

Village Owned Enterprise (BUMKAL) Development Strategy: Case Study on BUMKAL Bangkit Karya Bangunharjo Village Sewon Subdistrict Bantul Regency

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Abstract

Village-Owned Enterprises (BUMKAL) were born as a new approach in efforts to improve the village economy based on village needs and potential. The purpose of this research is to find out the description, internal and external factors, as well as find out alternative strategies that can be implemented in the development of BUMKAL Bangkit Karya. The research method in this study uses descriptive qualitative methods with SWOT analysis techniques. This research was conducted for approximately two months, with stages of observation, interviews, documentation and data analysis. Based on the results of the SWOT analysis that has been carried out, it can be seen that the position of Bumkal Bangkit Karya Bangunharjo is in Quadrants 1.13 and 0.47. This shows that Bumkal Bangkit Karya Bangunharjo is included in quadrant I, namely Aggressive Strategy, is in a strong position with strengths and opportunities that are far greater than weaknesses and threats. Aggressive strategies that are more prominent and have a big influence on the development of Bumkal Bangkit Karya Bangunharjo are as follows: (1) Utilizing village potential by forming new business fields, (2) Optimizing the performance of Bumkal Bangkit Karya with technological developments, (3) Collaborating with other parties (investors) in holding activities that can optimize sub- district assets, (4) Increasing activities that involve the community in them so that Bumkal is felt to be present by the community.

Keyword: Development Strategy, SWOT Analysis, Village Potential, Village Owned Enterprise



INTRODUCTION

National Development is an effort made to improve all aspects of the life of society, nation, and state. The main goal of national development is to build self-reliance. The government emphasizes the central point of development from the lowest regional level, namely the village (Shaliha Putri & Niswah, 2021).

Village empowerment as the key to successful economic development to improve the welfare of the people (Prof. Take Advantage Of The Fact That, Ph. D.D, 2016). For the sake of Indonesia's progress, the government continues to strive to carry out development throughout Indonesia evenly, not only in urban areas but also in villages. Through equitable economic development, social justice will be achieved, as the goal of the Indonesian state as stated in Pancasila and the 1945 Constitution.

Seeing that the development gap in Indonesia is still felt today, the government is trying to carry out development from the periphery, which is understood as development from the village (Shaliha Putri & Niswah, 2021). It is important to note that most Indonesians live in rural areas. Therefore, the development of Indonesia into a large and strong country needs to start from a small community instrument, namely the village. Villages have various potentials that if empowered will have a very positive impact on Indonesia's development, such as natural, human resources (HR), economic, financial and social potentials (Sudrajat, 2020). From the advantages of the potentials owned by the village, there is a need for empowerment by the local community to be managed properly for the benefit of community welfare.

The government emphasizes the central point of development of the lowest regional level, namely village. Economic-based development in the village has long been run by the government through various programs. But the effort has not yielded maximum results as desired together. One of the most dominant factors is government intervention that is too large, as a result it inhibits the creativity and innovation of rural communities in managing and running the economic engine in the countryside (Nadila Pradini et al., 2020). Based on that assumption, the existence of villages should receive serious attention from the central government with the birth of policies related to economic empowerment carried out by collecting and institutionalizing the economic activities of rural communities (Safitri, 2021). With the planned development, it will help villages and other disadvantaged areas to build independence in improving welfare fair and equitable society (Budiwitjaksono, 2021).

In the form of decentralization implementation, there have been many villages that seek to improve the welfare of the community through extracting the village's advantages. The government also assisted the village in exploring the potential of the village by providing solutive





actions, namely by accommodating it. One of the economic activities of the community through a village business entity which is then called a village-owned business entity (BUMDES). Village-owned enterprises (BUMDES) are village business institutions managed by the community and village government in an effort to strengthen the village economy and are formed based on the needs and potential of the village (Shaliha Putri & Niswah, 2021). The Minister of Rural Development of disadvantaged regions and Transmigration explained that a number of BUMDes that were mangkrak to unproductive were caused by limited access to marketing, capital, and human resource capacity. Thus, the government provides another alternative to these problems by creating a joint village-owned enterprise (BUMDesMa). Where the village can cooperate with other villages in developing its BUMDES. BUMDesMa is a cooperation between villages carried out by 2 or more villages. In law No. 6 year 2014 about villages, the government provides opportunities for villages to create business services between villages (Sudrajat, 2020).

