

Analysis of the Implementation of Digital Marketing Training in the Development of Sustainable Tourism Villages

Fildzah Mahdiya Karimah¹, Joko Sutarto², Farid Ahmadi³

^{1,2,3} Universitas Negeri Semarang, Indonesia

Corresponding author, email: fmahdiyaa@students.unnes.ac.id

Article info:

Submitted: August 05, 2024 Revised: Nopember 18, 2025 Accepted: January 02, 2025

Abstract

Background – The productivity of MSMEs plays a strategic role in the development of sustainable tourism villages, as strong marketing capacity determines the visibility and competitiveness of local products. Digital marketing is essential for expanding market reach and enabling MSMEs to introduce their products to a wider audience.

Purpose – This study aims to analyze the implementation of a digital marketing training program to strengthen MSME capacity in tourism village development.

Method/Approach – A qualitative descriptive research design was employed. Data were collected through interview guides, observation sheets, and documentation. Data validity was ensured through source and method triangulation. The Miles and Huberman interactive analysis model—data reduction, data display, and conclusion drawing—was used to analyze the findings.

Findings – The study reveals that the training program was implemented through four key stages: training design, training implementation, training evaluation, and follow-up activities. Each stage included essential components of effective training and contributed to improving participants' understanding and skills in digital marketing practices.

Conclusions – The digital marketing training program was carried out in alignment with its objectives and effectively guided MSME participants. The training elements and instructional processes followed the Kemp model, demonstrating its relevance for community-based capacity building in tourism village development.

Novelty/Originality/Value – This study contributes to the literature by providing a structured analysis of digital marketing training implementation within the context of tourism village development. Unlike previous studies that focus primarily on digital marketing outcomes, this research emphasizes the instructional design, stages, and practical applicability of the Kemp model in MSME capacity-building programs.

Keywords: Digital Marketing, Sustainable Tourism Village Development, MSMEs.

Recommended citation:

Karimah et al., (2025). Analysis of the Implementation of Digital Marketing Training in the Development of Sustainable Tourism Villages. (2025). *Lembaran Ilmu Kependidikan*, 54(2), 308-316. <https://doi.org/10.15294/lik.v54i2.11224>

INTRODUCTION

Tourism is a phenomenon that arises due to the interaction between tourists, service providers, and local governments in providing facilities that support tourism activities in an area. The interaction in tourism activities forms a system that is interrelated with each other (Ismayanti, 2015). The basis for the formation of this tourism system is due to the approach based on being a provider (supply) of the potential in an area and demand from the community which is linear (Gunn and Var, 2012). This approach aims to create sustainable economic, social, and environmental benefits for local communities and improve the tourist experience.

Tourism development has several forms, one of which is community-based tourism development. Community-based tourism development is commonly referred to as Community Based Tourism (CBT). This tourism development is a form of tourism managed by local communities in an area that emphasizes the principles of environmental, social, and cultural sustainability to help tourists understand and learn the local community's way of life. The development of community-based tourism aims to build and strengthen the organizational capabilities of local communities (Muallisin, 2017).

The development of tourist villages has now become an alternative for developing local potential and economy that is applied in various regions in Indonesia. The development of tourist villages is expected to be able to increase the distribution of welfare in a village in order to be in accordance with the goals of sustainable tourism development (Jugmohan & Giampiccoli, 2017). The development of tourist villages is basically carried out based on the potential of a village (Damanik, 2016). In fact, the development of tourist villages contributes one in 10 jobs in the world (Council, 2020). If the local potential of the village is developed properly by the community, it will be able to increase the community's economy through the productivity of businesses that are run, which are commonly called MSMEs or micro, small and medium enterprises (Ruiz-Ballesteros, 2023).

MSMEs describe a form of business that operates on both a small and medium scale (Sarma et al., 2022). In a business context, MSMEs categorize businesses based on their size and capacity. The position of MSMEs in the national economy has an important and strategic role. This condition is very possible because the existence of MSMEs is quite dominant in the Indonesian economy. The development of MSMEs after the economic crisis has continued to increase from year to year. This also proves that MSMEs are able to survive in the midst of the onslaught of the economic crisis (Suci, 2017).

