

Innovation Strategy of Village-Owned Enterprises in Improving Local Potential and Economic Welfare of Kalidawir Village Community, Tanggulangin District

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Abstract. BUMDes has an important role as a representation of the Village Government, so that it can make a maximum contribution in an effort to overcome various economic problems. In the BUMDes innovation strategy with the Triple Helix approach to increase local potential and welfare of Kalidawir Village, Tanggulangin Subdistrict using descriptive qualitative research methods. Key informants in this study were the Kalidawir village head and other supporting informants, Data collection techniques through observation, interviews, and documentation. Data analysis techniques through the stages of data collection, data analysis, and conclusion drawing. The results of this study indicate that triple helix collaboration in the innovation strategy of Village-Owned Enterprises requires strong collaboration between universities, the private sector, and the government. Lack of coordination, differences in goals and interests, as well as difficulties in balancing the roles of each party, are challenges that must be faced by all elements of the triple helix.

Keywords: BUMDes, Economic Prosperity, Innovation, Local Potential

1 Introduction

Village governments allocate funds to manage governance, increase community income levels, and utilize the potential of community resources. Diverse community economic initiatives will lead to the establishment of various businesses that meet the needs and resources of the village[1]. Each village has different potential from one another. In order to strengthen the village economy, BUMDes plays an active role in the recovery of the village economy, especially because the community must be able to adjust to these economic changes. In early 2022, was the year when the Village experienced economic recovery after the Covid 19 pandemic. All lines of life are trying to develop stably and normally. Village-Owned Enterprises or abbreviated as BUMDes is a policy strategy to develop Indonesia by developing collective village businesses. BUMDes has an important role as a representation of the Village Government, so that it can make a maximum contribution in an effort to overcome various economic problems [2]. Village-Owned Enterprises (BUMDes) is a means to develop various projects according to village potential and strengthen the strength of the regional economy. The purpose of developing this potential is to improve the economic welfare of the village community through commercial business development. In addition, the presence of BUMDes also has an impact on increasing the source of village original income (PAD), so that the Village can be more optimal in carrying out Development and improving welfare [3].

Villages have the authority as stipulated in the Village Special Law Regulation No. 6/2014 on Villages. In the content of the PP, the law regulates that the village has the authority to regulate village administration, implement village development, develop village communities, and strengthen village communities. The power that villages can exercise to improve the village economy is through the establishment of Village-Owned Enterprises (BUMDes) as many as people. Badan Usaha Desa (BUMDes) itself is not only engaged in the economic field but also in the social field.[4] In addition, optimizing human resources as the basis for economic growth in rural communities. Currently, a new approach that may be able to stimulate and stimulate the rural economy is the establishment of economic institutions that are fully controlled by the village community. Economic institutions are no longer established on the basis of government directives, but rather on the wishes of the village community and the community itself based on the potential of the village to generate market demand if managed properly. This form of organization is called a Village-Owned Enterprise (BUMDes)[5].

The most important thing is the potential of the village for the development of BUMDes. Village potential is the power, strength, sustainability, ethics of a village that can be exploited and developed for efforts to improve the equality and welfare of the village community [6]. Broadly speaking, village potential can be divided into two

parts. The first is physical opportunities such as land, water, climate, geographical environment, livestock, and human resources. Second, non-physical possibilities in the form of social patterns and interactions, social institutions, educational institutions and village social organizations and state civil apparatus, and others [7]. The establishment of BUMDes is based on the needs, potential, and capacity of the village, as an effort to improve community welfare. The planning and formation of BUMDes is on the initiative of the village community[8].

Basically, a country's economy can thrive if all levels of society realize that equality is an important part of social justice. This suggests that we must seriously address the economies of small communities that are depressed or neglected. If previous development was done formally, where everything was decided and organized from above, then in community-friendly development, the community itself makes decisions about planning and implementation[9]. Communities in each village have different potentials. This is based on several aspects including culture, environmental conditions and so on.

The Sidoarjo Regency Government, in this case the Office of Community and Village Empowerment, Empowerment and Child Protection, Family Planning (PMD P3A KB) notes that there are already 229 BUMDes in Sidoarjo Regency[10]. In Tanggulangin Sub-district alone, there are 11 villages that already have BUMDes[10].

