

Business Governance and Collaboration in Village-Owned Enterprises (BUMDes) in Efforts to Improve Market Performance in The Madiun Residential

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Abstract - During the Covid-19 pandemic, almost all economic sectors are experiencing a downturn, so the district and city governments in Madiun are taking tactical steps, namely accelerating economic recovery through optimizing Village-Owned Enterprises (BUMDes) and Micro, Small, and Medium Enterprises (UMKM). which is seen as effective in sustaining the community's economy. So this research wants to examine the governance of BUMDes, which drives alliance business collaboration with MSMEs and other business managers to improve marketing performance. Descriptive quantitative research collected data using a questionnaire that was distributed to 78 administrators and documented data on the management of BUMDes and UMKM in the Madiun area. The results of the descriptive statistical analysis show that the management of BUMDes to improve market performance is carried out by strengthening collaboration with UMKM, using IT and innovation in the procurement of joint business stalls. Business collaboration with UMKM and individual businesses has also proven capable of improving marketing performance, which since collaboration has increased profitability, expanded marketing areas, and increased the number of market segments. So it can be concluded that improving business governance and alliance business collaboration driven by BUMDes can improve marketing performance.

Keywords: Governance, Business Collaboration, Market Performance

I. INTRODUCTION

In Indonesia, the role of the village is the spearhead of development. Therefore, the government is trying to increase village economic growth through the distribution of Village Funds and the development program for Village-Owned Enterprises (BUMDes). BUMDes is a village-owned enterprise that is a breakthrough for every village to innovate and increase their creativity economically to be able to increase PADes or village original income (Sosiawan, 2022). The development and innovation began with Law No. 32 of 2014 concerning local government which was later initiated and strengthened by Law No. 6 of 2014 concerning Villages. These two Law regulations have become a new reference and passion for village administration to increase the village's original income and develop villages independently.

The law also gives authority to the Village Government in accelerating the PEN (National Economic Recovery) program, through a project to revitalize and develop Village-Owned Enterprises (Mardoni, et., al, 2021). In the end, the role of BUMDes is very important for the village, because philosophically BUMDes is formed to improve the welfare of the community, by increasing village income (Gayo & Rujiman, 2020). Mobilizing BUMDes business activities is seen as capable of driving the acceleration of the PEN program on the consideration that more than 70 percent of Indonesian people still live in villages (Amrullah & Muhammad, 2021).

On the one hand, the function of BUMDes besides increasing economic growth also has social functions, such as: (1) indirectly, providing financial transfers for the village treasury through additional Village Original Income (PADesa) which will then be used for village development activities with regular mechanisms in development management village; and (2) directly, fostering and assisting village community business actors, as well as managing the business of goods or services belonging to the public (potential natural resources in the region). This means that public property can also be managed by BUMDes such as clean water, irrigation, village

markets, village tourism, village forests, village electricity, and so on. So that every member of the village community can make optimal use of public goods belonging to the village (Andayani & Sudiarta, 2021).

The existence of BUMDes as mentioned is also carried out in the Madiun residency area, such as in Madiun Regency and City, East Java Province. For example, in Tulung Village, Saradan District, Madiun Regency, where demographically the population is farming, the village government has developed a BUMDes in the form of a shop to serve sales of ATK, Print, Photocopy, Volume, and print which is named LESTARI. In addition to the shop business, BUMDes, Tulung Village, Saradan District, also has a paving business which is currently able to absorb up to 3 workers, and uses a pressing machine, so it is capable of producing hundreds of paving stones. Likewise BUMDes Sumber Rejeki in Jiwan Village, Jiwan District, Madiun Regency. Within a year, BUMDes Jiwan was able to achieve a turnover of IDR 1.4 billion with the main business as an all-in-one snack center (pujasera). The construction of the pujasera was funded by village funds, which currently has 30 employees. In Madiun Regency itself, 184 BUMDes have been formed, and although not all BUMDes can develop well, efforts to improve BUMDes performance are still being pursued through business collaboration (Amri, 2022 & Ainul, 2022).