Increasing the productivity of MSMEs in an area is usually done through education and training to train the abilities and skills of rural communities. After the community has the abilities and skills, the community will apply them to the businesses they own. This education and training must be carried out continuously in order to be in accordance with the initial objectives implemented, namely increasing the productivity of MSMEs (Supriyanto & Hana, 2020). One example of increasing the productivity of MSMEs in the development of this tourist village is in the Kandri Tourism Village, Gunungpati District, Semarang City.

Recorded in the village profile at the Ministry of Tourism and Creative Economy, Kandri Tourism Village is one of the tourism villages in Semarang City. Kandri Tourism Village is located in Kandri Village, Gunungpati District, Semarang City. This village, which has a population of around 3,797 people, is still preserved. The majority of the village's population works as farmers, batik craftsmen, and fish farmers. Kandri Tourism Village is a village that uses the concept of a sustainable tourism paradigm. Kandri Tourism Village has a driving group to improve community welfare called the tourism awareness group (pokdarwis). This tourism awareness group forms a

tourism village concept that aims to improve community welfare through the development of tourism villages and increasing the productivity of MSMEs in the village (Safitra & Yusman, 2014). In addition to having tourism activities on offer, the Kandri Tourism Village tourism awareness group also has an MSME group consisting of local people who have businesses in both the food and craft sectors. This MSME association group is named Mekarsari Kandri and often collaborates with the local government to conduct training to develop skills and increase MSME productivity.

The productivity of MSMEs in Kandri Tourism Village still cannot be said to be productive and not all members of the MSME group have the same skills and abilities in marketing their products. This is based on a preliminary study conducted by researchers in mid-2023 through initial interviews. Research conducted by Utami (2020) stated that the MSME group in Kandri Tourism Village was still constrained by online marketing methods, product branding methods, and lack of innovation in durable product packaging for shipping outside the city. There was a decline in sales caused by the lack of product innovation owned and the lack of consumer attention to the product, as well as the market share which was still limited to traditional markets so that it was only known to the local community. Research conducted by Dhamayantie & Fauzan (2017) stated that strengthening entrepreneurial characteristics and competencies to increase MSME productivity was very necessary, supported by entrepreneurship training involving MSME actors. Meanwhile, research conducted by Setiawati & Safitri (2021) stated that obstacles in marketing MSME products can be overcome by using online marketing strategies associated with digital marketing technology.

Digital marketing is needed to expand the effectiveness of product sales that can reach all levels of society so that the marketed products can be widely known by consumers. Digital marketing is a transformation of the development of businesses and other organizations to communicate with consumers (Aghazadeh & Khoshnevis, 2024). The current era of globalization introduces digital marketing through several steps, namely digital tools, digital platforms, digital media, digital data and digital technology (Chaffey & Ellis-Chadwick, 2019). Digital marketing consists of promoting products or brands through one of the electronic forms. It is important to consider whether a particular product or service can be used in digital marketing (Sawicki, 2016). The urgency of this research is to find out the results of the implementation of the digital marketing training program that has been carried out and the level of productivity of MSMEs in Kandri Tourism Village in developing sustainable tourism.

METHODS

The research method used in this study is qualitative research. This study uses experimental research methodology. This research was carried out by obtaining in-depth or detailed information and data about the implementation of digital marketing training programs in the development of tourist villages in Kandri Tourism Village, Gunungpati District, Semarang City through several data collection processes. The focus of this study is the implementation of training based on training elements. The subject of this study is 1 manager of the pokdarwis section of public relations and human resource development who is in charge of handling training in Kandri Village. The number of informants who provided information about the implementation of the training program was 2 pokdarwis managers as the main informants and 3 training participants or pokdarwis members as supporting informants.

