



BUMDes Marketing Strategy to Encourage the Success of Tourism Villages

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Abstract

BUMDes or Village-Owned Enterprises have brought a village to national level achievement. The Ketapanrame Tourism Village is managed by BUMDes and has succeeded in obtaining high achievements in terms of utilizing the potential of natural beauty. The implementation of marketing strategies that have been carried out is a very important phenomenon to explain. This study focuses attention on the question "How can the marketing strategy successfully implemented by BUMDes bring a village with the potential for natural beauty to achieve national level achievement?" To answer this question, a qualitative approach was used through a case study of Ketapanrame Village Tourism. A series of observations on social media platforms and a series of interviews with tourism managers as representatives of BUMDes managers. The research results show that there are several factors that are the reasons for the successful implementation of tourism village marketing strategies. These factors include: participating in exhibitions as a form of non-digital promotion, utilizing social media platforms (Instagram, Facebook, Tik Tok, and YouTube) as digital promotional media, and participating in award events or championships to measure institutional quality in providing facilities and infrastructure. This study emphasizes the need to implement tourism village marketing strategies by BUMDes managers.

Keywords: *Marketing Strategy; BUMDes; Tourism Village*

1. Introduction

BUMDes or Village-Owned Enterprises have brought a village to national level achievement. Ketapanrame Village is located between Mount Penanggungan and Mount Welirang, a tourist village that has high achievements in successfully managing the potential for natural beauty. There are many alternative tourism options available, such as natural and educational tourism, creative/artificial tourism, and cultural tourism. Nature and educational tourism such as coffee plantation tours (coffee picking), Sumber Gempong rice field tours (planting rice, plowing rice fields), Nagami orange garden tours (orange picking), Dlundung waterfall. Creative or artificial tourism such as ghanjaran park tourism, rabbit park tourism, cultural tourism such as mayang rontek dance performances, pencak silat and bullan (interview with Saifudin, 2023). The management of a tourist village utilizing natural resources in the Ketapanrame area, Trawas, Mojokerto Regency succeeded in getting the first place award as the best tourist village at the 2023 Indonesian Tourism Village Award. Best Presenter Category Virtual Tour Festival Smart, Independent and Prosperous Tourism Village, East Java Province 2023. This phenomenon shows that the

implementation of appropriate and organized marketing strategies makes a tourist village based on a rice field environment capable of achieving many achievements that help increase the number of visitors and improve the economy of the local community .

Studies on the Ketapanrame Tourism Village have been carried out by many previous researchers. Most studies emphasize the strategy/governance of BUMDes in developing tourism village potential (Hikmah. 2019; Nia & Ertien. 2022; Cahyaningrum. 2022; Tia. & Irma. 2023). There have not been many studies that focus on the marketing strategy of Ketapanrame Village. Existing studies on Ketapanrame Village tourism tend to place more emphasis on local community participation (Tamianingsih. & Deby. 2022). There are not many studies regarding marketing strategies for the Ketapanrame Tourism Village. This is because previous research still focused on management and development, there have not been many studies that focus on discussing marketing strategy. On the other hand, marketing strategies to increase the number of visits to the Ketapanrame Tourism Village will greatly determine the success of BUMDes' goals in improving the economy of the local community.

This article aims to complement previous studies which were lacking in discussing marketing strategy. In particular, to reveal the manager's way of marketing the potential of the Ketapanrame Tourism Village, this article focuses on three important points that want to be explained, including; (1) what is the tourism marketing strategy for Ketapanrame Village (2) what is the natural tourism of Ketapanrame Village, and (3) what are the achievements of the Ketapanrame tourist village at the national level. The explanation of these three things provides knowledge about the reasons behind the phenomenon of increasing visitors to the Ketapanrame Tourism Village through marketing strategies. Apart from that, this also reveals how important the role of managers is in forming high-achieving tourist villages through improving the quality of facilities, which ultimately supports the success of the creative economy. These three things will be explained sequentially in the sub-chapters of this article.

