



Implementation of *BUMDA* (*Baga Utsaha Manunggal Desa Adat*) Management in Marketing and Empowering The Development of Gunung Payung Cultural Park as a Potential Tourist Attraction in Kutuh Village, Kuta South, Badung, Bali

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Abstract—Kutuh Village currently has an integrated business entity named BUMDA (Bhaga Utsaha Manunggal Desa Adat) Management. One of the potentials possessed by the Kutuh traditional village is the Gunung Payung Cultural Park as a Tourist Attraction. Kutuh Traditional Village is now managed directly by the BUMDA management of Kutuh Village. The purpose of this research is to find out about the potentials that can be developed in Gunung Payung Tourist Attraction and how BUMDA management strategies in marketing and development are carried out at Gunung Payung Tourist Attraction. This research is a qualitative descriptive study. The data collection method used in this research is the method of observation, interviews, and documentation. The results show that there are several potentials that can be developed such as the Dhang Khayangan Temple, Gunung Tedung (Gunung Payung), white sand beach with beautiful cliffs, monkey forests, along along gardens that adorn the cliffs, sports arenas such as soccer fields, jogging tracks with beautiful views as they are on a cliff, as well as a stage for cultural arts performances for the Kecak fire dance and barong dance as well as cultural attractions owned by Kutuh Village.

Keywords: BUMDA; kutuh village; tourism

I. INTRODUCTION

The natural beauty of Bali is unquestionable, however, besides presenting natural beauty, Bali also has tourism supporting facilities and infrastructure such as hotels, restaurants, etc. which are also attractive for visiting tourists (Sutedja et al., 2019). Badung Regency is one of the areas in Bali Province with various well-known tourist areas. Badung Regency is an area whose income is 90% from tourism.

One of the successful independent villages is Kutuh Village, Kutuh Village is a village in South Kuta District, Badung Regency, Bali Province. Geographically, this

village is located in the south of the island of Bali. Kutuh Village is successful in managing and developing the potential of its natural and human resources so that its village can progress. "Based on its history, Kutuh Village is a village consisting of a traditional village and an official village. This village used to be poor because the local population only worked as seaweed farmers for their livelihood, and in terms of education, the villagers were also limited (Oktadesia et al., 2020).

Currently Kutuh Village is developing its territory into a tourist destination that is quite attractive to tourists. The management of the area is handled by the Traditional Village-Owned Enterprises (*BUMDA*). *BUMDA* in

Kutuh Village was established based on the Pararem (meeting) of Kutuh Traditional Village Number 01 of 2014, dated December 12, 2014 (Suryani et al., 2016). *BUMDA* Desa Adat (Traditional Village) Kutuh has nine business units including: LPD, Pandawa Beach, Gunung Payung Cultural Park, goods and service management unit, yadnya (religion-related activity) equipment unit, paragliding tourist attraction unit, arts and cultural attraction unit, pandawa independent transportation unit and health and security service unit.

One of the *BUMDA* business units, Gunung Payung Beach or Gunung Payung Cultural Park, is one of the hidden tourist objects owned by Kutuh Traditional Village, South Kuta, Badung. This Gunung Payung tourist attraction is directly adjacent to Timbis Paragliding and Pandawa Beach Attractions which are still located in the same area, namely in Kutuh Village. The following is the number of visits by domestic and foreign tourists who visited the Gunung Payung Cultural Park (Gunarsa, 2020).

The Gunung Payung tourist attraction presents tourism potential in the form of the Dhang Khayangan Temple, Gunung Tedung (Gunung Payung), a sprawling coastal area, forest monkeys, etc. The Gunung Payung tourist attraction also has a performance stage that is used as a place for performing arts for tourists (Setiyarti et al., 2018). Seeing this potential, researchers are interested in studying more deeply about the *BUMDA* management process in managing and developing Gunung Payung tourist attraction.

Another similar study was also conducted by Sri Astuti et al. (2018) in their study examined the internal and external factors and development strategy of Gunung Payung Cultural Park as one of the tourist attraction that showed the results that a strategy that can be applied to the developed of Gunung Payung Cultural Park as an attraction, which offers a varied and innovative tourism products, using IT to promote tourist attraction, provide coaching and training to the community to improve the quality and quantity of human resources, seek funding for development, establish order to maintain environmental sustainability, create rules for preserving the environment, and provide restaurant facilities to face competition with other tourism objects. Therefore, the purpose of this research is to find out about the potentials that can be developed in Gunung Payung Tourist Attraction and how *BUMDA* management

strategies in marketing and development are carried out at Gunung Payung Tourist Attraction.

