection between local economic products, village institutions, tourist attractions, and supporting infrastructure.

The necessary follow-up is regular updates of MSME data and tourism potential, consistent management of digital media, as well as cost recording and implementation of CoP by business actors. BUMDes also need to develop business units that are related to the economic potential and tourism of the village. In addition, the infrastructure that has been built needs to be maintained periodically. Further evaluation can be carried out to find out the development of MSME businesses, BUMDes activities, tourist visits, and the use of infrastructure after the service program is completed.

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