

Strategy Analysis of Business Competition Development Badan Usaha Milik Desa (BUMDES)

M. Trihudiyatmanto

Faculty of Economics and Business, Universitas Sains Al-Qur'an Central Java in Wonosobo, Indonesia
Email: trihudiyatmanto@unsiq.ac.id

Abstract

BumDesa Tani Makmur Piyungan Magelang is one of the BUMDesa in Sawangan District, Magelang Regency. This research aims to formulate a strategy for the development of the BUMDesa Tani Makmur in Piyungan Magelang as well as to find out what factors hinder and support the development of the BUMDesa Tani Makmur Piyungan Magelang through SWOT analysis, by analyzing internal factors and external factors. This research was conducted using interview, observation and questionnaire methods. The results of this study indicate that the appropriate strategy is an aggressive strategy, namely a strategy that utilizes internal strengths to maximize external opportunities. Suggestions for BUMDesa to increase the number of customers, promotions must be more intensive. Increase and maintain maximum service. The products offered should have advantages. In determining the marketing strategy, the BUMDesa Tani Makmur Piyungan Magelang must take advantage of the strengths and opportunities it has and pay attention to the weaknesses and threats it faces.

Keywords: Development Strategy, BUMDesa Tani Makmur, Piyungan Sawangan Magelang

Introduction

Various government programs for economic development in rural areas include the Village Economic Business - Savings and Loans (UED-SP), Community-Based Savings and Loans Institutions (LSPBM), the Village Credit Agency (BKD), the Urban Poverty Reduction Program (P2KP), and the UPK- PKP-PKK has been rolled out to strengthen the economy in the village, but the results have not been satisfactory. The strategy for strengthening the village economy through BUMDes is one solution to release the dependence of rural communities on government assistance and to be able to explore the potential of the region. BUMDes are business institutions that are managed by the community and village government and are no longer established on government instructions, not controlled by certain groups. as well as in carrying out its business for the strategic interests of the people's livelihood in the village. In addition, village business institutions managed by the community and village government are formed based on the needs and potential of the village, Village-Owned Enterprises, hereinafter abbreviated as BUMDesa, are projected to emerge as a new economic power in rural areas. The presence of BUMDesa itself will be an antidote to the power of foreign and national corporations. It is hoped that this BUMDesa is able to move the dynamics of the village economy, and as a village-owned company (Robiatul Adawiyah, 2018).

The establishment of an economic base institutional development that is fully managed by the community is expected to be a stimulus and move the economy in rural areas. This economic development institution is no longer established on the basis of instructions from the government but starts from the existing potential, so that if managed properly it will become an accelerator of economic growth. In addition, BUMDes are required to be able to provide services to non-members (outside the village

community) by positioning prices and services that apply according to market standards. (Helmy Syamsuri, et.al, 2018)

The purpose of BUMDesa is to optimize the management of existing village assets and improve the welfare of the village community. BUMDesa is further expected to be able to make villages more independent and prosperous through acceleration of the village economy. However, considering that BUMDesa is still relatively new in its existence, in practice, of course, there are still obstacles related to the development process. Facing a very slow economic growth situation, it is necessary to apply development strategies. SWOT analysis is one of the analytical methods that can be used to formulate alternative strategies based on internal and external conditions.

The strategy to increase competitiveness carried out by BUMDesa are: 1) partnership with existing businesses (prioritizing partnerships with villagers and empowering the community) 2) developing financial service businesses to the community 3) upgrading the quality of goods/services existing businesses by considering the legality needs of businesses and products. 4) increase in community welfare and income (increase per capita income of rural communities through economic independence and encourage live life sustainability) 5) social responsibility and development of village infrastructure (education, health, elderly, repair and development of village infrastructure).

Based on the background described above, research problems can be formulated, namely: 1) What are the appropriate strategic planning alternatives in the Development of Village Owned Enterprises (BUMDesa) Tani Makmur Piyungan, Magelang Regency using SWOT analysis? 2) What factors hinder and support the development of Tani Makmur Village Owned Enterprises (BUMDesa) in increasing business competition? Meanwhile, the objectives of this research are: 1) Identifying appropriate strategic planning alternatives for the Development of Village Owned Enterprises (BUMDesa) Piyungan Magelang Regency by using SWOT analysis. 2) To identify what factors hinder and support the development of Tani Makmur Village Owned Enterprises (BUMDesa) in increasing business competition.

