COMMUNICATION STRATEGY CARRIED OUT BY KOMERCE IN EMPOWERING THE COMMUNITY OF TUNJUNGMULI VILLAGE PURBALINGGA REGENCY

Syifa Qurrotu Aini Ashidiqi[*], Hadi Suprapto Arifin, Tine Silvana
Universitas Padjajaran, Indonesia
Email: syifa22023@mail.unpad.ac.id, hadi.suprapto@unpad.ac.id, tine.silvana@unpad.ac.id

ABSTRACT

This study aims to analyze the communication strategy applied by Komerce in empowering the people of Tunjungmuli Village through digital marketing training. Using a qualitative approach and a descriptive case study research type, this study explores how effective communication can support rural community empowerment. The data were collected through in-depth interviews, direct observations, and document analysis, then analyzed using a thematic approach based on the Creswell framework. The results of the study show that Komerce's communication strategy involves four main elements: strong branding, adaptation to people's needs, delivery of evidence of success, and management of informative, educational, and persuasive content. The use of digital marketing applications, such as Komtim, Komform, and Komplace, has been proven to support the development of people's skills in digital marketing. This empowerment has a significant impact on the economic independence of village communities. This research makes a theoretical contribution to the study of communication strategies for community empowerment in the digital era, as well as practical benefits in the form of strategy recommendations for organizations or local governments that want to implement similar programs. In the future, the research recommends expanding empowerment to other villages as well as integrating the potential of local resources to support the sustainability of the program.

KEYWORDS	*Communication strategy, community empowerment, digital marketing, Commerce, Tunjungmuli Village*

Syifa Qurrotu Aini Ashidiqi, Hadi Suprapto Arifin, Tine Silvana

INTRODUCTION

Empowering village communities is one of the strategic efforts in encouraging sustainable local economic growth (Pablo-Romero and Molina, 2013; Hess, 2016; Udeh, UGWU and Onwuka, 2016; Surya *et al.*, 2021). In today's digital era, information technology provides a great opportunity for rural communities to increase economic independence through the use of digital marketing platforms. Komerce, a community-based startup in Tunjungmuli Village, is a clear example of technology-based empowerment that has succeeded in increasing the economic capacity of village communities (Mawasti & Amalia, 2022; Suharto, 2014; Raharjana & Putra, 2020). However, the success of this empowerment is highly dependent on the communication strategies implemented, which are able to bridge the community with digital opportunities.

Effective communication strategies in empowering rural communities are an urgent issue, considering that challenges such as low digital literacy, limited internet access, and resistance to new technologies are still the main obstacles (Safira, 2022; Rasyid et al., 2024; Saleh et al., 2023). With the increasing attention to digital-based village development, an in-depth study is needed to understand how communication can be used as a tool for social and economic transformation of rural communities.

Development communication theory emphasizes the importance of participatory dialogue and equality in designing empowerment strategies (Nasution, 2007; Rahim, 2004; Anyaegbunam et al., 2004). In this context, Komerce's communication strategy has played a significant role in conveying messages of empowerment through informative, persuasive, and educational methods. In addition, the Participatory Rural Communication Appraisal (PRCA) model has shown its effectiveness in encouraging the involvement of rural communities in development decision-making (Rusadi, 2014; Jumrana, 2012; Widiyawati, 2020).

Various studies have discussed communication strategies in community empowerment. Mawasti and Amalia (2022) highlight a community asset-based approach in the development of Marketer Villages in the digital era. Saleh et al. (2023) show the importance of social-based empowerment communication through activities such as ecobricks. Meanwhile, Khairil (2011) examines communication strategies for post-conflict community integration. However, these studies have not fully explored digital-based communication strategies in the context of economic empowerment of village communities (Ismanto et al., 2024; Rasyid et al., 2024; Febria & Fadhlain, 2022).

The gap of this research lies in the lack of studies that specifically discuss digital communication strategies for the economic empowerment of rural communities. Most previous studies have focused on social or cultural-based empowerment, but not many have examined the use of digital technology to build the economic independence of rural communities in Indonesia (Mawasti & Amalia, 2022; Khairil, 2011; Damsuki, 2019).

This research offers novelty by exploring in depth how communication strategies based on digital technology can be integrated in the process of empowering village communities. This study highlights the practice of Komerce

as an empowerment model that not only relies on digital skills training but also uses digital marketing applications to support the economic independence of the community (Safira, 2022; Suharto, 2014; Widiyawati, 2020).

