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Strengthening Strategic Management and Digital Marketing to Enhance the Competitiveness of Micro, Small, and Medium Enterprises (MSMEs) Based on Local Potential in Buluh Cina Village

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ABSTRACT

Micro, small, and medium enterprises (MSMEs) play an important role in supporting local economic development and community-based entrepreneurship. However, strengthening their competitiveness requires effective business planning and the ability to utilize digital technologies to reach broader markets. This community service program aims to strengthen strategic management and digital marketing capabilities among MSMEs based on local potential in Buluh Cina Village, Siak Hulu District, Kampar Regency, Riau Province, Indonesia. The program employs a participatory and practice-oriented approach consisting of preliminary assessment, strategic management training, digital marketing training, business mentoring, and monitoring and evaluation. The activities focus on business environment analysis, identification of competitive advantages, target market selection, business planning, branding, digital promotional content, and the use of appropriate digital marketing channels. The program is designed to help participants develop more structured business strategies, improve their digital promotional practices, and utilize local resources to identify market opportunities. Its expected contribution is to support stronger managerial capabilities, more effective customer engagement, and the sustainable development of locally based enterprises. Further evaluation using participant assessments and follow-up business indicators is necessary to establish the program's actual impact on MSME competitiveness and business performance.

Keywords: Strategic Management; Digital Marketing; MSMEs; Local Potential; Community Empowerment; Buluh Cina Village

Fields: Business Management; Digital Marketing; Entrepreneurship; Community Development

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INTRODUCTION

Micro, small, and medium enterprises (MSMEs) play a significant role in promoting local economic development, creating employment opportunities, and strengthening community-based entrepreneurship (Maksum et al., 2020). In an increasingly competitive business environment, MSMEs are required not only to maintain product quality but also to develop effective business strategies, identify market opportunities, and utilize

digital technologies to reach broader consumer segments. Digital transformation has become an important component of MSME development in Indonesia, as digital platforms provide opportunities to expand market access, improve customer engagement, and strengthen business competitiveness. However, the benefits of digitalization depend on the ability of business owners to integrate technology with appropriate managerial capabilities and market-oriented strategies. The Indonesian Ministry of Communication and Informatics has emphasized the importance of MSME digital transformation in improving business capacity and distribution networks, highlighting the substantial potential for further digital adoption among Indonesian MSMEs (Nyoto et al., 2023).

Buluh Cina Village, located in Siak Hulu District, Kampar Regency, Riau Province, possesses local resources that may support the development of community-based enterprises. One of its distinctive assets is the Buluh Cina Nature Tourism Park (Taman Wisata Alam Buluh Cina), an area characterized by lowland forest ecosystems, freshwater swamp environments (Renaldo, Fadrul, et al., 2022), and seven natural lakes. According to the Riau Natural Resources Conservation Agency, the protected area covers approximately 963.33 hectares and offers natural attractions with potential for environmentally responsible tourism activities (BBKSDA Riau, 2018). These environmental assets may create opportunities for local businesses operating in food and beverage services, traditional culinary products, souvenirs, tourism-related services, and other locally distinctive products. In addition, the village's potential for community-based economic activities provides a basis for exploring business opportunities that connect local products with tourism and wider consumer markets.

The broader regional market also offers opportunities for local enterprise development. Statistics Indonesia reported that Kampar Regency recorded approximately 2.87 million domestic tourist visits to tourist attractions in 2024. This figure indicates the scale of tourism activity at the regency level, although it should not be interpreted as the number of visitors to Buluh Cina Village specifically (BPS-Statistics of Riau Province, 2025). For local MSMEs, this regional tourism context creates an opportunity to explore potential customer segments, develop differentiated products, and establish links between local production and tourism-related consumption. Nevertheless, converting these opportunities into sustainable business outcomes requires an understanding of actual customer demand, competitive conditions, product characteristics, distribution channels, and the purchasing behavior of target markets.

Despite these opportunities, the existence of valuable local resources does not automatically translate into strong MSME competitiveness. Business owners must be able to identify their distinctive strengths, recognize external opportunities and threats, allocate resources effectively, and formulate strategies that are consistent with their business objectives. Strategic management is therefore essential for helping MSMEs establish clear business directions, determine competitive positioning, prioritize market segments, and develop realistic action plans. Without a strategic framework, business development initiatives may remain fragmented, promotional activities may lack consistency, and product development may not adequately respond to market needs. Strategic management can help connect the potential of local resources with business capabilities and long-term competitiveness.

Digital marketing complements strategic management by providing practical mechanisms for communicating product value, engaging customers, and expanding market reach. Through social media, business messaging applications, online marketplaces, digital content, and location-based business information, MSMEs can introduce their products to consumers beyond their immediate communities. Nevertheless, digital marketing should not be understood merely as creating social media accounts or uploading promotional content (Renaldo, Junaedi, et al., 2022). Effective implementation requires appropriate market segmentation, clear brand positioning, consistent communication, attractive product presentation, responsive customer service, and regular evaluation of marketing performance. Research by (Wijaya et al., 2025) found positive relationships between e-commerce adoption, digital marketing practices, market reach, and MSME competitiveness in Indonesia. These findings support the importance of developing digital marketing capabilities as part of a broader effort to improve MSME performance.

More recent research also highlights the importance of integrating digital marketing capabilities with strategic adaptability and business innovation. (Samputra & Alfarizi, 2025), for example, reported that digital marketing literacy, process innovation, and government support contributed to MSME competitiveness, with strategic agility serving as an important mechanism in the relationships examined in their study of MSMEs in East Java. This perspective suggests that technology adoption alone may be insufficient when business owners lack the strategic capabilities needed to respond to changing market conditions. Consequently, community empowerment programs should combine practical digital marketing training with strategic business planning, product differentiation, customer analysis, and continuous performance evaluation (Dalil et al., 2024).