Literature review

Strategic Planning

According to Ansoff, strategy only includes ways to achieve goals, known as the "Narrow Concept of Strategy". Andrews and Ansoff also distinguish whether the Narrow Concept has a strategic component. The difference is that goal setting is either part of strategy formation or a separate process. It is clear that between the two there is no agreement or unity of view regarding the meaning of the concept of strategy.

However, this difficulty does not stop the efforts to find a generally accepted definition to stop, but various other definitions emerge. So it can be said that the difficulty in defining strategy is due to the many fundamentally different definitions. The reason is that people's conceptions of the nature of strategy are different, depending on their education and experience.

Village Owned Enterprises (BUMDesa)

The Village Owned Enterprise (BUMDesa) is an institution formed and established by the village government whose capital ownership and management is carried out by the village government and the community. BUMDes is a pillar of the village economy

that functions as a social and commercial institution that favors the interests of the community and seeks profit. Apart from that, Village-Owned Enterprises are a form of business carried out by a village to produce a production that can increase village finances.

The definition embedded in BUMDes in the Village Law is a business entity whose capital is wholly or partly owned by the village through direct participation originating from separated village assets in order to manage assets, services, and other businesses for the greatest welfare of the village community. According to Article 213 paragraph (3) of Law Number 32 of 2004 concerning Regional Government, which states that as an economic institution, its business capital is built on the initiative of the community and adheres to the principle of independence. This means that the fulfillment of BUMDesa's business capital must come from the community. However, it is possible that BUMDesa can apply for capital loans to outside parties, such as from the Village Government or other parties, even through third parties.

Then it is explained in the Minister of Home Affairs Regulation Number 39 of 2010 concerning Village-Owned Enterprises Article 1 paragraph (6) which states that BUMDes are village businesses formed/established by the village government whose capital ownership and management is carried out by the village government and the community.

Development Strategy

Strategy according to the Big Indonesian Dictionary is a careful plan of activities to achieve specific goals. Strategy is a choice about what the organization wants to achieve in the future and how to achieve that desired state. This view sees strategy, not as a fit and match concept, but as a stretch concept. This view considers strategy to be an "aspirational game", creating a gap between what is and what is expected, or what is an aspiration that must be carried out continuously. Strategic management is the art and science of formulating the implementation and evaluation of cross-functional decisions, which are used as an action guide for HR, marketing, finance, production and other functions so that the organization can achieve its goals. (Department of Education and Culture of the Republic of Indonesia, Big Indonesian Dictionary, Jakarta Library, 1989, page 964)

Strategy emphasizes utilizing existing resources to achieve goals. The retail strategy includes determining the target market, the nature of the goods and services offered and how retailers gain long-term advantages from their competitors (devi puspita sari and mefrina yusniar, business principles, cv rizeva main, bogor 2014, p. 59)

SWOT analysis

SWOT analysis is a strategic planning method used to evaluate strengths, weaknesses, opportunities and threats in a project or business speculation. These four factors make up the acronym SWOT (strengths, weaknesses, opportunities, and threats). This process involves determining the specific objectives of the speculated business or project and identifying the internal and external factors that support and which do not achieve these goals.

According to Robert W. Duncan (2007, 142) analyzing the internal and external environment is important in the strategic planning process. External environmental factors within the company can usually be classified as Strengths (S) or Weaknesses

(W), and the company's external environment can be classified as opportunities (O) or threats (T). This strategic environmental analysis is referred to as a SWOT analysis. According to Fred David (1997), SWOT analysis is a strategic planning method that serves to evaluate the strengths, weaknesses, opportunities and threats of a company. This process involves determining the specific objectives of the business speculation and identifying the external and internal factors that support and which are not in achieving these goals.

Theoretical framework

This study discusses the development strategy of BUMDes Tani Makmur Piyungan Magelang. The initial stage in this research is to discuss the initial conditions in KUD Mojotengah which include human resources, capital, marketing and technology. Existing conditions were then studied to be even better in providing the best for BUMDesa Tani Makmur Piyungan Magelang from the study, it was hoped that BUMDesa Tani Makmur Piyungan Magelang could provide good service to customers, thus analyzed using a SWOT analysis consisting of internal and external factors. to provide a good solution. In detail, this framework can be seen in Figure 1.

