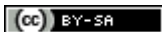


# Mutiara Welirang Village-Owned Enterprise's Strategy in Developing Sumber Gempong Rice Field Tourism

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## ABSTRACT

**Objective:** This study aims to analyze the strategy of the Mutiara Welirang Village-Owned Enterprise (BUMDes) in developing the Sumber Gempong Rice Field Tourism as an effort to improve the economy and empower the community in Ketapanrame Village, Mojokerto. **Method:** This study uses descriptive qualitative with data collection techniques through in-depth interviews, observation and documentation. Research informants include the BUMDes director, the Village Head, as well as visitors and tourism business actors who are directly involved in destination management. **Results:** The results of the Mutiara Welirang BUMDes strategy in developing the Sumber Gempong Rice Field Tourism show that the institutional strategy has succeeded in strengthening the organizational structure and collaboration with the community to increase active citizen participation. In the program strategy indicator, the implementation of a structured plan involving synergy between BUMDes, the village government, and the community has succeeded in increasing Village Original Income through empowering the community as MSME actors, workers, and investors. However, there are still obstacles such as visitor fluctuations and facility optimization that need to be addressed so that this tourist destination develops more sustainably and provides wider economic benefits. **Novelty:** The novelty of this study lies in the comprehensive application of Jack Kooten's strategy theory in the context of village tourism management and the disclosure of real obstacles in the field. This research provides an important contribution to the development of a village tourism-based economic empowerment model and the formulation of policies to optimize the role of BUMDes in local development.

## INTRODUCTION

BUMDes is an institution established to manage the economic potential of villages and improve community welfare by utilizing local village resources. BUMDes plays a strategic role in village economic development, which is expected to create jobs and increase community income [1]. Meanwhile, village tourism is a form of tourism that focuses on cultural and natural experiences offered by the village. According to Prasetyo 2024 [2], village tourism not only provides visitors with an experience to enjoy the beauty of nature and local culture, but also contributes to improving the local community's economy. In line with Wibowo's opinion, [3] which states that developing village-based tourism can be a solution to increase community income and preserve local culture. In this context, BUMDes Mutiara Welirang plays an important role in the development of Sumber Gempong Tourism, which is one effort to utilize local tourism potential in Trawas. With the right strategy, BUMDes can increase tourist attractions and have a positive impact on the local community's economy.

Village-Owned Enterprises (BUMDes), according to Household Affairs Guidelines Number 39 of 2010, [4] are business entities managed by the village government. Capital and management are carried out by the city government together with the local community. BUMDes functions as a business entity under the supervision of the village government and its residents, with the main objective of strengthening the village economy. This is regulated in Home Affairs Ministerial Regulation Number 39 of 2010 [4] concerning BUMDes. According to Regulation Number 32 of 2004 [5] concerning Regional Government, local governments at the city level have the right and responsibility to develop businesses that are in accordance with local potential and needs in their areas. This is also officially regulated in Government Regulation Number 72 of 2005 concerning villages, as well as Regulation of the Minister of Villages, Development of Disadvantaged Regions and Transmigration Number 4 of 2015 [6] which regulates the establishment, management and dissolution of Village-Owned Enterprises (BUMDes). Thus, local governments are given space to optimize regional resources through clear regulations to support village economic development as regulated in Law Number 32 of 2004 concerning regional government [7].

The Village-Owned Enterprise (BUMDes) in Ketapanrame, Mojokerto, has made a significant positive contribution to the local economy. One of its main impacts is job creation, as BUMDes creates various employment opportunities for residents through the management of businesses and projects involving the community, thereby helping to reduce unemployment and increase family incomes. Furthermore, BUMDes also supports the development of micro and small businesses by providing skills training, access to capital, and product marketing, enabling communities to grow their businesses and increase income. Developing tourism potential, such as the Sumber Gempong Rice Fields, is also a focus of BUMDes, which not only attracts visitors but also creates business opportunities for local residents, such as food stalls, lodging, and tour guide services [8].

