

ANALYSIS OF BUSINESS DEVELOPMENT STRATEGIES USING SMART BUSINESS MAP AT BUMDESA TOURIST BUSINESS UNIT WA HYANG TARUMAJAYA

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ABSTRACT

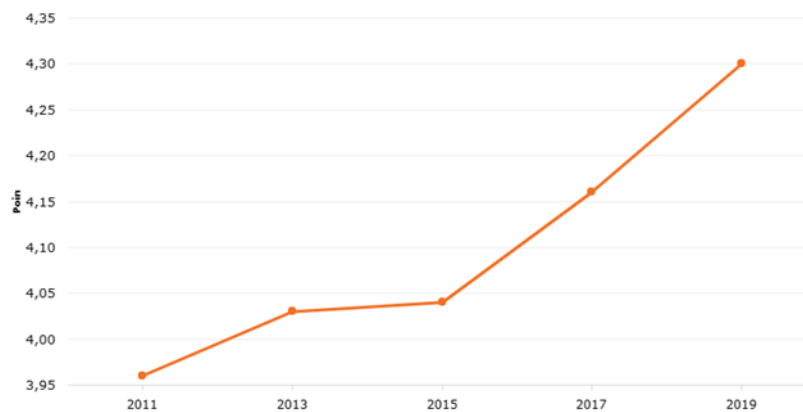
The charm of Indonesian tourism is known to have unique characteristics and the development of tourism in villages is considered more strategic and provides many benefits, especially in the economic aspect. But there are still many tourist attractions that have not maximized it so that the number of tourists is low, for example in Tarumajaya Village. This research aims to be a new business strategy for the management of the Tarumajaya Village Tourism Business Unit based on the Smart Business Map which is reviewed from the results of the Playing Field, Marker Landscape, and Operational Profitability analysis. The research method used is descriptive qualitative with an inductive approach to data analysis. Primary data was obtained through interviews with the Director and Manager of the tourism business unit BUMDesa Wa Hyang Tarumajaya. The results of the study indicate that the tourism business unit BUMDesa Wa Hyang Tarumajaya experiences difficulties in developing modern tourism. The strategy includes developing a playing field to expand tourists and achieve more positive business development, Market Landscape to increase visitor volume and build bonds with tourists, and Operational Profitability to increase revenue, manage expenses with efficiency, use core resources optimally, and develop skilled and competent teams.

Keywords: *Smart Business Map; Business Strategy; BUMDesa Tourism*

INTRODUCTION

The tourism sector is a sector with great potential to generate foreign exchange. Wahab (2003) in Suwarjo (2020) said Tourism is one of the new industrial styles, which can provide rapid economic growth in employment opportunities, direct public acceptance and activate other production sectors in tourist-receiving countries. However, it cannot be denied that the tourism sector has experienced a decline in income because, in the last 2 years, it has received the impact of Covid-19 so the number of foreign tourists visiting Indonesia has decreased.

Based on data collected by the (Badan Pusat Statistik, 2021), there has been a drastic decrease in the number of foreign tourists visiting Indonesia since February 2020. Overall, the total number of foreign tourist arrivals from January to May 2020 reached 2.9 million visits, a decrease of 53.36% compared to the previous year which reached 6.3 million visits. In June 2020, the number of foreign tourist visits reached 160.3 thousand visits. This figure decreased by 88.8% compared to June 2019 which reached 434.1 thousand visits. Meanwhile, when compared to May 2020, there was a decrease of 2% from 163.3 thousand visits.



Figures 1 Indonesian Tourism Competitiveness Index (2011 – 2019)

Source: (Databoks, 2019)

Indonesia's tourism competitiveness index according to the World Economy Forum (WEF) also shows encouraging progress, where Indonesia's ranking rose from 50th in 2015 to 42nd in 2017. In 2017, the growth of the tourism sector accelerated by 22%, ranking second after Vietnam. (29%). In the same year, the average growth in the tourism sector in the world was 6.4%, and 7% in ASEAN. The strengthening of the "Wonderful Indonesia" branding has also continued to be encouraged where during the period 2016 to March 2019 it managed to get 150 awards. The charm of Indonesian tourism is famous because it has unique characteristics. Indonesia has thousands of tourist destinations, including those that are well-known and those that are still not fully utilized optimally.

