

Application of the "CANVAS MODEL" to Accounting Information Systems and Business Diversification (Study of Village-Owned Enterprises in Jambi Province)

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Abstract

The implementation of Government Regulation No. 11 of 2021 provides legal certainty for villages and/or together with other villages to manage businesses, utilize assets, develop investments and productivity, provide service offerings, and/or offer other types of businesses for the utmost welfare of the people. However, since Government Regulation No. 11 of 2021 has only recently been implemented, it poses a challenge for researchers to examine the readiness of the existing Village-Owned Enterprises (BUMDes) in Jambi Province in facing it. Research findings from 2021 indicate that the implementation of this regulation impacts the change in execution rules and accounting systems, which must be supported by improved capacity and capabilities of human resources. This study aims to classify the accounting information system of BUMDes and the diversification of BUMDes businesses to meet the going concern principle based on local wisdom/content. The data for the study were obtained through secondary data and questionnaires, then analyzed using the CANVAS model.

Keywords: Village-Owned Enterprises (BUMDes), Accounting Systems, CANVAS Model

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1. Introduction

The fiscal decentralization policy targeting villages underscores the central government's commitment to enhancing the welfare of rural communities through strategic financial autonomy. Under this initiative, the central government distributes special funds to villages, stipulating that they be managed autonomously, sustainably, and with rigorous accountability. These funds serve as essential capital for village development, particularly through the establishment and operation of Village-Owned Enterprises (BUMDes). Governed by Articles 87 through 90 of Law No. 6 of 2014, the policy facilitates the utilization of these funds to bolster the economic scale of community-based productive businesses, thereby fostering economic empowerment at the village level.

The strategic implementation of BUMDes holds the potential to significantly elevate the living standards of rural populations. By advocating for sound governance practices, these enterprises can become pivotal economic engines within their communities. In the Province of Jambi, the Village Community Empowerment Agency has actively been fostering the growth and development of BUMDes, as evidenced in the data presented in Table 1. This proactive approach not only supports the sustainability of BUMDes but also catalyzes a broader socio-economic uplift within the villages, aligning with national objectives of equitable regional development and rural prosperity.

Table 1. Development of BUMDes in Jambi Province 2014 – 2019

No.	Regency/City	Σ BUMDESA Based on Year of Establishment								Σ BUMDESA Based on Status		
		≤ 2014	2015	2016	2017	2018	2019	Amount	%	Active	Not Active	Total
1	Kerinci	25	5	33	57	50	12	182	15,66	86	96	182
2	Merangin	6	3	23	45	48	4	129	11,10	86	43	129
3	Sarolangun	3	6	7	20	101	0	137	11,79	123	14	137
4	Batanghari	1	5	8	94	2	0	110	9,47	102	8	110
5	Muaro Jambi	0	1	23	122	4	0	150	12,91	100	50	150
6	Tanjung Jabung Barat	0	9	31	59	12	2	113	9,72	76	37	113
7	Tanjung Jabung Timur	0	3	6	48	12	4	73	6,28	44	29	73
8	Bungo	1	2	19	47	24	9	102	8,78	60	42	102
9	Tebo	0	0	2	78	18	8	106	9,12	81	25	106
10	Sungai Penuh	0	0	3	39	15	3	60	5,16	51	9	60
Amount		36	34	155	609	286	42	1.162	100,00	809	353	1.162

Source: BPMD Jambi Province

The application of the Canvas Model to BUMDes in Jambi Province aligns with the implementation of Government Regulation No. 11 of 2021 About Village-Owned Enterprises (BUMDes) at the beginning of 2021. This Government Regulation opens significant opportunities for BUMDes to develop their business units, thus BUMDes play an essential role in supporting the economy. Developing strategies and choosing models are necessary to enhance the competitiveness of products in the market.

According to researchers, one of the factors affecting the readiness for implementing Government Regulation No. 11 of 2021 is the quality of human resources (HR). This is logical, as the challenges affecting the success of its implementation include the availability of competent and reliable HR in the business sector (to manage the capital owned by BUMDes so that business decision-making is accurate). Factors driving the improvement of HR quality include training and development programs focusing on strategic and technical aspects.

