

## Youth Mainstreaming Strategy in the Development of Tourism Villages Through BUM Desa in Malang Regency

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**Abstract:** *Formulating a youth mainstreaming strategy in village tourism management through village-owned enterprises (BUM Desa) is the purpose of this study. The type of qualitative research using process hierarchy analysis is used in this study. Data collection is carried out through three stages and produces a possible strategic direction to take. The results of this study found that there are five alternative strategies for youth mainstreaming in village tourism development. SWOT analysis shows that the elements of strengths and opportunities must be optimized through digital marketing diversification strategies and human resources capacity building. Meanwhile, internal and external problems must be addressed by increasing collaboration and making policies that support the sustainable management of BUM Desa. This research has limitations in the number of informants used with expert judgment considerations; in the future, hopefully, the next research will be more representative of the number of BUM Desa in Malang Regency.*

**Keywords:** BUM Desa; mainstreaming; strategy; village tourism; youth

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## **Introduction**

The demographic bonus phenomenon in Indonesia has received increasing attention. An inappropriate response to this phenomenon, especially in terms of preparing quality human resources, can be disastrous for the country's progress. The younger generation, as the frontline, has a great responsibility in optimizing their potential to drive economic growth. (Mubarok et al., 2019; Tinambunan & Syafina, 2021)

As a generation that grew up with technology, youth can harness the potential of ICT to increase efficiency, creativity, and inclusion in various development sectors, such as education, health, economy, and the environment (McKenna & Vodanovich, 2016). Previous research has shown that the involvement of the younger generation has a significant impact on economic progress, particularly in the tourism sector (Akpokighe & Ejovi, 2021; Alamanda et al., 2019; Goodkind et al., 2018; Lee et al., 2020; Suyatna & Nurhasanah, 2018). The role of youth in contributing to economic development, especially in the tourism sector, cannot be ignored (Akpokighe & Ejovi, 2021; Mubarok et al., 2019). In addition, the presence of youth can also accelerate the transformation of village tourism management, which allows tourism managers and policymakers to adapt to new digital tourist behaviors (Cai & McKenna, 2023; Confetto et al., 2023; Jansson et al., 2022; Lee et al., 2020; Munsch, 2021).

Having more advantages in the tourism sector, up to 83 international standard tourist villages is the potential that Malang Regency has. As reported in the Malang Times, most rural tourism in Malang Regency is under the management of BUM Desa (Village-Owned Enterprises).

Village information system data in Kemendesa.go.id states that there are 100 BUM Desa that are active and have tourism unit management. As an effort to face the inevitability of the presence of the Industrial Revolution 5.0 and the existence of an international standard tourist village in Malang Regency, the government needs to prioritize the development of tourism based on tourist villages as a strategy to improve the local economy, mainstreaming youth, especially the generation of digital natives, into a necessity to collaborate without changing the authenticity of local culture. This condition will also be an effort to develop local tourism management, which is widely managed by Village-Owned Enterprises (BUM Desa) (Femenia-Serra & Neuhofer, 2018; Lee et al., 2020; Rumbino et al., 2021).

The National Labor Force Survey (SAKERNAS) in August 2021 showed that unemployment in rural areas is relatively lower than in urban areas, as evidenced by the Open Unemployment Rate (TPT) of around 4.17% in rural areas and 8.32% in urban areas. The data is linear with the results of research from Fadillah & Arbarini (2022), Kasila & Kolopaking (2018), Pertiwi et al. (2023), Wanodyatama Islami & Dwinugraha (2021), and Zulfiani & Rivai (2020) that youth have an interest in participating in BUM Desa activities. However, based on the main problem of the Strategic Plan of the Malang Regency Community and Village Empowerment Office for 2021-2026, the regeneration of BUM Desa management in Malang Regency does not seem to be going well; BUM Desa management is still dominated by the older generation so that its management is still slow to develop. 83 tourist villages in Malang Regency are of international

standard. As reported in the Malang Times, Furthermore, the dominance of tourist village managers in Malang Regency is managed by Village-Owned Enterprises (Wanodyatama Islami & Dwinugraha, 2021). This research can be used as a basic reference on how to mainstream youth in the development of tourism villages through BUM Desa, the results of which can be used as recommendations for government decision-making policies in developing the local economy in Malang Regency.

