

Strategy of BUMDes Sinar Fajar in Developing Kalitekung River Tourism and Kalitekung Café in Tambak Cemandi Village, Sidoarjo

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ABSTRACT

Objective: This study aims to analyze the development strategies implemented by BUMDes “Sinar Fajar” in managing Kalitekung River Tourism and Kalitekung Café as village-based economic units. This study focuses on organizational strategies, supporting resources, and promotional programs in strengthening local economic development and community empowerment. **Method:** This study uses a qualitative descriptive approach with a case study method. Data were collected through in-depth interviews with key informants, including the Head of BUMDes, village government officials, café employees, and local residents, as well as observation and documentation analysis. Data validity was ensured through source triangulation, and analysis was conducted using interactive data analysis techniques. **Results:** Findings indicate that BUMDes “Sinar Fajar” has implemented integrated strategies, including a clear organizational vision and mission, community-based human resource utilization, collaborative partnerships, and digital and direct promotional strategies. These strategies have contributed to increased community participation, improved local employment opportunities, and greater visibility for village tourism. However, challenges remain, particularly related to operational constraints and environmental factors that affect tourism activities. **Novelty:** This study offers a new contribution by highlighting an integrated strategic model for BUMDes management that combines digital marketing, community empowerment, and collaborative governance in developing village tourism. These findings provide practical insights for strengthening sustainable village-owned enterprises without compromising local social values.

INTRODUCTION

Village-Owned Enterprises (BUMDes) are one of the innovations in village economic development published by the Indonesian government to strengthen the independence and welfare of village communities [1]. BUMDes exist as village economic institutions established on the basis of mutual cooperation and community participation in managing local potential. Through the existence of BUMDes, villages are expected to be able to create jobs, increase community income, and strengthen economic resilience at the local level. Over time, BUMDes has expanded beyond trade and services to develop the tourism, agriculture, and creative industries sectors. This concept has become an important milestone in community-based development, as the community has become the main subject in the planning and implementation of village enterprises. Therefore, BUMDes plays a strategic role in strengthening the national economic foundation [2]. The legal basis for BUMDes in Indonesia has been comprehensively regulated in several regulations. First, Law Number 6 of 2014 concerning Villages emphasizes that villages have the authority to establish BUMDes as an effort to manage the potential and assets of the village for the welfare of the community [3]. Second, Government Regulation

Number 11 of 2021 concerning Village-Owned Enterprises provides technical guidelines on the establishment, management, and guidance of BUMDes in accordance with the principles of accountability and professionalism [4]. Third, Permendesa PD TT Number 3 of 2021 regulates in more detail the registration, management, and dissolution of BUMDes, including the reporting system and financial transparency [5]. For example, BUMDes Tirta Mandiri in Ponggok Village, Klaten, has become a national reference because it implements professional governance and is oriented towards community welfare. These regulations show that the government fully supports the development of BUMDes as a competitive pillar of the village economy [6]. The growth of BUMDes in Indonesia shows a positive trend, but many also face various obstacles. Some BUMDes have experienced stagnation due to weak management, lack of innovation, and minimal human resource support. In addition, some BUMDes still depend on village funds without being able to create economic independence [7]. On the other hand, many BUMDes have successfully developed the local tourism and culinary sectors as their main attractions. For example, BUMDes Ponggok in Klaten has become a successful example of water tourism management, generating billions of rupiah in revenue. This phenomenon shows that the right development strategy is the key to the success of BUMDes in various business sectors [8]. A similar phenomenon also occurred in Sidoarjo Regency, one of which was in Tambak Cemandi Village, which has a village-owned enterprise called "Sinar Fajar." This village utilizes its natural potential in the form of the Kalitekung River and coastal areas as tourist attractions [9].

Table 1. List of Sinar Fajar BUMDes Business Units

No.	BUMDes Business Unit
1.	River Tour
2.	Kalitekung Cafe
3.	Food Security

Source: Managed by the Author, 2025

Through management by BUMDes, the idea arose to develop Kalitekung River Tour and Kalitekung Café as means of creative economy for the community. However, like other BUMDes, "Sinar Fajar" also faces challenges in terms of promotional strategies, human resource management, and business sustainability. Therefore, it is important to examine the strategies implemented by BUMDes "Sinar Fajar" in optimizing the tourism potential in the village [10]. To improve the performance of BUMDes, the Tambak Cemandi village government, together with the community, has developed several strategic programs. One of them is a river tour program that aims to introduce the village's natural potential to the wider community [11]. In addition, there is a program to manage Café Kalitekung as a culinary center and gathering place for tourists. Another program is business management and digital marketing training for BUMDes administrators to help them adapt to the changing times [12]. These programs are an important part of strengthening the local economy and creating new jobs in the village.

BUMDes “Sinar Fajar” implements several strategies that focus on capacity building, promotion optimization, and infrastructure improvement [13]. In terms of operational management, BUMDes has begun to reform its work system by establishing a clearer division of tasks, structuring a schedule of tourism activities, and repairing/renovating the docks used for river tours [14]. In addition, BUMDes administrators gradually participated in management and entrepreneurship training facilitated by the village government and accompanying parties to improve their management skills and become more professional. In the field of promotion, digital marketing strategies began to be promoted through the use of social media such as TikTok, Instagram, and YouTube to attract tourists, display creative content, and expand the reach of promotions for river tours and Cafe Kalitekung [15].

