



Development Strategy Of Village-Owned Enterprises (Bumdes) As A Social Enterprise In North Bengkulu Regency

Dita Winastia Putri ¹⁾; Suwarni ²⁾; Kresnawati ³⁾

^{1,2,3)} Universitas Dehasen Bengkulu, Indonesia

Email: ¹⁾ ditaput01@gmail.com; ²⁾ suwarni.h13@gmail.com; ³⁾ ragilkresnawati@unived.ac.id

How to Cite :

Putri, W. D., Suwarni, S., Kresnawati, K. (2025). Development Strategy Of Village-Owned Enterprises (Bumdes) As A Social Enterprise In North Bengkulu Regency. EKOMBIS REVIEW: Jurnal Ilmiah Ekonomi Dan Bisnis, 13(2). DOI: <https://doi.org/10.37676/ekombis.v13i2>

ARTICLE HISTORY

Received [06 January 2024]

Revised [22 February 2025]

Accepted [22 March 2025]

KEYWORDS

Development Strategy,
Bumdes, Enterprise.

*This is an open access article
under the [CC-BY-SA](https://creativecommons.org/licenses/by-sa/4.0/) license*



ABSTRACT

Village-Owned Enterprises (BUMDes) is one of the pillars of community welfare, utilizing local wisdom to turn the potential in each village into a source of income for the village community. The purpose of this study is to analyze the development strategy of Village-Owned Enterprises (BUMDes) that are still categorized as Pioneer level (A). This research uses qualitative descriptive methods and Focus Group Discussions (FGD) to identify issues in the village. The data analysis method employs SWOT analysis (Strengths, Weaknesses, Opportunities, Threats). The results of this study indicate that the main internal strength factor in the development strategy of BUMDes in North Bengkulu is clear regulations that support the implementation system of BUMDes. The main weakness is that it has not contributed to the village's original income (PAD). From the external factors, the main opportunity is the potential for local village development and market potential/opportunity. The main threat factor is competition with private entities with similar business units. The priority strategy with the highest TAS score is the development of local wisdom-based business units with support from the government and private sector.

INTRODUCTION

Community-based economic development is one of the main focuses of Indonesia's national development agenda. The government is committed to eradicating poverty, reducing social disparities, and improving community welfare through various programs that integrate local values and a comprehensive approach. One form of implementation is the establishment of Village-Owned Enterprises (BUMDes), which act as pillars of the village economy by managing local assets and potential to create sustainable prosperity. The establishment of BUMDes is based on Law Number 6 of 2014 concerning Villages which aims to encourage local economic development through independent and sustainable management of village resources. Based on data sources taken from the Kemendesa website in 2024, in Indonesia there are 54,103 BUMDes

and 5,802 Joint BUMDes and the total BUMDes nationally is 59,905 BUMDes (Kemendes PDTT). From this data, there is a fairly rapid development in the number of BUMDes in Indonesia.

This is because BUMDes is one of the means to improve the welfare of village communities through the creation of jobs and business opportunities. The profits generated by BUMDes can be used to finance village development, social programs, and increase Village Original Income (PAD), with the existence of BUMDes, village communities are more involved in profitable and sustainable economic activities. North Bengkulu Regency is one of the regencies in Bengkulu Province. North Bengkulu Regency has abundant natural resource potential, including the agriculture, plantation, fisheries, and tourism sectors. North Bengkulu Regency also participates in implementing the formation and development of BUMDes in its area. Based on data from the Community and Village Empowerment Service (DPMD) in 2024, of the 148 existing BUMDes, 112 of them are still categorized as pioneer BUMDes. The data shows that North Bengkulu Regency still has many villages that have not formed BUMDes. This is because factors such as lack of access to capital, limited infrastructure, and low managerial capacity are the main obstacles in developing the village economy. As an entity that adopts a social enterprise business model, BUMDes has a great opportunity to integrate social and economic goals in its activities. Social enterprise is an innovative approach that prioritizes solving social problems through sustainable business mechanisms. In this context, BUMDes is not only required to create economic benefits, but also to provide significant social impacts for village communities.