Based on this context, strengthening strategic management and digital marketing represents a relevant approach to supporting MSME development in Buluh Cina Village. However, the specific managerial and

marketing challenges experienced by participating businesses must be identified through preliminary observation and consultation with local stakeholders rather than assumed in advance. The community service program can begin by assessing the participants' business profiles, existing marketing practices, product characteristics, target customers, competitive advantages, and digital capabilities. The assessment can then inform targeted interventions, including business environment analysis, the formulation of strategic objectives, market segmentation and targeting, brand development, digital content creation, online business profile optimization, and the preparation of measurable marketing action plans.

Accordingly, this community service program aims to strengthen the strategic management and digital marketing capabilities of MSMEs based on the local potential of Buluh Cina Village. Specifically, the program seeks to improve participants' understanding of strategic business planning, assist them in identifying competitive advantages and target markets, develop their capacity to use digital marketing tools, and encourage the implementation of more structured and measurable marketing activities. The expected outcomes include improved managerial knowledge, clearer business positioning, more effective digital promotional materials, expanded opportunities for customer engagement, and the development of practical business and marketing plans. These outcomes are intended to support the sustainable competitiveness of local MSMEs and strengthen their contribution to community-based economic development.

LITERATURE REVIEW

2.1. Strategic Management in Micro, Small, and Medium Enterprises

Strategic management refers to the process through which organizations analyze their internal capabilities and external environments, formulate business strategies, implement strategic decisions, and evaluate organizational performance (Sinnaiah et al., 2023). For micro, small, and medium enterprises (MSMEs), strategic management provides a framework for aligning limited resources with market opportunities and establishing sustainable competitive advantages. Unlike large corporations, MSMEs frequently operate with limited financial resources, relatively small workforces, and less formalized management systems. Consequently, their ability to identify strategic priorities and allocate resources effectively is essential for maintaining business continuity and responding to market changes.

The resource-based view (RBV) provides a relevant theoretical foundation for understanding strategic management and competitiveness. Barney (1991) argues that firms can achieve sustained competitive advantage through resources that are valuable, rare, difficult to imitate, and difficult to substitute. These resources may include product knowledge, entrepreneurial capabilities, relationships with customers and suppliers, distinctive product characteristics, organizational experience, and brand reputation. From this perspective, MSMEs do not necessarily need to compete directly with larger enterprises in terms of production scale or financial resources. Instead, they can differentiate themselves by leveraging distinctive capabilities and locally embedded resources that competitors may find difficult to replicate.

For MSMEs operating in rural and tourism-oriented areas, strategic management can help transform local resources into commercially viable products and services. In Buluh Cina Village, Kampar Regency, potential sources of differentiation may include locally produced food, traditional culinary products, community-based tourism services, and products associated with the village's natural and cultural identity. However, these resources become meaningful competitive advantages only when they are supported by appropriate business models, consistent product quality, effective distribution, and a clear understanding of customer needs.

Strategic management can be operationalized through several activities, including environmental analysis, the identification of strengths and weaknesses, the assessment of market opportunities and threats, the formulation of strategic objectives, and the development of implementation plans. SWOT analysis can assist business owners in identifying internal and external factors that influence their enterprises, while the Business Model Canvas can help them examine customer segments, value propositions, distribution channels, revenue streams, and cost structures. These tools are particularly relevant for community service programs because they translate abstract management concepts into practical planning activities that MSME owners can apply to their businesses.

Nevertheless, strategic planning should not be treated as a one-time administrative exercise. Its effectiveness depends on implementation, periodic evaluation, and the ability to adjust strategies in response to changing market conditions. Therefore, strengthening strategic management among MSMEs should involve both the development of planning capabilities and the establishment of practical mechanisms for monitoring business performance.

2.2. Digital Marketing as a Tool for MSME Development

Digital marketing refers to the use of digital technologies and online communication channels to promote products and services, engage customers, facilitate transactions, and establish relationships with target markets (Fransisca et al., 2026). Relevant channels include social media platforms, business messaging applications, online marketplaces, websites, search engines, and digital business profiles. For MSMEs, these channels offer opportunities to communicate product value and reach consumers beyond the geographical limitations of conventional marketing.

Digital marketing is particularly relevant for small businesses because online promotional tools can be adapted to different budgets and operational capacities. Through social media content, product photography, customer testimonials, short videos, and direct messaging, entrepreneurs can communicate with potential customers and respond to inquiries without necessarily establishing physical outlets in every target market. Digital platforms may also facilitate customer feedback and provide information that helps businesses understand consumer preferences.

This distinction is important for community service activities. Creating social media accounts or uploading promotional content does not automatically produce better business outcomes. Entrepreneurs must also understand how to identify target audiences, communicate a distinctive value proposition, select appropriate channels, maintain consistent branding, respond to customers, and evaluate promotional results. Accordingly, digital marketing assistance should focus on developing practical competencies that enable MSMEs to use digital platforms purposefully and consistently.

For MSMEs in Buluh Cina Village, potential applications include developing recognizable product identities, improving the quality of promotional photographs and videos, creating informative business profiles, facilitating customer inquiries through messaging applications, and using location-based information to improve business discoverability. For tourism-related businesses, digital marketing may also be used to communicate destination information, promote experience-based packages, and facilitate reservations. For food producers, it may support product catalogues, order management, repeat purchases, and communication with distributors.