The data collection in this study uses grids and guidelines both interviews, observations and documentation that have been prepared previously. The grids and guidelines contain the researched focuses and sub-focuses that have been attached. So that an overview of social reality,

actualization, and research objectives is revealed so that truly valid data is obtained, validity assessment through cross-checking of information sources or data that has been obtained, namely regarding the implementation of digital marketing training programs in the development of tourist villages in Kandri Tourism Village, Gunungpati District, Semarang City. Triangulation of sources and methods is used to check the validity of the data. Data analysis was carried out using the Miles and Hurbeman model, namely data reduction, data presentation, and drawing conclusions.

RESULTS AND DISCUSSION

Implementation of Digital Marketing Training in the Development of Sustainable Tourism Villages

Training Design

Training design is the initial stage in the implementation of digital marketing training in Kandri Tourism Village. Training design is a process of planning, developing, and implementing training programs to improve the knowledge, skills, and abilities of training participants (Faujiah & Fadli, 2023). The first stage of training design is to determine the training objectives both generally and specifically which are intended to train training participants to acquire new skills and abilities that are in line with the concept of sustainable tourism villages and conduct a training needs analysis so that the gaps or needs that underlie the need for training can be identified. According to Cahya et al. (2021), the stages of determining objectives and analyzing training needs aim to find out what output is desired from a training based on the gaps or needs that have been identified through the training needs analysis.

The second stage in the training design process is determining the appropriate training method. In this stage, an analysis will be carried out on the appropriate and suitable training method to be applied. The selection of the right training method must be adjusted to the training objectives, participant needs, and available resources. A combination of several training methods also often provides more effective results (Rahyasih et al., 2020). In digital marketing training in Kandri Tourism Village, the training method is carried out through material presentations, group discussions, practice and questions and answers carried out by fellow training participants or training participants with training instructors. Determination of this training method affects the success of delivering the material intended to obtain abilities or skills from training participants (Tukiran, 2024).

The third stage of training design is determining the resources used. These resources are related to human resources and non-human resources. The existence of these resources aims to support the implementation process of the training carried out (Sari et al., 2022). In digital marketing training in Kandri Tourism Village, human resources consist of instructors and Pokdarwis managers. Meanwhile, non-human resources consist of facilities and infrastructure, curriculum, learning media and teaching materials or materials used. After all resources are determined, the next step is to determine the training schedule and location for digital marketing training.

Training Implementation

The second step in implementing digital marketing training is implementing the training. Implementing training is a process in which a training program is carried out according to the plans and objectives that have been set (Santoso, 2015). The stages of implementing the training begin with the preparation stage which includes socialization and recruitment of training

participants by the Pokdarwis manager based on the criteria or qualifications of the training participants that have been determined. If the participants have met the criteria and are in accordance with the training needs, then the participants can take the training. At this preparation stage, the Pokdarwis manager can ensure that the necessary resources are available, and the training participants already know the schedule and location of the training. According to Herdiman et al. (2022) stated that the purpose of training socialization is so that all parties involved in the implementation of the training clearly understand the goals and expectations of the training to be carried out. This socialization also has a role in increasing participation, enthusiasm, and readiness of participants in participating in the training (Paramitha et al., 2020).

Training socialization is carried out before the implementation of the training which is then followed by recruitment of training participants according to the qualifications or criteria required. The recruitment of training participants is based on an analysis of training needs regarding the intended training targets in accordance with the planned training objectives (Suwarni et al., 2021). The main objective of the training participant recruitment process is to get the right prospective training participants according to the designed training program (Sutarto and Siswanto, 2020). Training participants are individuals who take part in training programs that are carried out with the aim of improving skills, knowledge, and competence (Ria Angelina et al., 2020). Training participants in the implementation of digital marketing training in the development of sustainable tourism villages in Kandri Tourism Village come from members of the Mekarsari UMKM. The selection of training participants is carried out by the Pokdarwis manager. The selection of training participants is always carried out through the dissemination of information or socialization through the village WhatsApp group or coordination with the local RT/RW.

