

## Strategy of Management of Village-Owned Enterprises (Bumdes) Batu Bini, Padang Batung District, Hulu Sungai Selatan Regency

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**Abstract:** Villages, with all their natural and human potential, play an important role in increasing national income. Therefore, development must be directed at the sustainable use of resources in rural areas. The New Generation BUMDes is part of the process of utilizing existing resources. This study aims to (1) identify the obstacles faced in managing the New Generation BUMDes and (2) formulate a management strategy for the New Generation BUMDes in Batu Bini Village, Padang Batung District. This study uses a qualitative descriptive approach, with the research subject being the New Generation BUMDes in Batu Bini Village, South Hulu Sungai Regency. The study results show that: (1) there are still several obstacles in BUMDes management, including budget constraints, insufficient capacity of human resources among managers, and a lack of participation from the community and private sector. (2) The management strategy of the New Generation BUMDes is carried out based on applicable regulations, including the process of institutional formation and the provision of facilities and infrastructure, as well as managing BUMDes with the continued use of the Village Government Budget. The study concludes that the management of the New Generation BUMDes in Batu Bini Village has been carried out in accordance with the applicable regulations. However, challenges such as limited budgets, inadequate human resource capacity, and minimal participation from the community and private sector must be addressed to ensure more effective BUMDes management, ultimately achieving the goals of its establishment.

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## Introduction

The development of village governance management in Indonesia has undergone very significant changes, motivated by efforts to protect original rights and traditional rights in an effort to create a village government that can create community welfare. This is reinforced by the issuance of Law Number 6 of 2014 concerning Villages, which provides full authority in managing village governance based on the resources and authority owned. The issuance of Law Number 6 of 2014 concerning Villages is a manifestation of the State's recognition of the authority of the original rights of the Village (Recognition) and local authority on a village scale (Subsidiarity), which is the authority owned by the Village to be able to regulate and manage it independently, without any

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intervention from any party, so that the village can determine its own attitude and steps to realize a Village that is advanced, strong, independent, just and democratic to move towards a prosperous and prosperous society in accordance with the Vision of Law Number 6 of 2014 concerning Villages. To realize the vision of the Village Law, a new management system is needed, so that the village is able to realize its role in accordance with the mandate of village autonomy. One of the efforts made is to form a Village-Owned Enterprise (BUMDes) which has a strategic position in supporting the realization of village independence. BUMDes can be the backbone of the Village government which can ultimately realize Village independence and improve community welfare.

The establishment of Village-Owned Enterprises aims to drive local economic development at the Village level. This local village economic development is based on the needs, potential, capacity of the Village, and capital participation from the Village government in the form of financing and Village wealth with the ultimate goal of improving the economic level of the Village community. The basis for the establishment of Village-Owned Enterprises as a locomotive for development in the Village is more motivated by the initiative of the Village government and community based on the cooperative, participatory, and emancipatory principles of the Village community.

Village-Owned Enterprises are expected to be able to become the driving force of economic activities in the Village which also function as social and commercial institutions. Village-Owned Enterprises as social institutions side with the interests of the community through their contribution in providing social services, while as a commercial institution, Village-Owned Enterprises aim to seek profits to increase Village income.

The number of Village-Owned Enterprises in Hulu Sungai Selatan Regency is 144 Village-Owned Enterprises, with a Classification Based on Village-Owned Enterprise Data Collection in 2022 by Professional/Expert Companions. Village-Owned Enterprises as quasi-public organizations require a special strategy because Village-Owned Enterprises with the label of a state-owned company at the Village level are still identical as ineffective and inefficient institutions. Therefore, the existence of BUM Desa in the era of competition and economic openness is required to be able to develop and increase competitiveness.

Of the 144 BUMDes in Hulu Sungai Selatan Regency, 17 BUMDes are in Padang Batung District, which is one of eleven Districts in Hulu Sungai Selatan Regency. Classification of BUMDes throughout Padang Batung District Based on BUM Des Data Collection in 2022 by Professional Companions/Experts for the Village Community Development and Empowerment Program (P3MD)

Based on the assessment indicators by the Province of South Kalimantan, BUMDesa are grouped into four categories, namely Pioneer, Beginner, Developing and Advanced BUM Desa. Of the total 17 BUMDesa in Padang Batung District, all of them are included in the Pioneer category.