Kalidawir Village is a village located in Tanggulangin Sub-district, Sidoarjo Regency. According to the SDGS data implemented in 2023, there were 1,139 households (Head of Family). Most of the residents of Kalidawir Village are factory employees, but it is possible that many also work as farmers. Some are owners of their own rice fields and others are cultivators. Every year, Kalidawir Village leases Village Cash Land (TKD) to farmers so that they can work on the rice fields. At the beginning of its establishment in accordance with Village Head Regulation No.7 of 2023, the Kalidawir Village Government formed a BUMDes under the name JATIRAWA. Where the BUMDes is an economic place and as a legal center and legality for other economic business units in Kalidawir village. BUMDes Jatirawa already has a decree from the Ministry of Law and Human Rights of the Republic of Indonesia. In the 2023 budget year, the Village has provided initial capital funds sourced from financial assistance which is used as business turnover capital for BUMDes. There are several business units owned, including the ASMANTOGA "The Ros Rolas" business unit which is engaged in the Health sector. The next business unit is buying and selling agricultural fertilizers. The price given is also cheaper than the market price outside. In the future, the agricultural business unit will sell and buy rice harvested by farmers. According to the Kalidawir Village Head, the rice harvested by Kalidawir Village farmers must be consumed by Kalidawir Village residents as well. And the last business unit is a business unit in the village tourism sector. The three current business units are in accordance with the natural conditions and local potential of the village.

Bumdes plays an important role as a representative of the village government in dealing with the economic impact of the COVID-19 pandemic. So that we can contribute maximally in solving various problems that may arise in rural areas due to the new coronavirus pandemic. By exploring innovative solutions and possibilities of village businesses, they can network with institutions, reflect on the situation and implement changes in organization, direction and livelihood. Therefore, the development of BUMDes requires new innovations and potential strategies to support the recovery of businesses affected by COVID-19 [2]. In increasing the local potential of the village, there is a need for innovation. Innovation is an ability that can create creativity or different ideas according to showing facts and quality to have high competitiveness [2]. The innovation development process consists of all activity decisions, and their impacts arising from the recognition of a need or problem [11].

With various factors underlying the establishment of BUMDes Jatirawa, the main goal to be achieved is to improve the economic welfare of the community. Economic welfare has several supporting aspects. Welfare is a state of society where basic needs are fulfilled, such as: Food, clothing, shelter, health, education, employment opportunities, and other basic needs of decent and quality such as a clean, safe and comfortable financial environment. The improvement of the community's economic welfare is assessed using indicators of community income growth and the fulfillment of critical needs [12].

Previous research conducted by Riris Eka Widayanti & Renny Oktafia, namely One form of innovation developed and operated by BUMDes *Sukses Bersama* is online marketing of BUMDes products through a marketplace application, namely Elektronik Bumdes Sugahwaras (E-Bes). The purpose of this study was to find the marketing strategy and its impact on the economy of Sugihara village as many people in the village did not know about the application. As a result, only 40% of people currently use it. [13].

Previously, Mukrizal Efendi and Mohammad Taher Lambek conducted research stating to reverse the distribution of natural resources, helping Villages to realize their potential, avoid losses and make more profits. Research aimed at this goal is being conducted. Necessary policies are being developed to enable communities to benefit from these natural resources. The issue of selecting and deciding on the type of business to be run by BUMDes is a challenge that needs to be solved. This study utilized a mixed methods approach, using case study as the research strategy. Information was collected through interviews, observations, and questionnaires. Descriptive data analysis was paired with SWOT analysis. As a result, BUMDes in the Southern Qual region of the northern Labu Ambato District overall perform very well. The roles of village leaders, village representative bodies (BPDs), and BUMDes directors are well established. Integration of village community strengthening services, socialization of BUMDes establishment through the appropriate SKPD, recruitment of managers,

strengthening human resource capacity and actively supporting BUMDes as a pilot series are absolutely necessary [14].

The results of research conducted by Bekdita The innovation of BUMDes Rontal Seu in Hendrosari Village shows good growth potential. The principle of accountability in management and innovation is highly valued as participation and accountability from all constituents, including the village government, BUMDes managers, and community leaders, are highly involved in several aspects. Implementing BUMDes development: In the development and innovation of the management and development of BUMDes Lontar Sewu, there has been good cooperation, openness, and continuous innovation. Thus, we can well assess how transparent and sustainable this cooperation is. This is positive, however, because in this liberating field there are still differences in race, ethnicity, religion, education, gender, and community involvement that support the innovation of BUMDes management and development [15] [21].