In tourism development, the village is one of the most important and strategic positions to be developed. Of course, the development of village tourism will provide real benefits for improving people's lives from an economic and income perspective. Communities can manage lodging places, and services (transportation or information), create stalls and others to increase income and reduce unemployment rates in the village. According to (Masitah, 2019) the emergence of tourist villages in the tourism sector can provide a new alternative for tourists to carry out tourism activities not only to enjoy the beauty of nature but to be able to study and introduce the life and activities of rural communities directly.

Based on the phenomenon above, tourism in Tarumajaya Village is one of the tourist attractions that has not been fully utilized optimally so the number of tourists who come is still relatively low. The lack of marketing through digital media either in the form of creative videos or creating campaigns to attract tourists to know the natural charm and educational tours that Tourism Villages have

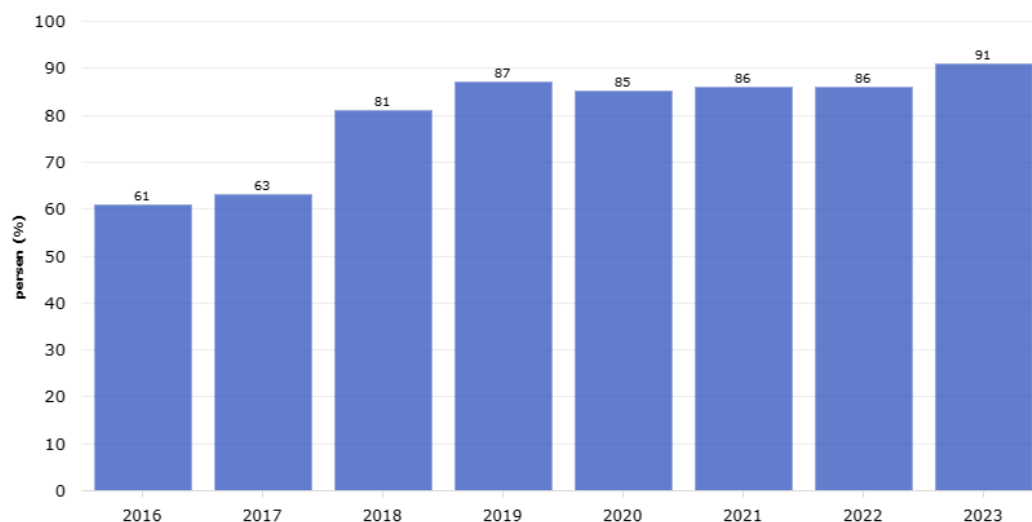


Figure 2 The proportion of marketers who choose video to market their products

Source: (databoks, 2023)

According to a report from the research institute Wyzowl, where there is an increasing trend in the use of video as a product or service marketing strategy. The video used can be in the form of animation, live-action, or other recordings. At the beginning of 2023, 91% of respondents chose video as a product marketing method, an increase from the previous year which reached 86%. The trend of using video marketing has increased significantly in 2018 with the figure reaching 81%. However, there was a decrease in usage in 2019-2020, from 87% to 85%.

The research team concluded that video will continue to be a widely used marketing tool trusted by around 9 out of 10 companies or lines of business. However, it cannot be denied that the human resources owned by Tarumajaya Village do not follow trends on social media so they cannot explore existing trends more and follow the fast path of current trends which are still not sufficient.

The Tarumajaya BUMDesa Tourism Business Unit is still promoting through the website and Instagram only and has not been consistent in making promotions either in the form of video content or being active on various social media such as Tiktok, Instagram, or Facebook ads that display beautiful natural panoramas. By not taking advantage of the platform that already exists and is widely used by the community, it will not increase tourists who will know about tourist destinations in Tarumajaya Village.