From several indicators, appropriate policies are needed to encourage the existence of BUMDes to be able to run its business units sustainably in order to successfully realize BUM Desa that is performing, professional, accountable, and independent towards improving community welfare.

The management of BUMDes in Padang Batung sub-district is currently faced with many problems, among these problems the most prominent are the operational management of BUM Desa which has not been implemented properly, the managed business has not been able to run well, the understanding of the management regarding the management of BUM Desa is very limited accompanied by frequent changes in management, financial management is still low, the tasks as managers of BUM Desa are not widely understood.

The urgency of this research is to examine how BUMDes is currently running its management strategy in Batu Bini Village, Padang Batung District. This will produce several strategies for BUMDes's future management so that it can maximize its role as a village economic institution and increase the income and welfare of the village community.

Therefore, this study aims to answer the following research questions. 1. What obstacles occur in the operational management of Village-Owned Enterprises (BUMDes) in Batu Bini Village, Padang Batung District, Hulu Sungai Selatan Regency? 2. What is the management strategy for Village-Owned Enterprises (BUMDes) in Batu Bini Village, Padang Batung District, Hulu Sungai Selatan Regency?

### **Research Method**

The research approach in this study is to use qualitative research with a qualitative descriptive type. Sarman (2016) stated that qualitative research relies on data collected in textual form based on observations and interactions with research subjects. According to Daniel (2001), in descriptive research, the population to be studied is more directed or focused on certain characteristics that are not generally applicable, where the research objective of this case is to obtain detailed information regarding an operation, method or way of working.

The data analysis used in this study is a SWOT analysis to determine the BUMDes Management Strategy in Batu Bini Village, Padang Batung District, Hulu Sungai Selatan Regency. The data sources used are primary data and secondary data. Primary data is data obtained directly from informants at the research location located in Padang Batung District, Hulu Sungai Selatan Regency, South Kalimantan Province. The informants in this study were the stake holders of Padang Batung District, Hulu Sungai Selatan Regency, such as head of the Village Community Empowerment Service, Economic Sector of PMD Service, Village Community Empowerment Service, Expert Team from the BUMDes Professional Companion, Sub-district Head and Head of Community Empowerment Section, the Professional Companion Team, Village Head/Village Apparatus of Batu Bini, Management of BUM Village of Batu Bini, Management of Village Consultative Body (BPD). Secondary data is data obtained from various supporting scientific libraries and documents obtained from agencies or institutions related to this research along with supporting research documents.

Non-participant observation on the Village Owned Enterprises group and documentation, namely using data sources that come from existing data were applied in this research. Furthermore, this research used in-depth interviews with stakeholders related to the development of BUMDesa groups, especially those located in Batu Bini Village, Padang Batung District, Hulu Sungai Selatan Regency. Then the data were analyzed using the Miles and Huberman model as in Sugiyono (2012), namely data reduction, data presentation and drawing conclusions or verification.

## Result and Discussion

Table 1. Classification of BUMDes Hulu Sungai Selatan District (Hulu Sungai Selatan PMD Service)

No	Name of BUMDes	Village	Sub-district	Classification
1	Aset Utama	Karang Jawa Muka	Padang Batung	Pioneer
2	Sampuraga	Karang Jawa	Padang Batung	Pioneer
3	Tabihi	Tabihi	Padang Batung	Pioneer
4	Pandulangan	Pandulangan	Padang Batung	Pioneer
5	Bina Bersama	Kaliring	Padang Batung	Pioneer
6	Suka Maju	Jambu Hulu	Padang Batung	Pioneer
7	Maju Bersama	Pahampangan	Padang Batung	Pioneer
8	Padang Batung	Padang Batung	Padang Batung	Pioneer
9	Ingin Maju	Jembatan Merah	Padang Batung	Pioneer
10	Generasi Muda	Batu Bini	Padang Batung	Pioneer
11	Serumpun	Mawangi	Padang Batung	Pioneer
12	Antaludin Makmur	Madang	Padang Batung	Pioneer
13	Serumpun Bambu	Durian Rabung	Padang Batung	Pioneer
14	Maju Bersama	Jelatang	Padang Batung	Pioneer
15	Karya Makmur	Batu Laki	Padang Batung	Pioneer
16	Goa Berangin	Malutu	Padang Batung	Pioneer
17	Tekad Bersama	Malilingin	Padang Batung	Pioneer

From the table above, it can be seen that BUMDes in Padang Batung sub-district is a pioneer; therefore there is a need for a relevant and effective management strategy for BUMDes in accordance with the potential of natural resources, human resources, and the economy. In this study, the author only focuses on 1 (one village), namely Batu Bini Village.