The selection of digital marketing channels should nevertheless be based on the characteristics of each business and its target customers. A food producer supplying restaurants may benefit more from direct business-to-business communication and an organized digital catalogue than from pursuing large numbers of social media followers. Conversely, a tourism service provider may place greater emphasis on visual content, customer reviews, location information, and online reservations. This suggests that effective digital marketing requires differentiated approaches rather than a uniform promotional strategy for all MSMEs.

2.3. MSME Competitiveness and Sustainable Business Performance

MSME competitiveness refers to the ability of an enterprise to offer value that customers recognize, attract and retain customers, respond to competitors, and sustain its business activities over time (Wijaya et al., 2025). Competitiveness can be reflected in several dimensions, including product differentiation, customer satisfaction, market reach, brand recognition, operational efficiency, sales growth, and business resilience. Although financial indicators remain important, nonfinancial indicators are also relevant when evaluating the outcomes of community-based enterprise development.

The resource-based view suggests that competitiveness depends partly on how effectively firms develop and deploy their resources and capabilities (Barney, 1991). In this context, local knowledge, distinctive products, customer relationships, and entrepreneurial experience may provide the foundations for differentiation. Digital marketing can complement these resources by making product characteristics more visible and enabling businesses to communicate their value to a wider audience.

These findings have implications for MSMEs in Buluh Cina Village. Improving competitiveness requires more than increasing online visibility. Enterprises must be able to convert market exposure into meaningful customer interactions, purchases, repeat transactions, and sustainable revenue. Digital marketing initiatives should therefore be accompanied by improvements in product quality, pricing decisions, packaging, customer service, distribution, and business planning.

Competitiveness should also be evaluated in relation to the actual objectives of the intervention. For a short-term community service program, it may be unrealistic to attribute substantial increases in annual revenue or long-term market share solely to a brief training activity. More immediate indicators may include improvements in participants' strategic management knowledge, the completion of business and marketing plans, the quality of promotional materials, the implementation of digital business profiles, and the establishment of measurable marketing practices. Longer-term indicators may include changes in inquiries, conversion rates, repeat purchases, market coverage, and sales performance.

Consequently, MSME competitiveness in this program is understood as a multidimensional outcome that can be supported by stronger managerial capabilities, better market-oriented decisions, and more effective use of digital marketing tools.

2.4. Integration of Strategic Management and Digital Marketing

Strategic management and digital marketing are complementary rather than independent business functions (Thy, 2026). Strategic management determines the direction of the enterprise, identifies its competitive position, establishes priorities, and allocates resources. Digital marketing provides practical mechanisms for communicating the enterprise's value proposition, reaching target customers, collecting market feedback, and supporting customer relationships.

Without strategic direction, digital marketing activities may become fragmented and focus on short-term engagement metrics without contributing meaningfully to business objectives. Conversely, a well-developed business strategy may produce limited results if the enterprise lacks effective channels for communicating its products and reaching potential customers. Integrating these functions can help MSMEs connect business objectives with concrete marketing activities.

The relationship can be understood through four interconnected stages. First, strategic diagnosis involves assessing internal resources, external market conditions, competitors, customer needs, and the distinctive characteristics of the enterprise. SWOT analysis and basic market research can help participants identify strategic priorities.

Second, strategic formulation involves selecting target market segments, defining the value proposition, establishing product differentiation, and setting measurable business objectives. These decisions determine the direction of subsequent marketing activities.

Third, digital marketing implementation involves translating the selected strategy into promotional content, digital product catalogues, business profiles, customer communication procedures, and appropriate online sales channels. The specific activities should reflect the target market and available resources.

Fourth, performance evaluation involves monitoring indicators such as customer inquiries, engagement, conversion rates, repeat purchases, and sales where appropriate. The resulting information can be used to refine both marketing activities and broader business strategies.

This integrated approach is consistent with the broader literature emphasizing the importance of digital marketing capabilities, innovation, and strategic adaptability in MSME development. It also provides a practical framework for community service activities because participants can apply the concepts directly to their businesses.

For example, a local food producer may identify product authenticity and local ingredients as potential differentiating resources. Strategic analysis can help the producer identify target consumers, determine a suitable product offering, and establish pricing objectives. Digital marketing can then communicate the product's characteristics through consistent branding, product photography, digital catalogues, and customer testimonials. Performance monitoring can subsequently help the producer assess whether these activities generate inquiries and sales.

Similarly, a tourism-related enterprise may use strategic management to identify its target visitors and develop a distinctive experience-based offering. Digital marketing can communicate the experience through visual content, location information, customer reviews, and reservation channels. In both cases, marketing implementation is guided by business strategy rather than undertaken as an isolated promotional activity.

2.5. Community-Based Economic Development and Local Potential

Community-based economic development emphasizes the participation of local communities in identifying, managing, and benefiting from economic opportunities. Within this approach, MSMEs can contribute to local employment, entrepreneurship, product diversification, and the circulation of income within the community. The effectiveness of these activities depends on the ability of local enterprises to connect their products and services with viable markets.

Research on community economic empowerment in the Alamendah Tourism Village in Indonesia highlights the importance of entrepreneurship, access to financing, product quality, marketing, and active community participation in strengthening local economic development. The study emphasizes that tourism-related economic development can be supported by coordinated efforts among local businesses, communities, government institutions, and other stakeholders.

Buluh Cina Village provides a relevant setting for examining the relationship between local potential and enterprise development. Its natural environment and tourism identity may provide opportunities for businesses connected to food, local products, visitor services, and community-based tourism. Nevertheless, the existence of these resources should not be interpreted as evidence that every potential product has an established market. The commercial viability of individual business opportunities must be assessed through local observation, stakeholder consultation, and market validation.

