

Multi-sector Collaboration: Success Stories of Tourism Village Development

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(Received: December 12-2021; revised: December 30-2021; published: December 31-2021)

ABSTRACT

Village-Owned Enterprises (BUMDES) are one of the business entities mandated by law as the spearhead of driving the economy in the village. This study wants to know the extent of the BUMDES collaboration strategy with other parties in building and developing tourist villages and other business units. This study uses qualitative research methods, with interviews with several trusted sources in Bhinor Village, Paiton District, Probolinggo Regency. This study shows the success of the BUMDES collaboration strategy with other parties. There are three BUMDES collaboration strategies in developing BUMDes, namely first, collaboration with PT. PJB UP Paiton in optimizing CSR to develop the quality of human resources and infrastructure for tourist villages and BUMDES business units. Second, cooperation with community groups in exploring village potential and recruiting workers. Third, Collaborating with Micro, Small and Medium Enterprises (MSMEs) to develop and promote local products. In short, BUMDES has succeeded in optimizing collaborative collaboration with other parties in driving the economy in the village. In addition, this study uses analysis of Strengths, Weaknesses, Opportunities and Threats (SWOT) as an effort to face competition with competitors.

Keywords: Collaborative Governance; BUMDes; MSMEs; Corporate Social Responsibility, SWOT analysis.

INTRODUCTION

Village-Owned Enterprises are one of the instruments aimed at increasing the village's capability in improving its economy independently. Village Original Income (PADes) does not only rely on injections of funds from the government but requires creation and innovation autonomously from the micro village level. Although the village economy has been the domain of government programs for a long time, the government's dominance in programs has become an inhibiting factor for rural communities to innovate, (Sulaksana, et al., 2019) . The establishment of BUMDes serves to support the welfare of rural communities to accelerate their economy with productive and independent efforts.

The perspective of establishing BUMDes reconstructs development that starts from the village as outlined in the framework of President Jokowi's Nawacita program, (Rohim, 2018). The follow-up of this program is shown by the diaspora empowerment program, as well as providing support facilities for village communities so that the formation of BUMDes is expected to support the faster acceleration of the village economy. The concept of downstream development is a new paradigm in village development, especially after the Village Law is implemented.

The legal basis for the establishment of BUMDes refers to Law Number 6 of 2014 concerning Villages, specifically chapter 10 Articles 87-90. This article states that the government, from the central to the district level, must provide assistance and provide capital support to develop BUMDes. Facilitation includes community empowerment in the business field of managing village-owned resources. Thus, BUMDes becomes a forum at the village level that accommodates natural resource management and encourages community participation to improve the economy through creative efforts so that gradually the village can generate its economy without capital assistance from the government.

Along the way, the characteristics of the resources or assets owned by the village are different, either due to demographic factors, education level or geography. However, what is more, important is the level of education that is supported through empowerment. At the level of empowerment, village progress relies on the management of the village government. Optimal village income through BUMDes depends on effective BUMDes governance, both in managing economic potential and making collaborative contacts with other parties. PDPTT Village Minister Regulation No. 4/2015 in Article 4 states that one of the considerations for establishing BUMDes is the initiation of the village government or village community.

Previous research has shown that the development of BUMDes is related to the analysis of the potential of the area which is also a management asset. (Sulaksana, et al., 2019) in their research in Cibunut Village which is an agricultural area and mountain slopes show that BUMDes exploit the village's potential by renting out mountain land to local communities, managing agricultural kiosks to accommodate the needs of the community, most of whom work as farmers, and managing automotive circuits. which is done in collaboration with youth organizations. Furthermore, a study conducted by (Sukarta, et al., 2020) shows that BUMDes is a forum that needs to be considered to raise the economy of the community with local products that are supported by the strength of Traditional Villages in Karangasem Regency. Hilman's research in Gunung Malang Village as an Entrepreneurial Village shows that this labelling should go hand in hand with the exploration of business institutions such as BUMDes as an effort to facilitate community productive businesses, especially products from bamboo handicrafts. Broadly speaking, these studies show that the characteristics of village assets or resources have a great influence on the main purpose of the BUMDes being formed.

The World Bank in (Mardikanto & Soebiato, 2013) defines empowerment as an effort to provide opportunities and abilities to the (poor) community to be able to dare to speak up or voice their opinions, ideas, or ideas, as well as the ability and courage to choose something (concepts, methods, products, actions, etc.) that are best for the individual, family, and society. In other words, community empowerment is a process of increasing the ability and attitude of community independence.