Additionally, the approach to organizational commitment, as examined by Mowday et al. (1982), emphasizes the effective bond of employees with the organization and leader behavior that is supportive and an organizational climate that is facilitative, thus enhancing the trust of individuals and their contribution to the organizational environment where they work (Eisenberg et al., 1986). Leadership commitment from an organization is key to the success of a change. From the financial reporting perspective, the experience of regional work units receiving deconcentration/assignment funds shows that weak leadership commitment leads to weaknesses in the preparation of local government financial reports (Simanjuntak, 2010).

Another factor is the supporting infrastructure in the form of adequate information technology hardware and software for implementing Government Regulation No. 11 of 2021. The availability of supporting devices will assist BUMDes in performing their tasks, such as the availability of computers and software related to the needs in implementing Government Regulation No. 11 of 2021. In this context, the Accounting Information System plays a strategic role in the business decision-making of the organization/BUMDes.

Previous research findings on the implementation of the 2021 BUMDES Regulation found a direct influence of the organizational commitment variable on the implementation of the BUMDES regulation. From the answers to open-ended questions about "Problems faced in the Management of BUMDES/BUMDESA Together include the lack of support and guidance from village officials, making it ineffective in carrying out responsibilities as core managers in BUMDES, low trust and enthusiasm towards BUMDESA among the community, village officials, village activists, lack of unity among members, lack of cohesive direction between BUMDES managers and local village officials, lack of community awareness of the importance of enlarging BUMDES, lack of support from the village government to approve business unit proposals submitted by BUMDes, partial capital contribution, and lack of community awareness of the importance of enlarging BUMDES. A fundamental problem in organizational commitment is the absence of a monthly/fixed income.

Besides these issues, other concerns that need attention include the lack of support and guidance from village officials, making it ineffective in carrying out core managerial responsibilities in BUMDes, lack of capital for business development, and financial report completion. Especially in the annual balance sheet reports. Because financial recording at Bumdes Karya Bersama is still very basic. Whereas the report in Government Regulation No. 11 about BUMDES has been formatted for expert accounting financial reporting, lack of analysis of business opportunities within the Village and the authority given is not fully granted to BUMDES managers to establish their business units, registration of legal entities is still hindered.

To fulfill the going concern principle of BUMDES that aligns with the business environment, policies that correspond with the local wisdom/content of BUMDES are crucial. Therefore, the researcher is interested in examining the classification of the CANVAS business model Accounting Information System and the diversification of BUMDES businesses in the Province of Jambi.

2. Literature Review

2.1 Decentralization

Decentralization fundamentally aims to serve both political and administrative purposes. Its political objective is closely tied to the realization of local democracy and the strengthening of participation. On the administrative side, it relates to efficiency and effectiveness in governance and development (Elcock, 2013). It can be said that the primary goal of decentralization is to provide public services to the community. Local governments have a service function whose outcomes can reduce poverty, provide education, build and manage hospitals, and supply clean water. These public services are provided by local governments and funded by taxes and retributions paid by the local community as well as financing from the central government.

In Indonesia, Law No. 22 of 1999, which was later revised to Law No. 32 of 2004, grants significant autonomy to local governments to manage and carry out mandatory and optional affairs independently, so public services can be provided. Indeed, in some respects, depending on the characteristics of the region in terms of providing public services, there will be differences between one area and another. One such difference is the source of local own-revenue and the transfer funds provided by the central government to local governments.

The implementation of fiscal decentralization is supported by academics with the argument that the most ideal (efficient) services should indeed be provided by local governments. This is because local governments are most aware of the needs of the community; local government decisions are tailored to the needs of the community, which will impact the efficiency of spending sourced from the community. This condition will encourage local governments to be more creative in increasing sources of local revenue, as well as village governments through Village-Owned Enterprises (BUMDes).