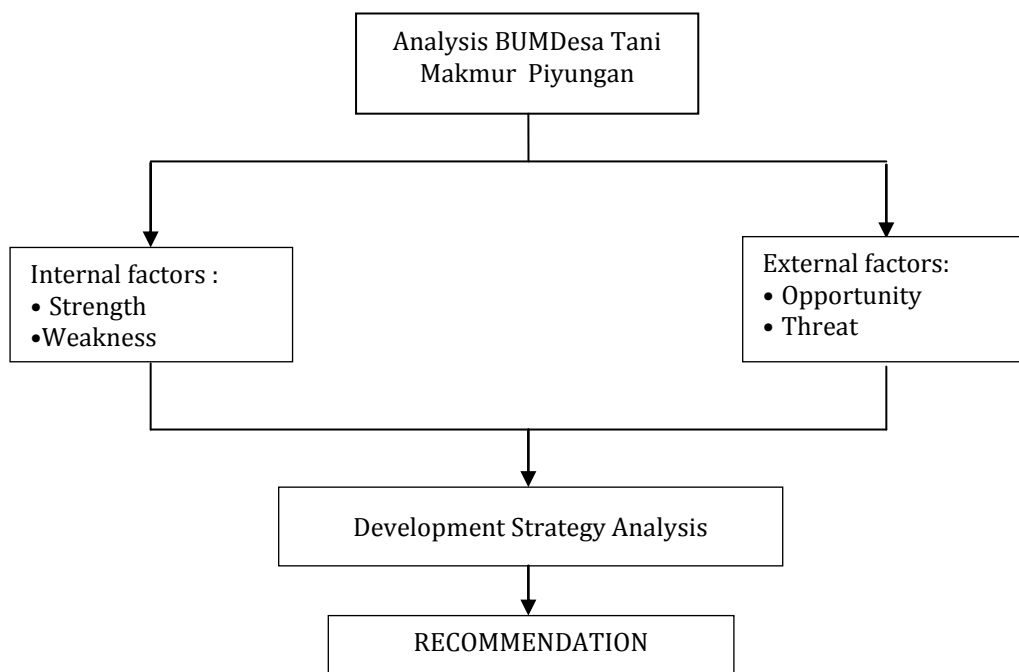


Figure 1. Conceptual framework for the analysis of the development of BUMDesa Tani Makmur Piyungan Magelang.

Methodology

Types of research

This type of research is descriptive qualitative, which is a method that examines certain statuses and objects, certain conditions, systems of thought or certain events at the present time (Irawan, 2006). Which is supported by data and figures from calculations and data processing.

Sampling technique

In this study the authors took samples using purposive sampling technique. Regarding this matter, Arikunto (2010) explains that purposive sampling is done by taking subjects not based on strata, random or regional but based on a specific purpose. Similarly, according to Sugiyono (2010) purposive sampling is a sampling technique with certain considerations. This means that each subject taken from the population is chosen intentionally based on certain goals and considerations. The purpose and consideration of taking the subject/samples of this research is to be an active member of BUMDesa Tani Makmur Piyungan Magelang who has knowledge of BUMDesa in increasing business competition. Based on this explanation, in this study the number of samples used were seven sources from the BUM management of BUMDesa Tani Makmur Piyungan Magelang.

Analysis Techniques And Analysis Tools

Data analysis technique

According to Miles & Huberman (1992:19), suggesting three stages must be done in analyzing qualitative research data, namely (1) data reduction (data reduction) (2) data exposure (data display), and (3) drawing conclusions and verification (conclusion drawing/verifying). Qualitative data analysis was carried out simultaneously with the ongoing data collection process, meaning that these activities were also carried out during and after data collection.

Data analysis

Data analysis is an attempt to find answers to questions obtained from research results. Existing data will be analyzed using SWOT analysis, SWOT analysis is the process of systematically identifying various factors in order to determine the right formulation and carry out the best company strategy. This analysis is based on logic that can maximize strengths and opportunities, but at the same time minimize weaknesses and threats. The company's strategic decision-making process is always closely related to the development of the company's mission, vision, goals, strategies and policies. Therefore, strategic planning really requires analysis of each of these SWOT (strengths, weaknesses, opportunities, and threats) in today's corporate environment. (Freddy Rangkuti 2009)

IFAS and EFAS Analysis

IFAS (internal Factors analysis strategic) is a form of strategic analysis of the organization's internal factors, while EFAS (External Factors analysis strategic) is a form of strategic analysis of the organization's external factors. This analysis needs to be done to get an overview of the organization's internal and external factors.