Empowerment provides opportunities for parties who have authority in policymakers or decision making from a community group. The application of aspects of democracy and participation with a focus on local wisdom will be the basis for efforts to strengthen the potential possessed by local communities. Community empowerment is also focused on strengthening individuals, both community members and community institutions. Community empowerment, for example, is reflected through one of the developments of tourist villages. Community participation is one of the benchmarks for the success of tourism village management, by involving the community in the whole series of management from planning to an evaluation of

tourist villages (Andini, 2013). The main approach in this empowerment concept is to place the community not only as an object but also as a subject or actor of development. BUMDes is an organization or institution, one of which empowers the community, from exploring the potential to participating in managing BUMDes. The ultimate goal is to make the community independent and economically prosperous.

The success of existing programs in villages, including tourist villages, is strongly influenced by the strategies implemented by BUMDes, especially in building cross-actor cooperation from the government, the community and the private sector. However, first, it is necessary to carry out an inventory at the internal organizational and individual levels to find opportunities and strengths. (Prafitri, 2016) shows that the internal role of organizations such as BUMDes and community members greatly influences the success of tourism village management.

The development of sustainable BUMDes depends on the environmental context. (Ahmad et al., 2018) in their research show that there are several prerequisites that BUMDes should have to achieve their goals. First, resources that include aspects of the social environment and the natural environment. These resources become the dominant factor for the village's potential to be accommodated by BUMDes management. Second, multi-stakeholder involvement in the continuity of BUMDes, especially from the government from the village level to the central level. This involvement is realized, for example, through financial facilities or other support to avoid discontinuity. Third, community involvement to jointly move BUMDes from the lower level. However, this research has not revealed the involvement of other parties outside the government and the community to ensure the sustainability of BUMDes. (Ahmad et al., 2018) have not revealed actors from other parties, both private and parties outside the government hierarchy such as companies. On the other hand, adequate technological equipment should be utilized optimally. Meanwhile, research conducted by (Nalayani, 2016) shows that the development of tourist villages should integrate many strategies, such as the development of tourism awareness groups from the community as well as the application of adequate promotional strategies and equip with the security of existing facilities.

However, BUMDes is the key to the success of a tourist village. To achieve its goals, BUMDes must be able to promote the business units it manages. In the era of sophisticated technology like now, the use of social media is a cheap promotional tool by relying on the internet network. In traditional marketing, companies communicate with consumers through advertising, direct marketing, personal selling, sales promotion and public relations using print and electronic media which are referred to here as traditional media (Widyaningrum, 2016). Different studies show that the development of tourist villages rests on the common vision of multi-stakeholders. The development of tourist villages is not only waiting for support from government institutions but also multi-stakeholder involvement in supporting village community initiatives, so that tourist villages are a product of collaboration between the government, private sector and the community (Rizkianto, N., & Topowijono, 2018). With the cooperation of relevant stakeholders, many initiatives will be created that is built from a common will to achieve progress or villages that manage their natural resource potential independently. As (Prakoso, 2015) research, shows that the development of tourist villages intersects with innovation renewal and management concepts such as the concept of culture-based tourism. On the other hand, the lack of collaboration between many parties will make it difficult to develop a village into a tourist village. As shown in the study

of (Putri & Manaf, 2013) the method of developing a tourist village that only relies on tourism-aware groups causes inequality in the community in obtaining benefits.

Probolinggo Regency consists of 24 (twenty-four) sub-districts which are divided into 5 (five) villages and 325 (three hundred and twenty-five) villages. Bhinor Village is one of the villages that is part of the Paiton District area. The potential of Bhinor Village is that the village has a series of potentials that can be developed as an effort to become an independent village. Two of these potentials are the village of Bhinor, which is traversed by the national road route and has natural tourism. So that BUMDes has an important role in managing the existing potential for the success of the purpose of its establishment for the welfare of the community. Nature tourism owned by Bhinor Village is beach nature tourism. Based on a preliminary study conducted by researchers, shows that this tourist attraction has not been managed properly. This happens because of the garbage factor that is still visible around the beach. This study aims to analyze the strategy of BUMDes in involving multi-stakeholders in the context of developing a tourist village in Bhinor Village, Probolinggo Regency. This research is an exploration of previous research that has not revealed specifically the potential aspects of cooperation with external parties in the development of tourist villages.

METHOD

This study uses a qualitative paradigm with a descriptive research type. Qualitative methodology is “a research procedure that produces descriptive data in the form of written or spoken words from people and observable behaviour. The type of research used is descriptive research. "The purpose of this descriptive research is research that describes in the form of descriptive words and not numbers so that what is collected becomes the key to what has been researched (Moleong, 2016).

