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The Role of Bumdes (Village-Owned Enterprises) in Strengthening the Tourism Village Business Ecosystem: Sumberbulu Tourism Village Case Study

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ABSTRACT

This study aims to identify business models and develop a model for strengthening BUMDES in managing tourism villages that are synergized in a value chain with related businesses in tourist villages (a case study in Sumberbulu Tourism Village, Karang Anyar Regency, Central Java, Indonesia). This study uses a descriptive method with a quantitative approach to identify BUMDES business models based on the tourism value chain and develop a model for strengthening the management of tourism villages that are synergized with businesses in a value chain with related businesses in tourism villages. This research was conducted in three stages, namely diagnosis, assessment by conducting a tourism value chain analysis conducted by BUMDES, and recommendations. This study found that in general, the role of BUMDES in maintaining the sustainability of the value chain in tourism business activities in Sumberbulu Tourism Village is quite good. However, there are several things, such as the quality of Human Resources in running the business and supporting facilities that still need to be improved

Keywords: Village-Owned Enterprises; Tourism Village; Tourism Value Chain

INTRODUCTION

In most developing countries, regional development that focuses on rural development and empowerment is urgently needed. Regional economic development based on community involvement and sectoral differentiation is becoming increasingly important and increasingly complex, especially with its implications for poverty alleviation (Madsen & Zhang, 2010). This phenomenon eventually triggered the development of the concept of a tourist village, or even

more specifically to become a tourist village in several countries including Indonesia. Tourism is considered a sector that is sufficient to answer the lack of demand for industries with certain qualifications but can provide employment and stable regional economic income (Dong et al., 2013; Saxena & Ilbery, 2008; Sutono, 2019)

A tourist village is an area with a certain area and has the unique potential of a unique tourist attraction with a community of people who can create a combination of various tourist attractions and their supporting facilities to attract tourist visits (Kemenkomarves & Kemenpar RI, 2021). Tourism villages with distinctive characteristics that involve the community in their business processes are a form of inclusive and responsible tourism development. The development of rural tourism is the answer to the emergence of new paradigms for improving the local economy and the difficulty of adapting to the increasingly high industrial competitiveness of the sector (Ward & Brown, 2009). According to the Tourism Village Network (Jadesta) of the Ministry of Tourism and Creative Economy (Kemenparekraf) of the Republic of Indonesia, the number of tourist villages in Indonesia has so far reached 4,669 tourist villages, with details; of 3,417 tourist villages belonging to the pilot tourism village category, 944 tourist villages belonging to developing tourism villages, 285 tourist villages belonging to developed tourism villages, and 23 tourist villages belonging to independent tourism villages (https://jadesta.kemenparekraf. go.id/map).

The development of a tourist village that is synergized between community business actors, which is dominated by MSMEs, is a very appropriate strategy for sustainable and responsible tourism development, especially during the (post) Covid-19 pandemic. The development of a tourism village that is synergized between community business actors requires the maintenance of a supply chain of products and services that are following demand and standards. Fundamentally, the more transactions that are successfully realized, the greater the added value a tourist village can achieve. This simple and basic philosophy raises optimism to increase turnover from tourism and increase the proportion of added value concerning the added value of tourism villages as a whole.

The capacity of the management of a tourism village, in this case, a Village-Owned Enterprise (BUMDES), is seen from the extent of its ability to maintain and develop the value chain of products and services offered to tourists. Village Owned Enterprises (BUMDES) are legal entities established by villages and/or with villages to manage businesses, utilize assets, develop investment and productivity, provide services, and/or provide other types of businesses for the greatest possible welfare. village community (Government Rules Number 11 of 2021). A supply chain that grows and develops into a value chain is a very important strategy in the management of BUMDES business operations, which in the long run will increase productivity, and resilience, and strengthen the tourism village ecosystem, and community welfare.

The value chain is a concept to increase competitive advantage, by designing, producing, marketing, and distributing/presenting products to consumers in a chain of activities that provide added value (Porter, 1985; Miličević, 2021). The value chain largely determines the activity structure and output of a transaction process, as well as assisting companies in

strengthening competitiveness (Morales-Zamorano, Camacho-García, Bustamante-Valenzuela, Cuevas-Merecías, & Suarez-Hernández, 2020).