This study aims to analyze the communication strategy applied by Komerce in empowering the people of Tunjungmuli Village through digital technology. In addition, this study also aims to evaluate the impact of digital-based empowerment on the economic independence of village communities and provide strategic recommendations for other organizations that want to implement a similar model (Raharjana & Putra, 2020; Anyaegbunam et al., 2004; Creswell, 2017).

RESEARCH METHOD

This research method uses a qualitative approach with a descriptive case study type of research, aiming to explore Komerce's communication strategy in empowering the people of Tunjungmuli Village through digital marketing training. This method was chosen because it allows an in-depth analysis of social phenomena in a specific context, namely Komerce's success in utilizing digital technology for people's economic empowerment. Data was collected through in-depth interviews with key informants, direct observations on training activities, and related documentation, such as reports on Komerce activities and digital marketing files used. This data collection technique is designed to get a complete picture of the practice and impact of the communication strategy implemented.

Data analysis was carried out with a thematic approach based on the Creswell framework, which included the stages of data processing, reading the entire data, coding, and interpreting the results. The validity of the data is ensured through triangulation of sources, comparing information from interviews, observations, and documentation. This research also uses the constructivism paradigm, which emphasizes the understanding of social reality as the result of a joint construction between the researcher and the society being studied. With this method, the research is expected to provide theoretical insights into effective communication strategies in community empowerment in the digital era, as well as provide practical recommendations for similar organizations.

RESULT AND DISCUSSION

The communication strategy carried out by Komerce in empowering the community cannot be separated from the goals that the *founder* of Komerce wants to achieve as seen in the following interview excerpt.

> He (*founder,* Bayu) returned to his area with the aim of building a village, yes, building a community with his background, seeing like people here, pity it, as if they have an opportunity that is lacking, he is trying to teach this, train the children of this village to also be able to do digital marketing

Community empowerment carried out by Komerce is to build a village. There is a lot of potential in the village, but the community does not have enough business opportunities due to limited capabilities. Digital marketing is seen as a skill that must be possessed by the people of their villages so that the opportunity to advance is much greater. The goal of empowerment,

namely building villages by increasing *opportunities*, is achieved by developing the community itself.

The empowerment carried out by Komerce is a continuation of the empowerment that has been carried out when the Marketer Village was still a community not as a *start-up* company. Village community empowerment is getting stronger when people have an understanding and skills of online marketing. Precisely by becoming a partner of the start-up company Komerce, citizens who have been online marketers become more stable and feel comfortable.

Before the pandemic, there were 800 residents who became talents, namely as online marketing or *customer service*, after the pandemic there were 500 residents who became talents. We call them talents as partners (Bayu, 2024).

The development of the community automatically opens up greater opportunities for villagers in all areas of Purbalingga Regency to be more advanced and prosperous. In this case, the planning carried out is in the form of product and service development as stated in the following interview excerpt.

We develop, we follow development. For example, when people need purchasing power, their selling power changes automatically because it will change our products or change the transaction system in Indonesia, and we are in principle to follow it, but with the ultimate goal is to empower.

The strategy carried out is *branding,* continuing to improve skills, and managing better content. *Branding* can attract more people to join so that the opportunity for rural communities to benefit from online marketing is even greater. Improving skills is improving talents in sales marketing activities. In addition, Komerce also continues to create good and interesting content

The results of searching commercial accounts on the internet show that the communication strategies carried out fully utilize information and communication technology in a creative and innovative way. This strategy is seen in the use of all social media connected to the main address, namely https://komerce.id. The Komerce account on Instagram is https://www.instagram.com/komerceid and Komerce account on facebook yiatu https://www.facebook.com/komerce.official.

An example of communication carried out by Komerce in inviting the younger generation to develop themselves into affiliates is shown in figure 1.