Marketing performance in the management of BUM Des is an implication of the Minister of Villages, Development of Disadvantaged Regions and Transmigration Regulation No. 4 of 2015 that the operational activities of BUMDes are profit-oriented because it is expected to increase local revenue (PAD) (Andayani & Sudiarta, 2021; Putra, Arini, & Suryani, 2020). In line with this, the Ministry of Villages, Development of Disadvantaged Regions and Transmigration through the Village Sustainable Development Goals (SDGs) program strives for BUMDes to be able to become a social enterprise by focusing on village potential and superior products (Amrullah & Muhammad, 2021).

In addition, the revitalization and development of BUMDes to achieve goals must be followed by good and correct financial governance. Good financial management is needed to ensure the survival of BUMDes business activities (Sari & Sudana, 2020). It can be said that business activities managed by BUMDes which are carried out with good financial governance directly affect the achievement of village economic growth indicators evenly and without gaps. However, most BUMDes fail to manage their business, especially in terms of finance (Gayo & Rujiman, 2020). Research reported by Putra, Arini, and Suryani (2020), that traditional business management is still a problem from a business management perspective. Low marketing capabilities, access to information sources, and simple presentation of financial and accounting data are far from the Statement of Financial Accounting Standards (PSAK) (Taufik, 2020), as well as the minimal application of technology are other problems that must be addressed (Widayani, Astuti, & Saifi, 2020). When viewed from the capital side, the problem that still occurs, in general, is that the capacity of own capital is still limited (funds are more concentrated for the development of Bumdes). BUMDes are widely looked at by conventional banks as partners in channeling funds (Mardoni, et., al, 2021).

Benjamin (2021), explains that in general the problems of micro, small, and medium enterprises including BUMDes have various classic obstacles, such as problems with human resources, business management, formal legality, and of course capital. In terms of human resources, the problems that occur are the need to improve the quality and competitiveness of HR managing Bumdes Business Units compared to other business units (Buwana, & Nursyamsiah, 2018)), lack of support such as HR training so that business feasibility analysis and business development are still lagging and the majority have not thought about opportunities to cooperate with business units in other BUMDes. Limitations on the types of businesses that BUMDes carry out and limited human resources in BUMDes management and low community participation due to a lack of knowledge mean that BUMDes' goals of improving the economy have not been optimal (Nur, et., al, 2021).

About the description presented, this study aims to describe the management of BUMDes by collaborating with micro business units, both individuals and business entities. The urgency of this research is to find a model that can be used as a pilot reference for the development of BUMDes and MSMEs through collaboration between business units to facilitate the distribution system and enrichment of business product variations which are expected to improve marketing performance. So far, the management of BUMDes and UMKM in general have complained about marketing, such as the BUMDes in Sirapan Village. For this reason, the village government conducts counseling and training for BUMDes managers to use the website as a marketing medium for small and medium enterprise products, as well as providing monitoring and assistance in carrying out activities and problems encountered.

II. METHOD

This research uses descriptive quantitative methods by taking the population of all BUMDes employees and several business organizations as collaborators or collaborating participants in the management of joint business units. In this study the population of BUMDes and collaborators was taken from business management in the Madiun area of East Java province by purposive sampling, namely managers (managers or persons in charge of each part of the business division). The sample for this study was Tulung BUMDes management, Saradan District; Jiwan Village, Jiwan District; Sidomulyo Village, Sawahan sub-district; and 37 business managers in the home and shop business sector. The entire sample of this study was 78 business actors who collaborated to supply materials and products, distribute products, and distribute products to consumers.

Research data was taken by questionnaire and interview methods as verification and completeness of the data. Furthermore, the data from the questionnaire results will be processed and analyzed using descriptive statistical techniques. Data were taken using the local language, this is to avoid misinterpretation in data analysis, after which the language was translated. Questionnaires were distributed to managers and owners of home industries in the Madiun Regency area, which are suppliers and sellers of products that work closely with BUMDes. While BUMDes managers are pilot observations and objects of this research analysis.