Table 2. Financial Data on Kalitekung Café Income for 2023-2024

Year	Revenue
2023	Rp. 97.945.000
2024	Rp. 87.355.000

Source: BUMDes Sinar Fajar, 2025

In 2023, the total revenue of BUMDes “Sinar Fajar” from two business units, namely river tour and Café Kalitekung, was recorded at IDR 97,945,000. However, in 2024, the revenue decreased to IDR 87,355,000, or a decrease of IDR 10,590,000. In percentage terms, this represents a decline of approximately 10.8% compared to the previous year [16]. This decline in revenue was due to several important factors. First, the number of river tour visitors decreased. It was quite stable in 2023 but experienced a decline of about 8% in 2024 due to weather factors and a reduction in group tours from schools and communities. Second, Café Kalitekung also experienced a decline in revenue because the average visitor transaction decreased, caused by weak purchasing power and a lack of menu innovation and promotional activities to attract new customers. In addition, BUMDes' digital promotion strategy has not been maximized, as promotional content on social media is not regularly updated and does not sufficiently highlight the appeal of tourism. Environmental factors such as unstable river currents during the rainy season also hamper river tour operations. Overall, this 10.8% decline in revenue is an important note for the management of BUMDes Sinar Fajar so that in the following year they can improve their promotional strategies, innovate tourism products, and enhance service quality, thereby enabling BUMDes revenue to increase sustainably [17].

Research conducted by Suryani (2021) entitled “*Strategies for Developing Village-Owned Enterprises (BUMDes) to Improve the Village Economy in Banyuwangi Regency*” shows that the success of BUMDes is greatly influenced by management capabilities and community support. The study explains that BUMDes that apply the principles of participation and transparency have a greater chance of developing. The results of this study are relevant to the condition of the “Sinar Fajar” BUMDes, which also relies on community cooperation in managing Kalitekung tourism. Thus, a strategic and

participatory approach is an important factor in the successful development of village business units.

Another study by Prasetyo (2022) entitled *“Implementation of Business Strategies in Tourism-Based BUMDes in Malang Regency”* emphasizes that village tourism management requires innovation and consistent digital promotion. In his study, Prasetyo found that BUMDes that were able to utilize social media for promotion experienced an increase in tourist visits of more than 40%. These results can be used as a reference for BUMDes Sinar Fajar to develop digital-based marketing strategies. The use of technology is an important step in expanding the tourist network and increasing village income. Furthermore, research by Lestari (2023) entitled *“Analysis of BUMDes Development Strategies Through Business Diversification”* concluded that business unit diversification is an effective strategy for maintaining the financial stability of BUMDes. Through the development of more than one business unit, BUMDes is able to survive amid market changes and tourism trends. This finding is in line with the condition of BUMDes Sinar Fajar, which has two main business units, namely river tour tourism and Café Kalitekung. This diversification shows innovation in increasing revenue sources and attracting tourists.

Based on observations, the “Sinar Fajar” BUMDes has shown positive development, but still faces several obstacles. First, there are still obstacles in operational management, especially in scheduling tours, dividing tasks, and the financial administration system. The lack of training and experience of BUMDes administrators is a major obstacle. Second, tourism promotion is not yet optimal, as it has not fully utilized digital media effectively [18]. Many potential tourists are not yet aware of the existence of Kalitekung tourism. Third, supporting infrastructure such as road access to tourist sites still needs to be improved to make visitors feel comfortable. Meanwhile, to support visitor comfort, BUMDes is working with the village government and the community to improve road access to tourist sites, organize tourist areas, and add public facilities such as seating and parking areas. Through these strategic steps, BUMDes “Sinar Fajar” strives to create more efficient management, attractive promotion, and adequate facilities to increase the competitiveness and sustainability of village businesses [19].

This study aims to analyze the strategies of BUMDes Sinar Fajar in developing river tours and Café Kalitekung in Tambak Cemandi Village, Sidoarjo. The research focuses on management efforts, innovation, and challenges faced by BUMDes in achieving village economic independence. To support the analysis, this study uses Jack Kooten's strategic management theory, which emphasizes the importance of institutional strategy, resource support strategy, program strategy, and organizational strategy in decision making. Institutional strategy relates to strengthening the structure, coordination, and governance of the organization so that it is able to carry out its functions sustainably [20]. Resource support strategy emphasizes the optimization of human resources, finances, and other supporting assets so that program implementation can run effectively. Program strategy relates to the planning and implementation of activities that have a direct impact on the target benefits. Organizational strategy serves to provide long-term direction and goals for institutions. Strategy serves to provide long-

term direction and goals for institutions. Program strategy relates to the planning and implementation of activities that have a direct impact on the target benefits. This theory helps explain how BUMDes formulates strategic steps in responding to changes in the business environment. By using this approach, it is hoped that the results of this study can make a real contribution to the development of BUMDes in Sidoarjo and other villages [21].

RESEARCH METHOD

This study uses a descriptive qualitative approach, as it aims to describe and gain an in-depth understanding of the strategies implemented by BUMDes Sinar Fajar in developing the Kalitekung River Tour and Kalitekung Café in Tambak Cemandi Village, Sidoarjo Regency. This approach was chosen so that the researcher could gain a contextual understanding of the planning, implementation, and evaluation processes of the strategies carried out by BUMDes [22]. Data was collected naturally in the field through interviews, observations, and documentation, then interpreted narratively to find patterns and meanings behind the phenomena that occurred [23]. Using Jack Kooten's theory, this study emphasizes how the Sinar Fajar BUMDes strategy was planned, implemented, and evaluated to achieve successful village tourism management. The qualitative approach allows researchers to assess each stage of the strategy in depth based on the experiences and views of BUMDes actors in the field. The results of this analysis are expected to provide a comprehensive picture of the effectiveness of the strategies implemented and serve as a model for other BUMDes in developing the potential of village tourism [24].

