



Analysis of Social and Ecological Market Economy (SEME) Concept on Tourism Village: Lembur Cigarukgak Case Study

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ABSTRAK/ABSTRACT

The global tourism industry is experiencing a paradigm shift toward the Wellness Economy, as travelers increasingly seek regenerative experiences in rural settings. This study examines the implementation of the Social and Ecological Market Economy (SEME) framework within the Lembur Cigarukgak tourism village in Sidajaya, Subang, West Java. By analyzing the governance model of BUMDes Wira Usaha Sejahtera, this research investigates how the integration of market freedom, social equity, and ecological integrity functions as a driver for sustainable rural development. Utilizing a qualitative case study approach with data derived from institutional profiles, financial reports, and in-depth informant interviews, the findings demonstrate that Sidajaya's model of "SEME-Wellness Zones" creates an antifragile rural economy. The model operationalizes communal ownership, where 60-70% of profits are reinvested locally, ensuring that economic gains from tourism are not extracted by external urban actors. Furthermore, the synergy between digital infrastructure—the Cigarukgak Network—and low-impact wellness tourism highlights a successful synthesis of modern innovation and traditional values. The study concludes that the Sidajaya prototype effectively safeguards the village's Maqasid al-Shariah—life, faith, and wealth—and offers a scalable model for poverty relief and ecosystem rebirth in rural Indonesia.

INTRODUCTION

The global tourism landscape has undergone a significant paradigm shift in the post-pandemic era, transitioning from mass consumption models toward the Wellness Economy—a force valued at approximately \$6.8 trillion globally. This shift reflects a profound change in consumer behavior, where travelers increasingly prioritize health, mindfulness, and regenerative lifestyles. Simultaneously, the concept of the Social and Ecological Market Economy (SEME) has emerged as a crucial theoretical framework, proposing a synthesis between market efficiency and social-

ecological safeguards. In the Indonesian context, Desa Wisata (Tourism Villages) stand at the forefront of this transformation, serving as potential anchors for rural economic resilience and cultural preservation.

Despite their potential, tourism villages in Indonesia face a persistent developmental gap. Many sites struggle to balance the economic pressures of over-tourism with the imperative of environmental integrity and social equity. As noted in the development roadmap for Sidajaya, Subang, the transition from "Rintisan" (pioneer) to "Mandiri" (independent) status requires more than

just marketing; it necessitates a structured, community-driven business model that is both profitable and ethically grounded. The village of Sidajaya, specifically through the Lembur Cigarukgak initiative, presents a unique case study where these challenges are actively addressed through the integration of digital connectivity and community-led wellness offerings.

The development of Sidajaya is spearheaded by BUMDes Wira Usaha Sejahtera, a village-owned enterprise that operates as an economic engine. By leveraging local assets—ranging from historic Dutch-era infrastructure like the Jembatan Lori to natural landscapes—the village has begun to operationalize what can be termed as "SEME-Wellness Zones". These zones are designed to monetize serenity while maintaining ordered liberty, ensuring that the economic gains from tourism are channeled back into the local community (60-70% profit reinvestment model) rather than being extracted by external urban actors.

However, the intersection of SEME and wellness tourism in rural Indonesia remains under-researched. While there is existing literature on general tourism management, few studies have empirically analyzed how SEME principles—specifically communal ownership, environmental mandates, and social safeguards—are implemented within the BUMDes governance structure. This research aims to fill that void by analyzing the Lembur Cigarukgak case study. It seeks to answer how BUMDes-led initiatives can foster antifragile rural economies that thrive by upholding Maqasid al-Shariah—safeguarding life, faith, and wealth—within a modern, ethical market framework.

Through this study, we contribute to the discourse on sustainability accounting and rural development by demonstrating how the fusion of Wellness Economy and SEME can redefine rural prosperity. We argue that by aligning low-impact wellness activities with structural social safeguards, tourism villages like Sidajaya can achieve a "high-value, low-volume" model inspired by regenerative practices, providing a scalable prototype for poverty relief and ecosystem rebirth in rural Indonesia.