This study aims to analyze the BUMDes development strategy in North Bengkulu Regency using the SWOT (Strengths, Weaknesses, Opportunities, Threats) approach to identify internal and external factors that influence BUMDes development. In addition, the Quantitative Strategic Planning Matrix (QSPM) method is used to determine the most effective priority strategies in supporting the transformation of BUMDes from a pioneer category to a sustainable entity and contributing significantly to village development, by adopting the right strategy, it is hoped that BUMDes can act as an agent of change that is able to create new economic opportunities, empower communities, and increase village competitiveness in facing the challenges of globalization.

LITERATURE REVIEW

Development Strategy

Strategy is a way and tool used to achieve the final goal (target or objective). Strategy must be able to make all parts of a large organization become one, integrated to achieve the final goal (target/objective) this is a matter of organizational operational activities (Sukino, et al., 2019). A business and management expert, that the definition of strategy is divided into 5 definitions, namely strategy as a plan, strategy as a pattern, strategy as a position (positions), strategy as a tactic (ploy) and finally strategy as a perspective (Mintzberg, 1998). Referring to Higgins' view (Salusu, 2006:101), explains that there are four levels of strategy that need attention to determine a strategy. All of them are called Master Strategy, namely enterprise strategy, corporate strategy, business strategy and functional strategy. The following is an explanation, among others:

- a. Enterprise Strategy is a strategy related to community response. Every organization has a relationship with the community.
- b. Corporate Strategy is the goal of an agency or organization, so it is often called Grand Strategy which includes the fields engaged in by an organization.
- c. Business Strategy strategy at this level describes how to capture the market in the community. All of this is intended to be able to obtain benefits or opportunities from the strategy while also being able to help the development of the organization or agency to a better level.
- d. Functional Strategy is a supporting strategy and to support the success of other strategies

Village-Owned Enterprises as Social Enterprises

According to Permendagri Number 39 of 2010 concerning Village-Owned Enterprises, Village-Owned Enterprises are village businesses formed/established by the village government whose capital ownership and management are carried out by the village government and the community. Village-Owned Enterprises 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.

The objectives of BUMDes include improving the village economy, optimizing village assets so that they are useful for village welfare, increasing community efforts in managing the village's economic potential, opening up employment opportunities, improving community welfare through improving public services, growth, and equity of the village economy; and increasing village community income and Village Original Income (PAD). The Types of BUMDes Businesses according to Permendesa Number 4/2015 Concerning the Establishment, Management and Administration, and Dissolution of Village-Owned Enterprises Article 19 states several types of businesses that can be used to develop business fields, including:

1. Social business, namely a business by providing public services (serving) to the community by making a profit.
2. Rental business (renting) is serving the needs of the village community and is intended to obtain original village income such as transportation equipment, party equipment, meeting halls, shop houses, land owned by BUM Desa, other rental goods.
3. Intermediary business, namely providing services to residents in the form of electricity payment services, village markets to market community products or other service services.
4. Production/trade business by producing/trading certain goods to meet the needs of the community or marketed on a wider scale in the form of ice factories, liquid smoke factories, agricultural products, agricultural production facilities, ex-mining wells, other productive business activities.
5. Financial business is to meet the needs of micro-scale businesses run by village economic entrepreneurs in the form of credit and loan access that is easily accessible to village communities.
6. Joint Business is the parent of business units developed by village communities both on a local village scale and in rural areas that can stand alone and be regulated/managed synergistically by BUMDes in order to grow into a Joint Business.

BUMDes is a Social Enterprise, which has a pure social purpose in its establishment. In its development, the company seeks to develop activities not only in social aspects but also new business units, what distinguishes social enterprises from commercial ones is that all profits from the business are used to fund activities and the main social focus, therefore, the business carried out solely to ensure sustainable funding, then the network is an important part of social enterprises and does not need to rely on promotional activities because Social Enterprise relies on the environment and synergy with other similar communities and word of mouth to support the sustainability of the organization (Purnomo, 2014).