The SWOT analysis of BUMDes Generasi Muda

SWOT (Strength, Weaknesses, Opportunities, and Treat) analysis is usually used as a management team process to identify internal and external factors that will affect the performance of the organization/company in the future. The identification results are used to implement strategic plans and operate business results in the most effective and efficient way (Riyanto, 2021: 25). The following are the findings of researchers regarding the four SWOT factors in BUMDes Generasi Muda Desa Batu Bini:

The strength of BUMDes Generasi Muda Batu Bini is the capital obtained from the Village Government. This is related to what the informant said as follows:

Strength

Strength is all the possibilities that a company has to support the company's development process, such as the quality of human resources, facilities for human resources, consumers and others (Anggreani, 2021: 623). The strength of BUMDes Generasi Muda Batu Bini is the capital obtained from the Village Government. This is related to what the informant said as follows:

*"The strength we have is like the capital obtained from the government, ma'am, then the management of the management is also organized, and supported by the government, with the existence of a legal*

*umbrella that regulates" (Interview with Ruspandi as Director of BUMDes Generasi Muda on May 28, 2024)*

#### **Weakness**

Weaknesses are conditions or things that can cause deficiencies in an organization. This analysis is in the form of situations and conditions that are weaknesses of a company. To be precise, the company's internal relations are inadequate and the company's activities cannot be carried out optimally (Anggreani, 2021: 624). The findings of the researcher's results were in line with the statement made by Mr. Sudi Hidayat as the Village Head:

*"BUMDes management has not been optimal, because its socialization has not been optimal and this is the Village's task in socializing it." (Interview with Mr. Sudi Hidayat as the Head of Batu Bini Village on May 27, 2024)*

Another weakness factor is related to the Human Resources (HR) of BUMDes Generasi Muda managers, in addition to socialization to the Community, the HR of BUMDes managers is also not optimally understood by the BUMDes management itself. This is also in accordance with the data obtained by the researcher

*"It is still our job as the Village to continue to develop the capacity of BUMDes management HR." (Interview with Mr. Sudi Hidayat as Village Head on May 27, 2024)*

The researcher found another weakness from the results of the interview with Sudi Hidayat, namely the budget that is still lacking to develop programs.

*"We have actually planned many businesses that can be developed, but because the capital given is not enough for now, the intention was canceled again."*

Many weaknesses that BUMDes has can be concluded, namely the lack of socialization about BUMDes, the inadequate capacity of BUMDes management human resources so that its management is not yet optimal, the still minimal budget for BUMDes Generasi Muda.

#### **Opportunities**

Opportunities are positive external environmental factors that can be simply interpreted as environmental conditions that are beneficial for the company (Anggreani, 2021: 624). Seeing this, the Potential of Batu Bini Village is that Batu Bini Village has tourist attractions that are often chosen by the Community for recreation. This is related to the reasons conveyed by the Informant as follows:

*"Batu Bini Village has tourist attractions that are chosen by the Community for recreation, namely Batu Bini Hill and under this Hill there is also a Lion Cave which has a lion statue in it." (Interview with Mr. Sudi Hidayat as the Head of Batu Bini Village on May 27, 2024).*

In addition, there are several opportunities in Batu Bini Village when viewed from the Community's employment sector; the majority of the Batu Bini Village Community are Farmers/Gardeners. This was conveyed by Sudi Hidayat as the Village Head as follows:

*"In Batu Bini Village, most of the people's jobs are Farmers and Planters"*

Based on the results of interviews obtained by researchers with Mr. Rusbandi as the managing director of BUMDes Generasi Muda (Batu Bini Village), namely: (Interview Date May 28, 2024)