The reason for using the qualitative paradigm with the type of descriptive research in this study is because the researcher tries to reveal the facts that occur in the field. The data collected was carried out by combining field observations and in-depth interviews with several sources involved in the management of Bhinor Energi BUMDes in Binor Village, Paiton District, Probolinggo Regency, East Java Province. The main informants interviewed were the village head of Binor and the head of BUMDes. While the additional resource is the fishing community groups, tourism community, and chairman of the small and medium micro enterprises were selected by purposive sampling. Secondary data (hard data) were obtained from field observations during fieldwork. The time of this research was carried out from April to May 2021.

RESULTS AND DISCUSSION

In 2020 BUMDes Bhinor Energi received a prestigious award, namely the Second Place Winner of the BUMDes Competition held by the Village Community Empowerment Service of East Java Province and the First Winner in the Community Development and Engagement category at the BUMDes Award 2020 event by the Sepuluh November Institute of Technology (ITS) Surabaya. To get this award requires hard work involving multiple parties with the key role being in the village government and internal village institutions. A strong will accompanied by activities that involve other parties to develop BUMDes results in an effective formula so that BUMDes can achieve its goals (interview with the Village Head of Binor, Paiton District, Probolinggo Regency, East Java, Indonesia).

Management BUMDes Bhinor Energi a form-making role as the leader of the village head who saw the potential of villages that can be managed independently by the village to increase rural incomes. Based on the results of the researcher's interview with Mrs. Hostifawati as the Village Head as well as the initiator of improving the management of tourism objects, it shows that the beach in Bhinor Village has various potentials. The beach has good potential for economic activities because it has good corals and can be used for tourism activities such as snorkelling. Every year traditional events held annually is picking sea. This tradition provides opportunities for tourism whose substance departs from cultural tourism. The sea picking tradition cannot be separated from the social life of the community around the coast which aims to actualize the gratitude of the local community for relying on sources of income from the sea. For fishermen, the wealth of marine resources in Bhinor Village is an inseparable part of the community's livelihood to build the family economy. These components can be aligned with the objectives of establishing BUMDes and designing village economic empowerment programs. However, to achieve success, BUMDes cannot stand alone. Cross-sectoral collaboration is needed in the process of developing, managing and developing BUMDes. The following is an overview of the cross-sectoral strategy in developing Bhinor Energi BUMDes.

1. Village Government Support

The village government sees the potential in Bhinor Village requiring the synergy of all parties to build a tourism object management that is not only of economic value but also pays attention to ecological benefits. Humans cannot be separated from the natural environment, so that awareness is the basis for the formation of the Bhinor Village BUMDes. Bhinor village head, Hostifawati initiate the establishment BUMDes Bhinor Energi based on concern over the ecological situation that has not qualified Attraction Area beach. The low awareness of the local village community is shown by throwing garbage around the beach. This waste is not only domestic household waste made of plastic, but also livestock manure that is dumped around the beach which disturbs the balance of the environment. As a result, the beach area looks shabby and unkempt which leads to many sources of problems including social problems. However, the village government cannot solve the problem alone. Community participation in controlling environmental problems is considered very important. Community involvement for environmental restoration will encourage the sustainability of a beautiful coastal environment and increase tourist visits. Based on these facts, the village head and community groups feel challenged to change the mindset and image of the community in the following ways:

a. Improvement of the infrastructure in tourist areas

Steps village government to provide offer solutions controlling garbage on the beach include the provision of bins in some seedy location. This was done because previously there were no trash bins in the area. But then social problems arise, the bad habit of people defecating around the beach is also a serious problem that must be accommodated with socialization efforts. The village government has a policy that is by allocating the village budget to make toilets. In addition to built infrastructure, the village head helped village apparatus and community leaders provide socialization and direct supervision in the field so that the public is aware of environmental hygiene. The success in controlling the problem of the cleanliness of the coastal environment then bears fruit. This collaboration is finally able to change the mindset of society should be and the village government in the year 2017 received a certificate

Open Defecation Free (ODF) from the Government of Probolinggo namely race village free of defecation.

After controlling environmental pollution, the village head made a program to plant pine trees along the coast. The main purpose of this activity is to prevent abrasion due to sea waves. In addition, pine trees as a means of supporting beauty. Implementation of the program is not as easy as expected. At first, there was rejection by the fishing community because they could not lean the boat on the shoreline. The steps of the village head and community groups who care about the environment always provide direction until they reach a meeting point that at a certain point the fishermen can still lean their boats without disturbing the plants. Socialization is accompanied by continuous supervision and slowly the fishing community adapts to these changes, economic needs are met on the one hand, on the other hand growing awareness of a beautiful environment.