SWOT Analysis

SWOT analysis is a systematic identification of various factors to formulate a company strategy used to evaluate (Strength, Weakness, Opportunities, and Threats) in a project or business (Rangkuti, 2019:19). The purpose of a SWOT analysis is to help a company understand its current position and identify potential areas for improvement, by placing its strengths, the company can focus on utilizing them to achieve its goals, by recognizing its weaknesses, the company can work to overcome them and improve its overall performance, by identifying opportunities, the company can identify new paths for growth and expansion, by recognizing

threats, the company can prepare for potential challenges and minimize their impact (Hasbullah et al., 2021).

Strengths refer to the advantages a company has over its competitors, such as a strong brand image, a skilled workforce, or a unique product offering (Indeed, 2021). Weaknesses are limitations faced by the company, such as outdated technology, lack of resources, or poor management practices (Minister of Finance of the Republic of Indonesia, 2020). Opportunities refer to external factors that a company can exploit to its advantage, such as market trends, changes in consumer behavior, or new technologies. Threats are external factors that can negatively impact a company, such as increased competition, regulatory changes, or economic downturns (Purnomo et al., 2020).

METHODS

This study uses a qualitative descriptive approach method to analyze the development strategy of Village-Owned Enterprises (BUMDes) as Social Enterprises in North Bengkulu Regency. This approach was chosen to describe the phenomenon in depth, understand the real conditions in the field, and identify strategic factors that influence the development of BUMDes. Data were collected through interviews, documentation, Focus Group Discussions (FGD), and questionnaires distributed to BUMDes managers, village heads, and other stakeholders. The data collection technique in this study used purposive sampling. This study focused on six pioneering BUMDes categories that were selected purposively to represent various types of businesses. The research location is North Bengkulu Regency, which has 148 BUMDes with the majority in the pioneer category, namely BUMDes Berkah Jaya Tanah Hitam (PAMDes), BUMDes Karya Mekar Salam Harjo (Equipment Rental), BUMDes Karya Mandiri Karya Pelita (Market Management), BUMDes Sumber Makmur Suka Makmur (Trade), BUMDes Bina Rakyat Datar Ruyung (Savings and Loans), BUMDes Talang Mandiri Talang Kering (Village Tourism).

The analysis was carried out using the SWOT method (Strengths, Weaknesses, Opportunities, Threats) to evaluate internal and external factors that influence BUMDes development. Furthermore, the Quantitative Strategic Planning Matrix (QSPM) method was used to determine strategic priorities based on attractiveness scores (Attractiveness Scores - AS). The research objects included six BUMDes in the pioneer category in North Bengkulu Regency which were selected purposively based on the type of business and relevance to the research objectives.

RESULTS

BUMDes Internal Factor Evaluation (IFE) Matrix

Through identification to internal factors will has an impact on the development of Village-Owned Enterprises (BUMDes) in North Bengkulu . This results from Internal Factor Evaluation (IFE) matrix in BUMDes table as following :

Table 1 BUMDes Internal Factor Evaluation (IFE) Results Matrix Table

No	Internal Factors	Weight	Rating	Score
Strength				
1	Business unit potential productive and based wisdom local	0.1	3.91	0.4
2	Community Participation in BUMDes	0.08	3	0.24
3	Utilization of facilities and infrastructure owned by village or public village	0.09	3.5	0.31
4	Already have promotional and information media about BUMDes	0.08	2.91	0.24

No	Internal Factors	Weight	Rating	Score
5	Clear and supportive regulations to system organization BUMDes	0.11	4.08	0.44
6	Has provided service social or friendly environment in society	0.09	3.33	0.3
7	Has served recipient benefits (people who are less fortunate) lucky) or solve problem environment in society	0.09	3.33	0.3
Total Strength Score		0.64		2.23
Weaknesses				
1	Quality source Power less human competent	0.08	2.91	0.24
2	Institutional support like Not yet own legality law bumdes and others	0.09	3.58	0.32
3	Not yet available Work The same with party outside	0.1	3.5	0.31
4	Not yet contributed income original village (PAD)	0.09	3.66	0.36
Total Weakness Score		0.36		1.23
Sub-Total		1		3.46

