

Village Government Strategy in Developing Bumdes Sumber Lestari Tourism Sumber Dhuwur Wonosari Village

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ABSTRACT

Objective: This study aims to analyze the strategy of the Wonosari Village government in developing BUMDes Sumber Lestari as the manager of Sumber Dhuwur tourism. **Method:** A descriptive qualitative approach was used to collect data through observation, interviews, and documentation. The research informants were village officials, treasurers, and heads of BUMDes. **Results:** The results demonstrate that the village government is implementing promotional strategies through social media, collaboration with content creators, and the development of tourism-supporting infrastructure. However, challenges include insufficient funding, suboptimal social media management, and inadequate road infrastructure. **Novelty:** A SWOT analysis shows that the strengths of Sumber Dhuwur tourism lie in its natural potential and community support, while threats include competition with other destinations and declining visitor numbers. This study found that the SO (Strength-Opportunity) strategy is the primary approach to developing tourism based on local potential. The novelty of this study lies in the use of SWOT analysis in the context of developing a village-owned enterprise (BUMDes) tourism business based on community participation and comprehensive local innovation. These results are expected to serve as a strategic reference in developing sustainable village tourism.

INTRODUCTION

The government has implemented various programs to develop the rural economy. However, these efforts have not yet yielded the desired results. Indonesia is a country with very fertile land and abundant natural resources, giving it significant potential to meet community needs if managed properly. However, many programs have failed due to various factors. One of the main causes is excessive government intervention, which hinders the ability of rural communities to be creative and innovative in managing their economies. The systems and mechanisms of village economic institutions are ineffective, resulting in communities becoming increasingly dependent on government assistance. This undermines their sense of independence [1]. This institutional form is called a Village-Owned Enterprise (BUMDes). A Village-Owned Enterprise (BUMDes) is a village business entity managed by the community and village government in an effort to strengthen the village economy and is established based on the village's needs and potential. Developing this potential aims to improve the economic welfare of villagers through the development of economic enterprises. Furthermore, the existence of BUMDes has a positive impact on increasing village original income (PAD), enabling villages to carry out development and improve community welfare effectively.

Rural development is in line with Law No. 6 of 2014 concerning Village Funds, Government Regulation No. 43 of 2014 concerning Implementing Regulations of Law No. 6 of 2014 concerning Villages is the first step for villages to participate in realizing their capabilities. Law No. 33 of 2019 concerning Village-Owned Enterprises (BUMDes) regulates various aspects related to the formation, management, and development of

BUMDes in Indonesia. Regulation of the Minister of Villages No. 4 of 2015 Article 12 establishes BUMDes as an institution providing economic and public services to the community with a focus on managing and utilizing local economic potential to strengthen village original income. Development conceptually is a systematic and consistent process of change to improve community welfare. The latest regulations are regulated in Government Regulation No. 11 of 2021. This regulation regulates the establishment, management, and development of BUMDes. The purpose of PP Number 11 of 2021 is to improve the welfare of village communities and strengthen the village economy. Law No. Law No. 6 of 2014 concerning Villages outlines community involvement, participation, and empowerment as key factors in village governance. East Java is striving to strengthen its economic base through the development of Village-Owned Enterprises (BUMDES). Well-managed village government can improve community welfare. A crucial factor influencing the success of village programs is government participation in implementing various related activities. Village Enterprises (BUK) are established with the support of capacity-building efforts and regional policies that support and protect community businesses. BUK is a new economic institution operating in villages, providing optimal basic needs for development and growth.