SWOT Analysis as a Strategy Formulation Tool

Analyzing the internal and external environment is an important part of the strategic planning process. Internal environmental factors within the company can usually be classified as strengths (S) or Weaknesses (W) and the company's external environment can be classified as opportunities (O) or threats (T). This strategic environmental analysis is referred to as a SWOT analysis. The following is an analysis of the strengths, weaknesses, opportunities and threats in BUMDesa Tani Makmur:

Table 1
Analysis of the strengths, weaknesses, opportunities and threats in BUMDesa Tani Makmur

Internal factors	Strengths (S) 1. Stability from institutional and business aspects 2. Owned assets 3. The legal basis of BUMDes 4. Public trust 5. Harmony in BUMDes 6. Services in BUMDes	Weaknesses (W) 1. Weak community empowerment 2. Lack of business knowledge 3. Low employee participation 4. Human resources 5. Weaknesses of BUMDes marketing
External Factors		
Opportunity (O)	Strategy S-O	Strategy W-O
1. Opening up business opportunities 2. Supporting regional potential 3. Multifunctional BUMDes 4. Cooperate with other parties	a. Improving the business sector by utilizing assets owned, harmony in BUMDesa, and public trust (S2,S5,S4;O3) b. With government support and the establishment of BUMDesa has a clear basic legal basis, the BUMDesa business process can be maximized and take advantage of the advantages of teamwork, maximum service to produce the best service quality for customers (S1,S3,S6;O1,O2)	a. Improve and reinforce the management system and employee recruitment so as not to hinder business growth (W2.W3,W4;O1,O3) b. Lack of empowerment and minimal supporting tools for empowerment can be handled with support from the government (W1;O2) c. Develop the use of promotional media such as print or electronic media and add marketing personnel to reach more consumers (W5;O1,O2)
Threat (T)	Strategy S-T	Strategy W-T
1. Existence of similar BUMDesa 2. BUMDesa newcomers 3. Competition among businesses	a. Take advantage of Teamwork and BUMDesa experience to produce quality products to be superior to competitors (S1,S5;T1,T3) b. Ensuring good product quality and fast and maximum service so that consumers do not move to competitors (S1,S4,S6;T2)	Development of skills and quality of human resources to improve welfare for managers and members as well as improve management to increase the competitiveness of BUMDesa (W2,W3 ,W4;T1,T2)

Note: (Si:Oi) or (Si:Ti) or (Wi:Oi) or (Wi:Ti) shows the combination of the external and internal sectors in producing strategic options -i = 1,2,3 n

The results of the research from seven sources resulted in an assessment of each indicator, the resulting value was then determined by the weight of the indicator. The weights are determined by means of direct discussions with experts, namely the chairman and secretary of the BUMDesa Tani Makmur Piyungan with the stipulation that all internal and external factors must be worth 1.00. After the weight of each indicator is obtained then look for the value of each indicator by multiplying the weight by the scale. The scale is obtained from a questionnaire matrix by drawing conclusions for each indicator of internal and external factors, with a scale rating of 4 to 1.

Table 2
Respondents' Responses to Internal Factors

No	Internal factors	Determination of Value	Scale	Weight
I	Strength			
	1. Stability from institutional and business aspects	0,15	2	0,3
	2. Assets owned	0,13	2	0,26
	3. Legal basis for BUMDesa	0,16	3	0,48
	4. Public trust	0,14	2	0,28
	5. Harmony in BUMDesa	0,17	3	0,51
	6. Services at BUMDesa	0,13	3	0,39
	Total	0,88	15	2,22
II	Weakness			
	1. Weak community empowerment	0,01	2	0,02
	2. Lack of business knowledge	0,01	3	0,03
	3. Low employee participation	0,02	2	0,04
	4. Incompetent human resources	0,02	2	0,04
	5. Weaknesses of BUMDesa marketing	0,2	3	0,06
	Total	0,08	12	0,19

Information :