Village-Owned Enterprises (BUMDes) are community economic institutions whose role is quite strategic in driving the economy of rural communities. BUMDes also become pillars of democracy. BUMDes are created with the objective of improving the village economy, optimizing village assets, increasing community enterprises, creating business opportunities, creating jobs, and developing the village economy as well as increasing village income (Prasojo et al, 2006; Ginanjar, 1997). If the management of BUMDes is carried out optimally, then the village will become independent. BUMDes are also one of the village government's partners in realizing economic development plans, so BUMDes are required to be able to provide the community's needs in developing their businesses. Village-Owned Enterprises are formed/established by the village government with capital ownership and management carried out by the village government and the community.

2.2 Information Accounting System and Information Accounting Quality

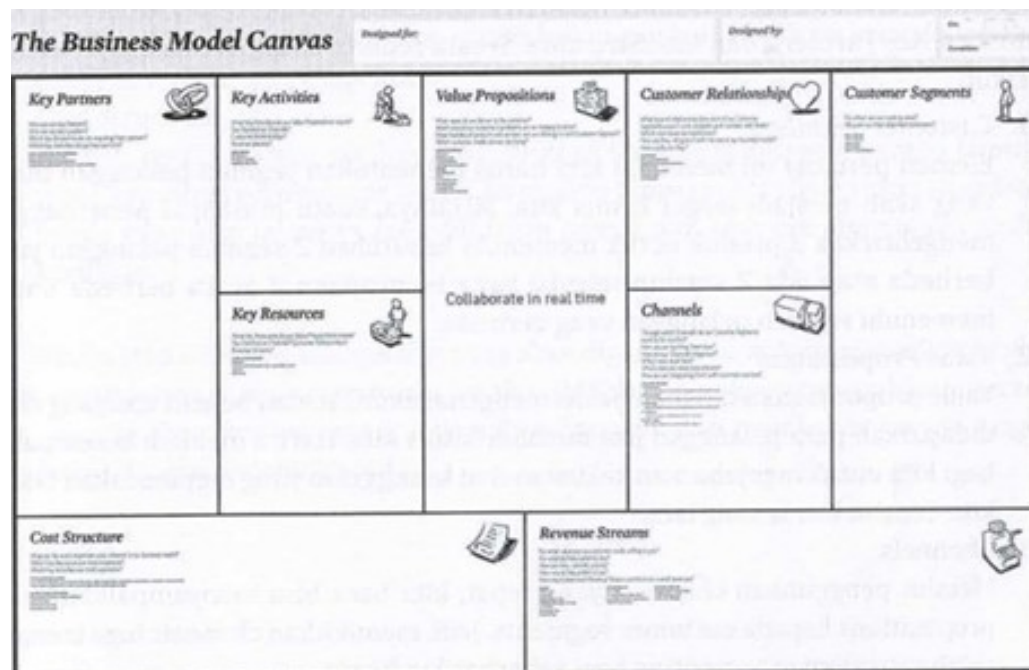
Hansen & Mowen (2007:857) assert that the effectiveness of an accounting information system depicts an information system that provides the necessary accounting information to meet the objectives of specific management tasks. According to Ghanbari & Vaseri (2015), the accounting information system is a primary source for generating crucial accounting information used to achieve the strategic objectives of an organization. Therefore, any inefficiency or ineffectiveness will reduce efficiency and productivity and can create many problems within the organization. The accounting information system is an essential part of both financial and non-financial information systems, providing various types of information to the primary users, the managers of each organization.

This highlights the critical role accounting information systems play in supporting managerial decisions and organizational strategy. By offering accurate and timely financial data, these systems enable managers to make informed decisions that align with the organization's strategic goals. Furthermore, the effectiveness of these systems in processing and reporting financial information directly impacts the organization's overall efficiency and productivity, emphasizing the need for well-designed and efficiently operated accounting information systems.