In an effort to develop the tourism sector, the village government implements two main strategies: a promotion strategy and a development strategy through the provision of facilities and strengthening of infrastructure. This promotional strategy to increase the attractiveness and sustainability of the tourist village can be carried out through the active role of the Wonosari Village Government in developing and promoting Sumber Dhuwur as a leading tourist destination. The village government utilizes bureaucratic channels by conducting promotions through various government agencies, including forums at the sub-district level facilitated by the Community and Village Empowerment Service (DPMD). Furthermore, the promotional strategy also involves content creators and landscape photographers tasked with documenting the natural beauty, facilities, and various activities that can be enjoyed at Sumber Dhuwur. This documentation is realized in the form of photos and video reviews of Sumber Dhuwur which are then disseminated through various social media platforms, such as Instagram, Facebook, TikTok and YouTube. With this digital strategy, tourism promotion can reach a wider audience, both locally and nationally. As a form of effort to improve tourist accessibility, Sumber Dhuwur management will also provide directions to the Sumber Dhuwur tourist area. Furthermore, at the entrance to Wonosari Village, a picture or information board has been installed highlighting Sumber Dhuwur as a leading tourist destination. This step aims to make it easier for tourists to find the destination and improve their comfort during their trip. Furthermore, direct promotion is carried out through word-of-mouth communication in various forums and events, both at the village and inter-regional levels. These efforts are expected to increase the tourist appeal and the number of tourist visits to Sumber Dhuwur in a sustainable manner. In its development strategy, Sumber Dhuwur management has undertaken various efforts to develop infrastructure to enhance the tourist destination. Development based on community participation is one form of development that provides broad opportunities for rural communities to participate in developing their area, including in the tourism sector. Implemented developments include the construction of a children's swimming pool to the east of the

pavilion and the construction of the Semanggi Cafe, located in the center of the spring, which serves as a main icon. Furthermore, a boat system will be implemented to increase Sumber Dhuwur's competitiveness as an excellent tourist attraction and enrich visitors' tourism experiences. Tourist visit data for the 2022-2024 period can provide an overview of the increasing or decreasing trend in visitor numbers and the factors that influence it. By analyzing this recapitulation, management can identify the success of implemented strategies and formulate innovative steps to increase the attractiveness and sustainability of Sumber Dhuwur as a leading tourist destination in the future. The tourism potential at the Sumber Dhuwur tourist attraction still faces challenges. Although the Sumber Lestari Village-Owned Enterprise (BUMDes) has implemented various strategies, the number of tourist visits has decreased. Tourist visit data is as follows:

Table 1. Summary of Visitors to High Source Tourist Attractions in 2022-2024.

| No | Year | Amount |
|----|------|--------|
| 1 | 2022 | 57.600 |
| 2 | 2023 | 53.000 |
| 3 | 2024 | 40.500 |

Source: BUMDES Wonosari Village (2025)

Data shows a downward trend in tourist visits. In 2022, the number of visitors was recorded at 57,600. In 2023, this number decreased to 53,000, and in 2024, it was recorded at 40,500. The decline in visitor numbers was due to various factors, including changes in travel patterns and the community's economic conditions. This data serves as an important basis for the Wonosari Village government in developing more effective tourism development and promotion strategies. These efforts are being undertaken to support the development of the Sumber Lestari Village-Owned Enterprise (BUMDes) in enhancing local tourism appeal and boosting visitor numbers in the coming years. These include increasing promotions through social media, improving tourist facilities, and collaborating with relevant parties to attract future tourists.

Several previous studies related to Village-Owned Enterprise Development Strategy in Tourism Development [2]. Village-Owned Enterprise Strategy in Tourism Village Development in Ghanjaran Park Tourism, Ketapanrame Village, Trawas District. The study examined the strategies implemented by Mutiara Welirang Village-Owned Enterprise in developing Ghanjaran Park Tourism. The findings show that the organization's strategy is focused on improving the village community's economy through exploring local potential and developing village community entrepreneurship. In addition, the program strategy involves developing tourism through community investment and utilizing promotional media. [3]. Village-Owned Enterprise Strategy in Tourism Village Development Efforts. This study analyzes the development strategy of tourism Village-Owned Enterprises with a tetrapreneur approach, which includes markerpreneur (adjustment to target markets), chainpreneur (development of existing ones), qualitypreneur (quality improvement), and branding. This strategy emphasizes the importance of creativity and innovation from tourism managers to increase village income [4]. Multipurpose Village-Owned Enterprise Strategy in Managing Tourism Objects with the 5P Strategy. This study examines the strategy of Multipurpose Village-