Source : Processed data , 2024

Matrix *Internal Factor Evaluation* (IFE) in the table above is obtained from distribution questionnaire to the respondents , with a total score of 3.46. The strength factor with score 2.23 and factor weakness with score 1.23.

Matrix External BUMDes Factor Evaluation (EFE).

Identification matrix external to BUMDes aiming For show existence a number of factor influence opportunities and threats . Following This results from matrix *External Evaluation Factors* (EFE) in BUMDes table as following :

Table 2 External Factor Evaluation (EFE) BUMDes Result Matrix Table

No	External Factors	Weight	Rating	Score
Opportunities				
1	Own potential local village to be developed .	0.14	5	0.7
2	Own market potential / opportunity	0.14	5	0.7
3	Get support from government regions and centers	0.13	4.5	0.58
4	Get support from party private like banking and corporate private	0.12	4.25	0.51
5	Follow development technology information as a promotional media BUMDes	0.14	4.75	0.66
6	Have got more reputation and trust tall	0.11	3.75	0.41
Total Score Opportunities		0.78		3.56
Threats				
1	Competition with party private with the same business unit	0.07	2.5	0.17
2	Business scale Still small and limited	0.06	2.25	0.13
3	Capital participation that is still not enough from village	0.05	1.75	0.09
4	Prone to with interest political head village	0.04	1.25	0.05
Total Threat Score		0.22		0.44
Sub-Total		1		4.00

Source : Processed data , 2024

SWOT Matrix

Table 3 SWOT Matrix Table Of Development Strategy Bumdes In North Bengkulu

1682 | Dita Winastia Putri, Suwarni, Kresnawati ; *Development Strategy Of Village-Owned ...*

banking and corporate private 5. Follow development technology information as a promotional media BUMDes 6. Have got more reputation and trust tall	3. Increase reputation through service social and environmental	
Threat (T) 1. Competition with party private with the same business unit 2. Business scale Still small and limited 3. Capital participation that is still not enough from village 4. Prone to with interest political head village	ST Strategy 1. Utilization of facilities and infrastructure village For support production business 2. Utilise clear and supportive regulations For protect BUMDes from intervention political	WT Strategy 1. Strengthening legality institutional BUMDes with legality law 2. Diversification business For increase PAD 3. Transparency and accountability in management source Power

Source : Data that has been processed , 2024

Quantitative Strategic Planning (QSPM)

After it is done SWOT analysis and obtained IFE and EFE values , stage furthermore that is stage strategic decisions with QSPM matrix . Analysis on the Quantitative Strategic Planning Matrix (QSPM) is carried out For set priority strategies in development of Village-Owned Enterprises (BUMDes) in North Bengkulu. The following served in table as following :

Table 4 QSPM Matrix Results Table

Description	Alternative Strategy	BAG
SO1	Business unit development based on wisdom local with support government and parties private	5.69
WT1	Strengthening legality institutional BUMDes with legality law	5.38
WT2	Diversification business For increase PAD	5.26
WO2	Interweaving Work The same with party outside For develop business	5.01
SO2	Optimization of promotional media For reach a wider market wide	4.44
SO3	Increase reputation through service social and environmental	4.09
WO1	Improvement human resource quality through training and mentoring programs	4
ST1	Utilization of facilities and infrastructure village For support production business	3.9
ST2	Utilise clear and supportive regulations For protect BUMDes from intervention political	3.86
WT3	Transparency and accountability in management source Power	3.22