Youth as agents of change who have a deep understanding of digital technology and can face new threats that arise in the development process (Confetto et al., 2023; McKenna & Vodanovich, 2016; Zimmerman, 2012). As a generation that grew up with technology, *youth digital natives* can harness the potential of ICT to increase efficiency, creativity, and inclusion in various development sectors, such as education, health, economy, and the environment (Lopez Iglesias et al., 2022; Manser Payne et al., 2021; McKenna & Vodanovich, 2016). The youth referred to as digital natives (DNs) are influenced by the ability to "seize," "sense," "transform," and "innovate" that shape their adaptation to technological changes (Bagur-Femenías et al., 2020; Chen, 2023; Kwiatek et al., 2021; Mertala et al., 2024; Munsch, 2021; Zimmerman, 2012). This allows them to take chances, detect change, adapt, and create creative solutions, allowing for a more responsive, adaptive, and innovative response to digital threats and opportunities (ESGİN et al., 2022; Liu et al., 2019).

Some definitions of mainstreaming, according to several experts, include the process of adaptation of the mainstreamed object into the development planning and decision-making process of the government (Cuevas et al., 2016).

Mainstreaming is also referred to as an effort to maintain and develop (Farrell & Cobbin, 1996) and efforts in promoting a matter into the policy-making process (Chakraborty & Sengupta, 2023). Mainstreaming becomes a process to integrate into a system (Carpenter & Meehan, 2002), even as a strategy to promote decision and policy making that takes into account the needs, interests, and concerns of the community (Yumarni & Amaratunga, 2018), improving access and equity (Abeywardena, 2017) as well as involvement in the decision-making process (Adusei-Asante et al., 2015). Based on this, mainstreaming is an integration process to improve access, equality, and involvement and consider needs and interests in development systems and policies.

Steve Mokwena, writer of *Putting Youth Engagement into Practice*, assumes that mainstreaming is not just about recruiting young people as volunteers, interns, and junior staff members (Mokwena, 2007). It is about a deeper transformation that makes them central to the work of the organization. Youth mainstreaming is carried out by increasing their contribution to all aspects of life and development (Akpokighe & Ejovi, 2021; Jolley, 2010; Mokwena, 2007). Then the youth mainstreaming model developed by UNESCO in "Empowering Youth through National Policies" emphasizes the importance of cross-sectoral collaboration between the public sector, the private sector, and NGOs (Non-Governmental Organizations).

There are five important points in youth mainstreaming in the model: first, the public sector plays a leading role in supporting programs involving youth; second, the private sector focuses on providing employment opportunities and training for youth, mentorship programs,

advocacy, and program funding; third, the NGO sector has an important role in advocacy and campaigns for the benefit of youth; fourth, youth mainstreaming is at the core of this model to integrate youth issues across sectors and ensure their involvement in decision-making, program planning, and policy processes at all levels; and fifth, the five modes of engagement overlap among the three sectors. UNESCO's youth mainstreaming model in "Empowering Youth through National Policies" emphasizes cross-sectoral collaboration between the public, private, and NGO sectors, where each sector has a specific role in empowering youth through policies and programs. The public sector supports programs through policy, legislation, and education; the private sector provides job opportunities, training, and advocacy; while NGOs focus on advocacy, program financing, and training. Youth mainstreaming aims to integrate youth issues in cross-sectoral policies to ensure their active participation in development. This collaboration relies on partnerships and capacity building for greater alignment and impact.

Malang Regency is the second-largest regency in East Java. The National Tourism System of the Ministry of Tourism and Creative Economy in 2024 reported that Malang Regency is one of the regions with the highest number of tourist attractions in East Java, which is the province with the most tourism destinations at the national level. Malang Regency consists of 378 villages and 376 village-owned enterprises (BUM Desa). Approximately 80% of BUM Desa in Malang Regency operate in the tourism services and management sector. Unfortunately, most BUM Desa face challenges related to the limited availability of human resources and

management structures that are still dominated by the older generation. As a result, young villagers have limited opportunities to participate in the acceleration of village tourism development, particularly in tourism initiatives managed by BUM Desa.

