

**STRATEGY BUMDESA (VILLAGE-OWNED ENTERPRISE) IN THE
TOURISM DEVELOPMENT VILLAGE OF TAMAN PINGGIR GAWAN
(TPG), PILANGGEDE VILLAGE, BALEN DISTRICT, BOJONEGORO
REGENCY**

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ABSTRACT

Pilanggede Village is one of the villages that has a village economic institution called BUMDesa Pilanggede Gemilang. Which BUMDesa has succeeded in building a tourist village destination. The development of this tourist village is named the Taman Pinggir Gawan Tourism Village (TPG) which presents a characteristic of the panoramic beauty of the Bengawan Solo River. However, behind the panoramic beauty, the Bengawa Solo River is a river that is prone to flood disasters when the rainy season arrives. So that BUMDesa Pilanggede makes efforts to minimize the impact of disasters and also to maintain the existence of tourist villages. This research aims to examine how the BUMDesa strategy is in the development of the TPG tourism village, Pilanggede Village, Balen District, Bojonegoro Regency. The research method used is descriptive qualitative by describing the facts that occur in the field. Data collection techniques using observation, interviews, documentation, and triangulation. The results showed that in the process of developing a tourist village, several programs had been designed. The program includes establishing the image of tourism with the addition of new vehicles and also improving facilities and infrastructure, improving the quality of human resources through training, carrying out activities to maintain environmental hygiene, and also promoting through social media.

Keywords: *Strategy, BUMDesa, Tourism Development*

A. INTRODUCTION

Since the implementation of Regional Autonomy in Indonesia, the central government has delegated some authority to the regions to regulate their own household affairs in accordance with applicable regulations. In the implementation of regional autonomy, regions are given the right to explore and utilize existing resources to be managed by the regions which can later be used for community needs. so that local governments can make full use of all existing resources to be utilized effectively and efficiently which in turn will have an impact on equitable regional development and community welfare. Currently, regional development is one of the main focuses of the central government in

order to create a prosperous and prosperous society. Due to the fact that regional development in Indonesia is still not optimal, This can be seen from the high poverty rate in Indonesia, especially in underdeveloped areas such as rural areas. The following is data on the number of poverty numbers in Indonesia classified by region:

Table 1.1
The number of poverty in Indonesia in 2019 - 2020
Territory

Territory	Number of Poor People by Region (Million People)					
	2020			2019		
	Smt 1 (March)	Smt 2 (Sept)	Annual	Smt 1 (March)	Smt 2 (Sept)	Annual
City	11.16	-	-	9.99	9.86	-
Village	15.26	-	-	15.15	14.93	-
City + Village	26.42	-	-	25.14	24.79	-

Source: <https://www.bps.go.id/indicator/23/183/1/jotal-penduduk-miskin-menurut-regregion.html>, accessed on 1 October 2020 at 23:03 WIB

If seen from the table above, the poverty rate in rural areas is higher than in urban areas. Even though the number of poverty figures in 2020 has decreased compared to 2019. This has made the government continue to pursue various programs to encourage the acceleration of regional development so as not to be left far behind in urban areas so as not to cause a large enough gap in rural areas.

The village itself plays an important role in national development. So that way the development and development of the village must continue to be carried out quickly, in a structured manner and to address all the needs and interests of the village community. In accordance with the existence of Law no. 6 of 2014 concerning Villages, villages have been positioned as the spearhead of national development and become a priority in improving community welfare. Villages are given the authority and adequate sources of funds in order to manage their potential in order to improve the economy and community welfare. The source of these funds is allocated from the APBN (State Revenue and Expenditure Budget) as an allocation of village funds that can be used as a village development program to achieve developed and independent villages. (Khoiriah, Siti, Meylina, 2017). That way, the village has been indirectly given village autonomy to be able to carry out its own government affairs and carry out village development properly and optimally. So that in the implementation of this development, it is necessary to strengthen village institutions, be it from the village government or other village institutions.