III. RESULT AND DISCUSSION

A. Result

The results of the data that have been collected can explain the potential for collaboration as conveyed by all respondents through the research questionnaire as follows.

Table 1. Research Respondents

Business Collaborators	Respondent	%
1. BUMDes	23	29%
2. UMKM (MSME)	37	47%
3. Individual	16	21%
4. Islamic boarding school cooperative	2	3%
Total collaborators	78	100%

Table 1 shows that 29% of respondents are administrators or managers of BUM Desa, and 47% are MSME managers, both those who are legal entities and those who are not yet legal entities. Then 21% are the community or residents who manage businesses, especially the production of home-processed food, and handicraft souvenirs. Than 3% of Islamic boarding school cooperatives act as collaborative partners who market and also manufacture fine art products and worship accessories (Amri, 2022).

Furthermore, referring to the data collected from the questionnaire, it can be described the components of collaborators that are embraced by BUMDes which include household business units (individuals), UD and Islamic boarding school cooperatives, and general cooperatives with various types of businesses as follows.

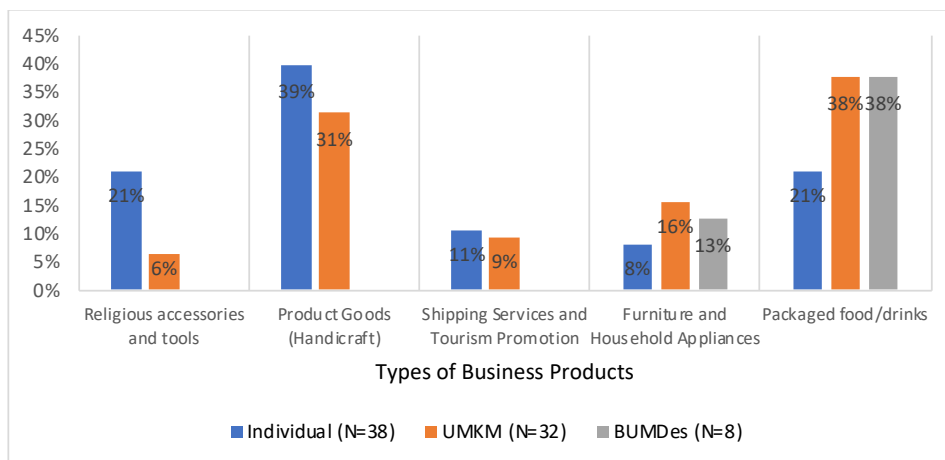


Figure 1. Types of Business Products Before Collaboration (2020)

The graph (Figure 1) shows that BUMDes in 2020 have not yet collaborated to focus more on selling furniture and household appliances, as well as packaged food/drinks produced by local villagers. However, after collaborating with producers and other business managers, both individuals and with business managers who are already legal entities, BUMDes also promotes and sells products that are also produced and sold by individual business managers and other business managers who have legal entities.

In collaboration with these various business units, BUMDes is also responsible for promotion and marketing through social media which can be accessed by management representatives. Then, by agreement, the collaborators have appointed an employee to manage social media for marketing and transactions. Furthermore, every time there is a direct offer, it is quickly communicated to the production and sales parties, who then the courier or delivery service can pick up and deliver to the buyer at the nearest location. The promotion, transaction, and sales processes for delivery services have been arranged in each sub-district and 2021 has been developed at several location points that are the target of expanding the sales market. This process refers to the principles of supply chain management which are continuously developed by BUMDes together with MSMEs and individually finished product suppliers. Even individual producers have provided delivery services and expansion of posts (Lapak) for products and fast delivery in several locations that are easy to reach, pick up and deliver to buyers.