The Mutiara Welirang Village-Owned Enterprise (BUMDes) also implements various strategies in managing the Sumber Gempong Rice Fields tourism area to enhance its appeal and enhance the visitor experience. One key focus is infrastructure development, including improving road access to the site and providing adequate parking. Public facilities such as restrooms and rest areas are also being built for visitor convenience. Amenity improvements are a priority, with the provision of food and beverage outlets offering local cuisine, as well as educational areas about agriculture and the rice field ecosystem. In terms of promotion, the BUMDes utilizes social media to attract tourists, holds events or festivals, and collaborates with travel agents to increase visibility. Collaboration with the local community is also key, involving residents in tourism management and development and providing training to improve skills in tourism services. Furthermore, innovations in tourism experiences are offered through tour packages that include hands-on agricultural experiences, educational programs for schools, and unique activities such as camping in rice fields or rice picking. With this comprehensive approach, the Mutiara Welirang Village-Owned Enterprise (BUMDes) strives to create an attractive and sustainable tourist destination.

The Sumber Gempong rice field tourism area, as can be seen from the recapitulation of tourist visits over the past two years, has experienced instability. The number of visits over the two years is as follows:

**Table 1.** Recapitulation of Visitors to the Sumber Gempong Rice Field Tourism Site

Year	Number of Visits
2023	224,789
2024	134,220

Source: Mutiara Welirang Village-Owned Enterprise

The Sumber Gempong Rice Field Tourism, managed by the Mutiara Welirang Village-Owned Enterprise (BUMDes), experienced significant fluctuations in visitor numbers between 2023 and 2024. In 2023, the destination attracted 224,789 visitors, reflecting the strong attraction of its natural beauty and agricultural culture. However, in 2024, visitor numbers dropped dramatically to 134,220. This decline indicates the need for in-depth evaluation and strategy of factors influencing visits, such as promotional strategies, facility quality, and visitor experiences [9], [10].

Several previous studies have discussed the Village-Owned Enterprise (BUMDes) Strategy to Improve Village Management and Income (Kaja et al. 2021) [11]. They examined the community economic empowerment strategy through BUMDes in West Denpasar Village. The results showed that BUMDes plays a significant role in increasing community income through the development of local village businesses, skills training, and access to capital. This study emphasized the importance of collaboration between the village government and the community in formulating effective strategies. Furthermore, another study, according to (Veny Megawati, 2022), [12] in her study entitled "Community Empowerment as a Leveraging Factor for Tourism Village Development: A Case Study of the Sumber Gempong Rice Field Tourism," revealed that by implementing the Resident Empowerment through Tourism (RETS) Scale, there are four main aspects of community empowerment in tourism village development. These four aspects include individual economic benefits, psychological empowerment, social empowerment, and political empowerment. All of these dimensions significantly contribute to the progress of the tourism village. In a study conducted by (Wahyuningtyas 2021), [13] It was found that BUMDes plays a strategic role in the development of tourism villages in Tanjung Village. This study identified several strategies implemented, such as infrastructure development, tourism promotion, and training for local communities to improve service quality. Another study conducted by (Rusdiyanti ega 2024) [14] focused on analyzing the development of BUMDes in Bumi Harjo Village, Pinang Raya District, Bengkulu Regency in improving community welfare. This study found that business diversification strategies, local product development, and digital marketing were key to BUMDes' success in increasing community income.

Based on field research, there are several problems in the Mutiara Welirang BUMDes Strategy in Managing the Sumber Gempong Rice Field Tourism. First, the lack

of motivation and active participation from the community in tourism management is also a problem. The community lacks a sense of ownership and involvement, and may be uncommitted to maintaining cleanliness, safety, and quality of services at tourist sites. On the promotional side, the lack of an effective marketing strategy is a barrier to attracting visitors. Many tourism potentials remain unknown due to the lack of planned and targeted promotional efforts. Suboptimal use of social media and digital platforms can result in low visibility of these attractions among tourists, especially the younger generation who are more active in seeking information online. Furthermore, limited ideas for promotional activities are also a problem, so that BUMDes and tourism managers are less than optimal in conducting broader marketing campaigns.

