



## BUMDes Communication Model in Promoting Creative Economy Ecosystem in Bakalan Village, Pasuruan

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### **Abstract**

This study aims to analyze the communication model of the Village-Owned Enterprise (BUMDes) in fostering the creative economy ecosystem in Bakalan Village, Pasuruan. The creative economy is recognized as a strategic sector to enhance community welfare through innovation and local potential development. This research employs a qualitative descriptive approach with data collected through interviews, observation, and documentation involving BUMDes managers, village officials, and creative economy actors. The analysis is framed using Participatory Communication Theory, which emphasizes inclusive involvement of the community in decision-making, and Innovation Diffusion Theory, which explains how creative ideas are adopted within the village community. The findings reveal that BUMDes acts as a facilitator and communicator by integrating local resources with market opportunities through participatory dialogue, collaborative partnerships, and the diffusion of innovation in creative-based businesses. Initiatives such as agricultural product processing, culinary branding, and handicraft promotion demonstrate the potential for sustainable creative economy growth, although challenges remain in digital marketing and long-term strategy. Theoretically, this study contributes to the application of participatory communication and innovation diffusion within rural development, while practically it offers recommendations for strengthening BUMDes communication strategies to build a sustainable creative economy ecosystem.

**Keywords:** BUMDes, participatory communication, innovation diffusion, creative economy, Bakalan Village.

## 1. Introduction

Village development is one of the main focuses of Indonesia's national development agenda, particularly through the strengthening of community-based economic sectors. In line with the spirit of Law No. 6 of 2014 on villages, the government provides space for villages to manage their local potential independently and sustainably. One of the strategic instruments established is the Village-Owned Enterprise (BUMDes), which functions as a driving force for the village economy through asset management and business development in line with the needs of the local community (Syata, 2024). This research essentially explores how BUMDes communicates its strategy in developing a creative economy ecosystem in Bakalan Village, Pasuruan. The existence of BUMDes is not only oriented towards financial gain, but also encourages the creation of an inclusive, resilient ecosystem based on the participation of village residents. This is particularly true in East Java province, especially in Pasuruan Regency. The creative economy is one of the major potentials that can be developed. Bakalan Village, Purwosari District, has a variety of local potentials, ranging from handicrafts, culinary products, to services based on community creativity. However, the main challenges faced are limited market access, lack of product packaging innovation, and minimal communication strategies in introducing the village's creative economic potential to a wider audience (Amelia & Prasetyo, 2025). This is where the role of BUMDes becomes crucial as a facilitator, mediator, and communicator that bridges the potential of the village with the needs of the modern market.

The creative economy concept emphasizes the utilization of ideas, creativity, and innovation as key factors in creating added value. This sector is growing rapidly in Indonesia in line with the increasing contribution of the creative industry to the national Gross Domestic Product (GDP). Data from the Creative Economy Agency (Bekraf) shows that the culinary, fashion, and craft sub-sectors are the largest contributors to the growth of the creative economy (Arifin, 2025). Therefore, when the creative economic potential of villages can be integrated with good BUMDes management, there will be great opportunities for improving the welfare of rural communities. However, this success cannot be separated from the existence of an effective communication model. Communication serves to build understanding, foster participation, and mobilize the community in the process of developing village enterprises. The communication model in question includes how BUMDes interacts with the community, establishes partnerships with stakeholders, and communicates creative economic products to a wider market (Nur et al., 2024). Thus, communication is not merely a tool for conveying information, but rather a structured socio-economic development strategy.

The village of Bakalan, Pasuruan, is an interesting case study because it has a BUMDes that is active in various community empowerment programs. The BUMDes in this village seeks to develop business units that are directly related to local creative economic potential, such as processing agricultural products, developing village culinary specialties, and promoting handicraft products. These efforts are in line with the growing interest of the community, especially the younger generation, in digital-based creative business opportunities. Theoretically, the development of the BUMDes communication model in the context of the creative economy can be linked to the theory of development communication, which emphasizes the importance of community participation in every stage of development

(Mulyati et al., 2023) . Participatory communication allows the village community to be actively involved in the decision-making process, so that BUMDes programs are more in line with the needs of the residents (Sutowo, 2020). On the other hand, the theory of innovation diffusion is also relevant to explain how creative ideas can be adopted by the community gradually through agents of change who can then help the progress of Village-Owned Enterprises. Through this approach, BUMDes Bakalan, Pasuruan was able to become a communication agent that encourages the adoption of innovation in the village's creative economy sector.