BUMDES was born as a new approach in improving the village economy based on the needs and potential of the village. BUMDES management is fully implemented by the village community, namely from the village, by the village, and for the village. The way BUMDES work is by accommodating the economic activities of the community in an institutional form or a professionally managed business entity, but still relying on the original potential of the village (Safitri, 2021). This can increase the productivity and efficiency of community efforts. BUMDES are legal entities or village economic bodies established, owned, economically independent, and professionally run by the village government, all or most of whose capital is separated from the village's wealth. In the end, BUMDES were established with the aim of obtaining benefits in order to increase the main income of the village (PADes), encourage rural economic development, and improve the economic welfare of the village community. Although village-owned enterprises (BUMDES) are important in improving rural economies, evidence on the impact of village funds and Village-owned enterprises (BUM Desa) in developing countries is still limited (Arifin et al., 2020).

One of the provinces that is active in the management of BUMDES is the province of Yogyakarta Special region, one of which is in Bantul regency. Based on the information on the website Bantulkab.go.id in 2016, Bantul regency has 25 villages that have formed BUMDES. Among them are Panggungharjo Sewon, Palbapang Bantul, Tirtonirmolo Kasihan, Dlingo Dlingo, Girirejo Imogiri, Argorejo Sedayu, Tirtohargo and Tirtosari Kretek, Sumberagung Jetis, Sendangsari Pajangan, Gadingsari Sanden, Sidomulyo Bambanglipuro, Dlingo Dlingo Village, Girirejo Imogiri, Wonokromo Pleret, Bangunharjo Sewon, Srimartani Piyungan and others. BUMDES that have been running at this time are generally engaged in savings and loans, waste





management, tool rental, handicraft industries, and tourist villages. The Village Community Empowerment office (PMD) continues to provide guidance, including assistance in terms of regulations, and even plans to conduct socialization and understanding of BUMDES adapted to the latest BUMDES regional regulations. This assistance is given to villages that already have BUMDES and villages that are just about to form (Sudrajat, 2020).

The government of Yogyakarta Special Region (DIY) has realized the nomenclature of districts and villages in the DIY region in accordance with Governor Regulation Number 25 of 2019 concerning constitutional guidelines for Special Affairs in Regency/City and village governments. The change of nomenclature is very related to the specialty of DIY. So based on Governor Regulation Number 25 of 2019 Article 1 paragraph 9 says that “Kalurahan is the designation of Kalurahan in the DIY area which is a legal community unit consisting of a combination of several padukuhan that have certain territorial boundaries and their own assets, directly under Kapanewon”. Thus, since 2020, the names of sub-district and village institutions in DIY will be returned as in the royal era. In this naming will also resemble the organizational structure of the Kingdom of Nagari Sultanate of Ngayogyakarta and the Duchy of Pakualaman. The existence of this regulation makes all village names in the Special Region of Yogyakarta (DIY) become “Kalurahan” and Kecamatan become “Kapanewon”. So that the village-owned enterprise (BUMDES) also changed its name to the village-owned enterprise (BUMKal).

One BUMKal in the District Bantul is BUMKal Bangkit Karya. BUMKal Bangkit this work is located in Bangunharjo Village. Bangunharjo village is a village located in Kapanewon Sewon, Bantul regency, Special Region of Yogyakarta. The North is bordered by Yogyakarta city, the East is bordered by Tamanan Village, the South is bordered by Timbulharjo Village and the West is bordered by Panggunharjo Village. The distance of Bangunharjo village to the district capital reaches 9 km, while the distance to get to the center of Yogyakarta city is only 8.1 km. Special attention and support from the Bangunharjo village government is one of the successes for BUMKal development. One of the efforts that is currently being driven by BUMKal Bangkit Karya is on Waste Management and culinary parks. Because the business is still relatively new and in the experimental phase, therefore Bumkal Bangkit Karya requires a development strategy so that the BUMKal business can run well, can develop other business units and hopefully can provide benefits that can be felt by the entire community so that it can have an impact on the welfare of the village community.