Furthermore, the product placement model in several shelters is managed by BUMDes and UMKM who have sufficient space and easily accessible locations. Meanwhile, the sales booth system that is used as a display of the products of all business results is not entirely entrusted, but some are paid in stages, namely half paid, and if there is a purchase the rest is paid off, and some are paid in cash by the Stall manager. This can be stated as follows.

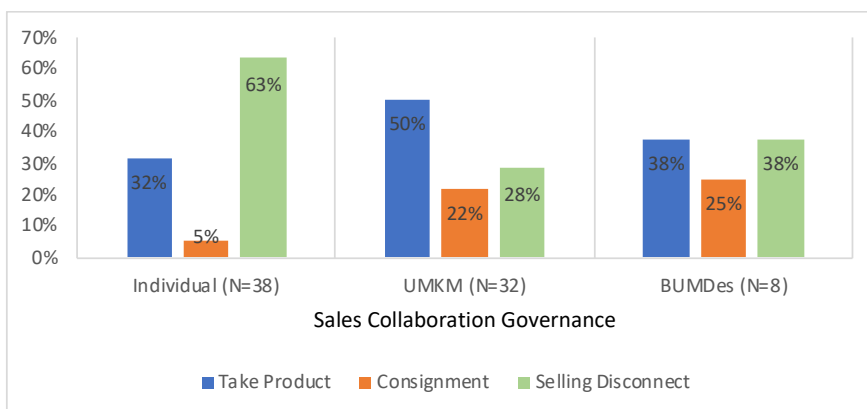


Figure 2. Business Collaboration Governance

Graph (Figure 2) on the governance of business collaboration carried out by BUMDes with several MSMEs (Pesantren Cooperatives, and other Trading Businesses) as well as individual entrepreneurs by implementing one-

door sales through Stalls or product display rooms located on the outskirts of the main inter-city and inter-provincial roads as well as in some locations near places frequented by people. In this graph, the management model of Stalls is handled by employees who are paid a percentage of sales determined through a cooperation agreement (Amri, 2022). Furthermore, the various product variations in Stalls are mostly paid in cash by the Stalls manager, and some are paid by consignment system or are paid in installments when the product has been sold, and the rest for certain types of products are only deposited at the Stalls. Most of the types of products that are paid for in cash by Bukalapak are packaged food and drinks, or types of food with a short shelf life that are taken from home producers in very limited quantities.

Furthermore, governance in the business collaboration that utilizes IT and online transactions and payment systems that are handled online by Stalls and BUMDes cannot be fully followed by all collaborators. Some of the collaborators still use conventional administrative systems as shown in the following graph.

