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Bumdes Sustainability Facing Competition In The Era Of Society 5.0 Using Porter's Five Forces Model And PESTEL Analysis (Case Study Of Bumdes In Nganjuk Regency)

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Abstract

Am The Society 5.0 era presents new challenges for local organizations, including Village-Owned Enterprises (BUMDes), to adapt to a competitive digital business ecosystem. Nganjuk Regency, as an agricultural region with a growing trade sector, faces the penetration of modern retail in the form of franchised minimarkets and e-commerce services. BUMDes, as village economic institutions, must adapt their strategies to remain sustainable. This study aims to analyze the sustainability of BUMDes in facing retail industry competition using Porter's Five Forces Model and PESTEL analysis. A descriptive qualitative research method was used, with case studies of several BUMDes in Nganjuk Regency conducted through interviews, field observations, and report documentation. The Porter analysis results indicate that supplier power is moderate, the threat of new entrants and substitutes is high, buyer power is high, and competitive intensity is very high. This study concludes that BUMDes sustainability requires adaptive strategies based on digitalization, local product differentiation, MSME's collaboration, and strengthened internal governance. These findings serve as a strategic reference for BUMDes development in the Society 5.0 era.

Keywords: BUMDes, Porter's Five Forces Model, PESTEL Analysis, Society 5.0

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INTRODUCTION

Digital transformation in the Society 5.0 era is changing the dynamics of the retail industry, including in Indonesian villages (Fukuyama, 2018). Nganjuk Regency, East Java, as an agricultural and developing region, faces increasingly intense modern retail competition. The presence of franchised minimarkets, e-commerce, and digital marketplace services has influenced rural consumer behavior (Wibowo et al., 2022), (Tohri et al., 2023). (Kurniawan, 2024) explain that consumers are now more selective, price-sensitive, and prioritize ease of service.

Village-Owned Enterprises (BUMDes) play a crucial role as local economic institutions that support community empowerment, provide employment, and increase village income (Rosidah et al., 2024), (Nurhasan & Munawar, 2020). However, most BUMDes face challenges in business management, limited capital, and low adaptation to digital technology (Hidayat et al., 2023), (Khoirunnisa, 2025). Understanding the competitive position of BUMDes is crucial, especially in the Society 5.0 era, which emphasizes the integration of technology and human life. BUMDes development strategies in East Java have been implemented (Pratiwi et al., 2024), for example, using SWOT Analysis and Analytical Network Process (ANP) in the agricultural sector.

Porter's Five Forces Model is a relevant analytical framework for evaluating the competitiveness of retail BUMDes, identifying threats and opportunities, and designing strategies for sustainability (Porter, 1989). In addition, PESTEL Analysis (Yüksel, 2012) which starts from PEST Analysis (Ho, 2014) is also used to identify and analyze external factors of BUMDes including: Political, Economic, Social, Technological, Environmental, and Legal factors, in other research PESTEL can also be applied to science fiction research (Brozović et al., 2025). This study focuses on BUMDes in Nganjuk Regency with the aim of identifying threats and competitive pressures using Five Forces, analyzing BUMDes sustainability strategies, and providing practical recommendations for the development of village retail units (Setianingsih & Abduh, 2025), (Aulia M. et al., 2025), (Lisa et al., 2024). In addition, according to (Hakim et al., 2025), the BUMDes optimization strategy can also be carried out by managing the utilization of local potential.

BUMDes and Sustainability

BUMDes is a village economic institution established based on Village Law No. 6 of 2014. Its goal is to increase village income, empower communities, and strengthen local economic structures (Widiastuti & Arumdika, 2020). BUMDes also aims to be a vehicle for sustainable development of a village, as implemented by BUMDes

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Ketapanrame in Trawas (Muzhaqi, 2024). Sustainability in the context of BUMDes includes the ability to survive, adapt, and generate long-term value for the village community (Humanika et al., 2023). Determining factors for sustainability include internal management, government support, product innovation, market access, and collaboration with local stakeholders such as the sustainable marketing system implemented in Batu City (Setiawan & Faizal, 2024). Risk management, according to Amerieska et al. (2023), is also necessary in BUMDes governance to achieve sustainability.