This article is based on the argument that marketing strategy determines the success of managing a tourist village. A marketing strategy is said to be successful if it is able to provide satisfaction to customers (Heffi. 2015). Marketing is a social process in which individuals or groups obtain what they need and want by creating, offering, and freely exchanging products of value from others (Kotler. 2016). The success of village tourism management is determined by the strategy used. Marketing strategies in managing Tourism Villages by BUMDes require a holistic approach to increase attractiveness and sustainability. The use of social media and digital technology is the key to expanding reach, by creating interesting and relevant visual content. Active collaboration with local businesses and strategic partners can create comprehensive tourism packages. It is also important to emphasize sustainability, by educating visitors about environmentally and culturally friendly practices and promoting local, sustainable products. With this approach, the BUMDes marketing strategy can create tourist villages that are attractive, economically profitable, and have a sustainable positive impact on the local community. Therefore, in order for tourist villages to achieve good results, the successful implementation of the marketing strategy carried out by BUMDes is an absolute requirement.

2.Literature Review

2.1. Marketing Strategy

The tourism village marketing strategy is designed and carried out in an effort to achieve the vision of the tourist village itself. Marketing is a process in management and social activities in which individuals or groups of people obtain something needed through the creation, offering and exchange of valuable products/services to certain people/groups (Anang, et al. 2022). According to the American Marketing Association (AMA), marketing is the planning and implementation of product/service concept stages, determining offers, promotional activities, and distribution in order to provide satisfaction to

customers (Kotler & Keller, 2012). Strategy in marketing is a framework planned by business organizations in an effort to achieve their targets (Kotler & Armstrong, 2013). According to (Anang, et al. 2022) The strategy in marketing a tourist village is a plan to achieve tourism targets and influence tourists to be able to enjoy the various kinds of resources that a tourist village has, consisting of natural uniqueness, attractions and native traditions of the region. Based on this concept, it can be said that the right tourism village marketing strategy can increase tourist visits in order to fulfill the profits of business organizations.

2.2. Village Owned Enterprises (BUMDes)

Tourism in the Ketapanrame Tourism Village is under the supervision and management of the BUMDes tourism unit (Tamianingsih. & Deby. 2022). Village-Owned Enterprises (BUMDes) are village business institutions managed by the community and village government in an effort to strengthen the village economy and are formed based on village needs and potential (Jaka & Irni. 2019). According to (Irfan. 2018) In essence, BUMDes are established and managed with the principles of togetherness and mutual cooperation followed by a family spirit. The success of implementing the marketing strategy carried out by BUMDes, apart from the increasing number of visits, can also be seen from the achievements that have been achieved. Efforts to increase tourist visits can be done by always paying attention to and improving quality through tourist reviews. Real actions such as improving road accessibility, increasing tourist attractions, and providing tourism supporting facilities and infrastructure such as hotels and restaurants as well as reducing vehicle rental costs through a subsidy system (Buditiawan. 2021). BUMDes as the manager of Ketapanrame Village Tourism implements marketing strategies through participating in exhibitions, social media platforms Instagram, Facebook, Tik Tok, YouTube, and implementing a mutualistic symbiosis with television coverage parties.

2.3. Ketapanrame Tourism Village, Mojokerto Regency

A village is a legal community unit that lives in an area and has the authority to regulate the interests of its own community or household (Prayitno, Gunawan, & Subagiyo, 2018). Tourism is a journey undertaken and then returning to one's place of residence (Alinejad & Razaghi, 2012). According to (Gampo. Ayu. 2018) Tourism is described as a social activity which includes human behavior, use of human resources, interaction with other people, economics and the industrial environment. Ketapanrame Village is one of the villages in Mojokerto Regency which has an area of ±345,462 Ha with an altitude of 800-1,000 meters above sea level. Tourism in the Ketapanrame Tourism Village consists of Ghanjaran Park, Ghanjaran Park Rides, Sumber Gempong Rice Field Tour, and Dlundung Waterfall (Tamianingsih, and Deby. 2022).