Figure 1. Example of Komerce communication via instagram

Komerce offers village youth job opportunities as Komerce affiliates through an Instagram account by listing the figure of a young woman who shows herself as an affiliate. On the screen it reads: "How to Become a Commercial Affiliate Member." On the right side there is a caption: "Towards the end of the year, business owners must be very busy preparing their business. You can take this opportunity to become a commercial affiliate. Earn additional income by becoming a commercial affiliate member. Let's sign up now." The words in the caption contain an invitation that moves teenagers to register to become an affiliate immediately.
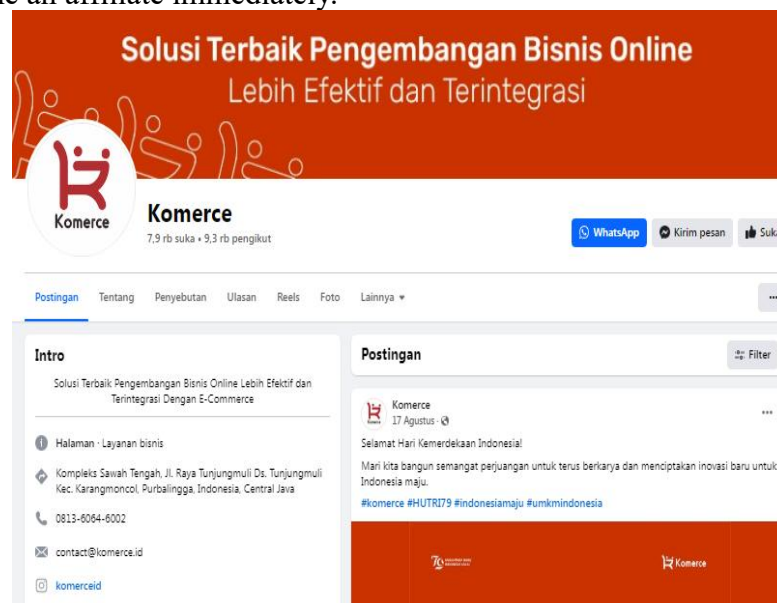

Figure 2. Facebook account of Komerce

On the Facebook account page, it is written that the address of Komerce is the Central Sawah complex, Jl. Raya Tunjungmuli Ds. Tunjungmuli Kec. Karangmoncol, Purbalingga, Indonesia, Central Java as shown in Figure 2. Figure 2 also shows an empowering message, with a post that reads: "Happy Indonesian Independence Day! Let's build a spirit of struggle to continue to work and create new innovations for Indonesia to advance." Posts on the Instagram account or Komerce Facebook account show that there is empowering communication.
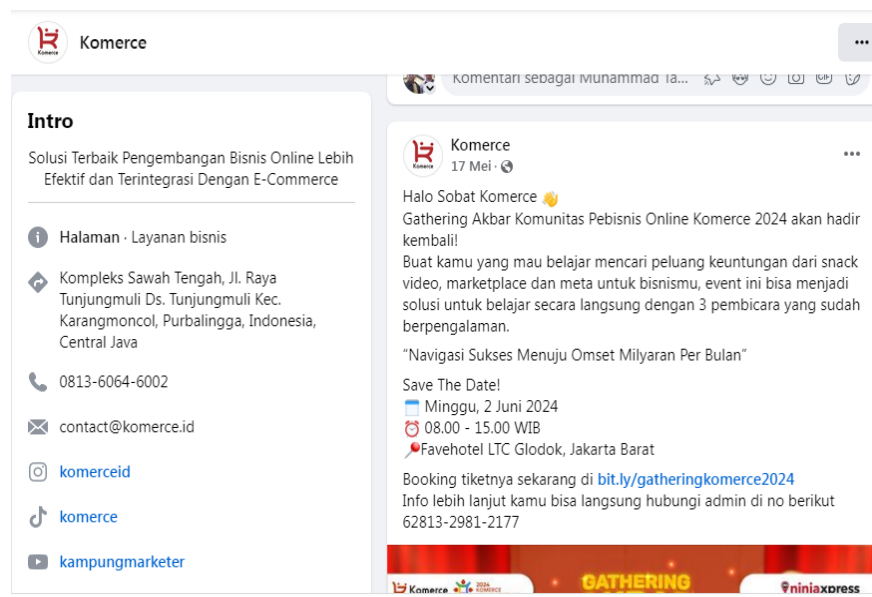

Figure 2. Komerce Facebook account

The use of digital marketing applications in empowering village communities is evident from Komerce's invitation to the community to take part in various online marketing trainings or as an affiliate. Initially, the invitation to take part in training as an affiliate was underestimated, not much was interested. After Komerce proved itself to be a start-up, the public no longer hesitated. However, there is still an obstacle, namely the motivational mindset as stated in the following interview excerpt.

> The obstacle is more to the perception of people who are not yet technologically literate, but now the obstacle is how the children of this village have the same mindset as the children outside. Sometimes the difficulty of living in that area is that we don't have many perspectives.