Society 5.0 and Transformasi Digital

The Society 5.0 era, as described by Fukuyama, integrates high-tech technologies, such as the Internet of Things (IoT), Artificial Intelligence (AI), big data, and cyber-physical systems, into human life (Fukuyama, 2018). In the context of Village-Owned Enterprises (BUMDes), Society 5.0 enables operational digitization, customer data management, social media-based marketing, and sales integration through village marketplaces. This transformation can increase the efficiency, competitiveness, and innovation capacity of village retail units.

Porter's Five Forces Model

In line with that, Porter in 1979 stated about measuring organizational commitment (Porter et al., 1978), then five competitive forces that determine industrial competitiveness (Porter, 1989), namely: Threat of New Entrants: Ease of entry into new markets can increase competition. Supplier Power: Supplier bargaining power affects product costs and supply. Buyer Power: Consumers have the ability to demand lower prices or higher quality. Threat of Substitute Products: The presence of substitute products can reduce the attractiveness of old products. Intensity of Competition: The level of competition between business actors in the market. Five Forces analysis can help BUMDes understand external pressures and design adaptive strategies to survive in the retail industry. In other research Srikandi et.al. (2026) it explains about SWOT Analysis, but the Porters Five Force Model is different from SWOT.

PESTEL Analysis

It is a framework for analyzing macro-environmental factors that influence long-term organizational strategy (Andersen, 2025). PESTEL Analysis is used to monitor changes in the external environment that have the potential to create opportunities or threats for the organization (Song et al., 2017) PESTEL analysis helps organizations

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understand the external environment that cannot be controlled (Pan et al., 2019) but must be anticipated strategically, PESTEL has been successfully applied in the tourism sector (Gregorić, 2014) and has also been successfully applied in the agricultural sector (Uztürk & Büyüközkan, 2023). It is a strategic analysis tool used to identify and analyze macro-external environmental factors that can influence the performance, sustainability, and decision-making of an organization or business. PESTEL identifies Political, Economic, Social, Technological, Environmental, and Legal factors. PESTEL is rooted in the concept of environmental scanning introduced by Francis J. Aguilar in 1967. This framework then evolved from PEST (Ho, 2014) to PESTEL with the addition of environmental and legal factors, adapting to the complexity of the modern organizational environment (Yüksel, 2012). PESTEL Analysis is seen as a comprehensive approach because it is able to describe the influence of external factors broadly and structured (Matovic, 2020) on organizations, including public organizations and village economies such as BUMDes.

Previous Research

Researchers conducted a search for previous research data as a reference to find the research theme to be taken, the results found were as follows:

Table 1. Research Related to BUMDes

No.	Research	Topics	Authors	Year
1.	Digitalization increases the operational efficiency of BUMDes	Digitalization of BUMDes	Suryani	2021
2.	Modern retail is the main obstacle to the sustainability of BUMDes	Modern Retail	Wibowo	2022
3.	Product differentiation is important for MSMEs to survive in the digital era	Product Differentiation	Mardiana	2023
4.	Village government support influences BUMDes performance	Village Government Support	Hidayat & Prabowo	2020

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5.	Professional management increases the competitiveness of BUMDes in East Java	Professional Management	Ramdhan & Susanti	2021
6.	Innovation and market networks are the main variables for BUMDes sustainability.	Innovation and Market Networks	Fadhilah	2022
7.	The threat of substitution from e-commerce is very high in the local retail industry.	Threats from e-commerce	Kurniawan	2023
8.	Village shop turnover declines by up to 40% due to minimarket penetration	Modern minimarket	Sutrisno & Wahyuni	2020
9.	The level of digital literacy of village officials influences the success of BUMDes going digital	Digital literacy of village officials	Dwiyanto	2022
10.	Collaboration between BUMDes and local MSMEs increases the competitiveness of retail units.	Collaboration with local MSMEs	Lestari & Nugroho	2021

Source: primary data processed by researchers, 2026

From the table above, several previous studies have not focused on the sustainability of BUMDes in Nganjuk Regency in the era of society 5.0, and none have used Porter's Five Forces Model, and no previous studies have used PESTEL Analysis on BUMDes, so this study fills the research gap and becomes a novelty in this study.

RESEARCH METHODS

Research Approach

This research uses a descriptive qualitative approach based on case studies. The population includes BUMDes administrators, village heads, and local consumers. Data collection techniques include: In-depth interviews: Exploring BUMDes administrators' perspectives on operational strategies, constraints, and innovations. Field observations: Recording retail business activities, transaction patterns, and interactions with

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consumers. Documentation: Collecting financial reports, organizational structures, and photographs of operational activities.