So this research was carried out to support local economic development and tourism development in Malang Regency. This research aims to identify youth mainstreaming strategies that can play a role in developing tourism villages through BUM Desa. Considering the threats of the regeneration of BUM Desa administrators, who are still dominated by the older generation, the tourism sector offers great potential.

## **Method**

This study uses a type of qualitative research using a process hierarchy approach. It is used to dig up in-depth information and interpret it according to existing conditions in the field (Creswell, 2015). The first stage maps external and internal factors that affect youth mainstreaming efforts in village tourism management. This process is carried out through focus group discussions (FGDs). The FGD was carried out with agencies and representatives of tourism village managers in Malang Regency, which included parties from the Malang Regency Regional Research and Development Agency, the Community and Village Empowerment Office, and the Youth and Sports Office, as well as representatives of the management of Sanankerto Tourism Village and the researchers themselves.

In the second stage, the results of the FGD that produced external and internal factors were then filled out using a questionnaire distributed to 19 BUMDes managers who manage village tourism. The next process is data collection for the

hierarchical analysis process (AHP). The 19 informants were determined based on the purposive sampling approach and expert judgment by the team in the FGD with the consideration that the selected BUMDes are BUMDes with the dominance of youth managers (16-30 years old following Law 40 of 2009 concerning Youth), often receiving coaching by the Community and Village Empowerment Office, and the distribution of sub-districts from BUM Desa has represented almost 50% of the total sub-districts in Malang Regency. Each representative of the 19 BUM Desa managers filled out a questionnaire with the suitability of the existing conditions experienced and the most representative through the selection of answers based on a predetermined scale.

The third stage is to analyze the data from the questionnaire by summing and weighting it and drawing a Cartesian diagram to find a youth mainstreaming strategy that will adjust to existing conditions.

## Result and Discussion

The first stage carried out in this research is to conduct focus group

discussions with interest groups related to tourism affairs, community and village differentiation, youth, and research and development. Of course, the researcher also invited representatives of the BUM Desa management in Malang Regency. Some of these interest groups include parties from the Malang Regency Regional Research and Development Agency, the Community and Village Empowerment Office, and the Youth and Sports Office, as well as representatives of the management of Sanankerto Tourism Village and researchers themselves to conduct FGDs to find existing conditions that occur in the field in the context of youth mainstreaming in village tourism management through village-owned enterprises. We formulate these existing conditions into four parts in factors that include strengths, weaknesses, opportunities, and threats faced by BUM Desa to mainstream youth in village tourism management. The results of the meeting produced details of IFAS and EFAS, which are a summary of internal and external factors that affect the mainstreaming of youth in village tourism management through village-owned enterprises as presented in Table 1.

**Table 1.** Internal and External Factor Summary

IFAS	
Strength	Weakness
1. Youth participation in the form of presence, ideas, and energy is very high	1. Limited capital
2. Promotion has started based on social media	2. Marketing is still in the traditional way
3. Revenue turnover is quite high	3. BUM Desa experienced a decrease in income
4. Have a forum/forum to accommodate youth aspirations and ideas	4. The number of cooperation partners is still limited
5. The village's superior products have been in line with the village's leading commodities	5. Most of the village's superior products are not in line with the village's superior commodities
6. Often receive coaching and training from the Agency related to employee development	6. Rarely get coaching from Organization and employee management
	7. Rarely get empowerment of village youth

7.	Has provided sufficient wages	8.	The wages given to members are still relatively low
8.	Have a competent cooperation partner	9.	Limited human resource capabilities
		10.	There is no forum/forum to accommodate youth aspirations and ideas
		11.	The BUM Desa business unit has not been able to accommodate all young resources
<b>EFAS</b>			
<b>Opportunities</b>		<b>Threats</b>	
1.	The existence of the Tourism Village Award (ADWI) competition	1.	Many visitors' desires for digital-based service facilitation have not been realized
2.	Have a youth group that supports the development of long-term tourism	2.	Tourism competition between Tourism managers by BUM Desa in Malang Regency
3.	There is a good relationship between the BUM Desa and the youth from the community and village Karangtaruna as well as (Pokdarwis) tourism awareness groups	3.	the relationship between BUM Desa and the youth from the community and village karangtaruna and (Pokdarwis) tourism awareness groups
		4.	Changes in policies and regulations on the management of BUM Desa

