

Communication Strategy of Bumdes Sarwada Amertha in the Management of Taro Tourism Village towards Independent Tourism Village

Ida Bagus Ketut Surya^{1*}, Ida Ayu Anggreni Suryaningsih²

¹Udayana University, Indonesia

²Triatma Mulya University, Indonesia

*Corresponding Author: idabgssurya@unud.ac.id

Abstract: This study discusses the communication strategy carried out by BUMDes Sarwada Amertha in managing Taro Tourism Village towards an independent tourism village. The communication strategy used is to use the POAC management communication strategy method, the purpose of this study is to find out how the communication strategy knows the audience, determines goals, compiles messages and establishes methods and media. Data obtained through observation and in-depth interviews. The authors took three informants to supplement the research data. The conclusion of this study are (1) Planning, BUMDes Sarwada Amertha plans to maximize the visits of tourists who come to Taro Tourism Village every month and intensify promotions both conventionally and through online media. (2) Organizing, in managing existing business units, BUMDes Sarwada Amertha has a management organizational structure. (3) Actuating, BUMDes manager Sarwada Amertha implements the work plan well in order to achieve the existing vision and mission. (4) Controlling, BUMDes Sarwada Amertha as a legal umbrella that accommodates all tourist attractions in Taro Tourism Village. it can be concluded that the communication strategy carried out by BUMDes Sarwada Amertha in the management of Taro Tourism Village as an independent tourism village by carrying out a communication strategy using POAC management principles.

Keywords: BUMDes, Communication Strategy, POAC, Taro Tourism Village.

History Article: Submitted 23 February 2023 | Revised 10 December 2023 | Accepted 16 December 2023

How to Cite: Surya, I. B. K., & Suryaningsih, I. A. A. (2023). Communication strategy of Bumdes Sarwada Amertha in the management of Taro tourism village towards independent tourism village. *International Journal of Green Tourism Research and Applications*, 5(2), 107-114. <https://doi.org/10.31940/ijogtra.v5i2.92-99>

Introduction

In accordance with the mandate of Law Number 6 of 2014 concerning Villages, the Government will allocate Village Funds, through a transfer mechanism to regencies/cities. The momentum of the launch of Law Number 6 of 2014 concerning Villages and which was then followed by the Regulation of the Minister of Villages for Development of Disadvantaged Regions and Transmigration Number 4 of 2015 concerning the Establishment, Management and Dissolution of Village-Owned Enterprises, can be expected to encourage villages to manage existing resources in the village, including the economic development of their communities. One way to manage the economy of the village community is by forming Village-Owned Enterprises (BUMDes).

Rural communities can take advantage of village funds provided for community independence and empowerment. One of the programs used as a national movement is to realize 5,000 independent villages from the village funds provided through BUMDes. The goal is for villages to easily develop an economy that is expected and

can boost the welfare of rural communities (Kompas.com, 2015). BUMDes is expected to be one of the pillars of activities in the village that functions as a social and commercial institution. As a social institution, BUMDes must side with the interests of the community through their contribution to the provision of social services, while as a commercial institution it aims to seek profits through the offering of local resources (goods and services) to the market. With the passing of Law Number 6 of 2014 concerning Villages, villages are given a great opportunity to take care of their own governance and the implementation of development to improve the welfare and quality of life of rural communities. In addition, the village government is expected to be more independent in managing the government and various natural resources owned, including the management of finances and wealth owned by the village. So big is the role accepted by the village, of course, it is accompanied by great responsibility as well. Therefore, the village government must be able to apply the principle of accountability in its governance, where all endings of village government activities must be accountable to the village community in accordance with the provisions (BPKP, 2015).

BUMDes in its operationalization is supported by village monetary institutions (financing units) as units that carry out financial transactions in the form of credit and deposits. If economic institutions are strong and supported by adequate policies, then economic growth accompanied by equitable distribution of assets to the people at large will be able to overcome various economic problems in rural areas. The potential for the development of village business units will accelerate the village economic movement so that it is achieved in accordance with the mandate of the Village Law.