Villagers in Karang Moncol District generally lack a broad perspective in looking at the world of work. A person is only seen as working if he is in an office in the city. In fact, with existing technology, work in the field of marketing can be carried out from the village. Understanding the world of digital marketing is difficult to explain verbally, but it must be informed by evidence,

for example, residents who run digital marketing are proven to be able to buy a motorbike in just a month of work as expressed in the following quote.

> There was a bit of a viral time in the past, like there was one talent who could buy a motorbike in one month. Incidentally, the MSMEs that work together have very big profits, the sellers are so high that they buy motorcycles and the impact after that there are so many people outside who don't believe in it that they finally queue up to apply for jobs.

The results of the interview with the operational director of Komerce showed that communication activities were carried out by inviting residents, especially those who are still of working age to become Komerce members. Residents can become members of Komerce by becoming affiliates or becoming online business people.

The offer is aimed mainly at residents who have entered the working age, namely the age of over 17 years. There are four positions offered to residents, namely customer service, advertiser, marketplace admin, and live streamer as revealed in the following interview excerpt.

> Not only empowering the village community in the field of customer service and also advertisers, but also following the development, finally a new service came out such as the marketplace admin because people have bought at the market place, now there are a lot of them, then recently there has been live streaming, finally we already have a spbe service, so we empower the community to follow the needs of the community itself, the people in Indonesia.

Those who have joined Komerce either as *customer service, advertisers,* marketplace admins, affiliates *or* live streamers still need to improve their skills. Komerce provides training as a form of empowerment. The material provided in essence is communication skills and managing content as seen in the following interview excerpt.

> They can't get that if they don't update their skills, upgrade their skills in terms of communication or the way they are called, seduce customers to be able to buy their products or from advertisers, for example, they follow the current trend to manage better content and so on.

The challenges faced in communicating Komerce today are different when it was still in the form of the Kampung Marketer community. Currently, the challenge lies with some residents who have become talents but are not motivated to continue learning new things every day. This is stated in the following interview excerpt.

> Meanwhile, the challenge is no longer to the community of their parents but to the talents, yes, I gave them motivation to be able to *get out of the box* out of their comfort zone, like every day they have to learn new things.

Many young villagers also feel that they have had enough with the skills they have gained before, so they are less interested in participating in training again to upgrade their skills. This is stated in the following interview excerpt.

> Supposedly, as a CS, you have to continue to learn to improve your skills, there is still competition, so how can these CSs be even more successful in sales. But unfortunately there are CS friends who have been trained. He said from training, it is better to do work. (the result of an interview with Lila Damayanti, one of the Customer Service Comers).

The invitation to improve skills is conveyed through the wa group or through the official website, namely komerce.id. In addition to communicating to residents who have joined, it also communicates the existence of training to the village community in general. How to communicate digital marketing to the public initially by installing *a banner* containing digital marketing training to fill vacancies as a marketer. The banner was installed in front of the Kumpung Marketer office in Tamansari Village as stated in the following quote.

> Initially, empowering the community *through* the training that I captured, yes, when I was first recruited, I was a community in the form of a banner in front of the office, the office was a rented house, yes, and it was the first time I made an office in Tamansari Village.

Community empowerment through digital marketing takes into account the fact that mastering skills using digital marketing applications is easier for young age groups who are not yet working. Therefore, the community groups that are targeted for empowerment are adolescents aged 17 years and above.

> They immediately became workers because the government rules must be seventeen years. Then there are no educational restrictions. Like customer service, there is no basis for education, you have to go to high school.

The Komerce method in transferring digital marketing capabilities to the community in order to empower the community is carried out through various trainings or workshops.

> The process is not too long, actually, to make them understand, at first it was charming to empower the community through the training that I captured. The training is always carried out because *e-commerce* must always *be up to date*.

Offers to attend trainings are not always responded to enthusiastically. At first, residents refused because they still had a negative perception of the training offered. This negative perception is because the public does not understand the purpose and benefits of training.

> The community's rejection is more of a classic thing. It's more about things that they didn't understand the boss at first. Yes, people from that area, when they don't understand, they must think negatively