Owned Enterprise in managing tourism objects by implementing the 5P strategy, namely settlement, strengthening, protection, support, and maintenance. This approach emphasizes the importance of community participation in every stage of tourism development from planning to evaluation [5]. BUMDes Efforts in Developing Green Bamboo Tourism Objects to Increase Community Income from an Islamic Economic Perspective (Study in Sri Bandung Village, Abung Tengah District, North Lampung Regency). This study analyzes BUMDes efforts in developing Green Bamboo tourism objects and their impact on increasing community income. The results of the study indicate that BUMDes has made various development efforts, including providing capital, increasing accessibility, and adequate facilities. Development has a positive impact on the community in entrepreneurship, although it has not been optimal in reducing unemployment and significantly strengthening community income. [6]. BUMDes Strategy in Developing Tourism in Tlocor Marine Tourism. The study aims to analyze BUMDes strategies in developing tourism in Tlocor Marine Tourism, Jabon District, Sidoarjo Regency. The results of the study indicate that BUMDes has made various strategic efforts, such as collaboration with other tourism stakeholders, developing facilities and infrastructure, and empowering local communities in tourism management.

Based on field observations, several issues were identified in the Sumber Lestari Village-Owned Enterprise (Bumdes) Development Strategy for the Sumber Dhuwur Tourism Area in Wonosari Village. First, social media promotion is less than optimal. The Instagram accounts for the Sumber Dhuwur tourism area and the Semanggi Sumber Dhuwur Cafe have low activity levels. The frequency of posts is minimal with long intervals, and interaction with the audience is limited. The lack of updates regarding promotions, activity schedules, and engaging content has the potential to reduce tourist interest. Furthermore, the quality of the content presented is still suboptimal, with limited variety in the form of photos, videos, and the latest information on facilities and tourist attractions. This is an obstacle to building a stronger tourism image on social media. Second, access to the Sumber Dhuwur area currently still lacks adequate road infrastructure. The road surface, dominated by uneven bricks and the presence of several potholes, can disrupt the mobility of residents and tourists.

The researcher wants to conduct a research identification entitled Development Strategy of BUMDes Sumber Lestari Tourism Sumber Dhuwur Wonosari Village using SWOT theory. The SWOT theory (Strengths, Weaknesses, Opportunities, Threats) is an excellent strategic analysis for designing the development strategy of BUMDes Sumber Lestari, in managing the Sumber Dhuwur tourism in Wonosari Village. SWOT analysis helps identify internal and external factors that influence whether something can be successful. BUMDes management and design a plan to achieve village development goals. Using a SWOT analysis, a more targeted BUMDes development strategy can be designed. This strategy uses strengths to address weaknesses, capitalize on opportunities, and mitigate threats. The results of this analysis are expected to generate concrete steps to develop Sumber Dhuwur Tourism as a leading destination that supports the economic development of Wonosari Village.

RESEARCH METHOD

A qualitative approach using descriptive analysis method was used. [7] This method is based on positivism carried out in a natural context with the researcher as the main instrument, where data collection is through triangulation, inductive analysis, and emphasizes meaning over generalization. This research was conducted in Wonosari Village, Ngoro District, Mojokerto Regency. This village was chosen because of its local economic potential and the strategic role of BUMDes in developing tourism villages. This research focuses on BUMDes strategies in building businesses, overcoming challenges, and encouraging village development. Analysis of the Sumber Dhuwur Tourism development strategy by BUMDes Sumber Lestari includes identification of potential and obstacles, application of SWOT analysis, empowerment of village community economy, sustainable and environmentally friendly tourism development, and increasing competitiveness through innovation in tourism management and promotion. [8] purposive sampling as a technique for determining samples according to certain criteria. As for the research, namely village officials, BUMDes treasurers and BUMDes heads, the types of data obtained consist of primary and secondary data.

In qualitative research, data collection uses observation, documentation, and interview methods. The possibility of using non-human sources, such as documents and available recordings, is also not ignored. Data collection includes various other supporting activities such as rapport, determining informants, recording data or information. Miles and Huberman's interactive data analysis model includes components of reducing, presenting, and verifying data. All three in qualitative analysis must be included in qualitative data analysis. [9] Data reduction is the activity of making a summary that focuses on crucial research topics, determining themes to facilitate data collection.