In business management, the value chain plays an important role in competitive advantage through the interaction between costs, differentiation, and company activities (Porter, 1985) which provide added value for consumers and companies (Morales-Zamorano et al., 2020). Furthermore, (Morales-Zamorano et al., 2020; Miličević, 2021) emphasized that even though the value chain is a process that occurs internally within the company, in principle the value chain starts from the consumer. The company's ability to understand its capabilities and consumer needs is very important. The value chain focuses on processes that are integrated and synergized in every activity of production, marketing, and distribution/presentation of products and services effectively and efficiently. The company's operations are always goal-oriented and maintain the sustainability of operations by managing the utilization of resources effectively contributing to the value chain, productivity, and customer quality (Miličević, 2021).

In the 2013 OECD-UNWTO-WTO Report, the tourism value chain includes the entire transaction process to serve tourists from the country/region of origin of tourists and at the destination, including the supply of related products and services (OECD-UNWTO-WTO, 2013). Mapping the tourism value chain from the perspective of tourism service providers shows the complexity and relationships between actors and their functions, to gain profits/benefits and a sustainable travel experience (UNWTO, 2013).

Strengthening the tourism value chain in managing Tourism Villages will strengthen the national tourism development strategy which places Tourism Villages as one of the spearheads for the revival of tourism and the national creative economy and even the revival of the national economy (Kemenparekraf 2021).

Unfortunately, the lack of research discussing this matter makes the focus on supply chain management and its implications for increasing value in tourism development, especially in tourist villages, very limited. Several related studies include:

Table 1. Previous Research

No.	Title	Year	Author(s)	Result
1	Business Process Diagnosis of "BUMDES" Based on Tourism Value Chain (A Case of Petarangan Tourism Village)	2022	Anang Sutono; Sumaryadi; Wisnu Rahtomo; Hari Ristanto; Odang Permana; Kumar Ashutosh; Azwin Aksan	Most tourism business activities are assisted by the existence of BUMDES as an official body under the authority of the village government and specifically protect and meet the needs of the people involved in tourism activities in the village. The tourism value chain that occurs is quite good and moves statically with a good growth direction. However, several important points need attention and improvement, such as the function of BUMDES as a facility service provider, improving the quality of tourism human resources who have qualified business knowledge, and BUMDES'

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				control power in following market prices and minimizing production costs..
2	Construction Scenario for A Rural Tourism Value Chain: A Case Study from Rural China	2021	Liaoji Zheng; Huanyu Wang; Gang Li; Yiyan Guo	The best TVC scenario includes basic value activities and additional value activities of life, industry, ecology, society, and ecology. The optimal scenario is generated from the selection that maximizes the main role of the value element. The selected TVC scenario reflects the personalized characteristics of rural tourism destinations, maximizes the leading role of key-value elements, and advances the relationship and relationship between rural tourism and rural development.
3	Tourism Supply Chain Framework: A Case on Tourism Village	2019	I Nyoman Indah Kusumadewi; I Wayan Siwantara; I Putu Astawa; I Gusti Agung Bagus Mataram	TSC members are catering and food and beverage (F&B) suppliers, accommodation, service providers, cultural and social events, transportation, excursions, tour operators, travel agents, and tourists. Their roles vary and are bound by informal contracts. Interestingly, the role of tour operators and travel agents has diminished, being replaced by the internet and social media.

From several studies related to value chain analysis in rural areas which are summarized in the table above, it can be indicated that many factors influence the performance/establishment of supply chain systems in tourism activities in a village. In this regard, the existence of an organization/agency that can regulate and regulate the running of the system is important, especially if the carrying capacity of village resources is not sufficiently qualified to manage it alone. Therefore, it is necessary to analyze the vitality of the role of business management institutions/organizations that manage value chains such as the existence of Village Owned Enterprises (BUMDES) in tourist villages in Indonesia.

