



Development Strategy of Village-Owned Enterprises (BUMDesa) Nekaf Mese at Kupang District

Marianus Saldanha Neno^{1*}, Karolus Belmo², Dominikus Kopong Toni Aman³

^{1,3} Management Study Programme, Faculty of Economic and Business, Universitas Nusa Cendana, Kupang, Indonesia

² School of Management, Kupang – Indonesia

*marianus.neno@staf.undana.co.ic

Abstract. This study aims to formulate a development strategy for BUMDesa Nekaf Mese Village in Oeltua Village, Taebenu District, Kupang Regency. The approach in this research is descriptive qualitative. This is the right choice because this method provides space to get as much and as deep information as possible directly from informants through in-depth interviews, observation, and documentation as well as Focus Group Discussion (FGD). The data will be analyzed through the stages of data reduction, data presentation and drawing conclusions. Furthermore, a SWOT analysis was carried out to obtain the right strategy in the effort to develop BUMDesa Nekaf Mese. Based on the results of the calculation of internal (IFAS) and external (EFAS) BUMDesa Nekaf Mese weights and ratings, the result is that the total value of IFAS is 2.86 and EFAS is 2.94 so that if it is matched to the IE matrix then it is in Cell V which means it is in a moderate external position and Internal Average. As explained above, Divisions III, V and VII are positions or states of development and stability. The strategy used is Defense and Maintenance. In this position, market penetration and product development can also be carried out. This research focuses on mapping the potential and diversity of Oeltua village. Subsequent research can expand the object of research and use a variety of methods to further deepen the study of BUMDesa development strategies.

Keywords: Strategy, BUMDesa, Village Potential.

1 Introduction

Village-Owned Enterprises (BUMDesa) are village business institutions which is managed by the community and village government in an effort strengthen the village economy and is formed based on needs and village potential (Government Regulation Number 72 of 2005 concerning Villages, Article 78 paragraph 1). BUMDesa is a pillar of economic activity in the village functions as a social and commercial institution (commercial institutions). Where BUMDesa acts as an institution social services that side with the interests of society through their contributions in the provision of social services and also aims to seek profits through offering local resources to market

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(Article 87 of Law No. 6 of 2014 concerning Villages). Data from the Ministry of Villages, Development of Disadvantaged Regions and Transmigration up to 2023, total Village-Owned Enterprises (BUM Desa) reaching 60,417 BUMDes from 74,910 villages in Indonesia. This number is five times the target of the Ministry of Villages which only sets 5000 Village BUMS (<https://www.antaraneews.com/berita/3785646/kemendes-pdtt-minta-kades-terus-berinovasi-kelola-bumdes#:~:text=He%20exposes%20when%20this%20amounts,with%2016,558%20already%20incorporated%20law.>). Does that mean that the strength of BUMDesa is ready to become a giant economic force in Indonesia? The problem is, until now, various data shows that most Village BUMDesa are still just existing and do not have profitable business activities. Others even wither before developing because there is still 'little' understanding of the existence of BUMDesa among the majority of the community, even among village officials.

The same condition was found at BUMDesa Nekaf Mese Village in Oeltua village, Taebenu subdistrict, Kupang district. The existence of BUMDesa is limited to a "Name Board" with the condition of the business premises being of concern. Based on the initial survey, it was discovered that most Village BUMDesa were not running or had died after several months of operation, this was allegedly because Village BUMDesa had not yet determined the focus on what businesses/business units they wanted to run. In discussions with several village and sub-district officials, it was discovered that this happened because there had not been any identification and mapping of the village's economic potential and natural resources, limited managerial capacity at the management level and mutually beneficial business cooperation and a lack of awareness and involvement of the village community in supporting BUMDesa businesses; which can be summarized as obstacles to Village BUMDesa management.

2 Objective

This research was conducted with the aim of:

- a. Analyzing and Identifying the Internal (Strengths and Weaknesses) and External (Opportunities and Threats) Environment of BUMDesa Nekaf Mese
- b. Determining the Nekaf Mese BUMDesa Development Strategy

RESEARCH CONTRIBUTIONS

By conducting this research, it is hoped that the results of this research can contribute in the following ways:

- a. BUMDesa Nekaf Mese can truly recognize and understand the Strengths, Weaknesses, Opportunities and Threats of BUMDes Nekaf Mese.
- b. BUMDesa Nekaf Mese can develop forward based on the established strategy

3 Literature Review

Strategy is choices about how best to achieve an organization's mission. According to (Hunger & Wheelen, 2012) strategy is used for 3 organizational purposes: Supporting decision making; Coordination & communication facilities; As a concept.