Strength (+) + weakness (-) = (+) 2.22 + (-) 0.19 = 2.41

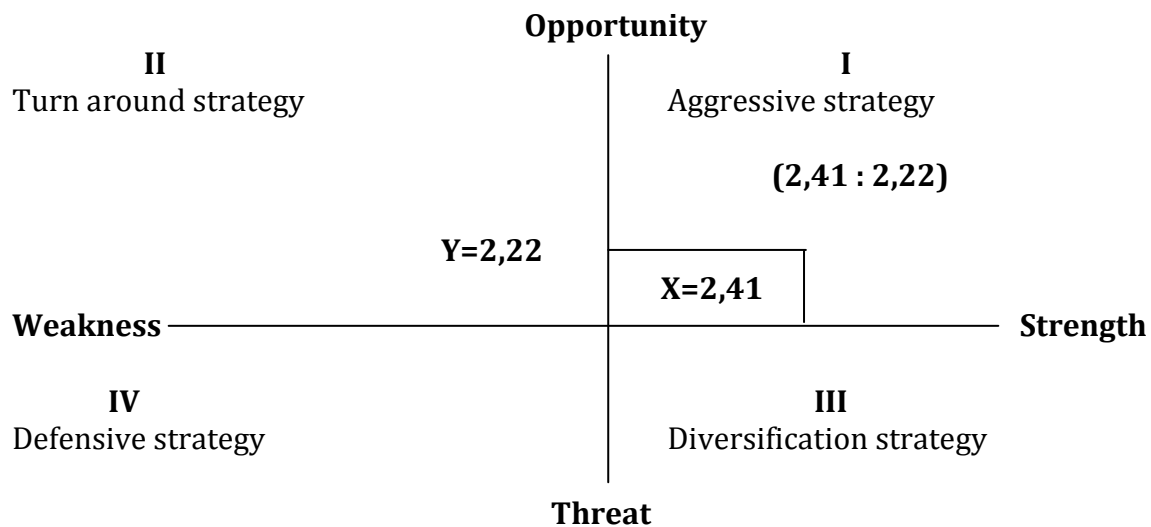
Table 3
Respondents' Responses to External Factors

No	External factors	Determination of Value	Scale	Weight
I	Opportunity			
	1. open up business opportunities	0,19	3	0,57
	2. Supporting regional potential	0,18	2	0,36
	3. Multifunction BUMDesa	0,19	3	0,57
	4. Mutual cooperation with other parties	0,17	3	0,51
	Total	0,73	11	2.01
II	Threat			
	1. Existence of similar BUMDesa	0,03	2	0,06
	2. BUMDesa or new entrants	0,03	3	0,09
	3. Lack of public awareness	0,03	2	0,06
	Total	0,09	7	0,21

Information :

Opportunity(+) + Threat (-) = (+) 2.01 + (-) 0.21 = 2.22

From the results of research on internal and external factors, a SWOT analysis diagram can be made as follows:



Discussion

Strength (+) + weakness (-) = (+)2.22 + (-) 0.19 = 2.41

Opportunity (+) + Threat (-) = (+)2.01 + (-) 0.21 = 2.22

This shows that BUMDesa is in quadrant 1, which supports an aggressive strategy, because this situation is very profitable, the company has opportunities and strengths, so it can take advantage of existing opportunities. The strategy recommended and implemented in this condition is to support an aggressive growth policy (Growth-oriented strategy) opportunity and threat. The capacity in this case is the strength of the BUMDesa Tani Makmur Piyungan Magelang which can then be utilized by the BUMDesa, the shortcoming in this case is the weakness of BUMDesa so it must be minimized and avoided by BUMDesa Tani Makmur Piyungan Magelang, opportunities in this case are opportunities that come from from external factors or from outside the BUMDesa so that it can be maximized by BUMDesa, while the threat in this case is something that comes from outside so that BUMDesa can anticipate.

Based on the internal external matrix analysis, the strategy that can be done to empower the BUMDesa Tani Makmur Piyungan Magelang is with aggressive growth (Growth oriented strategy). Piyungan Magelang is in excellent and steady condition. So it is really possible to continue to expand, increase growth and achieve maximum progress.