LITERATURE REVIEW

2.1. The Conceptual Landscape of Tourism Village

Tourism villages are defined as integrated ecosystems comprising attractions, accommodation, and support facilities that mirror the structure of local life and cultural traditions. According to Nuryanti (1993), the essence of a Desa Wisata is the integration of these components within a lived-in community, ensuring that tourism remains an extension of the local lifestyle rather than an isolated commercial product. Joshi (2012) further emphasizes that the village, as a tourism product, relies on the "wholeness" of the rural experience—nature, tradition, and uniqueness—to create a compelling narrative for visitors. In the context of Sidajaya, this is manifest in the transformation of agrarian spaces into Dewi Cigarukgak (Desa Wisata Cigarukgak), where the village is managed as a primary, one-stop artificial tourism destination.

2.2. Social and Ecological Market Economy (SEME): Beyond Free Markets

The Social and Ecological Market Economy (SEME) is a developmental paradigm that seeks to transcend the limitations of pure market capitalism. It posits that market freedom must be tempered by social safeguards to ensure equity and by ecological mandates to

guarantee long-term viability. Unlike conventional models, SEME integrates "green mandates" as a core economic engine rather than an optional corporate social responsibility (CSR) output. For rural enterprises like BUMDes Wira Usaha Sejahtera, this implies a structural alignment where competitive growth is intrinsically linked to the wellbeing of the village ecosystem.

2.3. The Wellness Economy as a Regenerative Engine

The integration of the Wellness Economy into rural development provides the functional bridge between SEME principles and consumer demand. As the global market shifts toward regenerative lifestyles, villages can monetize "serenity" through activities such as yoga, organic farming, and meditative nature treks. This model fulfills the Maqasid al-Shariah—safeguarding life (*hifz al-nafs*), faith (*hifz al-din*), and wealth (*hifz al-mal*)—by transforming local natural assets (e.g., rubber groves, sawah vistas) into restorative havens. This approach moves beyond traditional mass tourism, favoring a "high-value, low-volume" philosophy that ensures environmental preservation while increasing per-guest income.

2.4. Governance and the Pentahelix Collaboration (ABCGM)

The success of such an integrated model rests on the Pentahelix framework: Academics (conceptor), Business (enabler), Community (accelerator), Government (regulator), and Media (amplifier). In Sidajaya, the role of Academics, exemplified by the engagement of institutions like STIE Sutaatmadja, provides the theoretical rigor for Business Model Canvas (BMC) applications, while BUMDes acts as the central business entity that enables local participation. The community serves as the accelerator of these initiatives, ensuring that the development trajectory remains aligned with local identity.

2.5. Synthesis: Toward Antifragile Rural Economies

The literature suggests that when a village effectively integrates SEME principles with wellness tourism, it gains "antifragility"—a state of robustness where external shocks, such as economic volatility or fertilizer scarcity, are mitigated by diversified BUMDes ventures (e.g., logistics, internet services, and hospitality). By reinvesting 30-40% of profits and channeling 60-70% locally, villages can build a self-sustaining cycle of prosperity that prevents the urban-rural wealth drain, effectively bridging the gap between local traditions and global economic trends.

METHOD

3.1. Research Design

This research employs a qualitative, interpretative case study approach. The case study method was selected due to its capacity to explore the complex, context-dependent nature of Desa Wisata management within the unique socio-economic framework of Sidajaya Village. This approach allows for a "thick description" of how SEME principles are translated into the practical business operations of BUMDes Wira Usaha Sejahtera (BUMDes Wira Usaha Sejahtera, 2023).

3.2. Data Collection

The study utilizes a multi-method data collection strategy to ensure triangulation:

First, In-depth Interviews: Primary data were gathered through semi-structured interviews with key informants, including the founder of Lembur Cigarukgak, Urip Soeprianto, BUMDes management personnel, and representatives of the Pokdarwis (Community Tourism Awareness Group).

Second, Direct Observation (Participatory Observation): Longitudinal observations were conducted regarding the daily economic activities and social interactions within the Cigarukgak area, including the operation of wellness retreats and the

utilization of the Cigarukgak Network infrastructure.

Third, Documentary Analysis: The research extensively reviewed institutional archives, including the Profil Desa Wisata Sidajaya, organizational structures, financial reports regarding the 60-70% local profit-channeling model, and previous community service reports related to the application of the Business Model Canvas (BMC) in Sidajaya.

3.3. Analytical Framework

The analysis is structured through two primary lenses:

First, Strategic Mapping: Utilizing the Business Model Canvas (BMC) framework, the research decomposes the village's business strategy into nine key building blocks, focusing on how each block serves as a vehicle for SEME objectives—specifically the value proposition of wellness tourism and the key partners involved in the Pentahelix collaboration (e.g., Athamara Group).