A community-based approach should therefore avoid imposing a uniform development model on all enterprises. Instead, the intervention should identify the characteristics, capabilities, and needs of participating businesses and help them formulate strategies appropriate to their individual circumstances. Collaboration among MSMEs, community organizations, tourism stakeholders, and local government may also help establish complementary products and services, strengthen promotion, and improve connections with external markets.

In this context, strategic management and digital marketing can serve as practical instruments for connecting local resources with market opportunities while maintaining an emphasis on community participation and sustainable enterprise development.

2.6. Conceptual Framework and Relevance to the Community Service Program

The literature reviewed above indicates that MSME competitiveness can be supported by the interaction of strategic management capabilities, digital marketing capabilities, and the effective use of local resources. The resource-based view explains how distinctive resources and organizational capabilities can support competitive advantage, while research on digital marketing highlights the importance of digital competencies, market reach, and organizational adaptability.

For the proposed community service program, these perspectives can be integrated into a practical framework consisting of three main components.

1. Strategic management capability

This component focuses on improving participants' ability to assess their business environments, identify competitive advantages, define target markets, formulate business objectives, and prepare realistic action plans. The principal tools include SWOT analysis, basic competitor analysis, customer segmentation, and business model development.

2. Digital marketing capability

This component focuses on improving participants' ability to develop brand identities, prepare digital promotional content, optimize business profiles, communicate with customers, manage digital product catalogues, and select appropriate marketing channels. The activities should be adapted to each participant's business model and market requirements.

3. MSME competitiveness outcomes

This component concerns the practical results expected from the intervention, including clearer business positioning, improved promotional quality, more systematic marketing activities, greater potential for customer engagement, and better preparation for expanding market reach. Where baseline and follow-up data are available, the program may also assess changes in digital marketing activity, customer inquiries, conversion rates, and sales performance.

The proposed relationship can be summarized as follows:

Strategic management capability

+

Digital marketing capability

+

Effective utilization of local potential

↓

More focused business decisions and market-oriented activities

↓

Potential improvement in MSME competitiveness and business sustainability

This framework represents the program's intervention logic rather than a causal relationship that has already been empirically established in Buluh Cina Village. Its effectiveness must be assessed using evidence collected during implementation.

The community service program can translate the framework into a sequence of activities involving preliminary assessment, strategic planning workshops, digital marketing training, practical implementation, and performance evaluation. The assessment should establish participants' initial capabilities and actual business challenges. Training activities should then address the identified needs, while follow-up evaluation should examine whether participants have adopted the strategies and tools introduced during the program.

The expected contribution is practical and developmental: strengthening the capacity of local MSMEs to make more structured strategic decisions, communicate their value propositions more effectively, and use digital marketing to pursue relevant market opportunities. By combining strategic management with digital marketing and locally grounded business planning, the program seeks to support the development of more competitive and sustainable MSMEs in Buluh Cina Village.

METHODOLOGY

3.1. Approach and Location of the Community Service Program

This community service program employed a participatory and practice-oriented approach to strengthen the strategic management and digital marketing capabilities of micro, small, and medium enterprises (MSMEs). The program was designed to assist local entrepreneurs in identifying business opportunities, formulating appropriate business strategies, and utilizing digital marketing tools to improve their competitiveness. The approach combined needs assessment, capacity-building activities, practical workshops, business mentoring, and performance evaluation.

The program was conducted in Buluh Cina Village, Siak Hulu District, Kampar Regency, Riau Province, Indonesia. The location was selected because of its local economic potential, including nature-based tourism, local culinary products, fisheries-related activities, and other community-based enterprises. These characteristics provide opportunities for MSMEs to develop distinctive products and services and connect them with broader consumer markets. The program focused on strengthening the managerial and marketing capabilities required to translate local resources into sustainable business opportunities.

The activities were organized around two complementary intervention areas: strategic management and digital marketing. Strategic management activities focused on business environment analysis, competitive advantage identification, market segmentation, business model development, and strategic planning. Digital marketing activities focused on branding, digital promotional content, online business profiles, customer communication, and the selection of appropriate digital marketing channels.

3.2. Target Participants and Participant Selection

The target participants were MSME owners and managers operating in Buluh Cina Village and utilizing, or having the potential to utilize, local resources for their business activities. Potential participants included local food producers, culinary businesses, fisheries-related enterprises, souvenir producers, and tourism service providers. The final participant groups were to be determined through coordination with village authorities and preliminary field observations.

Participants were selected purposively based on their involvement in business activities, willingness to participate in the training and mentoring process, and interest in improving their business management and marketing practices. Priority was given to enterprises that could benefit directly from strategic planning and digital marketing assistance.

The number of participants, their business characteristics, and the distribution of enterprises across sectors should be documented based on actual attendance records and preliminary assessments. This information is important for describing the program's coverage and determining whether the intervention addressed the needs of the participating businesses.

3.3. Stages of Program Implementation

The community service program was structured into five stages: preliminary assessment, strategic management training, digital marketing training, business mentoring and implementation, and evaluation.

Stage 1: Preliminary Assessment and Identification of Business Needs

The preliminary assessment was conducted to identify the participants' existing business conditions, management practices, marketing activities, and development challenges. Data collection methods included direct observation, semi-structured interviews, and questionnaires, where appropriate.

The assessment covered business profiles, product characteristics, customer segments, pricing practices, promotional methods, distribution channels, digital platform usage, and perceived competitive advantages. Participants were also invited to identify their business development priorities and expectations for the program.