Based on the SWOT matrix analysis, several empowerment strategies can be proposed for BUMDesa Tani Makmur Piyungan Magelang, namely:

a. SO Strategy:

1. Improving the business sector by utilizing owned assets, harmony in BUMDesa, and public trust
2. With government support and the establishment of BUMDesa having a clear legal basis, the BUMDesa business process can be maximized, and exploiting the ability of teamwork, maximum service to produce the best service quality for customers

b. WO Strategy

1. Reinforce and adjust the management system and employee recruitment so as not to hinder business progress
2. Making the village a creative economy in community empowerment and business support tools can be overcome with assistance from the government

3. Maximize use of promotional media such as print or electronic media, and increase marketing personnel to reach more consumers
- c. ST strategy
 1. Utilizing teamwork and experience in the BUMDesa business field will produce quality products to be superior to competitors
 2. Ensure good product quality and fast and maximum service so that consumers do not switch to competitors
- d. WT Strategy
 1. Increasing the capacity and quality of human resources in improving welfare for managers and employees as well as improving management in order to increase the competitiveness of BUMDesa

Factors that hinder and support the development of BUMDesa increasing business

A. Inhibiting factors:

1. Management that is not in accordance with the supervisor's work programs.

In this case, organizational actors must be actively involved, from organizational circumstances and resources to determining the right program for the organization for a period of leadership. If one of the points is not active, it will take on obstacles and it will be difficult to achieve the objectives of the existing work program. By doing a joint strategy analysis at the time of implementing the program, internal organizational constraints can be minimized.
2. Weak community empowerment

To improve the empowerment of rural communities, the majority of whom work as shallot farmers with a village institution BUMDesa which is intended for mutual welfare and to become a forum for carrying out various economic activities of rural communities organized by village community decisions and village regulations, the government is obliged to assist the implementation of village community empowerment. with programs that are creative economy and the welfare of rural communities. In Piyungan village, the majority of the people work as shallot farmers as their main commodity, government programs in this case by helping with capital and taking part in the marketing of local products in order to increase the BUMDesa business and mutually benefit various parties for the success of building a joint business.
3. Lack of employee participation

Currently, there are village-owned enterprises that have gone out of business due to the low employee participation factor. In improving the BUMDesa business, employees are required to participate by providing constructive ideas or input and can compete with other institutions, thus creating a competent BUMDesa and improving BUMDesa business can be realized properly.
4. Weak human resources

Education is very influential in the growth of human resources because a skill will be obtained with education, human resources with a low level of education tend to lack the capability to work and the company basically selects prospective employees in terms of education level. Therefore, the government seeks 12 years of compulsory education to form productive human resources in the future. now mostly done in the villages.

5. Lack of employees in marketing

Marketing is a significant strategy so that business products can be more quickly recognized by the wider community, marketing personnel are currently still lacking so that the contribution of little attention to consumers is also lacking. On the other hand, Piyungan village has superior local products, namely Shallots with a wide marketing reach, so the addition of employees is very effective in supporting the village economy.

B. Supporting factors

1. Mutual cooperation between BUMDesa and the government

The Magelang local government which supports the existence of a village-owned enterprise (BUMDesa Tani Makmur Piyungan) in the Magelang sub-district has collaborated in the development of BUMDesa in increasing business by holding seminars and training, as well as business training so that teachers and employees can develop businesses and improve their economy.

2. Businesses in BUMDesa

Various BUMDesa efforts are very supportive in advancing the joint economy including savings and loan businesses, service business units including payments for electricity, water, BPJS, rental and trading businesses, namely the establishment of Desa Mart. With this effort, it is necessary to improve both services and business tools so that the community and BUMDesa are mutually beneficial.

3. Supporting regional potential

Piyungan Village is one of the villages that produces shallot commodities in Magelang, this condition is a great potential in the utilization and management of superior products in this village. The development of this potential can be part of increasing business and creating jobs in order to reduce the unemployment rate.

4. Multi-function BUMDesa

Functions of village-owned enterprises that have more than one of them, BUMDesa is engaged as a forum or companion for the purpose of a village economy that excels in a prosperous economy with various business sectors and BUMDesa is also engaged in the social sector, namely carrying out activities in the community to empower so that creative nature grows in rural communities.

4. Public trust

Building relationships and trust in the community is very important with the level of public trust as an indicator of the trust carried out by BUMDesa with great care and public trust shows that BUMDesa is responsive and reliable in terms of providing services to the community.