*"if we look at it geographically, Batu Bini Village is located in a mountainous area, where the potential here is a tourist destination in the form of Batu Bini hill as a tourist attraction of choice. At the top of Batu Bini, there are a number of spots that can be used to take pictures from the top of the mountain and below it you can see the lion cave because in the cave there is a lion statue. Other objects here are the Imbau hot springs, Batu Bandinding waterfall, a stretch of rocks during the dry season on the Amandit River to the Mendapai monument as evidence of the struggle of the hero Brigadier General Hasan Basri. Therefore, with geographical conditions that are still relatively natural, the majority of the people in our village are farmers and planters, you can judge for yourself how the quality of our human resources are why the majority are farmers because of the lack of highly educated residents. Then for the economic potential, as I explained above, namely the agricultural and tourism sectors, so our hope is that the community will be able to make good use of this economic potential, apart from the businesses provided by BUMDes as supporters or to improve the community's standard of living."*

#### Threats

Threats are the opposite of opportunities that present obstacles or threats to a company's ability to expand its market or generate profits (Indah, 2015: 282). Threats are external conditions that can affect the smooth running of an organization or company. Threats can include things from the environment that are not favorable for an organization (Fatimah, 2020: 18). The researcher's statement regarding threats is in line with the statement of one of the informants, as follows:

*"if you look at the threats faced by BUMDes, it is a matter of competition in the price of goods with businesses built by the community, village wealth that has been managed illegally by community groups before the establishment of Bumdes"*

It can be concluded that there are many BUMDes threats that must be addressed immediately. The method is to strengthen socialization to the community, add business units in BUMDes that can develop the community, reduce prices so that they are not too expensive. Evaluations must always be carried out to avoid existing threats. Village deliberations are held every year to maximize the condition of BUMDes Generasi Muda.

#### Obstacles in the Management of BUMDes of Generasi Muda of Batu Bini Village

In the management of Village-Owned Enterprises (BUMDes), of course, it must be managed with a spirit of family and mutual cooperation as explained in clause 87 paragraph 2 of Law Number 6 of 2014 concerning Villages), because the Village as a legal community unit has long been known to have a strong sense of family and mutual cooperation as a characteristic of community life. However, what often happens in every management is the existence of obstacles or barriers experienced in the journey of developing BUMDes itself.

The implementation of the management of BUMDes of the Generasi Muda of Batu Bini Village is not as smooth and easy as imagined. There are several obstacles and obstacles experienced, several

obstacles as previously explained, namely obstacles in terms of budget, human resources for managers, and support from the private sector.

The researcher then conducted further observations to explore the existing obstacles and indeed as stated by the BUMDes manager that this budget we only get from the APBDes, Of course with conditions like this BUMDes still has a very minimal budget to be able to run many programs and have many benefits to improve community welfare.

On the other hand, there are also obstacles, namely human resources who manage BUMDes, the quality of human resources managers certainly has a significant impact on the progress of BUMDes and of course this is a universal obstacle, therefore researchers in the observations carried out also found that the role of the Village government in developing human resources for BUMDes managers is very much needed, because the BUMDes budget is used for the implementation and development of BUMDes programs, so improving the quality of BUMDes human resources is the task of the Village government.

Furthermore, the obstacle of support from the private sector which is still minimal in the implementation of the BUMDes program has made the BUMDes Generasi Muda of Batu Bini Village still rely on the budget prepared by the Village and from the Community who want to become donors with a profit-sharing system. In the observations made by researchers, the existence of the private sector in Batu Bini Village should be utilized properly by the Village Government so that the private sector can become a good stakeholder in the implementation of Village programs, especially BUMDes.

The Village Government with its policy autonomy and supported by the Law can build good cooperation with the private sector, because the private sector has a social responsibility that must be issued for the development of the welfare of the surrounding community. With the effectiveness of good cooperation like that, it can certainly have a positive impact on the management of the Village and BUMDes and can be felt by the local community.

#### Problem Solving Strategy

To overcome these obstacles, here are some strategies that can be used:

a. Strengthening Human Resources

Regular training for BUMDes administrators is very important in improving the quality of financial management, marketing, and business development. With the right training, administrators can understand the basic principles of effective financial management, utilize resources efficiently, and implement innovative marketing strategies. This training also helps identify new opportunities and manage financial risks, ultimately increasing village independence and welfare. In addition, training can strengthen the relationship between BUMDes and the community, build trust, and increase community participation in village economic decision-making. Thus, this training is an important step in supporting sustainable development at the local level.