2.3 CANVAS Business Model

Osterwalder & Pigneur (2010) argue that a business model outlines the rationale of how an organization creates, delivers, and captures value. The model succinctly and precisely represents the actual state and can depict various types of realities, including domains, systems, or languages (Sawitri, 2019). The Business Model Canvas (BMC) is a direct tool that supports creativity, discussion, understanding, and business analysis (Osterwalder &

Pigneur, 2010). The Business Model Canvas (BMC) approach focuses on the business idea or value proposition as the business initiator, driven by customer needs and influenced by partners, cooperation, costs, and revenues. The graphical presentation of BMC contains nine building blocks, each filled with several key questions and comments to assist users.



Picture 1. The Business Model Canvas (Osterwalder & Pigneur, 2010)

The elements in the Business Model Canvas (BMC) include nine blocks, starting with Customer Segment, followed by Value Proposition, Channels and Customer Relationships, Revenue Streams, Key Resources, Key Activities, Key Partners, and Cost Structure. They can be briefly described as follows:

1. Customer Segments: Identifies the business's target customer segments.
2. Value Propositions: Discusses the benefits or value customers gain by choosing our business.
3. Channels: Through appropriate channels, value propositions are delivered to customer segments.
4. Revenue Streams: Revenue generation is a primary goal for any business, making this element crucial to maximize business income.
5. Customer Relationship: Requires close and intensive supervision to ensure customers do not switch to competitors due to poor relationship management.
6. Key Activities: What activities need to be undertaken to create an effective value proposition? This is an essential discussion within key activities.
7. Key Resources: Attention is paid to managing all resources, from raw materials and human resources to operational processes, in creating the business model.
8. Key Partnership: Establishing good relationships with suppliers or marketing teams to create a business cycle that meets expectations.
9. Cost Structure: Efficient cost management can make the business more economical and minimize the risk of losses.

The Business Model Canvas as a tool helps SMEs (Small and Medium Enterprises) clearly define their business goals, determine steps for product diversification, and discuss initial target achievements.

Diversification is a growth marketing strategy for a company to increase profitability through higher sales volume obtained from new products or markets. It can occur at either the business unit or corporate level. Diversification techniques may include products that tend to create or stimulate new markets; new markets promote product innovation, internal development of new products or markets, company acquisitions, alliances with complementary companies, licensing new technologies, and distributing or importing product lines produced by other companies. Generally, the final strategy involves a combination of these options, determined by available opportunities and consistency with the company's goals and resources.

Types of Diversification: **Concentric Diversification:** When a company adds related products or markets. The aim is to achieve strategic fit, allowing the organization to achieve synergy; **Vertical and Horizontal Diversification:** Vertical integration occurs when a company operates at different stages of production, either internally or by acquiring other companies. Horizontal integration or diversification involves moving into operations at the same stage of production; **Conglomerate Diversification (Lateral Diversification):** When a company diversifies into areas unrelated to its current line of business, aiming to increase the profitability of the acquiring company.

Internal Diversification: When a company enters a different, usually related, line of business by developing it itself, like marketing existing products in new markets. **External Diversification:** Occurs when a company looks beyond its current operations and buys access to new products or markets through mergers and acquisitions.

Rationale for Diversification thinking has two dimensions: the nature of strategic objectives, which can be defensive or offensive. Defensive reasons might include spreading market construction risks or being forced into diversification when current products or market orientations seem not to offer further growth opportunities. Offensive reasons might involve seizing new positions or opportunities promising greater profitability than expansion opportunities.

3. Research Methods

The research utilizes secondary data, primary data/gathering through questionnaires, field observations, and interviews from the Province of Jambi. The analysis method in this study reveals descriptions of descriptive analysis and the main analysis using the BUSINESS MODEL CANVAS introduced by Alexander Osterwalder in 2005 in his book *Business Model Generation*. This analysis is used to understand the characteristics of each variable. The analysis technique to describe characteristics is by defining three categories or levels of business model: level 1, level 2, and level 3. These categories may vary and are not mutually exclusive but are essential for gaining a general understanding of business models.