The establishment of BUMKal is intended to be a driver of the village economy that encourages the creation of improving the welfare of the village community by creating various economic activities by managing various potentials owned by the village productively (Sulaksana



& Nuryanti, 2019a). BUMKal management and development means running a community-owned business. This is because most of the capital used by BUMKal comes from village funds. Having the same concept as BUMKal, the strategy in the development of advanced BUMKal becomes very important because of the capital and the scope of greater cooperation.

Based on the above exposure, the author is interested in researching the “development strategy of village-owned enterprises (BUMKal) Case Study on Bumkal Bangkit Karya Bangunharjo Village Kapanewon Sewon Bantul regency”. From the background of the problems that have been raised above, the objectives of the study are 1) knowing the description of BUMKal Bangkit Karya; 2) knowing the internal factors that become the strengths and weaknesses of BUMKal Bangkit Karya and external factors that become opportunities and threats BUMKal Bangkit Karya; 3) knowing alternative strategies that allow to be applied in the development of BUMKal Bangkit Karya.

a. Village

The village is a group of legal communities that reside in the territory of the district and have the right of origin and customs recognized by the national government. In the system of government, the village is a jurisdiction that has the authority to take care of and manage its own government affairs. (Nadila Pradini et al., 2020).

b. BUMKal (village-owned enterprises)

BUMKal is an institution formed and established by the village government whose capital ownership and management are carried out by the village government and the community (Nadila Pradini et al., 2020).. BUMKal is a pillar of the village economy that functions as a social institution and commercial institution that favors the interests of the community and seeks profit.

c. Strategy Development

Strategy is a way used to achieve a goal using existing opportunities. To be able to make the right strategy it is necessary to examine the various potentials to support the strategy. While the development strategy, is a way to strengthen the position or expand other objectives to be achieved.

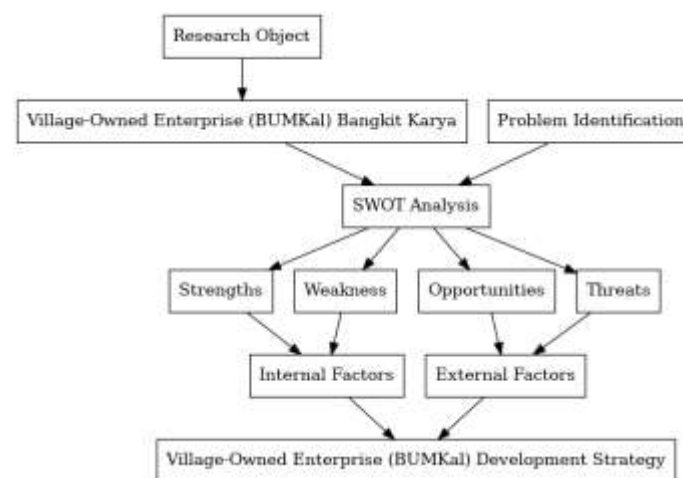


Figure 1. Conceptual Framework

METHOD

This research method uses a qualitative descriptive research type. The qualitative research approach is considered appropriate because it is natural and requires integrity in accordance with the research problem, namely related to “Case Study Development Strategies at the Village-Owned Enterprise (BUMK) Bangkit Karya Bangunharjo Village, Sewon , Bantul Regency.”

This research was conducted at BUMK Bangkit Karya, located in Bangunharjo Village, Sewon District, Bantul Regency. The research was conducted for approximately two months, from April to May 2024. The research location was selected based on the consideration that the BUMK has business potential that can be developed. Data collection methods included observation, interviews, and documentation. Data analysis utilized SWOT Analysis with IFAS and EFAS calculations. This analysis is based on logic that can maximize strengths and opportunities while simultaneously minimizing weaknesses and threats at BUMK Bangkit Karya Bangunharjo.

RESULTS AND DISCUSSION

Overview of BUMK Bangkit Karya

The Village-Owned Enterprise (BUMK) Bangkit Karya Bangunharjo is a newly established BUMK by the Bangunharjo Village. The BUMK was established with the aim of exploring the entrepreneurial potential in the village and is managed by community members with a business mindset. This BUMK was established based on the Decision of the Village Head of Bangunharjo No. 60 of 2023 dated July 17, 2023, with a five-year term of office from 2023 to 2028. Although it was just established, BUMK Bangkit Karya already has legal protection under Number AHU-04541.AH.01.33 of 2023. With the establishment of BUMK Bangkit Karya, it is hoped that it will

be able to utilize the potential and assets of the village to improve the welfare of the residents of Bangunharjo Village, as it is a village development initiative driven by the strength of the residents.