RESULTS AND DISCUSSION

The strategy of the "Sinar Fajar" village-owned enterprise in developing river tours and the Kalitekung café in Tambak Cemandi Village, Sidoarjo, can be analyzed using Jack Kooten's theory, which emphasizes four important indicators: organizational strategy, supporting resource strategy, program strategy, and institutional strategy in decision making [25].

A. Organizational Strategy

According to Jack Kooten, there are four types of strategies, one of which is organizational strategy. Organizational strategy is closely related to the vision, mission, and objectives that form the basis of an institution's direction. In the context of BUMDes "Sinar Fajar", organizational strategy is reflected in the process of formulating the vision, mission, objectives, and values that guide the implementation of business activities. With this vision and mission, BUMDes "Sinar Fajar" has a clear direction in achieving its desired goals. This is in line with the results of an interview with Mr. Masyhudi Faqih, as the Head of BUMDes "Sinar Fajar", who explained the importance of vision and mission as the main guidelines in the implementation of BUMDes work programs. Seperti yang dijelaskan oleh Bapak Masyhudi Faqih, selaku Ketua BUMDes Sinar Fajar:

The vision of BUMDes Sinar Fajar is to become an independent, competitive village economic institution capable of improving the welfare of the Tambak Cemandi Village community through sustainable management of local potential. We want this BUMDes to be more than just a place of business, but also a forum for empowering the village community. Our mission consists of several things, namely developing the village's tourism potential, such as the Kalitekung River tour and Kalitekung Café, to attract local and out-of-town tourists, providing employment and business opportunities for the village community, especially for young people and MSME players, encouraging collaboration between the village government, the community, and business partners to realize an independent village economy. Lastly, we aim to establish professional, transparent, and accountable management of the BUMDes to enhance public trust in the BUMDes." (Interview, October 3, 2025)

From the interview results, it can be concluded that the vision and mission of BUMDes Sinar Fajar are the main guidelines in developing Kalitekung River Tour and Kalitekung Café. The vision of BUMDes focuses on village economic independence and community empowerment, while its mission emphasizes the development of tourism potential, job creation, and professional and transparent management. With this vision and mission, BUMDes Sinar Fajar has a clear direction for improving the welfare of the Tambak Cemandi Village community. In addition, the results of an interview with the Head of Tambak Cemandi Village, Mr. Nur Syamsudin, further reinforced the picture of the strategic direction of the BUMDes "Sinar Fajar" organization. He said:

"The village government strongly supports the development direction of BUMDes Sinar Fajar, especially in maximizing the tourism potential of Kalitekung. The vision and mission formulated by the BUMDes management are in line with the village development plan, which is to improve the community's economy through the management of local potential. We fully support BUMDes to continue improving its governance, increasing professionalism, and expanding partnerships so that tourism management can be further advanced." (Interview, October 3, 2025).

The explanations provided by the Head of BUMDes and the Village Head demonstrate consistency and mutual support. The interview with the Head of BUMDes describes the internal direction of the organization, while the interview with the Village Head reinforces the validity of the strategy from the perspective of village administration. Thus, both interviews are relevant because they provide a complete picture of the alignment of BUMDes' organizational strategy with village development objectives.

In addition to the views of the managers and village government, the perspective of the community as beneficiaries is also important in assessing the implementation of the BUMDes "Sinar Fajar" organizational strategy. Based on the results of an interview with one of the residents of Tambak Cemandi Village, Mrs. Siti Aminah, who lives near the Kalitekung tourist area, the following information was obtained:

"Since the Kalitekung River Tour and Kalitekung Café opened, our village has become livelier. Many residents now have additional income, such as selling food, parking, or

helping with tourist activities. In my opinion, this village-owned enterprise has a clear purpose, not only to make a profit, but also to involve the community. We as a community feel cared for because we are given the opportunity to be involved." (Interview, October 4, 2025)

The residents' statements show that the strategy of the BUMDes "Sinar Fajar" organization does not stop at formulating a vision and mission, but is also reflected in a tangible impact on the community. Community involvement in tourism activities proves that the goal of community empowerment has been implemented in concrete terms. This is in line with the BUMDes' vision to improve the welfare of the village community through the management of local potential. Thus, the BUMDes organizational strategy can be considered effective because it is able to reach its main target group, namely the community of Tambak Cemandi Village. The economic impact felt by the community is an indicator that the BUMDes' strategic direction is going according to plan.

In addition to the community, the perspective of business unit employees also provides an important picture of the implementation of organizational strategies at the operational level. Based on an interview with one of the employees of Café Kalitekung, Mr. Ahmad Rizki, the following explanation was obtained:

"I have been working at Café Kalitekung since it first opened. The village-owned enterprise (BUMDes) always instructs us to work professionally, be friendly to visitors, and maintain service quality. We also receive frequent guidance on cleanliness, service, and work responsibilities. In my opinion, the management of this café is quite clear because there are rules and goals to be achieved, namely to promote village tourism and create job opportunities." (Interview, October 4, 2025)

Statements from Café Kalitekung employees indicate that the organizational strategy of BUMDes "Sinar Fajar" is translated into daily work practices. Guidelines related to professionalism, service quality, and responsibility reflect BUMDes' efforts to realize good governance as stated in its mission. Employees are not only positioned as workers, but also as part of the village business unit development efforts. This shows that the BUMDes organizational strategy is comprehensive, covering aspects of planning, implementation, and human resource development. With the alignment of vision, mission, and work practices in the field, BUMDes "Sinar Fajar" has a strong organizational foundation to support the sustainability of village tourism businesses.