Village economic institutions are an important part of a village because the existence of these economic institutions can stimulate and help strengthen the village economy. So that it takes efforts to encourage these economic institutions

to be able to manage village assets and also improve the village economy. Therefore BUMDesa exists as a local economic institution that carries out economic activities by utilizing various types of potential that the village has. The utilization of this potential can be carried out with various forms of business formed by BUMDesa so that it is hoped that it can strengthen the position of the village in moving the wheels of an independent economy in order to achieve community welfare. Apart from being one of the pillars of economic activity, according to (Hilman & Nasution, 2019) BUMDes also functions as a social institution (social institution) and commercial (commercial institution). BUMDes as a social institution sides with the interests of the community through its contribution in providing social services.

In this type of joint venture (holding) run by BUMDesa, villages are given the opportunity to develop and take advantage of the potential for village tourism and also the resources owned by the village by establishing and developing tourist villages. The utilization of the tourism sector can be used as an opportunity in the development and development efforts of the village. So that later, this activity is expected to help improve village financial capability which can be used as a source of income from the Village Revenue Budget (APDes). This is reinforced by the research that has been conducted in Taiwan regarding tourism development that has an impact on the economy of its people, namely, The results of tourism impact studies have identified residents' perceived tourism impact regarding economic, sociocultural, (Yu, Huang, Yeh, & Chao, 2017). Which from the results of this study, it is explained that the tourism sector can have a fairly good impact on the economic, social and environmental sectors.

Pilanggede Village is one of the small villages located in Bojonegoro Regency which has succeeded in developing its village potential through the construction of a tourist attraction. With the development and development of tourism, Pilanggede Village succeeded in holding the status of an independent village in Bojonegoro Regency in 2020. All of these achievements were achieved by the efforts of all elements of society, village government, and village institutions, especially BUMDesa Pilanggede Gemilang as managers of tourism villages. The making of this tourist village shows a positive impact by increasing the community's economy. Due to the geographical conditions of Pilanggede Village directly adjacent to the Bengawan Solo river, the Pilanggede village government together with BUMDesa Pilanggede Gemilang has a plan to utilize the existing potential, namely the Bengawan Solo River as a tourist attraction. Although it cannot be denied that Pilanggede Village is one of the villages where floods regularly come, every rainy season comes with a very high rain intensity. Based on data from the Regional Disaster Management Agency of Bojonegoro Regency, every year Pilanggede Village experiences floods. The following is data on flood disasters for the last five years and the number of losses:

Table 2.1
Total Losses for Flood Disaster 2015 to 2019, Balen District

No.	Name Village	Loss				
		2015	2016	2017	2018	2019
1.	KedungDowo	226 jt		3 jt		150 jt
2.	Pilanggede	150 jt		20.5 jt	23 jt	10 jt
3.	Sarirejo	-		4.5 jt	45jt	9 jt
4.	Now	15.2 jt		7.5 jt	50 jt	-
5.	Lengkong	-		37.5 jt	-	60 jt
6.	KedungBondo	413.7 jt		-	-	20 jt
7.	Mulyorejo	22.5 jt		-	56 jt	20 jt
8.	Mulyoagung	-		-	-	-
9.	Bridging	-		-	-	-

Source: *Regional Disaster Management Agency of Bojonegoro Regency, 2020*

Based on the data above, almost every year Pilanggede Village experiences floods with considerable losses. However, this was not made as an obstacle for Pilanggede Village to carry out village development by utilizing the potential of the existing village even though it is located in an area prone to flooding. With this potential, finally the village government together with BUMDesa Pilanggede Gemilang finally created a village-based tour that had previously conducted evaluation and observation. So that stood the Periphery Gawan Park (TPG) of Pilanggede Village which featured Bengawan Solo as a characteristic of this tour which was managed by BUMDesa assisted by Pokdarwis. The Taman Pinggir Gawan Tourism Village (TPG) was inaugurated on November 9, 2019, which coincided with the Bengawan Festival.

If seen from the sizeable income of TPG Tourism Village, this will affect the PADes results because 30% of the proceeds from TPG Tourism Village will go to PADes, 50% for tourism development, and 20% for employee payrolls. With such extraordinary achievements, it cannot be separated from the collaborative efforts and extraordinary enthusiasm of the village head, BUMDesa Pilanggede Gemilang, Pokdarwis, and all employees in the management and development of the TPG Tourism Village. What makes TPG tourism village can continue to be enjoyed by the community.