In the end, only local people or tourists who know tourist destinations from other people's recommendations will come.

Tourists coming to tourist villages have decreased especially when there is a pandemic, all tourism has had such a big impact not only on tourist attractions but also on the MSME owner community around tourism and human resources managing Tarumajaya Village Tourism.

In an interview with Mr. Entep as the Director of BUMDesa Tarumajaya, he said that tourism in Tarumajaya had not fully recovered and still needed more attention, especially on the number of tourists which had to be increased so that financial circulation could run well. This is focused on the welfare of managers and in improving services, cleanliness and infrastructure that will be provided at tourist attractions. BUMDesa managers are well aware that there are still many things that need to be improved in terms of infrastructure. As explained by (Inskeep, 1991) in Tri Risandewi (2017), one of the basic infrastructure that is considered important to support the sustainability of tourism development activities is the provision of adequate transportation infrastructure. The transportation infrastructure in question is not only in the form of roads but various other infrastructure facilities that are still related to transportation, for example parking lots, modes of transportation and various other infrastructure facilities. However, the unstable tourists who visit make tourism hampered. Therefore the researcher is interested in conducting an effective business strategy study and conducting further analysis regarding the factors that are obstacles to the digital transformation of the Tarumajaya Village Tourism Business Unit, including financing constraints, lack of training and education related to digital knowledge capabilities for human resources in Tarumajaya Village Tourism Business Unit. to further improve tourism performance.

When viewed from the problems faced by the Tarumajaya Village Tourism Business Unit, this business model can be an important step in designing a new business strategy for the unit. Researchers believe that this approach is the most suitable method for mapping and describing the condition of the company so that it can develop and progress. In this study, researchers will use the Smart Business Map to propose business development for the Tarumajaya Village Tourism Business Unit.

The approach that will be used in this study will focus on the SBM components, especially on the Playing Field, Market Landscape, and Operational Profitability components mentioned earlier. Through this research, it is hoped that more adaptive business concepts and strategies can be developed using the SBM Board for the Tarumajaya Village Tourism Business Unit. The following is a Smart Business Map table based on the SBM Board.

Based on the description above, the researcher is interested in conducting research with the title "Analysis of Business Development Strategies Using Smart Business Map in BUMDesa Wa Hyang Tarumajaya Tourism Business Unit". Identification of the problem in this research is: What is the Smart Business Map (SBM) based business strategy for the Tarumajaya Village Tourism Business Unit in terms of Playing Field, Market Landscape and Operational Profitability?

RESEARCH METHOD

The research method used in this research is a descriptive qualitative method where the researcher tries to use an inductive approach in data analysis. According to (Hadi & Supardi, 2020), an inductive approach is carried out by comparing sources that are relevant to the research focus. This inductive analysis technique is a data analysis approach that begins with certain factors and then general conclusions are drawn. The data used in this study are primary data obtained from oral interviews with respondents and secondary data obtained through literature study, observation, and documentation.

This study focuses on describing aspects related to the observed phenomena. The results of descriptive research can be the basis for making business decisions or as a step toward solving business problems. Descriptive research is used to describe or analyze a research result without a tendency to conclude from the research results (Sugiyono, 2017). With this method, the implementation is usually less structured. Information found on the site is processed and interpreted to produce research results. This method can also be called an interpretation method (Sugiyono, 2017).

RESULT AND DISCUSSION

Table 1 Research Results Playing Field

Playing Field	
A1	A2
1. What is the problem?	
a. What is the problem of the potential customer that you want to solve? Many people want ...(1)	