Figure 1. Kalitekung Cafe (left) and Kalitekung River Tour (right)
Source: Documentation from BUMDes Sinar Fajar

The image shows the synergy between the development of nature tourism and culinary businesses managed by the local community under the auspices of BUMDes. This is clear evidence of the role of BUMDes in boosting the village economy and strengthening tourism identity based on local potential.

Based on the above phenomenon, it can be concluded that the organizational strategy of BUMDes “Sinar Fajar” in developing Kalitekung River Tour and Kalitekung Café in Tambak Cemandi Village has shown a clear and structured organizational direction in accordance with Jack Kooten's organizational strategy indicators. This can be seen from the formulation of a vision and mission oriented towards village economic independence, community empowerment, and professional, transparent, and accountable governance. The implementation of this strategy is also reflected in the support of the village government, the active involvement of the community, and the guidance of employees in running the tourism and café business units. However, in practice, there are still challenges in maintaining consistency in professionalism, increasing human resource capacity, and expanding partnerships so that tourism management can develop sustainably. When linked to previous research, such as that conducted by J. Iskandar et al. (2021) Regarding the development strategy of BUMDes in improving community welfare, it was found that the success of BUMDes is greatly influenced by the clarity of the organization's direction and the synergy between the management, village government, and community [25]. Thus, the organizational strategy of BUMDes “Sinar Fajar” can be considered quite effective, although it still requires capacity building and continuous innovation so that the goal of improving the welfare of the village community can be achieved optimally.

B. Supporting Resource Strategy

BUMDes “Sinar Fajar” in Tambak Cemandi Village has a supporting resource strategy that focuses on strengthening and utilizing the village's potential, both in terms of human resources, financial resources, and partnership resources. This strategy is implemented to support the successful management of Kalitekung River Tour and Kalitekung Café so that they can become the village's leading sectors. In terms of human resources, BUMDes “Sinar Fajar” prioritizes the involvement of the local community in tourism operations, such as river tour guides, café managers, and cleaning and service staff. The community is also provided with basic training on tourism services, environmental hygiene, and simple financial management so that they can contribute professionally.

In terms of financial resources, BUMDes “Sinar Fajar” utilizes village funds and the proceeds from BUMDes businesses to support the development of tourism facilities. Meanwhile, in terms of partnerships and collaboration, BUMDes “Sinar Fajar” implements a collaborative strategy (ABCGM) by involving academics, businesses, communities, government, and the media. Through this collaboration, BUMDes receives support for tourism promotion, management assistance, and access to a wider network to develop the village's economic potential. With a well-planned resource support strategy, BUMDes “Sinar Fajar” has not only been able to improve the quality of its tourism and café services, but also strengthen the economic independence of the Tambak

Cemandi Village community in a sustainable manner. This is supported by the statement of local resident Kharisma Anggraeni, as follows:

I am very happy after the inauguration of the river tour and Kalitekung café, so I no longer need to go far to do my homework, which is something that young people usually need to do in order to find a comfortable place to work. However, this time I no longer need to leave the village to find a comfortable place, because the Kalitekung café is now available in my village. Since the inauguration of the river tour and Kalitekung café, there have been significant changes for the residents. The residents involved have become more productive, and I sometimes take my friends along to enjoy the river tour. They are happy with it, but there are also drawbacks. Sometimes when I invite my friends to join the river tour, the boat cannot operate due to unfavorable weather and water conditions, which makes my friends a little disappointed. (Interview, October 5, 2025).

This statement shows that the existence of Kalitekung River Tour and Kalitekung Café has had a positive social and economic impact on the community, especially in terms of increasing productivity and utilizing public spaces as a means of interaction, recreation, and creative activities. However, operational challenges such as weather conditions and unstable river water levels also serve as important considerations for the Village-Owned Enterprise (BUMDes) to adjust the tourism service schedule or provide alternative activities when the river tour cannot be conducted. Therefore, strengthening resource support strategies should not only focus on improving facilities and services but also consider technical readiness and mitigating on-site obstacles to ensure sustainable tourism services and provide the best experience for visitors. As explained by Mr. Masyhudi Faqih, Chairman of BUMDes Sinar Fajar:

In running the activities of BUMDes Sinar Fajar, we pay close attention to the strategy of managing the resources available in the village. First, in terms of human resources, we empower local residents to be directly involved in managing the Kalitekung River Tour and Kalitekung Café. We train our residents to provide good service to visitors, such as becoming tour guides, café managers, and even cleaning and security staff. We also regularly collaborate with the village government to provide basic training in areas such as financial management, hospitality, and environmental hygiene." (Interview, October 3, 2025).

Based on the interview results, it can be explained that BUMDes "Sinar Fajar" has implemented a resource support strategy that focuses on strengthening human resource capacity as a key element in the successful management of village enterprises. The empowerment of local residents in the operation of the Kalitekung River Tour and Kalitekung Café shows that BUMDes is not only oriented towards economic profit, but also towards creating jobs and improving the skills of the village community.

The involvement of the community as tour guides, café managers, and even cleaning and security officers reflects a clear distribution of roles in the operational structure. This shows that BUMDes strives to build an organized and participatory work system. In addition, the training provided, such as financial management, hospitality,

and environmental hygiene, demonstrates efforts to improve competence so that services to visitors are more professional and in line with tourism standards.

Table 3. Data on the Number of Employees at Kalitekung River Tour and Café in 2024

Business Unit	Type of Work	Number of Employees
River Tour	Boat Driver	2
River Tour	Cleaning	1
Kalitekung Cafe	Cook and Waiter	1

Source: Managed by the Author, 2025

From the data in Table 3, it can be seen that the number of workers in the business unit managed by BUMDes Sinar Fajar is still relatively small. This shows that operational activities at Wisata Susur Sungai Kalitekung and Café Kalitekung are still carried out in a simple and efficient manner in accordance with existing tourism service needs. Although the number of employees is limited, the division of tasks is quite clear, with each employee having their own roles and responsibilities according to their respective fields.