The urgency of this research lies in the need to formulate an appropriate communication model for BUMDes in developing a creative economy ecosystem at the village level. Without an effective communication model, the potential for creative economy will only remain as an idea without sustainable realization. Furthermore, this research is expected to provide practical contributions to village governments, BUMDes managers, and the community in strengthening strategies for developing.

## **2. Literature Review**

### **Participatory Communication**

Theory Participatory communication theory emphasizes the active involvement of the community in the development process. Unlike top-down communication models, participatory communication promotes dialogue, openness, and collective decision-making (Tuffe & Mefalopoulos, 2009) . This approach is based on the assumption that development will be more sustainable if the community is not only an object but also a subject that plays a role in determining the direction and results of development. In the context of rural economic development, this theory provides a basis for BUMDes to involve the rural community in the process of identifying problems, planning, and implementing creative economic programs. Consultative forums, group discussions, and community involvement in decision-making create a sense of ownership of the programs being implemented (Hidayanto, 2008) . This is important to ensure the sustainability of businesses managed by BUMDes Bakalan, Pasuruan. Thus, this theory is highly relevant.

### **Theory of Innovation Diffusion**

Theory of Innovation Diffusion explains how new ideas, practices, or products spread within a social system over time. There are four main elements in this theory, namely innovation, communication channels, time, and social systems. In the context of BUMDes, innovation diffusion can be seen from how creative economic practices such as product packaging innovation, the use of digital media, and branding development are introduced and adopted by rural communities. BUMDes acts as an agent of change that accelerates the spread of innovation through training, access facilities, and the provision of capital support . The success rate of innovation diffusion depends not only on the superiority of the innovation itself, but also on the effectiveness of communication strategies and social acceptance by the community. This theory provides an important analytical framework for understanding how innovations in the creative economy can be disseminated, accepted, and institutionalized at the village level. Thus, BUMDes Bakalan functions as the main driver in accelerating the adoption of innovative practices that can strengthen a sustainable creative economy ecosystem.

### 3. Methods

This study uses a descriptive qualitative approach that aims to gain an in-depth understanding of how the communication model of the Village-Owned Enterprise (BUMDes) plays a role in encouraging the formation of a creative economy ecosystem in Bakalan Village, Pasuruan. The qualitative approach was chosen because it is able to explore more comprehensively the dynamics of communication, social interaction, and the process of community participation in village development activities. The research location was set in Bakalan Village, Purwosari District, Pasuruan Regency, East Java, considering that this village has a BUMDes that is active in developing business units based on local potential, such as agricultural product processing, handicraft products, and public facilities. The research subjects included BUMDes managers, village officials, and creative entrepreneurs involved in village economic development. Informants were determined using purposive sampling, which is selection based on criteria relevant to the research objectives (Ani et al., 2021). Thus, data was obtained from parties who had direct knowledge and experience in BUMDes activities, both in terms of management, village policy, and community creative economic practices.

Data collection was conducted through in-depth interviews, participatory observation, and documentation. In-depth interviews were used to explore information about communication strategies, participation patterns, and the innovation diffusion process carried out by BUMDes. Participatory observation was conducted to directly observe communication practices in creative economic activities, while documentation was used to supplement data in the form of archives, reports, and promotional materials from BUMDes. Data analysis in this study used the interactive analysis model of, which includes three main stages, namely data reduction, data presentation, and conclusion drawing or verification. Data reduction was carried out to filter and simplify field data, data presentation was carried out in the form of narratives and matrices that facilitated understanding, while conclusions were drawn gradually through a process of repeated verification to find patterns and meanings related to the BUMDes communication model.

## 4. Result and Discussion

### 4.1. Result

This study found that BUMDes Bakalan, Purwosari District, Pasuruan Regency, has a strategic role in building a creative economy ecosystem based on local potential. Based on the results of interviews, observations, and documentation, which were also confirmed by the UIN Sunan Ampel Community Service Program (KKN) activity report (2025), there were four main findings as follows:

#### **(1) BUMDes as a facilitator of the local economy concrete evidence and achievements**

The BUMDesa "Bangkit Bersama Bakalan" runs several business units that contribute significantly to the village's economic activities: BRILink, Village Internet (BVC internet), postal/small public services, as well as the management of the Kedung Jambe Rest Area and support for natural asset-based units (e.g., fish/cage cultivation). The existence of an institutional profile developed jointly with the KKN team has increased the administrative capacity of BUMDes and opened up opportunities for participation in

competitions/provincial events a step that strengthens legitimacy and access to assistance/grants.