One of the tourist villages that have a high potential for development and has been designated as a priority tourism village for the development of Central Java is Sumberbulu Tourism Village which is located in Sumberbulu Hamlet, Pendem Village, Mojogedang District, Karanganyar Regency and is ± 13 Km from the district city center. Located at an altitude of ±400 meters above sea level, the Sumberbulu Tourism Village area carries the concept of tourism based on local wisdom that relies on natural preservation and agrarian cultural traditions, which are packaged into tour packages by carrying out the principles of friendly tourism and guided by Community Based Tourism. it is meant to bring a fresh mindset to the villagers and visitors alike. Visitors who come from various places, with the creation of close tourism between communities and visitors will be able to learn from each other how to understand diversity and make sense of togetherness.

Sumberbulu Village offers a variety of tours such as organic farming activities, biogas, animal husbandry, outbound, crafts, and the arts. When the pandemic broke out, they developed their

traditional herbs. It is this community initiative that makes this village survive. In addition, in the landscape, 6 springs flow clearly as the source of village water. Not far from the village, there is a cave that currently cannot function as a tourist attraction.

The development of the Sumberbulu Tourism Village cannot be separated from the management role of the Tourism Awareness Group (Pokdarwis) and Village Owned Enterprises (BUMDES). The establishment of good coordination between Pokdarwis and BUMDES has made Sumberbulu Tourism Village one of the Tourism Villages in the advanced category. This can be seen from the results of an analysis of the Tourism Village Network (Jadesta) by the Ministry of Tourism and Creative Economy, which places Sumberbulu in the advanced category with a score of 38.85. Recently, Sumberbulu was also included in the top 50 tourist villages in the Indonesian Tourism Village Award (ADWI) organized by the Ministry of Tourism and Creative Economy to appreciate tourism actors, especially in the tourism village sector. Therefore, this research focuses on the role of BUMDES which is based on the tourism value chain in the Sumberbulu tourism village in developing a tourism village so that it becomes one of the tourism villages with an advanced category.

LITERATURE STUDY

Tourism Village

A tourist village can be defined as an area that administratively has village characteristics and characteristics that attract tourists to visit. As a tourist destination, a tourist village needs to meet several requirements to support the needs of tourists during their visit such as the availability of attractions, amenities, accessibility, accommodation, etc. (Amerta, 2017; Arida, 2015; Indonesian Ministry of Tourism, 2018; Zebua, 2016).

In its development, the development of a tourist village is quite different from the concept of a tourist village, this considers clear administrative boundaries in the development of a tourist village so that it has implications for business ownership and organization. Tourism villages focus on increasing the level of economic income for community units, compared to tourism villages which are only tourism activities that happen to have tourist attractions in a rural environment. Therefore, the development of tourist villages is considered suitable as an approach to boosting the economy of small-scale communities and relying on local leadership (Blackstock, 2005; Tang & Jones, 2012; Neumeier & Pollerman, 2014).

Tourism Value Chain

Studying the function of tourism to increase the level of people's welfare means seeing their point of view in meeting the needs of tourists. This will later be closely related to how the cycle of fulfilling tourist needs in tourist destinations is related to the value chain that is formed (Nugroho et al., 2021). A value chain is a concept to increase competitive advantage, by designing, producing, marketing, and distributing/presenting products to consumers in a series of activities that provide added value (Porter, 1985) (Miličević, 2021) (Yilmaz & Bititci, 2006). The value chain largely determines the activity structure and output of the transaction process and helps companies strengthen their competitiveness (Morales-Zamorano, Camacho-García, Bustamante-Valenzuela, Cuevas-Merecías, & Suarez-Hernández, 2020).

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In business management, the value chain plays an important role in competitive advantage through the interaction between costs, differentiation, and company activities (Porter, 1985) that add value to consumers and companies (Morales-Zamorano et al., 2020). Furthermore, (Morales-Zamorano et al., 2020) (Miličević, 2021) (Martinović & Goran Milenković, 2021) emphasizes that although the value chain is a process that occurs internally within the company, in principle the value chain starts with the consumer. The company's ability to understand its capabilities and consumer needs is very important. The value chain focuses on processes that are integrated and synergized in every production, marketing, and distribution/presentation of products and services effectively and efficiently. The company's operations are always goal-oriented and maintain the continuity of operations by effectively managing the use of resources that contribute to the value chain, productivity, and customer quality (Miličević, 2021).