To achieve the goal of a beautiful environment, the village government made improvements to road access which was originally a footpath. The condition of the path that was previously difficult to pass, especially during the rainy season, is no longer visible. The village government improve roads with paving and carry out road widening. In addition, along the road is painted in colourful colours, so the beach is called "beach kelir".

b. Setting up a market every weekend

Steps to restore the condition of the coastal environment over time increase the number of visits to Bhinor beach. This potential is then accommodated by the village government build market called Pasar Goddess of Harmony. The concept of this market is quite simple, it is held once a week every weekend and aims to mediate the economic needs of the community with beach visitors. On the one hand, this weekly market attribution becomes the infrastructure for the annual ceremonial promotion of sea picking at the beach. According to the name of this market, this beach was then given the name of the beach goddess of harmony.

However, the entire program has not adequately accommodated the existing potential. The Village Government optimizes the participation of the Family Welfare Empowerment Team (TPPKK) as a form of support in improving human resource development programs. This non-formal organization is used as a form of communication between women. there every meeting, TPPKK regularly discuss how to optimize the potential that exists in the village, there turn affirmed the formation of BUMDes Bhinor Energi.

In 2018, BUMDes was established with a capital investment of IDR 75 million. This capital is used to make paving, gazebos and stalls for villagers to sell local products. Over time, in 2019 BUMDes Bhinor Energi developed by building a new business unit on the east coast. The east coast is known as Bohay Beach, this new BUMDes business on the beach is engaged in culinary and tourism businesses as well as selling local community products (Interview with the chairman of Bumdes Bhinor Energi Village, Paiton District, Probolinggo Regency, East Java, Indonesia).

2. Cooperation with PT. PJB UP Paiton (CSR)

In addition to utilizing the village's internal institutions, the village government collaborates with external parties to achieve the goal of developing Bhinor Village beach tourism. So that the establishment of Bhinor Energi BUMDes cannot be separated from the cooperation of external parties such as the private sector. One of the collaborations with PT. PJB UP Paiton through Corporate Social Responsibility (CSR). The form of cooperation with this company is in the form of capital injection for the management of BUMDes. In addition, this company provides support in the field of human resource development (BUMDes managers) and improvement of BUMDes facilities and infrastructure.

a. Human Resources (HR) Development

Human Resources (HR) is one of the important factors in the structure of management or organization. Having superior human resources ensures that organizational goals will be achieved. Based on this, PT PJB UP Paiton made changes to the BUMDes structure by providing financial support, training, and comparative studies. So that the company's CSR is not only limited to the aspect of modality.

b. BUMDes Management Training

Many BUMDes cannot develop and even fail because they cannot be managed professionally, including Bhinor Energy BUMDes. Based on these facts, BUMDes Bhinor Energi is improving by guiding the leadership level to the structure of BUMDes management members. This improvement was explored through BUMDes management training. The purpose of this training is to improve the soft skills of managers at the skill level in planning to evaluate the use of capital. Leaders and members in the structure of training in managing BUMDes. To achieve this goal, the village government cooperates with the Regional Apparatus Organization (OPD) of the Probolinggo Regency Government by its main duties and functions. The Community and Village Empowerment Service provides training to community groups so that they are aware of participating in all village government activities and programs and being involved in the development of BUMDes. The Regional Revenue Agency provides training related to financial management as well as regional taxes and levies aimed at village officials and BUMDes managers to be able to apply efficient financial management and provide optimal income. The Department of Marine Affairs and Fisheries provides training related to the governance of caring for marine ecosystems and maintaining coastal beauty Regarding other ecosystems, the marine service focuses on socializing on how to protect corals and another marine biota. In addition, the Department of Marine Affairs and Fisheries accommodates training on processing seafood into processed products to improve the local economy. Meanwhile, the Youth and Tourism Office provides training on the management of tourism objects that are environmentally and economically sound. The training provided by the Youth and Tourism Office is aimed at BUMDes management and tourism awareness groups in Bhinor Village.

These training can have a positive impact. The skills facilitated by the relevant agencies have made a significant change for Bhinor Energy BUMDes. There is a change in the mindset of the BUMDes management and community groups that are oriented towards the awareness of the importance of protecting the environment and turning it into a source of income through

fishing activities and the development of comfortable tourist objects. So that the number of tourist visitors on the beach is increasing significantly. This directly increases the source of income for BUMDes.