DISCUSSION

Based on the results of the SWOT Analysis of the Internal Factor Evaluation (IFE) matrix, a score of 3.46 was obtained. From this weighted score, it shows that there are internal strengths that influence BUMDes in North Bengkulu. From the External Factor Evaluation (EFE) factor, the result is 4.00. From this weighted score, it shows that Village-Owned Enterprises (BUMDes) are relatively strong in utilizing opportunity factors to overcome existing threats. There are two opportunity factors with the same score of 0.7, namely having local village potential to be developed and having market potential/opportunities. From the biggest threat factor is competition with the private sector with the same business unit with a score of 0.17. This is a threat to BUMDes in Bengkulu to develop because of competition with the private sector with the same BUMDes business. Based on the results of the IE matrix in the SWOT analysis diagram, with an Internal Factor Evaluation (IFE) value of 1 and an External Factor Evaluation (EFE) value of 3.12, it falls into quadrant I, namely an aggressive strategy. In this case, the strategy used is the SO (Strength-Opportunity) strategy.

From the results of the SWOT matrix, there are three SO strategies that can be applied by BUMDes in North Bengkulu, namely 1) Development of business units based on local wisdom with the support of the government and the private sector 2) Optimization of promotional media to reach a wider market and 3) Improving reputation through social and environmental services, with this strategy BUMDes in North Bengkulu has the strength to take advantage of existing opportunities for the development of BUMDes in each village. Based on the QSPM analysis results table, the first priority strategy is the SO1 strategy for developing local wisdom-based business units with government and private sector support with a TAS value of 5.69. This shows that the first strategy that must be carried out by BUMDes in North Bengkulu is to see the local potential of the village that can be developed into a business to attract public interest in looking at the business. According to the regulation of the Minister of Home Affairs Number 39 of 2010 concerning Village-Owned Enterprises, it is a village business formed/established by the village government whose capital ownership and management are carried out by the village government and the community. Village-Owned Enterprises 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. The village government and the community can create programs that are in accordance with the potential of the village (Irma Irawati P, 2019).

The second strategy from the QSPM matrix results is from the WT1 strategy of strengthening the legality of BUMDes institutions with legal legality. This shows that the legality of the BUMDes legal entity is mandatory and very important for the strategy of developing BUMDes into a developing BUMDes, with this legal legality it can strengthen the formal legal status of a BUMDes so that BUMDes can cooperate with external parties. In the policy criteria, indicators regarding the existence of legality in a business entity play an important role as a reason for establishing an institution (Prodius & Dimova, 2019; Widiastuti et al., 2019). The third strategy is the WT2 strategy of business diversification to increase PAD. BUMDes that are well and professionally managed will have a positive impact on the village economy by increasing Village Original Income (PADes) (Arindhawati & Utami, 2020). In the economic dimension, it is assessed from several indicators including contribution to PADes, efficiency, competitiveness, added value and profit, growth, and stability (Juliman & Muslimin, 2019).

CONCLUSION

From the results discussion SWOT analysis with a series stages formulation that has been done known that based on results calculation IFE and EFE analysis obtained IFE score of 3.46 identifies that the development strategy BUMDes in North Bengkulu has forces that influence

development strategies BUMDes . The EFE value is 4.00 identify that BUMDes in North Bengkulu can respond opportunities and threats . Based on results from IFE and EFE calculations , in the SWOT analysis diagram show is in quadrant I, namely aggressive strategy . In this strategy that BUMDes in North Bengkulu can implementing strategies from factor existing strengths and opportunities For development BUMDes which is more Good . The strategy used is an SO strategy, namely There is three strategies namely business unit development based on wisdom local with support government and parties private , optimization of promotional media For reach a wider market wide , increase reputation through service social and environmental . From the results of the Quantitative Strategic Planning Matrix (QSPM), the highest Total Attractive Score (TAS) value that is of 5.69 in the Business Unit Development strategy based on wisdom local with support government and parties private (SO1).