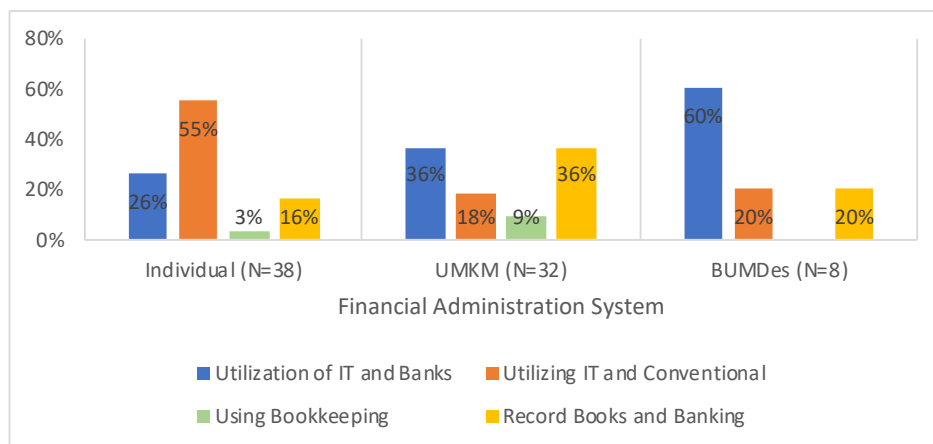


Figure 3. Financial Administration System

In this graph, it can be seen that financial management is carried out by 8 (eight) BUMDes, of which 60% have utilized ITU and the Bank in managing their finances, however, there are also 20% BUMDes besides utilizing IT, they also use ledger records and use ledgers and records. Bank account book. The administration of financial management carried out by BUM Des is not much different from other collaborators, both MSMEs and individual business managers. The use of IT is related to marketing systems carried out through marketplaces or offers through social media. For BUMDes and Stalls as marketing managers, the marketplace opens opportunities to collaborate with more MSME partners in the Madiun area and the platform can positively bring together potential buyers with products that are selling. Here, consumers are increasingly familiar with the brands promoted by Stalls through various social media or government-owned sites. Usually the buyer orders goods and then pays, but in the marketplace, this must be able to inform the new businessman so that the order can be processed and sent, after that, the marketplace transfers some money to the Stalls.

About the collaborations that have been shared in 2020 to recover the economy due to the Pandemic, the profitability of the collaborators can be seen as shown below.

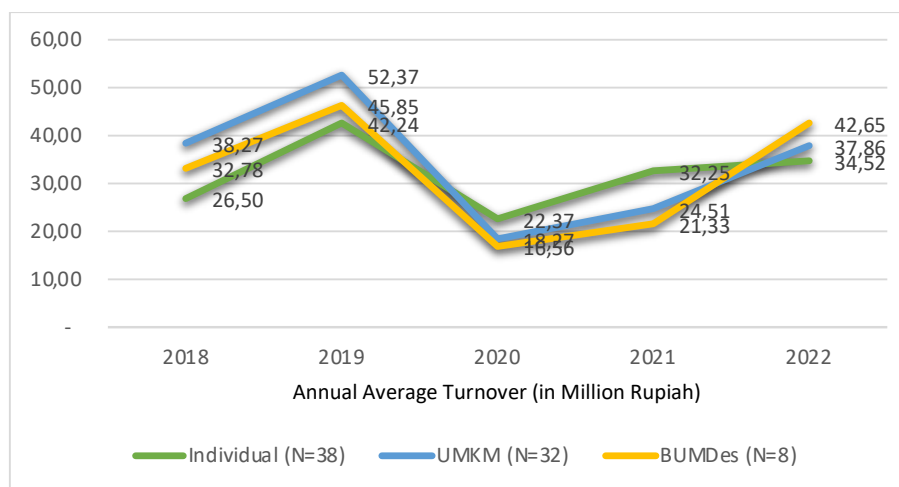


Figure 4. Average annual turnover of Collaborators

The profitability graph (Figure 4) shows the average annual sales turnover (in millions of rupiah), which from 2019 to 2020 has decreased drastically and almost reached 100 percent for BUMDes, MSMEs, and individual entrepreneurs. Furthermore, from training and communication activities between business managers, business collaboration alliances are carried out, between BUM Des and BUM Des and BUM Des with MSMEs or individual entrepreneurs. The results of the collaboration in 2020 have resulted in an increase in turnover, which means that marketing performance has increased which can be measured by increasing turnover, expanding product markets, and increasing production volume and the number of customers. An increase in the number of customers can be seen from the number of orders and regional origins as well as online orders through a coordinated marketplace. The increase in average turnover per year from 2020 to 2022 shows an improvement in the economic quality of the people who are members of a collaboration driven by BUM Des and MSMEs in the Madiun area. According to the report by Wibowo and Hapsari (2022), the presence of BUMDes in the village community can be said to be an activity to implement 5 of the 18 indicators of the Village Sustainable Development Goals program. The role of BUMDes in achieving the 5 indicators is to become a trigger, supporter, and main stakeholder for achieving indicators of villages with equitable economic growth, villages without gaps, peaceful and just villages, partnerships for village development, and dynamic villages with an adaptive culture.