II. CONCEPT AND HYPOTHESIS

Implementation and Management

Ripley and Franklin in (Winarno, 2012) states that implementation is the process of applying something that is done after a regulation. or laws are enacted that give program authority, benefits, and tangible outputs. Mary Parker Follet in the book (Rafiie, 2017), explains the definition of management as the art of completing tasks with help from others.

Management is a process in which a person can manage everything that is done by individuals or groups. Management needs to be carried out in order to achieve the goals or targets of the individual or group in a cooperative manner using available resources. Meanwhile, according to experts, namely Mary Parker Follet in the book (Rafiie, 2017), views that management is the art of completing tasks through intermediaries or other people. In this case, management can be interpreted as an activity carried out by a manager to direct subordinates or other people in completing work in order to achieve a goal.

Baga Utsaha Manunggal Desa Adat (BUMDA)

BUMDA is an abbreviation of Baga Utsaha Manunggal Desa Adat, which is an integrated business institution that is part of the Kutuh Traditional Village community. *BUMDA* is also expected to function as follows:

An institution that serves the economic needs, and acts as part of the public services for the traditional village communities.

BUMDA is also a commercial institution that can open up wider space for rural communities to increase their income, in other words, create jobs and reduce unemployment in the village.

As an institution that is able to explore and utilize the potential of businesses in the village to increase Village Original Income.

An institution that is capable of collaborating with other village economic institutions.

Creating market opportunities and networks that support the public service needs of the villagers.

Improving the welfare of the community through improving public services, growth and equitable distribution of the village economy.

Tourism

In connection to tourism, Cooper et al. in Tingginehe, et al (2019) describe several parts that tourism must have, namely attraction, accessibility, amenity, and ancillary services. The tourism village is a manifestation of the development of community-based tourism areas (Gautama et al, 2020).

Tourism is one of the leading industries that expands and experiences sustainable diversification (Santoso et al, 2020). Tourism is one of the largest industries that is growing rapidly in the world, including in Indonesia, with its rich natural, cultural, and traditional customs that are different and become the main capital in tourism. This situation causes Indonesia to become one of the tourist destinations (Riwukore, 2021).

Law No. 10 of 2009 concerning tourism defines tourism as various kinds of tourism activities and is supported by the sharing of facilities and services provided by the community, businessmen, government, and local governments. (Demantik, 2006) provides the understanding of tourism as a recreational activity to calm down and escape from routine work.

III. METHOD

The research was conducted at Gunung Payung tourist attraction. The research method used was qualitative analysis, and the data gathering techniques used were observation, interviews, documentation, and literature. The type of data in this study is qualitative data, that is, a research method that aims to provide a description of the object being observed (Sugiyono, 2018). The data sources in this study are primary data, that is, data obtained directly at the research site and secondary data sourced from books or scientific journals. Sources of data used in this study are primary data and secondary data. Primary data sources in the research on BUMDA Desa Kutuh were obtained from interviews with BUMDA Management. Secondary data is also obtained where the author conducts research; the data obtained is in the form of an overview of the research place. The documentation used in this research is photos of BUMDA management activities in managing Gunung Payung tourism. The literature used in this study are books, print media, the internet which contain

elements that can be used in studying the phenomenon and problems that are found while researching how the BUMDA management can empower and develop Gunung Payung Cultural Park as a tourist attraction. Informants in the study are as follows:

1. Bendesa Adat (Traditional Village Leader) Kutuh, Mr. DRS I Nyoman Egypt
2. Director of BUMDA Management of Kutuh Village, Ni Luh Hepi Wiradani
3. I Nyoman Darka Yasa as part of the Gunung Payung tourist attraction Management

IV. RESULT AND DISCUSSION

Gunung Payung Cultural park is located in Kutuh Village, South Kuta District, Badung Regency. The location of the Gunung Payung tourist attraction from Denpasar City is about 25 km, while from the Pandawa Beach it is about 1 km. So that it can be said that the location is strategic enough to be visited, besides the beach and cultural attractions, there is also the Dhangkahyangan Gunung Payung temple. The Gunung Payung tourist attraction area has a land area of about 13 hectares which is the land of the Gunung Payung temple.

BUMDA Management Can Develop the Potential of Gunung Payung as a Tourism Destination.