In the 2013 OECD-UNWTO-WTO Report, the tourism value chain includes the entire transaction process to serve tourists from countries/regions of origin of tourists and at destinations, including the provision of related products and services (OECD-UNWTO-WTO, 2013). Mapping the tourism value chain from the perspective of tourism service providers shows the complexity and relationships between actors and their functions, to gain benefits and experience tourism in a sustainable manner (UNWTO, 2013) (Martinović & Goran Milenković, 2021). The following is the UNWTO Tourism Value Chain Model:

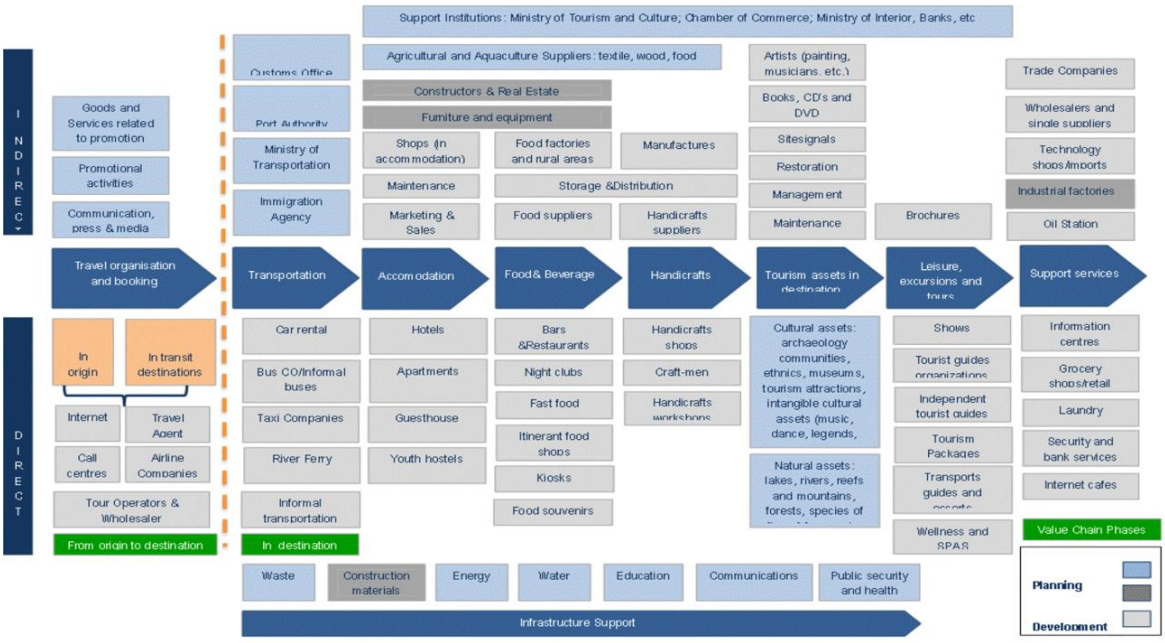


Figure 1. Tourism Value Chain
Source: (OECD-UNWTO-WTO, 2013)

In implementing the tourism value chain in tourist villages, the process of fulfilling tourism experiences, and direct community involvement remains a priority for tourism village management (BUMDES) by emphasizing efforts to protect and develop rural MSME actors in the long term. Efforts to develop and manage resources must meet economic, environmental, social, and technological aspects (Kemenkomarves & Kemenpar RI, 2021; UNWTO, 2021). At

the next level, the development of organizational competence and innovation capabilities (Deni et al., 2020) will ensure the realization of BUMDes business performance in managing tourism villages.