RESULTS AND DISCUSSION

Wonosari Village is a village in Ngoro District, Mojokerto Regency, East Java Province. Its area covers part of Ngoro District and plays a significant role in the local economy and tourism sectors. Wonosari Village has a population of around 1,000 people, with the majority working in agriculture, industry, and tourism. In addition to farming and gardening, many residents work in the industrial sector, given that Ngoro District is one of Mojokerto's industrial areas. Regional development will continue and is a top priority for the government in an effort to improve community welfare. Wonosari Village has the potential for tourism and a growing economy in the tourism sector. Located in an area of pristine natural beauty, this village is known for its Sumber Dhuwur tourist attraction, a prime destination offering panoramic views of nature, clear water sources, and continuously developed tourist facilities. The following are potential development opportunities in Wonosari Tourism Village:

SWOT Analysis of Village Government Strategy in Developing Bumdes Sumber Lestari Tourism Sumber Dhuwur Village, Wonosari Village

The development of the Sumber Lestari BUMDes plays an important role in improving the village economy through the management of the Sumber Dhuwur tourism. The Wonosari Village Government has implemented various strategies, such as infrastructure improvements, digital promotions, and collaboration with various parties

to support tourism development. A SWOT analysis is used to evaluate internal and external factors that influence the success of the development strategy. By understanding the existing strengths, weaknesses, opportunities, and threats, the implemented strategy can be more effective in supporting the growth of the tourism sector and improving community welfare in a sustainable manner. The following is a SWOT analysis of Strengths, Weaknesses, Opportunities, and Threats in the Village Government's Strategy in Developing the Sumber Lestari Bumdes Sumber Dhuwur Tourism in Wonosari Village:

1. Strengths

Strengths in the context of SWOT analysis refer to internal attributes that provide an advantage or added value to an organization compared to its competitors. This includes resources, capabilities, or other positive situations that can be utilized to achieve organizational goals. Strengths in BUMDes policies and public services by utilizing these strengths, villages and government agencies can develop innovative and sustainable strategies in improving community welfare. The strength in the dhuwur source itself is a clear and natural spring that makes the dhuwur source superior and surrounded by shady trees that make the dhuwur source superior in tourist destinations, its superiority in water tourism is the many ornamental fish in the dhuwur source and duck boats that can be enjoyed while feeding the fish while seeing the view of Mount Penunungan, the atmosphere at the dhuwur source is very cool and good for educational tourism for small children.

The following information is the result of an interview with Mr. Suparto, who is the head of Bumdes and is responsible for managing Sumber Dhuwur in Wonosari Village, Ngoro District, Mojokerto Regency.

"The main advantage of Sumber Dhuwur Tourism is its unique natural attractions. The spring water is crystal clear and natural, providing a unique experience for tourists who want to enjoy the cool mountain water. Furthermore, the beautiful surroundings with shady trees create a comfortable atmosphere for visitors who want to relax and enjoy the fresh air. To add to the attraction, we also provide a water playground and ornamental fish pond." (interview: March 24, 2025).

The explanation of the strengths delivered by Mr. Suparto as the Head of Bumdes is as follows.

"Sumber Dhuwur Tourism has the potential to be a natural tourist attraction, with its clear spring water flowing directly from the source. This clear water is a draw for visitors seeking a natural experience. The environment around Sumber Dhuwur is also very beautiful, thanks to the abundance of large trees that keep the air cool, even though it's located in the lowlands. It also serves as an educational destination." (interview: March 24, 2025).

| No | Strength |
|----|--|
| 1 | Natural tourism potential with clear springs |
| 2 | Beautiful environment |
| 3 | Water playground and ornamental fish |
| 4 | Natural educational tourism |

The above facts, when linked to the SWOT theory, indicate that the development strategy of the Sumber Lestari BUMDes in managing the Sumber Dhuwur tourism area has utilized its strengths. Strengths in the management of the Sumber Dhuwur tourism area by the Sumber Lestari BUMDes play a significant role in supporting the development of natural tourism destinations. The strengths associated with previous research are optimal. The qualitative approach used is able to deeply explore the strategy of the Wonosari Village Government in developing the Sumber Lestari BUMDes Sumber Dhuwur Tourism Area. This emphasizes that a qualitative approach allows researchers to understand social dynamics and local policies contextually. This study focuses on the local village context amidst the dynamics of development based on village tourism potential. This study strengthens the findings of [10] which show that the development of a BUMDes based on local potential can be an effective economic empowerment strategy if managed in a participatory and innovative manner. The data obtained comes directly from the parties involved, such as the village head, BUMDes administrators, and the surrounding community. This strengthens the validity of the data and makes the research results more representative. [11] This research also expands the literature on the role of village governments in BUMDes governance, which was previously studied by Wijaya (2021) but was more limited to regulatory aspects. This research also examines implementation strategies and local innovation more comprehensively.

