



**BUKU
MONOGRAF**

BUMDESKU MODERN

Dr. Abdurohim, SE, MM.

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Badan Usaha Milik Desa (BUM DESA) KU haruslah MODERN, sehingga mampu menggerakkan perekonomian pedesaan, mampu melakukan perubahan peradaban di Desa. Desa yang selama ini dikenal dengan sebutan TER, harus berubah pada era *Society 5.0* ini...Kenapa tidak bisa? Apa yang sulit?...Sebenarnya apapun bisa diimplementasikan di BUM Desa, sepanjang ada kemauan *politicwill* dari Penguasa Desa, Pemimpin BUM Desa yang Kompeten dan Inovatif, serta menghilangkan *black window* dalam setiap pengambilan keputusan. Karena itu, BUM Desa KU MODERN, haruslah:

- Ada kesamaan persepsi dari *Shareholder* bahwa BUM Desa keberadaannya sangat strategis, memiliki keunggulan dibandingkan dengan aktivitas bisnis lainnya yaitu mampu menciptakan pemerataan pendapatan, membantu pemerintah mewujudkan program ketahanan pangan, serta sebagai pengatur baru dalam mengelola dinamika Perekonomian Desa.
- Melengkapi kebutuhan *tehnology information for operations* serta membutuhkan *intelligence leadership*, guna mampu mengendalikan tekanan yang berasal dari lingkungan bisnis di era *Society 5.0* yang telah menghadirkan suasana *Volatility, Uncertainty, Complexity, Ambiguity* (VUCA).
- Memiliki Badan/Unit tersendiri semacam (*Operating Holding*) guna memecahkan problem yang saat ini dihadapi karena terjadinya *Gap Operational*, sehingga mampu mengarahkan aktivitas kegiatan operasional di masa depan BUM Desa Modern melalui penghilangan hegemoni *power regional*, pemenuhan kebutuhan *hardware* dan *software* yang modern serta mampu menampilkan Keunggulan Komparatif (*Comparative Advantage*), secara cepat dan tepat.

Buku dunia: *Strategic Management, Human Resource Management, Behavior Organizational, Internet of Thing, Feasibility Study & Business Plan* telah menginspirasi penulisan buku ini. "Tidaklah mungkin mampu mengalahkan situasi, jika dalam internal perusahaan pun belum sanggup dibenahi".

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KATA PENGANTAR

Puji syukur saya panjatkan kepada Tuhan Yang Maha Esa, karena atas berkat dan rahmat-Nya, saya dapat menyelesaikan buku ini. Penulisan buku merupakan buah karya dari hasil kajian di BUM Desa di Kabupaten Sumedang, Jawa Barat yang diberi judul “Buku Monograf BUM Desku Modern”. Saya menyadari bahwa tanpa bantuan dan bimbingan dari berbagai pihak sangatlah sulit bagi saya untuk menyelesaikan karya buku ini.

BUM Desa merupakan badan usaha yang memiliki tugas maha penting pada sakala pemerintahan paling bawah di Indonesia. Selama ini Pemerintah Desa tidak memiliki instrumen untuk mengendalikan perekonomian pedesaan, sehingga selama bertahun-tahun untuk mensukseskan program pemberdayaan ekonomi masyarakat desa sulit diwujudkan, mengingat pemerintah desa fokus melakukan aktivitas layanan publik meliputi pembangunan pada sektor fisik, maupun layanan administrasi. Sementara keterbukaan berinvestasi di pedesaan semakin terbuka, siapa saja boleh berinvestasi di pedesaan. Maka tidaklah heran bila banyak ahli yang mengatakan bahwa masyarakat desa hanya sebagai subyek dari pembangunan.

Penulis menyampaikan terima kasih serta penghargaan yang tinggi atas selesainya buku monograf ini kepada semua pihak yang tidak bisa saya sebutkan satu persatu. Penulis menyadari bahwa buku ini masih jauh dari kesempurnaan. Oleh karena itu kritik dan saran yang membangun sangat dibutuhkan guna penyempurnaan buku ini. Akhir kata saya berharap Tuhan Yang Maha Esa berkenan membalas segala kebaikan semua pihak yang telah membantu. Semoga buku ini memberikan manfaat bagi masyarakat Indonesia dalam mewujudkan kesejahteraan dan ketahanan pangan serta pengembangan ilmu pengetahuan.

Cimahi, Desember 2022

Penulis

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MENJADI BUM DESA MODERN, KENAPA TIDAK BISA?
KARENA ITU UNTUK BISA MODERN, TUMBUH DAN
BESAR, SEPANJANG YANG DIKEHENDAKI, MAKA “KENALI
DIRIMU, KENALI MUSUHMU. SERIBU PERTEMPURAN.
SERIBU KEMENANGAN” **Kata-kata Bijak Sun Tzu**

**“HASIL PENJUALAN BUKU INI, AKAN DIPERSEMBAHKAN
UNTUK KEMAJUAN BUM DESA DI KABUPATEN SUMEDANG,
TERLEBIH KHUSUS BUM DESA BAROKAH JAYA, DESA
NAGRAG, KECAMATAN BUAH DUA”**





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BAB 1

PENDAHULUAN

Penduduk Indonesia (Hamzah & Anggraeni, 2021) sudah mencapai jumlah sebesar 277,7 juta jiwa pada Januari 2022. Yang mendiami perkotaan sebanyak 56,7 persen sedangkan 42,1 persen bermukim di pedesaan, dan diprediksi pada tahun 2035 penduduk perkotaan akan meningkat sebanyak 66,6% disebabkan urbanisasi terus meningkat, masyarakat pedesaan rela berpindah tempat tinggal ke perkotaan meskipun belum ada jaminan keberlangsungan kehidupan baik saat pindah maupun masa depan. Pada umumnya mereka berpindah ke kota tidak dibekali dengan pendidikan dan keterampilan yang memadai, akibatnya terjadi permasalahan sosial di perkotaan (Silalahi et al., 2022a).