BUMDesa is a village business institution which is managed by the community and village government in an effort strengthen the village economy and is formed based on needs and village potential (Government Regulation Number 72 of 2005 concerning Villages, Article 78 paragraph 1). BUMDesa is a pillar of economic activity in the village functions as a social and commercial institution (commercial institution) (Article 87 Law No. 6 of 2014 concerning Villages). The establishment of BUM Desa is based on Law no. 32 of 2004 jo. UU no. 23 of 2014 concerning Regional Government, Law no. 6 of 2014 concerning Village and PP No. 72 of 2005 concerning Villages. In Law no. 32 years 2004 in conjunction with Law no. 23 of 2014 concerning Regional Government in Article 213 paragraph (1) states that, "Villages can establish business entities village property in accordance with the needs and potential of the village" (Article 213 paragraph (1) Law No. 32 of 2004 in conjunction with Law No. 23 of 2014 concerning Regional Government).

Ahmad Soleh (2017) said that local village potential is the power, strength, capability, and ability possessed by a village which has the possibility of being developed to improve community welfare. Furthermore, according to Soleh, in general, village potential can be divided into two, first is physical potential in the form of land, water, climate, geographical environment, animals, livestock and human resources, second is non-physical potential in the form of society with its characteristics and interactions, institutions- social institutions, educational institutions, and village social organizations, as well as village officials and officials.

4 Research Method

4.1 Research Design

This research was conducted using a qualitative approach. This approach tries to portray reality as holistic/whole, complex, dynamic, full of meaning and the relationships are interactive/*reciprocal*(Sugiyono, 2018). Qualitative research, therefore, has several characteristics (Moleong, 2017), including:

1. Natural background. Research is carried out on natural objects, which are not manipulated and the presence of the researcher does not affect the dynamics of the object.
2. Humans as tools (instruments). Researchers are the main actors in all research activities. He must be a true instrument in the entire research process. Researchers must go directly to the field to identify, photograph, collect, analyze data, and reconstruct the social situation being studied so that it becomes clearer and more meaningful.

3. Using qualitative methods. The use of this method is carried out with considerations, among others, that it is easier to make adjustments in the field, there is a direct relationship between the researcher and the respondent/informant,
4. Inductive data analysis, that is, always based on phenomena that occur during research and starting with an opening question, not with a hypothesis statement whose truth is tested. This qualitative research investigates the natural conditions of the area and the socio-economic situation of the surrounding community.
5. Descriptive. The data collected is in the form of words and images. As far as possible, the data is analyzed in its original form, so that the depth of meaning can be explored without pretending that something is already that way.
6. Qualitative research places more emphasis on the process, because the aspects studied will be more clearly revealed in the research process.
7. There are limits determined by focus. Qualitative research requires research boundaries based on the focus that arises as a problem in the research. Determining focus as the main research problem is important in efforts to find research boundaries.
8. The design is temporary, because it will be continuously adjusted to the realities of the field. So you don't use a strictly structured design, meaning there is an opportunity to change a design that has been created previously.
9. The research results are negotiated and mutually agreed upon because there is a need for the understanding and interpretation of the results obtained to be negotiated and agreed upon by the party who is the data source. This is caused by several things. First, the facts from the data source will be raised by the researcher. Second, research results depend on the nature and quality of the relationship between the seeker and the sought. Third, the verification results will be better if they are confirmed by the relevant parties being studied.

4.2 Data Analysis Techniques

Data analysis was carried out descriptively qualitatively by systematic way of compiling the data/information that was obtained from the field research in the form of interviews, field notes and documentation including FGD results by organizing the data into categories to make the analysis process easier.

The qualitative analysis model referred to in this research is the model proposed by (Hubermans, 1992) that qualitative analysis is a series consisting of three streams of activities that occur simultaneously, namely:

- a. Data reduction

Data reduction is a form of analysis that sharpens, categorizes, directs, removes unnecessary data and organizes data in such a way that final conclusions can be drawn and verified.