Operationally, BUMDes plays a role in three main functions: (a) planning (facilitating focus group discussions and business profile preparation), (b) technical assistance (collaborating with communities such as PAKWALI for cultivation), and (c) marketing/administrative facilitation (encouraging the digitization of profiles and the organization of business units). The involvement of BUMDes administrators in each stage is evident in the process of preparing institutional documents and business planning for the fisheries unit.

## **(2) Community collaboration & level of community participation patterns, mechanisms, and outputs**

Community participation is realized through deliberative forums, cooperative fish cage construction, River School activities, and community events (e.g., the 1 Muharram parade). The PAKWALI community has become a knowledge-based "locomotive" they not only initiate fish cages but also mobilize members for maintenance and processing of the harvest; the impacts include: reduction of open defecation in rivers, increased awareness of hygiene, and the emergence of opportunities for processing catches for local marketing. Cross-group involvement (youth, PKK, BUMDes administrators, religious leaders) demonstrates strong social capital as a driver of collaboration.

Concrete outputs from this collaboration: construction of a communal fish cage (made of bamboo/galvalume), insertion of 1,500 tilapia fry in the initial stage (monitoring of feed twice a day), and the implementation of cultivation training and socialization involving dozens of local residents, indicating that the initiative originated from the community and has the potential to be sustained.

## **(3) Innovation diffusion types of innovation, adoption pathways, and change agents.**

Several types of innovation were noted:

Technical innovation: the creation of environmentally friendly fish cages, cultivation techniques, and structured feed and harvest management. Institutional innovation: preparation of a neat BUMDes profile and digitization of institutional data for access to competitions/grants. Marketing innovation: planning the use of social media, creating a digital profile of BUMDes, and planning event marketing (fishing competitions, rest area promotions).

The adoption path follows the pattern of change agent → early adopters → majority: KKN students and BUMDes administrators act as change agents who introduce ideas; community leaders (Pak Imam/PAKWALI) become early adopters who demonstrate practical success; then, other residents begin to imitate/support until new practices emerge (fish cages, fish processing, and marketing events). This diffusion process was observed through training, field demonstrations, and ongoing collaboration after the KKN program.

## **(4) Sustainability challenges technical, resource, and marketing barriers**

Despite positive initiatives, several serious obstacles have been noted:

Funding & operational costs: a number of units (e.g., maggot farming, mushroom cultivation) have ceased operations because operational costs exceeded the perceived economic benefits, or due to a lack of revolving capital for maintenance and the purchase of

seeds/equipment. Note: maggot farming has ceased because the ROI was considered inadequate.

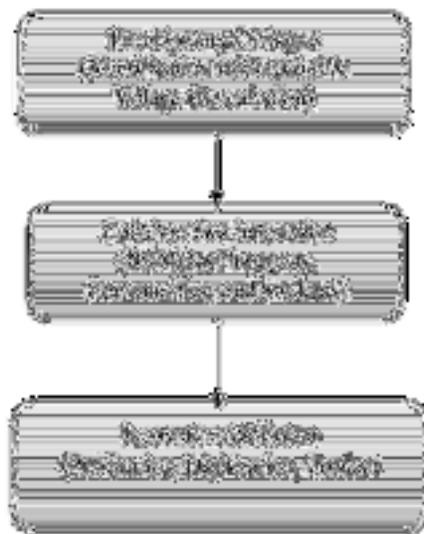
Limited digital marketing capacity: although there are plans to maximize Instagram/Facebook/TikTok, currently the infrastructure and digital marketing skills of MSME/BUMDes managers are still limited, so access to a wider market is not yet optimal.

Dependence on external agents: initial initiatives rely heavily on the role of KKN students as facilitators; if external support ceases without a capacity transfer plan, there is a risk of program continuity decline.

Limitations in human capital and administration: some residents require advanced technical training (business management, packaging, quality standards) so that products can meet a wider and more sustainable market.