Yuliantika's research shows that triple helix collaboration in village innovation programs requires strong partnerships between universities, the private sector, and the government. Lack of coordination, differences in goals and interests, as well as difficulties in balancing the roles of each party, are challenges that must be faced by all elements of the triple helix.[2]

The focus of this research is on methods to develop BUMDe with the aim of improving local potential and economic welfare of village communities. By developing innovative entrepreneurship, the Village Entrepreneurship Development System model aims to improve the welfare of village communities. Industry in the village helps to spread the economic activities of the village. Innovation is the process of creating and implementing new ideas that generate social and economic benefits [16]. It can be said to be a new tool that replaces an old tool.

Innovation is essentially new, quality, and profitable. Therefore, innovation is new and qualitative. To apply innovation to change circumstances, the following concepts are important: a. Relative Advantage: When an innovation is considered advantageous to an individual's needs, its relative advantage is used. Is it economic value, social prestige, or superiority? The more favorable it looks or the more versatile it is, the more likely it is to be adopted by users. b. Compatibility: The extent to which an innovation is accepted because it conforms to pre-established norms and principles. The speed of acceptance is positively correlated with its proximity to values. If innovations conflict with believed principles, they will be more difficult to accept. C. Complexity: How difficult it is for users to understand the innovation. Its spread is more difficult if it is more complex and complicated. The easier and more accessible it is, the faster it will be accepted and adopted. d. Testing and testability are important components in selecting innovations. Innovations do not happen instantly, and users can use them quickly. It is easier to test innovations on a small scale to see the process, advantages, outcomes, and impact. This is especially true when the benefits are already visible, as there is no doubt-especially about failure-and impacts can be anticipated in advance. e. Observability (observability): There is no need to test innovations on a small scale to see the process, benefits, outcomes, and impacts. Observable: Innovations with tangible results will be accepted faster than innovations with unclear results [17].

This research was conducted to find out how the innovation strategy of BUMDes JATIRAWA in increasing the local potential and economic welfare of the Kalidawir Village Community, Tanggulangin Subdistrict, Sidoarjo Regency so that this BUMDes can become a role model for other villages that will develop innovations or establish the initial BUMDes.

2 Methods

This research uses a qualitative approach. Qualitative research is an in-depth and comprehensive research approach used to understand and explain phenomena in their natural environment [18]. Qualitative research is a continuous process, so the stages of data collection, data management, and data analysis are carried out simultaneously . [3][4]

Kalidawir Village is the location of this research, which is located in Tanggulangin Sub-district, Sidoarjo Regency. The location selection is based on the fact that Kalidawir Village has a lot of local potential that can be utilized by BUMDes and will get full support from the village government in an effort to improve the economic welfare of the community.

The qualitative research approach aims to describe and analyze phenomena in the field using data obtained from observations, interviews, documents, or other media[19].

The type of data in this study is qualitative data in the form of observation results and joint discussions which will then be analyzed. The data source in this research is primary data, in the form of observation results, interviews and, documentation. The key informants in this research are the Village Head, BUMDes Management, Chairperson of the Kalidawir Village PKK Movement Team, Chairperson of the BUMDes Business Unit and Community Leaders. The use of this strategic approach aims to analyze innovative entrepreneurship [16].

Next, we will compare the triple helix innovation model with the village entrepreneurship innovative product development system model. The triple helix village model consists of three components: the village industry

system, the village governance system, and the village integrated education system. We will work together to ensure that the village industry develops and is sustainable [16]. The next stage is data triangulation. There are three steps to analyze the data, namely: Data reduction, Data Presentation, Conclusion Drawing (verification)[19]. At the end, researchers will display and interpret the results of the study with existing theories.

3 Results and Discussion

Cooperation is the key to the success of an organization or unit. All structural constituents work together to achieve a common goal. Evaluation, implementation, strategy and innovation must be carried out regularly. Patterns or concepts are derived from the relationships between actors and the results of interaction patterns that occur in the system. One of them is the idea of the triple helix, which describes the cooperation between the three main components of innovation and economic development: industry, universities, and government. Triple Helix focuses on innovation and economic development through collaboration between these three elements. Ranga and Etzkowitz (2013) introduced the concept of the Triple Helix system as an analytical construct that synthesizes the key features of Triple Helix interaction with the innovation systems approach. The Triple Helix system is underpinned by three main aspects: the components within the system, the relationships between the components, and the functions of the system. The basic components consist of the institutional environment of universities, industry, and government.