The villagers have now begun to manage the village independently. Utilizing the potentials of the village to be developed. Developing the potentials of the village to benefit the village and its community. Even if the village itself is managed and utilized properly and correctly, the village will develop. Currently, there are many villages that manage BUMDes because of the many benefits felt by the community. One of the benefits of managing BUMDes is as a boost to the original income of the village and as a place to exchange information between fellow villagers regarding income, businesses or the sustainability of their business.

According to (Cangara, 2013:33), communication is a process of conveying messages or information from the communicator to the communicant which later the communicator and the communicant have the same understanding of information. Communication is said to be effective if the sender and recipient of the message understand the message that has been conveyed. The four functions of communication (Verdeber 2015:17) are social communication, expressive communication, ritual communication and instrumental communication. Meanwhile, communication strategies in management management (Effendy, 2013: 300) are planning, organizing, actuating and controlling.

One of the BUMDes that has succeeded in developing its business unit is a Village-Owned Enterprise in Taro Tourism Village. BUMDes Sarwada Amertha is a BUMDes owned by Taro Gianyar Tourism Village, Bali. BUMDes Sarwada Amerhta had a permit in 2017, then began to be active again during Covid-19 in early 2020. This is used as a moment to focus more on BUMDes managers because it coincides with the arrival of all local residents in Taro Village who return to the village.

Taro Tourism Village is one of the Tourism Villages that has the oldest history in Bali. Taro Tourism Village is an old village in Bali that is rich in stories and cultural relics of the past. The existence of this village is closely related to the visit of a powerful man in the past from East Java to Bali around the 8th century. Taro Tourism

Village has a green and beautiful nature. The cool air and trees make the atmosphere shady. As well as residents' houses with the characteristics of traditional Balinese houses. In addition to enjoying the natural atmosphere, taro tourism village also has a lot of cultural value that can be an interesting source of knowledge for visitors to the tourist village.

The uniqueness of Taro Tourism Village makes the business of BUMDes Sarwada Amertha dare to continue to develop and advance the economy of Taro Tourism Village. The success of Taro Tourism Village is of course due to the proper management and utilization of the village's potential. The community in Taro Tourism Village also uses digitalization to develop business units from Sarwada Amertha. Digital media is also one of the communication strategies to introduce Taro Tourism Village and BUMDes Sarwada Amertha to the public. Through the research background above, this research will examine the communication strategies carried out by BUMDES in supporting tourism development in Taro Tourism Village.

Methodology

This research uses a descriptive qualitative approach. Because descriptive research is used to explain an event so that the researcher can know the real facts. Qualitative method research with a descriptive approach is a technique or method to examine facts descriptively on the phenomenon under study (Convelo G. Cevilla, et al.(2013). Descriptive research will explain or show the events studied and there is no need to test relationships and test hypotheses (Rakhmat, 2018: 24).

The reason why the researcher conducted the research using this method was because the researcher wanted to explain the communication strategy carried out by BUMDes Sarwada Amertha in Taro Tourism Village. The communication strategy carried out is by utilizing digital technology and social media as one of the strategies to advance business units, especially tourist attractions in Taro Tourism Village owned by BUMDes. Researchers will describe how the communication strategy of BUMDes Sarwada Amertha in an effort to manage Tero Tourism Village so that it is expected to get a greater turnover every year. In this qualitative research, researchers try to find as much information as possible through the management of Village-Owned Enterprises to be studied. The resource person will be asked to describe how the communication strategy in managing Taro Tourism Village and the role of BUMDes in advancing Taro Tourism Village.

The subject of research in this study is the manager of BUMDes Sarwada Amertha Taro Tourism Village. In the search for informants, the author initially determined the informant criteria needed to then share how the communication strategy of BUMDES Sarwada Amertha in the management of Taro Tourism Village. After getting the pre-research results, the researchers selected several informants, namely the director of BUMDes Sarwada Amertha, Pokdarwis Taro Tourism Village, Secretary of BUMDes and Admin of BUMDes.