and/but ... (2)	
Homestays for large-scale visitors such as training groups from out of town or those who wish to take part in educational tourism tours (1) but there are still few homestays available (2).	Facilities and rides at each tourist destination are more complete (1) but constrained by funds (2).
2. Who has the problem?	
a. Who are your potential customers? Based on geographic, demographic, psychographic, and behavior.	
<ul style="list-style-type: none"> - Geographic: National and international tourists. - Demographic: All ages, all genders, from various social classes from middle to upper middle class to upper middle class. - Psychographic: people who have a free lifestyle who like to explore nature. - Behavior: Nature lovers, educational tourists such as elementary-college students who want to learn about coffee or local institutions who want to take part in village-coordinating education. 	<ul style="list-style-type: none"> - Geographic: It is hoped that many national tourists will also be seen by international tourists. - Demographic: All ages, all genders, from various social classes from middle to upper middle class to upper middle class. - Psychographic: Lifestyle who want to explore beautiful natural attractions. - Behavior: Nature lovers, campers, educational tourists who want to learn the coffee making process.
3. What is the solution?	
a. List of solutions that are currently on the market.	
There are facilities in 4 active tourist destinations such as public toilets for tourists, BUMDesa Wa Hyang Tarumajaya also attended counseling on how to standardize tourist homestays so that they can foster the community to be able to utilize residents' homes as proper homestays with national facilities and quality for tourists who come.	The existence of an inter-arrival team as a two-wheeled transportation option for tourists to use while traveling in Tarumajaya Village and BUMDesa WaHyang Tarumajaya also provides tour packages for tourists to more easily manage a more efficient time when traveling in Tarumajaya Village. Tourist destinations that are already running have also been supported by good access and infrastructure as well as affordable tourist entrance tickets.
4. How big is the market?	
a. How big is your business potential?	
Of course, it is big in terms of the tourism sector which is growing and attracting tourists. Tarumajaya Village is also supported by good access and infrastructure as well as beautiful natural potential showing off mountain views in Tarumajaya Village with the concept of conservation-based nature tourism, which will have great potential to attract the attention of nature-loving tourists. There is also a coffee plantation conservation area to be able to educate tourists. Education from elementary to university. Some of the tourism sectors already have supporting vehicles or recreational equipment that can be enjoyed by tourists.	The potential is huge, especially now that there is a website, social media so potential tourists can see in advance what tourist spots they want to visit and the natural potential of Tarumajaya Village itself.
5. What factor will impact the business?	
a. Macroeconomics	
The Wa Hyang Tarumajaya <i>BUMDes</i> Tourism Business Unit is making efforts by participating in counseling training on how to standardize tourist homestays so that the community can foster the community to be able to utilize residents' homes as homestays in order to increase the community's economic growth as well as achieve a sustainable balance of community income. BUMDesa Wa Hyang Tarumajaya has also added public toilet facilities to provide comfort for tourists.	
b. Government policy	
With the PPKM policy during Covid-19, of course, tourist destinations must be closed while the PPKM lasts, as a result, activities in every tourist destination in Tarumajaya Village must be closed	

- and stopped to receive visiting tourists.
- c. Non-governmental organization
Non-governmental organizations such as inter-anters formed by *BUMSDesa* Wa Hyang Tarumajaya itself to provide the community with the opportunity to have activities and increase income to become one of the transportation options for visiting tourists to be able to take them from one place to another by motorbike.
 - d. Competitor
The Wa Hyang Tarumajaya *BUMDesa* Tourism Business Unit continues to make efforts to avoid the threat of high competition from tourist attractions that are increasingly modern and well-known by local tourists by starting to update the website and studying social media so that tourists who want to find new and authentic nature tourism can see it.
 - e. Changes in consumer behavior
Consumers, in this case tourists, of course, always follow the times that are going on, now potential tourists will see and look for how tourist destinations from social media look comfortable, safe and affordable. So that with social media, potential tourists can easily find out how access and facilities have these tourist destinations so that *BUMDesa* Wa Hyang Tarumajaya develops social media and websites for branding to tourists so they are interested in visiting.
 - f. Technology changes
Technological changes that cannot stop and continue to move fast The *Wa Hyang Tarumajaya BUMDesa* Tourism Business Unit tries to keep up with technological developments but is still unable to keep up with technological developments quickly.