To organize training for BUMDes administrators, the first step is to determine specific training objectives, such as improving skills in financial management, marketing, or business development. After that, identify available resources, including teaching staff, training materials, and facilities. Plan a training curriculum that covers important topics according to the needs of BUMDes and by Government Regulation No. 11 of 2021 concerning Village-Owned Enterprises. Next, determine a training schedule that does not interfere with BUMDes operations and ensure that all administrators can attend. Promote this training to BUMDes administrators by explaining the benefits they will receive. During the training, use interactive methods to increase participant involvement

and understanding. Evaluate the training periodically to ensure the objectives are achieved and make adjustments if necessary. Don't forget to document the entire training process and provide certificates to participants who have completed the training. With careful planning and effective execution, this training will positively impact BUMDes management. For more information and assistance organizing training, you can contact an institution providing BUMDes management training.

Interactive training methods vary widely and can be adjusted to the needs and context of BUMDes. One popular method is the use of interactive modules, which combine multimedia elements such as video, audio, and animation to create a more engaging and immersive learning experience. These modules allow participants to actively engage with learning materials, often through platforms that can be accessed from various devices.

In addition, synchronous training is also an effective choice, where participants and instructors are involved in the learning process in real time, either physically or virtually. This method allows for direct interaction, discussion, and instant feedback, which can improve understanding and retention of the material.

Other interactive methods include Q&A sessions, small group discussions, quizzes, and question cards, all of which are designed to encourage active participant participation and facilitate the exchange of ideas and solutions. Role-playing and simulation techniques are also very useful for practicing real-world scenarios and developing problem-solving skills in a safe, controlled context. Project-based learning, where participants work together to complete a specific task or project, is also an effective interactive method. It not only increases engagement but also promotes teamwork and collaboration.

The use of technology such as mobile learning apps, e-learning platforms, and online collaboration tools can also increase the interactivity of training. With these technologies, participants can access training materials anytime and anywhere, and collaborate with their peers virtually.

**b. Human Resource Innovation**

Combining the energy and creativity of the younger generation in the management of Village-Owned Enterprises (BUMDes) can be a profitable strategic step. The younger generation often brings new and innovative perspectives that can help BUMDes develop and adapt to changing times. With fresh ideas, they can identify new opportunities that have not been thought of by the previous generation, such as the use of digital technology to expand market reach or the development of sustainable and environmentally friendly products. This new spirit can also attract the interest of other village communities, especially the younger ones, to be actively involved in village economic activities. In addition, their involvement can increase their sense of ownership and responsibility towards BUMDes, ensuring that the business is well managed and sustainable for the future of the village.

To involve the younger generation in the management of Village-Owned Enterprises (BUMDes), there are several strategic steps that can be taken. First, education about the importance of BUMDes and its role in the village economy can be provided through workshops or seminars that are interesting to them. Second, create an internship program at BUMDes that provides opportunities for young people to learn and contribute directly. Third, hold competitions or innovation challenges that encourage young people to submit creative ideas to develop BUMDes. Fourth, provide space for young people to participate in decision-making by forming a special team consisting of young generation members. Fifth, utilize social media and digital platforms to increase engagement and communication with the younger generation. Sixth, provide incentives or awards for young people

whose ideas and hard work have a positive impact on BUMDes. Seventh, build partnerships with youth organizations or educational institutions for capacity building programs. In these ways, the younger generation can become an integral part of BUMDes management, bringing new enthusiasm and fresh ideas that can help BUMDes develop and adapt to future challenges.

The involvement of the younger generation in Village-Owned Enterprises (BUMDes) brings a breath of fresh air and significant innovation. With energy, creativity, and a deep understanding of current technology and trends, they are able to adapt BUMDes to remain relevant in the modern era. The younger generation also brings a broad social network, global perspective, and the courage to take risks, all of which contribute to the growth and success of BUMDes.

In addition, the younger generation has an important role in increasing community participation and building future leadership. They can educate the community about the importance of local economic development, inspire other young people, and prepare them to take over the management of BUMDes. With fresh ideas and different approaches, the younger generation can help BUMDes find creative solutions to complex problems, as well as increase transparency and accountability in management.

The involvement of the younger generation is also very important in realizing BUMDes that are sustainable and have a social impact. They can encourage ethical business practices, advocate for social and environmental issues, and build strong relationships with customers and business partners. Thus, BUMDes is not only an engine of economic growth, but also an agent of positive change for the village community.