Source: Results of the focus group discussion phase 1 of the research, 2024

The results of the FGD, as shown in Table 1, will then be given to the BUM Desa group in Malang Regency to conduct a conformity analysis with those experienced in their respective BUM Desa. This is to find more in-depth existing conditions based on the experience of tourism managers, namely BUM Desa in Malang district. The selection of BUM Desa is based on suggestions and inputs from the Community and Village Empowerment Office, which has criteria including BUM

Desa with the dominance of youth managers (16-30 years old according to Law 40 of 2009 concerning Youth), has received guidance from the Community and Village Empowerment Office, and the distribution of sub-districts from BUM Desa has represented almost 50% of the total sub-districts in Malang Regency. Based on these considerations, 19 BUM Desa Tourism Management in Malang Regency were selected as presented in Table 2.

**Table 2.** List of BUM Desa selected as research informants

No	BUM Desa	Managed Tours	District	Village
1	Kerto Raharjo	Boonpring Tourism	Turen	Sanankerto
2	Amanah	Sumber Maron	Pagelaran	Karangsuko
3	Ageng	Nature Tourism and Rafting Rides	Pujon	Ngroto
4	Sumber Sejahtera	Cafe Sawah	Pujon	Pujonkidul
5	Sumber Rejeki	Agrotourism	Pujon	Sukumulyo
6	Madani	Apple Picking Tour	Pujon	Madiredo
7	Maju Mapan	Coffee Ecotourism	Pujon	Bendosari
8	Arana Tirta	Agrotourism	Bantur	Rejoyoso
9	Lumbung Argo Tirto	Sumber Jenon	Tajinan	Gunungronggo
10	Arjuna	Nature Tourism	Singosari	Toyomarto
11	Wonokoyo Sejahtera	Agrotourism	Tirtoyudo	Tamankuncaran

12	Pringgondani	Agrotourism	Pakis	Sukoanyar
13	Anugerah Citra Sejahtera	Coffee Ecotourism	Dampit	Pamotan
14	Asa Wiyakta	Agrotourism	Kasembon	Wonoagung
15	Armada	Agrotourism	Ngajum	Palaan
16	Bumi Marta	Coban Srengenge	Ampelgading	Tirtomarto
17	Margi Abyudaya	Coffee Ecotourism	Tirtoyudo	Ampelgading
18	Tirto Jaya Abadi	Sumber Gentong	Pakis	Tirtomoyo
19	Pandan Jaya	Agrotourism	Pakisaji	Karangpandan

Source: Results of the Focus Group Discussion Phase 1 Research

The following will be presented with a strategy analysis based on external and internal factors that support or hinder the participation of youth in the management of BUM Desa. Based on the profile that has been presented in the previous subchapter, it can be seen that each BUM Desa has internal advantages and weaknesses and also has threats and opportunities. The researcher tries to identify everything that can be included in external and internal factors for further analysis of these factors with a scoring and weighting approach. Furthermore, the researcher will classify the data that has been presented in the previous subchapter and data sourced from informants to enter into the internal analysis of the advantages or weaknesses owned by BUM Desa based on the data on the advantages owned by BUM Desa, including the participation of youth in the form of the presence of ideas and energy. has used social media in product marketing, has a fairly high-income turnover, has a forum or forum to accommodate the aspirations and ideas of the youth, has superior village products

that are in line with the village's superior commodities, often gets coaching and training from related agencies, has provided sufficient and satisfactory wages including to the youth, and has competent cooperation partners.

While the weaknesses owned by BUM Desa include limited capital and marketing that is still in the traditional way of word of mouth, most BUM Desa have experienced a decrease in income during the pandemic. The number of the village's superior products is mostly not in line with the village's leading commodities; they rarely get coaching; organizational management is still problematic; there is a lack of units to empower youth in the village; wages and human resource capabilities are not sufficient; they do not have a forum or forum to accommodate youth aspirations and ideas; and business units are not able to accommodate all youth. Based on this, an internal analysis table based on the advantages and disadvantages is presented as follows.