Based on the background description above, the writer is interested in doing a research to find out how the BUMDesa strategy is in developing the tourism village of Taman Pinggir Gawan (TPG), Pilanggede Village, Balen Bojonegoro District?

B. LITERATURE REVIEW

a. Village

According to (Law Number 6, 2014) about Villages, a village is a legal community unit that has territorial boundaries that are authorized to regulate and administer government affairs, the interests of the local community based on community initiative, rights of origin, and / or recognized traditional rights and respected in the government system of the NKRI. While a tourist village is an area related to the area or various local wisdom (customs, culture, potential, which is managed as a tourist attraction according to its capabilities, which is shown for the social and economic interests of the community (Hermawan, 2016)

b. BUMDesa

Definition of BUMDesa according to Maryunani (2008: 35) quoted in the journal (Samadi., Rahman.A., 2015), is a village business institution managed by the community and village government in an effort to strengthen the village economy and build community social cohesiveness that is formed based on needs and village potential.

c. Tourism Development Strategy

According to Grede (2008), strategy is a method used by organizations to move from one position to another. In building a destination, a strategy is needed so that the vision and mission can be achieved properly. Tourism development strategies must first be planned to improve existing products, seek opportunities for new market expansion and set long-term priorities for local industries (Godfrey & Clarke, 2000: 9) quoted in (Badarab, Trihayuningtyas, & Suryadana, 2017). The tourism development strategy is implemented with a predetermined period of time in the process of achieving goals. This tourism development strategy focuses on certain things in a tourism in order to facilitate the tourism development process. (Puspita Sari & Meirinawati, 2020).

C. METHODS

In this research, the researcher used a qualitative descriptive research approach which aims to describe and explain how the BUMDesa strategy is in the development of the Taman Pinggir Gawan tourism village, Pilanggede Village, Balen District, Bojonegoro Regency. In this study, the researchers determined the Taman Pinggir Gawan Tourism Village, Pilanggede Village, Balen Bojonegoro District as the research location. The consideration of choosing this location is because Pilanggede Village is one of the areas that is susceptible to flood disasters because it is directly adjacent to the Bengawan Solo River. Even though it has quite high vulnerability to flood disasters, this has made the Village Government and BUMDesa feel motivated to build a tourist spot by utilizing the Bengawan Solo River which eventually became the hallmark of the TPG tourist village. Researchers focused on tourism development strategies carried out by BUMDesa Pilanggede Gemilang through programs that have been designed which will then be analyzed using the Tourism Development Strategy Theory (Suwanto, 2014) which is divided into three time periods, namely Short Term, Medium Term, Long Term. Which in each timeframe has indicators. However, researchers focused only

on a few programs in accordance with empirical facts in the field, which include:

1. Sharpen, establish the image of tourism, develop tourism products
2. Improve the quality and number of workers
3. Improve management capabilities
4. Development and dissemination of products and services

Data collection technique by observation, in-depth interviews, documentation and triangulation. The data analysis technique used in this research is analysis using an interactive model (interactive model of analysis) developed by Miles and Huberman in the book. (Sugiyono, 2019: 330) are Data Collection, Data Condensation, Data Display, Conclusions Drawing and Verifying.

D. EXPLANATION

From the results of the research that has been carried out, data is obtained that can answer the formulation of problems regarding the Pilanggede Village-owned Enterprise strategy in the development of the tourism village TPG Pilanggede Village, Balen District, Bojonegoro Regency. The tourism development strategy is implemented with a predetermined period of time in the process of achieving goals. This tourism development strategy focuses on certain things in a tourism in order to facilitate the tourism development process. (Puspita Sari & Meirinawati, 2020). In this case the research results will be described and explained in accordance with the theory used, namely the theory of tourism development strategies (Suwanto, 2014) which includes three development terms, namely the short term, medium term, and long term, in which there are several indicators. However, in this study the researcher limited the scope of discussion to 4 indicators, namely:

a. Sharpen, Strengthen the Image of Tourism, Development of Tourism Products

The development of tourism destinations must be adjusted to what tourists need by paying attention to things that can affect visitor satisfaction. A tourist destination must be able to build an attractive energy and impression for every visitor who comes by building a tourism image or a good destination image. Destination images can be formed from the perceptions of tourists based on individual travel experiences quoted in the journal (Astrieia & Rahadyan, 2020).