The presence of four employees, all of whom are residents of Tambak Cemandi Village, also reflects that the management of BUMDes has contributed to the absorption of local labor. By directly involving the village community, BUMDes “Sinar Fajar” not only acts as a village economic institution but also becomes a means of empowering the community in managing the region's tourism potential.

In addition to data on the number of employees, the views of the community also provide an overview of the effectiveness of the resource support strategy of BUMDes “Sinar Fajar”. One resident of Tambak Cemandi Village who is indirectly involved in tourism activities said:

"In my opinion, with the existence of River Tour and Kalitekung Café, villagers now have additional opportunities to earn income. Although there are not many employees yet, the impact is already being felt, especially for young people in the village who usually do not have regular activities. I see that the Village-Owned Enterprise (BUMDes) has made efforts to involve residents, although in the future more workers will be needed so that services can be maximized when there are many visitors." (Interview, October 6, 2025).

The residents' statements indicate that the existence of business units managed by the “Sinar Fajar” BUMDes has provided tangible benefits to the community, particularly in opening up economic opportunities and productive activities for rural youth. Although the number of workers is still limited, the community believes that the management of tourism and cafés has had a positive impact on the social and economic life of the village. Feedback regarding the need for additional workers also indicates that visitor numbers and business development potential remain high. This can be a strategic consideration for BUMDes to gradually strengthen human resources as the number of visitors increases. Thus, the resource support strategy not only serves to keep operations running, but also as a basis for future business development planning.

In addition to residents, the perspective of Kalitekung Café employees also provides an overview of the implementation of the resource support strategy from an operational perspective. One of the café employees, Ahmad Rizki, said:

As an employee of Café Kalitekung, I feel involved from the start in managing this business. We not only work to serve visitors, but we are also taught how to manage simple finances and maintain the cleanliness and comfort of the café. Even though there are still only a few employees, we help each other and work together to keep the café running smoothly. I hope that in the future there will be more employees so that the work can be lighter and the service to visitors can be maximized." (Interview, October 6, 2025).

Interviews with café employees revealed that the human resource support strategy implemented by BUMDes "Sinar Fajar" has been participatory and educational. Employees are not only placed as workers, but also as part of the learning and empowerment process of the village community. Limited staffing levels are overcome through cooperation and flexible task sharing, ensuring that café operations continue to run smoothly. However, the desire for additional staff indicates a need to increase human resource capacity in line with business growth. This confirms that BUMDes human resource support strategies need to be continuously developed in order to respond to operational challenges and improve service quality in a sustainable manner. Based on the above phenomenon, it can be concluded that the resource support strategy of BUMDes "Sinar Fajar" in managing Kalitekung River Tour and Kalitekung Café has shown a clear and structured organizational direction in accordance with Jack Kooten's organizational strategy indicators, which emphasize the importance of formulating strategic directions, strengthening human resources, utilizing financial support, and developing partnerships to achieve organizational goals effectively. This can be seen from the involvement of the local community as operational personnel, the provision of management and service training, and the use of village funds for facility development, so that BUMDes is not only profit-oriented but also focused on community empowerment, which is relevant to Kooten's theory regarding the synergy between resources, structure, and organizational strategy. The implementation of this strategy is also reflected in the support of the village government, active community involvement, and employee training in running the operations of the tourism and café business units. However, in practice, there are still obstacles such as limited number of employees and weather factors that affect operations, so capacity planning and alternative service strategies are still needed to maintain stable operations. When linked to previous research, such as that conducted by H. W. Ramadhan and H. Sukmana (2023) on BUMDes strategies in tourism development, similarities were found in that strengthening human resource capacity and collaboration are important factors in improving the sustainability of village tourism businesses [5]. Thus, the resource support strategy of BUMDes "Sinar Fajar" can be considered quite effective, although it still requires capacity building and continuous innovation so that the objectives of community empowerment, welfare improvement, and village economic development can be achieved optimally.

C. Strategy Program

The main strategy implemented by BUMDes “Sinar Fajar” is promotion through digital media. BUMDes administrators utilize social media such as Instagram, Tik Tok, Facebook, and WhatsApp Business to introduce the beauty of Kalitekung River Tour and the atmosphere of Kalitekung Café. The content displayed includes photos, videos, and visitor testimonials, which are arranged in an attractive manner to generate public interest in visiting. According to Kotler & Keller (2016), an effective digital marketing strategy can build brand awareness and expand market reach at an efficient cost. Therefore, the use of social media is a strategic step for BUMDes in building a modern tourism image while still promoting the local values of Tambak Cemandi Village. This effort is also complemented by collaboration with local influencers and creative communities to increase the reach of the promotion. As stated by Ahmad Rizki, an employee of the village café/tourism unit, as follows.

"We at the café are also involved in promotion through social media, especially Instagram and TikTok. We usually create simple content such as videos of the café atmosphere, new menus, or photos of aesthetic spots that are popular with young people. Such content is quite effective because many visitors come after seeing our posts. But the challenge is consistency. If we don't update regularly, the reach of our posts decreases and so does the number of visitors." (Interview, October 5, 2025)

From the interview results, it can be concluded that the digital promotion-based program strategy implemented by BUMDes “Sinar Fajar” has directly involved employees, both in terms of content creation and interaction with visitors. This shows that the success of promotion does not only depend on the BUMDes' official account, but also on the participation of the community and visitors who are part of the user-generated content strategy. The more positive content that is uploaded, the greater the opportunity for an increase in tourist and café visits.



