

## The Implementation of the Sociopreneur Strategy in the Role of Raharjo Village Owned Enterprises (BUMDES) in the Development of the Strawberry Barn Tourist Village, Batu City

Eva Desembrianita<sup>1</sup>, Nirwanto Maruf<sup>2</sup>, Tri Cicik Wijayanti<sup>3</sup>, Zainul Wasik<sup>4</sup>, Jumadi<sup>5</sup>

<sup>1,2,3,4,5</sup>Universitas Muhammadiyah Gresik, East Java, Indonesia

[evadesse@umg.ac.id](mailto:evadesse@umg.ac.id), [nirwanto.maruf@umg.ac.id](mailto:nirwanto.maruf@umg.ac.id), [tricicik@umg.ac.id](mailto:tricicik@umg.ac.id), [zainul@kmlseafood.com](mailto:zainul@kmlseafood.com)

### Abstract

*The purpose of this study is to investigate the sociopreneur-based business strategies are implemented by the manager of Raharjo BUMDes in developing a tourist village in the "Strawberry Granary" plantation area, Pandanrejo District, Batu City. As a leading sector, BUMDes consider the resources they have by using sociopreneur strategies and models as alternative solutions in managing tourism businesses. This type of research was descriptive qualitative. The research informants consisted of 6 people, namely the Head of Raharjo BUMDes and administrators, executor of tourism business operations, and BUMDes partners. The results showed that BUMDes had used a sociopreneur-based tourist village management strategy through tourism businesses. Several strategic steps and innovations had been carried out: 1. Building a network among stakeholders; 2. Building a Tourist Village Icon; 3. Stabilizing the Strawberry trading system; 4. Expanding market access; 5. Marketing through social media; 6. Expansion of tourism service products; 7. Sociopreneur Implementation. In conclusion, the strategy carries out is able to optimize the available resources into a social capital that could be synergized as a solution in developing the Strawberry Barn tourist village.*

### Keywords

raharjo BUMDes; strategy; sociopreneur; strawberry barn tourist village



## I. Introduction

The achievements of the East Java tourism sector contribution to the level of the economy as published on the website of the East Java Culture and Tourism Office, <http://www.disbudpar.jatimprov.go.id/>, for the March 2019 period states that the total 2017 Gross Regional Domestic Product (GRDP) is 2,019 trillion Rupiah while Tourism GRDP in 2017 contributes 117.428 trillion rupiahs or 5.28%. In 2018, the total of GRDP is 2.189 trillion rupiahs, and the tourism sector GRDP is 128.325 trillion rupiahs or contributes 5.86%. In 2018, the GRDP on the basis of prevailing prices East Java tourism is 2,189,783 trillion rupiahs. The number of foreign tourist visits in 2017 is 690,509; the number of visits increases by 20.34% or 830,968 visits. On the other hand, the number of domestic tourists in 2018 is 70,217,182. It means that the number of domestic tourists increases by 7.00% from 2017, i.e. around 65.623,535 visits. The achievements above are the result of synergy between institutions related to regional, provincial, district/city apparatus organizations, stakeholders, and the community in providing optimal support for the development of the tourism sector. The tourism destination is not only increasing GRDP and foreign exchange but also giving multiplier effects in the increasing of society economic around the tourist place.

The increasing tourism growth of Batu City has made Batu City categorized in National-scale Tourism Destinations and National Tourism Strategy Area. The Government Regulation of the Republic of Indonesia No. 50 of 2011 states that among 50 destinations in Indonesia, there are 3 (three) tourism destinations in East Java which are categorized, namely: 1) Bromo-Malang and its surroundings (Volcano in the Desert), 2) Surabaya – Madura and its surroundings (Fascinating Madura Culture) and 3) Ijen-Alas Purwo and its surroundings. Batu City is included in the Bromo-Malang area and its surroundings so that Batu City as a tourist city has become the focus of government attention to be developed as a supporter of GRDP, whether from the priority aspect of providing infrastructure, regional development policies, and budgets to provide easy access for tourist consumers to Batu City so that Batu as a tourist city still has good prospects to grow.