Gambar 1.1. Tidak ada Kemiskinan & Pertumbuhan Ekonomi
Sumber: (Schreiber & Siege, 2016)

BAB 2

BUM DESA

A. Definisi BUM Desa

Badan Usaha Milik Desa (Amri, 2019; Yunita et al., 2019) merupakan organisasi yang didirikan oleh Pemerintah Desa, untuk dipergunakan menjabarkan kebijakan di bidang ekonomi pedesaan, sehingga Pemerintah Desa bisa fokus dalam pelaksanaan aktivitas pada layanan publik seperti urusan administrasi kedesaaan seperti: pembuatan eKTP, perpindahan warga, jalan desa, ketersediaan listrik, air serta lainnya (Abdurohim, 2021g). Selama ini sebelum dibentuk unit BUM Desa, para pemimpin pedesaan sangat terbatas guna mengendalikan perekonomian di pedesaan, mengingat para kepala desa tidak memiliki instrumen yang dipergunakan untuk ikut serta mengendalikan perekonomian desanya, seperti menurunkan kemiskinan masyarakat pedesaan hanya sebatas himbauan untuk masyarakat bekerja dengan giat (Samphantharak & Townsend, 2018).

Kegiatan untuk mempengaruhi ekonomi pedesaan (Abdurohim, 2022b; Chotim, 2020; Rosmadi, 2021) diserahkan sepenuhnya oleh BUM Desa, seperti kegiatan agribisnis, distributor perdagangan, pembayaran secara digital. Langkah-langkah yang dilakukan oleh BUM Desa tersebut bila dilakukan secara konsisten, dan setiap tahun mengalami perkembangan, maka masalah pemberdayaan ekonomi masyarakat desa yang mengarah kepada penurunan kemiskinan (Abdurohim, 2021l; Fakhriyan Ardyanto, 2021; Haloho, 2019; Prawoto, 2008; Solikatur et al., 2014) bisa dipenuhi.

BAB

3

MANAJEMEN STRATEGI BUM DESA

A. Manajemen Strategi

Manajemen Strategi (Abdurohim, 2021b; Chaudhry et al., 2021; Somarathna, 2020; H. Sun et al., 2020; Y. Wang et al., 2020; Q. Zhang et al., 2020; Y. Zhang et al., 2020) merupakan penerapan dalam mengelola perusahaan membutuhkan kemampuan seseorang pada bidang ilmu dan seni untuk pengambilan keputusan yang dibutuhkan untuk aktivitas perusahaan yang lebih baik lagi. Karena itu dalam menjalankan aktivitasnya perusahaan harus sesuai dengan strategi yang dipilihnya.

Operasional perusahaan menghadapi berbagai gejala serta tantangan yang harus dihadapi, karena itu memerlukan kemampuan bagi seorang pemimpin menaklukan situasi eksternal, melalui analisa serta perhitungan yang cermat. Gambar 3.1 menggambarkan setiap langkah yang dilakukan menimbulkan risiko sesuai dengan strategi yang ditetapkan guna melaksanakan kegiatan yang telah ditetapkan oleh perusahaan.

BAB

4

SCOPE USAHA BISNIS BUM DESA MODERN

A. Pemilihan Usaha Bisnis BUM Desa Modern

Pemilihan bisnis (Abduruohim, 2022b; Rezkiyani et al., 2017; Vianna et al., 2011) yang akan dilaksanakan oleh BUM Desa tidak boleh didasarkan atas kemauan pihak manapun ataupun pengurus. Karena itu para pengelola BUM Desa harus mampu menyampaikan argumentasi atas pemilihan bisnis BUM Desa Modern yang dipilih, didasarkan pada analisa kelayakan usaha yang telah di buat oleh para ahli yang ditunjuk, sehingga dalam pencapaian target atas realisasi bisnisnya tidak bias sesuai yang diharapkan. Argumentasi program kerja ini disampaikan oleh Direktur BUM Desa pada saat menyampaikan program kerja di Musyawarah Desa, secara

Maju mundurnya bisnis ditentukan oleh kemampuan dalam merencanakan bisnis yang tepat untuk bisa dijalankan. Banyak perusahaan yang gagal karena usaha bisnis yang digeluti tidak sesuai dengan ekpektasi sebelum dibukanya usaha bisnis tersebut, seperti usaha yang dijalankan oleh perusahaan *MarketPlaces* (R. Kumar, 2014; Maier & Wieringa, 2021; Roth, 2018; Sitorus et al., 2022; Suh & Chow, 2021a; Tomczak et al., 2017), banyak yang gagal dalam berusaha, hanya beberapa perusahaan sejenis ini masih bertahan di Indonesia. Dahulu pebisnis sangat euforia terhadap perusahaan berbasis digital dengan ikut-ikutan mendirikan usaha ini, namun pada kenyataanya usaha ini sangat membutuhkan sumber daya manusia yang kompeten, permodalan yang kuat serta kecepatan

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TENTANG PENULIS



Dr. Abdurohim, SE, MM. Kelahiran Cirebon (Jawa Barat) 12 April 1964, berkecimpung sebagai praktisi Perbankan selama 31 tahun pada PT. Bank Papua, dengan jabatan terakhir *Vice President* pada Divisi Perencanaan Strategis (Renstra) .

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Saat ini sebagai tenaga pengajar/dosen Lektor pada **Universitas Jendral Ahmad Yani, Cimahi, Jawa Barat. Dan telah Bersertifikat sebagai Dosen Profesional (Serdos) dari Kemendikti Risti**

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