BUMKal Bangkit Karya Bangunharjo has five potential business advantages, including a waste management unit, a culinary unit, a tourism unit, an agricultural unit, and other service units.

SWOT analysis

SWOT analysis is used to formulate alternative development strategies for a business. This method can provide a clear picture of how a company can adapt to external opportunities and threats with its strengths and weaknesses (Sulaksana & Nuryanti, 2019). This analysis is based on logic that maximizes strengths and opportunities while simultaneously minimizing weaknesses and threats. The strategic decision-making process will always be related to the development of a company's mission, strategy, objectives, and policies. Thus, strategic planning must analyze strategic factors in the current situation.

Based on the results of observations and interviews, information was obtained in the form of strengths, weaknesses, opportunities, and threats possessed by BUMKal Bangkit Karya Kalurahan Bangunharjo Kapanewon Sewon Kabupaten Bantul, which is presented in the SWOT Matrix as follows:

Table 1. SWOT Matrix of BUMKal Bangkit Karya

IFAS	STRENGTHS (S)	WEAKNESS (W)
EFAS	1. The Bumkal management structure has been established. 2. The management of BUMKal Bangkit Karya is quite effective, with good coordination between the management and supervisors through regular and incidental meetings. 3. It has a strong legal framework. 4. The village is	1. Limited capital from the village administration. 2. Bumkal's human resources do not yet have sufficient competence and experience in managing Bumkal. 3. Many village treasury lands (TKD) have unclear status, requiring a long time to trace their status to determine whether they are free to be managed or not. 4. The lengthy process of obtaining permits for the use of village treasury land,

	accessible and strategically located. 5. It has the support of the Bangunharjo Village Government.	both at the district and provincial levels. 5. The business sector is still limited. 6. Facilities and infrastructure are still inadequate.
OPPORTUNITIES (O)	S-O STRATEGY	W-O STRATEGY
1. The village has good potential for development. 2. Technological developments are advancing rapidly. 3. Optimization of village assets and cooperation with other parties. 4. Community participation in Bangunharjo is quite good.	1. Desa ini memiliki potensi yang baik untuk pengembangan. 2. Perkembangan teknologi berlangsung dengan cepat. 3. Optimasi aset desa dan kerja sama dengan pihak lain. 4. Partisipasi masyarakat di Bangunharjo cukup baik.	1. Increase the capital of BUMKAL Bangkit Karya through the development of cooperation with third parties or companies (CSR). 2. Optimize village treasury land (TKD) assets whose status is clear and free to be used for productive businesses. 3. Conduct training in accordance with the needs of BUMKAL administrators to improve the quality of human resources. 4. Improve the facilities and infrastructure of BUMKAL Bangkit Karya.
THREATS (T)	S-T STRATEGY	W-T STRATEGY
1. Competition from other villages that offer more (innovative) products.	1. Diversify 2. businesses to make them more attractive to the public and more	1. Improving facilities and infrastructure to support the operations of BUMKAL Bangkit Karya.

2. Inability to use technology to its full potential.	competitive.	2. Optimizing the service functions of BUMKAl Bangkit Karya.
3. Lack of familiarity among the community about Bumkal.Lack of good communication between village administrators and community members regarding various Bumkal development programs.	3. Create a website or other social media accounts related to BUMKAl Bangkit Karya.	3. Raising public awareness by conducting outreach activities about Bumkal.
	4. Provide education and guidance to the public about Bumkal.	
	5. public about Bumkal.	
	6. Utilize available technology for the development of BUMKAl Bangkit Karya.	