2. Weaknesses

Internal factors that hinder the performance of an organization or company. Weaknesses include limitations or lack of resources, skills and abilities that make performance ineffective. Weaknesses in this policy are subjectivity and limited data, lack of priority in identified factors, not providing direct solutions, and not considering interactions between factors. The factor that is the weakness itself is the lack of budget in the development of Sumber Dhuwur which causes the available rides to be the same and the planning of the next program to be delayed. In addition, the infrastructure is still not fully adequate, especially in supporting several damaged children's playground facilities. In addition, the management of Sumber Dhuwur's social media has not been carried out optimally, resulting in a lack of effectiveness in promotion and information dissemination. Weaknesses in the aspects of funding, infrastructure, and social media management In an effort to increase the competitiveness and sustainability of village tourism destinations. The results of an interview with Mr. Suparto, as the Head of BUMDes who is responsible for the management of Sumber Dhuwur in Wonosari Village, Ngoro District, Mojokerto Regency.

"The ongoing weakness in the Sumber Dhuwur tourism area is the inadequate budget. This limited funding impacts the development of facilities and programs already planned within the program. Furthermore, the road infrastructure to Sumber Dhuwur is still inadequate for vehicle mobility, and the road to Sumber Dhuwur is full of potholes, making it difficult for tourists to travel." (interview: March 24, 2025).

The following is an explanation of the weaknesses conveyed by Mr. Suparto as the Chairman of BUMDes.

"The weakness in Cafe Semanggi's social media and the Sumber Dhuwur tourist attraction is that they haven't been properly managed. Information about Sumber Dhuwur is still distributed through village officials' accounts promoting it in village

tourism groups. Their personal accounts are still not optimal, so many people still don't know about this tourist attraction." (interview: March 24, 2025).

The phenomenon is associated with SWOT theory, it can be explained that the development strategy of BUMDes Sumber Lestari in managing the Sumber Dhuwur tourism has optimized its weaknesses. In a SWOT analysis, weaknesses are internal factors that can hinder business and program development, including the management of Sumber Dhuwur tourism in Wonosari village. Identifying weaknesses in tourism development in Wonosari Village, several main factors that become obstacles include budget limitations, inadequate road infrastructure, and a lack of optimization of social media and digital support. Budget limitations can hinder various development programs, including improvements to tourism facilities and broader promotions. Time constraints in the data collection process resulted in field observations being conducted in a relatively short time. This has implications for the limited variety of situations that can be observed directly. A similar weakness was also found in research by [12], which stated that limited time can limit the depth of qualitative data, especially in the context of community-based research. The scope of informants in this study was still limited to internal village parties and BUMDes managers, so it did not optimally describe external perspectives, such as visitors or cooperation partners. However, according to [13], multi-stakeholder involvement in research on village tourism development can enrich the perspective and validity of the analysis results. The analysis in this study has not deeply linked regional or national policy aspects that influence BUMDes strategies, so it has not been able to provide a complete picture of how macro policies interact with micro strategies at the village level, emphasizing the importance of cross-level policy analysis in village development studies.

3. Opportunities

Opportunity is a factor that arises from the environment and provides an opportunity for an organization or program to be utilized by us. Opportunities in a SWOT analysis of policy refer to external factors that can be utilized to increase the effectiveness of the policy. Some of the main opportunities such as in Sumber Dhuwur have good opportunities with clean water sources in the surrounding rice fields and the shady atmosphere in Sumber Dhuwur and Sumber Dhuwur gets the opportunity of a good location for village tourism surrounded by good and beautiful spots and Sumber Dhuwur receives support from the district government. All aspects in the village have parts managed by BUMDes including the tourism sector, receiving support from various levels of government, from the village government, local government, to the central government. This support is provided as part of an effort to optimize the management and development of village potential in a sustainable manner. In addition, this is also in accordance with the program implemented by the government in encouraging village independence through strengthening the regional economic sector and maximizing the use of existing resources. With comprehensive support, realizing an independent village. In addition, the Village-Owned Enterprise (BUMDes) is directing several associations, including culinary entrepreneurs, ticket counter attendants, amusement ride workers, and parking attendants. The goal is to ensure employees comply with established standard operating procedures. Support is also being garnered from the Wonosari village community to make Sumber Dhuwur a popular tourist attraction. Based on an interview

with Mr. Suparto, the Head of the Village-Owned Enterprise (BUMDes) that manages Sumber Dhuwur in Wonosari Village, Ngoro District, Mojokerto Regency.