Traveling activities is one of the needs of the wider community with increasing prosperity and purchasing power (Soelistya et al, 2021). To meet these needs, the community set aside part of their income to shop tourism. Tourism destinations in Batu City provide a variety of choices that are quite diverse for tourist consumers such as Kaliwatu Rafting tours, educational tours, water tours, museum tours including those owned by Jatim Park Group as well as rural tourism destinations or tourist villages. Artificial tourism, natural tourism, and tourist villages have actually become an alternative choice for tourist consumers, especially domestic tourists when visiting Malang.

Tourist villages in Indonesia have been launched since 2017 in line with “Visit Indonesia” as a government step in promoting tourism for both local and foreign tourists (Prakitri & Damayanti, 2016). The existence of a tourist village is expected to create sustainable tourism development without destroying the cultural values of the local community. In East Java, there are about 479 tourist village destination points as uploaded by the media, <https://suryamalang.tribunnews.com/2020/07/11/>. The availability of the area and the potential of Natural Resources (SDA) as well as the potential that can be developed in several villages in most of the East Java and Indonesia regions make an opportunity to conduct a tourism business, namely the “tourist village”.

In this current era, there are 106 tourist-based village areas tourist villages under the supervision of the Department of Tourism and Culture of Malang Regency, East Java. The categories of tourist villages are divided as follows: 1) Village with potential as independent tourist village and 2) Tourist village with the category of having tourism progress. Meanwhile, there are 4 (four) villages that have advanced tourism businesses in Malang Regency and 2 (two) independent tourist villages. According to <https://beritalima.com>, some criteria must be fulfilled by an independent village, including having a unique village, having a homestay, cultural customs, products characteristic of the village, and other local wisdom. The existence of these 106 tourist villages will be socialized and promoted; they are ready to be offered nationally to internationally so that other villages can follow and develop their tourism potential.

Tourism is an industrial sector which is currently got a lot of attention from many countries in the world. The tourism sector is believed to have the ability to increase economic growth (Maciej Debski 2013). Moreover, the tourism sector is positively encouraged to be able to replace the oil and gas sector which has been the main capital in the country’s foreign exchange earnings (Siswanto 2007). The advantage of the tourism sector lies in its ability to increase foreign exchange and to drive various other business sectors such as the home industry. Thus, developed countries and developing countries continue to develop and improve the quality of their country’s tourism (Amin et al, 2019).

Tourist villages begins to grow in the East Java Region, such as Chocolate Village in Blitar, Orchid Village in Kediri, Pujon Kidul Village and Sawah or Rice Field Cafe in Batu,

and Osing Village in Banyuwangi as the implementation of the “Thousand Dewi” program, a thousand tourist villages, from the governor of East Java in Soekarwo era. Since the emergence of tourist villages, they can attract regular tourist visits. Furthermore, the number of visitors to tourist villages increases over time. It shows that tourists villages are also the choice of tourist consumers and as alternative tourism destinations.

The existence of differences in the purchasing power of tourist consumers to shop tours makes tourist villages provide the right alternative choice. Entrance tickets, various snacks, food, and drinks in tourist village areas are usually cheaper than entrance tickets in well-known tourist areas because tourist villages are usually managed independently by the people around the tourist area.

The establishment of synergies among villages communities, stakeholders of tourist businesses and village government, Small and Medium Enterprises (SMEs), Youth Organizations, groups of Family Welfare Guidance Program, farmer groups, and other partners as stakeholders makes tourist village can present their own uniqueness from the aspect of natural wealth, innovation in land management, the uniqueness of the attractions, the uniqueness of food or drinks based on local resources (Soelistya et al, 2021). One of them, the tourist village-Sawah Café that presents the feel of a café in the middle of rice fields, is something unique and interesting.

The government's movement to improve the village economy has been realized by the establishment of Badan Usaha Milik Desa (BUMDes) or Village Owned Enterprises. It becomes a business forum for village governments and their members who proportionally carry out local economic development activities at the village level. The establishment of BUMDes is intended to contribute to poverty alleviation and empowerment of rural communities. In regulation No. 39 of 2010, BUMDes is a village-owned business formed or established by the village government where the capital ownership and management are carried out by the village government and the community. BUMDes is also a village economic institution that has roles ranging from the upstream sector to the downstream sector. It develops local resources to provide services to rural communities, encourages the increase of Pendapatan Asli Desa (PADes) or village original income and society economic income.