c. Comparative Study of BUMDes management

In addition to providing training in managing BUMDes by the related department in Probolinggo District Government, other parties involved in the construction of BUMDes Bhinor Energy company. Through its social responsibility or CSR, PT. PJB UP Paiton supports in providing facilities for comparative study activities on the management of BUMDes. This comparative study was carried out to BUMDes Tirta Mandiri, Ponggok Village, Polanharjo District, Klaten Regency, Sumber Sejahtera BUMDes in Pujon Kidul Village, Pujon District, Malang Regency, and the Tourism Office of Buleleng Regency, Bali Province. Tirta Mandiri BUMDes first succeeded in mobilizing BUMDes as a source of village original income, thus directly supporting the increasing village economy. The same thing applies to the Sumber Sejahtera BUMDes which have succeeded in utilizing the potential of the village through the role of BUMDes to improve the village economy, especially the local community. While the comparative study activity with the Buleleng Regency Tourism Office aims to study the steps of the tourism office in facilitating BUMDes in Buleleng Regency in the tourism sector.

So that it can be briefly understood that, a comparative study was conducted to learn to optimize the potential of Bhinor village. On the other hand, this comparative study is useful for effective BUMDes management to support village independence in the economic and social fields. Thus, with appeal, BUMDes Bhinor Energi can adapt and apply the results of a comparative study by utilizing the potential that exists in the village. Furthermore, this comparative study is useful for updating regulations owned by BUMDes, or studying regulations related to management principles and programs for economic improvement. Through collaboration with this company, indirectly the company's CSR helps BUMDes to develop because it increases the professionalism of BUMDes managers so that it has an impact on the success of achieving BUMDes goals.

One example of BUMDes management adopting BUMDes in Sumber Sejahtera in Pujon Kidul is the application of vouchers for beach visitors. every visitor coming to the beach get a voucher as admission and can be a free drink. This gives the impression that visitors get a warm welcome from the first time they enter the tourist destination. This appreciation through vouchers and soft drinks often triggers the emotional interest of tourist attraction visitors to come back again in the future. On the other hand, efforts to attract the visit was made by existence live music every weekend. This activity is sought to support the conduciveness of the visitors, which on the other hand is a unique attraction to increase the number of visits. These steps are paying off. Visitors to beach tourism are increasing, which means accumulating village income.

d. Construction of Facilities and Infrastructure

The positive impact in the field of human resource management is also supported by the provision of facilities and infrastructure development assistance. This development assistance support is absorbed from CSR funds of PT. PJB UP Paiton for the advancement of coastal

tourism and qualified infrastructure. Construction of stalls and gazebos on some of the coasts. Furthermore, to give the impression of luxury, the manager built a cafe on the east coast. This cafe is managed professionally by using experts in their fields, such as chefs and baristas. This is done to maintain the quality and image of the cafe.

Apart from PT. PJB UP Paiton, BUMDes cooperated with different companies, namely PT. YTL. This company provides support in the development of BUMDes business units on the west coast of Bohay. Similar to the previous CSR, this company also provides facilities and infrastructure assistance for the construction of stalls, gazebos for selling seafood to the surrounding community. For business or seafood products, a forerunner to the establishment of the Sunday market. The collaboration of these two companies has had a positive impact on the development of BUMDes. So that the village of Bhinor has two coastal tourist areas that both provide benefits or income. With the development of this tourist attraction, directly offers more choices for visitors to enjoy shopping, sightseeing and relaxing on both the west and east coasts.

e. Cooperation with community groups (community empowerment)

The community empowerment program must rationally involve or participate in a larger portion of the community because the community knows what their needs are and what must be done. However, pattern control is still being done by the government by way of assisting the relevant authorities in the field of program implementation activities so that the program of activities runs as expected. Empowerment community is a series of activities to strengthen authority or the empowerment of vulnerable groups and the weak in society, including individuals who experience poverty, so that they have the empowerment to suit their necessities of life both physically, economically, and socially as confidence, as well as express aspirations, have a livelihood, participate in social activities and be independent in carrying out their life tasks.

Bhinor BUMDes Energy Cooperation with community group care for the environment is to involve the village government and community leaders in building consensus to achieve a common goal. This was done because the local community initially opposed the village government's plan to form a BUMDes with a tourism and culinary village business unit. The community considers that a tourist village can damage the community's habits and village culture. They thought that could affect the environment. In short, the development of tourism objects in the village of Bhinor poses a serious threat to the welfare of the local community, including livelihoods in the ocean.