1. **Customer Segments:** This first element requires companies to determine their business's target customer segments.
2. **Value Propositions:** Discusses the benefits or advantages customers will receive by choosing our business.
3. **Channels:** The appropriate use of channels is necessary to deliver value propositions to customer segments.
4. **Revenue Streams:** Revenue generation is one of the main goals of a business, making this element crucial to be managed optimally to increase business income.
5. **Customer Relationship:** Requires strict and intensive supervision to ensure our business customers do not switch to other businesses due to poor relationship management.
6. **Key Activities:** What activities need to be performed to create an effective value proposition? This discussion is equally important in the key activities element.
7. **Key Resources:** All types of resources, from raw material management, human resource arrangement, and operational process arrangement, are considered in creating the business model.
8. **Key Partnership:** Establishing good relationships with suppliers or the marketing team to create a business cycle that meets expectations.
9. **Cost Structure:** Efficient cost management can make the business more economical and minimize the risk of loss.

Through this approach, the research aims to provide a comprehensive analysis of the business models within the context of the Province of Jambi, highlighting the importance of each element in the Business Model Canvas for the successful implementation and operation of businesses, particularly focusing on the strategic planning and execution phases.

The population for this study consists of all Village-Owned Enterprises (BUMDes) in Jambi Province, encompassing ten regencies/districts and two cities. The ten (10) regencies/districts in Jambi include Muaro Jambi, Batanghari, West Tanjung Jabung, East Tanjung Jabung, Sarolangun, Tebo, Bungo, and Kerinci. The two cities included in this research sample are Jambi City and Sungai Penuh City. The sample was drawn from active BUMDes in Jambi Province.

4. Results and Discussion

The type of data used in this research is secondary data, consisting of Villages, Village-Owned Enterprises (BUMDes), types of BUMDes businesses, and the accounting information systems used in BUMDes management. The total number of BUMDes/BUMDESAs in Jambi Province is 1,399 units. Of these, 818 units are active, and 461 units are inactive. Additionally, there are 120 units of BUMDes/BUMDESAs recorded in the

data for BUMDes/BUMDESAs in Jambi Province with a status of not yet established (Agency for Community Empowerment, Women's Empowerment, and Family Planning of Jambi Province (BPMD), 2021). A summary of the number of BUMDes based on business ownership in 2021 in table 2:

Table 2. Summary of the number of BUMDes based on business ownership in 2021 in City Regencies in Jambi Province

No.	Regency/City				Σ BUMDESA Based on Ownership	
		Σ subdistricts	Σ Villages	Σ BUMDESA	2021	%
1	Kerinci	16	285	182	130	16,62
2	Merangin	24	205	129	100	12,79
3	Sarolangun	10	149	137	99	12,66
4	Batanghari	8	110	110	77	9,85
5	Muaro Jambi	11	150	150	84	10,74
6	Tanjung Jabung Barat	13	114	113	93	11,89
7	Tanjung Jabung Timur	10	73	73	44	5,63
8	Bungo	16	141	102	48	6,14
9	Tebo	12	107	106	78	9,97
10	Sungai Penuh	8	65	60	29	3,71
Amount		128	1.399	1.162	782	100,00

Source: data processed from BPS Provinsi Jambi

From the data that has been obtained (attachment 1), mapping will be carried out based on the business classification and accounting information system run by BUMDES.

The implementation of the Business Model Canvas for Village-Owned Enterprises (BUMDes) in Jambi Province is based on the current reality of the strategic role BUMDes play in the region's economic growth. Enterprises with a basis in local excellence were chosen because they are considered capable of accommodating local residents and have managed to survive to this day during the pandemic conditions. Furthermore, it is expected to have a competitive advantage, thus providing a positive economic impact.

Jambi Province is located on the eastern coast, in the middle of Sumatra Island, with its capital city in Jambi. Geographically, Jambi Province is situated between 0.45° – 2.45° South Latitude and 101.10° – 104.55° East Longitude. The regional boundaries are as follows: to the north, it borders Riau Province. The Berhala Strait is located to the east, while Bengkulu Province and West Sumatra Province are to the west, and South Sumatra Province to the south.