Indepth interview techniques were conducted in this study. Interviews were conducted with BUMDes and Pokdarwis managers, as well as interviews with BUMDes admins who are holders of social media accounts in Taro Tourism Village such as Instagram, Facebook, TikTok, Youtube and websites. The reason why researchers choose these sources to interview is because these people have important positions and have information about this research.

The research was analyzed using descriptive qualitative then interpreted using POAC analysis and supplemented with data obtained from observations during the

interview. The data source in this research uses primary data originating from interviews with related informants.

Results and discussions

Results

BUMDes Sarwada Amertha Taro Village means "Sarwada" means all-round while "Amertha" means life or eternity. Sarwada Amertha means all-rounder for the well-being of life. This is in line and relevant to the history of the name of Taro Village, namely Taro Sarwada, in the future it is hoped that through BUMDes Sarwada Amertha will be able to prosper the people of Taro Village. The vision of BUMDes Sarwada Amertha is "Through BUMDes Together We Build Villages". (Interview, January 25, 2023).

BUMDes Sarwada Amertha was established in 2014 with an initial capital of Rp.1,015,266,000,- . This BUMDes has experienced a significant increase in assets from year to year. Currently, it has adopted computerized and digital systems, either for making deposits or reporting. BUMDes Sarwada Amertha has four business units, namely (1) a stall business unit that serves all the needs of the community and also as a central market for all UMKM products in Taro Village, (2) a savings and loans business unit, this unit is able to provide business capital stimulation for the people of Taro Village, especially UMKMs who want to develop their business sustainably, (3) TPS3R waste management unit in Taro Village, This unit organizes all waste in Taro Village, so the valuable output is organic waste into fertilizer, non-organic into crafts then resold and residual waste is reprocessed into souvenirs, all of which are of economic value and distributed by BUMDes, (4) tourism village units, this unit accommodates, embraces and establishes cooperation through MOU with all tourist attractions in Taro Tourism Village. In addition, BUMDes Sarwada Amertha also serves cash or non-cash transactions between banks that establish interbank cooperation as agents of BRI-Link and also facilitate people who want to apply for people's business loans or KUR to banks. BUMDes also serves tax payment services or vehicle samsat, so that all people can easily and efficiently get services at BUMDes. Photocopy printing services are also served at this BUMDes, although it is still on a small scale but is quite capable of serving the needs of the community in Taro Village, in the future it is hoped that it will be able to develop it again into a new unit, namely printing and screen printing. (interview, January 25, 2023).

BUMDes Sarwada Amertha Taro Village also received various CSR assistance, establishing partnerships with several third parties, this is an effort to spread its wings and strengthen business relationships in a sustainable manner. The existence of BUMDes is able to open up many job opportunities and open new job opportunities, effectiveness and creativity increase, as well as a growing economy and a prosperous society. (Interview, January 25, 2023).

Discussions

POAC Analysis (Planning, Organizing, Actuating, Controlling)

1. Planning

BUMDes Sarwada Amertha made a plan in managing Taro Tourism Village by collecting all the produce and UMKM products from 14 banjars in Taro Tourism Village then used as one point of sale, namely at BUMDes Sarwada Amertha. Currently, only a few UMKM businesses can be accommodated by BUMDes in the form of the results of the Dwi Tunggal Putri Taro Village peasant women's group such as keladi chips, taro

and plantain, red ginger tea, real coconut oil without mixture, sambel embe taro and several types of jams with various flavors. In the future, BUMDes Sarwada Amertha has the idea to accommodate more produce and UMKM in all areas of Taro Village that can be promoted and then sold to be used as souvenirs for tourists who come to visit. The case in terms of accommodating are explained by Director Bumdes Sarwada Amertha, namely:

"Because the area of our village is quite large and the population here is 60% farmers who still implement an organic farming system without pesticides, if from the products produced, it is certain that our village has good quality, but because the area of this village stretches from north to south, so the communication process is sometimes constrained, so for the northernmost agricultural area that is close to kintamani it is sometimes difficult for us to facilitate" (interview, January 25, 2023)"