"With support from the government and the community, the introduction of village specialty products in the Sumber Dhuwur area can be more widely known. We are also working to strengthen the village tourism brand through various means, such as conducting biennial source reviews through social media. In this regard, we strongly emphasize the use of digital technology, both for promotion through social media and through forums in the sub-district and district." (interview: March 24, 2025).

The following is a statement about opportunities explained by Mr. Suparto as the Chairman of BUMDes.

"With support from the government and the Wonosari village community, there's a significant opportunity to attract more tourists seeking nature-based experiences. Furthermore, the potential for developing the creative economy and local MSMEs is also increasingly open, allowing for the use of digital technology in tourism promotion. The potential for Dhuwur springs is enormous, with the potential for virality on social media and the potential for boosting the source's economy." (interview: March 24, 2025).

| No | Opportunity |
|----|---|
| 1 | The increasing trend of nature tourism and ecotourism |
| 2 | Potential for developing the creative economy and local MSMEs |
| 3 | Strengthening village tourism branding |
| 4 | Utilization of digital technology |



Figure 1. Pictures of water tourism in high springs
Source: Radar Mojokerto (2025)

The above phenomenon, linked to SWOT theory, indicates that the development strategy of the Sumber Lestari Village-Owned Enterprise (BUMDes) in managing the Sumber Dhuwur tourism area has sought to optimally utilize the opportunities identified by previous research. This study uses a SWOT analysis to examine the opportunities in the village government's strategy in developing the Sumber Lestari Village-Owned Enterprise (BUMDes) for the Sumber Dhuwur Tourism area in Wonosari Village, in conjunction with previous research. Previous research conducted by Susanto (2020) examined the effectiveness of social media use in increasing transparency and accountability in village government. The results showed that social media can be an effective tool in disseminating information to the public and increasing citizen

involvement in decision-making. The approach used was qualitative. The current research differs from previous studies because it focuses on the Wonosari Village government's strategy in utilizing social media for public services. Research conducted by Rahmawati and Putra discussed the implementation of social media at the village level and how it can improve communication between the government and the community. The results showed that social media can be an effective means of accelerating information delivery and increasing two-way interaction. However, this study focused more on the communication aspect, while the current study emphasizes the strategy of utilizing social media in managing public services and developing BUMDes in Wonosari Village. Another study by [14] examined the use of social media platforms for communication in disseminating information on public service policies and programs. The results showed that the use of social media can increase the effectiveness of information delivery at the village level. The current study is different because it focuses more on how the strategy implemented by the village government in utilizing social media for managing public services and BUMDes. Good management will certainly bring its own benefits to BUMDes because it will facilitate the planning, implementation, and evaluation of each BUMDes activity.

In addition, [15] found that social media can increase community involvement in the decision-making process in village government. This study highlights the importance of community participation in public policy through social media. However, the current study focuses on how social media is utilized by the Wonosari Village government to support the development strategy of the Sumber Lestari Wisata Sumber Dhuwur BUMDes. Research by [16] examines the role of social media in the promotion and marketing of village businesses. The results show that social media can be a strategic tool in introducing BUMDes products and services to the wider community. The focus is on the village government's strategy in optimizing social media to develop BUMDes and improve public services in Wonosari Village.

4. Threats

Threats are negative factors from the environment that present obstacles to the development or operation of an organization. External threats that can hinder the effectiveness of policies and business sustainability. In addition, competition with other business actors, especially large companies and digital-based businesses, is a challenge in maintaining competitiveness. Some threats that exist in Sumber Dhuwur in the context of this final project research include various factors, both from the natural aspects and tourism management. Threats from nature such as bad weather, for example very heavy rain together with lightning and strong winds, can cause trees to fall and potentially damage tourism facilities, including the food court at Sumber Dhuwur. In addition, the condition of tourism facilities such as swings, slides, and seesaws that are damaged can be an obstacle in the development of this tourism destination. This factor needs to be considered in a sustainability-based tourism management strategy, especially in the context of managing tourism facilities and infrastructure. Another threat that also poses a challenge in the development of Sumber Dhuwur tourism is the increasing competition with other tourist destinations. The competitiveness of tourist destinations is a key focus, particularly in assessing how Sumber Dhuwur can maintain its appeal amidst increasingly competitive tourism. The following is an interview with Mr. Suparto, the

Head of the Village-Owned Enterprise (BUMDes) responsible for managing Sumber Dhuwur in Wonosari Village, Ngoro District, Mojokerto Regency.