Table 2 Research Results Market Landscape

Market Landscape	
A1	A2
1. Why do people choose you?	
a. Who are your competitors?	
Nature tourism is also education-based tourism in the Bandung area.	Tourist destinations such as Ciwidey which has a camping ground in Lembang are also modern tourism.
b. What is unique about your product compared to your competitors? (Product/Price/Service/Quality/Exclusive/Area/Location)	
Service, Quality, Exclusive, Location	Service, Quality, Exclusive, Location
c. What do you promise to your tourists?	
Natural beauty with beautiful mountain views with clean weather, comfortable facilities and exciting activities such as outbound, educational tours, camping grounds that can be enjoyed by tourists at affordable prices.	Tourist satisfaction with the beautiful nature of Tarumajaya Village as well as various tourist destinations ranging from camping grounds, educational tours, outbound, views of tea gardens and hot springs and waterfalls that are still being developed.
d. What is the tagline of your business?	
Wonderful Tarumajaya	Wonderful Tarumajaya
2. How do you sell your product?	
a. What is the price of your product?	
Comparative study package for Tarumajaya Village 710.000 IDR per pax, a visit package for the management of the Tarumajaya tourism village 550.000 IDR per pax, but for tourists who want to come without a package or do camping, the ticket price is around 15,000 IDR – 25,000 IDR	Around 15.000 IDR – 25.000 IDR for tourists who want to visit.
b. How to plan your campaign?	
Using paid promotion on social media but analyzing the most effective.	Utilize social media marketing by turning on the website, making videos and uploading the latest photos on BUMDesa Wa Hyang Tarumajaya's social media.
3. How do you keep your customer?	

a. Have you selected your customer database?	
Already available.	Already exists but it is still manual in the form of how many visitors come to the tourist destination of Tarumajaya Village.
b. What are your customer management programs?	
The plan is to provide even more homestays in order to provide comfort for tourists who want to stay overnight.	No answer.

Table 3 Research Result Operational Profitability

Operational Profitability	
A1	A2
1. How do you increase your revenue?	
a. What strategies can be implemented to increase revenue?	
There is no definite strategy yet, but outreach and counseling for the community so they can use the house as a proper homestay for tourists.	There is no definite strategy yet, but social media promotion wants to be improved to attract the attention of potential tourists.
b. Is there cooperation or collaboration with other parties that can increase revenue??	
There is cooperation with Perhutani, management of tourist destinations with the TNI.	No Answer.
c. Are there any marketing strategies that have been proven effective in increasing revenue?	
Give 10% cashback to HR in the organization or outside the organization that brings tourists to visit.	Activate website and social media.
2. How do you manage your cost?	
a. What strategy do you use to manage the Company's cash flow??	
Still not there because tourism has just started running again from the PPKM Covid-19.	No Answer.
3. What is your core resource?	
a. What are the core resources owned by the Company?	
Beautiful natural resources that only exist in Tarumajaya Village and human resources who are always enthusiastic and willing to learn new things and continue to increase innovation and creativity.	A tourist destination with a variety of activities that can be enjoyed by all ages and backgrounds.
4. How do you develop your team?	
a. What approaches or programs can be used to develop the Company's HR skills?	
Human resources are required to always be able to provide innovations and creativity that can develop tourism in Tarumajaya Village, therefore HR who can bring tourists will be given a reward in the form of a 10% cashback. Also often the Company's HR carries out joint activities such as celebrating the new year at a tourist destination.	No Answer.

Discussion

Based on the interviews that have been conducted, it can be seen that these results have deficiencies so that improvements and evaluations are needed to achieve clearer and more focused business goals for the BUMDesa Tourism Business Unit Wa Hyang Tarumajaya.

Playing Field

1. What is the problem?

The problem in the community as potential tourists according to the BUMDesa Wa Hyang Tarumajaya Tourism Business Unit is homestays for tourists who take tour packages for more than 1 day but the accommodation available in tourist areas is still minimal due to the lack of interest and understanding of the community to utilize their private homes become lodging for tourists who come to Tarumajaya Village.