Based on the research issues above, the author is interested in identifying the results of the study entitled "BuMDes Mutiara Welirang Strategy in Developing Sumber Gempong Rice Field Tourism" using Jack Kooten's theory [15], there are 4 indicators: 1) Institutional Strategy, which focuses on the mechanism of implementing strategies to achieve organizational goals. 2) Resource Support Strategy, which focuses on utilizing available essential resources to improve the quality of organizational performance. 3) Program Strategy, which focuses on the implications of implementing certain programs designed by the organization. 4) Organizational Strategy, which determines the direction of actions taken and the limitations related to what is done and for whom it is done.

## RESEARCH METHOD

This research is a qualitative descriptive study that focuses on the Strategy of BUMDes Mutiara Welirang in Managing the Sumber Gempong Rice Field Tourism. The qualitative descriptive method is used to study an object or phenomenon by providing a detailed explanation based on the facts in the field, where the researcher acts as the main instrument in data collection (Saleh Sirajuddin, 2017) [16]. Based on the explanation of Sugiyono (2010:147) [17] the descriptive method is a way to analyze data by describing the information that has been collected as it is, without trying to make general or generalized conclusions. This approach was chosen to examine in depth the Strategy implemented by BUMDes Mutiara Welirang in developing the Sumber Gempong Rice Field Tourism, so that the phenomenon can be understood completely and contextually. The research location used as the research site is at BUMDes Mutiara Welirang and the Sumber Gempong Rice Field Tourism, Trawas District, Mojokerto Regency because there are indications of problems.

The informant selection technique in this study used purposive sampling, which is a technique for selecting informants who have specific objectives in accordance with the research theme. This technique was chosen because informants are considered to have relevant information needed for the research. Purposive sampling, according to Sugiyono (2011:68), [18] is a sample selection technique based on certain criteria relevant to the research objectives. In this study, informants consisted of the Director of the Mutiara Welirang Village-Owned Enterprise (BUMDes), the Head of Ketapanrame Village, and visitors to the Sumber Gempong Rice Field Tourism. The data collected

included primary and secondary data through observation, interviews, and documentation methods (Nugroho, 2022) [19]. Data analysis was carried out using the Miles Huberman (1984) model [20], which includes four stages: data collection, data reduction, data presentation, and conclusion drawing. The data collection stage is the process of obtaining information directly from the field. Data reduction is carried out by filtering information to focus on important aspects. The selected data is then systematically arranged to produce conclusions relevant to the research problem (Wrihana et al., 2018) [21].

## RESULTS AND DISCUSSION

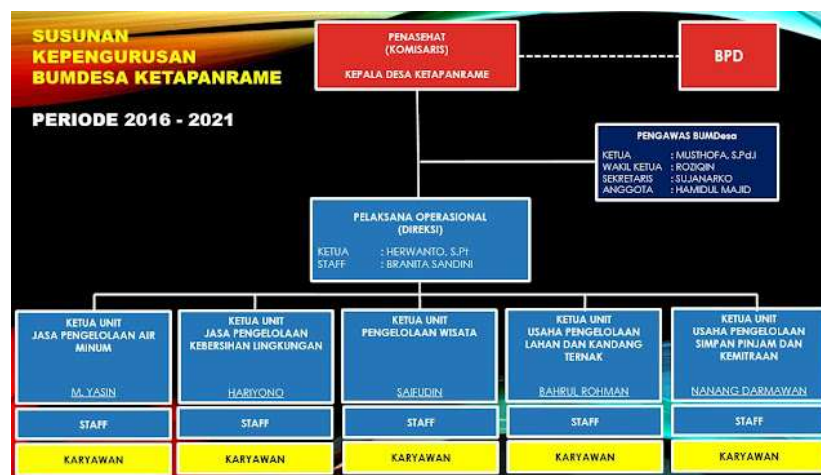
### *Results*

Strategy is an approach designed to achieve specific goals by optimally utilizing available resources [22]. In the context of research, strategy includes systematic steps taken to obtain relevant data and information, so as to provide a comprehensive picture of the problem being studied [23]. This study uses an in-depth interview method to gather detailed information according to the research focus. Therefore, through the interview activity, information was obtained as expected by the author according to Jack Kooten's theory [15] as follows:

#### **1. Institutional Strategy**

Institutional strategy is an important measuring tool used to assess the effectiveness of an institution's strategy in managing and implementing a program, including in tourism development. In the context of developing the Sawah Sumber Gempong tourism in Ketapanrame Village, Mojokerto Regency, institutional strategy serves as the main foundation that ensures that the entire tourism management process runs in a planned, participatory, and sustainable manner. Indicators of this institutional strategy include aspects such as a clear organizational structure and community involvement that supports the implementation of the tourism program. In the context of managing the Sawah Sumber Gempong Tourism, this strategy includes strengthening the organizational structure [24]. The organizational structure acts as a system framework designed by the leader to ensure that each individual and group can carry out their duties effectively to achieve the organization's vision. Based on Village Head Decree No. 23 of 2019 [25], BUMDes Mutiara Welirang has a clear organizational structure with a division of tasks for each party, as explained by Mr. Herwanto as Director of BUMDes Mutiara Welirang:

*"BUMDes Mutiara Welirang has an organizational structure for each business it manages, and each business has its own chairman and staff. Meanwhile, for the tourism management unit, Mr. Saifudin is the Chairman of the Tourism Management Unit"* (interview, March 10, 2025).



**Figure 1.** Management Structure of Mutiara Welirang BUMDes

Based on the interview results, BUMDes Mutiara Welirang collaborates with a community group called RAKASIWI (Tourism Action Driver), which functions as a forum for the community to drive group businesses to improve the economy of Ketapanrame Village residents. The main focus of this group is to manage various tourist attractions such as rice field trains, flying bicycles, and flying rickshaws, as well as other supporting facilities such as food courts and MSME kiosks. With a structured division of labor, Sumber Gempong Rice Field Tourism applies the concept of community-based tourism (CBT), where the local community is actively involved in its management. However, challenges are still found in the consistency of business actors in the tourist area. Based on an interview with one visitor named Amel from Surabaya:

*"The place is very suitable for a family vacation, my family and I are very satisfied because here we can enjoy the cool air that is different from Surabaya and the entrance fee is also pocket-friendly. This child-friendly tourist attraction at Sumber Gempong seems to be intended for children, starting from the games, facilities, food and spring pools, of course all children like it, so it's not surprising that on holidays at Sumber Gempong it is always crowded, but unfortunately many food courts and rides are not open in the morning"* (interview March 13, 2025).

This indicates that visitors are satisfied with the facilities and the affordable entrance fee. However, visitors are also slightly disappointed that some food stalls are not operating optimally at certain times, especially in the morning, which can affect visitor satisfaction. To address these challenges, the Village-Owned Enterprise (BUMDes) as the management regularly coordinates with the coordinators of each sector and the vendor groups through weekly evaluation meetings. With these efforts, it is hoped that the Sumber Gempong Rice Field Tourism will continue to develop as a leading destination that provides long-term benefits for the village community.

The above facts, when linked to Jack Kooten's theory of institutional strategy, which emphasizes the mechanism for implementing strategies to achieve organizational goals, indicate that the implementation of the Mutiara Welirang Village-Owned Enterprise (BUMDes) program in developing the Sumber Gempong Rice Field Tourism in Ketapanrame Village has been running in accordance with the designed institutional framework. This is evident from the strengthening of the organizational structure

involving various parties, such as the BUMDes director, the village head, and community groups involved in managing the tourist destination. The collaboration between the BUMDes and the community in developing tourism infrastructure and facilities, as well as implementing social media-based promotional strategies, also demonstrates that the program is being implemented in clear and systematic stages. Furthermore, support from the village government in the form of budget allocation for tourism infrastructure development strengthens the implementation of institutional strategies that support the achievement of organizational goals.