In summary, according to the Jambi Province in Figures 2022 data, Jambi Province covers an area of 50,160.05 km². It consists of 9 Regencies and 2 Cities with 1,562 Villages/Urban Villages. Much of its territory is land. The population in 2021 was 3,570,272, comprising 1,827,331 males and 1,742,941 females. The total rice field area in 2016 was 63,336 hectares of non-irrigated and 33,252 hectares of irrigated fields.

Jambi Province has strengths in agriculture and plantation sectors. The industrial and processing sector was able to contribute 29.35% to the Gross Regional Domestic Product (GRDP) at the economic growth rate in the third quarter of 2022. Although not dominating, this figure is quite significant for the development of village-owned enterprises. According to data from the Agency for Community Empowerment of Jambi Province in 2021, there were 818 active BUMDes out of a total of 1399 BUMDes in Jambi Province. The types of businesses in Jambi Province include agriculture, plantations, rentals, tourist villages, banking agents, and others.

Base on the analysis from the Business Model Canvas for BUMDes in Jambi Province, derived through secondary data collection, field observations, and interviews, is succinctly presented in this section. The findings from the field direct the research to organize choices for BUMDes managers according to their development perspective. In general, BUMDes can be classified into 4 (four) groups (from the perspective of Arief Rahmana (2009) in classifying MSMEs): (a) Livelihood Activities, BUMDes used as employment opportunities for livelihood, more commonly known as the informal sector. (b) Micro Enterprise, BUMDes that have artisanal characteristics but not yet entrepreneurial. (c) Small Dynamic Enterprise, BUMDes that have an entrepreneurial spirit and can accept subcontracting and export work. (d) Fast Moving Enterprise, BUMDes that have an entrepreneurial spirit and will transform into a Large Enterprise (LE). Based on this perspective, BUMDes actors

in Jambi Province can still be classified into 3 groups: (a) Livelihood Activities, (b) Micro Enterprise, and (c) Small Dynamic Enterprise.

Here is a brief and comprehensive overview of BUMDes actors in Jambi Province based on their development perspective classification, in the context of the Business Model Canvas:

1. **Customer Segments:** Based on identification, BUMDes actors in Jambi Province across all groups (Group 1, Group 2, and Group 3) serve customer segments in small trade businesses (groceries, agricultural tools, fertilizers, LPG gas, bricks, photocopying and stationery, cattle and chicken seeds, building materials, rubber, agricultural medicines), rentals (buildings, tents, sound systems, party equipment, Pompong boats, concrete mixers, single organs), organizers (weddings), financial and payment services (BNI agents, Brilink agents, electricity payments), village water management (village water, refill water), savings and loan services, livestock (cattle, chickens, cattle fattening, chicken fattening), aquaculture (catfish farming), plantations (coffee, rubber), village market management, repair services, transportation (car rental, public transport, river crossings), Wifi Corner, mini gas stations, car/motorbike wash, sand and stone mining, village tourism, culinary tourism, batik production, household furniture industry.
2. **Value Propositions:** The value propositions offered by BUMDes actors, especially in Group 1, are similar across groups, including trade (not specified). Group 2 has specific service value in transportation (river crossings), livestock (cattle and chicken fattening). Group 3 adds value in wifi corners, mini gas stations, village tourism, and village market management.
3. **Channels:** Channels established by BUMDes actors in Jambi Province include cattle and chicken fattening, financial and payment services (BNI agents, Brilink agents, electricity payments), and batik production using online media and agency networks (specifically for Group 2).
4. **Customer Relationship:** Relationships built by BUMDes actors in Jambi Province for each group generally involve offering discounts, special offers, and after-sales service promotions to maintain communication with customers.
5. **Revenue Streams:** Revenue for BUMDes actors in Jambi Province in Groups 1, 2, and 3 comes from direct sales, with some through the ordering process.
6. **Key Resources:** In operating their main business, Groups 1, 2, and 3 use four (4) main resources: physical assets (raw materials, land, buildings), financial (business capital), and human resources (workers).
7. **Key Activities:** The key activities of BUMDes actors in Jambi Province for Groups 1, 2, and 3 include production process activities, product marketing, and product development.
8. **Key Partnerships:** Partnerships built by BUMDes actors in Jambi Province for Groups 1, 2, and 3 are with raw material supplier partners and expedition services.
9. **Cost Structure:** Costs incurred by BUMDes actors in Jambi Province in operating their business activities for Groups 1, 2, and 3 include production costs (raw materials and salaries), promotion, transportation, electricity, and rental fees.