Universities have been used as the center of social entrepreneurship and promote it through scientific journals to support the application of the Sociopreneur concept in recent decades in several countries in the world (Choi and Majumdar, 2013: 2). The characteristics of Social Entrepreneurship or social entrepreneurship include creating social value, social entrepreneurship, social entrepreneurial organizations, market orientation, and social innovation (Choi and Majumdar, 2013:5). Sociopreneur is an approach that can be implemented to empower rural social capital; it can solve social problems by using entrepreneurial principles (entrepreneurial) to organize, create, and manage a business to achieve social goals. Entrepreneurship is identical to business, and it is managed solely to achieve profit. In other words, sociopreneurship has a more valuable goal, namely creating strong and competitive social capital.

## II. Review of Literature

### 2.1. BUMDes (Village Owned Enterprises)

The establishment of BUMDes in every village in Indonesia has been proclaimed since 2005 through Government Regulation Number 72 of 2005. Village governments can establish Village Owned Enterprises following the needs and potential of the village. The existence of BUMDes was strengthened through the issuance of Law no. 6 of 2014 in Chapter X articles 87 to 90 it is stated that the establishment of BUMDes is agreed upon through deliberation between the village government and the community which is managed with a family nature and mutual cooperation. The establishment of BUMDes is a representative effort by the central government to increase village government finances in administering government and encouraging an increasing village community income through various activities (Prasetyo, Ratna. 2016:86).

Law Number 6 concerning Villages and its implementing regulations states that each village should form a Village Owned Enterprise (BUMDes). BUMDes is a village-owned business entity who's entire or most of its capital is owned by the village government through direct participation from village assets that are separated to manage assets, services, and other businesses for the greatest welfare of the village community. In the current era of village autonomy, the village government is trying to explore the potential of its village to increase Pendapatan Asli Desa (PADes) or Village Original Income. The substance of BUMDes places great emphasis on the "Independence" aspect, namely the process by which the village government and the community carry out economic activities in meeting their needs with their abilities. BUMDes as an instrument is expected to be able to become a prime over in bridging the strengthening of the village economy and as Social Capital.

BUMDes was formed to obtain profits to strengthen Village Original Income (PADes), promote the village economy, and improve the welfare of rural communities. According to Government Regulation Number 72 of 2005 concerning Villages, article 78 paragraph (1), BUMDes functions as a driving force for the village economy and the welfare of rural communities. The existence of BUMDes is hoped to be able to form new businesses rooted in existing resources and optimizing the economic activities of existing rural communities. On the other hand, it is possible to increase business opportunities to strengthen village autonomy and reduce unemployment.

### 2.2. Strategy

Marketing occupies a strategic position to achieve success in a business. In other words, marketing activities are the spearhead of the company to make customers interested in the product offered. Marketing strategy is needed by the company in winning the competition and to build the company's competitive advantage. Not only producing good quality products but also using a marketing strategy is needed by the company to make the product provides value for both consumers and customers. Strategy is the science of planning and determining the direction of large-scale business operations, mobilizing all the company's resources that can be profitable in business. John A. Bryne in Ali Hasan (2010:29) defined strategy as a fundamental pattern of goals and plans, resource deployment, and organizational interactions with markets, competitors, and environmental factors. A strategy is a number of integrated and coordinated actions taken to utilize core competencies and gain a competitive advantage (Wijayanti et al, 2020). Measuring the company's success through strategic competitiveness and high profitability as a function of the company's ability to develop and use new core competencies. Hit, Ireland, & Hoskisson (2005) stated: "Strategy is an integrated and coordinated set of commitments and actions designed to exploit core competencies and gain a competitive advantage."

According to Kuncoro (2005: 1-2) strategy is a philosophy of business leaders; it relates to important organizational decisions in doing business, which is emphasized on the goals and framework. Decisions determine the failure and success of the organization while strategy is related to consistent behaviour in the implementation of a predetermined strategy.