The next stage of implementing the training is the implementation of initial activities, core activities, and final activities. This must be done sequentially so that the implementation of the training runs smoothly and effectively (Fardinal et al., 2022). After all stages in the implementation of the training are carried out, it is then continued with training evaluation activities.

Training Evaluation

The third step in implementing digital marketing training is training evaluation. Training evaluation is a systematic process to assess the effectiveness and impact of implementing a training program (Saunders & Zuzel, 2015). Training evaluation aims to determine whether the training implemented has succeeded in achieving the planned objectives and identifying areas or obstacles that can be improved in the future (Utomo & Tehupeiory, 2014). Training evaluation begins by determining indicators of success in training, namely the level of skill mastery. Training success indicators not only assess effectiveness but also the relevance and efficiency of training objectives with the concept of sustainable tourism village development (Syukri, 2024). In this evaluation stage, there are differences in knowledge and new skills possessed by participants from before and after participating in training. The skill aspect of participants is also influenced by the willingness to learn and talent (Wagimin et al., 2019). According to Sulistiobudi and Kadiyono (2023), the stages of this training evaluation consist of initial participant evaluation, final participant evaluation, and evaluation of training implementation. The initial and final evaluations of participants are made by the training instructor by looking at the predetermined training success indicators.

The evaluation data collection stage is carried out to evaluate the implementation of digital marketing training. According to Athira (2022), the initial and final evaluation of

participants is carried out by comparing notes before and after the training. The pre-test is carried out at the beginning of the training, and the post-test is carried out at the end of the training by filling out a questionnaire in the form of a Google form that has been prepared by the instructor. Evaluation of the implementation of the training is carried out through a questionnaire with a Likert scale of 1-5 on the Google form link which must be filled out by training participants after the training is completed. The evaluation stage of the implementation of the training is also carried out through routine Pokdarwis meetings which are held once a month which are internal evaluations of the Pandanaran Pokdarwis which involve external parties, namely training instructors. This routine Pokdarwis meeting aims for the Pokdarwis management to know what things need to be improved for the implementation of further training through coordination with training instructors. This routine meeting also discusses the success of the training implementation in improving the abilities and productivity of participants in marketing MSME products.

After the evaluation data collection is carried out, the evaluation data analysis is carried out by the instructor through the initial test and final test given to the participants. The analysis of this training evaluation data is carried out quantitatively by the training organizing team using a Likert scale to measure the attitudes, opinions, and perceptions of the participants. The Likert scale is used to measure social symptoms and events or phenomena that arise (Aprilia & Rani, 2020). The results of this evaluation data analysis are important to determine the level of success of the training and to correct the shortcomings in the training. Then the instructor prepares the initial and final evaluation reports of the training participants based on the results of the pre-test and post-test according to the feedback given by the participants when filling out the questionnaire via the Google form which contains indicators of training success according to the level of skill mastery. The instructor provides feedback on the achievement of the level of skill mastery. The participant assessment report is then reported to the Pokdarwis management.

Follow-up

Follow-up is the final stage of training implementation. The follow-up stage in training is the steps taken after the training is completed to ensure that participants can apply what they have learned such as knowledge, skills, and learning attitudes and is useful for seeing that the training is running according to objectives and is effective (Faujiah Fadli, 2023). The follow-up stage helps ensure that training does not stop at the stage of delivering the material but also provides long-term benefits for participants and the organization (Fatchurochman & Yamit, 2022). The follow-up stage in digital marketing training in Kandri Tourism Village is content creation and promotion training. In this case, training participants will gain new knowledge related to content strategies and promotional campaigns.

This follow-up stage aims to train participants not only to be familiar with the concept of digital marketing, creating online stores, and product marketing, but participants will be taught about content strategies and promotional campaigns so that marketing of MSME products becomes more attractive following the times and supporting the concept of sustainable tourism villages. According to Werdani et al. (2020) stated that content creation and promotion training helps increase awareness of tourist villages to a wider audience and helps identify market trends and tourist needs, encouraging tourist villages to develop and diversify their superior products.