3. Method

This research was conducted on Village-Owned Enterprises (BUMDes) in tourist villages in the Ketapanrame Village area, Trawas, Mojokerto Regency. This area has been carrying out the process of developing rice field tourism villages for quite some time through the field of natural tourism education. BUMDes was founded in 2001, involving purely local communities. Planning for the development of a Tourism Village in Ketapanrame Village, Mojokerto Regency has been around since 2007 by Zainul Arifin as Village Head for the first period (2007 – 2013). In 2016, the first tourist attraction unit was established to support the establishment of the Ketapanrame Tourism Village, this unit was named Ghanjaran Park. The construction of Ghanjaran Park was carried out from 2016 - 2018 when Zainul Arifin as Village Head for the second period received financial assistance of 5 billion from Mojokerto Regency. At the end of 2020, the construction of the Pujasera and Sumber Gempong was carried out with financial assistance of 50 million from East Java Province. The construction of the Pujasera and Sumber Gempong was completed in 2021, this year also saw the opening of the 2nd tourist attraction.

This research uses a qualitative descriptive case study approach as carried out by Creswell (2013). The study focused on the manager's experience with the expertise to plan marketing strategies used to increase visits. The object that is the target of the research is the implementation of marketing strategies for tourist villages. To gain a more comprehensive understanding of this case, apart from observing the object, it is also equipped with knowing the underlying reasons. Therefore, interviews were also conducted with the tourism manager of Ketapanrame Village as a representative of BUMDes members. The tourism managers who were interviewed explored their experiences regarding how to apply marketing strategies from the perspective of current developments that were considered good and in accordance with the needs of tourists when visiting.

The main informants for this research are BUMDes managers. The key informant in this research is the tourism manager as a representative of the Ketapanrame Village Tourism BUMDes. Tourism managers have been involved for a long time in planning and implementing marketing strategies for the Ketapanrame Tourism Village. This informant represents matters related to the success of increasing visits, and the economic welfare of the local community. Tourism managers are members who have joined the BUMDes management structure since 2010. Apart from these informants, there is secondary data obtained through social media platforms. Secondary data contains video content, photos and information about ongoing activities.

Data was collected through observation and in-depth interviews. Observations were made on content published by BUMDes content creators via the Instagram social media platform. Interviews were conducted in a structured manner with the tourism manager of Ketapanrame Village. Data was collected from November 2023 to December 2023. Next, the data analysis process was carried out by referring to the Creswell (2013) analysis model through three stages of analysis, including; First, the process of reducing data by rearranging the data that has been collected into a more systematic form based on the categorization that has been designed. Second, the process of verifying the data in order to conclude the data based on the reduced data categorization. Third, the process of displaying data through descriptions of the data that has been obtained and then displayed in the form of interview quotes and photographs is an important finding in this study. From these three processes, the data analysis process was then carried out inductively as a basis for interpreting the data. Interpretation begins by restating the data according to the current conditions, situation and socio-cultural context of society. The stages and analysis techniques used in this study make it possible to formulate a conclusion regarding the success of implementing marketing strategies to increase the number of tourist visits and improve the creative economy of local communities.

4. Results

4.1. Ketapanrame Village Tourism Marketing Strategy

The marketing strategy carried out by BUMDes managers starts from taking part in exhibitions both held by the Culture and Tourism Department (Disbudpar) of East Java Province and Mojokerto Regency as well as Community and Village Empowerment (PMD) of the Province and Regency DPMD. Exhibition in Sumenep Madura 2023, East Java Fest 2023, Disbudporapar Kab Exhibition. Mojokerto in June 2023. Exhibition in Madiun in July 2023, and cast at Royal with PMD East Java Province. Apart from that, the marketing strategy used by BUMDes for Ketapanrame Village tourism is marketing through social media such as: Instagram, Facebook, Tik Tok and YouTube. The manager of the Ketapanrame Village tourism BUMDes provides good and open treatment to television parties who want to provide coverage for television programs, such as: the Trace of Children of the Country program from Channel Trans7. The following table contains the Ketapanrame Village Tourism marketing strategy implemented by BUMDes.