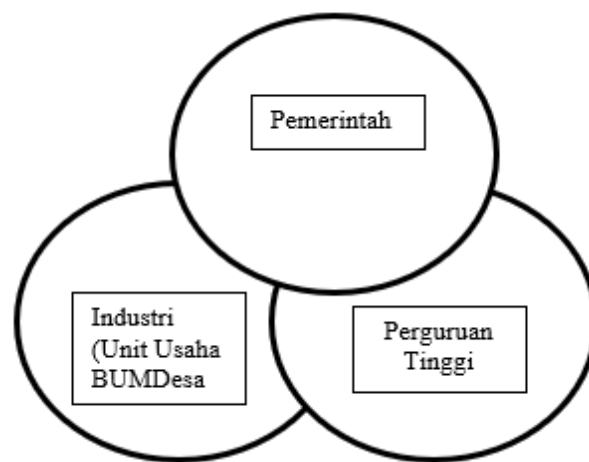


Figure 1. Triple Helix Model

3.1 Government (Village Head)

BUMDES is a village economic institution that is expected to be able to support the economy in the village. At least this BUMDES will be able to accommodate all existing village potential including village tourism, animal food security, at least that will be one part of the BUMDES business. If it all goes automatically BUMDES will have input. The most final hope of the village government, BUMDES will be able to contribute to Village PAD. So Village PAD from the potential of this village is expected to be realized through this BUMDES. The community must also participate in cooperation between elements must synergize with each other. This can be seen including the potentials of the community that we must accommodate. It is hoped that each of these can contribute so that this Bumdes can run in accordance with the initial stage that we maintain.

As a public service provider, the government must always adapt to the various developments that occur in society, including village government. The economic welfare of the community must also be a priority for the village government. Working Together Towards Prosperous Kalidawir is the vision of the Kalidawir Village Head of Tanggulangin Subdistrict. Kalidawir Village, Tanggulangin Subdistrict, has several local village potentials. Among them are village tourism, vegetable and animal food security. All of the village's potential is used as part of the business unit managed by BUMDes Jatirawa.

Innovations made by BUMDes Jatirawa with various business units that are run include Village Tourism "JATIRAWA", ASMANTOGA "The Ros Rolas", Goat Breeder Group "Lestari". Among the innovations made by JATIRAWA tourism is the development of its marketing through social media, namely Instagram, Facebook. ASMANTOGA has a marketing innovation by joining the UMKM Institution in the District and Regency. In addition, it also innovates in digital marketing through social media. The last one, namely the LESTARI goat breeder business unit, has an innovation in the form of cooperation with well-known goat breeder partners.

3.2 Industry (BUMDes Business Unit)

One of the business units owned by BUMDes Jatirawa is Jatirawa Tourism. This village tour carries a rural theme that offers a fishing pond with a unique view. The management of Jatirawa Tourism has different abilities from one another. Starting from local village entrepreneurs, village religious leaders. As administrators, of course, it is inseparable from always making innovations or programs so that tourism continues to exist and also increases the number of visitors so that it continues to grow.

The second business unit is ASMANTOGA (Independent Care of Family Medicinal Plants) which is engaged in the production of processed and herbal drinks. The plants that are focused on are telang flowers and rosella flowers. BUMDes and ASMANTOGA work together to market their products. Marketing is done online and offline.

The BUMDes Innovation Strategy in increasing village potential through Innovation is with various approaches, including: Utilization of Information Technology: BUMDes must be adaptive to technological developments in order to compete and remain competitive. In marketing using digital through social media (Tiktok, Instagram, Facebook, and X), Youtube and also online advertising for the promotion of BUMDes products to reach a wider audience and can level up to go international (visited by foreign tourists). Creative and Innovative Product Development carried out by the ASMANTOGA business unit by developing superior village products that are of high selling value, have distinctive or unique characteristics. Among them are processed telang and rosella flower products made into drinks, pastries. Consumers buy products not only to fulfill their needs but because there is value contained in the product.