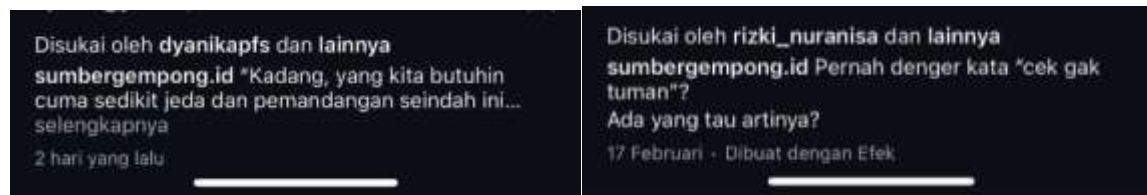
## **2. Resource Support Strategy**

A resource support strategy is an approach to improving the quality of organizational performance by optimally utilizing essential resources. This strategy includes the use of technology and finances to support the achievement of organizational goals [26]. Human resources play a crucial role in achieving organizational goals, both individually and collectively, and are the operational drivers that ensure the smooth functioning of the organization [27]. With proper management, human resources can determine production factors, build, and develop the organization.

To improve the management and development capacity of business units, BUMDes Mutiaras Welirang collaborates with academics, the private sector, and the district government [28]. The village government acts as a companion in promoting tourist villages through the support of the tourism office and community empowerment [29]. In addition, the involvement of academics, BUMN, and the private sector also provides significant contributions in the construction of public facilities and assistance to fostered villages to increase village independence. According to Mr. Herwanto as the director of BUMDes Mutiaras Welirang, collaboration with several parties is very beneficial for BUMDes as conveyed by Mr. Herwanto as the director of BUMDes as follows:

*"The BUMDes collaborates with academics, namely the University of Surabaya, in developing human resources. Training and outreach are usually carried out by lecturers and students for the community with an explanation of how to manage good tourism. In addition, we also often hold tourist visits in Central Java which are intended so that the community managers and BUMDes themselves can learn directly and pay attention to how good and advanced tourism is. In addition, BUMDes also collaborates with banking parties, namely BRI and collaborates in the field of promotion with Jawa Pos or Radar Mojokerto"* (interview dated March 10, 2025).

The implications of tourism promotion activities carried out by the promotion division of the Village-Owned Enterprise (BUMDes) tourism unit play a crucial role in developing promotional content for tourist attractions through social media. Instagram is one of the most widely used social media platforms by business owners as a means of direct marketing, as it allows products or services to be easily and effectively offered to potential consumers or visitors through video or photo uploads. However, promotion of the Sumber Gempong Rice Field Tourism through Instagram has not been consistent, as seen in the following Instagram post:



**Figure 2.** Instagram of Sumber Gempong Rice Field Tourism

Based on the image, it can be seen that the Instagram post for Sawah Sumber Gempong Tourism is too long between the latest updates. The image shows an update on February 17, 2025, and another on April 13, 2025. This can lead to a decrease in viewers and, consequently, a decrease in visitors. This can occur because the Village-Owned Enterprise (BUMDes) only has one promotion or social media team, which is required to promote all the tourist attractions in Ketapanrame Village, resulting in excessively long updates.

In addition to focusing on human resource development through collaboration with various parties, particularly academics, to share knowledge, the Mutiara Welirang Village-Owned Enterprise (BUMDes) also utilizes financial resources as a crucial factor in achieving success in village businesses. These financial resources are obtained from investments by residents of Sukorame Hamlet, which serve as vital capital to ensure the continuity of the Sumber Gempong Rice Field tourism activity. The following is a recapitulation of share distribution in the Sumber Gempong rice field tourism.

**Table 2.** Recapitulation of the Distribution of Shares in the Sumber Gempong Rice Field Tourism

Guard	Manager	Maintenance	Sharing BUMdes		SHU 65%	
10%	10%	5%	10%	Development of 10% of SHU	Social 2.5% of SHU	SHU is divided into 87.5% of SHU

Source: BUMDes Mutiara Welirang 2025

During the capital raise at Sawah Sumber Gempong, the management successfully sold 435 shares worth Rp 435 million, the capital coming from 98 families. As stated by Mr. H. Zainul Arifin, SE., N.LP, the village head of Ketapanrame, he stated: "There are 140 families in Sukorame Hamlet. Ninety-eight of them own shares in Sumber Gempong. Those without shares sell goods within the tourist area and maintain the attractions. Therefore, Sumber Gempong's presence has impacted 100 percent of the hamlet's residents." (Interview, March 10, 2025)

Within a few months, the shareholders reached their break-even point (BEP), allowing them to now enjoy dividends until the 15-year partnership agreement expires. The success of this tourist attraction is due to the sense of ownership and participation of the entire village community. This ensures that the community is not merely spectators of tourism development in their area, but rather active participants in the Sawah Sumber Gempong tourism project.