In a tourism development process, building a tourism image is the first thing that must be done and considered. Because this is the first step to give an attractive impression to visitors who come. So that visitors feel satisfied and want to return to visit these destinations. Establishing the image of tourism can be done in various ways, one of which is through developing existing potentials by continuing to create new innovations in accordance with existing resources. In addition, in developing tourism potential, it must also be adjusted to the needs of the community and the times which can then be displayed as attractive as possible so that people do not feel bored if they have to revisit it. Taman Pinggir Gawan tourism village (TPG) is a tourist village based on educational tourism which will provide various rides, especially education that can be enjoyed from children to adults. TPG tourism village itself is located on the side of the Solo Bengawan river which presents a panoramic view of the beauty of the Solo Bengawan river

and is accompanied by a breezy wind. So that this is the main characteristic of this tourist village because it is considered unique on the bank of the Bengawan Solo river. In addition, the TPG tourist village which is still thick with a rural atmosphere has various potentials that can be explored and developed so that it can become a tourist attraction. TPG tourism village itself is located on the side of the Solo Bengawan river which presents a panoramic view of the beauty of the Solo Bengawan river and is accompanied by a breezy wind. So that this is the main characteristic of this tourist village because it is considered unique on the bank of the Bengawan Solo river. In addition, the TPG tourist village which is still thick with a rural atmosphere has various potentials that can be explored and developed so that it can become a tourist attraction. TPG tourism village itself is located on the side of the Solo Bengawan river which presents a panoramic view of the beauty of the Solo Bengawan river and is accompanied by a breezy wind. So that this is the main characteristic of this tourist village because it is considered unique on the bank of the Bengawan Solo river. In addition, the TPG tourist village which is still thick with a rural atmosphere has various potentials that can be explored and developed so that it can become a tourist attraction.

BUMDesa Pilanggede Gemilang as the manager has several program programs as an effort to establish the image of TPG tourism so that it can continue to exist, compete and develop towards an educational tour that has good facilities. So that in the process of developing a tourist village, TPG refers to programs that are currently being implemented or programs that are still being designed to be realized in the near future. The program includes: utilizing the remaining land to be used for making new rides so that it can add vehicle spots to make visitors more interested. With an area of approximately 500m² of the existing land, it can be developed into several new rides that can attract visitors. Currently, dozens of instgramable photo spots or fun photo spots have been built. visitors can freely take selfies at no charge. This photo spot is in great demand from children to parents. Not inferior to the previous famous photo spot spots, TPG has a unique and distinctive feature, namely the view of the Solo Pengawan river which is certainly different from the others. This TPG is also overgrown with colorful flowers that can add to the beauty of the photos taken.

TPG is a tourist village that has the characteristics of the Bengawan Solo River, therefore the manager provides water rides with a speed boat with complete security. Usually speed boats are used as a vehicle in a lake or lake, but at TPG this is provided on the river. In addition, there are several rides available, such as ATV and trail bike rentals for children. In the near future BUMDesa Pilanggede Gemilang is preparing a new vehicle, namely the construction of a duck pond. This duck pond is divided into 2, the first is a duck farm which later can be used as education for children to learn how to raise. And the second is a duck paddle pond on which a bridge will be built. And in the near future planting trees for the new land to be built.

In the next few years, the construction of new rides will be focused on outbound activities, which will eventually become TPG as one of the most comprehensive outbound places in Bojonegoro Regency. And there is also the addition of new facilities, such as the construction of a café in the TPG area and of

course the addition of bathroom facilities and other supporting facilities.