METHOD

This study used a descriptive method with a quantitative approach (Ferdinand, 2006; Siyoto, 2015). The data collection technique used was distributing questionnaires, conducting interviews, observing, and FGD. The main data for the analysis of the tourism value chain was obtained through a questionnaire instrument which was communicated in a guided manner to each respondent managing the tourism village (BUMDES) and external parties related to the business process of managing the tourism village, obtaining accurate information and at the same time being able to deepen the information. The quantitative analysis process was carried out using a scale of 1 to 10 (Martinović & Goran Mileković, 2021) with the following description:

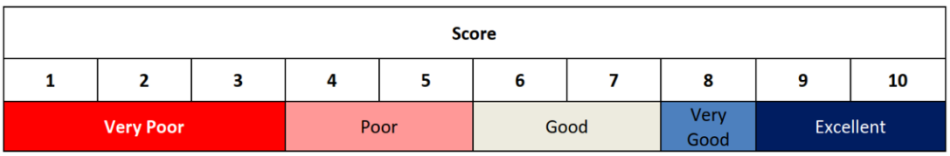


Figure 2. Assessment of Questionnaire Results
Source: Martinović & Goran Mileković, 2021

This study uses the following methodological framework;

Stage 1: Diagnosis

At this stage, the researcher conducted a basic study to compile the actual business processes of BUMDES as managers of tourist villages. The basic studies carried out included three activities, namely: 1) preparation, 2) desk research, and 3) field research. The results of this study are a portrait of the condition of the BUMDES business process from the perspective of the tourism value chain. Data collection techniques used are questionnaires, interviews, and observation.

Stage 2: Assessment

The assessment is carried out using tourism value chain analysis. The analysis was carried out quantitatively with the main data obtained through distributing questionnaires to respondents related to the business process of managing a tourism village, internal respondents namely BUMDES management, and external respondents namely actors related to the management of a tourist village (village officials, business people related to tourism villages, community leaders).

Stage 3: Recommendations

Activities carried out at this stage include FGDs to explore and confirm the findings of tourism value chain analysis, modelling, and preparation of research reports.

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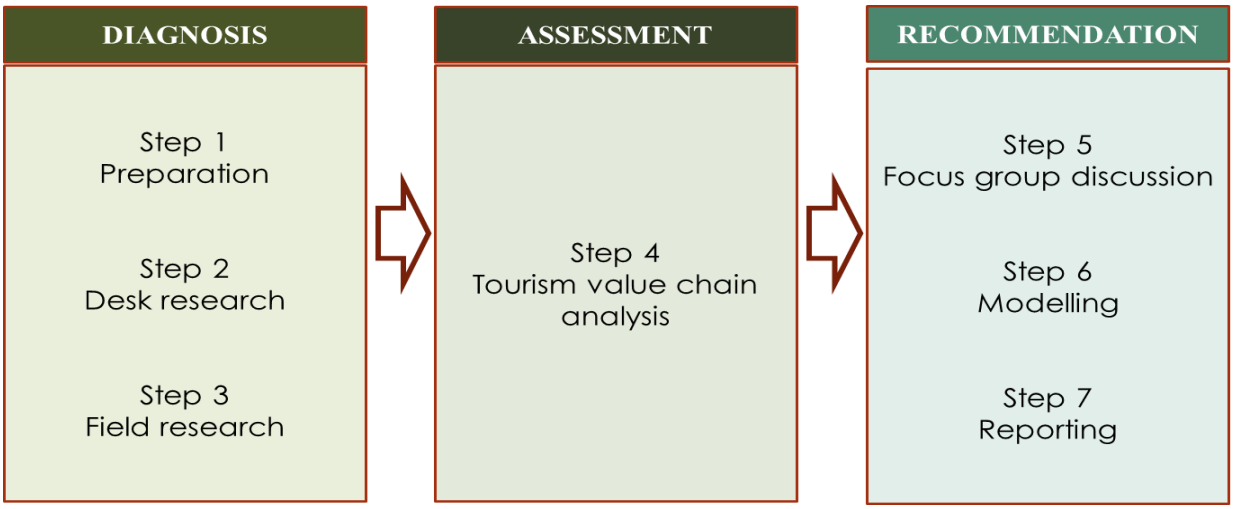


Figure 3. Research Framework
Source: Processing Result, 2022

RESULT AND DISCUSSION

After conducting the FGD, the data collected was then analyzed using the value chain concept to assess the extent of the role of the BUMDES in carrying out its functions in the Sumberbulu tourist village. Assessment is carried out on each of the Dimensions and Indicators.