Throt in Kasmir (2004:59) stated that the essence of strategy is how to survive in an increasingly competitive world, how to make good perceptions in the minds of consumers, to be different, to recognize the strengths and weaknesses of competitors, to specialize, to master one simple word inside the head, leadership that gives direction and understands market realities by being first, then better.

### **2.3. Sociopreneur**

Social entrepreneurship (sociopreneur) is a process that aims to create social value by finding solutions to social problems through innovation that involves a combination of resources, opportunities, and social needs (Felício, Martins Gonçalves, and Conceição Gonçalves, 2013: 2140). This sociopreneur concept helps to distinguish praiseworthy and less praiseworthy behavior in social enterprises (Choi and Majumdar, 2013:4). Social transformation in the form of changes in social values can be achieved if the social entrepreneur meets several criteria, namely: (1) having a high fighting spirit and live in the assisted environment; (2) helping communities define their problems; (3) having the ability to measure these problems with various variations of approach methods; (4) having involvement with the community during the implementation of activities; and (5) having the ability or flexibility to adapt to various situations (Martin and Novicevic, 2010: 482).

### **2.4. Strawberry Barn Village**

Strawberry barn village is located at Jalan Nurul Kamil, Raya Pandanrejo, Bumiaji District, Batu City, East Java 65332. Hotline number (0341-3073304); 0822 4525 3353; 0895 3971 33617 and 0822 4525 3446. This area has potential in the form of strawberry farming land which is traditionally managed and devolved by the community. The farming profession for the people of Pandanrejo village has taken root so that self of belonging and public awareness of the strawberry farming profession is very strong. It is marked by the presence of several strawberry ornaments in every house in the form of pictures of strawberries painted on the front wall of the house or fence, along the way to the area of strawberry plantations so that these ornaments seem to be a guide for tourists who want to visit a strawberry garden. This was simultaneously carried out by strawberry farmers voluntarily. They hope that the immigrant community would know that this is where the strawberry plantations and fresh fruit trades are located.

There are two groups of strawberry farmers consisting of about 48 farmers who are engaged in strawberry farming as a community profession choice. The village already has two hectares of land as a village asset which has the opportunity to be managed into a strawberry plantation. Paying attention to the availability of human resources, namely farmers and village land, is social capital that needs to be developed professionally, especially with the existence of business opportunities in the tourism sector. It is very possible to further increase the level of community income. It can be concluded that the existence of Raharjo *BUMDes* with a choice of tourism businesses is said to be right to become a pillar for the development of tourist villages.





**Figure 1.** Strawberry Barn Village Map

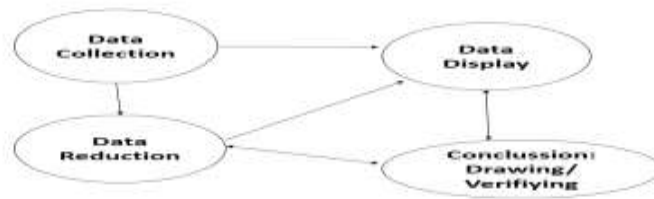
Source: Google.com

Based on the map above, the position of the Strawberry Barn tourist village area is not far from the city center. The location of the strawberry garden can be reached in about 10 minutes from Batu Tourist Town Square. Private vehicles can be used to get to the Strawberry Barn because there is no public transportation that reaches the location. The route starts from Jl. Gajah Mada straight to Jl. Sudiro – turn right to Jl. Brantas – turn right to Jl. Raya Dieng/ Jl. Raya Pandanrejo – and Jl. Cambodia is on the right side of the road. There are already several signs; just follow the instructions and arrive at the strawberry plantation area, namely Strawberry Barn.