This follow-up stage can help training participants in planning and creating more interesting and relevant digital content and designing effective promotional campaigns to attract more buyers (Supriyanto & Hana, 2020). After the content creation and promotion training is completed, a long-term evaluation will be carried out by the Pokdarwis manager which aims to

review the performance of digital marketing training to see the extent to which digital marketing training can help Kandri Tourism Village achieve its goals in accordance with the concept of a sustainable tourism village. This also has a positive impact on improving the local economy, creating new jobs, and empowering local communities (Maknunah & Prasetyo, 2022).

Based on the implementation of digital marketing training in the development of sustainable tourism villages revealed in this study, the training model found refers more to the Kemp training model. This model is included in the process-oriented model. The Kemp model is a systematic model used in training design. The approach in this model involves stages such as objective analysis, training participant analysis, material development, training design, evaluation development and use, and revision and refinement of learning content (Sapri et al., 2019). According to Polikarpus et al. (2023) stated that the Kemp model is a model that focuses on participant needs and training outcomes.

The Kemp model uses a systematic approach to design, develop, and evaluate the training process (Li et al., 2022). The steps in the Kemp model in a training include: 1) identifying problems; 2) analyzing student character; 3) setting training objectives, 4) determining learning materials and analyzing learning task components related to achieving training objectives; 5) setting specific training objectives for students, (6) developing learning strategies, 7) determining learning methods; 8) determining evaluation instruments, 9) determining resources that support the implementation of training (Uvet et al., 2023). As a future reflection in relation to science, the use of this model is useful for increasing efficiency and effectiveness in implementing training.

CONCLUSION

Based on the results of the research and discussion, the implementation of digital marketing training in the development of sustainable tourism villages in Kandri Tourism Village is analyzed based on the factual conditions of the training that has been carried out in accordance with the actual conditions or situations that occur in Kandri Tourism Village. This study reveals that in designing digital marketing training in Kandri Tourism Village, training elements such as training objectives, training needs analysis, training methods, instructors, facilities and infrastructure, curriculum, and materials used have been considered. Determination of training resources such as human resources and non-human resources has also been prepared. In addition, the implementation of digital marketing training is carried out through a structured process, namely through the stages of socialization, participant recruitment, initial activities, core activities, and final activities. In the core training activities, training participants practice and have a question-and-answer discussion to apply the theory that has been given. Training evaluations are carried out to assess and ensure that the training has run well and in accordance with the objectives of the training. The follow-up stage in this training is carried out by providing content creation and promotion training. In this case, training participants will gain new knowledge related to content strategies and promotional campaigns. The implementation of digital marketing training in the development of sustainable tourism villages revealed in this study, the training model found refers more to the Kemp training model by considering aspects in its design. As a reflection for the future in relation to science, the use of this model is useful for increasing efficiency and effectiveness in implementing training.