The first assessment is an assessment based on Dimensions. This assessment is carried out to see which dimensions are running well. The results of the assessment of the role of BUMDES in the Sumberbulu tourism village based on Dimensions are as follows;

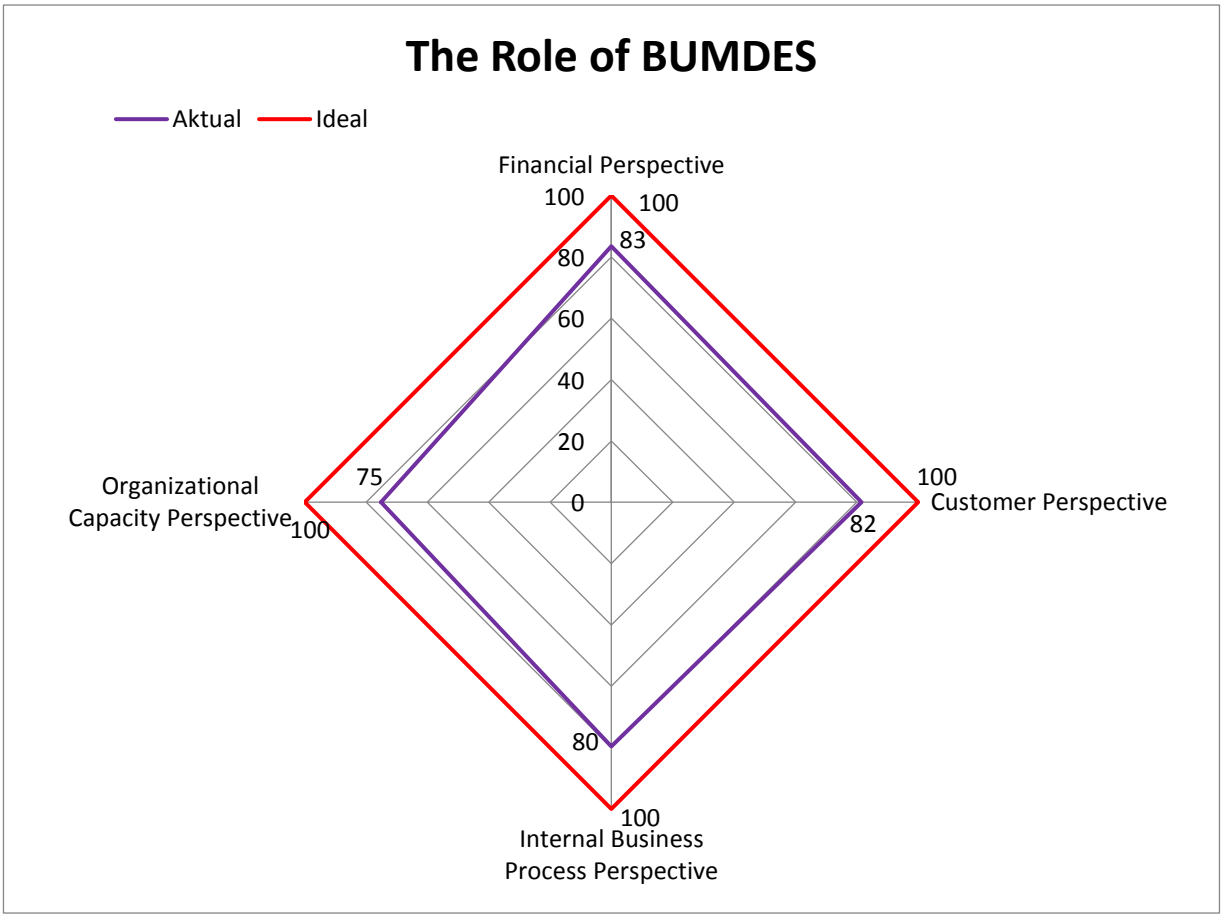


Figure 4. Assessment of the Role of BUMDES in Sumberbulu Tourism Village based on Dimensions
Source: Processing Result, 2022

As seen in Figure 4, the Financial Perspective dimension is the strongest in the role of the BUMDES management organization in the Sumberbulu tourist village, this shows that the existence of the BUMDes in the Sumberbulu tourist village is very helpful to the community's economic activities, especially from a financial perspective, both in terms of selling products Micro, Small, and Medium Enterprises (MSMEs), reduce the production costs of MSMEs, to marketing MSME products, which will ultimately increase people's income growth.