Komerce has provided various digital platforms that can be used by village communities to empower themselves. Residents who are still of productive age can register as members to become one of the talents. Even residents who are just starting to run an online business can access one of the applications for free. Observation results in https://komerce.id shows the free feature as shown in Figure 4.
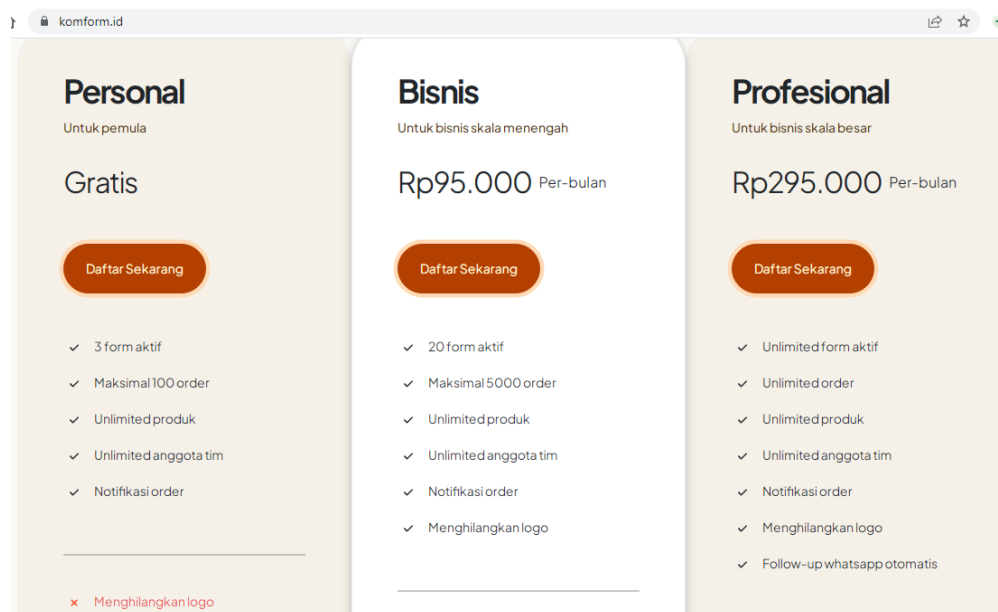

Figure 4. The Comedy app

Figure 4. The Comedy app is free for beginners who want to use personal features. With this personal feature, residents who are going to start an online business feel that they get convenience, moreover, the commercial side also provides assistance through the MSME Companion application. This application brings together MSME business actors who are experiencing difficulties and need assistance. MSME business actors only need to open the Komform application at https://komerce.id.

Residents who do not want to have their own online business can take on the role of talent. Komerce uses various application platforms to inform the public about various job opportunities. Those who have joined as talents still have to improve their skills. The activity carried out by Komerce to improve the ability of village communities in digital marketing is to provide training or workshops as stated in the following interview excerpt.

> My friends and I participated in *a* skill upgrade in the form of training or workshop a held by Komerce. With this upgrade, my ability as an online marketing will be better, hopefully there will be increased sales,

and more income (interview results with Bayu Yulianto, an online marketing talent partner of Kommerce)

The improvement of skills provided by Komerce to villagers who become talents in any position is adjusted to the needs of their own talents. The needs of CS are different from the needs of advertisers, or the needs of *live streamers.* Likewise, the need for a marketer who focuses on managing chats from potential consumers.

> I serve as a whatsapp chat admin, I feel happy if there is a briefing in the form of training or workshops because there I can learn a lot from other talents, how to close more (Interview results with Marliana, whatsapp application admin).

Based on some of the explanations in the interview, basically every talent in any position carries out online marketing tasks. *The upgrade* is carried out as a form of empowerment to the community. A little different information was conveyed by Nina, one of Komcerce's *affiliates*, who explained that *upgrading* is very rare.

> Evaluation as an effort to improve talent abilities is rarely carried out. The routine is an evaluation from Komerce's partners or clients, which is once a week. Later, if there are obstacles, yes, I will try to overcome the problem myself because it is my job. Maybe it can also be conveyed to *the leader,* but I rarely meet *the leader* (Interview with Nina, *customer service*).

Nina feels herself as a person who works at Komerce to serve clients or MSMEs who use Komerce's services. The assessment of Nina's performance as an *affiliate* is routinely carried out once a week by the client or partner of Komerce. Based on the *assessment of the affiliate*, Nina tries to solve the problem herself because it is very rare to meet *the leader* so there is rarely an evaluation from Komerce on the *affiliates*. The rarity of evaluations from Komerce is in line with the fact that *affiliates* work in separate empowerment houses so that one *affiliate* with another does not always meet every day. Meeting leaders is also very rare because they are in separate locations. It is different if all *affiliates* are centralized in one place where each *affiliate* with another *affiliate* can meet every day as stated by Aminaun in the following interview excerpt:

> We will work separately so we move from one empowerment house to another empowerment house with the marketer's village written on it. It's nice to be able to gather with others (Interview with Aminatun, a marketer at Komerce).