Some examples contradiction of the early establishment of BUMDes namely curbing litter, controlling defecate on the beach, planting cypresses, establishment stalls and gazebos, event live music every weekend. The collaboration with POKMASWAS, POKDARWIS, Religious Leaders and Community Leaders in providing understanding to the community by their fields has a positive impact. The community's contradictions are triggered by a minimal understanding of tourism management and environmental awareness that is not yet visionary. The involvement of religious leaders and influential people in society is often considered effective. The reason is that these people are heard more than the village government. As happened in Bhinor Village, the change in the mindset of the people who eventually participated in the development of coastal tourism contributed to the rapid development of

tourist objects. Moreover, community participation in the management of BUMDes has a positive impact on financial turnover and village income. The community works for hand in hand to support the Bhinor Energi BUMDes to keep running and moving forward until now. The synergy between the community and BUMDes managers is the key to the success of the development program. Communities benefit economically because they have other income outside the fishing profession. Businesses such as selling seafood products are currently being chosen as an alternative to make a profit. In the end, BUMDes was able to move the wheels of the economy and contribute to the village in the form of Village Original Income (PADes).

f. Cooperation with MSMEs

MSMEs are productive business units that stand-alone, which are carried out by individuals or business entities in all economic sectors. MSMEs are a productive business to be developed to support macro and microeconomic development in Indonesia and influence other sectors to develop (Suci et al., 2017). MSMEs have a very large number and potential in absorbing labour, so that their contribution to the formation of gross domestic product (GDP) is also quite large (Setyobudi, 2007). MSMEs can provide opportunities for micro and small economic actors in the community. This can be beneficial for both the community and BUMDes because they can collaborate in developing businesses owned by the community and business units owned by BUMDes. Village economic development is largely determined by the existence of micro-enterprises. On the other hand, BUMDes can move as long as they get support from the community to participate in aligning the goals of their formation. So that BUMDes with community micro-enterprises are in symbiosis with each other to support village development.

The people of Binor village who mostly work as fishermen are one of the pillars for the village government to facilitate the development of employment opportunities other than fishing. Meanwhile, for women, all this time they have a business (making products) such as packaged stick products, in the form of mustard sticks, celery, corn, red spinach, spinach and golden carang. These small businesses need to be accommodated in various ways, including through the development of tourism objects. Before the existence of BUMDes, people sold their products independently or individually, which was done at home. Based on these facts, BUMDes Bhinor Energi collaborates with Citra Lestari SMEs to empower the community by providing product manufacturing training and helping market products produced by the community to be sold online through social media or deposited in BUMDes both on the west and east coasts.

In addition to processed products, MSMEs help fishing communities by buying their catches from the sea, so that fishing communities feel a tremendous impact because fish caught from fishing do not need to be sold outside the area as before. BUMDes, in this case, apart from working in tourist villages, is also engaged in culinary businesses. BUMDes facilitates the marketing and promotion of community businesses outside the region so that people who own businesses do not have too much difficulty in marketing. Based on the results of an interview with the Head of BUMDes, Mr. Abdul Komar explained that the culinary business is the business unit that has the most profit than the tourism business unit. This shows that the impact of tourism objects affects businesses around the tourist attraction area. The community's economy also develops and helps meet family needs. The tourism village

business was introduced first, the facts on the ground show that many people are interested in getting into the culinary business because based on the potential for visits to increase along with the management of comfortable tourist objects. With a strategic location with a cross-provincial road, Bhinor Village has a great opportunity to be visited by tourists from other regions to buy products and culinary businesses. So tourism would do for Banyuwangi, Bali or otherwise advance stopped at BUMDes Bhinor Energy business unit due to marine fish culinary managed BUMDes has a different taste with sea fish culinary efforts elsewhere. BUMDes management affords apply this strategic geography as a promotional tool that manages the culinary business.

BUMDes cooperates with local MSMEs and provides them with facilities so that there is a strong institutional synergy to improve the village economy, including community welfare. One of the MSMEs in collaboration with BUMDes Bhinor Energi is Citra Lestari MSME. These SMEs focus on the culinary business of fish catches. With good cooperation, SMEs turnover increased significantly, meaning that cooperation BUMDes impact positive being able to economic growth.

g. SWOT Analysis

This SWOT analysis is carried out as an effort to develop and even survive BUMDes in the face of competition. (Nur'aini, 2019) suggest that the SWOT analysis is descriptive, subjective and there may be differences between one region and another. This study uses a SWOT analysis of internal and external factors of BUMDes Bhinor Energi. We obtained this SWOT analysis from a literature study and the results of research in the field. The following is a SWOT analysis listed in the table below:

Table 1. Analysis of Internal and External Factors of BUMDes Bhinor Energi

Internal factors	External factors
Strength (S): 1. Village Head Support 2. Natural Resources Potential 3. Local wisdom 4. Community group support	Opportunity (O): 1. Village fund injection 2. CSR fund injection 3. Local and Central Government Support
Weaknesses (W): 1. Community conflict 2. HR Professionalism 3. Product marketing	Threat (T): 1. Similar business 2. Consumer tastes

Source: Research result (2021)

From the table above, it can be described as follows:

The strengths that can support the development of Bhinor Energi BUMDes include the following:

1. Village Head Support

The establishment of BUMDes Bhinor Energi cannot be separated from the role of the village head who is so persistent in the planning process, making policies, seeking sponsors from the private sector in the context of the development process and sustainability of business units owned by BUMDes. BUMDes can collaborate with the private sector,

namely PT. PJB UP Paiton and PT. YTL is not easy for other BUMDes to do because it requires very strong trust and commitment by the village government. The village head can embrace all parties because there are no personal or elite interests in the village in the management of BUMDes.