In addition to the use of vacant land, BUMDesa Pilanggede Gemilang has a program, namely local unggulan village products. These products are in the form of agricultural products, as well as the creativity of the Pilanggede Village community. Products that have a selling value are marketed around the TPG area. These products are eggplant, cabbage, star fruit, Wader Kali fish, recycled crafts, etc. With this, it can also help improve the community's economy because there is a place to market local products at a price that is more than being sold in the regular market.

b. Increase the quality and number of workers

The existence of Human Resources (HR) has a very important role in the process of developing tourism. Human resources are also one of the determinants of visitor satisfaction in traveling, which is shown by the good quality of workers. The importance of human resources in the tourism sector is that people (people) are a very important resource in most organizations. Especially in service-based organizations, HR plays a key role in realizing successful performance (Evans, Campbell, & Stonehouse, 2003) quoted in the journal. (Pajriah, 2018).

In improving the quality and quality of workers, BUMDesa Pilanggede Gemilang emphasizes on worker management programs. Which is the main key for the running of an organization in this case is a tourist village. Managing workers can be done by instilling a sense of responsibility, caring, cooperation and having visionary thinking. Every worker is required to have this ability in order to achieve goals easily. The existence of a sense of responsibility will make workers aware of the obligations that must be carried out so that it will increase work discipline and one's professionalism at work. Mimilki a high caring attitude, especially caring about the environment. Then work together in a team so that the work is more solid and the work becomes lighter.

In addition to employee managerial, BUMDesa Pilanggede Gemilang also has several programs that are carried out as an effort to improve the quality of employees. For members of the BUMDesa themselves, they have conducted a comparative study between BUMDesa such as a comparative study with BUMDesa Pujon Kidul, and also Umbul Ponggok. In addition, there have been several trainings that have been attended by BUMDesa Pilanggede Gemilang or by Pokdarwis. In the process of improving the quality of employees, BUMDesa Pilanggede Gemilang also has a weekly evaluation program that is carried out every two weeks as material for employee evaluation and can provide even better service. In addition, there is also a 1 month 1 creativity program, so that it will always come up with new ideas and make visitors always curious about these new things.

c. Improve management capabilities

TPG tourism village is one of the tourist villages located in a disaster-prone area. So that it must be watched out for when the disaster comes. The Pilanggede Village Government, assisted by BUMDesa, made various efforts to reduce the impact of a disaster. Therefore, in the process of developing a tourist village, BUMDesa Pilanggede Gemilang also focuses on environmental management as an effort to maintain environmental cleanliness and also as an effort to minimize

the occurrence of flood disasters. The first strategy is to build embankments along the banks of the Bengawan Solo river. The embankment was designed and made to exceed the height of the worst flood ever that occurred in 2007. So it is predicted that the embankment can reduce the impact of flood disasters, especially for TPG tourism villages. The construction of the embankment only started in 2020. With the existence of this embankment, throughout 2020 when the water debit of Begawan Solo rose, it did not overflow until the Tourism Village area. Apart from that, in anticipation of the flood disaster, the Pilanggede Village Government, assisted by BUMDesa, also implements Proklim by making biopore channels, utilizing recycled waste, etc. The use of recycled waste is carried out by BUMDesa by buying garbage from Pilanggede Village residents which is then processed and used as a craft or fertilizer. So that these activities can reduce the buildup of plastic waste and also protect the environment. Actually this Proklim is one of the programs that the Pilanggede Village Government has participated in as an evaluation material before establishing the TPG tourism village. throughout 2020 when the Begawan Solo water discharge rose, it did not overflow until the Tourism Village area. Apart from that, in anticipation of the flood disaster, the Pilanggede Village Government, assisted by BUMDesa, also implements Proklim by making biopore channels, utilizing recycled waste, etc. The use of recycled waste is carried out by BUMDesa by buying garbage from Pilanggede Village residents which is then processed and used as a craft or fertilizer. So that these activities can reduce the buildup of plastic waste and also protect the environment. Actually this Proklim is one of the programs that the Pilanggede Village Government has participated in as an evaluation material before establishing the TPG tourism village. throughout 2020 when the Begawan Solo water discharge rose, it did not overflow until the Tourism Village area. Apart from that, in anticipation of the flood disaster, the Pilanggede Village Government, assisted by BUMDesa, also implements Proklim by making biopori channels, utilizing recycled waste, etc. The use of recycled waste is carried out by BUMDesa by buying garbage from Pilanggede Village residents which is then processed and used as a craft or fertilizer. So that these activities can reduce the buildup of plastic waste and also protect the environment. Actually this Proklim is one of the programs that the Pilanggede Village Government has participated in as an evaluation material before establishing the TPG tourism village. Apart from that, in anticipation of the flood disaster, the Pilanggede Village Government, assisted by BUMDesa, also implements Proklim by making biopore channels, utilizing recycled waste, etc. The use of recycled waste is carried out by BUMDesa by buying garbage from Pilanggede Village residents which is then processed and used as a craft or fertilizer. So that these activities can reduce the buildup of plastic waste and also protect the environment. Actually this Proklim is one of the programs that the Pilanggede Village Government has participated in as an evaluation material before establishing the TPG tourism village. Apart from that, in anticipation of the flood disaster, the Pilanggede Village Government, assisted by BUMDesa, also implements Proklim by making biopore channels, utilizing recycled waste, etc. The use of recycled waste is carried out by BUMDesa by buying garbage from Pilanggede Village residents which is then processed and