- b. Data Presentation

Presentation of data in qualitative research is part of a series of analyzes because it is related to considering presentation models that will make it easier to understand data/information presented in various forms, such as brief descriptions, matrices, charts, graphs and networks. The choice of presentation model is analytical because it considers how to make it easier for people to understand the meaning.

c. Drawing conclusions/verification

Drawing conclusions as the next step is related to the nature of qualitative research in that the analysis process has started since data collection in the field. Researchers must have started to explore the meaning of the results of observations/interviews/FGDs or existing data presented. However, at this stage, the conclusions are still loose and open by remaining skeptical and continuously verified until a solid conclusion is obtained. the conclusions put forward are credible conclusions.

d. SWOT analysis

In accordance with the direction of the research objectives, this research also carried out a SWOT analysis to find BUMDesa management strategies. This analysis is built on the premise that a good strategy is a strategy that is built based on factual conditions and various trends in change. The combination of internal and external factor conditions will become the raw material mixed in the formulation of the strategy in question.

SWOT analysis is a tool used to systematically identify strengths and weaknesses as well as opportunities and threats ((Rangkuti, 2015)). This analysis is based on the logic that the best strategy is one that can maximize the use of strengths to take advantage of opportunities but can simultaneously minimize weaknesses and overcome threats. From the performance in these aspects, several alternative strategies are then built, and the best choice is the strategy that can provide maximum results. The best strategy is a combination of elements from each internal factor (strengths and weaknesses) and external factors ((opportunities and threats) (Rangkuti, 2015)). To find the best composition, (Rangkuti, 2015) suggests making *External Factors Analysis Summary* (EFAS) and *Internal Factors Analysis Summary* (IFAS). Both are done by creating a matrix for facilitates the analysis process for determining strategic factors. Next, it will be included in the SWOT quadrant to determine the right strategy for BUMDesa.

5 Results and Discussions

5.1 Oeltua Village Profile.

Oeltua Village is one of the villages in Taebenu sub-district, Kupang district. The area is 10.36 KM², with a population of 2,350 people/year. The following is a profile of Oletua village based on several characteristics of its population, namely:

1. Gender

Table 1. Population Based on Gender

	Total Population	Person	%
1.	Man	1.186	50.5
2.	Woman	1.164	49.5
	Amount	2.350	100

From table 4.1 above, it can be concluded that the majority of the population in Oeltua village is male, namely 1,186 people or around 50.5% of the total population. Meanwhile, the female population is 1,164 people or around 49.5%.

2. Education Level

Table 2. Education Level of The Oeltua Village Community

No.	Level of Education	Person	%
1.	No school	39	3.1
2.	Elementary school/equivalent	568	44.8
3.	Middle school/equivalent	129	10.2
4.	SMA/K/equivalent	375	29.6
5.	Bachelor/equivalent	156	12.3
	Amount	1.267	100

From the table in 4.2 above, it can be concluded that the population recorded based on education level is only 1,267 people with details of 39 people who have not gone to school/ around 3.1%; Elementary School/Equivalent 568 people/around 44.8%; SMP/Equivalent 129 people/around 10.2%; SMA/K/Equivalent 375 people/around 29.6% and Bachelor/Equivalent 156 people/12.3%. From the data obtained, it can be concluded that most of the people in Oeltua village have elementary/equivalent education, followed by SMA/K/equivalent, Bachelor's, and Middle School.

3. Livelihood

Table 3. Livelihoods of The Oeltua Village Community

No.	Livelihood	Person	%
1.	Farmer	346	61.3
2.	Breeder	72	12.8
3.	Employee	87	15.4
4.	Craftsman	7	1.3
5.	Businessman	52	9.2
6.	Other		
	Amount	564	100

Based on table 4.3, the data collected regarding the characteristics of the Oeltua village community based on livelihoods is only from 564 people out of the total Oeltua village community of 2,350 people. With details of 346 farmers/around 61.3%; Breeders 72 people/around 12.8%; 87 employees/around 15.4%; Handyman 7 people/around 1.3%; Entrepreneurship 52 people/around 9.2%. It can be concluded that the majority of the Oeltua village community makes a living as farmers, this is directly proportional to data on the education level of the Oeltua village community where the majority have elementary school education.

Potential of Oeltua Village

1. Agricultural Commodities

The greatest potential of the agricultural commodity in Oeltua village is rice with a land area of around 15ha and a production potential of around 45 tons/ha.