The above facts, when linked to Jack Kooten's theory of resource support strategies that focus on utilizing essential resources to support the quality of organizational performance, then the Mutiara Welirang Village-Owned Enterprise (BUMDes) program in developing the Sumber Gempong Rice Field Tourism in Ketapanrame Village is in accordance with this theory. This is reflected in the utilization of essential resources, such as professional tourism management staff, as well as adequate support facilities to support the tourism experience, such as well-organized tourism areas and continuously developed infrastructure. In addition, funds allocated by the village government through the Village Budget (APBDes) are consistently used for the development and maintenance of tourism facilities, so that activities can run smoothly without significant obstacles. The BUMDes has also provided training to the community and local business actors to manage existing resources optimally, both in operational aspects and tourism promotion. Therefore, the implementation of this tourism development program reflects the application of appropriate resource support strategies, which support the quality of organizational performance in accordance with Jack Kooten's theory.

### **3. Program Strategy**

Program strategy is the focus of various designed program alternatives [30]. It is a plan that emphasizes the implementation of strategies within the program and their impact on the community and organization. In developing the Sumber Gempong tourism area, this program strategy is realized through structured plans to optimize the natural and cultural tourism potential in Ketapanrame Village, Mojokerto. This strategy involves synergy between the village government, the Mutiara Welirang Village-Owned Enterprise (BUMDes), and the local community as the main actors in managing community-based tourism destinations.

The program's strategic implementation in Sumber Gempong includes the development of tourism facilities and infrastructure, such as amusement rides, photo spots, and an annual cultural festival, which is continuously developed to enhance its appeal. Furthermore, the program emphasizes human resource capacity building through training and education for communities with specialized skills, enabling them to play an active role as managers and entrepreneurs in the tourism sector. This approach is not only oriented towards economic aspects, but also maintains the preservation of the local environment and culture so that tourism development runs sustainably. Based on an interview with Mr. Herwanto, Director of the Mutiara Welirang Village-Owned Enterprise (BUMDes), the following statement is made:

*"Our program strategy for developing Sumber Gempong tourism includes developing facilities and infrastructure, such as adding game rides and photo spots. We also plan to hold an annual cultural festival featuring traditional dance performances and a traditional food bazaar."*  
(Interview, March 10, 2025)

The impact of this program strategy is clearly visible through a significant increase in village original income, with community involvement as MSMEs, workers, and investors who also experience direct economic benefits. Furthermore, the surrounding community also plays an active role in the construction and maintenance of facilities and

maintaining the cleanliness and beauty of the tourist environment. The efficiency of the Mutiara Welirang Village-Owned Enterprise (BUMDes) intervention and collaboration with various stakeholders are crucial factors in the success of this program strategy, enabling the development of Sumber Gempong tourism to become a model for inclusive, sustainable destination management, providing long-term benefits for the community and related organizations.

The above facts, when linked to Jack Kooten's theory of program strategy that focuses on the implementation and impact of the program on the target group, then the implementation of the Mutiara Welirang Village-Owned Enterprise (BUMDes) in developing the Sumber Gempong Rice Field Tourism in Ketapanrame Village is in accordance with this theory. This program is implemented through various activities such as tourism infrastructure development, outreach regarding tourism potential, and regular promotion through social media. These activities have a direct impact on increasing public awareness of the economic potential that can be explored from the tourism sector, as well as supporting an increase in the number of tourist visits. The positive response from the community and visitors who actively participate in the management and promotion of tourism shows that this program provides real benefits. Thus, the program strategy described by Jack Kooten has been well realized in the implementation of the development of the Sumber Gempong Rice Field Tourism in the field, where the impact can be felt by the target group, namely the community and local business actors involved in village tourism management.