### III. Research Methods

This type of research is descriptive using a qualitative approach. Qualitative research is a process of exploring and understanding the meaning of individual and group behaviours, describes social problems or humanitarian problems (Sugiono 2018:347). Qualitative researchers want to understand phenomena based on the views of participants and not the views of the researchers themselves (Sahran B & Meriam, 2007). This Research Held location in Pandanrejo Village, Batu City with several considerations including the Raharjo Villages Owned Enterprises (BUMDes) manager who was concerned with government policies in an effort to develop the village economy with the choice of managing a tourism business where this business choice had synergy with the longstanding wishes of the Pandanrejo village community, since the Dutch era, it was known as a strawberry plantation area but has not been able to manage it professionally so that the existence of Raharjo Villages Owned Enterprises (BUMDes) was expected solve the problems.

Pandanrejo Village has two hectares potential a strawberry plantation area and it has two farmer groups. There are two data source used Primary data and Secondary data. Data collection techniques through observation, interviews, documentation and triangulation (combine). Triangulation is more focused on increasing researcher's understanding issues (Susan Stainback 1988), the data obtained become more consistent, complete, definite and further increases the strength of data compared to one approach (Mathinson 1988 & Patton 1980 in Sugiono 2008). Activities carried out in qualitative data analysis take place continuously until the completeness of the required data is obtained. Data analysis through three activities as referred to by Miles and Huberman in Sugiyono (2010:37) 1) Data reduction (Data Reduction), 2) data presentation (Data Display) and 3) Conclusion draw/ Verification.



**Figure 2.** *Data Analysis Components (Interactive Model)*  
(Source: Sugiyono, 2012)

#### IV. Result and Discussion

Villages Owned Enterprise (*BUMDes*) as a forum for the development of tourism businesses. Pandanrejo village has been known as a strawberry plantation area since the Dutch colonial era. Strawberry farmers run a traditional farming business, agricultural products have for years been bought up by middlemen. There is no standard price set by the government, community groups or farmer groups. It is the middlemen who determine the selling price of the farmers, so often the selling price of cheap middlemen is not in accordance with the costs of planting, fertilizer and maintaining strawberry gardens with these conditions making farmers feel less prosperous but there is no other choice because farmers' access to wider distribution channels is limited.

The existence of Villages Owned Enterprises (*BUMDes*) through the initiation of both central and regional governments and the provisions of the Law on the Establishment of Bumdes No. 6 of 2014 is a hope for both the government and the village community, especially in achieving an increase in the village economy. Raharjo Village Owner Enterprise (*BUMdes*) was established in 2016 through village meetings and as a follow-up to the community's response to Law No. 6 of 2014. The tourism business was chosen by Raharjo Villages Owned Enterprise (*BUMDes*) in the hope of helping strawberry farmers and village communities manage their land and distribute their strawberry harvest more professionally. it was founded in 2016 to 2019 through a communication, partnership and closeness approach to external stakeholders such as farmer groups, Family Welfare Programs (*PKK*) women's groups, youth generation groups and Raharjo Villages Owned Enterprises (*BUMDes*) community, they can build commit trust for the community to jointly commit to managing tourist villages.

Since it was founded in 2016 Villages Owned Enterprises (*BUMDes*) has carried out internal organizational arrangements starting from licensing, organizational management, HR, business administration and has begun to develop the vision, mission and work program of *BUMDes*. The selection of tourism businesses encourages Villages Owned Enterprises (*BUMDes*) prepared physical facilities to support village land into a tourist village area such as making gates/entrances, cafes, gazebos, strawberry icons for self-portraits and expansion of strawberry plantation areas as tourism business feasibility.

Villages Owned Enterprises (*BUMDes*) conducted socialization to the community and stakeholders in 2017 after the formation of the management structure. The existence of Villages Owned Enterprises (*BUMDes*) tourism business has able been catch attention for visitors around 50 to 90 every week. The Socialization of Villages Owned Enterprises (*BUMDes*) as voyage encouraged the government Involvement until Festival cultivate held with The mayor of Batu. The result of this activities showed the strawberry barn increasingly recognized and affected 30% number of visitor or 120 people a week. There are several

strategies and innovations has been held by Raharjo Village Owned Enterprises (BUMDes) in developing the Strawberry Lumbung tourist village are as follows:

### 3.1 Building a Network between Stakeholders

Through the Village Owned Enterprises (*BUMdes*) forum, coordination and communication between stakeholders such as farmers, village governments, Village Owned Enterprises (*BUMdes*), Family Welfare Programs (*PKK*) women, Youth Organizations and Small and Medium Enterprise (SME) processed strawberries. This network also synergizes with Ministry of Industry and Trade, Agriculture Service and Tourism Office. This intended the network between stakeholders becomes an access for tourist villages related to market access so that it becomes a strength and in managing all Pandanrejo village resources into a tourist village. Mr. Rofik, SE, M.M. as director of Raharjo Village Owned Enterprises (*BUMDes*) in managing stakeholders fosters a shared commitment in managing tourist villages. This is not a difficult thing considering his background as a Rafting business manager and as a motivator. The existence of the Raharjo Village Owned Enterprises (*BUMDes*) was officially established through the agreement of the community and village institutions as well as the government and the financing provided by the village government through Village Revenue and Expenditure Budget (*APDes*) became a strong impetus and enthusiasm in realizing a strawberry tourism village. The existence of Raharjo *BUMdes* was able to foster trust and community spirit, the results of the socialization of the *BUMDes* work program were able to increase the number of visitors to the Strawberry Barn village so that in January 2019 the Strawberry Barn was officially opened as a tourist village.

### 3.2 Building a Strawberry Barn Tourist Village Icon

In realizing a tourist village, Raharjo Village Owned Enterprises (*BUMDes*) prepares a tourist village area by providing an entrance to the tourist area, the icon for the Strawberry Barn, which is a large and conspicuous strawberry in the middle of a strawberry plantation, a Café that provides a variety of strawberry drinks and snacks, icons for selfie, gazebo- gazebo, expansion of land into a large expanse of plantation filled with strawberry plants, parking lots, toilets and road access to the tourist village with funding from the village budget. As for places of worship there is a mosque which is located right in front of the tourist village area and this facility can also be used by visitor.



### 3.3. Stabilize the price of strawberries

To maintain the stability of the strawberry price trading system, Raharjo Village Owned Enterprises (*BUMDes*) bought strawberry harvests above the price set by middlemen, its gradually becomes increasingly difficult for middlemen to get strawberry crops from farmers. Village Owned Enterprises (*BUMDes*) can carry out its function as full collectors of strawberry harvests. From here, Village Owned Enterprises (*BUMDes*) was able to set the



purchase price to farmers stably and farmers no longer sold their crops to middlemen. With the determination of the farmer's purchase price which is higher than the middleman's price, the farmers begin to feel an increase in income so that they begin to feel an increase in income by selling their crops to Village Owned Enterprises (*BUMDes*).

### 3.4. Expanding market access

Raharjo Village Owned Enterprises (*BUMDes*) by having abundant harvests carries out several strategies in marketing included expanding marketing access to several individual consumers or through associations. For example, the East Java Provincial Government Food Guard sold their harvests to fruit traders (as regular customers as buyers of fresh fruit), participating in exhibitions actives in social media, several supermarkets, SMEs processing strawberries into drinks, strawberry jam and *dodol*, also marketing strawberries as fruit souvenirs. Fresh strawberries in packaging provided fresh fruit for visitors to the Café in the tourist village area of Lumbung Strawberry and marketing it online.



### 3.5. Marketing Using Social Media

Since the opening of the Lumbung Strawberry tourist village in January 2019, Village Owned Enterprises (*BUMDes*) has intensively started using online media, namely through Facebook and Instagram (*IG: lumbungstroberi*). The social media chosen because cheap, fast information, and immediate response from the public. The selection of this media was able to have a positive impact on increasing the number of visitors which on average in one month had reached around 400 to 600 people. The occurrence of a pandemic and several policies related to PPKM also affected the number of visitors, which decreased by almost 60%, but online media were still able to disseminate information consistently and sustainably. In its development, the Strawberry Barn online media has a link: <https://lumbungstroberi.business.site/>. In 2018, the Strawberry Barn was the 3rd winner of the best Village Owned Enterprise (*BUMDes*) to the city of Batu. Then, it received an award from the government as the no. 1 best tourist village in 2019.