B. Discussion

Economic growth in Madiun Regency in 2021 has increased to 3.34 percent which is higher than in 2020. This economic growth is supported by the development of the entrepreneurial sector, such as in the transportation and warehousing sector which reached 9.43 percent; Water Procurement, Waste Management, Waste and Recycling managed by MSMEs together with BUM Desa, namely 7.79 percent (Prasetyo, 2022); as well as the Manufacturing and Processing Industry business sector by 7.50 percent (BPS Kab. Madiun 2022). Part of the economic acceleration was contributed by the role of BUM Desa and MSMEs (Febrianto & Santoso, 2021). Based on data from the Ultra Micro Program Credit Information System (SIKP UMi), until August 2022 the Madiun KPPN had disbursed 50.5 billion UMi, an increase of 5.9 billion or 46% compared to the same period TAYL (yoy). Likewise, the number of debtors experienced an increase of 5,702 debtors (yoy). During a surge in spending in various fields and sluggish state revenues, the Madiun Regency and City governments have added assistance to the BUM Desa and MSME sectors through additional KUR interest subsidies in 2020 which will continue in 2021 even until 2022 (Febrianto & Santoso, 2021).

Provisions regarding Village-Owned Enterprises in Law Number 6 of 2014 are regulated in Chapter X, with four articles, namely articles 87- 90. According to Law Number 6 of 2014 Article 1 what is meant by Village-Owned Enterprises, hereinafter referred to as BUMDes is a business entity in which all or most of the capital is owned by the village through direct participation originating from village assets which are separated to manage assets, services, and other businesses for the greatest extent possible for the village community. According to the Regulation of the Minister of Home Affairs Number 39 of 2010 concerning BUMDes, it is a village business formed or established by the village government whose capital ownership and management are carried out by the village government and the community.

Regulation of the Minister of Villages, Development of Disadvantaged Regions, and Transmigration of the Republic of Indonesia Number 4 of 2015 Concerning the Establishment, Administration, and Management, and Dissolution of Village-Owned Enterprises. Village-Owned Enterprises, hereinafter BUMDes, are business entities whose capital is wholly or substantially owned by the village through direct participation originating from separated village assets to manage assets, services, and other businesses for the greatest possible welfare of the village community. RI Government Regulation Number 47 of 2015 concerning Regulations for Implementing Law Number 6 of 2014 concerning Villages states that the establishment of BUMDes as referred to in paragraph (1) is carried out through village meetings and is stipulated by Village Regulations.

In the collaboration design, it can be explained that BUMDes is the coordinator for ongoing collaborative collaboration in marketing products. In this scheme, BUMDes can also provide ideas about the design and type of product needed, especially related products. For example, at the Sumber Rejeki Bumdes Stall, the main business is an all-in-one snack center (pujasera) collaborating with MSMEs that produce plastic packaging with the brand design ordered by home culinary entrepreneurs with the Sumber Rejeki BUMDes product label. Phak BUMDes sells them directly and through Stalls, and the role of Stalls in marketing the product has worked with the community of bus drivers to stop at Stalls during breaks, especially tourism buses. The governance of business collaboration that has been going well, with mutual trust and commitment between collaborators initiated by several BUM Desa in Madiun Regency since 2020 has produced results in the form of increased sales after experiencing a downturn during the Pandemic. Prasetyo (2022), suggests that good collaboration will have good relationships between several parties, such as mutual benefit and providing mutual input so that they can develop together. Business collaboration can also be useful for building brand awareness (Majeed, Ansah, & Ashmond, 2021), increasing customer engagement, increasing consumer reach, to saving operational costs (Kotler & Keller, 2016).

The collaboration model carried out by BUMDes by building marketing stalls can be described as follows.