Internal and External Factor Analysis

BUMKAl Bangkit Karya Kalurahan Bangunharjo has factors that can influence its development. These factors are identified in the internal and external factor analysis. The internal factor analysis analyzes the internal factors that will influence the development of BUMKAl Bangkit Karya. These internal factors can be identified as the strengths and weaknesses of the development of BUMKAl Bangkit Karya. Meanwhile, the external factor analysis looks at factors outside BUMKAl Bangkit Karya to find and evaluate existing trends outside (Sulaksana & Nuryanti, 2019). Based on the results of the identification of internal and external factors of BUMKAl Bangkit Karya Bangunharjo, the following alternative development strategies can be formulated:

1. S-O Strategy (Strength-Opportunities), namely a strategy that utilizes available internal strengths to take advantage of external opportunities in developing BUMKAl Bangkit Karya Bangunharjo. The formulation of the S-O strategy for BUMKAl Bangkit Karya Bangunharjo is as follows:
 - a. Utilizing the potential of the village by establishing new business fields.
 - b. Optimizing the performance of BUMKAl Bangkit Karya through technological advancements.
 - c. Collaborating with other parties (investors) to conduct activities that can optimize village assets.



- d. Increasing activities that involve the community to ensure BUMKal is felt to be present by the community.
2. S-T (Strength-Threats) Strategy, which is a strategy that aims to use all strengths to overcome threats. The formulation of the S-T strategy for BUMKal Bangkit Karya Bangunharjo is as follows:
 - a. Diversify businesses to make them more attractive to the community and more competitive than competitors.
 - b. Create a website or other social media accounts related to BUMKal Bangkit Karya.
 - c. Provide education and guidance to the community about Bumkal.
 - d. Utilize available technology for the development of BUMKal Bangkit Karya.
3. W-O (Weakness-Opportunities) Strategy, which is a strategy based on exploiting existing opportunities and minimizing weaknesses. The formulation of the W-O strategy for BUMKal Bangkit Karya Bangunharjo is as follows:
 - a. Increasing the capital of BUMKal Bangkit Karya through the development of cooperation with third parties or companies (CSR).
 - b. Optimizing village land assets (TKD) whose status is clear and free to be used for productive businesses.
 - c. Conducting training tailored to the needs of BUMKal managers to improve human resource quality.
 - d. Enhancing the facilities and infrastructure of BUMKal Bangkit Karya.
4. W-T (Weakness-Threats) Strategy, which is a strategy carried out by minimizing weaknesses and avoiding existing threats. The formulation of the W-T strategy for BUMKal Bangkit Karya Bangunharjo is as follows:
 - a. Improvement of facilities and infrastructure to support the operations of BUMKal Bangkit Karya.
 - b. Optimizing the service functions of BUMKal Bangkit Karya.
 - c. Raising public awareness by conducting outreach about Bumkal.

From the results of identifying internal and external factors and strategic alternatives as described above, a further analysis was conducted to determine the priority strategies for BUMKal Bangkit Karya Bangunharjo using the Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS), which are the results of multiplying the weight by the rating.

Based on the results of the IFAS and EFAS analyses of BUMKal Bangkit Karya Bangunharjo, it can be concluded that the internal factors of BUMKal Bangkit Karya Bangunharjo are more dominant than the external factors. To determine the position of BUMKal Bangkit Karya



Bangunharjo, the next step is to incorporate the two internal and external conditions into the Internal-External Matrix (Sobirin et al., 2023). The results obtained based on the IFAS and EFAS are as follows:

Table 2. Internal-External Matrix Calculation

IFAS	3,67	EFAS	3,23
Strength Score (S)	2,4	Total Opportunity Score (O)	1,85
Total Weakness Score (W)	1,27	Total Threat Score (T)	1,38
X = S-W	1,13	Y = O-T	0,47

Source: Primary Data Compiled (2024)

In the IFAS analysis, the difference between strengths and weaknesses in the matrix can be said to be not too significant. This can be used as a reference for BUMKal Bangkit Karya Bangunharjo to adopt new policies so that the strengths it possesses can be utilized effectively and the existing weaknesses can be minimized. Meanwhile, in the EFAS analysis, BUMKal Bangkit Karya has an opportunity score of 1.85. This can serve as a learning point for BUMKal Bangkit Karya, particularly for its managers, to be more adept at identifying and leveraging other opportunities for the development of BUMKal Bangkit Karya. Based on the results of the IFAS and EFAS matrix calculations obtained earlier, with an IFAS score of 1.13 and an EFAS score of 0.47, the next step is to place these scores in the IFAS and EFAS matrix quadrants. The following is the quadrant position of BUMKal Bangkit Karya obtained from the results of the SWOT Matrix analysis that has been processed.