Second, SEME Alignment Analysis: The empirical findings are evaluated against the three fundamental pillars of the Social-Ecological Market Economy: Market Efficiency: Assessing the fiscal sustainability of BUMDes ventures; Social Equity: Evaluating income distribution and digital skill training for youth and women; Ecological Integrity: Measuring the impact of low-impact, plastic-free, and regenerative farming practices on the village's ecosystem.

3.4. Reliability and Validity

To enhance the reliability of the research, the study adheres to the principle of "member checking," where the interpretation of operational challenges and success factors was validated by the village's project initiators. Furthermore, the use of diverse documentation sources—ranging from formal village profiles to academic essays on SEME—ensures that the conclusions drawn are triangulated and robust against bias.

RESULT

4.1. The Morphological Transformation: From Digital Backwater to Wellness Hub

The development of Sidajaya, specifically Lembur Cigarukgak, represents a deliberate shift from traditional agrarian activities toward a diversified, wellness-centric economy. Data from the village profile indicates that this transformation was catalyzed by the implementation of the Cigarukgak Network, which bridged the village's digital divide. This infrastructure shift enabled the BUMDes Wira Usaha Sejahtera to transition from a localized enterprise to an entity capable of managing global bookings and real-time cultural live-streaming, thereby amplifying the village's visibility in the wellness tourism market.

4.2. Operationalizing SEME: The BUMDes Four-Pillar Model

The BUMDes functions as the primary economic engine, operationalizing SEME principles through four integrated industry pillars: Hospitality Industry: Centered on authentic homestay experiences, cafe operations, and village tours that promote "Galumbira Kulawargi" (family joy); Agro-Industry (Galengan): Focused on organic food production, including rice/padi, kopi, and sustainable farming systems like lele bioflok and aquaponics; Home Industry (Caang Imah): Highlights the production of batik ecoprint and local food and beverages (e.g., opak, telang tea, and processed kelor products); Sport Industry (Rupa-rupa Kaulinan): Leverages physical assets like the Tarunajaya Circuit and tracking routes to create a recurring event economy.

4.3. Fiscal Sustainability and Communal Ownership

A critical empirical finding is the SEME-based profit-channeling model implemented by the BUMDes. Financial observations reveal a clear allocation

strategy: 60-70% of generated profits are channeled directly to local welfare and community initiatives, while 30-40% is retained for reinvestment and reserves. This model provides a buffer against external economic shocks, an essential component of "antifragility." Comparative analysis of revenue streams demonstrates that wellness-based tourism initiatives—such as farm-fresh culinary experiences and meditation retreats—generate 2-3x higher income per guest compared to traditional, low-value tourism visits.

4.4. Strategic Synergies and Ecological Safeguards

The implementation of SEME in Sidajaya is bolstered by strategic partnerships, notably the CSR support from the Athamara Group. These initiatives have been pivotal in providing the "financial muscle" for infrastructure such as homestay solar panels, wellness trail upgrades, and fertilizer subsidies for organic farms. Ecologically, the village has successfully integrated low-impact ethos into its tourism products. The "Baranang Glow-walk" and the preservation of rubber groves as carbon sinks demonstrate how environmental protection is not treated as a secondary goal, but as a core value proposition that sustains the wellness ecosystem.

4.5. The Role of Cultural and Social Capital

The research identifies the role of social gatherings—such as the Halal bi Halal events—as critical mechanisms for fostering social cohesion and the "gotong royong" (communal cooperation) spirit essential for SEME sustainability. These gatherings act as forums where digital skills are transferred to youth and women are empowered through homestay management training. By aligning these local traditions with the professional requirements of the Wellness Economy, BUMDes Sidajaya has effectively created a unique value proposition that is both modern and culturally deeply rooted.

DISCUSSION

5.1. Interpreting the SEME-Wellness Synthesis

The empirical evidence from Sidajaya suggests that the integration of Wellness Economy and SEME is not merely an additive process but a transformational one. By operationalizing "SEME-Wellness Zones," the village has successfully moved beyond traditional tourism toward a regenerative model that satisfies the Maqasid al-Shariah—safeguarding life, faith, and wealth. The ability to monetize serenity—through initiatives like the illuminated Baranang Glow-walk and meditative nature treks—validates the thesis that environmental protection, when paired with the right digital infrastructure (Cigarukgak Network), serves as a robust economic engine.