2. Natural Resources Potential

Binor Village has the potential of beautiful natural resources in the form of beaches with good coral reefs. This potential encourages the provision of services such as snorkelling services for beach visitors. In addition, cafe entrepreneurs synergize with fishermen, farmers and housewives in running the economy. Fisherman's catch, coffee in the other villages in this case the partner villages partner purchased culinary entrepreneurs for later resale to visitors cafe. This has a positive impact on fishermen who do not have to sell their catch themselves as before the management of coastal tourism. This is in line with the findings of (Sulaksana & Nuryanti, 2019) in their research in Cibunut Village. This village is an agricultural area and the slopes of the mountain are managed by BUMDes by accommodating the needs of the community, most of whom work as farmers through assistance in the management of agricultural kiosks.

3. Local wisdom

Binor village community has a culture or local wisdom. The village community annually holds sea picking event or sea alms as a form of gratitude for the fortune that God has given to the community. This activity was attended by many villagers and from outside the village. In line with the results of research by (Prakoso, 2015) which shows that the development of tourist villages intersects with the renewal of innovation and management concepts such as the concept of culture-based tourism.

4. Community group support

Community groups are always present to support the government and managers BUMDes village at the time of contradiction the beginning of the establishment of BUMDes and new business units owned BUMDes considered incompatible with the culture or the local traditions. The existence of this support is an education to the community that BUMDes is not only established for the welfare of managers but also for the community and to preserve the culture of the community. Community participation is one of the benchmarks for the success of tourism village management, by involving the community in the whole series of management from planning to the evaluation of tourist villages (Andini, 2013).

In addition to having strengths, BUMDes Bhinor Energi also has weaknesses, including the following:

1. Community conflict

Not all policies are accepted by the community. One of the policies of the Bhinor village head was at the time of the establishment of BUMDes. This happens because of changing the habits of the community so far that are not good and orderly. So they assume that these BUMDes can harm them. The vulnerability of the collaboration of many parties will make it difficult to develop a village into a tourist village. As shown in the study of (Putri & Manaf, 2013), the method of developing a tourist village that only relies on tourism-aware groups causes inequality in the community in obtaining benefits.

2. HR professionalism

At first, the human resources owned by BUMDes have not been able to manage BUMDes. because at the beginning of its establishment it was still not managed professionally. Based

on these facts, the village government cooperates with PT. PJB UP Paiton provides training and comparative studies for BUMDes management to manage BUMDes professionally.

3. Product marketing

Before the existence of BUMDes, the surrounding community sold their products individually. In addition, the quality of the products is still simple, there are no raw materials or semi-finished goods yet. After the existence of BUMDes, the community was given training on product making, product marketing by cooperating with MSMEs. Some of the community's products are sold in a souvenir centre managed by BUMDes. In traditional marketing, companies communicate with consumers through advertising, direct marketing, personal selling, sales promotion and public relations using print and electronic media which are referred to here as traditional media (Widyaningrum, 2016). However, the current marketing model is developing through digital devices, so an understanding of digital literacy makes a positive contribution to the promotion of tourism objects and culinary products in Bhinor Village.

The next factor is the external factor which consists of an analysis of opportunities and threats. The opportunities for BUMDes Bhinor Energi are as follows:

1. Village fund injection

The existence of village funds provides a breath of fresh air for Bhinor Energi BUMDes. The village government provides full support as a capital investment which is then used for the establishment and management of BUMDes

2. CSR fund injection

BUMDes Bhinor Energi not only received village funds during the development process but also received an injection of CSR funds from PT. PJB UP Paiton and PT. YTL. the funds are used for the development of human resources as well as the construction of facilities and infrastructure owned by BUMDes. Cooperation with parties outside the government is in line with the opinion of (Rizkianto, N., & Topowijono, 2018) which explains that the development of tourist villages does not only await support from government agencies, but also multi-stakeholder involvement in supporting village community initiatives so that tourism villages are a product of cooperation between the government, private and public.