In addition, from the Consumer Perspective dimension, the role of BUMDES in the Sumberbulu tourist village has been assessed as providing good service for consumers and customers, this is indicated by an increase in the number of visitors and the level of visitor satisfaction. Likewise, with the Internal Business Process Perspective dimension, this dimension has been running well, this can be indicated by the presence of new product innovations in the Tourism Village, both in the form of attractions and in the form of tour packages. In addition, efforts to control costs have been carried out properly, so this makes the internal business processes of BUMDES run well.

Meanwhile, the dimension that is assessed as still needing improvement is the Organizational Capacity Perspective. This is indicated by the lack of human resource capacity in running a business in the Sumberbulu tourist village so increased knowledge is needed in running a business in the Sumberbulu tourist village. In addition, the support for BUMDES facilities or facilities must be

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increased again because this will greatly assist the BUMDES in managing its business so that it will provide even better results in managing its business and the business ecosystem in the Tourism Village will run well.

The second assessment is assessment based on Indicators. This assessment is carried out to see which indicator is the strongest indicator of each Dimension. The results of the assessment of the role of BUMDES in the Sumberbulu tourism village based on the indicators are as follows;

Table 2. Assessment of the Role of BUMDES in Sumberbulu Tourism Village based on Indicators

Variables	Score
Financial Perspective	
The number of products sold through BUMDES	79
BUMDES helps reduce operational costs (production)	78
Sales through BUMDES do not incur additional operational costs (marketing)	86
Revenue growth	85
Customer Perspective	
The increase in the number of visitors is due to the development of Tourism Villages / BUMDES	85
Excellence in attracting visitors	75
Lots of reviews	81
Visitor satisfaction rate	84
Internal Business Process Perspective	
There are efforts to innovate new products	85
The level of knowledge of visitors to the Sumberbulu Tourism Village	80
The level of product availability in serving the needs of visitors	73
Efforts to control costs	80
Organizational Capacity Perspective	
HR capacity (individuals, organizations, communities) in running the business	66
HR capacity building efforts (individuals, organizations, communities)	82
Business policy support	82
Utilization of the technology used	82
Efforts to strengthen the supply chain ecosystem	82
Facility support	62

Source: Processing Result, 2022

From table 2, it can be seen from a financial perspective, Sales Indicators through BUMDES do not incur additional operational costs (marketing) and are functioning properly. production) for producers and has an impact on increasing revenue growth. An indicator that still needs to be improved is in terms of product sales through BUMDES. The number of products sold through BUMDES is considered sufficient because there are still many visitors who buy products produced by the people of Sumberbulu Tourism Village directly to the people. In addition, the role of BUMDES in helping to reduce operational costs (including production costs) is considered to be still not optimal,

so the community and MSMEs still have a little difficulty finding additional capital for their production process.

From a consumer perspective, the role of BUMDesa in developing the Sumberbulu tourism village is considered good, this can be seen from the increasing number of visitors, the number of reviews related to the Sumberbulu tourism village on social media, and increasing visitor satisfaction. Even so, it is considered that BUMDES still does not have an advantage in attracting tourists to visit the Sumberbulu tourism village. It can be seen that most visitors who come to the Sumberbulu tourist village are still dominated by local tourists and domestic tourists. Therefore, innovations are needed in the framework of promoting the Sumberbulu tourist village, so that it can attract even more domestic and foreign tourists to visit the Sumberbulu tourist village.