Table 1. Ketapanrame Village Tourism marketing strategy through participation in exhibitions

	
<p>Picture 1. Exhibition in Sumenep Madura 2023 (photo: Syaifudin)</p>	<p>Picture 2. Exhibition at the Jatim Fest 2023 Event (photo: Syaifudin)</p>

Table 2. Ketapanrame Village Tourism Marketing through participation in exhibitions

		
<p>Picture 3. District Disbudporapar Exhibition. Mojokerto in June 2023. (photo: Syaifudin)</p>	<p>Picture 4. Exhibition in Madiun in July 2023. (photo: Syaifudin)</p>	<p>Picture 5. Actors at Royal with PMD East Java Province. (photo: Syaifudin)</p>

Table 3. Marketing via the social media platform Instagram



Table 4. Marketing via the social media platform Facebook

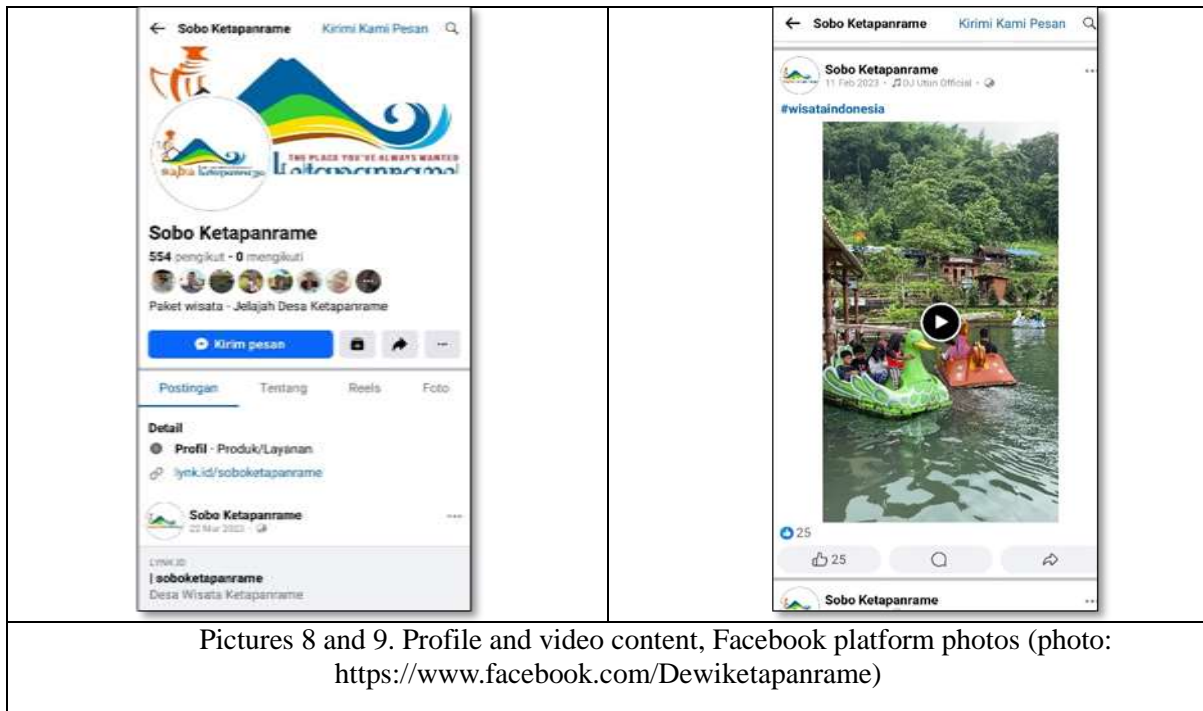
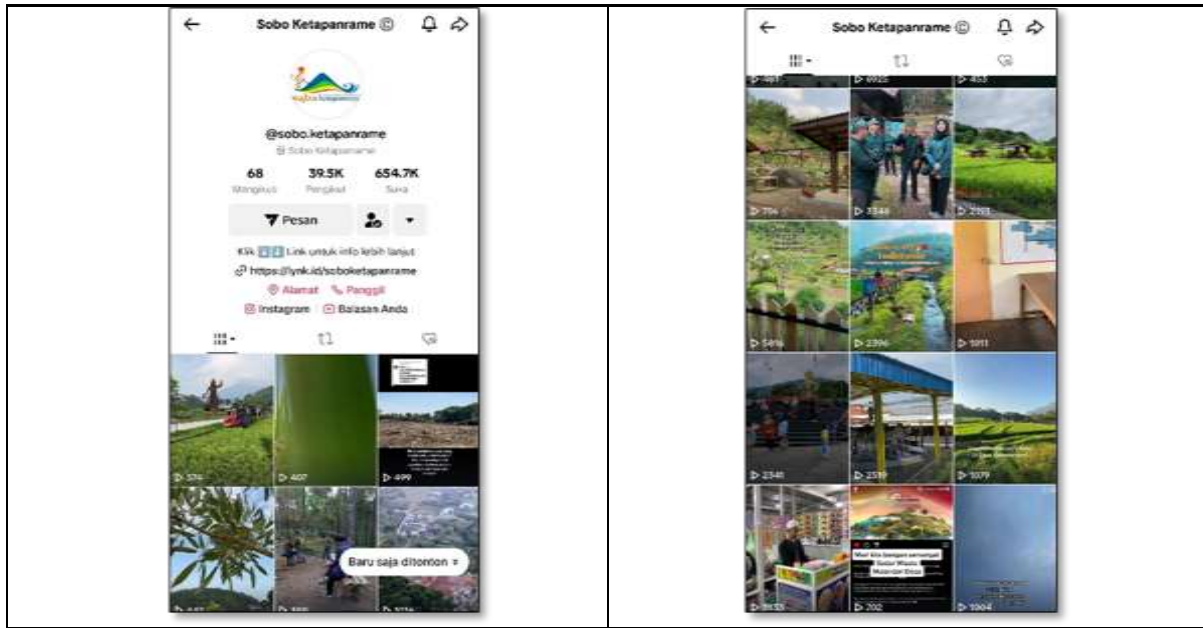
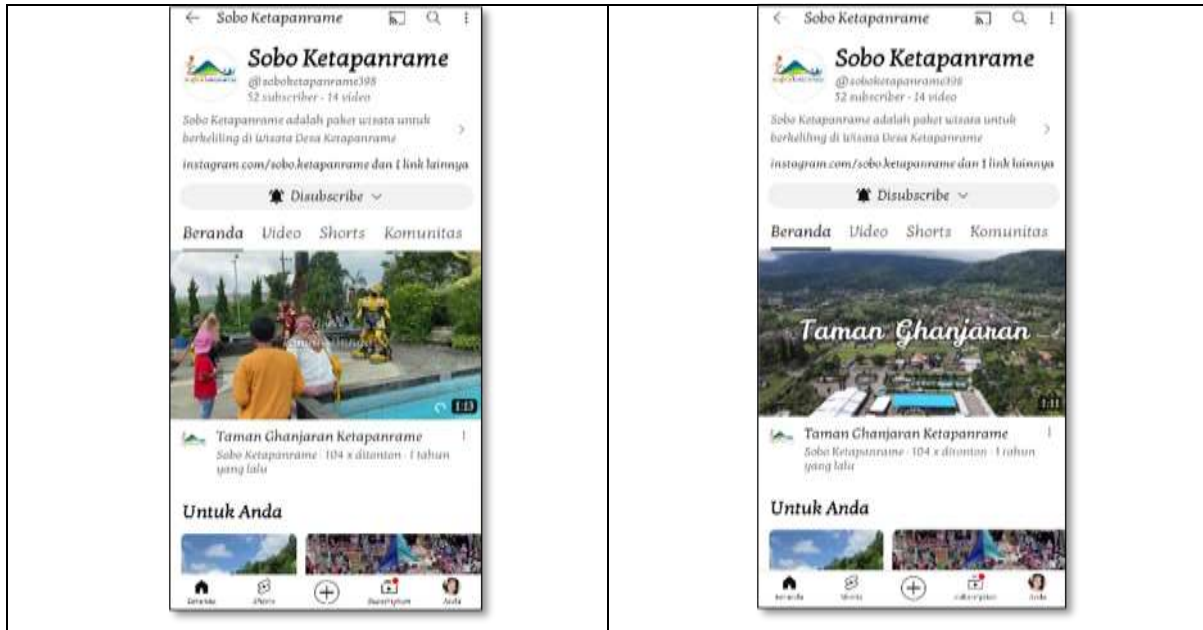