The researcher recommends to the Wa Hyang Tarumajaya *BUMDesa* Tourism Business Unit make lodging with tents for tourists who will take part in tourist tours with

the theme of glamorous camping (*GLAMPING*) to get around the lack of existing lodging and also to give an original impression to tourists and *GLAMPING* itself will show what is the potential for lodging that can be utilized by the community to make homestays in their private homes. However, *BUMDesa* Wa Hyang Tarumajaya's permanent researcher continues to provide village tourism literacy and training, as well as collaborate with tourism institutions aimed at local communities so that they can take an important role in the development of lodging that they can equalize the economy by providing decent accommodation by national lodging standards.

2. Who has the problem?

The Wa Hyang Tarumajaya *BUMDesa* Tourism Business Unit has a fairly broad target market to target because it wants to target tourists from national to international, of all ages, all genders, and from various social circles without exception. The researcher would like to suggest that the Wa Hyang Tarumajaya *BUMDesa* Tourism Business Unit can re-identify the target of potential tourists both in terms of who will become potential tourists, what the desired needs, emotions, and target audience references are. This identification can be done by making a short questionnaire to visitors via the Google form so that the *BUMDesa* Tourism Business Unit knows more clearly and in detail what is being done or even what tourists who have come to Tarumajaya Village want. This can also increase the portfolio of tourist testimonials on the Tarumajaya Village website or Instagram.

To be able to hook the target market on the desired Demographic, Psychographic, and Behavior segmentation, the researchers suggest the Wa Hyang Tarumajaya *BUMDesa* Tourism Business Unit carry out digital social marketing. And also to attract the attention of the target market desired by the Wa Hyang Tarumajaya *BUMDesa* Tourism Business Unit, Kertasari District, Bandung Regency, in this increasingly advanced digital era, creativity and consistency must be increased in promoting existing tourist destinations by utilizing all existing social media, both from Tiktok, Instagram, Facebook, website regularly, consistently, creatively, informative.

3. What is the solution?

To be able to develop or maintain existing facilities, researchers recommend monitoring and maintaining existing public facilities to keep them clean and comfortable, especially during high season. The author also recommends that *BUMDesa* in the future can have bicycle loans for tourists who want to enjoy village views, also adding more easy-to-understand directions for tourists to explore the village.

4. How big is the market?

The author recommends adding one of the benefits that will be obtained in the package tour, namely getting souvenirs typical of Tarumajaya Village from garden products and also collaboration with MSMEs that sell typical products such as crafts or others, to be able to make parcels that will be given to tourists after participating in the tour Tarumajaya village tourism.

The author recommends increasing and updating the tour package price list by offering more diverse benefits because according to the Director of *BUMDesa* Wa Hyang Tarumajaya, namely Entep Sutiaman, the majority of tourists visiting Tarumajaya Village are in large groups on visits for educational tours or counseling comparative studies on *BUMDesa* management so that they can increase income instead of only for the Wa Hyang Tarumajaya *BUMDesa* Tourism Business Unit, Kertasari District, Bandung Regency, but it also brings benefits to people who have MSMEs. And of course, the author also still recommends continuing to be consistent in creating content and activating social media so that you can increase interaction with followers on each social media account that is run.

5. What factors will impact your business?

a. Macroeconomics

The Tarumajaya *BUMDesa* Tourism Business Unit, Kertasari District, Bandung Regency can run another option by making lodging with the theme of glamorous

camping (*GLAMPING*) which offers beautiful views and can make partners with Online Travel Agencies (OTA) to make it easily accessible to potential tourists in booking lodging.

b. Government Policy

The Tarumajaya BUMDesa Tourism Business Unit, Kertasari District, Bandung Regency can immediately carry out restoration in every facility that has been owned, improve and manage human resources so that they can follow social media trends which are now running fast to increase the promotion of tourist destinations in Tarumajaya Village so that they can return to the attention of potential tourists. The researcher also recommends for the Tarumajaya *BUMDesa* Tourism Business Unit, Kertasari District, Bandung Regency immediately make adjustments, in business operations or update all strategies that will be carried out by making a planning timeline for what achievements will be produced.