In addition of BUMDes, which always collaborates with Pokdarwis regarding market share segmentation that visits Taro Tourism Village, plans to bring in visitors from all over or family. Explained by Mr. I Wayan as Director of BUMDes Sarwada Amertha,

"Taro Tourism Village is an old village concept where tourists who come can feel the authenticity of the real Bali Old Village, in the future we want to welcome elderly tourists to be able to feel how peaceful our village is, so that these elderly tourists can come to Taro Tourism Village to calm down and enjoy the natural landscape". (Interview, January 25, 2023)

2. Organizing

In managing several business units of BUMDes Sarwada Amertha formed an organizational structure to make it easier to organize business units according to the duties of each section. In BUMDes, it has the highest organizational structure, namely MUSDES (village deliberation), village deliberation has the highest position, because this deliberation represents all the aspirations and inputs of the 14 Banjar Adat and Dinas in Taro Village. This deliberation is held once a year. Then under MUSDES there is an advisor who is the Father of Taro Village Perbekel, Supervisory Board, Director, Secretary, Treasurer, then followed by four unit managers from four businesses managed by BUMDes, the last one is the BUMDes admin who holds all social media accounts owned by Taro Village related to promotion and social media content.

Related to the employees at BUMDes Sarwada Amertha, all employees are local communities living in Taro Village. The employee selection process is carried out by the director of BUMDes himself who is assisted by the secretary. The duties and responsibilities of each employee are also stated in the job description and work SOP that has been formed at BUMDes by Mr. Perbekel together with the Director of BUMDes.

The admin of BUMDes Sarwada Amertha plays a fairly important role in terms of promotion, including promotions about Taro Tourism Village. In addition to using Instagram, Youtube, Facebook and TikTok, the admin of BUMDes Sarwadha Amertha who is also the admin of Taro Tourism Village also uses Google Business. So that visitors can write their reviews about Taro Tourism Village and visitors easily search for Taro Tourism Village on the internet with the keyword "Taro Tourism Village". On the internet, it is clearly stated about the opening hours, opening days, addresses and also the numbers that visitors can contact. (Interview Results, 2023)

3. Actuating

After planning and having a good organizational structure, then in carrying out the work must also be optimal. Every employee or HR is expected to work in accordance with their duties in order to achieve the vision and mission that has been formed. According to the planning that has been made, BUMDes makes a communication strategy plan to manage Taro Tourism Village in various ways. Before making a strategy, BUMDes compiled a message so that the community would get to know Taro Tourism Village by doing verbal communication, namely word of mouth. In addition to this, self-marketing is also always urged by the Director of BUMDes and POKDARWIS to promote Taro Tourism Village through existing social media. Marketing strategies using digital marketing are very effective today. The same thing was also conveyed during an interview with the Director of BUMDes:

"We always urge our community to promote this village through the social media they have, whether it is customs, culture, nature or superior products in Dea Wisata Taro, by helping us to participate in promoting this village, it will certainly have the effect of being known as Taro Tourism Village as an authentic old village" (Interview Results, 2023)

When viewed from the long history of the development of Taro Tourism Village, that this village has been widely recognized as a tourist village that has always been active in many activities. Award after award was also widely won at the local, regional and national levels. But here, communication strategies in terms of marketing are still being promoted to anesthetize tourists who if visiting Ubud not only know Tengallang and its surroundings, but also remember that there is an old Balinese village that is still authentic to visit.

4. Controlling

Village-Owned Enterprises (BUMDes) Sarwada Amertha Taro Village always carry out controlling activities. This is done to help supervise the activities and progress of the activities carried out by the managers of each business unit. To control the running of business units in BUMDes Sarwada Amertha, BUMDes usually holds meetings of members and officials once a month. However, the controlling carried out per business unit depends on each manager or unit leader.