Figure 2. Promotion by Tik Tok for River Tour (Left) and Promotion by Tik Tok for Kalitekung Cafe (Right)

Source: Documentation from BUMDes Sinar Fajar

The image shows the digital promotion efforts carried out by BUMDes “Sinar Fajar” through the TikTok social media platform. On the left side, there is promotional

content about Kalitekung River Tour, which showcases the beauty of the river, tourist boat activities, and the natural atmosphere that attracts tourists. This promotional video was created in a creative style typical of TikTok to attract young users and expand the reach of the promotion virally.

Meanwhile, on the right side, there is a promotion for Cafe Kalitekung, which is one of the BUMDes business units. The video content shows the relaxed atmosphere at the cafe, the signature dishes served, and the aesthetic photo spots that attract visitors. Through this social media-based promotional strategy, BUMDes "Sinar Fajar" aims to increase public awareness of the tourism and culinary potential of Tambak Cemandi Village, while also strengthening the image of the village as a modern and creative tourist destination. In addition to digital promotion, BUMDes Sinar Fajar also implements direct promotion strategies within the community. BUMDes actively promotes tourism and cafés through village activities such as village clean-ups, August 17th competitions, PKK activities, and youth organization events, by putting up banners, distributing brochures, and conducting direct outreach to residents. These activities aim to increase the community's sense of ownership of the tourist destinations managed by the village itself. This strategy is in line with Edy Suhardono's (2016) theory on the social role of village institutions, in which BUMDes must be able to function as mobilizers, i.e., drivers of the community to participate in local economic development activities. In this way, promotion is not only informative but also participatory, with the community playing an active role in introducing the potential of their village.

The next strategy is to build partnerships with educational institutions and tourism communities. BUMDes Sinar Fajar collaborates with schools and universities in Sidoarjo to make river tours an educational and field research destination. It facilitates free café use for organizational events and others on the condition that food or drinks are purchased from the Kalitekung café. This collaboration not only expands the reach of tourism promotion but also enhances BUMDes' positive image as an institution committed to education and environmental conservation. Additionally, BUMDes invites communities such as nature lovers, photographers, and small and medium enterprises (SMEs) to participate in promotional activities like photo contests, village culinary festivals, and social initiatives like the Clean River Campaign. Through these activities, the broader community can come to know River Touring and Café Kalitekung not only as recreational spots but also as symbols of community cooperation and environmental preservation.

BUMDes Sinar Fajar also implements service and tourism experience strategies as part of indirect marketing. According to Kotler (2016), positive customer experiences are the most effective form of promotion because they generate word of mouth marketing. In this case, Café Kalitekung not only serves culinary delights but also presents a distinctive coastal atmosphere with local menus, friendly service, and an aesthetic relaxation area. BUMDes also regularly trains its employees to have good communication and service skills so that visitors get a positive impression and are willing to recommend the tour to others. This approach has proven effective in expanding tourism awareness through visitors' social networks.

To reinforce the findings on the effectiveness of the promotional strategy implemented, the views of the community as the direct recipients of the promotion are

also important. One resident of Tambak Cemandi Village who had invited his relatives to visit the Kalitekung River Tour said:

"I first learned about river tours and Café Kalitekung from social media, and then I often saw promotions during village activities. In my opinion, the promotions are already good because they frequently appear on Instagram and TikTok. When I invited relatives from outside the village, they were also interested because they had already seen the content on social media. From that, I feel that the promotions carried out by the Village-Owned Enterprise (BUMDes) have been quite successful in introducing our village tourism to outsiders." (Interview, October 7, 2025).

The residents' statements show that the digital and direct promotion strategies carried out by BUMDes "Sinar Fajar" have been able to reach a wide audience, both within the village and visitors from outside the area. Social media plays an initial role in building interest, while village-based promotions strengthen the community's trust and sense of ownership of the managed tourism. The success of the promotion is also reflected in repeat visits and word-of-mouth recommendations made by residents to their relatives. This indicates that the promotional strategy implemented is not only informative, but also persuasive and sustainable. Thus, the involvement of the community as indirect promotional agents has become one of the main strengths in the development of village tourism.

In addition, the Head of BUMDes "Sinar Fajar", Mr. Masyhudi Faqih, also provided an explanation regarding the promotional strategies implemented comprehensively, as follows:

"Promotional strategies are indeed our main focus because without good promotion, the potential of tourism will not be widely known. We utilize social media because it is relatively inexpensive and has a wide reach, especially for targeting the younger generation. However, we also do not neglect direct promotion through village activities so that the community feels involved and owns this tourism. For us, promotion is not just about attracting visitors, but also about building a positive image and a sense of pride among the community towards their own village." (Interview, October 3, 2025).

The interview with the head of BUMDes confirmed that the promotional strategy implemented was not partial, but rather integrated between a digital approach and a community-based social approach. The use of social media was chosen as an adaptive strategy to technological developments and tourist behavior, while direct promotion was used to strengthen social legitimacy and community participation in the village. This view shows that BUMDes "Sinar Fajar" is not only oriented towards increasing the number of visitors, but also towards building village identity and pride. With a well-planned promotional strategy involving various parties, BUMDes is able to create an inclusive, sustainable model of village tourism that is in line with local economic development goals.