REFERENCES

- Aghazadeh, H., dan Khoshnevis, M. (2024). Martechs and Digital Marketing+ (Types of Digital Marketing). In H. Aghazadeh dan M. Khoshnevis (Eds.), *Digital Marketing Technologies*, 4(1), 187-226. https://doi.org/10.1007/978-981-97-0607-5_7
- Aprilia, A., and Rani, P. (2020). The Influence of Training Methods, Training Instructors, Training Materials and Work Competencies on Tax Volunteer Work Performance (Empirical Study on 2019 Tax Volunteers of the South Jakarta II Regional Office of the Directorate General of Taxes). *Journal of Accounting and Finance*, 9(2), 91-108.
- Athira, S. (2022). Trends in Human Resource Management in the New Technological Era. *East Asian Journal of Multidisciplinary Research*, 1(9), 1745-1756.
- Cahya, A. D., Rahmadani, D. A., Wijiningrum, A., and Swasti, F. F. (2021). Analysis of human resource training and development. *YUME: Journal of Management*, 4(2).
- Chaffey, D., dan Ellis-Chadwick, F. (2019). *Digital marketing*. Pearson uk.
- Damanik, J. (2016). Promotion Strategy in Facing Tourism Crisis and Shifting Tourist Psychographics. *Journal of Tourism*, 8(1).
- Dhamayantie, E., and Fauzan, R. (2017). Strengthening Entrepreneurial Characteristics and Competencies to Improve MSME Performance. *Journal of Management, Business Strategy and Entrepreneurship*, 11(1), 80-91.
- Fardinal, F., Leni, D., and Adril, E. (2022). Occupational Safety and Health (K3) Training and Socialization at PT PLN (Persero). *Abdi: Journal of Community Service and Empowerment*, 4(2), 358-364.
- Fatchurochman, N. A., and Yamit, Z. (2022). The Influence of Total Quality Management (TQM) on Company Performance: A Case Study of Food MSMEs in Temanggung Regency. *Selecta Management: Journal of Business & Management Students*, 1(2), 14-30.
- Faujiah, L., and Fadli, U. M. D. (2023). Analysis of Employee Training Needs at PT Pupuk Kujang Cikampek. *PRIMER: Multidisciplinary Scientific Journal*, 1(3), 318-321.
- Gunn, C. A., dan Var, T. (2012). *Tourism planning: Basics, concepts, cases*. Psychology Press.
- Herdiman, L., Azizah, N. N., Adynata, I., Mahendra, N. F., Rihhadatuluisy, N. A., Haq, M. H. H., Murtinanda, F., Rahmadani, D., Syafira, W., and Cahyanti, F. M. (2022). Socialization of Training and Digitalization in Efforts to Improve MSMEs in Trayu Village. *JlIP-Scientific Journal of Educational Sciences*, 5(11), 4823-4829.
- Ismayanti, I. (2015). Introduction to tourism. PT Gramedia Widisarana.
- Jugmohan, S., dan Giampiccoli, A. (2017). Community-based Tourism Development: A Possible Educational Gap. *The Anthropologist*, 30(1), 52-60.
- Li, X., Wang, Y., Jiang, H., Li, Y., Dong, S., Xiang, N., Wang, M., dan Liu, S. (2022, 2022//). Research on Blending Learning Innovation Model of International Logistics Bilingual Course. *Advances in Artificial Systems for Logistics Engineering*, Cham.
- Maknunah, J., and Prasetyo, A. (2022). Marketing Content Creation Training to Support MSME Promotion in Malang Regency. *JMM-Jurnal Masyarakat Merdeka*, 5(2), 95-104.
- Muallisin, I. (2017). Community-based tourism development model in the city of Yogyakarta. *Journal of Research of Bappeda of Yogyakarta City*, 2(2), 34-36.
- Paramitha, A. I. I., Mahendra, G. S., and Artana, I. M. (2020). Socialization and Internet Marketing Training for Sokasi MSMEs in Tigawasa Village. *Journal of Community Service Works*, 4(2), 276-283.
- Polikarpus, S., Luik, P., Poom-Valickis, K., dan Ley, T. (2023). The Role of Trainers in Implementing Virtual Simulation-based Training: Effects on Attitude and TPACK Knowledge. *Vocations and Learning*, 16(3), 459-486. <https://doi.org/10.1007/s12186-023-09322-1>
- Rahyasih, Y., Hartini, N., and Syarifah, L. S. (2020). Sustainability Professional Development: A Scientific Paper-Training Need Analysis for Teachers. *Journal of Educational Research*, 20(1), 136-144.
- Ria Angelina, P., Kasman, R., and Sinta Dewi, R. (2020). Improving Career Maturity of Students to Reduce the Risk of Unemployment. PROCEEDINGS OF LPPM UIKA BOGOR. <http://pkm.uika-bogor.ac.id/index.php/prosiding/article/view/663>