Table 5. Marketing via the Tik Tok social media platform



Pictures 8 and 9. Profile and video content, photos of the Tik Tok platform (photo: <https://www.tiktok.com/@sobo.ketapanrame>)

Table 6. Marketing via the YouTube social media platform



Pictures 10 and 11. Profile and video content, YouTube platform photos (photo: <https://youtube.com/@soboketapanrame398>)

Table 7. Ketapanrame Village Tourism Marketing through a symbiotic mutualism system



4.2. Ketapanrame Village Natural Tourism

Ketapanrame village is located between Mount Penangungan and Mount Welirang. Ketapanrame Village is divided into three hamlets consisting of Ketapanrame Hamlet, Sukorame Hamlet, and Slepri Hamlet. The three hamlets have their own Typical Village Land (TKD), but the TKD which is currently being used for the tourism sector is in Ketapanrame Hamlet. There are many alternative tourism options available, such as natural and educational tourism, creative/artificial tourism, and cultural tourism. Natural and educational tourism such as exploring coffee plantations (coffee picking), Sumber Gempong rice field tourism (planting rice, plowing rice fields), creative or artificial tourism such as Ghanjaran Park tourism, rabbit park tourism, cultural tourism such as Mayang Rontek dance performances, Pencak Silat and bull.

Planning for the development of a Tourism Village in Ketapanrame Village, Mojokerto Regency has been around since 2007 by Zainul Arifin as Village Head for the first period (2007 – 2013). In 2016, the first tourist attraction unit was established to support the establishment of the Ketapanrame Tourism Village, this unit was named Ghanjaran Park. The construction of Ghanjaran Park was carried out from 2016 - 2018 when Zainul Arifin as Village Head for the second period received financial assistance of 5 billion from Mojokerto Regency. At the end of 2020, the construction of the Pujasera and Sumber Gempong was carried out with financial assistance of 50 million from East Java Province. The construction of the Pujasera and Sumber Gempong was completed in 2021, this year also saw the opening of the 2nd tourist attraction.

Apart from offering natural educational tourism with beautiful views, Ketapanrame Village Tourism also provides merchandise from MSMEs. The merchandise being marketed ranges from t-shirts with screen-printed logos or Sobo Ketapanrame writing with regular t-shirt models to the latest t-shirt models (crop tops), there is also Banggoel coffee which is processed coffee from the Ketapanrame Tourism Village coffee plantation. Increasing the number of visits also has a positive impact on the local community's economic sector in the field of homestay rentals. Apart from these areas, one example of local community welfare can be observed through the investment system in the Sumber Gempong rice field tourist attraction. The BUMDes implement a percentage system and build huts for rice field owners whose land is affected by tourism, the percentage is 10% of the entrance ticket with an average of around 600-1.5 million/month per hut owner. The following are tables 4 and 5, which contain tourist attractions in Ketapanrame Village and MSME products.

Table 8. Ketapanrame Village tourist attractions based on nature and education

	
<p>Picture 14. Exploring coffee plantations and picking coffee. (photo: https://www.instagram.com/sobo.ketapanrame/)</p>	<p>Picture 15. Plowing rice fields in Sumber Gempong. (photo: https://www.instagram.com/sobo.ketapanrame/)</p>

Table 9. Ketapanrame Village tourist attractions are artificial or creative based

	
<p>Picture 16. Ghanjaran Park (photo: https://www.rumah123.com/explore/)</p>	<p>Picture 17. Rabbit Park (Photo: https://www.instagram.com/sobo.ketapanrame/)</p>

Table 10. Ketapanrame Village tourist attractions based on cultural tourism in the Mojokerto area