2. Livestock Commodities

The livestock potential that exists and is being developed in Oeltua village is cows, pigs and chickens. As an illustration, the livestock system run by the Oeltua village community is still "semi-traditional" in the sense that the community on the one hand raises livestock as preparation for responding to the demands of marriage/death/thanksgiving customs and also as a form of self-esteem (if they have lots of livestock); on the other hand, they also raise livestock to meet their daily needs (selling livestock to buy basic necessities and also send their children to school). This affects the ways and methods of raising livestock which are also still "semi-traditional".

3. Plantation Commodities

The biggest products from plantation commodities in Oeltua village are cashew nuts and heads. Cashew nuts with a land area of around 50 Ha and production

yields estimated at 2,150 Tons/Ha. Meanwhile, Head has a land area of around 1 Ha with a production of 0.5 tons/Ha.

4. Other potential is coral stone

Most of Dese Oletua's nature is coral. This coral stone turns out to have economic value. Some people, during their busy lives, also collect rocks to sell. The demand for coral stone usually comes from the surrounding village community and even Kupang City for house/building construction purposes.

5.2 Profile of BUMDesa Nekaf Mese

1. BUMDES name: Nekaf Mese
2. Name of BUMDES Chairman: Yohanes Lengari
3. In office since: 29 August 2022
4. Since when it was founded: February 13, 2017
5. The purpose of establishing BUMDesa Nekaf Mese : To increase the village's original income, develop the village community's economy, create opportunities for the community for entrepreneurship, manage the village's natural potential, and to serve the village community.
6. Village Regulation (PERDES) concerning the establishment of BUMDesa Nekaf Mese, namely Village Regulation No. 5 of 2017
7. The amount of capital participation from the Village Fund is:
 - 2017 : Rp. 100,000,000
 - 2020 : Rp. 111,000,000
 - 2021 : Rp. 83,000,000
 - Amount : Rp. 294,800,000
8. Type of business managed by BUMDesa Nekaf Mese
 - Animal feed
 - Mole Rice
 - Broiler Chicken Farming
 - Non-subsidized Fertilizer
 - Photo of Coffee, ATK and Kiosk
9. Organisational structure

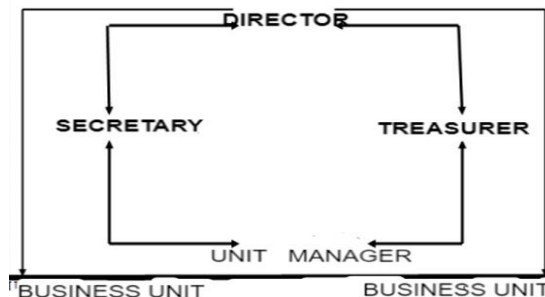


Fig. 1. Organisational Structure of BUMDesa Nekaf Mese

5.3 Identify Internal Factors (Strengths and Weaknesses) and External Factors (Opportunities and Threats) of BUMDesa Nekaf Mese

A. Strength

- Source of Capital from Village Funds (2017: IDR 100,000,000; 2020: IDR 111,800,000; 2021: IDR 83,000,000; total IDR 294,800,000)
- Formed based on community deliberation/approval
- There is already a village regulation: Village Regulation No.5 of 2017
- Already have Articles of Association and Bylaws
- Abundant Natural Potential
- Formed based on joint deliberation
- Supervision and advisory systems that run well
- Good financial accountability and reporting system: quarterly, semesterly and annually

B. Weakness

- BUMDesa HR competencies do not match the demands of their main tasks and functions
- Lack of support and enthusiasm from the community
- Management members do not have an entrepreneurial spirit
- Public trust is still low

C. Opportunity

- Advances in information technology
- High demand for certain commodities at certain times such as rice
- There is no business unit in the village specifically engaged in collecting and managing natural products
- Increased cooperation, both business cooperation and cooperation for empowerment
- BUMDesa's location is strategic because it is in the middle of the village

D. Threat

- Lack of participation/cooperation from the community
- Poor condition of facilities and infrastructure
- Competition in similar businesses
- The influx of capital owners from the city