### **Discussion**

#### **1. Organizational Strategy**

Organizational strategy is the process of determining long-term goals and choosing strategies within an organization [33]. Every organization must have a strategy to achieve its goals, including BUMDes Mutiara Welirang. One type of strategy explained by Jack Kooten is Organizational Strategy, which is related to the vision, mission, and goals of the organization [15]. In BUMDes Mutiara Welirang, this strategy is reflected through the formulation of the vision, mission, goals, and values that form the basis of its operations. Based on an interview with Mr. Herwanto as Director of BUMDes Mutiara Welirang as follows;

*" The vision and mission of the Village-Owned Enterprise (BUMDes) is to improve the welfare of village communities through economic empowerment. Furthermore, this BUMDes aims to create jobs and reduce unemployment in Ketapanrame village. Currently, all business units are managed by the local community, from business owners to parking attendants, which helps improve the standard of living of the villagers."* (Interview, March 10, 2025)

Overall, the vision, mission, and objectives of the Mutiara Welirang Village-Owned Enterprise (BUMDes) focus on improving the village economy by exploring local potential and opening up entrepreneurial opportunities. Starting with the establishment of a drinking water management service unit (BPAM), the BUMDes has now grown to five business units, with the tourism unit as its flagship. This aligns with Jack Kooten's theory that organizational strategy must be integrated with the vision and mission to

determine future direction. Helmie Willy's research [34] also supports this finding by emphasizing that the primary objective of the Mutiara Welirang BUMDes is to improve the standard of living of the Ketapanrame Hamlet community through local economic empowerment.

The above facts, when linked to Jack Kooten's theory of organizational strategy, namely determining the direction of action and clear boundaries for whom the program is aimed, then the Mutiara Welirang Village-Owned Enterprise (BUMDes) program in developing the Sumber Gempong Rice Field Tourism in Ketapanrame Village is in accordance with this theory. This program has a specific direction to improve the local economy through the development of a sustainable tourism sector. The target groups, namely the Ketapanrame Village community and tourist visitors, have been clearly defined and are the main focus in every activity implementation. Mutiara Welirang BUMDes also implements the program in accordance with the guidelines that have been prepared, and involves related parties such as the village government, local business actors, and the community in the management and development of tourist destinations. Thus, the implementation of this village tourism development activity has fulfilled the elements of organizational strategy according to Jack Kooten's theory, because it has clear targets and directed implementation in achieving the goals of tourism-based economic development.

## CONCLUSION

**Fundamental Finding :** this study emphasizes the importance of the village-based tourism development strategy implemented by the Mutiara Welirang Village-Owned Enterprise (BUMDes) in improving the economy and empowering the community in Ketapanrame Village, Mojokerto. Using Jack Kooten's strategy theory, it is proven that the integrated application of institutional, program, resource support, and organizational strategies strengthens the organizational structure and fosters synergy between BUMDes, the village government, and the community. This has made a tangible contribution to increasing Village Original Income and active community participation as MSME actors, workers, and investors in the tourism sector. This conclusion reinforces the main thesis that the integrated BUMDes strategy is key to optimizing the sustainable potential of village tourism. **Implication :** of this study indicate that community-based tourism development managed by BUMDes can serve as a model for post-pandemic village economic recovery with community empowerment as its core. However, the established synergy must be continuously maintained and enhanced, supported by consistent promotional strategies and optimized tourism facilities to address significant fluctuations in visitor numbers. Village policies and regional government support are vital factors in ensuring the sustainability and expansion of the economic benefits obtained. **Limitation :** of this study lie mainly in its focus on a single village and tourism object, which means the generalization of the findings should be approached with caution. Moreover, since data collection was qualitative and based on interviews and observations, the results may contain subjective perspectives from informants. **Future**

**research** : it is recommended to conduct comparative studies among several villages implementing the BUMDes model in tourism development to gain a broader understanding of success factors and challenges. In addition, quantitative research supported by visitor statistics, more detailed economic impact data, and visitor satisfaction surveys can strengthen the validity of the findings. The focus can also be expanded to include the development of digital technology and online marketing to address persistent challenges in tourism promotion.

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