The next innovation carried out by BUMDes is by collaborating and partnering: BUMDes can collaborate with Universities, Research Institutions and Community Services for innovation development. In the form of assistance from partnering Universities in Kalidawir Village who assist in the development and marketing of BUMDes business units.

Sustainable tourism: Develop ecotourism destinations that promote nature conservation, local culture and provide environmental education to visitors (go green). Create programs that focus on environmentally friendly practices. Eco-product development: offering eco-products to increase tourist attraction and selling points.

3.3 Higher Education (Academia)

BUMDes plays an important role in improving the livelihood of village communities, which focuses on developing village local wisdom-based businesses that can increase community income and improve the quality of life of the community. With BUMDes, the community can contribute according to their skills and competencies. For example, people who have competence in IT are involved in developing BUMDes Information Systems, people who are good at cooking are involved in opening stalls around tourist villages.

To improve the potential of the village and the economic welfare of the community, activities are carried out that include: Development of unique local products: Development of branding and product innovation to increase consumer confidence in the brand and competitiveness, as well as the development of new variations of existing local products Development of ecotourism destinations: BUMDes Utilize the beauty of the surrounding nature, preserve local wisdom and provide education to visitors about environmentally friendly culture. The last is to provide management training for economic actors or BUMDes managers to improve their business and competitiveness. The actor responsible for creating innovation is the Industrial sector by establishing cooperation with various parties.

3.4 Successful Implementation of Triple Helix

In this chapter, we will discuss the results of interviews with BUMDes informants at the Jatirawa tourism business unit. The management revealed that the involvement of the three elements in the Triple Helix was very helpful in the running of the business cycle. This was also conveyed by the Head of Kalidawir Village, Mr. Maksun SP, who stated that the synergy between the Village government, Civitas, and BUMDes provided maximum results for the business being carried out. The implementation of the Triple Helix model in BUMDes shows positive results in several aspects, namely Knowledge and Skills: Through collaboration with universities, BUMDes can access training and education that improves managerial and technical skills, as well as understanding the latest business practices. Innovation and Technology: Collaboration with industry can bring the latest technology and innovative methods to BUMDes, improving operational efficiency and product or service quality. Economic Empowerment: A strong BUMDes can increase the income of villagers, create jobs and reduce poverty. Social Development: This collaboration can help improve village infrastructure and social services through projects funded or supported by government and industry.

3.5 Challenges and Barriers for BUMDes Jatirawa

Village-owned enterprises (BUMDes) in Indonesia play an important role in village economic development, but often face various challenges and barriers. Here are some common challenges and barriers faced by BUMDes, including the lack of skilled and experienced labor in business management. Start-up Capital: Many BUMDes lack the capital to start or expand a business. Lack of Managerial Skills: Unprofessional business management can lead to inefficiencies and losses. Administrative and financial management is disorganized or non-transparent. Lack of Market Access, Limitations in marketing products and finding a wide market. Competition with products from outside the village or larger, more established companies. Lack of adequate infrastructure to support BUMDes operations. Difficult transportation access may hinder product distribution.

Lack of support and leadership from the village government or other stakeholders. Low community participation in BUMDes activities. Regulations and Policies: Policies: Unsupportive or frequently changing regulations can be confusing and complicate operations. Licensing: Complicated or bureaucratic licensing processes. To overcome these challenges, BUMDes need strong support from various parties, including the village government, community, and relevant institutions. Training, coaching, and access to additional resources such as capital and technology can help BUMDes to grow and develop better.

3.6 Development Strategy

To develop a Village-Owned Enterprise (BUMDes), there needs to be a holistic and sustainable strategy. Here are some of the BUMDes development strategies that can be applied: Analyze Village Needs and Potential. Develop a robust business plan by setting a clear vision and mission for the BUMDes. Enhancing HR capacity in improving managerial skills in BUMDes management. By implementing these strategies, BUMDes can improve its performance and contribution to the village economy and community welfare.

4 Conclusion

The main objective of BUMDes is to improve the welfare of the village community and develop the village into a self-sustaining village. To improve the local potential and economic welfare of the village community, BUMDes uses innovation strategies that are ever-changing and in line with technological advances. Industry and universities are responsible for innovation and knowledge respectively. It then interacts with the government, which is the third area. The three work together through a top-down approach to produce innovations that can improve the country's economy.

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