5.2. Antifragility and the BUMDes Governance Model

A core theme in the Sidajaya case is the development of an "antifragile" rural economy. While many tourism villages remain vulnerable to market fluctuations, Sidajaya's BUMDes model creates resilience through diversification. The coexistence of logistics (trucking), agriculture (fertilizer distribution via PT Saka Borneo), and hospitality (homestays) allows the village to absorb economic shocks that would otherwise be devastating to a single-sector destination. Furthermore, the communal ownership model, which mandates that 60-70% of profits be channeled back into the local community, effectively aligns private market interests with social equity, providing a tangible example of how SEME principles mitigate rural poverty.

5.3. Structural Barriers and Policy Gaps

Despite these successes, the research reveals that Sidajaya continues to grapple with "bottlenecks" that limit its full potential.

- **Funding and Skill Gaps:** While Athamara Group's CSR provides vital financial muscle, BUMDes operations remain constrained by gaps in HR skills and the scarcity of specialized knowledge needed to scale high-value wellness products.

- **Regulatory Asymmetry:** Current SEME policies often suffer from enforcement gaps, where urban-centric regulations inadvertently favor large-scale players over rural BUMDes.

- **Overtourism Risks:** The rapid growth of wellness tourism, if not managed with the strict ecological safeguards currently advocated in the SEME framework, could eventually erode the very tranquility that attracts visitors.

5.4. Strategic Directions: Toward a "Bhutan-Inspired" Model

To sustain and scale the Sidajaya prototype, we propose a strategic pivot toward a "high-value, low-volume" model inspired by the Bhutanese approach.

Integration of Wellness Metrics: Policies should incorporate standardized wellness metrics into SEME frameworks, allowing villages like Sidajaya to certify their impact and compete on quality rather than quantity.

Digital Innovation: Further leverage of Urip Soeprianto's digital platforms for direct-to-consumer retreat bookings could increase revenues by 20-30%, ensuring the BUMDes remains SEME-compliant while capturing greater value.

R&D Localization: Establishing local R&D hubs—such as specialized rubber spas or heritage research centers—supported by partner grants would anchor the wellness value chain within the village, preventing the leakage of economic benefits to external providers.

CONCLUSION AND RECOMMENDATIONS

6.1. Conclusion

The analysis of Sidajaya Village serves as a compelling prototype for the implementation of a Social-Ecological Market Economy (SEME) within a tourism context. By synthesizing the global Wellness Economy with community-led governance through BUMDes Wira Usaha Sejahtera, Sidajaya has successfully demonstrated that rural prosperity need not come at the cost of cultural identity or ecological integrity.

The research finds that: The "SEME-Wellness Zone" model effectively creates economic resilience, or "antifragility," by diversifying income streams beyond mere tourism visits to include logistics, technology, and agro-industry ventures; The communal ownership model, which prioritizes the reinvestment of 60-70% of profits into the local community, serves as a practical mechanism to prevent the urban-rural wealth drain and promote social equity; The integration of digital infrastructure, such as the Cigarukgak Network, is foundational to modernizing traditional villages, enabling global connectivity while preserving the Maqasid al-Shariah—the ethical safeguarding of life, faith, and wealth.

Ultimately, Sidajaya proves that when traditional wisdom—guided by the principle of *Al-muhafadatu 'ala qadimissolih wal akhdzu bil jadidil ashlah*—is married to innovative enterprise and ethical market frameworks, it yields an inclusive thriving model capable of ecosystem rebirth.

6.2. Policy and Managerial Recommendations

Based on the findings, this study offers the following recommendations:

For BUMDes Management: It is imperative to enhance administrative transparency and accounting accountability to maintain the trust of CSR partners like the Athamara Group and to ensure long-term fiscal sustainability.

For Policymakers: The government should institutionalize the SEME framework by integrating standardized wellness and sustainability metrics into national tourism village certifications, thereby protecting rural sites from the negative impacts of mass tourism.

For Future Research: Further studies should explore the longitudinal impact of digital literacy programs on female and youth participation in BUMDes decision-making, as this remains a critical variable for sustaining the social equity pillar of SEME.

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