c. Non-Governmental Organizations

The researcher recommends that delivery services can be increased not only to take tourists but also to deliver goods or food from other MSMEs in the community according to tourist orders. This will increase the demand for inter-antar use and also increase the income of MSMEs in the Tarumajaya Village community.

d. Competitor

BUMDesa Tarumajaya, Kertasari District, Bandung Regency can carry out a competitor analysis so that the BUMDesa Tarumajaya Tourism Business Unit, Kertasari District, Bandung Regency can adjust, study and evaluate and find out the strengths it has or weaknesses that can still be improved. Conducting research and analyzing competitors, will increase the productivity and efficiency of the Tourism Business Unit staff in carrying out their work, will also increase staff loyalty to the Company and of course, will improve social communication with other colleagues.

e. Changes in consumer behavior

The researcher recommends the Tarumajaya *BUMDesa* Tourism Business Unit, Kertasari District, Bandung Regency to conduct research on visiting tourists or tourists who book tour tickets online. This research can be carried out by giving questionnaires about tourist satisfaction or things that can be repaired until they are improved when doing tours in Tarumajaya Village. By conducting research related to tourism, of course, it will improve social communication with other colleagues and innovation for the management of the BUM Desa Tarumajaya Tourism Business Unit, Kertasari District, Bandung Regency.

f. Technological change

The researcher recommends that each staff be able to carry out self-development by participating in online training on social media technology in terms of online platforms, social interaction, content creation, marketing and promotion, viral trends, the influence of public opinion, and others. This training can be had in many online-based workshops or talk shows.

Market Landscape

1. Why do people choose you?

The author analyzes factors that can be developed and recommended for the *BUMDesa* Wa Hyang Tarumajaya Tourism Business Unit which can be evaluated and improved to convince potential tourists to choose and come to enjoy tourism in Tarumajaya Village, namely by developing infrastructure by improving facilities and infrastructure that support natural tourism, as well as educational tours. Build comfortable and clean camping ground facilities, structured educational tours, and adequate parking areas. Adding Varied Activities such as hiking, or adding ecotourism activities. The author also recommends the Wa Hyang Tarumajaya BUMDesa Tourism Business Unit provide special promotions such as during high season with certain conditions for limited tickets and of course highlighting

the unique mountain views, tea gardens and tourists being able to enjoy clean and cold weather through promotional campaigns. To be able to attract the attention of tourists to visit, the authors also recommend doing online marketing by leveraging the power of social media and websites to promote attractiveness and share interesting content such as photos of stunning views and positive testimonials from tourists who have come before. The *Wa Hyang Tarumajaya BUMDesa* Tourism Business Unit can also hold special events such as cultural festivals, natural photography exhibitions, or environmental events to attract the attention of tourists by collaborating with the government, certain institutions, or communities after the event you want to hold.

2. How do you sell your product?

Researchers recommend the *Wa Hyang Tarumajaya BUMDesa* Tourism Business Unit create tour packages with new names and interesting themes and concepts to be able to attract tourists and of course for branding and marketing tourist destinations, such as "Exploring Nature & Coffee Delights in Tarumajaya" with a series of events or benefits that are clear and by the name of the tour package. Tour packages are also recommended to be more varied and clear in each rundown. Showing a pool of local art performances or local legends and adding events to learn dances or crafts typical of Tarumajaya Village. Apart from that, it is also expected to create a campaign, of course with an eye-catching name, both in the name, concept, or design of the poster or video that will be distributed.

3. How do you keep your customer?

The author recommends that the *BUMDesa* *Wa Hyang Tarumajaya* Tourism Business Unit be able to manage a tourist database which can be obtained from the registration form when purchasing tickets. Databases are important to know about tourist preferences and to be able to group them into different segments for more effective marketing targeting and to be able to carry out more targeted marketing to be able to design more focused and effective marketing campaigns to reduce the wastage of resources on irrelevant marketing. Also to increase the retention of past tourists by sending special offers, loyalty programs, or content that can keep tourists connected with Tarumajaya village.