Communication Strategy of Commerce in Empowering Village Communities

Komerce's strategy in empowering village communities is different from when Komerce was still in the form of an association or community in the form of a marketer village. After the marketer village changed into a legal entity, namely PT Kampung Marketerindo Berdaya by providing various applications to make it

easier for online business people, the communication strategy carried out was by building *branding,* adjusting to the needs of the community, presenting real evidence, and always managing content to continue to attract residents to join.

1. Branding of the Company and *branding* of the programs offered

Komerce brands its products and services as a platform with various applications that are ready to be used by the public. *Brand* in marketing communication is a combination of names, signs, symbols, and other elements that distinguish it from other products (Kotler, 2000). *A brand* is not just a name or a sign, because *brands* have the ability to emotionally bond with customers and products. *Branding* has been carried out through a process since the initial pilot of Komerce is still in the form of a marketer village community in Tunjungmuli Hamlet, Tamansari Village, Karang Moncol District, Purbalingga Regency.

Komerce has *branding* as a digital marketing platform that has made it easier for rural people to have an online business, have a profession in the *online digital* world which until now continues to provide conveniences for online business people. Komerce presents evidence that the various trainings and applications it provides have many benefits for the community. The branding process continues to go hand in hand with the many application products offered.

The most visible empowerment in the Tunjungmuli community and its surroundings is the number of Tunjungmuli residents who become *affiliates* in Komerce. In this case, Komerce informed that there are job opportunities that encourage the involvement of rural communities in decision-making that has an impact on their livelihoods (Anyaegbunam et al, 2004). Residents who want to change their fate are moved to join the *affilate*.

2. Adapting to the needs of the community

Communication in order to empower the community is a two-way process, namely from the community and from the community. Communication is carried out in accordance with the needs of the community. In the past, communication was delivered directly (verbally) and through banners or banners containing invitations to join the marketer village community. Komerce conveys information in the form of opportunities, problems, and solutions to residents so as to generate participation from residents to communicate with Komerce. The form of participatory communication is dialogue because in dialogue there is recognition and equality (Rahim, 2004). In this case, Komerce recognizes the talents and abilities of citizens as *talents,* and residents recognize Komerce's ability to provide skills and job opportunities.

Residents recognize Komerce's ever-evolving capabilities. When people need various applications that support online business, Kampung Marketer turns into a legal entity, namely PT Kampung Marketerindo Berdaya to create its own platform, namely Komerce which provides various applications. There are nine applications provided, namely Komtim, Komship, Kompack, Komchard, Komchat, Komform, Komplace, Komclass and MSME Companions. These various applications are not made all at once, but gradually according to the needs of business people. The phenomenon of communication

in empowerment is in line with development communication activities with the PRCA model , namely by: 1) identifying the needs and problems of the community, 2) finding and identifying and prioritizing opportunities and solutions in the community, 3) determining the segments of society that are most affected by problems and needs (Anyaegbunam et al, 2004).

3. Presenting real evidence, not just verbal information

Communication is the process of sending messages from communicator to communicator in the hope that there will be feedback so that a mutual communication is formed. The purpose of communication in community empowerment is to convey a message in the form of an invitation to the community to empower themselves. The invitation is easier if there is *trust* or mutual trust between Komerce and the community. Communication in the context of empowerment does not stop at trust but also comes down to the belief that empowerment will achieve tangible results, not just words. In this context, Komerce has shown evidence that online businesses and online marketing skills have provided more income than before online marketing. The need to present evidence in communication is because Komerce has known its audience, that the public trusts evidence more than promises. Getting to know the audience is one of the factors in communication strategy (Fajar, 2009).

4. Manage content to attract citizens to join

Komerce as a digital marketing platform has shown evidence of successfully guiding village communities in running online businesses. Online businesses have a much wider reach and network, so the chances of successfully making sales are also greater. The various applications offered by Komerce have attracted the interest of business actors to join. The more business actors who use the Komerce application, the stronger it is in empowering the community.

The success of attracting the interest of residents to join or business actors to use Komerce services as a start-up cannot be separated from the ability to manage the content or content of the communication conveyed. The content presented by Komerce is more informative, educational and persuasive as explained by Fajar (2009) that a good communication strategy must apply the right methods, including informative, persuasive, and educational methods.