Overall, the strategy of the BUMDes "Sinar Fajar" program in introducing River Tour and Café Kalitekung emphasizes synergy between digital promotion strategies,

community-based direct promotion, external partnerships, and improving the quality of tourism services. Through this combination of strategies, BUMDes has successfully implemented the concept of social marketing as described by Kotler – that is, marketing products not only for economic gain but also to build social and cultural value for the community. This approach shows that introducing village tourism is not enough through advertising alone, but requires community involvement, a strong local identity, and continuous communication. With this targeted strategy, BUMDes Sinar Fajar is expected to be able to make Tambak Cemandi Village a widely known, competitive, and sustainable community-based tourist destination.

Based on the above phenomenon, it can be concluded that the strategy of the BUMDes “Sinar Fajar” program in developing Kalitekung River Tour and Kalitekung Café in Tambak Cemandi Village has shown a clear and structured organizational direction in accordance with Jack Kooten's organizational strategy indicators, which include the formulation of vision and mission, resource allocation, and coordination of operational activities. This is reflected in the emphasis on integrated digital promotion with community-based direct promotion, external partnerships, and service quality improvement as a form of indirect marketing. The use of social media such as Instagram, TikTok, Facebook, and WhatsApp Business is effective in building brand awareness and attracting visitors, while the involvement of employees and the community in content creation demonstrates good coordination and collaboration among stakeholders. Direct promotion through village activities and collaboration with educational institutions and communities also expands the reach and fosters a sense of community ownership of tourism. However, challenges such as consistency in updating digital content and unstructured promotion management still need to be addressed to maintain the program's effectiveness. When linked to previous research by A. M. Rahmayanie et al. (2022) on BUMDes promotion strategies through digital marketing, the results are in line with the finding that social media optimization can significantly increase visibility and expand the market [4]. Thus, the “Sinar Fajar” BUMDes program strategy can be considered adaptive and relevant to Jack Kooten's theory, although it still requires strengthening of promotion management and resource capacity to ensure consistent sustainability of tourist visits.

D. Institutional Strategy

Institutional strategy is an important aspect in the successful management of BUMDes because it is directly related to organizational governance, division of authority, coordination mechanisms, and decision-making systems. In the context of the “Sinar Fajar” BUMDes in Tambak Cemandi Village, the institutional strategy is designed to ensure that all business units, namely Kalitekung River Tour and Kalitekung Café, operate in a structured, transparent, and accountable manner. Institutional strengthening is carried out through the establishment of a clear organizational structure, the determination of the duties and responsibilities of each manager, and the implementation of a periodic reporting mechanism to the village government and the community. With a well-organized institutional structure, every operational activity can be monitored and evaluated systematically. This strategy also aims to prevent overlapping authority and reduce the potential for internal conflicts in the management of village enterprises. In

addition, institutional strengthening is the basis for building the legitimacy of BUMDes as an official village-owned economic institution. This legitimacy is important to increase the trust of the community and partners. Therefore, the institutional strategy is not only oriented towards internal administration, but also towards strengthening the position of BUMDes as a professional village economic institution.

Organizationally, BUMDes “Sinar Fajar” has a structure consisting of advisors (village heads), directors or chairpersons of BUMDes, secretaries, treasurers, and business unit coordinators. This division of roles aims to create an efficient and focused work system. The chairperson of the BUMDes plays a role in formulating strategic policies and making key decisions, while the treasurer is responsible for financial management and reporting. The business unit coordinator is tasked with overseeing the daily operations of Wisata Susur Sungai and Café Kalitekung. In practice, each business unit is required to prepare activity reports and simple financial reports, which are then summarized by the BUMDes treasurer. These reports are submitted periodically to the village deliberation forum as a form of public accountability. With this mechanism, the community can openly monitor the progress of village businesses. Such transparency is an important part of the institutional strategy to ensure that BUMDes continues to receive social support from residents.

To strengthen the analysis of the institutional strategy, the following data on the structure and coordination mechanism of BUMDes “Sinar Fajar” in 2024 is presented:

Table 4. Institutional Structure and Mechanism of BUMDes “Sinar Fajar” in 2024

Institutional Elements	Number of People	Main Duties	Coordination Mechanism
Advisor (Village Head)	1	Implementing Policies	Quarterly coordination meeting directives
Head of the BUMDes	1	Making strategic decisions	Monthly board meeting
Secretary	1	Administration and documentation	Monthly written report
Treasurer	1	Financial management and reporting	Business unit report recap
Tourism Unit Koordinator	1	Supervising river patrol operations	Weekly evaluation
Coordinator Café	1	Overseeing café operations	Weekly evaluation

Source: Managed by the Author, 2025

Based on Table 4, it can be seen that the institutional structure of BUMDes “Sinar Fajar” has a relatively clear division of roles, even though the number of administrators is still limited. Each institutional element has its own tasks and coordination mechanisms, which indicates a well-planned organizational system. Regular meetings and periodic evaluations are indicators that BUMDes has implemented participatory and accountable organizational management principles. Although the scale of the business is still

developing, the existence of a complete structure, from advisors to business unit coordinators, demonstrates the institutional readiness to manage the village's economic potential professionally.

The results of an interview with the Head of BUMDes "Sinar Fajar," Mr. Masyhudi Faqih, reinforce this institutional strategy. He said:

"In running BUMDes Sinar Fajar, we strive to organize the institution gradually so that it does not run aimlessly. From the beginning, we established a clear structure so that each administrator knows their respective responsibilities. As the chairperson, I cannot work alone, so we divide the tasks between the administration, finance, and operational units. Every month, we hold evaluation meetings to discuss income, operational obstacles, and development plans. We also involve the village government as advisors so that every policy remains in line with village regulations. In addition, we present our financial reports openly in village deliberation forums so that the community is aware of the progress of this business. For us, a strong institutional foundation is essential before we can talk about profits." (Interview, October 3, 2025).