The information obtained was used to determine the specific training and mentoring needs of each enterprise. SWOT analysis was introduced as an initial diagnostic tool to identify internal strengths and weaknesses and external opportunities and threats. The findings provided a basis for developing practical business strategies and selecting relevant digital marketing activities.

Stage 2: Strategic Management Training

The second stage focused on strengthening participants' understanding of strategic management and its application to MSME development. Training activities combined short presentations, guided discussions, practical exercises, and group work based on participants' actual businesses.

The training covered four principal topics. First, participants were introduced to business environment analysis and the identification of competitive advantages. Second, they examined market opportunities and developed an understanding of customer segmentation and target market selection. Third, participants were guided in developing value propositions and business models using the Business Model Canvas. Fourth, they prepared preliminary strategic action plans that included business objectives, priority activities, required resources, and performance indicators.

The objective of this stage was to help participants move from informal business decision-making toward more structured and market-oriented planning. The resulting business plans were intended to reflect each enterprise's resources, target customers, and realistic development opportunities.

Stage 3: Digital Marketing Training

The third stage focused on developing participants' practical digital marketing capabilities. The training introduced digital marketing as a strategic business function rather than merely a promotional activity.

Participants received guidance on brand positioning, product presentation, digital content development, customer communication, and the selection of digital marketing channels. Practical activities included preparing product descriptions, taking promotional photographs, creating simple promotional designs, developing social media content, and organizing digital product catalogues.

Where relevant, participants were assisted in establishing or improving business profiles on appropriate digital platforms, such as social media, business messaging applications, online marketplaces, and location-based business services. The choice of platform depended on each enterprise's target customers, product characteristics, and operational capacity.

The training also addressed basic digital marketing performance indicators, including content reach, customer engagement, inquiries, orders, and conversions. Participants were encouraged to establish simple monitoring practices to evaluate promotional effectiveness and identify opportunities for improvement.

Stage 4: Business Mentoring and Implementation

Following the training sessions, participants received practical mentoring to support the application of the strategies and marketing tools developed during the program. Mentoring activities focused on reviewing business plans, refining value propositions, improving product presentation, and implementing appropriate digital marketing practices.

Each participating enterprise was encouraged to prepare an individual action plan containing specific activities, implementation timelines, responsible persons, and measurable indicators. Examples included updating business profiles, publishing promotional content according to a planned schedule, preparing digital product catalogues, and introducing clearer procedures for responding to customer inquiries.

Mentoring also emphasized the relationship between strategic objectives and marketing implementation. For example, enterprises targeting institutional buyers could prioritize digital catalogues and direct business-to-business communication, whereas tourism-related enterprises could emphasize visual content, location information, customer reviews, and reservation procedures.

The mentoring process was intended to ensure that the program generated practical outputs rather than remaining limited to classroom-based knowledge transfer.

Stage 5: Monitoring and Evaluation

The final stage evaluated changes in participants' knowledge, planning capabilities, and implementation of digital marketing activities. Evaluation was designed to distinguish between immediate learning outcomes, practical outputs, and potential longer-term business outcomes (Dalil et al., 2026).

Knowledge improvement could be assessed using pre-training and post-training questionnaires covering strategic management and digital marketing concepts. Practical outputs could be assessed using a checklist to determine whether participants had completed business analyses, prepared business or marketing plans, developed promotional materials, and established or improved digital business profiles.

Where baseline and follow-up data were available, changes in digital marketing activity and business performance could also be examined. Relevant indicators included the frequency of promotional content publication, customer inquiries, orders received through digital channels, conversion rates, repeat purchases, and sales revenue.

The evaluation results were intended to identify improvements, remaining challenges, and recommendations for further assistance. Any reported changes in business performance should be interpreted in relation to the program's duration and other factors that may influence sales, customer demand, and market conditions.

3.4. Data Collection and Analysis

Data were collected through observations, interviews, questionnaires, program documentation, participant worksheets, and evaluation forms, depending on the availability and suitability of each method. Qualitative data from interviews and observations were analyzed descriptively to identify common business challenges, participant needs, and perceived benefits of the intervention.

Quantitative data from pre-training and post-training assessments were analyzed using descriptive statistics, including frequencies, percentages, and mean scores where appropriate. If the same participants completed comparable assessments before and after the intervention, their scores could be compared to examine changes in knowledge.

The implementation of business and marketing action plans was assessed using a structured checklist. Indicators included the completion of strategic objectives, identification of target customers, clarity of value propositions, availability of digital promotional materials, and implementation of planned marketing activities.

If sufficient baseline and follow-up business data were available, descriptive comparisons could be conducted to examine changes in marketing activity and selected business indicators. However, the evaluation was not designed to establish causal effects on sales or profitability unless an appropriate research design and supporting data were available.

3.5. Indicators of Program Achievement

Program achievement was assessed through indicators aligned with the intervention objectives. The indicators covered improvements in knowledge, the production of practical business outputs, and the implementation of strategic management and digital marketing practices.

The proposed evaluation framework is presented in Table 1.

Table 1. Evaluation Indicators for the Community Service Program

Evaluation aspect	Indicator	Measurement method
Strategic management knowledge	Participants' understanding of business strategy and competitive advantage	Pre-training and post-training assessments
Business environment analysis	Completion of a SWOT analysis	Review of participant worksheets
Business planning	Availability of a business development or strategic action plan	Document review

Evaluation aspect	Indicator	Measurement method
Market orientation	Identification of target customers and value propositions	Review of business plans
Digital marketing capability	Ability to prepare digital promotional content	Practical assessment
Digital business presence	Availability or improvement of relevant digital business profiles	Observation and documentation
Marketing implementation	Execution of planned promotional activities	Implementation checklist
Customer engagement	Number of inquiries or interactions through digital channels, where records are available	Platform records and business logs
Business outcomes	Changes in orders, conversions, or sales, where comparable data are available	Business records and participant reports

The indicators were designed to reflect the program's immediate objectives and potential contributions to MSME competitiveness. Numerical targets should be established before implementation based on the number of participants, available resources, and baseline conditions.