From the mapping and analysis of active BUMDes business types in Jambi Province, the business model using the Business Model Canvas describe in in table 3.

The data collected indicates that the Agency for Community Empowerment of Villages has not yet identified Village-Owned Enterprises (BUMDes) that have conducted financial reporting using accounting information systems. Financial recording in BUMDes is still very basic. From open-ended questions distributed through WhatsApp groups, financial reports are based on Government Regulation No. 11 of 2021 about BUMDes, which has provided a format for financial reporting. However, managers with a background in accounting knowledge and education are still lacking in terms of both quantity and quality.

Table 3 explains that Based on the provided Business Model Canvas (BMC) for BUMDes in Jambi Province, the businesses are engaging in a variety of sectors and have established a robust business framework. This BMC outlines a comprehensive ecosystem of BUMDes activities in Jambi Province, highlighting the diverse nature of their operations, their strategic partnerships, and their approach to generating revenue while managing costs. The wide range of customer segments they serve shows the pivotal role BUMDes play in the local economy.

Table 3: Mapping BUMDes Business Types in Jambi Province

Business Model Canvas		BUMDES in Jambi Province		
Key Partners	Key Activities	Value Propostion	Customer Relationship	Customer Segments
Distributor Partner Providing Raw Materials	Production process	Transportation (River Crossing)	PembeProviding Discountsian Diskon	trade ((groceries, agricultural equipment, fertilizer, LPG gas, bricks, photocopiers and stationery, cattle seeds, chicken seeds, building materials, rubber, agricultural medicines)
Expedition Services	Product marketing		Special offer	Rental (building, tent, sound system, party equipment, Dompeng, Molen, Single Organ), Organizer (wedding),
	Product Development		Promosi	
			Layanan Purna Jual	Financial services and payments (BNI agents, Brilink agents, electricity payments) Village PAM (village water management, water refill) Savings and loan services Livestock (cattle, chickens, cattle fattening, chicken fattening), Fisheries (catfish farming) Plantations (coffee, rubber) Village market management Workshop services, transportation (car rental, public car transportation, river crossings) Wifi Corner Pertamini Car/motorcycle wash Quarry sand and stone Village tourism Culinary tourism Batik production Home furnishings industry
Cost Structure		Revenue Streams		
Production Costs (Raw Materials, salaries and wages of employees Promotion Transportation Electricity Rent		Direct Sales Order Process		

Source: Processed Data

5. Conclusion

To encapsulate the discussions and findings presented in this paper, it is pertinent to draw a series of conclusions that not only highlight the central themes but also propose pathways for further investigation.

1. Village-Owned Enterprises (BUMDes) in Jambi Province are broadly categorized into three distinct groups: (a) Livelihood Activities, which involve informal sector activities that provide employment and livelihood for the local community; (b) Micro Enterprises, which are characterized by artisanal operations that have yet to develop entrepreneurial attributes; and (c) Small Dynamic Enterprises, which exhibit entrepreneurial qualities and have the capability to engage in subcontracting and export activities, indicative of a more advanced stage of business development.
2. It has been identified that BUMDes in Jambi Province are currently not utilizing comprehensive Accounting Information Systems (AIS). This deficiency can be attributed to a lack of human resources with adequate backgrounds in accounting knowledge and education. This shortfall not only hampers the efficiency and transparency of financial management within these enterprises but also potentially limits their ability to make informed strategic decisions that could foster their growth and sustainability.

The implications of these findings suggest a critical need for capacity building and educational programs focused on financial management and accounting for BUMDes managers in Jambi Province. Such interventions would be vital in enhancing the financial governance of these entities, ensuring compliance with governmental regulations, and ultimately contributing to their strategic economic contributions to the region's development.

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