"One of the challenges facing Sumber Dhuwur Tourism is that it faces several challenges, but there are opportunities for improvement. One is competition with other tourist destinations that offer stronger attractions and more comprehensive facilities. Furthermore, natural threats such as falling trees and heavy rain can endanger tourists, as well as inadequate infrastructure and inadequate roads leading to Sumber Dhuwur itself." (interview: March 24, 2025).

The following is an explanation of the threats explained by Mr. Suparto as the Chairman of BUMDes.

"In this case, the threats to us are competition with other tourist destinations, as well as environmental damage, such as the large amount of waste in the spring area, which seriously impairs tourism. There are also some residents who lack awareness about maintaining the spring, such as stealing fish from Dhuwur Spring." (interview: March 24, 2025).

| No | Threat |
|----|---|
| 1 | Competition with other tourist destinations |
| 2 | Decrease in the number of tourist visits |
| 3 | Infrastructure Limitations |
| 4 | Lack of Digital Promotion |

The existing condition phenomenon, when associated with SWOT theory, can be concluded that the development strategy of BUMDes Sumber Lestari in managing Sumber Dhuwur tourism has several threats associated with previous research. Previous research conducted by [17] found that the main weakness in BUMDes management is the low capacity of human resources (HR) in the managerial and operational aspects. The unpreparedness of HR in managing village-based businesses often becomes an obstacle to achieving village economic independence. This dependence has the potential to become a threat if the village budget allocation is changed or cut. In the context of Wonosari Village, this threat can hamper business sustainability because BUMDes is not yet fully financially independent. Research by [18] shows that the existence of BUMDes often has to compete with the private sector and more established micro-enterprises. In many cases, BUMDes experiences difficulties in competing due to limited market access and less than optimal marketing strategies [19]. This also occurs in BUMDes Sumber Lestari Sumber Dhuwur Tourism which faces challenges in attracting tourists compared to other tourist destinations. This is different from previous research that focused on competition in general. This is relevant to the conditions in Wonosari Village, where there is still a gap in community awareness and participation in programs run by BUMDes. Research [20] states that regulatory changes related to BUMDes management pose a threat that can affect operations and long-term planning. Regulatory uncertainty can cause difficulties in licensing and village-based business policies. This study differs from previous research because it focuses more on how BUMDes Sumber Lestari Wisata Sumber Dhuwur adapts to existing regulatory changes.

CONCLUSION

Fundamental Finding : This study shows that the strategy implemented by the Wonosari Village Government in developing the Sumber Lestari Sumber Dhuwur Tourism BUMDes uses a SWOT analysis approach. First, Strengths: Sumber Dhuwur Tourism has extraordinary natural potential, namely clear and natural springs, a pristine environment with shady trees, and a cool atmosphere that is very suitable for family educational tourism. **Implication :** Third, Opportunities that can be exploited. The trend of nature tourism and ecotourism that is increasingly in demand by the public presents a significant opportunity for Sumber Dhuwur to continue growing. Support from the local and central governments, as well as the high level of village community involvement are also key supporting factors. Optimal utilization of digital technology and social media has the potential to expand promotional reach and attract tourists from outside the region. **Limitation :** Second, Weaknesses remain obstacles in the development of this tourism. Inactive and suboptimal social media promotion hinders the dissemination of information and tourism branding. In addition, budget limitations slow down the development of attractions and facility improvements. Furthermore, road infrastructure to tourist destinations is still inadequate, which can reduce tourist comfort. **Future Research :** Fourth, Threats. Competition with other, more well-known tourist destinations with comprehensive facilities presents a challenge. Furthermore, natural factors such as extreme weather can compromise safety and damage facilities. The decline in tourist visits over the past three years is also an important signal for the village government to take immediate strategic steps to improve its tourist appeal.

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