- Ruiz-Ballesteros, E. (2023). What community for community-based tourism? *Current Issues in Tourism*, 26(16), 2664-2677. <https://doi.org/10.1080/13683500.2022.2091982>
- Safitra, A. R., and Yusman, F. (2014). The Influence of Kandri Tourism Village on Improving Community Welfare in Kandri Village, Semarang City (Case Study: Kandri Village, Semarang). *Tourism Village, Community Welfare*, 3(4), 10. <https://doi.org/10.14710/tpwk.2014.6747>
- Santoso, B. (2015). Training scheme and mechanism: training implementation guide. Indonesian Coral Reef Foundation.
- Sapri, J., Agustriana, N., dan Kusumah, R. G. T. (2019). The Application of Dick and Carey Learning Design toward Student's Independence and Learning Outcome. International Conference on Educational Sciences and Teacher Profession (ICETeP 2018),
- Sari, M., Riswandi, R., and Nurwahidin, M. (2022). The Urgency of Needs Analysis in the Implementation of Education and Training Programs. *Journal of Educational Technology*, 1(2), 44-49.
- Sarma, M. m., Hidayati, N., Nanere, M., Trebilcock, P., dan Ratten, V. (2022). Entrepreneurial Marketing and Its Relationship on Business Competitiveness in Footwear and Agro Industries of Small and Medium Industries. In V. Ratten dan V. Braga (Eds.), *Stakeholder Entrepreneurship: Public and Private Partnerships* (pp. 19-44). Springer Singapore. https://doi.org/10.1007/978-981-16-7091-6_3
- Saunders, V., dan Zuzel, K. (2015). Evaluating Employability Skills: Employer and Student Perceptions. *Bioscience Education*, 15(1), 1-15. <https://doi.org/10.3108/beej.15.2>
- Sawicki, A. (2016). Digital marketing. *World Scientific News*(48), 82-88.
- Setiawati, A., and Safitri, A. R. (2021). Marketing Strategy for MSMEs in the Digital Market Era Through Entrepreneurship Training in Tangerang City. *Journal of Innovation and Community Service (JIPkM)*, 1(2), 71-79.
- Suci, Y. R. (2017). Development of MSMEs (Micro, Small and Medium Enterprises) in Indonesia. *Scientific journal cano ekonomios*, 6(1), 51-58.
- Sulistiobudi, R. A., dan Kadiyono, A. L. (2023). Employability of students in vocational secondary school: Role of psychological capital and student-parent career congruences. *Heliyon*, 9(2), e13214. <https://doi.org/https://doi.org/10.1016/j.heliyon.2023.e13214>
- Supriyanto, A., and Hana, K. F. (2020). Digital Village Development Strategy to Increase MSME Productivity. *BISNIS: Journal of Islamic Business and Management*, 8(2), 199-216.
- Sutarto, J., and Siswanto, Y. (2020). E-Training Model in Training (Theory and Implementation). UNNES Press.
- Suwarni, E., Rosmalasar, T. D., Fitri, A., and Rossi, F. (2021). Entrepreneurship Socialization to Increase Mathla'ul Anwar Students' Interest and Motivation. *Indonesian Community Service Journal*, 1(4), 157-163.
- Syukri, M. (2024). Indonesia's New Developmental State: Interrogating Participatory Village Governance. *Journal of Contemporary Asia*, 54(1), 2-23. <https://doi.org/10.1080/00472336.2022.2089904>
- Tukiran, M. (2024). Training Needs Analysis: A Suggested Model for Civil Servant Training. *Journal of Industrial Engineering & Management Research*, 5(3), 9-15.
- Utami, R. N. (2020). Community Empowerment Through Tourism Awareness Groups in Kandri Tourism Village, Gunungpati District, Semarang City. Semarang State University.
- Utomo, A. P., and Tehupeior, K. P. (2014). Training evaluation using the Kirkpatrick analysis method. *Telematics Journal*, 9(2), 37-37.
- Wagimin, M., Elisa, K., Juhary, A., dan Vembri, N. H. (2019). The effect of leadership on employee performance with Total Quality Management (TQM) as a mediating variable in Indonesian petroleum companies: A case study. *International Journal of Integrated Engineering*, 11(5), 180-188.