A company certainly really wants to get a profit, especially the management of BUMDA which currently aims to manage tourist destinations (DTW). One that is managed by BUMDA management is the Gunung Payung Cultural Park. As tourism develops in this modernization era, it is known that at any time, people need to enjoy tourism. Seeing the various tourist interests in Bali, it is not surprising that all regions develop their tourism potential, one of which is the development of Gunung Payung tourist attraction. Gunung Payung tourist attractions have a lot of potential that attracts tourists such as the Gunung Payung Cultural Park area which is made in the outer area (*Jaba Sisi*) of Dhang Kahyangan Gunung Payung Temple, so it does not interfere with the religious ritual procession inside the temple. To develop tourism, it is also necessary to have the potential of tourist attraction with the aim of bringing in tourists. In addition, the funds needed are also very large. The potential possessed by Gunung Payung tourist attraction is also very much that must be developed as well as possible in order to attract the interest of tourists.

From the results of the study, one of the potentials possessed by the Gunung Payung Cultural Park as a tourist attraction is that the beach that is owned is very good with several caves under the cliff which will make this place more natural with the presence of several large rocks on the coast which causes this beach becomes more aesthetic. The water conditions on the Gunung Payung beach are very clear because there are still few people bathing in the Gunung Payung beach area. This place is suitable for canoeing, besides that it is also suitable for fishing and looking for natural products to enjoy because the resources are still very abundant. Snorkeling rides are also suitable because the water in the Gunung Payung beach is still very clear, and is very suitable for snorkeling in the Gunung Payung beach. For other water sports such as surfing, it is also very suitable because the waves in Gunung Payung beach are very good for surfing. The sand on this beach is also white and smooth, a suitable place for sunbathing beside the beach and also suitable for tourists who want to find tranquility. The next potential is the plan to make a place for camping on a cliff, precisely above the shoreline because there have been several requests from tourists, sometimes there are some young people who camp in the area with the equipment they have because the manager still does not provide camping equipment. Furthermore, above it, there is a very good amphitheater with a sea view overlooking the Indian Ocean and also the island of Nusa Penida which makes this place so beautiful with views that spoil the eye. Besides that, the place is also a very suitable place to enjoy the sunrise in the morning with a view overlooking to the east.

The Gunung Payung Cultural Park besides having the beauty of the beach also has a sports arena, such as a jogging track and also a football field stadium which is named the I Ketut Lotri stadium which is on a cliff so that the audience can also enjoy the sea view from the stands of the stadium, this type of tourism can only be enjoyed at the Gunung Payung tourist attraction. In addition to sports, at the Gunung Payung tourist attraction there are also adrenaline-pumping sports, namely paragliding directly with a reliable pilot, flying by enjoying the beauty of the cliffs and beaches of Gunung Payung to Pandawa Beach from a height above the cliff. In addition, this tourist attraction also has a monkey forest with two herds of monkeys that have their respective territorial powers. But the monkeys in this tourist attraction also do not stay, but move,

sometimes they are on the Pandawa beach and sometimes on Gunung Payung. In addition to cultural tourism, it also has spiritual tourism, namely Pura Dhang Kahyangan Gunung Payung. Gunung Payung Temple is the beginning of the history of the entry of Hindus to Bali with the sacred journey carried out by Dang Hyang Nirartha. With the position of the temple on a high cliff with beautiful and exotic views. The temple buildings and gardens are very neatly arranged. *Jaba Sisi* or outside the temple can also be a place for pre-wedding with the architecture of the temple building using limestone as a building material which adds to the architectural beauty of the Gunung Payung temple. Therefore, in an effort to increase community income through the potential of traditional villages, the development of tourist destinations was done based on the potential of the area as a tourist attraction. In its development, the community is considered as an active and not passive subject, this means that the community is not only a destination for tourism activities but also organizers and actors, thus becoming an inseparable part of tourism products characterized by local culture (Wijijayanti et al., 2020) so that in addition to village income, it can also be felt by the Kutuh village community who have a business at the Gunung Payung tourist attraction.

BUMDA Management Strategy in Marketing and Developing the Gunung Payung Cultural Park as a Tourist Attraction.