From an internal business process perspective, the role of BUMDesa in efforts to create new product innovations is good, this is indicated by the increasing number of new products, both culinary products and souvenirs from UMKM, tourist attractions (attractions) and tour packages offered in the tourist village of Sumberbulu. The role of BUMDES in providing education to visitors is also considered to be good, this can be indicated by the increased knowledge of visitors regarding the Sumberbulu tourism village. The role of BUMDES in efforts to control costs is also considered good, this is indicated by the absence of additional operational costs for MSMEs when selling their products through BUMDES. What still requires attention is the role of BUMDES in providing a stock of products to meet the needs of visitors. This can be seen when visitors buy MSME products in large quantities, often there is no stock available that can meet the needs of visitors, causing a bit of disappointment for visitors because their needs cannot be met. Therefore, BUMDES must be able to anticipate conditions like this, one of which is by providing additional capital for MSMEs so that they can produce MSME products in large quantities.

Meanwhile, from the perspective of organizational capacity, the role of BUMDES in efforts to develop HR capacity both individually, in the organization, and the community has been going well. This is indicated by the fact that many pieces of training have been held for SMEs and society as a whole. Support for business policies and the utilization of the technology used has also made a good contribution so that with the support of available technology, existing MSMEs can easily process permits to run a business so that currently, existing MSMEs already have permits to run their business. The role of BUMDES which is still considered lacking is in terms of providing facilities or facilities and increasing the capacity of human resources both individually, in organizations, and in the community in running their business. The limited facilities and capacity of human resources to run this business mean that there are still many MSMEs that run their business conventionally so this can cause the economic turnover of MSMEs (especially capital) in the Sumberbulu tourist village to be hampered. Therefore, BUMDES should be able to provide the facilities or facilities needed by MSMEs and hold special training for MSMEs in running their business.

From the results of data processing, it is known that all components of the tourism value chain in the Sumberbulu tourism village have been fulfilled. However, the sub-components of each main component are not as complete as ideal conditions. This deserves a thumbs up because what the tourism manager has done has been able to fulfill the main components needed. The next consideration is the quality and quantity of each of the main components and sub-components provided.

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To strengthen the role of BUMDES to improve its performance of the role of BUMDES, several things need to be done and prioritized, such as:

1. BUMDES must be the center of village economic activity, meaning that BUMDES must be a center for selling products produced by village communities. So that with more and more products being sold through BUMDES, BUMDES profits will also increase which in the end will be able to help increase the capital needed by MSMEs in rural communities so that MSME operational costs can be reduced.
2. The limited existing facilities will make it difficult for the BUMDES to carry out its role, so it is necessary to strengthen facilities and infrastructure. In tourism activities, cleanliness is the main factor that can provide visitor comfort and satisfaction. Therefore, good sanitation facilities are needed. Sanitation facilities and good accommodation facilities will make visitors feel comfortable and feel at home so that problems in terms of visitor satisfaction will be resolved and will ultimately increase the number of visits. In addition, transportation support and transportation facilities are also needed. This is so that the supply chain ecosystem can run well and will overcome the problem of product availability in serving the needs of visitors.
3. It is also necessary to strengthen the capacity of human resources. This is intended so that in addition to being required to have knowledge and skills in running a business, BUMDES managers can also provide education to rural communities, especially MSMEs so that MSMEs can create new product innovations and be able to control their operational costs.

CONCLUSION

Increasing the welfare of the community in a tourist village does not only depend on the potential and resources it has, but the role of the village management organization plays a very important role in improving the welfare of the village community. BUMDES is a form of business unit owned by a village whose aim is to manage a tourism village business so that it can provide added value to the village community so that in the end it can improve the welfare of the village community. Therefore, the role of the BUMDES management organization in a village has an important position in carrying out all village economic activities.

Based on the results of the assessment, the role of BUMDES in the Sumberbulu tourism village currently has advantages in the Financial Perspective Dimension, especially in the indicator "Sales through BUMDES do not incur additional operational costs (marketing)". Meanwhile, the indicators that still need to be improved are “Support facilities/facilities” and “HR capacity in running the business”. Overall, the role of BUMDES in the Sumberbulu tourism village is considered to have been good in carrying out its function to develop the Sumberbulu tourism village.

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