Figure 1. SWOT Quadrant for BUMKal Bangkit Karya

Description:

1. Quadrant I (Aggressive) is a very favorable situation. This means that the strategy implemented supports an aggressive growth policy.
2. Quadrant II (Diversification/Competitive) is a strategy implemented in response to threats, but the company still has strengths. The strategy implemented is product or market diversification.
3. Quadrant III (Turnaround/Conservative) presents a significant opportunity despite strong internal weaknesses. The strategy involves minimizing internal issues to capitalize on existing opportunities.
4. Quadrant IV (Defensive) is an unfavorable situation for the organization or company. The strategy implemented may be defensive.

Based on the results of the SWOT analysis that has been conducted, it can be concluded that the position of BUMKal Bangkit Karya Bangunharjo is in Quadrant 1.13 and 0.47. This shows that BUMKal Bangkit Karya Bangunharjo is included in the Aggressive Strategy quadrant, in a strong position with strengths and opportunities that far outweigh its weaknesses and threats.

The results of this study are in line with the research conducted by Yuman Firmansyah, Sumar'in, and Jaelani in 2022, which showed that the Village-Owned Enterprise in Sebayon Village was in the first quadrant, namely the Aggressive Strategy quadrant. This indicates that the BUMDES in Sebayon Village is in a highly advantageous position, as it possesses the strength to capitalize on available opportunities, enabling it to continue improving, enhancing growth, and achieving maximum progress (Firmansyah, 2022).

Although this study has similar results to previous studies, it also has results that contradict the study conducted by Teuku Qadarisman, Zakiah, and Suyanti Kasimin in 2021. Their study showed that BUMDes-based agriculture in Juli District, Bireuen Regency, was in quadrant IV (activity diversification). In this quadrant, the organization's market position is very small, and its growth rate is low, necessitating business diversification. This position indicates a weak organization facing significant challenges. The recommended strategy is a survival strategy, meaning the organization's internal conditions are in a dilemma. Therefore, the organization is advised to adopt a survival strategy, controlling internal performance to avoid decline. This strategy should be maintained while continuing efforts to improve (Qadarisman et al., 2021).

CONCLUSION

Based on the results of field research and the discussion outlined above, regarding the Development Strategy for the Bangkit Karya Village-Owned Enterprise (BUMKal) in Bangunharjo



Village, Sewon District, Bantul Regency, the following conclusions can be drawn:

1. The Village-Owned Enterprise (BUMKAL) Bangkit Karya Bangunharjo is a newly established BUMKAL formed by the Bangunharjo Village based on the Village Head of Bangunharjo's Decision No. 60 of 2023. Although it has only recently been established, BUMKAL Bangkit Karya already has legal standing under Registration Number AHU-04541.AH.01.33.2023.
2. BUMKAL Bangkit Karya Bangunharjo has five potential business advantages, including a waste management unit, a culinary unit, a tourism unit, an agricultural unit, and other service units.
3. Issues affecting the operations of BUMKAL Bangkit Karya Bangunharjo include the urgent need for waste management, which requires BUMKAL to actively participate (mandatorily) in waste management; the human resources available do not yet possess sufficient competence and experience in BUMKAL operations; many Village Treasury Lands (TKD) with unclear status, and the lengthy process for obtaining permits for the use of Village Treasury Lands (TKD) at both the district and provincial levels.
4. Based on the results of the SWOT analysis that has been conducted, it can be concluded that the position of BUMKAL Bangkit Karya Bangunharjo is in Quadrant 1.13 and 0.47. This indicates that BUMKAL Bangkit Karya Bangunharjo is in the Aggressive Strategy quadrant, in a strong position with strengths and opportunities that far outweigh its weaknesses and threats. The more prominent and influential Aggressive Strategy for the development of BUMKAL Bangkit Karya Bangunharjo is as follows: (1) Leveraging village potential by establishing new business ventures, (2) Optimizing the performance of BUMKAL Bangkit Karya through technological advancements, (3) Collaborating with external parties (investors) to undertake activities that maximize village assets, (4) Increasing activities that involve the community to ensure BUMKAL is perceived as present and engaged with the community.

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