#### **(5) Quantitative and qualitative indicators supporting the findings**

Several concrete indicators recorded in the KKN documentation: village area of 427 hectares with 6 hamlets; average household income of around IDR3,000,000 per month; a pilot fish cage unit containing 1,500 tilapia fry; the existence of BUMDes business units (BRILink, Village Internet, Rest Area) and regular events (fishing competitions, 1 Muharram parade) that stimulate local economic activity. These indicators underlie the analysis of the relationship between BUMDes participatory communication and its impact on the creative economy ecosystem.



Picture 4.1 Participatory Communication Model of BUMDes Bakalan in Promoting the Creative Economy Ecosystem.

## **4.2 Discussion**

### **Participatory Communication as the Foundation of Empowerment**

Field findings show that the success of the BUMDes Bakalan program in promoting the creative economy is rooted in the application of the principle of participatory communication, where the communication process takes place horizontally and dialogically

between the community, the community, and the BUMDes managers. This is in line with the views of (Tuffe & Mefalopulos, 2009), who emphasize that participatory communication is a dialogical communication process that allows the community to not only be recipients of messages, but also to determine the direction and decisions of development. This approach assumes that every individual has the capacity and right to participate in the development process. Through deliberative forums and mutual assistance activities such as the PAKWALI fish cage program and River School, the people of Bakalan Village demonstrate a tangible form of collective ownership of development outcomes.

According (Servaes, 2020), participatory communication serves to strengthen empowerment and a sense of social ownership, which are prerequisites for the sustainability of community-based development. In this context, BUMDes Bakalan has successfully transformed itself into a forum for social dialogue that facilitates the flow of ideas, experiences, and aspirations between the community and the village government. Furthermore, the active participation of the community in forums and projects shows a shift from top-down communication to bottom-up communication as proposed by Freire (1970), where the community is no longer the object of development, but rather the subject that determines the direction of its own social change.

#### **Diffusion of Innovation in Village Economic Transformation**

The process of disseminating new ideas and practices in Bakalan Village shows high relevance to the Theory of Innovation Diffusion proposed by (M. Rogers, 2004). According to Rogers, innovation diffusion is a process in which a new idea, practice, or object is disseminated through certain communication channels over time among members of a social system. This process occurs through five main stages: knowledge, persuasion, decision, implementation, and confirmation. Findings in the field show that KKN students act as change agents, introducing innovations such as environmentally friendly fish cages, digitization of BUMDes profiles, and social media-based marketing strategies. Meanwhile, BUMDes acts as an innovation champion, ensuring that these innovations are accepted and implemented sustainably by the community.

The adoption of innovation takes place through intensive interpersonal communication, especially between students, BUMDes administrators, and local communities such as PAKWALI. This proves the relevance of social networks and opinion leaders in accelerating the spread of innovation, as explained by (Iyengar, Raghuram den Bulte, Christophe Van Valente, 2010), that innovation will be adopted more quickly when supported by social actors who have high credibility in the community. Thus, the innovation process in Bakalan is not merely technological (fish cages, digitization), but also social, strengthening the creative and collaborative mindset that characterizes community-based development.

#### **Synergy of Communication, Innovation, and Local Creativity**

The results of this study also confirm the close relationship between communication, social innovation, and the strengthening of the creative economy. Through open social dialogue, the community finds space to express creative ideas which are then translated into economic activities such as BUMDes digital profiles, promotional events, and local product development. According to (Howkins, 2002), in the concept of Creative Economy, creativity is a new factor of production in economic development. However, in order

for creativity to be converted into economic value, a communication process is needed that enables the exchange of ideas, values, and experiences.

BUMDes Bakalan has implemented this communication function through cross-group forums that stimulate local innovation. In addition, these findings also reinforce Chambers' (1997) idea of Participatory Rural Appraisal (PRA), namely that communities that have access to information and are involved in two-way communication will be better able to solve problems and produce innovations that are relevant to their social context. The synergy between communication and innovation found in Bakalan forms a social learning process, a continuous collective learning between the community, village institutions, and external agents (KKN students). This makes communication a key instrument in building creativity and economic sustainability in the village.