5.4 IFAS (Internal Strategic Factors Analysis Summary) and EFAS (External Strategic Factors Analysis Summary) ANALYSIS

Table 4. IFAS

INTERNAL FACTORS	WEIGHT	RATING	MARK
	Average	Average	

			age	
Strength	Capital sources from Village Funds from 2017 to 2021 amount to Rp. 294,800,000	0.16	4	0.64
	There is already a PERDES (PERDES No. 5 of 2017)	0.15	4	0.6
	Already have Articles of Association and Bylaws	0.15	3.5	0.52
	Good financial accountability and reporting system, quarterly, semesterly and annually	0.09	3	0.27
	Supervision and advisory systems that run well	0.09	3	0.27
	Abundant natural potential	0.05	1.5	0.07
Weakness	BUMDesa HR competencies do not match the demands of their main tasks and functions	0.10	1	0.1
	Lack of enthusiasm and support from the community	0.09	1	0.09
	Management members lack an entrepreneurial spirit	0.06	2	0.12
	Public trust is still low	0.06	3	0.18
TOTAL		1.00		2.86

- Information:
 WEIGH INFORMATION RATIN INFORMATI
 T GS ON
 >0.20 Very strong 4 Major Strength
 0.11 – Above average 3 Minor Strengths
 0.20 strength
 0.06 – Average strength 2 Minor Weaknesses
 0.10
 0.01 – Strength below 1 Major Weaknesses
 0.05 average

Table 5. EFAS

EXTERNAL FACTORS		WEIGHT	RATINGS	MARK
		Average	Average	
Opportunity	Advances in information technology	0.10	3	0.3
	High demand for certain commodities at certain times	0.15	4	0.6
	There is no business unit in the village specifically engaged in collecting and managing natural products	0.15	4	0.6
	Increased cooperation, both business cooperation and cooperation for empowerment	0.10	3	0.3

Threat	Strategic location because it is in the village itself	0.08	2.5	0.2
	Lack of participation/cooperation from the community	0.15	1	0.15
	The condition of facilities and infrastructure is not optimal	0.10	2	0.2
	Competition in similar businesses	0.09	3	0.27
	The influx of capital owners from the city	0.08	4	0.32
		1.00		2.94

Information:			
WEIGH	INFORMATION	RATIN	INFORMATION
T		GS	
>0.20	Very strong	4	The Response is Superior
0.11 – 0.20	Above average strength	3	The Response is Above Average
0.06 – 0.10	Average strength	2	The Response is Average
0.01 – 0.05	Strength below average	1	The Response is Poor

SWOT MATRIX

Based on the details and discussion of the internal and external aspects above, the next step is to create a TOWS/SWOT MATRIX. This matrix can clearly illustrate how the external opportunities and threats faced by the company can be adjusted to the company's strengths and weaknesses. This matrix presents four sets of possibilities, namely SO Strategy, ST Strategy, WO Strategy and WT Strategy. For more details, see the table below.

Table 6.SWOT MATRIX

<p>EFAS</p>	<p style="text-align: center;">STRENGTH</p> <p>IFAS</p> <p>E. Source of Capital from Village Funds (2017: IDR 100,000,000; 2020: IDR 111,800,000; 2021: IDR 83,000,000; total IDR 294,800,000)</p> <p>F. Formed based on community deliberation/approval</p> <p>G. There is already a village regulation: Village Regulation No.5 of 2017</p> <p>H. Already have Articles of Association and Bylaws</p> <p>I. Abundant Natural Potential</p> <p>J. Formed based on joint deliberation</p> <p>K. Supervision and advisory systems that run well</p> <p>L. Good financial accountability and reporting system, quarterly, semesterly and annually</p>	<p style="text-align: center;">WEAKNESS</p> <ul style="list-style-type: none"> - BUMDesa HR competencies do not match the demands of their main tasks and functions - Lack of support and enthusiasm from the community - Management members do not have an entrepreneurial spirit - Public trust is still low
<p style="text-align: center;">OPPORTUNITIES</p> <ul style="list-style-type: none"> - Advances in information technology - High demand for certain commodities at certain times such as rice - There is no business unit in the village specifically engaged in collecting and managing natural products - Increased cooperation, both business cooperation and cooperation for empowerment 	<p style="text-align: center;">SO STRATEGY</p> <ol style="list-style-type: none"> 1. utilize capital participation from the village to focus on developing village resources/potential 2. utilizing technology in the fields of production and distribution, especially digital technology 3. strengthen the commitment to make BUMDesa a container for collecting, managing and distributing village natural products. 4. Increase cooperation with stake holders/or utilize the network that has been built with stake holders for the de- 	<p style="text-align: center;">WO STRATEGY</p> <ol style="list-style-type: none"> 1. Choose BUMDesa human resources who are competent and understand technological developments and have an entrepreneurial spirit 2. Conduct socialization about BUMDesa to the community in order to create awareness and enthusiasm among the community 3. BUMDesa Management Training, entrepreneurship training for administrators, supervisors and advisors as well as the community 4. Focus on the purpose of establishing BUMDesa,