5. BUMDesa institutions have a strong and clear legal basis

Village-owned enterprises with legal entity No 412 / 11 / 2016 since October 27, 2016 is a clear and strong legal basis so that BUMDesa can account for every business it runs properly.

The results of this study are in line with previous research conducted by Yurdiardi (2019) which states that in developing strategies using SWOT analysis it is influential in knowing the current position of BUMDesa, knowing alternative strategies that can be taken, knowing observations of BUMDesa performance and efforts to overcome obstacles that arise. These results are also supported by research conducted by Efendi(2019) which also says that using a SWOT analysis has an effect on knowing the

current position of BUMDesa, knowing alternative strategies that can be taken, knowing observations of BUMDesa performance and efforts to overcome existing obstacles. In addition to the use of the strategy in conducting the above research, the researcher is also in line with the discussion of the development of the economic base in rural areas which was previously carried out by the government through various programs but the results have not been maximized, including village economic enterprises - savings and loans (UED-SP), village credit agencies (BKD) and Community-based savings and loan institutions (LSPBM). In order for the village community not to fully depend on government programs, BUMDesa is one solution to be managed by the community and village government and is no longer established on government instructions, not controlled by certain groups and in running its business, BUMDesa provides strategic interests for the livelihood of many people in the village. In addition, the establishment of BUMDesa is formed based on the needs and potential of the village and is projected as a new economic power in rural areas.

Conclusion

Based on the results of research and discussion, some conclusions can be drawn as follows:

1. The results of the SWOT analysis state that the BUMDesa Tani Makmur is in a business growth phase. Which shows that BUMDesa is strong and has opportunities. The strategy recommendations given are aggressive, meaning that the Village-owned Enterprise is in prime condition and ready in any case to continue to expand and increase growth and achieve maximum progress.
2. The next stage, namely the decision-making for the development strategy of BUMDesa Tani Makmur, is the SO strategy that takes advantage of existing strengths and opportunities. The new strategies generated in the development through a SWOT analysis on BUMDesa Tani Makmur are as follows:
 - a) SO Strategy (Strength opportunities)
Namely, improving the business sector by utilizing owned assets, harmony in BUMDesa, and public trust, with government support and the establishment of BUMDesa having a clear legal basis, the process of BUMDesa business activities can be maximized and take advantage of teamwork capabilities, maximum service for produce good service quality for customers.
 - b) WO Strategy (weakness opportunities)
Improving and strengthening the management system and employee recruitment so as not to hinder business progress, weak community empowerment and business support tools can be overcome with government assistance, maximizing promotional media such as print and online media, and adding marketing personnel to reach more consumers.
 - c) ST Strategy (Strength Threats)
Utilizing teamwork and BUMDesa experience to produce quality products to be superior to competitors, guaranteed good product quality and, fast and appropriate service so that consumers do not move to competitors.
 - d) WT Strategy (weakness Threats)
Increase in skills and quality. HR to improve welfare for managers and employees as well as improve management to increase the competitiveness of BUMDesa.

Suggestion

The suggestions given by researchers in this study, especially for BUM Tani Makmur Village are as follows:

1. To increase the number of customers, promotions must be carried out more intensively, either directly or indirectly
2. Improving and maintaining maximum service, both adequate facilities and easy transactions for customers
3. The type of product offered should have advantages that competitors do not have.
4. The network is very influential on operational progress, therefore BUMDesa Tani Makmur should further improve relations with related parties that are beneficial for the pace of operational development of BUMDesa.
5. In order to be able to compete in an increasingly competitive market, BUMDesa Tani Makmur should be able to predict opportunities that BUMDesa can take advantage of and always innovate for products that have a high selling value.
6. In determining the marketing strategy, BUMDesa Tani Makmur must optimize the utilization of the strengths and opportunities it has and pay attention to the weaknesses and threats faced.

Limitations

The limitations of this research are:

1. This researcher in determining the "determination of weights" only took internal respondents at the BUM of Desa Tani Makmur, so that it did not rule out the possibility that the results would be unrealistic. It is different if the research is carried out with different subjects.
2. The results obtained have only led to development strategies that can be carried out by BUMDesa Tani Makmur.

Implications

1. For future research, researchers should add respondents from external parties in determining the weight.
2. For further research, it is better to add AHP analysis to get information on which strategy is the best to do.

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