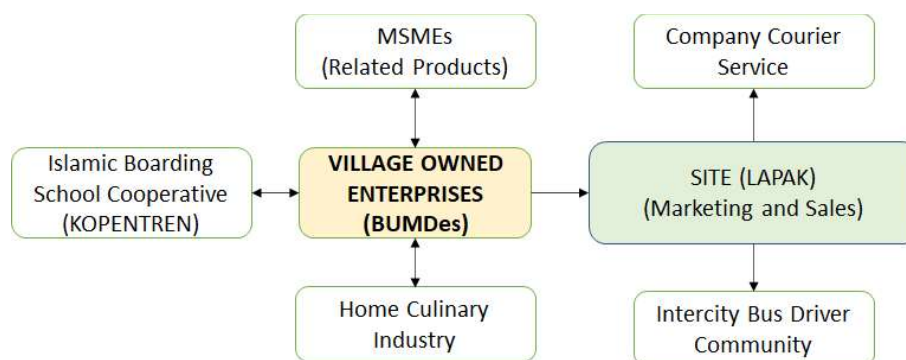


Figure 5. Collaboration Model with Marketing Stalls

The Stalls innovation managed by BUMDes was formed as an effort to restore the economy of rural communities within the scope of each village by optimizing the potential that exists in each of these villages. Likewise, Madiun City and Regency have a lot of potential that can be developed and has the attraction to boost the community's economy. It is easier for local people to create various superior products in villages with sufficient potential resources (Hasan & Azis, 2018). If the existing potential and opportunities can be optimally managed by the community, business development opportunities can be wide open, especially for the BUMDes and MSME sectors (Windusancono, 2021). In the BUMDes Stalls Innovation, Kelurahan are independently given the freedom to manage, create concepts, determine the products to be sold, and other operational activities. At first, the development of MSME Stalls used the Regional Incentive Fund (DID), then it was continued by APBD funds allocated for the improvement and development of stalls. Several stalls have become a pilot for other UMKM and BUMDes stalls, including the Donopuran Stall, Bumi Semendung Stall, and the Joglo Palereman Stall. Also in Saradan District, the Ponorogo and Magetan routes, there are several business stalls which are market spaces for BUMDes business collaborations with MSMEs which include Islamic boarding school cooperatives in the Madiun, Ponorogo, and Nganjuk areas.

The results of the study also show that marketing performance has also increased since the collaboration was carried out. It can be said that business collaboration followed by good BUMDes governance and compliance with laws and regulations can improve business performance. Market performance is a measure of the process of planning, and implementation to the final result of a marketing activity, also known as marketing performance. Performance is a measure of achievement obtained by a company or organization through marketing activities as

a whole. Marketing performance can also be interpreted as a concept that is a measure of how far marketing is achieved by a product produced by a company (Kotler & Keller, 2016). Performance or performance is a system related to the process and results (outcomes) achieved (Tjiptono, 2018). Marketing performance is a measure of achievement obtained from the overall marketing process activities of a company or organization. Marketing performance is a concept that measures a company's marketing performance. Every company is interested in studying its achievements to reflect the success of its business in market competition (Pattipeilohy, 2018).

Marketing performance is a measure of a company's success in marketing its products in the market. Marketing performance is a concept used to measure a company's performance in marketing its products (Arbawa & Wardoyo, 2020). Marketing performance describes the results of implementing corporate strategies such as customer satisfaction, new product success, sales growth, and profitability. Therefore, measuring the company's marketing performance uses units such as sales, customer growth, and customer turnover to better describe marketing and competition performance (Sari, Astuti, & Suherman, (2022).

The achievement of these five indicators is due to the stronger legal position of BUMDes as a legal entity. Through the Job Creation Law Number 11 of 2020, BUMDes have strong legal standing to carry out various types of business units including establishing partnerships with various parties to improve village welfare (Desiwantaram., et., al, 2021). Efforts to strengthen and develop BUMDes are to achieve success according to the indicators set out in the Sustainable Village Development Goals and must be accompanied by proper financial management. Good financial management is needed to ensure the survival of BUMDes business activities (Sari, & Sudana, 2020). Business activities and profits obtained by BUMDes when accompanied by proper financial management will affect the achievement of indicators of equitable economic growth and increase participation and stimulate the community to develop entrepreneurship (Hamril, Sarjan, & Arifin, 2021). According to Munir (2004) that there is an approach to local economic development managed by both the private sector and the village government. According to Mardoni, et., Asl (2021), there is an increase in the community's economy, especially among entrepreneurs who are members of an alliance with BUMDes, as a net profit sharing that has been determined through consultations with advisors and BUMDes managers after operational costs are taken with the provision that the village's original income is 30% and BUMDes administrators and supervisors 70%. The distribution is carried out at the end of the year and all capital is collected to hold a selection, determination, or replacement at the beginning of the following year.