Every company certainly has a strategy in marketing both for a product or a business. According to research from Suharto, et. al., (2019) with the aim of achieving empowerment goals, as a strategy for empowering potential tourism attractions and also to have an impact on the community in tourism development which conceptually has characteristics, several characters are stated as follows: (1) Community-based tourism finds its rationality in property, unique characteristics, and more unique characteristics are organized on a small scale, this type of tourism is basically, ecologically safe, and does not cause as many negative impacts as those generated by conventional types of tourism. (2) Community-based tourism has the opportunity to develop small-scale tourist objects and attractions so that they can be managed by local communities and entrepreneurs. and (3) As a consequence, the two aforementioned are very closely related and better than conventional tourism because local communities are involved in enjoying the

benefits of tourism development, and therefore empowering the community more (Suharto et al., 2019)

Just as *BUMDA* Desa Kutuh currently has a business in the management of Tourist Attractions (DTW). DTW that is managed by *BUMDA* is a tourist attraction of Gunung Payung Cultural Park. With the aim of increasing the income of the community and village. Through the role of media promotion which has an important role in the implementation of tourism development because publications that are carried out indirectly contribute and increase the number of visiting tourists (Sumarsono et al., 2020). Therefore, the first strategy used by *BUMDA* management in managing the Gunung Payung Cultural Park tourist attraction is by using a website. Website is a place or promotional media in the form of advertisements, content, and also can help potential tourists to find information about the destination that they are looking for. The website is also used as a medium and means of promotion. In addition to the website used in marketing the Gunung Payung tourist attraction, other social media platforms should be used too such as Instagram, Facebook, Tiktok and also YouTube. On these four social media users there are very many users ranging from children, teenagers, to adults so that information can be provided to every potential visitor. Thus, the location of the Gunung Payung tourist attraction and what is in Gunung Payung can be seen and accepted by the wider community. For example, when a tourist takes a photo or selfie at the Gunung Payung tourist attraction and that person uploads it to social media such as Instagram, Facebook, Tiktok and YouTube, then the followers of the person who uploaded it will see so it is possible that those who saw it are also curious and will come to visit the Gunung Payung tourist attraction. So, the role of social media in marketing is very important. In addition, *BUMDA* management is still collaborating with travel agents in conducting promotions. By conducting gatherings in several areas with the aim of introducing the Gunung Payung tourist attraction, the travel agents until now are still bringing in tourists such as groups of students from various high schools in Indonesia. This is also very beneficial for people who sell in the Gunung Payung tourist area because at least those who visit the Gunung Payung tourist attraction shop at the stalls around the tourist attraction.

Constraints Faced by BUMDA

Management in Developing the Potential of the Gunung Payung Cultural Park as a Tourist Attraction.

In the various efforts made by *BUMDA* management in the development of Gunung Payung tourist attraction, of course they experience various obstacles in the process. Currently, the biggest obstacle is the construction of the Gunung Payung tourist attraction which is still not completed. There are several buildings that leak when it rains and the pool which is an icon of the soccer village also leaks which causes the pool to malfunction. This makes the area look shabby, especially during the rainy season.

The access road to the beach is still very damaged and can only be passed on foot. Tourists also have to descend approximately 195 stairs. When going down is so exciting, going back up is so tiring, those are some of the things that tourists who have visited Gunung Payung Beach often complain about. Supporting accommodation plans for Gunung Payung tourist attraction such as a coffee shop on the beach and plans for making a camping arena on a cliff have also been hampered due to the current pandemic which has resulted in limited funds in development and to make new facilities at the Gunung Payung Cultural Park.

As for the other obstacles faced, in the process of structuring and cleaning the Gunung Payung tourist attraction area, because of the vast area of tourism owned, this large area is not supported by an adequate number of employees. The cleaning team of the Gunung Payung tourist attraction only has a few employees. Because of the pandemic, many employees have been sent home. Currently there is only one employee per day which makes it difficult to organize the place well due to the lack of manpower.

V. CONCLUSION

Based on the results of the research that has been done, it can be concluded that 1) one of the tourist attractions in Gunung Payung Cultural Park that has the potential to be developed is the beach area which is still beautiful, and has sports arenas such as jogging track, soccer field which is on a cliff. so that the audience can also enjoy the sea view from the audience stands. And in the era of globalization as it is today, visitors certainly have the desire to get memories at the Gunung Umbrella tourist attraction, therefore it is hoped that the manager of the Gunung Payung tourist attraction can provide interesting photo spots with the typical icons owned by the

Gunung Payung tourist attraction. 2) In an effort to market the Gunung Payung Cultural Park, the management uses a promotional strategy that utilizes social media, both through websites and social media such as Instagram, Facebook, and Tiktok. In addition, they are still working with travel agents to bring tourists to the Gunung Payung tourist attraction. 3) The number of unfinished developments, and the road to the beach that is still damaged is an obstacle for the management in managing the Gunung Payung Cultural Park. In addition, the small number of employees causes the management to have difficulty in the process of structuring the park and maintaining the cleanliness of the area at Gunung Payung tourist attraction.

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