The Utilization of Digital Marketing Applications in Empowering the Community
1. Providing opportunities for people to become online business people easily

The various applications on Komerce are online business applications that are needed by everyone who runs an online business. Online business involves many activities such as advertising, paying for ads, managing chats, receiving and managing orders, providing goods, packing goods and sending goods. These various activities can be carried out through online applications that provide opportunities for everyone to run an online business and earn more income than before. More income has improved the welfare of the people of Tunjungmuli Village and Tamansari Village.

The welfare generated by the residents from their involvement in the Commission has fulfilled the element of community empowerment as explained by Suharto (2014: 63-64). Society has proven that it has the ability (*power*

within), has the power to change for the better (*power to*), has the power to overcome problems (*power over*), and has the power or power to work with others (*power with*). As a talent in Komerce, residents are aware that running a business must work together.

An online business person does not have to take care of his own business because various online business activities can be facilitated by using the application provided by Komerce. As long as business actors already have products to be sold, advertising activities can be carried out by utilizing commercial applications that provide advertisers, namely talents who advertise and promote products. When an order or order occurs, online business people only need to take care of the order, pack and send it through a delivery service.

When there are quite a lot of orders and online businessmen are overwhelmed in managing orders, online businessmen can use the Komform application which will manage orders. Online businessmen only need to pack the ordered goods and send them through a delivery service. Even more practical, packing and delivery work can be done using the Kompack and Komship applications. The use of these applications can increase profits for online business people.

The various applications provided by Komerce make the community more empowered because people find it easier to sell online. Community empowerment takes place in stages, starting from conditioning, *empowering* and protection as explained by Handini et al. (2019: 4). Conditioning is the creation of conditions and climates that allow (*enabling*) the potential of the community to develop, *empowering* is strengthening the potential and power of the community, while providing protection means creating a comfort zone.

Conditioning in Tunjungmuli and Tamansari has been formed, namely in the form of many community members in Tunjungmuli Village and Tamansari Village who already have the ability as online marketing. This ability was obtained from their participation in online marketing trainings organized by the Kampung Marketer community before turning into a *start-up company*.

After Komerce has become more existing, people are increasingly aware of their potential and are increasingly bound to develop themselves with Komerce. People consciously develop their abilities. This is in line with Saptaria & Setyawan's (2021) explanation that community empowerment is a process to increase people's awareness, willingness, and capacity to recognize, handle, maintain, protect, and improve their own welfare. The most obvious empowerment that touches the community can be seen in the Komtim program that recruits community members to become affiliates, either as online marketing, *advertisers,* or *customer service*.

2. Providing opportunities for residents aged 17 years and older to take part in trainings as *customer service*, marketplace admins or *advertisers*.

The change from a marketer village to a *start-up company* with the name Komerce does not eliminate the spirit of empowering the community. On the contrary, Komerce is increasingly established using its various applications to empower the community in Tanjungmuli Village and Tamansari Village. Villagers who have received digital marketing training since the beginning

continue to work as online marketers in Komerce with various existing roles such as *customer service* or online marketing personnel.

The number of residents who participated in digital marketing training to continue to join as partners by working at Komerce shows success in empowering the community. This is in line with the opinion of Handini et al., (2019: 4) that the resulting empowerment can be seen from their involvement in organizational activities and utilizing the results achieved. The amount of income earned by residents who are Komerce talents shows that residents benefit from the activities they do.

The empowerment stage carried out by Komerce as a *start-up* has reached the stage of improving capabilities in the empowerment stage proposed by Ambar (2004). This stage is marked by the condition of people who are motivated to improve their abilities, either intellectually, skills or skills so that initiatives or innovations emerge. The ability to innovate gives rise to creations so that people feel independently able to build themselves. The previous stage, namely the awareness stage, had been carried out personally by Nofi Bayu Darmawan as the first pioneer, while the stage of ability transformation has taken place since the formation of the marketer village.

Residents who are talented both as marketplace admins, *customer service,* and *advertisers* work in houses with marketer village banners which are referred to as empowerment houses. They work for Komerce's partners or clients. Even though it is referred to as empowerment, affiliates overcome obstacles or complaints from MSMEs or companies that are partners or clients of Commerce. This is often felt as an inconvenience because they have to overcome obstacles alone because they rarely meet with *leaders* or *share* experiences with other *affilates*. In this context, there is an overlap between empowerment and business because Komerce benefits from the work done by *affiliates* who have participated in the training held by Komerce.