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d. Development and dissemination of products and services

The development and dissemination of tourism products and services can be pursued in various ways. One of them is by doing tourism marketing. Marketing of tourism products is carried out to increase the number of tourism visitors. Tourism marketing according to Holloway & Robinson (1995) consists of 7 P's, namely product, positioning, price, promotion, place, packaging, partnership quoted in the journal.(Manafe, Setyorini, & Alang, 2016). Of the several ways to market a tourism product, promotion has a large enough role in the spread of a tourism product. Promotion is essentially a marketing communication, meaning that marketing activities that attempt to spread information, influence / persuade, and / or remind the target market of their products to be willing to accept, buy and be loyal to the products offered by the company concerned (Tjiptono 2001: 219) are quoted in the journal.(Manafe et al., 2016). The promotion carried out by BUMDesa Pilanggede is an effort to develop tourism in various ways, especially using social media as a means of promotion. It is undeniable that social media has had a considerable impact in introducing TPG tourist villages. Because it is undeniable that advances in information technology make it easier for everyone to access what they want so that it is easy for many people to find and see. The management of social media is fully carried out by the Pilanggede BUMDes. The social media used are in the form of an Instagram account, namely @tpg_pilanggede_official and Facebook "Wisata Taman Pinggir Nggawan", the rest if someone sees on Youtube, usually the video belongs to visitors who make video content while visiting TPG. This of course is very beneficial for TPG because the visitors indirectly participate in promoting the TPG tour. In addition to promoting through social media, TPG was appointed to represent Bojonegoro Regency to participate in the provincial tourism jamboree in Batu City in early 2021. That way the TPG will be increasingly recognized by many people not only from the local community of KAbupaten Bojonegoro but also outside Bojonegoro Regency.

E. CONCLUSION

Based on the results and discussion, it can be concluded that BUMDesa Pilanggede has several tourism development strategy programs that have been carried out, or are still in the planning stage. The program does not explain in detail about the time range in the short, medium, or long term. So that the development process continues to be carried out as time goes on. This is because TPG tourism village is classified as new tourism, so it must continue to develop to become one of the most complete tourist villages in Bojonegoro. To achieve this, BUMDesa Pilanggede Gemilang has a strategic program that is tailored to empirical facts including:

1. Sharpening, Establishing the image of tourism, developing tourism products, through: developing and making new vehicles, introducing superior village products, utilizing natural landscapes
2. Increasing the quality and number of workers, through: inculcating attitudes, performance evaluation, training and comparative studies.
3. Increasing management capabilities, through: paying attention to environmental cleanliness and visitor safety by making embankments, a pro-climate in which there is recycling of waste, making biopores, etc. as an effort to prevent flood disasters
4. Development and dissemination of products and services, through: promotion through social media, and also following events to attract visitors.

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