This is show that potential wisdom local owned by each village Can become strategy development of Village-Owned Enterprises (BUMDes) in North Bengkulu. This also refers to the Permendagri Number 39 of 2010 concerning Village-Owned Enterprises is business village formed / established by the government village whose capital is owned and managed carried out by the government village and community . Village-Owned Enterprises are institution business village managed by the community and government village in effort strengthen economy village and formed based on needs and potential village .

LIMITATION

For Village-Owned Enterprises (BUMDes) in North Bengkulu

1. Based on the results that have been obtained should BUMDes in each village must know potential local the village to be developed For to establish BUMDes Because with has know potential local existing village No become barrier For business BUMDes which will executed .
2. BUMDes must comply existing regulations that have been determined by law and also government area with do registration legality law / or legal entity BUMDes Because This very influence on development and sustainability from business BUMDes in the future .

For Research furthermore

1. For researchers For furthermore Can expand coverage BUMDes that is being studied add amount the questionnaire that will be investigated from various type BUMDes .
2. Do study with more planning ripe and good Again from aspect time and place to be studied.

REFERENCES

- Hasbullah, H., Haekal, J., Prayogi, P. R., dan Prasetyo, D. E. A., (2021). *Business Development Strategy Using SWOT Analysis Method In Culinary Industry*, *Journal of Industrial Engineering dan Management Research*, 2(3), 53–61.
- Indeed,. (2021). What Is Competitive Advantage, and Why Is It Important? Indeed. <https://www.indeed.com/career-advice/career-development/what-is-competitive-advantage-and-why-is-it-important>
- Minister of Finance of the Republic of Indonesia. (2020). *Innovate Indonesia: Unlocking Growth Through Technological Transformation*. <https://doi.org/10.22617/SGP200085-2>.
- Mintzberg, Henry dan Quinn, James Brian. (1998). *The Strategy Process; Concept, Context, Cases (3th Edition)*, Prentice - Hall International Editions.
- Peraturan Menteri Desa, Pembangunan Daerah Tertinggal dan Transmigrasi No. 4 Tahun 2015 Tentang Pendirian, Pengurusan dan Pengelolaan, dan Pembubaran Badan Usaha Milik Desa.

- Peraturan Menteri Desa, Pembangunan Daerah Tertinggal dan Transmigrasi No. 3 Tahun 2021 Tentang Pendaftaran, Pendataan dan Pemeringkatan, Pembinaan dan Pengembangan, dan Pengadaan Barang dan/atau Jada Badan Usaha Milik Desa/ Badan Usaha Milik Desa Bersama.
- Peraturan Pemerintah No. 43 tahun 2014 tentang Peraturan Pelaksanaan Undang Undang Nomor 6 tahun 2014 tentang Desa.
- Peraturan Pemerintah Nomor 47 tahun 2015 tentang Perubahan Peraturan Pelaksanaan Undang - Undang nomor 6 tahun 2014 tentang Desa.
- Peraturan Presiden, (2021).
- Purnomo, A., Asitah, N., Rosyidah, E., Lewaherilla, N. C., dan Herdina, A. M. (2022). Knowledge Management In Indonesia: *A Research Positioning Through Bibliometric Perspective. Proceedings of 2020 International Conference on Information Management and Technology, ICIMTech 2020.*
- Purnomo, A., Asitah, N., Rosyidah, E., Lewaherilla, N. C., dan Herdina, A. M. (2022). Knowledge Management In Indonesia: *A Research Positioning Through Bibliometric Perspective. Proceedings of 2020 International Conference on Information Management and Technology, ICIMTech 2020.*
- Rangkuti, Freddy. (2019). Analisis SWOT : Teknik membedah Kasus Bisnis (cara perhitungan Bobot, Rating, dan OCAI. Cetakan kedua puluh Lima. Jakarta: PT Gramedia Pustaka Umum.
- Sukino, W. G., Samad, M. A., Mangngasing, N., & Rivai, A. (2019). Manajemen Mitigasi Bencana Kota Palu Palu City Disaster Mitigation Management. *Journal of Public Administration and Government*, 1(2), 1–8.