The communication practices carried out by BUMDes Bakalan demonstrate the characteristics of participatory communication as described by (Tuffe & Mefalopulos, 2009), namely the active involvement of the community in every decision-making process. Discussion forums and collaborative activities create a space for dialogue that allows the community to express their aspirations and control the results of development. These results reinforce the concept of two-way (dialogical) communication, which serves not only to convey messages but also to build social consensus between BUMDes and the community. In accordance with the framework (M. Rogers, 2004) the innovation diffusion process in Bakalan Village takes place in four stages: knowledge, persuasion, decision, and implementation. KKN students acted as change agents who introduced innovations, while BUMDes acted as innovation champions who ensured the adoption and sustainability of innovations in the community. For example, the PAKWALI fish cage innovation and the packaging of MSME products are concrete examples of the successful application of the theory of innovation diffusion that has been adapted by the village community.

The collaborative model implemented demonstrates the synergy between development communication and local creativity. Social dialogue provides a platform for innovative ideas to emerge, while village social networks serve as a medium for disseminating innovation. This combination reinforces the role of communication as an instrument for sustainable socio-economic development. Theoretically, this study confirms the importance of integrating participatory communication theory and innovation diffusion in the context of modern village development. In practical terms, these results provide input for village governments and academics to improve the digital communication capacity of BUMDes, establish community hubs as centers for education and promotion of creative products, and develop innovative communication training based on cross-sector collaboration. Thus, BUMDes Bakalan can be used as a model for the implementation of adaptive and sustainable development communication in strengthening the creative economy ecosystem at the village level.

## **5. Conclusion**

This study confirms that the communication model implemented by BUMDes Bakalan plays a fundamental role in driving community participation, strengthening community collaboration, and fostering a creative economy ecosystem based on local potential. Through the application of participatory communication, BUMDes is able to build an open

dialogue space between the community and the village government, thereby creating a two-way communication relationship. This process encourages residents to not only be objects of development, but also active subjects involved in every stage, from planning and implementation to the evaluation of creative economy programs. Empirically, the results of the study show that BUMDes Bakalan acts as a facilitator and communicator of village development. Through deliberative forums, mutual assistance activities, and cross-community collaborations such as the PAKWALI community, BUMDes administrators have successfully facilitated the development of creative businesses rooted in local knowledge. The implementation of programs such as fishery product processing, the development of environmentally friendly fish cages, and the strengthening of culinary and craft branding are concrete evidence of how participatory communication contributes to the economic empowerment of rural communities. Furthermore, the application of the Theory of Innovation Diffusion (Everett M. Rogers) in this context explains the process of how creative ideas and technological innovations are introduced, adapted, and adopted by the community. KKN students, BUMDes administrators, and community leaders act as change agents and innovation champions who accelerate the spread of innovation through training, demonstrations, and digital promotional activities. The adoption of innovation takes place in stages, starting from the knowledge stage, persuasion stage, decision stage, to the implementation stage. This process shows that the success of innovation in villages is not only determined by technological aspects, but also by the effectiveness of interpersonal communication and the support of local social networks.

Furthermore, this study reveals that the synergy between communication, innovation, and local creativity is a key factor in the formation of a sustainable creative economy ecosystem in Bakalan Village. Participatory communication encourages the emergence of new ideas from the community, while the diffusion of innovation ensures that these ideas can be applied and provide economic benefits. The local creativity possessed by the village community is then facilitated by BUMDes as an institution that bridges human resources, knowledge, and market opportunities. Thus, BUMDes Bakalan is not merely an economic institution, but also a center for social communication and cultural transformation that strengthens the village's identity as a creative community. Theoretically, this research enriches the application of Participatory Communication Theory and Innovation Diffusion Theory in the context of rural development in Indonesia. The BUMDes Bakalan communication model is a concrete example of how development communication theories can be adapted on a micro scale to address local economic challenges. In practical terms, the research results provide a number of recommendations: (1) the need to improve digital communication and media literacy for BUMDes managers; (2) the establishment of a community hub as a forum for collaboration and innovation among creative economic actors; (3) strengthening cross-sector partnerships with universities, government agencies, and the private sector; and (4) developing a sustainable communication strategy that integrates social, cultural, and economic aspects in the development of BUMDes.

Ultimately, this research confirms that the success of creative economic development at the village level cannot be separated from the existence of an effective, collaborative, and community-empowerment-oriented communication model. BUMDes Bakalan has proven that participatory communication and innovation diffusion, if applied consistently, can be the

main foundation for the formation of an inclusive, adaptive, and sustainable creative economic ecosystem.

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