3.6. Sustainability and Follow-Up

To encourage the continuation of program benefits, participants were encouraged to maintain their strategic action plans and digital marketing activities after the training sessions. Follow-up recommendations included regular evaluation of promotional performance, periodic revision of business strategies, improvement of product quality, and continued engagement with customers.

Coordination with village authorities, local business groups, and relevant stakeholders could support knowledge sharing and facilitate future mentoring activities. Participants could also be encouraged to collaborate in promoting complementary products and services, particularly where tourism, local culinary products, and other community-based businesses serve overlapping customer segments.

The sustainability of the intervention would be assessed through participants' continued use of business plans, maintenance of digital business profiles, implementation of promotional schedules, and willingness to revise their strategies based on market feedback. These efforts were intended to support the long-term development of more competitive MSMEs and strengthen the contribution of local enterprises to the economy of Buluh Cina Village.

RESULTS AND DISCUSSION

4.1. Identification of Local Potential and MSME Development Opportunities

The community service program focused on strengthening the competitiveness of micro, small, and medium enterprises (MSMEs) in Buluh Cina Village, Siak Hulu District, Kampar Regency, Riau Province, through strategic management and digital marketing. The program emphasized the importance of identifying local resources and transforming them into economic opportunities that can support sustainable business development.

Buluh Cina Village possesses local potential that can be developed to support community-based economic activities, including natural tourism, fisheries, culinary products, and other locally produced goods and services. These resources provide opportunities for MSMEs to develop distinctive products and establish business identities associated with the village's local characteristics. However, local resources alone do not automatically create competitive advantages. Business owners also need the ability to identify market opportunities, understand customer preferences, maintain product quality, and communicate their value propositions effectively.

The identification of local potential provided a foundation for determining business development priorities (Çipi et al., 2023). Through the assessment process, the program encouraged participants to examine their business strengths, weaknesses, opportunities, and potential threats. This approach was intended to help

MSME owners recognize their existing resources and determine how these resources could be utilized more effectively.

The findings from this stage should be supplemented with the actual results of field observations and interviews, particularly regarding the types of MSMEs involved, their principal products, marketing practices, and challenges in developing their businesses. These findings are important for ensuring that the proposed business strategies reflect the economic and social conditions of the local community.

4.2. Strengthening Strategic Management Capabilities

Strategic management was an important component of the community service program because MSMEs require clear business objectives and appropriate strategies to remain competitive. Small businesses often operate with limited financial resources, human resources, and managerial capabilities. Consequently, decisions regarding production, pricing, promotion, and market development need to be aligned with their available resources and business objectives.

The strategic management component introduced participants to several practical tools, including SWOT analysis, target market identification, value proposition development, and business planning. SWOT analysis was used as a framework for examining internal strengths and weaknesses alongside external opportunities and threats. This process can help business owners identify areas that require improvement and determine which opportunities are most relevant to their businesses.

For MSMEs in Buluh Cina Village, strategic planning can include differentiating products through local characteristics, improving product presentation, identifying potential customer segments, and establishing appropriate promotional strategies. For example, businesses offering local culinary products may emphasize product quality, distinctive ingredients, and local identity. Meanwhile, businesses associated with tourism may develop promotional packages or products that complement visitors' experiences.

The discussion of strategic management is consistent with the Resource-Based View proposed by (Barney, 1991), which emphasizes the role of firm resources and capabilities in achieving competitive advantage. In the context of village-based MSMEs, local knowledge, traditional production skills, community relationships, and access to locally available resources may provide a foundation for differentiation. Nevertheless, these resources need to be organized and managed effectively to generate sustainable business value.

Strategic management training is therefore expected to help participants move beyond short-term business decisions toward more structured planning. Rather than relying solely on immediate sales opportunities, business owners can be encouraged to establish business objectives, identify priority markets, plan promotional activities, and evaluate their progress periodically.

To demonstrate the actual outcomes of this component, the final article should report whether participants completed SWOT analyses, developed business plans, identified target customers, or formulated specific business development strategies. Evidence from worksheets, participant interviews, and training evaluations can be used to substantiate these findings.

4.3. Improving Digital Marketing Practices among MSMEs

Digital marketing was introduced as a practical approach to expanding market reach and improving communication with potential customers. Digital platforms enable MSMEs to present their products, communicate business information, interact with customers, and promote their offerings beyond their immediate geographical surroundings.

The digital marketing component focused on practical activities such as developing product descriptions, improving product photography, establishing consistent branding, creating promotional content, and utilizing relevant digital channels (Tam & Lung, 2025). Depending on their business needs and available resources, participants could use social media, messaging applications, digital catalogs, and business profile platforms to communicate with prospective customers.

For MSMEs in Buluh Cina Village, digital marketing offers opportunities to connect local products with broader consumer markets. Products associated with local culinary traditions, fisheries, and tourism-related activities can be promoted by emphasizing their distinctive characteristics, product quality, production processes, and connection with the village. Visual content can also help potential customers understand the products and services available before making purchasing decisions or visiting the area.

However, effective digital marketing involves more than creating social media accounts or uploading promotional photographs. Business owners need to communicate accurate product information, maintain consistent branding, respond to customer inquiries, and provide clear information about prices, ordering

procedures, and product availability. These practices can contribute to customer trust and support the development of longer-term customer relationships.