3. Local and Central Government Support

The Central Government provides support not only in the form of funds entrusted to the village but also in the form of policies that favor the village community to develop the potential of the village. In addition, the government also appreciates the success achieved by BUMDes. BUMDes Bhinor Energi was awarded the 2nd (two) winner at the East Java Province level. This is positive energy for us to always innovate and continue to grow.

The analysis of threats owned by BUMDes Bhinor Energi is as follows:

1. Similiar business

Tourism villages are not new, therefore Bhinor Energi BUMDes are required to innovate. One of the business units owned is a culinary and snorkelling business. The business is also owned by other BUMDes or managed by the private sector.

2. Consumer tastes

Attracting interest and retaining consumers is a difficult thing for businesses and BUMDes to do. Based on these facts, BUMDes managers must be able to read market opportunities

and trends or consumer tastes. BUMDes must be more creative or hold events that can attract consumers to visit BUMDes.

Based on the research results, the next step that must be taken by BUMDes Bhinor Energi is to formulate a strategy based on the results of a SWOT analysis of both internal and external factors from the BUMDes. (Kaye & Allison, 2016) divide the strategy into 4 (four) namely: invest, maintain, determine, and control damage. The strategies that must be carried out are as follows:

1. Investment (Strategy Strength - Opportunity)
This strategy is carried out by utilizing the strengths and opportunities of the Bhinor Energi BUMDes. In the research conducted by (Rohim et al., 2021), the strategies carried out are: optimizing the funds owned, both funds originating from village funds and corporate social responsibility (CSR) funds, natural resources owned by BUMDes, and support obtained from groups. community to manage and develop BUMDes professionally and become the pride of the village community.
2. Defence (Weakness Strategy – Opportunity)
This strategy is carried out when we have many weaknesses and try to maximize the opportunities that exist. Based on the facts on the ground, what must be addressed is to always increase the capacity of human resources for BUMDes managers, add cooperation networks with travel agents or travel agencies, maintain communication with CSR companies, add new business units according to the potential and tastes of consumers or the community. In addition, maintaining promotions either through event activities involving certain communities or promotions using social media. Research conducted by (Nalayani, 2016) showed that rural tourism development should integrate many strategies, such as the development of tourism awareness groups from the community as well as the application of appropriate promotional strategies and include the existing facility security.
3. Define (Strategy Strength – Threat)
This strategy is done when confronted BUMDes between the power possessed by the threat of external parties. The strategy that can be done is to maintain the quality of products or services owned by BUMDes business units, to innovate products or services owned by BUMDes. In addition, BUMDes must be able to read threats from competitors, both from BUMDes and the same type of business managed by the private sector. This is because geographically close to Situbondo Regency and Banyuwangi Regency which have the same business and potential. BUMDes managers must be observant in reading the competition and take advantage of strengths as an antidote to competitor threats
4. Damage control (Weakness strategy – Threat)
This condition is the most critical point because BUMDes is faced with weaknesses and threats. BUMDes managers and related parties such as village governments, community groups, and the private sector unite and routinely carry out comprehensive evaluations of the components of BUMDes such as human resources, natural resources, products, services and other factors. Based on the results of the evaluation, it is then identified what needs to be improved as consideration for determining the next steps.

CONCLUSION

Based on the description presented in the discussion above, it can be concluded that the collaboration carried out by Bhinor Energi BUMDes with multi-sectors has succeeded in developing business units owned by BUMDes. It is characterized by the totality of support from

the government, whether the village government and the Regional Apparatus Organizations (OPD) of the Probolinggo Regency Government. BUMDes can optimize CSR funds from PT. PJB UP Paiton and PT. YTL to develop human resource capacity as well as improve facilities and infrastructure for BUMDes business units. Community groups or community organizations can become partners for BUMDes and village governments in exploring village potential and maintaining a conducive atmosphere in the community so that they unite in advancing villages and business units managed by BUMDes. The community empowerment program is running well, this cannot be separated from the collaboration with MSMEs in providing product manufacturing training, as well as product marketing online and through BUMDes. In short, multi-sectoral cooperation can develop Bhinor Energi BUMDes, increase community income, reduce unemployment and provide a new source of Village Original Income (PADes).

The SWOT analysis provides overview so that BUMDes:

1. Maintaining strength as a weapon to compete with other BUMDes and the private sector;
2. Minimize weaknesses in a way to fix the weaknesses and highlight the power of seen by the public as well as the competitors are advantages BUMDes.
3. Optimizing opportunities by reading the tastes of consumers or people who often change.
4. Prepare strategies to deal with threats that come from both internal and external BUMDes to minimize these threats.

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