In short, the younger generation is a valuable asset for BUMDes. With the potential and enthusiasm they have, they can bring BUMDes to a higher level and create a brighter future for the village.

c. Collaboration with Educational Institutions

Building collaboration between universities and schools can be key to enriching students' educational experiences. Programs such as Merdeka Belajar Kampus Merdeka (MBKM) in Indonesia, which allows students to take part in activities outside the traditional academic curriculum, are great examples of such initiatives.

Through these collaborations, students can undertake internships, which give them the opportunity to apply theoretical knowledge in a practical setting and gain industry-relevant skills. In addition, such collaborations can also include teaching assistantships, which allow students to gain valuable teaching experience, or research projects that can enhance their analytical and innovative skills. However, real challenges arise in implementing these programs, such as inadequate infrastructure and a lack of effective coordination between universities and industry partners. Therefore, it is crucial for universities to develop integrated information systems and ensure that there is clear guidance for students in taking advantage of these opportunities.

With strong and well-planned collaborations, universities can help students not only succeed academically but also become more employable and adaptable to the professional environment after graduation.

To initiate collaboration between universities and schools for student internships, an important first step is to identify the needs and goals of both parties. Universities should conduct surveys or interviews with various industries to understand current job market trends and needs. With this information, they can design internship programs that are relevant and beneficial to both students and the industry. Next, universities need to develop a clear framework for collaboration, including

the goals, expectations, and responsibilities of each party. This can be achieved through the creation of a Memorandum of Understanding (MoU) or a detailed collaboration agreement.

Developing a curriculum that is oriented towards industry needs is also very important. Universities and schools can work together to design a curriculum that integrates competencies needed by the industry, so that students can gain relevant skills. In addition, universities can offer training programs for faculty and school staff to ensure that the teaching and guidance provided to students is in line with industry standards.

Providing awards and recognition can also be an incentive for universities and schools that have successfully established effective and sustainable collaborations. These awards can increase the motivation and commitment of both parties to continue to improve the quality of their collaboration. In addition, universities must actively seek and utilize internship opportunities offered by the industry. This can be through job fairs, recruitment events, or even sending applications and CVs directly to companies of interest. Leveraging existing networks of contacts can also be very helpful in expanding opportunities for collaboration. It is also important to ensure that students receive adequate support during their internship, including guidance from industry mentors and university supervisors. This support will help students overcome challenges they may face during their internship and maximize their learning experience.

**d. Funding Diversification**

Synergy with private companies to obtain funding assistance requires a mature strategy and a convincing proposal presentation. First, it is important to conduct in-depth research on the company, understand their values, and how BUMDes can align with their Corporate Social Responsibility (CSR) goals. Second, prepare a detailed proposal, which not only explains about BUMDes, but also how the assistance will have a positive impact on the community and the environment. Third, establish effective communication with the company; demonstrate commitment and transparency in BUMDes. Fourth, consider participating in a business capital assistance program offered by the government or financial institutions, which often have partnerships with private companies in their CSR programs. Fifth, utilize the network owned by BUMDes to get references or introductions to target companies. Sixth, demonstrate BUMDes' solid track record and potential for future growth. Seventh, be prepared to negotiate and provide flexibility in the form of funding that BUMDes needs, be it grants or investments. Eighth, make sure BUMDes has a strong business plan and realistic financial projections. Ninth, show how BUMDes will use the funds efficiently and effectively. Tenth, don't forget to prepare supporting documents that the company may need. Following these steps can increase BUMDes' chances of getting funding assistance from private companies.

**e. Development of Superior Products**

Creating superior products or services is indeed the key to attracting investors. The first step is to understand the market and consumer needs, and identify gaps that can be filled by BUMDes products or services. A strong and well-structured business plan, which includes market analysis, marketing strategies, and financial projections, will show investors that BUMDes has a clear vision and high growth potential. It is also important to build trust with transparency and effective communication, as well as show results and product development that can convince investors about the prospects of the BUMDes business. In addition, creative and strategic promotions, such as through social media or collaboration with influencers, can increase visibility and attract investors. By paying attention to these aspects, BUMDes can increase BUMDes' chances of getting investment that will help the BUMDes business grow.