**Table 3.** Results of Internal Factor Analysis

No	Strength	Score	Weight	Total
1	Youth participation in the form of presence, ideas, and energy is very high	5,2	0,5	2,70
2	The promotion has started based on social media	7,8	0,8	6,08
3	Revenue turnover is quite high	3,0	0,3	0,90
4	Have a forum/forum to accommodate youth aspirations and ideas	5,2	0,5	2,70

5	The village's superior products have been in line with the village's leading commodities	1,6	0,2	0,26
6	Often receive coaching and training from the Agency related to employee development	5,4	0,5	2,92
7	Has provided sufficient wages	5,0	0,5	2,50
8	Have a competent cooperation partner	5,0	0,5	2,50
	Total			20,56
No	Weakness	Score	Weight	Total
1	Limited capital	-4,0	-0,4	1,60
2	Marketing is still in the traditional way	-2,0	-0,2	0,40
3	BUM Desa experienced a decrease in revenue	-9,0	-0,9	8,10
4	The number of cooperation partners is still limited	-5,0	-0,5	2,50
5	Most of the village's superior products are not in line with the village's superior commodities	-3,8	-0,4	1,44
6	Rarely get coaching Organization and employee management	-4,6	-0,5	2,12
7	Organizational management	-0,4	0,0	0,02
8	Lack of units to empower village youth	-0,4	0,0	0,02
9	The wages given to members are still somewhat less	-5,0	-0,5	2,50
10	Limited human resource capabilities	-0,4	0,0	0,02
11	There is no forum/forum to accommodate youth aspirations and ideas	-2,2	-0,2	-0,48
12	BUM Desa business units have not been able to accommodate all young sources	-0,4	0,0	0,02
	Total			19,21

Source: Researcher analysis data 2024

The points of excellence in the internal analysis will be calculated by score and weight to be able to produce the total of each variable included in the advantage. The score is generated from the number of selected informants who have determined the answer as their choice divided by the sum of the scores of all variables that affect the advantage minus the number of variables that affect the weakness. Meanwhile, the weight is generated from the number of values owned by each variable that supports the advantages and disadvantages divided by the total informants. The total is the multiplication between the weight and the score, which will later produce the total of all internal analysis variables, namely advantages and disadvantages. Based on the calculations that have been made, the total value of the internal analysis of the advantages is 20.506, while the total of the

internal analysis of the weaknesses is 19.21. Furthermore, the researcher identified external factors that affect village development, including the participation of youth in the development of BUM Desa. Based on data collection, several opportunities and threats faced by BUM Desa were identified. These opportunities include the existence of the Tourism Village Award (ADWI) competition, having youth groups that support long-term tourism development, and the existence of a good relationship between the BUM Desa and the youth from the community and village karang taruna as well as tourism awareness groups (Pokdarwis).

Furthermore, threats include many visitors' desires for digital-based service facilitation that have not been realized, tourism competition between tourism managers by BUM Desa in Malang



Regency, the relationship between BUM Desa and youth from the community and village karang taruna and (Pokdarwis) groups, changes in policies and regulations regarding the management of BUM Desa, and the relationship between BUM Desa and youth from the community and village

karang taruna and (Pokdarwis) groups. As is done in the internal analysis, in this external analysis, the determination of the weight score is also carried out, which will later produce an amount that is a multiplication between the score and the weight.

**Table 4.** Results of External Factor Analysis

No	Opportunities	Score	Weight	Total
1	The existence of the Tourism Village Award competition (ADWI)	-0,67	0,08	-0,05
2	Have a youth group that supports in the development of long-term tourism	-3,00	0,36	-1,08
3	There is a good relationship between BUM Desa and the youth from the community and village karang taruna and (Pokdarwis) tourism awareness groups	-5,33	0,64	-3,41
	Total			-4,55
No	Threats	Score	Weight	Total
1	Many visitors' desires for digital-based service facilitation have not been realized	1,67	-0,2	-0,33
2	Tourism competition between Tourism managers by BUM Desa in Malang Regency	0,33	-0,04	-0,01
3	The relationship between BUM Desa and the youth from the community and village karang taruna as well as (Pokdarwis) tourism awareness groups	3,00	-0,36	-1,08
4	Changes in policies and regulations on the management of BUM Desa	5,00	-0,6	-3,00
	Total			-4,43

Source: Researcher analysis data

Based on the table above, it can be seen that the total analysis of external factors, namely opportunities, is -4.55, while the number of external analyses of threats is -4.43. After that, identification will be carried out on each number of internal and external factors, which will be presented in the following table.