Operational Profitability

1. How do you increase your revenue?

The author recommends the *BUMDesa* Tourism Business Unit to be able to design a more structured and clear marketing strategy using I in determining target markets, using social media, websites, and marketing campaigns with tasks and achievements to be carried out to increase work effectiveness in the long term. The author also recommends the *Wa Hyang tarumajaya BUMDesa* Tourism Business Unit to collaborate with the nature lover community, and local climbing groups so that they can create events that attract the attention of tourists, these can be trekking activities, nature classes, or unique cultural events. Also to increase the income of the Tourism Business Unit *BUMDesa* *Wa Hyang Tarumajaya* can innovate by creating new products such as souvenirs or local handicraft products that can be sold to tourists.

2. How do you manage your cost?

The author recommends that the *BUMdesa* *Wa Hyang Tarumajaya* Tourism Business Unit be able to start planning a monthly or annual budget that involves income and expenses related to managed tourist destinations. And of course make sure the budget covers various aspects such as operations, marketing, development, and maintenance. You can then monitor your income either monthly or quarterly from ticket sales, tour package bookings, or product sales and rentals. Identify trends and patterns to assist in planning and decision-making.

The author also recommends allocating the marketing budget wisely to reach the right target market. Use social media, advertising campaigns, and creative promotions to attract tourists' attention. It is also important for the *BUMDesa* *Wa Hyang Tarumajaya* Tourism

Business Unit to monitor monthly cash flow using an accurate recording system. This will help in decision-making and prevent overspending.

3. What is your core resources?

The author recommends the Wa Hyang tarumajaya *BUMDesa* Tourism Business Unit to be able to go hand in hand to become a resource that can collaborate to strengthen the core of resources, namely by providing regular training that includes increasing knowledge about destinations, customer service skills, communication, and foreign language training materials to interact with tourists international as well as invite HR to plan and carry out special events or festivals that highlight the natural and cultural beauty of Tarumajaya Village. This will also allow staff to collaborate and participate in promoting the destination.

The author also recommends the Wa Hyang Tarumajaya *BUMDesa* Tourism Business Unit be able to provide counseling on research skills to understand market trends, and tourist preferences, and monitor competition. This will certainly help HR plan a better strategy. By leveraging qualified and passionate human resources, and involving them in the development and promotion of its already amazing natural resources, Tarumajaya Village will create an extraordinary tourism experience for visitors.

4. How do you develop your team?

The author recommends the Wa Hyang Tarumajaya *BUMDesa* Tourism Business Unit participate in the local tourism community or related organizations. This will provide access to networking, learning opportunities, and collaboration which can enrich the staff experience. And also the author recommends management to always support HR efforts in learning and development. Provide resources and time for participation in training, seminars, and other self-development activities. By continuing to encourage human resources to learn and provide support to be able to develop themselves, of course, the team will get lots of new ideas and of course, have a positive impact on the operational progress of the *BUMDesa* Wa Hyang Taramujaya Tourism Business Unit itself.

CONCLUSION

Based on the results of research, analysis, observation, and evaluation, it can be concluded that to develop a Smart Business Map (SBM) business strategy for the Tourism Business Unit *BUMDesa* Wa Hyang Tarumajaya, things need to be done. First, on the Playing Field aspect, the Tourism Business Unit can develop creative lodging, collaborate with tourism agencies, improve website SEO and social media marketing, make an analysis of tourist satisfaction, carry out maintenance of facilities, and diversify activities.

Second, on the Market Landscape aspect, namely, the Wa Hyang Tarumajaya *BUMDesa* Tourism Business Unit can pay attention to infrastructure and facilities, carry out special promotions and campaigns, create virtual classes, and increase local knowledge for HR and pay attention to and manage tourist data management. Finally, on the aspect of operational profitability, what can be done is to design a planned marketing strategy, continue to innovate and collaborate, design appropriate financial management, provide training and human resource development, participate in communities with a tourism scope, and continue to increase exposure and income.

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