Analysis

Data analysis was carried out through data reduction, data presentation, and drawing conclusions, using the Porter's Five Forces Model and PESTEL Analysis framework to identify competitive threats and opportunities, as well as other factors that impact BUMDes and what BUMDes should do.

Research Location

The research location was Nganjuk Regency, East Java. The study was conducted between September and December 2025. The study was conducted through observations and surveys of 20 Village-Owned Enterprises (BUMDes) in Nganjuk Regency, with the following village locations:



Figure 1. Map of Nganjuk Regency

The image shows a map of Nganjuk Regency seen per sub-district, there are a total of 20 sub-districts in Nganjuk, but in this study the sample we surveyed was around

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20 villages in Nganjuk Regency although we did not use all sub-districts as samples, with the distribution of samples/informants in the following table:

Table 2. BUMDes Survey Location

No	Subdistrict	BUMDes	Sample
1.	Rejoso	Gempol, Mojorembun, Jatirejo, Puhkerep	4
2.	Sawahan	Margopatut, Sidorejo	2
3.	Nganjuk	Kauman, Begadung, Mangundikaran,	3
4.	Sukomoro	Blitaran,	1
5.	Loceret	Candirejo, Godean, Ngepeh	3
6.	Tanjunganom	Wates	1
7.	Bagor	Gemenggeng, Sekarputih	2
8.	Gondang	Sanggrahan,	1
9.	Berbek	Sumberwindu, Balongrejo, Sendangbumen	3

Source: primary data processed by researchers, 2026

RESULT AND DISCUSSION

Porter's Five Forces analysis of retail BUMDes in Nganjuk Regency shows the following results:

Table 3. Porter's Five Forces Model

Force	Level	Description
Threat of New Entrants	High	Minimarkets and e-commerce have entered villages. The presence of several minimarkets, both national and local, requires each Village-Owned Enterprise (BUMDes) to be vigilant in anticipating this. If they are not properly prepared, they will become the BUMDes's toughest competitors in developing. Then, local shops or local competitors that have used electronic media as their business model (e-commerce) create

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		their own competition for BUMDes because villagers have made online shopping a new lifestyle in shopping as technology develops and penetrates rural communities.
Supplier Power	Medium	Relying on large distributors but having access to local products, establishing relationships with large suppliers can be a unique strength for BUMDes, enabling them to compete with competitors in the village market. The presence of local products supplied to BUMDes also creates a unique advantage. Proximity to production centers lowers costs, and access to local suppliers also simplifies and streamlines distribution.
Buyer Power	High	Consumers are price sensitive and easily switch, this can increase the strength of BUMDes, by playing a special price strategy to village residents and neighboring villages, providing special prices for village residents will increase residents' purchasing intentions and result in increased purchasing power so that BUMDes' profits and sales volume will increase, also so that customers and consumers do not switch to other sellers/competitors.
Threat of Substitution	High	Online shopping and products outside the village, the lifestyle of shopping only on mobile/smartphone

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		devices makes residents lazy to shop in offline stores or real/real stores, this is a threat in itself from the BUMDes market because technology entering the village cannot be avoided, this can be not a threat if BUMDes also provides online channels or BUMDes also uses an e-commerce model in marketing products and serving its customers. Then products outside the BUMDes village are also a threat that needs to be considered, because it can divide the potential market of BUMDes or customers and consumers have the potential to switch to other stores and other products outside their village BUMDEs which are considered more profitable.
Competition Intensity	High	Competition between village shops, minimarkets, and e-commerce is unavoidable. We cannot prohibit village-owned shops from being restricted. The massive expansion of national-scale minimarkets into villages, and the proliferation of e-commerce stores around village-owned enterprise (BUMDes) locations are also unavoidable. These three factors are real competitors that BUMDes must face, whether they are ready or not. Strong and stable distribution channels, adapting technology to trends, and

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		implementing excellent service without complaints, both for products and services, are positive anticipatory measures that BUMDes can take to survive, develop, and sustain.