**Table 5.** Recapitulation of the results of External and Internal Factor Analysis

Factor Analysis	Sum
Internal	
Strength	20,56
Weakness	19,21
Eksternal	
Opportunities	-4,55

Threat -4,43

Source: Researcher analysis data

Based on the table, it can be seen that the number of internal SWOT analyses that include strengths is at 20.506, while weaknesses are at 19.21, while external analyses of opportunities are at -4.55 and threats are at -4.43. Furthermore, based on the results of each external and internal analysis, identification is carried out to find the x and y axes, where the x-axis is generated from the total number of strengths minus the weaknesses and the y-axis is generated from the number of opportunities minus the number of

threats. The calculation can be presented in the following table.

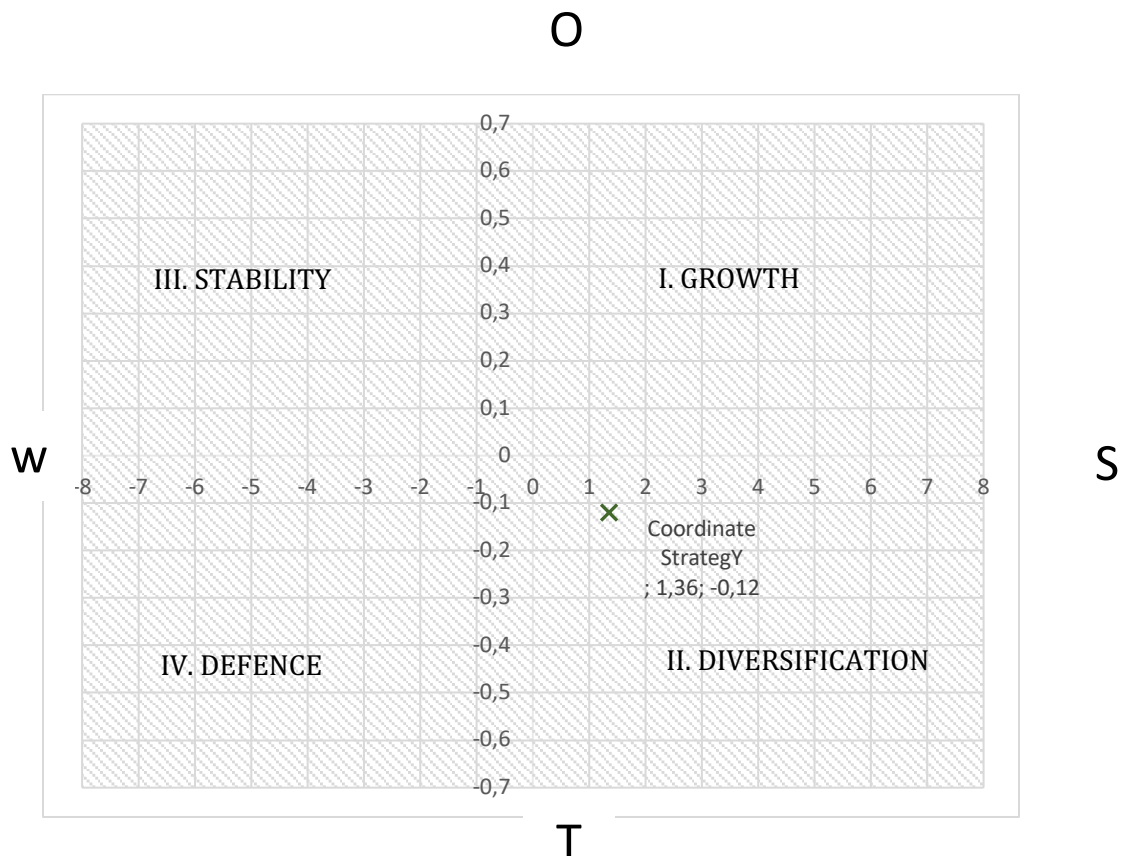
**Table 6.** Formulation of x and y Axis

Coordinates	
Axis	Coordinates
x	1,36
y	-0,12

Source: Researcher analysis data

Based on the table above, it can be seen that only the value of the x-axis is 1.36 and the y-axis is -0.12. Based on this, a Cartesian diagram will then be made,

which will later produce a strategic position by the analysis of internal factors, which include advantages and weaknesses, and also an analysis of external factors, which includes opportunities and threats from the management of BUM Desa and the participation of youth in the management of BUM Desa in economic recovery during the covid-19 pandemic. The depiction of the Cartesian diagram, which refers to the determination of the value of the x-axis and y resulting from the calculation of external and internal factor analysis, can be illustrated through the following figure 1.