 <p>Seni Tari Mayang Rontek</p>	 <p>Kesenian Bantengan</p>
<p>Picture 18. The art of the mayang rontek dance (Photo:https://www.instagram.com/sobo.ketapanrame/)</p>	<p>Picture 19. Bantengan performance art (Photo:https://www.instagram.com/sobo.ketapanrame/)</p>

Table 11. Examples of Ketapanrame Village tourism MSME products

	 <p>Produk UMKM Kopi Banggoel</p>
<p>Picture 20. Sobo ketapanrame logo screen-printed t-shirt (Photo:https://www.instagram.com/sobo.ketapanrame/)</p>	<p>Picture 21. Banggoel coffee processed from coffee plantations in Ketapanrame tourist village (Photo:https://www.instagram.com/sobo.ketapanrame/)</p>

4.3. National Level Ketapanrame Tourism Village Achievements

Since 2021, Ketapanrame Village has been a participant in the Indonesian Tourism Village Award (ADWI) event. The condition of village tourism which still has several deficiencies in the field of facilities and infrastructure means that the Ketapanrame Tourism Village has not received a nomination in the ADWI event in 2021 - 2022. The knowledge and experience of BUMDes participating in the ADWI event in 2021 - 2022 is a motivation for improving or building village tourist area facilities Ketapanrame, so that in 2023 it will receive an award in the category as Best Tourist Village. The Best Tourist Village category is a category that has just been published at ADWI 2023 (best of the best) as an award for the

best tourist village that meets the assessment in 5 categories at once. ADWI's 5 category assessments include: 1) Institutional and JSE, 2) Digital and creative content, 3) Homestay and public toilets, 4) Visitor attraction, 5) Souvenirs.

Another achievement also achieved by Ketapanrame Village tourism, First place and favorite winner in the category of Advanced / Independent Village, Archipelago Tourism Village 2023. Award for the winner of the Best Presenter Category of the Virtual Tour Festival, Smart, Independent and Prosperous Tourism Village, East Java Province 2023. This phenomenon shows that The implementation of appropriate and organized marketing strategies makes a tourist village based on a rice field environment capable of achieving many achievements that help increase the number of visitors and improve the economic prosperity of the local community. Besides that, The success of implementing a marketing strategy can be seen from the level of number of tourists visiting. The level of number of tourist visits can be observed from satisfaction through reviews given by tourists. The BUMDes tourism unit management also always tries to provide the best service through improving facilities and infrastructure. Comparison of the number of visitors between before and after getting ADWI, before getting ADWI visitors reached 30,000 – 50,000 people per month. After getting ADWI visitors increased by 5% – 10% per month. The following are tables 6 and 7 which contain the achievements of Ketapanrame Village Tourism and the estimated results of the number of tourists visiting each month.

Table 12. Achievements of the Ketapanrame Tourism Village

		
<p>Picture 22. Indonesian Tourism Village Award (ADWI) 2023 in the category of Best Tourism Village. (Photo: https://www.instagram.com/sobo.ketapanrame/)</p>	<p>Picture 23. First winner and favorite winner in the 2023 Advanced Village / Independent Archipelago Tourism Village category. (Photo: https://www.instagram.com/sobo.ketapanrame/)</p>	<p>Picture 24. Winner of the Best Presenter Category at the Smart, Independent and Prosperous Tourism Village Festival, East Java Province 2023 (Photo: https://www.instagram.com/sobo.ketapanrame/)</p>

Table 13. Estimated results of the number of tourist visits per month

Average Number of Tourists Per Month			
Percentage Increase	5%	8%	10%
Initial Amount			
30,000	31,500	32,400	33,000
40,000	42,000	43,200	44,000
50,000	52,500	54,000	55,000

5. Discussion

This research shows that the success of implementing a marketing strategy has several factors, namely, driving Pictures, community involvement, unique location, and adequate infrastructure, as identified by Hemas and Asnawi (2013), and Asep, et al (2023). These findings complement previous research, this study shows marketing strategies in three different ways. First, the implementation of the BUMDes marketing strategy occurs through participation in exhibitions as a promotional event, both at regional and national levels. Second, implementing the BUMDes marketing strategy through the use of social media platforms Instagram, Facebook, Tik Tok and YouTube, in line with technological developments and consumer trends which are increasingly turning to digital platforms, which is very helpful in expanding marketing reach. Third, implementing the BUMDes marketing strategy through a mutualistic symbiotic system with television is also an effective strategy in increasing visits and the image of tourist villages.