This was conveyed by Mr. I Wayan Kerta as Director of BUMDes Sarwada Amertha, namely:

"We from the BUMDes management always supervise or control all business units under the auspices of BUMdes, if meetings are not possible to be held every month because there are many activities such as holidays, we will immediately meet the managers or frontmen in each business unit, in order to accommodate what is lacking, what is the improvement for each business unit". (Interview Results, 2023)

In addition to controlling which is carried out in every business unit under BUMDes. Controlling is also carried out regarding all objects in Taro Tourism Village, control related to the number of tourist arrivals in each tourist attraction will be collected directly by the BUMDes admin. So if there are tourists who want to go to one of the tourist attractions in Taro Village, then, first of all, they must come to BUMDes then buy tickets, then from BUMDes will direct to go to several tourist attractions according to the direction of BUMDes. It can be said that the number of tourists who come to tourist attractions in Taro Tourism Village both domestically and internationally will be directly controlled by the BUMDes Sarwada Amertha itself.

Conclusions

Based on the results of the research that has been described, it can be concluded that the communication strategy carried out by BUMDes Sarwada Amertha in the management of Taro Tourism Village as an independent tourism village by carrying out a communication strategy using POAC management principles as follows.

First, *Planning*. BUMDes Sarwada Amertha made a plan in managing Taro Tourism Village by collecting all the produce and UMKM products from 14 banjars in Taro Tourism Village then used as one point of sale, namely at BUMDes Sarwada Amertha. In the future, BUMDes Sarwada Amertha has the idea to accommodate more produce and UMKMs in all areas of Taro Village that can be promoted and then sold to be used as souvenirs for tourists who come to visit. In addition, regarding the market share of visits, BUMDes, which always collaborates with Pokdarwis regarding market share segmentation visiting Taro Tourism Village, plans to bring in visitors from all over or family including the market share of the elderly to do healing or inner peace in Taro Tourism Village.

Second, *Organizing*. In managing several business units of BUMDes Sarwada Amertha formed an organizational structure to make it easier to organize business units according to the duties of each section. In BUMDes, it has the highest organizational structure, namely MUSDES (village deliberation), advisor who is Mr. Perbekel Desa Taro, Supervisory Board, Director, Secretary, Treasurer, then followed by four unit managers from four businesses managed by BUMDes, namely warung business units, savings and loans business units, waste management business units and tourism village management units.

Third, *Actuating*. Every employee or HR is expected to work in accordance with their duties in order to achieve the vision and mission that has been formed. According to the planning that has been made, BUMDes makes a communication strategy plan to manage Taro Tourism Village in various ways. Before making a strategy, BUMDes compiled a message so that the community would get to know Taro Tourism Village by doing verbal communication, namely word of mouth. In addition, self-marketing is also always urged by the Director of BUMDes and POKDARWIS to promote Taro Tourism Village through existing social media.

Fourth, *Controlling*. To control the running of business units in BUMDes Sarwada Amertha, BUMDes usually holds meetings of members and officials once a month. Control regarding the number of tourist arrivals in each tourist attraction will be collected directly by the BUMDes admin. So if there are tourists who want to go to one of the tourist attractions in Taro Village, then you must first come to BUMDes then buy a ticket.

References

- Alfirdausi, A. A., & Riyanto, G. (2019). The role of village owned enterprises (BUMDes) on efforts to increase original village income (Pades) and village community welfare (Case study on tirta mandiri BUMDes in Ponggok village, Polanharjo district, Klaten regency). *Journal of Applied Economics in Developing Countries*, 4(2), 64-71.
- Alfarisi, S., Sujianto, S., & Heriyanto, M. (2017). IMPLEMENTASI PERATURAN DAERAH TENTANG BADAN USAHA MILIK DESA (BUMDes). *JIANA (Jurnal Ilmu Administrasi Negara)*, 15(2), 279-287.
- Ardianto, E. (2005). *Komunikasi Massa: Sebuah Pengantar*. Bandung: Simbiosis Rekatama Media.