CONCLUSION

The conclusion of this study shows that the communication strategy applied by Komerce in empowering the people of Tunjungmuli Village is centered on an emotional, relevant, and evidence-based approach. This strategy includes strong branding, alignment with people's needs, the use of real evidence to convince audiences, and the management of informative, educational, and persuasive content. In this empowerment, Komerce also utilizes digital marketing applications to offer online business opportunities while providing relevant skills training for villagers. With applications such as Komtim, Komform, Komplace, and others, Komerce is able to bridge people's needs for work skills with the needs of the digital market. This success has become an empowerment model that not only creates economic independence but also strengthens collaboration between organizations and communities. The study recommends that the Komerce empowerment model be extended to other villages and include local potential beyond digital marketing, such as the agricultural sector, to strengthen local resource-based economies.

REFERENCES

Anyaegbunam, C., Mefalopulos, P., & Moetsabi, T. (2004). *Participatory rural communication appraisal: Starting with the people*. Food and Agriculture Organization of the United Nations.

Creswell, J. W. (2016). *Research design: Qualitative, quantitative, and mixed methods approaches* (4th ed.). Sage Publications.

Creswell, J. W. (2017). *Pendekatan metode kualitatif, kuantitatif dan campuran*. Pustaka Pelajar.

Damsuki, A. (2019). Strategi komunikasi pemberdayaan masyarakat desa (Implementasi Program PKKP Dinas Pemuda, Olahraga dan Pariwisata Jawa Tengah Tahun 2018 di Desa Tambakselo, Grobogan). *Jurnal An-Nida, 11*(1), 58–68.

Fajar, M. (2009). *Ilmu komunikasi: Teori dan praktek*. Graha Ilmu.

Hess, P. N. (2016). *Economic growth and sustainable development*. Routledge.

Ismanto, M., & Abdurrazaq. (2024). Strategi komunikasi Lazgis dalam pemberdayaan masyarakat Desa Cengkong, Kecamatan Purwasari, Kabupaten Karawang. *Journal of Islamic Studies, 2*(3), 359–374. https://doi.org/10.61341/jis/v2i3.061

Jumrana. (2012). Model-model desain strategi komunikasi pembangunan. *Acta Diurna, 8*(2), 29–34.

Pablo-Romero, M. del P., & Molina, J. A. (2013). Tourism and economic growth: A review of empirical literature. *Tourism Management Perspectives, 8*, 28–41.

Rahim, S. A. (2004). Participatory development communication as a dialogical process. In S. A. White & K. S. Nair (Eds.), *Participatory communication: Working for change and development* (pp. 69–83). Sage Publications.

Raharjana, D. T., & Putra, H. S. A. (2020). Penguatan SDM dalam e-marketing untuk promosi desa wisata di Kabupaten Malang. *Jurnal Nasional Pariwisata, 12*(2), 140. https://doi.org/10.22146/jnp.60403

Rusadi, U. (2014). Makna dan model komunikasi pembangunan. *Jurnal Studi Komunikasi dan Media, 18*(1), 89–104.

Safira, A. W. (2022). *Peran Komerce dalam pemberdayaan ekonomi masyarakat pada generasi milenial* [Skripsi, Universitas Islam Negeri Walisongo Semarang].

Suharto, E. (2014). *Membangun masyarakat memberdayakan masyarakat*. Refika Aditama.

Sulistyani, A. T. (2004). *Kemitraan dan model-model pemberdayaan*. Gava Media.

Surya, B., Sakti, H. H., Siddik, M., Sahban, H., Abubakar, H., & Suriani, S. (2021). Economic growth, increasing productivity of SMEs, and open innovation. *Journal of Open Innovation: Technology, Market, and Complexity, 7*(1), 20. https://doi.org/10.3390/joitmc7010020

Udeh, S. N., Ugwu, J. I., & Onwuka, I. O. (2016). External debt and economic growth: The Nigeria experience. *European Journal of Accounting, Auditing and Finance Research, 4*(2), 33–48.

Widiyawati, A. T. (2020). Model pengembangan pemberdayaan pengetahuan (Studi pada Perpustakaan Desa Paseban, Kec. Kencong, Kab. Jember). *Tik Ilmeu: Jurnal Ilmu Perpustakaan dan Informasi, 4*(1), 77. https://doi.org/10.29240/tik.v4i1.1312

Wijayanti, T. (2012). *Marketing plan dalam bisnis* (2nd ed.). PT Elex Media Komputindo.

Yin, R. K. (2015). *Studi kasus: Desain & metode* (Ed. 1, Cet. 14). PT RajaGrafindo Persada.