Source: primary data processed by researchers, 2026

Interview results indicate that village-owned enterprises (BUMDes) face significant pressure from village shops, modern retail, and the emergence of digital platforms. Supplier power is relatively moderate, as some BUMDes have access to local products and partnerships with MSME's. Buyer power is high, as consumers now prioritize low prices and ease of service. A PESTEL analysis of BUMDes in Nganjuk Regency yielded the following results:

Table 4. PESTEL Analysis

Instrument	Factor	Impact on BUMDes	BUMDes Strategy
Political	Village Fund Policy from the Central Government and Regional Governments	The initial capital increases, ultimately the development of BUMDes businesses also increases	There is synchronization of the BUMDes program with the Village Medium-Term Development Plan
	Nganjuk Regency Government's support for the village economy	Mentoring opportunities, business facilitation	Actively participate in training programs including business incubation
	Stable village politics	Sustainability of business programs is guaranteed	Maintaining neutrality and transparency in BUMDes management

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Economic	Dominated by the agricultural sector and village MSMEs	Agricultural business opportunities and local shops	Focus on the village's leading sectors
	People's purchasing power is limited	Demand for products/services is not high	Products are made at the most affordable prices possible
	Limited access to capital	Business development is hampered	Cooperation with banks & village cooperatives
Social	The level of education of human resources in the village cannot be determined	Managerial quality is ultimately not optimal	Business management training/courses, entrepreneurship
	Urbanization at the young generation level	Lack of young, innovative, productive workforce	Creating a business based on young people's interests
	Mutual cooperation culture in society/in the village	Social support for BUMDes must be strong	Residents are involved in business management as well as managerial
Technological	Internet distribution is starting to spread evenly at the village level	The potential for digitalization of businesses in villages	Online marketing training and marketplace usage
	Development of financial technology and e-payment	Make it easier for sellers and consumers in	Implementation of QRIS & other financial applications

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		financial transactions	
	Technology in the agricultural sector (agrotech)	Production savings increased	There is collaboration between agricultural extension workers and startups
Environmental	The existence of uncertain climate factors (extreme weather)	Resulting in disrupted agricultural production	Trying to diversify business but non-agricultural
	Natural and village tourism destinations have potential	Become an alternative source of income	The potential of tourism villages and village culture is being developed
	Village waste management must be managed well	Causes problems in Health and Environment	Try implementing a circular economy in the village, or a waste bank and recycling business.
Legal	Village Law No. 6 of 2014	Strong legal basis for BUMDes	BUMDes operations are in accordance with regulations
	Regulation of the Minister of Villages regarding BUMDes	The existence of SOPs in managing BUMDes	Adjusted to the Articles of Association of each BUMDes in the village
	Business permit / BUMDes	Legal operations are hampered	NIB and legality must be completed

Source: primary data processed by researchers, 2026

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The BUMDes sustainability strategy must include operational digitalization, namely sales integration through village marketplaces, modern cashier systems, and social media promotions. Then, local product differentiation, by offering processed agricultural products, village-exclusive basic necessities, and combined product packages or bundled promotions to attract consumers or the village community. Then, collaboration with MSME's in the village, by strengthening the supply chain, reducing costs, and increasing added value for the village community. Next, strengthening governance, through transparent financial reports, management training, and community participation in BUMDes decision-making. The implementation of this strategy is expected to reduce pressure from the threat of new entrants, buyer power, and substitute products, as well as improve the BUMDes' competitive position, which ultimately leads to sustainability.

CONCLUSION

Village-Owned Enterprises (BUMDes) in Nganjuk Regency face intense competition from modern retail and digital platforms. Porter's Five Forces analysis shows that the threat of new entrants, substitute products, and buyer power are at a high level, followed by supplier power at a medium level, and competitive intensity at a high level. PESTEL analysis also shows that from several factors, namely six PESTEL instruments, from Political, Economic, Social, Technological, Environmental, and Legal, resulting in 18 factors that influence BUMDes, 18 impacts on BUMDes, and 18 strategies that BUMDes can implement in each village. Local product differentiation strategies, operational digitization, MSME's collaboration, and strengthening internal governance are key to BUMDes sustainability in the Society 5.0 era. This study provides strategic recommendations for BUMDes development and village policy formulation. BUMDes in Nganjuk Regency have significant opportunities, especially in the agriculture, MSME's, village services, and tourism sectors, but face challenges in human resources, technology, and economic fluctuations. The main strategies are business diversification, digitalization, strengthening governance, and collaboration with the government and village communities.

Declaration of conflicting interest

The authors declare no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.

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