#### f. Utilize Village Funds

To optimize the use of village funds in increasing the income of Village-Owned Enterprises (BUMDes), there are several strategies that can be applied. First, diversifying the business is the main key; by identifying various economic sectors such as agriculture, tourism, and handicrafts, BUMDes can create various sources of income. Second, marketing local products through effective strategies, such as social media or e-commerce, can increase visibility and market access. Third, skills training for village communities is important to open up new business opportunities and improve the quality of products or services.

Furthermore, the development of ecotourism and local tourism can be an effective strategy to attract visitors and increase village income. The use of technology is also very important, both for marketing, inventory management, and customer service, which can help BUMDes connect with a wider market. Partnerships with other parties such as private companies, local governments, or non-profit organizations can bring investment and technical support. Wise financial management, including a good recording system and periodic financial audits, is also very important to optimize the use of village funds.

Empowering village communities to actively participate in BUMDes decisions and operations can create a strong sense of ownership and support the sustainability of BUMDes initiatives. The establishment of BUMDes must be based on the needs and potential of the village, involving participatory village deliberations, and capital management originating from village funds. With the basic principles of collective, inclusive, local potential-based, and socially and commercially oriented BUMDes management, BUMDes can become a strong driving force for the local economy.

#### g. Improving Management Capacity

To improve the quality of BUMDes management, strategic steps need to be taken. One of them is by working with business consultants to prepare a comprehensive business plan. This business plan will be a guideline for BUMDes in carrying out its business activities. In addition, the implementation of a management information system through the use of accounting and management software will greatly assist in data management and increase transparency in every transaction. Through periodic performance evaluations, BUMDes can identify problems that arise and find the right solutions to improve operational effectiveness and efficiency

#### h. Strengthening Partnerships

To strengthen networks and expand opportunities, BUMDes Generasi Muda Batu Bini needs to build close collaboration with various parties. One important step is to establish networks with other BUMDes in the region or even outside the region. Through this network, knowledge and experience in BUMDes management can be shared together, so as to increase business capacity and effectiveness. In addition, close collaboration with the village government is crucial to ensure that every decision and program taken is in line with the interests of the community. Partnerships with cooperatives also need to be encouraged to expand market access for BUMDes products and obtain greater capital support

#### i. Increasing Community Role

To increase community participation in BUMDes activities, intensive and sustainable socialization needs to be carried out. This socialization aims to raise public awareness of the benefits of BUMDes for shared welfare and provide a clear understanding of how to actively participate. In addition, encouraging the formation of joint business groups can strengthen the synergy between the

community and BUMDes. By providing incentives for active communities, it is hoped that it can increase their motivation and enthusiasm in contributing to the development of BUMDes

#### j. Mature Planning

It is important for BUMDes to conduct regular SWOT analysis and prepare a detailed business plan. Through continuous monitoring and evaluation, BUMDes performance can be improved and adjusted to market dynamics.

## Conclusion

Most BUMDes managers do not have an educational background or relevant experience in business management. This causes difficulties in planning, implementing, and evaluating business programs. BUMDes are highly dependent on limited village budgets. The lack of working capital hinders business development and product diversification. Support from the village government and the community for BUMDes is still less than optimal. This is reflected in the low participation of the community in BUMDes activities and the lack of facilitation from the village government. In addition, there are still limited competent human resources, lack of access to market information, and tight business competition.

BUMDes Batu Bini Village has implemented several management strategies, such as business diversification into the agriculture, fisheries, and tourism sectors. In addition, BUMDes also collaborates with cooperatives and farmer groups to expand the marketing network. The business diversification strategy has proven effective in increasing BUMDes income. Cooperation with third parties also provides benefits in terms of access to capital and technology, but requires better coordination. These strategies aim to increase BUMDes income, empower the community, and contribute to village development.

## Recommendation

To improve the management and sustainability of BUMDes in Batu Bini Village, it is recommended to focus on strengthening human resource capacity through targeted training, increasing community and private sector involvement, and diversifying revenue sources through new business ventures. Additionally, improving financial management, enhancing access to capital, and developing partnerships with cooperatives and farmer groups will boost operational efficiency. A long-term strategic plan with clear goals, better marketing strategies, and stronger governance structures are essential for BUMDes' success. Policy advocacy for better support from local government and continuous monitoring will ensure the effective growth of BUMDes and contribute to community welfare.

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