Nevertheless, the effectiveness of digital marketing should be evaluated using evidence rather than the existence of digital accounts alone. Relevant indicators include the number of businesses with updated digital profiles, the frequency of promotional content, customer interactions, inquiries received, and changes in orders or sales when reliable records are available.

The actual results of this program should therefore specify which digital marketing activities participants implemented, which platforms they used, and what changes occurred following the training and mentoring activities. If sales data or engagement metrics were not collected, the discussion should focus on demonstrated improvements in marketing knowledge, content preparation, or digital presence rather than claiming an increase in revenue.

4.4. Integrating Strategic Management and Digital Marketing to Enhance Competitiveness

A central contribution of the program is its integrated approach to strategic management and digital marketing. Strategic management helps business owners determine what they want to achieve, which customers they intend to serve, and how their products can be differentiated. Digital marketing provides channels through which these strategies can be communicated and delivered to potential customers.

Without a clear business strategy, digital promotion may become inconsistent and fail to communicate a distinctive value proposition (Piepponen et al., 2022). Conversely, a well-developed business strategy may have limited market impact if potential customers cannot easily discover the products or obtain information about them. Integrating these two areas can help MSMEs connect business planning with practical market engagement.

For example, an MSME producing a locally distinctive food product can begin by identifying its target customers and determining the characteristics that differentiate the product from competitors. The business can then develop suitable packaging, product descriptions, promotional messages, and digital content that communicate these characteristics. Customer responses can subsequently be used to evaluate promotional effectiveness and inform future business decisions.

This integrated process can be summarized in four steps:

1. **Strategic identification:** Determine business objectives, target customers, available resources, and competitive advantages.
2. **Marketing development:** Establish product positioning, branding, pricing considerations, and promotional messages.
3. **Digital implementation:** Publish relevant content, communicate with customers, and facilitate product inquiries and orders through suitable digital channels.
4. **Performance evaluation:** Review customer responses, marketing engagement, orders, and other available business indicators to identify opportunities for improvement.

The approach is particularly relevant to village-based MSMEs because it encourages business owners to build upon existing local resources rather than competing exclusively on price. Local identity, product authenticity, community knowledge, and the connection between products and the village's natural or cultural characteristics may be developed into elements of a differentiated market offering.

Previous research on digital marketing, e-commerce, and MSME competitiveness, including Wijayanto et al. (2024), provides a relevant basis for discussing the role of digital channels in improving market access. However, the benefits of an integrated strategy depend on the quality of implementation, the suitability of the chosen market, product competitiveness, and the business owner's ability to maintain consistent operations.

Accordingly, the contribution of the community service program should be assessed not only through the training delivered but also through the extent to which participants can translate the training into practical business strategies and marketing activities. Evidence of completed business plans, improved promotional materials, consistent digital activity, and documented customer engagement would provide a stronger basis for evaluating the program's contribution.

4.5. Challenges and Sustainability of MSME Development

Despite the opportunities provided by strategic management and digital marketing, MSMEs may encounter several challenges when adopting new business practices. These may include limited digital literacy, insufficient time for producing promotional content, constraints in financing business development, inconsistent product quality, limited packaging capabilities, and difficulties maintaining regular online communication.

These challenges indicate that training activities alone may not be sufficient to ensure sustainable changes in business practices (Braun et al., 2025). Participants may require continued mentoring, accessible learning materials, opportunities to share experiences, and assistance in evaluating the effectiveness of their strategies. Collaboration among village authorities, educational institutions, community organizations, and local business actors may also support the continuity of MSME development initiatives.

In Buluh Cina Village, sustainability can be supported by encouraging participants to maintain simple business records, update digital promotional materials regularly, document customer feedback, and review their business objectives periodically. MSMEs may also explore opportunities for collaboration in promoting locally produced goods and tourism-related services, provided that such collaboration reflects their actual capabilities and market demand.

The program's sustainability should therefore be evaluated through evidence of continued implementation after the training activities. Relevant indicators include whether participants continue using digital marketing channels, update their promotional content, apply the business strategies developed during the program, and monitor customer responses. Follow-up interviews or observations can help determine which practices have been maintained and which areas require further assistance.

Overall, strengthening strategic management and digital marketing represents a practical approach to supporting the competitiveness of MSMEs based on local potential. The combination of structured business planning and appropriate digital communication can help business owners identify market opportunities, communicate product value, and develop more consistent marketing practices. However, the extent to which these interventions improve business performance must be established through program-specific evidence and, where possible, follow-up evaluation.

The results and discussion should ultimately demonstrate how the community service activities addressed the needs of MSMEs in Buluh Cina Village, what changes were documented among participants, and what further support is necessary to sustain those changes. This evidence-based approach will strengthen the article's contribution to community empowerment and local economic development.

CONCLUSION

Conclusion

Strengthening strategic management and digital marketing is an important approach to enhancing the competitiveness of micro, small, and medium enterprises (MSMEs) based on local potential in Buluh Cina Village, Siak Hulu District, Kampar Regency, Riau Province. The integration of these two areas provides a framework for helping MSMEs identify business opportunities, establish clear objectives, understand target markets, develop distinctive value propositions, and communicate their products more effectively through digital channels.

Strategic management provides a foundation for structured business planning, while digital marketing offers opportunities to improve product visibility, customer communication, and market access. By utilizing local resources and characteristics, MSMEs can develop business strategies that reflect the identity and economic potential of their village.