- Ardianto, E. & Q-Anees, B. (2007). *Filsafat Ilmu Komunikasi*. Bandung: Simbiosis Rekatama Media.
- Arifin, A. (2010). *Strategi Komunikasi*. Bandung: Armico.
- Bustaman, B., Amalia, E., & Jalaluddin, J. (2018). A Performance Analysis of Village Fund Management: A Case Study in Lut Tawar District–Indonesia. *Journal of Accounting Research, Organization and Economics*, 1(2), 112-121.
- Budiono, P. (2015). Implementasi Kebijakan Badan Usaha Milik Desa (Bumdes) Di Bojonegoro (Studi di Desa Ngringinrejo Kecamatan Kalitidu Dan Desa Kedungprimpen Kecamatan Kanor). *Jurnal politik muda*, 4(1), 116-125.
- Cangara, H. (2013). *Pengantar Ilmu Komunikasi: 5th edition*. Jakarta: Raja Grafindo Hafied Cangara
- Effendy, O.U. (2013). Ilmu Komunikasi. Bandung: Remaja Rosdakarya.
- Febriani, H., & Rahaju, T. (2018). Implementasi Badan Usaha Milik Desa (Bum Desa) Citra Tropodo Makmur Di Desa Tropodo Kecamatan Waru Kabupaten Sidoarjo. *Publika*, 6(6).
- Gibson, J. dan Hodgetts, R. (2007). *Organizational Communication: A Managerial Perspective*, ed. Ke-2. New York: Harper Collins Publisher.
- Hardjana, A.M. (2003) *Komunikasi Intrapersonal dan Interpersonal*. Yogyakarta: Kanisius.
- Harun, R. & Ardianto, E. (2012). *Komunikasi Pembangunan dan Perubahan Sosial*. Jakarta: Raja Grafindo Persada.
- Ihsan, A. N., & Setiyono, B. (2018). Analisis Pengelolaan Badan Usaha Milik Desa (BUMDes) Gerbang Lentera Sebagai Penggerak Desa Wisata Lerep. *Journal of Politic and Government Studies*, 7(04), 221-230.
- Kartasasmita. (2017). *Pemberdayaan Masyarakat : Konsep Pembangunan yang Berakar pada Masyarakat*. Jakarta: Pustaka Cidesindo.
- Maulidiah, N., & Megawati, S. (2022). Implementasi Kebijakan Badan Usaha Milik Desa (BUMDes) dalam Pengembangan Desa Wisata (Studi Pada BUMDes Sambimadu, Desa Sambibilu, Kecamatan Taman, Kabupaten Sidoarjo). *Publika*, 391-406.
- Mulyana, D. (2010). *Ilmu Komunikasi: Satu Pengantar*. Bandung: Remaja Rosda Karya.
- Nugrahaningsih, P., & Muttaqin, H. (2018). Optimalisasi Peran Bumdes Desa Bulusulur Kecamatan Wonogiri Kabupaten Wonogiri Dalam Membangun Desa Wisata. *Prosiding Konferensi Nasional Pengabdian Kepada Masyarakat dan Corporate Social Responsibility (PKM-CSR)*, 1, 1532-1545.
- Rakhmat, J. (2013). Psikologi Komunikasi. Bandung: PT. Remaja Rosda Karya.
- Rakhmat, J. (2018). *Metode Penelitian Komunikasi*. Bandung: PT Remaja Rosdakarya.
- Ri'aeni, I. (2017). Strategi komunikasi pemasaran digital pada produk kuliner tradisional. *LUGAS Jurnal Komunikasi*, 1(2), 141-149.
- Saepudin, E., & Budiono, A. (2016). Strategi Komunikasi dalam Pengembangan Desa Wisata Agro di Kabupaten Bandung Barat. *EduLib*, 6(2).
- Sevilla, C.G. (et al.). (2013). *Pengantar Metodologi Penelitian*. Jakarta: Penerbit Universitas Indonesia.
- Verderber, R.F. & Verderber, K.S. (2015). *Communicate*. USA: Wadsworth.
- Yaya, S. L., Afrizal, A., & Nazaki, N. (2019). *IMPLEMENTASI KEMITRAAN PIHAK KETIGA OLEH BUMDES EKANG ANCULAI (Studi Program Desa Wisata E kang Anculai Kecamatan Telok Sebong Kabupaten Bintan)* (Doctoral dissertation, Universitas Maritim Raja Ali Haji).