### 3.6. Expansion of Tourism Service Products

To increase the attractiveness of tourism consumers, the manager of Raharjo Village Owned Enterprises (*BUMDes*) conducted product marketing synergies with Kaliwatu Rafting & Outbound tours. This have been enriched the offer of tourism interesting activities such as educating tours of strawberries, picking fresh strawberries, Rafting, outbound tours, inviting tourist visitors to practice courage across natural challenges as well as practicing cooperation, and Solidarity in outbound. As the result, the tourism services offered become more choices for tourist consumers.

### 3.7. Sociopreneur Model in Tourism Business

Referring to several opinions about Sociopreneurs, the individual was able to make social change on a macro scale through the involvement of grassroots communities, as stated by Martin and Osberg (in Praszquier et al., 2009). Social entrepreneurship is a social mission movement accompanied by discipline, innovation, and determination. This is commonly done when doing business by creating and leading organizations as a catalyst for social change in the system order through new ideas, products, services, methodologies and social change. Dees (2001). The role of Raharjo Village Owned Enterprises (*BUMDes*) as the leader sector and manager of the Strawberry Barn tourism business through a network between stakeholders directly involved the community and all parties to see that realizing a tourist village was an opportunity and requires a togetherness or partnership. As result, tourist villages can be managed through social entrepreneurship among the community.

The partnership network carried out provides market access to farmers. The harvests can be collected by Raharjo's Village Owned Enterprises (*BUMDes*) managers for open a trading network for strawberry. Harvests provided opportunities for social entrepreneurship in the form of increasing the number of farmers to plant strawberries, increasing strawberry collectors for the community before deposited to Village Owned Enterprises (*BUMDes*), *SMEs* products processed strawberry fruit demand for their products increases. Unemployed village lands are cultivated by farmers and become a source of additional income for farmers. The involvement of youth organizations in their contribution to the Lumbung Strawberry tourist village is to get a job and reduce the number of unemployed both as Café workers, tour guides and in helping farmers in the garden. Community involvement seems real to be a social entrepreneur through the Raharjo's Village Owned Enterprises (*BUMDes*) network, a tourist village that has been desired to be realized through networking, innovation and social entrepreneurship has a real impact on increasing the income of farmers, communities around the tourist village area and providing economic empowerment for village youth.

## V. Conclusion

The Strawberry Lumbung Village since January 2019 has been transformed into a Strawberry Lumbung tourist village is fully supported by the Village Owned Enterprises (*BUMDes*) and all stakeholders. Raharjo Village Owned Enterprises (*BUMDes*) uses a business strategy in developing a tourist village. Some of the innovations carried out are: a) Conduct networking among stake holders; b) Build an Icon for a tourist village in the form of an entrance gate, Strawberry Fruit Icon, Strawberry Café, Gazebos and several other facilities to support the existence of the Strawberry Barn tourist village; c) To stabilize the price of strawberry harvest; d) Expanding market access; e) Developing tourism service products; f) Marketing using social media such as Facebook and Instagram: (1) The sociopreneur concept in the form of social entrepreneurship was successfully applied through networking and the socialization was carried out beforehand provided tangible evidence in the form of an increase in the number of visitors, forming trust (community trust) was easier to mobilize resources owned by building a shared commitment in realizing a tourist village such as the involvement of farmer groups, Groups of Family Welfare Programs (*PKK*) women, *SMEs*, village officials, youth organizations as well as from agencies related to the Tourism Office, Industry and Trade and Agriculture Office. (2) Through Raharjo Village Owned Enterprises (*BUMDes*) social entrepreneurship can be realized and is able to contribute to increasing farmers' income, socializing the existence of the Strawberry Lumbung tourist village, increasing the number of visitors and the community around the tourist village area.