The community service program is expected to support the development of more structured and adaptive business practices among local entrepreneurs. Nevertheless, improvements in sales, profitability, and long-term competitiveness require consistent implementation and further evaluation. The sustainability of the program will depend on participants' commitment to applying the knowledge acquired, access to appropriate resources, and continued support from relevant stakeholders.

Implications

Practical Implications

The program highlights the importance of integrating business planning with digital marketing activities in MSME development. Entrepreneurs need to identify their target customers, determine their product advantages, and establish realistic business objectives before selecting appropriate promotional strategies. Digital marketing activities should be aligned with these objectives to ensure that promotional content communicates a clear and consistent value proposition.

For MSMEs in Buluh Cina Village, the practical implication is the need to develop business identities that reflect local characteristics and customer needs. Product descriptions, visual content, branding, and customer communication can be developed to communicate the distinctive value of local products and services.

Implications for Community Empowerment

The program also highlights the potential role of community service initiatives in strengthening local entrepreneurial capabilities. Educational institutions, village authorities, and community organizations can contribute by facilitating business training, providing mentoring opportunities, and supporting collaboration among local entrepreneurs.

Such collaboration may help MSMEs exchange knowledge, share promotional opportunities, and explore ways to connect local products with tourism and other economic activities. These efforts should be developed according to the needs, resources, and readiness of the local community.

Implications for Sustainable Local Economic Development

Integrating strategic management and digital marketing may support the development of a more organized local business environment. By utilizing local resources responsibly and improving access to market information, MSMEs can explore opportunities to create economic value while maintaining connections with their community's identity.

However, sustainable development requires more than promotional activities. Product quality, customer satisfaction, responsible resource utilization, financial management, and continuity of business operations remain important considerations. Digital marketing should therefore form part of a broader business development strategy.

Limitations

This community service program has several limitations that should be considered when interpreting its outcomes. First, the findings are specific to the context of MSME development in Buluh Cina Village. The characteristics of local businesses, available resources, entrepreneurial capabilities, and market opportunities may differ from those in other villages. Consequently, the approach may require adaptation before being implemented in different locations.

Second, the evaluation of program effectiveness depends on the availability and quality of participant data. Without systematic pre-program and post-program assessments, it is difficult to determine the extent to which participants' knowledge and business practices changed as a direct result of the intervention.

Third, improvements in business performance cannot be established solely through participation in training or the adoption of digital marketing platforms. Reliable conclusions about changes in sales, profitability, customer acquisition, or market reach require appropriate baseline information and follow-up measurements.

Fourth, the sustainability of the intervention may be influenced by external and internal factors, including internet access, digital literacy, financial resources, product quality, market competition, and the time available for business owners to maintain their marketing activities.

These limitations indicate the importance of conducting systematic monitoring and evaluation to establish more reliable evidence of the program's outcomes and long-term contributions.

Recommendations

Based on the program's objectives and the challenges associated with MSME development, several recommendations can be proposed. First, MSME owners should develop simple but structured business plans that include business objectives, target customers, product positioning, pricing considerations, promotional strategies, and financial records. Regular reviews of these plans can help entrepreneurs adjust their activities to changing market conditions.

Second, digital marketing activities should be implemented consistently. MSMEs should maintain accurate business information, prepare attractive product photographs and descriptions, respond promptly to customer inquiries, and select digital platforms that are appropriate for their target markets and available resources.

Third, MSMEs should monitor basic marketing and business indicators. These may include promotional reach, customer engagement, inquiries, orders, repeat purchases, and revenue where reliable records are available. Monitoring these indicators can help entrepreneurs identify which activities are useful and where improvements are needed.

Fourth, village authorities and relevant stakeholders should consider facilitating continued mentoring and capacity-building activities. These activities may address digital literacy, product development, packaging, financial management, branding, and market access according to the needs identified among local businesses.

Finally, collaboration among MSMEs should be encouraged where appropriate. Joint promotional activities, shared information about local products, and coordinated marketing initiatives may help individual businesses reach broader audiences while preserving their distinct identities and business interests.

Future Community Service

Future community service activities should focus on strengthening the continuity and measurable outcomes of the initial intervention. Rather than limiting assistance to one-time training, subsequent programs could provide structured mentoring and practical support tailored to the needs of participating MSMEs.

The first priority is to conduct follow-up assessments to determine whether participants continue implementing their business plans and digital marketing activities. These assessments could document changes in business practices, identify implementation challenges, and establish priorities for further assistance.

The second priority is to develop product branding and market readiness. Future activities could include product photography, packaging improvement, preparation of digital catalogs, development of business profiles, and the creation of consistent promotional materials. Where appropriate, these activities could help connect locally produced goods and services with potential customers interested in products associated with Buluh Cina Village.

The third priority is to strengthen financial and performance management. Training could introduce simple bookkeeping, cost calculation, pricing strategies, cash-flow monitoring, and basic digital marketing analytics. These capabilities would help entrepreneurs evaluate business performance more systematically and make decisions based on available evidence.

The fourth priority is to explore collaborative marketing opportunities involving local MSMEs, community organizations, and tourism-related stakeholders. Such collaboration could support the promotion of local products and services while encouraging responsible use of local resources and strengthening community participation in economic development.

Finally, future programs should establish a clearer monitoring and evaluation framework. Baseline and follow-up data could be collected to assess changes in participants' knowledge, business planning practices, digital marketing implementation, customer engagement, and business performance. Where feasible, follow-up assessments over several months would provide a more meaningful understanding of the sustainability of the intervention.

Through these continued efforts, community service programs can contribute to building stronger entrepreneurial capabilities and supporting the long-term development of locally based MSMEs in Buluh Cina Village.

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