**Figure 1.** SWOT Analysis Diagram  
Source: Researcher Analysis Results

Based on the quadrant above, it can be seen that the position of the coordinate position of the x-axis at point 1.36 with the y-axis at -0.12 produces the coordinate point in the diversified quadrant 2. The diversification position is a situation where existing BUM Desa still have more strengths than weaknesses while facing threats that are quite high compared to the existing opportunities. The following will re-explain the variables that affect strength and also the variables that affect threats as material to be used as a diversification strategy.

Based on the relationship between the advantages and threats of rural tourism management through BUM Desa, several alternative youth mainstreaming strategies can be developed, including, first, developing digital services by optimizing the involvement of the younger generation. This strategy leverages the active participation of the younger generation and existing forums to improve their IT capabilities. Youth can be involved in the development of tourism service applications or digital platforms such as online tickets, digital promotions, and virtual tour guides. Threats related to the need for digital services can be overcome by harnessing the power of aspirations and youth participation forums. The involvement of the younger generation can also increase the attractiveness of a destination and meet the needs of modern travelers who prioritize digital convenience. Second, improving the ability of youth in business management and strategic partnerships. This strategy involves the younger generation in training and development carried out by relevant institutions and expands partnerships with technology companies or educational institutions to develop digital internship and training projects. Competitive threats and limitations of

digital services can be overcome by leveraging the sector's regular guidance and the presence of capable partners. In this way, youth are not only involved in physical exercise but also in improving managerial and technical skills relevant to today's needs.

Third, strengthening relationships with Karang Taruna and Pokdarwis through cooperation projects. This strategy develops a collaborative plan between BUM Desa and local youth groups such as youth organizations and Pokdarwis (tourism awareness groups) to manage tourism events or rural cultural festivals. This collaborative program addresses the challenge of relationship dissonance by forming an idea forum. These projects also provide a space for the younger generation to express their creativity and play an active role in promoting local culture, thereby increasing the number of visitors. Fourth, encourage innovation in tourism products based on the creativity of the younger generation. This strategy explores the creativity of the younger generation to create new tourism products or update existing tourist attractions to adapt to current trends, such as environment-based educational tourism or adventure activities. Integrating the creativity of young people can continue to develop rural boutique products that are in line with today's trends. This may be a strategy to counter competition between tourism managers by offering unique and innovative experiences that are difficult to find in other destinations. Fifth, policy and regulatory advocacy based on the interests of youth. This strategy involves youth in tourism policy discussions at the village level and encourages youth to become agents of change and voice their interests. Through the Aspiration Forum, the young generation can be more proactive in

advocating for policies that support their direct participation in tourism management. This can be a solution to anticipate changes in policies and regulations that may have an impact on the management of BUM Desa.

## Conclusion

This study found that there are many dynamics related to youth mainstreaming in village tourism management through Village-Owned Enterprises (BUM Desa) in Malang Regency. The results of the focus group discussion (FGD) show that youth are highly involved in activities, ideas, and work, supported by the use of social media for promotion and aspiration forums. However, major problems still exist, such as capital limitations, conventional marketing strategies, and obstacles to sustainable youth empowerment. In addition, external sources such as relationships with tourism awareness groups (Pokdarwis) and the Tourism Village Award competition point to opportunities, despite obstacles such as competition between tourism villages and regulatory changes.

In addition, the SWOT analysis shows that the elements of strengths and opportunities must be optimized through digital marketing diversification strategies and HR capacity building. Meanwhile, internal and external problems must be addressed by increasing collaboration and making policies that support the sustainable management of BUMDesa. Strengthening digital management skills training and aspiration forums as a space for discussion between youth, BUMDesa, and related parties can help mainstream youth become more organized. It is hoped that this strategy can increase the competitiveness of tourist villages in Malang Regency.

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