## References

- Ali Hasan. (2010). Marketing. Yogyakarta: Media Presindo.
- Amin, M et al. (2019). Marketing Communication Strategy to Improve Tourism Potential. Budapest International Research and Critics Institute-Journal (BIRCI-Journal). P. 160-166.
- Choi, N. dan Satyajit Majumdar. (2013). Social Entrepreneurship as an Essentially Contested Concept: Opening a New Avenue: for Systematic Future Research, Journal of Business Venturing, 1-14.
- Dees, J. Gregory. (2001). The Meaning Of Social Entrepreneurship, [http://case.atduke.org/document/does\\_sedef.pdf](http://case.atduke.org/document/does_sedef.pdf)
- Soelistya, D., Suharyanto, A., Desembrianita, E., Mochklas, M. (2021). Performances of Employees in the Procurement Department of PT. Petrokimia: Work Effectiveness Job Satisfaction. International Journal of Economic, Business, and Accounting Research (IJEBAR). 9(1), 54 – 61.
- Felicio, J. Augusto, H. Martin Gonzalves, dan V. da Conceicao Goncalves. (2013). Social Value and Organizational Performance in Non-Profit Social Organizations. Social Entrepreneurship, Leadership, and Socioeconomics Context Effects, Journal of Business Research, 2139-2146.
- Hitt, Ireland & Hoskisson (1). (2013). Strategic Management: Concepts and Cases: Competitiveness and Globalization, 10th Edition, Cengage Learning, Business-Level Strategy
- Kasmir. (2004). Pemasaran Bank. Cetakan 1. Penerbit Kencana. Jakarta.
- Mudrajad Kuncoro. (2005). Strategi Bagaimana Meraih Keunggulan Kompetitif, Erlangga, Jakarta.
- Prasetyo, Ratna Aziz. (2016). Peranan Bumdes Dalam Pembangunan Dan Pemberdayaan Masyarakat Di Desa Pejambon Kecamatan Sumberrejo Kabupaten Bojonegoro. Jurnal Dialektika. Vol.11, No.1.
- Peraturan Menteri Dalam Negeri Nomor 39 Tahun 2010 Tentang Badan Usaha Milik desa, Menteri Dalam Negeri Republik Indonesia.
- PERMEN Desa No 4 Tahun 2015 Tentang Pendirian, Pengurusan dan Pengelolaan, dan Pembubaran Badan Usaha Milik Desa.
- PERMEN Desa No 5 Tahun 2015 Tentang Penetapan Prioritas Penggunaan Dana Desa Tahun 2015.
- Peraturan Pemerintah RI No. 50 Tahun 2011 Tentang Rencana Induk Pembangunan Kepariwisata Nasional Tahun 2010 2025.
- Prafitri, G. R., & Damayanti, M. (2016). Kapasitas Kelembagaan Dalam Pengembangan Desa Wisata (Studi Kasus: Desa Wisata Ketenger, Banyumas). Jurnal Pengembangan Kota, 4(1), 76. <https://doi.org/10.14710/jpk.4.1.76-86>
- Pendirian dan Pengelolaan Badan Usaha Milik Desa / [www.keuangandes.com/](http://www.keuangandes.com/) 2015/09/pendirian-dan-pengelolaanbadan-usaha-milik-desa.
- Permendesa PDTT No. 4 Tahun 2015 tentang Pendirian, Pengurusan dan Pengelolaan, dan Pembubaran Badan Usaha Milik Desa.
- Sugiono. (2008). Metode Penelitian Pendidikan Pendekatan Kuantitatif, Kualitatif, dan R&D Penerbit : Alfabeta Bandung.
- Merriam, Sharan.B & Brockett, Ralph, G. (2007). The Profession and Practice of Adult Education: An Introduction. San Fransisc.

- Stainback, Susan William , Stainback. (1988). *Understanding & Conducting Qualitative Research*, Kendall/Hunt Publishing Company, Dubuque, Iowa.
- Sugiono. (2010). *Metode Penelitian Kuantitatif Kualitatif dan R &D*, Alfabeta, Bandung
- Statistika untuk Penelitian, Alfabeta, Bandung.
- UU No 6 Tahun 2014 tentang desa , serta PP No. 43 Tahun 2014 tentang Peraturan Pelaksanaan
- UU No 6 Tahun 2014 tentang desa
- Wijayanti, T.J., Setini, M., Darma, D.C., Purwadi, P., Alka, P.R. (2020). Connectivity Continuous Improvement Program and Employee Performance. *International Review of Management and Marketing*. 10(1), 54 – 62.