In addition, the efforts of several BUMDes which drive collaboration with MSMEs (UMKM) and individual entrepreneurs in the Madiun Residency area are efforts to improve the community's economy through capital from BUMDes, so that the community feels helped by the provision of funds from the government who are interested in opening micro-scale businesses or small businesses, for example, mixed sales. in traditional markets and installs provided and developed by BUMDes and UMKM. Apart from that, BUMDes businesses according to Sosiawan (2022), if they continue to be managed and utilized by MSMEs and individual marketers (resellers), and village communities. Hamril, Sarjan, and Arifin (2021), stated that the existence of BUMDes that collaborates with MSMEs will encourage the community to carry out new entrepreneurial activities to obtain better income, through a learning and training process held by the government so that people's welfare increases. Likewise, businesses in BUMDes and MSMEs in Madiun also continue to receive support and technological equipment assistance from the Regency and City governments so that entrepreneurs can improve the quality of their products.

Business collaboration means carrying out business processes by working together to achieve certain targets. Business collaboration has the benefit of inspiring new ideas, finding solutions to a problem, and finally being able to achieve business goals. The collaboration carried out by BUMDes with business alliances in the Madiun region is a new form of organization in the future which is also related to the term collaboration in business. In the field of business collaboration is an alternative to a competitive strategy (Ibrahim, 2020). Collaboration is a must to share services with customers and stakeholders. Collaboration is a concept (mindset) in making agreements, arbitrating expertise, access, capital, and sharing scarce resources (Setiawan, & Soelaiman, 2020). Collaboration is also an alternative to predatory mechanisms to gain access, capital, expertise, and scarce resources such as mergers and acquisitions (Kirono, et., al, 2019). In short, collaboration in a business context is the best mechanism for collaboration between organizations, if the organization wants to get what it's aiming for. Collaboration is described as a win-win situation where "two partners in different beds with the same dreams" (Rodrigues, Lopes & Varela, 2021), thus, collaboration is a cooperative term that refers to something positive. Munt (Rodrigues, Lopes & Varela, 2021), put forward the notion of collaboration as working together to achieve goals as desired by individuals, groups, institutions, or organizations to produce a meaningful and sustainable output. In collaboration, there is a relationship between organizations and with this relationship, collaboration will be created (Mustafa, 2020).

IV. CONCLUSION

Research that examines the collaborative process of business alliances between BUMDes and MSMEs and individual entrepreneurs in the Madiun Residency area in the last 3 years has been able to optimize marketing performance. Governance in business collaboration is driven by BUMDes and MSMEs, in which each collaborator optimizes the potential of their network and market together, and trusts and supports each other. This support is carried out through supply chain and distribution and sales arrangements so that the collaboration and management carried out by BUMDes can optimize marketing performance. This is evidenced by increased profitability in the form of sales turnover, expansion of market segments, and an increase in the number of sales, as well as an increase in production volume. The collaborative business policy of this alliance continues to increase participants or add collaborators, especially for business products that are similar or support products marketed by BUMDes and MSMEs.

Based on the description of the research results put forward, it is suggested that researchers who have an interest in BUMDes governance can study the use of IT and the distribution chain that affect marketing performance. It is also recommended to use a causal quantitative approach to predict variables that can affect BUMDes marketing performance by placing governance as a predictor or moderating variable.

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