The successful implementation of marketing strategies managed by BUMDes has increased the achievements of the Ketapanrame Tourism Village from regional to national, thereby bringing many positive impacts to the local community. The implementation of this marketing strategy has continued since the inception of BUMDes and tourist village objects until now, the unique local wisdom of each village is part of the diversity of potential in each village which can be used as part of supporting community empowerment and as a way of preserving the traditional culture of a the village itself (Irfan. 2018). This context indicates that the implementation of the BUMDes marketing strategy in the Ketapanrame Tourism Village has become a generator of the creative economy of the local community. KThe successful management of the Ketapanrame Tourism Village BUMDes in utilizing village resources, with potential strategic areas, especially rice fields, can become a model for other villages that have similar potential.

The successful implementation of the BUMDes marketing strategy observed in the Ketapanrame Tourism Village was influenced by village officials, especially the Village Head, and the Head of the local village tourism manager. The selection of leaders in a region must be well thought out by the people, because the sustainability of the region depends on how the leader manages it. The Village Head and Head of Tourism Village Management must of course really understand the potential of the village. Village potential management will run according to community needs. The aim of this management effort is to maintain natural beauty and improve community welfare. Apart from that, support from the government such as the Mojokerto Regency Youth Sports Culture and Tourism Department (DisPoraBudPar) is also very important for the progress of tourist villages.

In this case, the tourism village marketing strategy is a crucial step in realizing the vision carried out by the village. Within the framework of the marketing concept, a management and social process is involved in which individuals or groups personally seek to obtain something desired through the creation, offering and exchange of products or services that have value for certain groups as stated by (Anang et al., 2022)., Thus, Village-Owned Enterprises (BUMDes) as tourism managers have designed inclusive marketing strategies. With a multichannel approach, Ketapanrame Village BUMDes has succeeded in increasing its visibility and tourist attraction, creating positive experiences for tourists, and strengthening the village economy.

Conclusion

The most important finding of this research is thatThe Ketapanrame Village Tourism Manager (BUMDes) implements an inclusive marketing strategy. Participation in regional exhibitions as a form of non-digital marketing strategy and use of social media as a form of digital marketing strategy. The success of BUMDes in implementing tourism village marketing strategies has a sustainable positive impact.Tourism marketing in villages has become more organized. Tourist villages become developed and famous through their potential natural beauty. Able to deliver tourist villages to achieve achievements at the national level. Another positive impact is improving the economy of the local communitythrough merchandise sales, local coffee, and homestay rentalswith the increasing number of tourist visits.

This research complements other studieturnist villages that previously existed. So far, the marketing strategy for Ketapanrame Tourism Village has not been studied much. This knowledge can be used to develop marketing governance in tourist villages. Tourism village managers who design marketing strategies must also study marketing strategies from tourist villages whose achievements have been proven. Likewise, the community who participates in the development process also needs to be educated regarding matters related to services. Practically, BUMDes managers need to collaborate with agencies providing travel services or travel service platform. There needs to be research for marketing strategies through travel service platforms.

This research has limitations in terms of variables and informants. This research only examines two variables of the BUMDes marketing strategy for the Ketapanrame tourist village, namely participation in regional exhibitions and the use of social media. There is still one variable that determines the success of a marketing strategy, namely establishing collaboration with travel service platforms. Travel services will help provide a variety of information about the advantages of a village's tourist attractions, which will also be a connecting bridge between tourists and accommodation service providers, restaurants, adventure tour operators, tourism operators and others. Therefore, further research is still needed regarding collaboration with travel service platforms as a form of BUMDes marketing strategy in order to achieve more comprehensive research results.

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