The statement by the head of the BUMDes shows that the institutional strategy is not only administrative in nature, but also serves as a foundation for building a transparent and collaborative organizational culture. The emphasis on task sharing, regular evaluation meetings, and open reporting reflects a commitment to good governance. By involving the village government as an advisor, the BUMDes also ensures that the policies adopted remain within the applicable regulatory framework. This shows the synergy between village economic institutions and village government structures. Such institutional strategies can minimize the risk of abuse of authority and increase the effectiveness of decision-making.

The views of Tambak Cemandi villagers also provide additional perspective on the effectiveness of these institutional strategies. One resident said:

I see that now the management of BUMDes is more organized than when it was first established. In the past, there may have been a lot of confusion about the division of tasks, but now there is a clear structure. Any activities or financial reports are usually announced at village meetings, so we as residents can keep track of the business's progress. In my opinion, this kind of transparency is important so that the community continues to trust and support village programs. Although there are still shortcomings in terms of facilities, institutionally it is much better and more open." (Interview, October 6, 2025).

From the residents' statements, it can be understood that the institutional strategy of BUMDes has had an impact on the community. The transparency of reports and clarity of the organizational structure have increased public trust in the management of village enterprises. This trust is a very important social capital for the sustainability of BUMDes. When the community feels involved and receives clear information, social support for village programs will be stronger. This shows that the institutional strategy not only has an impact on the internal organization, but also on external legitimacy.

Meanwhile, the perspective of Café Kalitekung employees also shows the implementation of the institutional strategy at the operational level. Ahmad Rizki, one of the café employees, said:

As an employee, I feel that the work system at BUMDes is now clearer. We know who to report to if there are any problems, and every week there is a small evaluation with the unit coordinator. If there are problems such as running out of stock or customer complaints, they are immediately reported and discussed together. We are also asked to record daily income to be reported to the treasurer. In my opinion, with this system, work becomes more organized and not haphazard. Even though there are only a few employees, clear coordination ensures that work can still run smoothly." (Interview, October 6, 2025).

The interview showed that institutional strategies had been implemented down to the technical operational level. The existence of clear coordination channels, income recording obligations, and routine evaluations proved that organizational governance was running systematically. This regularity helps improve work efficiency and reduce the potential for administrative errors. Thus, the institutional strategy of BUMDes "Sinar Fajar" can be considered to have been quite effective in building an orderly, transparent, and participatory organizational structure. Although there are still resource constraints, continuous institutional strengthening will be key to improving the professionalism and competitiveness of village businesses in the future.

Based on the above phenomena, it can be concluded that the institutional strategy of BUMDes "Sinar Fajar" in managing Kalitekung River Tour and Kalitekung Café in Tambak Cemandi Village has shown a clear and structured organizational direction in accordance with Jack Kooten's organizational strategy indicators, which include the formation of organizational structures, coordination mechanisms, and supervision patterns. This can be seen from the existence of a formal structure that contains a clear division of tasks and responsibilities, the implementation of regular evaluation meetings, and the preparation of periodic accountability reports as a form of transparency and accountability. Sinergi antara pengurus BUMDes, pemerintah desa, dan masyarakat strengthening institutional legitimacy and increasing public trust in the management of tourism and café business units. The positive impact is reflected in operational stability, more effective coordination, and increased community participation in supporting BUMDes programs. However, strengthening managerial capacity, more professional administrative arrangements, and the development of a digital-based monitoring system are still needed so that institutions can be more adaptive to business developments. When compared to N. Wijaya's (2023) research, which emphasizes that strengthening organizational structures and monitoring systems are key factors in the success of BUMDes in maintaining business sustainability, these findings show consistent results [16]. Thus, the institutional strategy of BUMDes "Sinar Fajar" can be considered quite effective, although it still requires continuous improvement to achieve more professional, transparent, and competitive governance.

CONCLUSION

Fundamental Findings: The study identifies four interconnected strategic indicators implemented by BUMDes "Sinar Fajar": organizational strategy, supporting resource strategy, program strategy, and institutional strategy. The organization demonstrates a relatively clear structural division of roles that enhances coordination and

reduces overlapping authority. Supporting resources are optimized through local human resource empowerment, village funding utilization, and collaborative partnerships that directly benefit community welfare. Program strategies emphasize digital and direct promotion, service improvement, and tourism experience enhancement to strengthen village branding. Institutional strategies reinforce accountability and legitimacy through synergy with the village government and structured evaluation mechanisms. **Implication:** The findings imply that an integrated strategic framework combining governance clarity, community empowerment, adaptive marketing, and institutional accountability can effectively support community-based tourism development. The synergy between internal management systems and external collaboration enhances operational effectiveness and strengthens public trust. This model demonstrates that sustainable village tourism requires alignment between structural organization, resource optimization, promotional innovation, and institutional legitimacy. The study suggests that strategic integration is essential for long-term competitiveness of BUMDes-managed enterprises. **Limitation:** Despite the structured strategies, several weaknesses remain evident, including insufficient administrative documentation systems, limited operational capacity during peak visitor periods, and inconsistent promotional management. Managerial capacity and system strengthening require further improvement to achieve higher levels of professionalism. Dependence on local resource limitations may constrain rapid business expansion. Implementation consistency remains a critical operational challenge affecting sustainability. **Future Research:** Future research should examine strategies to enhance managerial professionalism and digital system integration in BUMDes governance. Comparative studies across multiple BUMDes tourism models could provide broader validation of the four-indicator framework. Quantitative assessment of financial sustainability and visitor growth patterns would strengthen empirical evaluation. Longitudinal research is recommended to measure the long-term impact of integrated strategies on village economic resilience.

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