	<p>velopment of BUMDesa Nekaf Mese.</p>	<p>namely to manage village potential, creative economy, etc</p>
<p>THREATS</p> <ul style="list-style-type: none"> - Lack of participation/cooperation from the community - Poor condition of facilities and infrastructure - Competition in similar businesses - The influx of capital owners from the city 	<p>STRATEGY ST</p> <ol style="list-style-type: none"> 1. Establish programs that can involve the community in order to generate commitment, trust and participation as well as work together in building BUMDesa including improving supporting facilities and infrastructure 2. collaborate with capital owners 3. Making BUMDesa an independent forum and supporting business units already in the village 	<p>WT STRATEGY</p> <ol style="list-style-type: none"> 1. BUMDesa Management Training for administrators, advisors and supervisors 2. Bookkeeping training 3. Entrepreneurship training 4. BUMDesa socialization for the community, traditional leaders, community leaders, political figures 5. Increase cooperation with partners/collaboration with large entrepreneurs 6. Improvement of local facilities and infrastructure

IE MATRIX

After creating a SWOT matrix, the next step is to create an Internal External Matrix (IE Matrix). The aim is to find out the current position/strength of the business and recommend business strategies for further development. To formulate the strategy, it is necessary to match the internal matrix and the external matrix (IE Matrix). The IE matrix is based on two key dimensions: IFAS on the X-axis and EFAS on the Y-axis.

For the X axis there are three scores, namely:

1. Score 4.0 – 3.0 : Strong Internal Position
2. Score 2.99 – 2.0 : Average Internal Position
3. Score 1.99 – 1.0 : Weak Internal Position

For Y, the same is true, namely:

1. Score 4.0 – 3.0 : PositionHigh External
2. Score 2.99 – 2.0 : PositionMedium External
3. Score 1.99 – 1.0 : PositionLow External

Furthermore, the IE matrix is divided into 3 main parts/divisions which have different strategic impacts, namely:

1. Divisions I, II, and IV are positions or conditions of growth or development. A suitable strategy for this position is an incentive strat-

egy such as market penetration, market development and product development.

2. Divisions III, V and VII represent positions or states of development and stability. The strategy used is Defense and Maintenance. In this position, market penetration and product development can also be carried out.
3. Divisions VI, VIII and IX are positions or conditions of harvest or divestment.

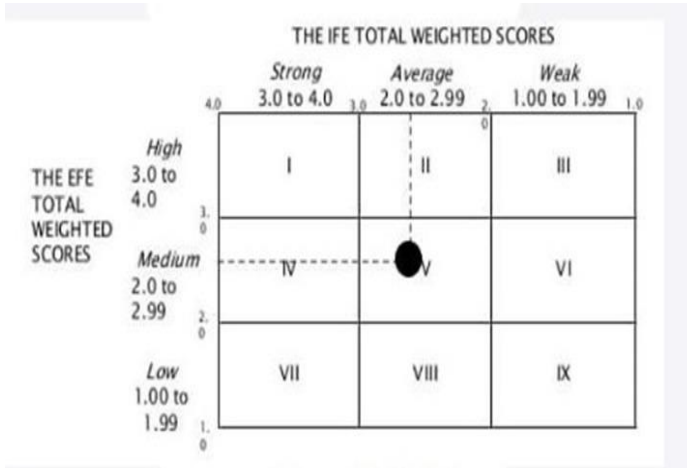


Fig. 2. IE MATRIX

Based on the results of calculating the weight and rating of internal (IFAS) and external (EFAS) aspects of BUMDesa Nekaf Mese, the result is that the total IFAS value is 2.86 and EFAS is 2.94 so that if it is matched to the IE matrix it is in Cell V which means it is in the Medium External and Average Internal positions. As explained above, Divisions III, V and VII represent positions or states of development and stability. The strategy used is Defense and Maintenance. In this position, market penetration and product development can also be carried out.

6 Discussion

1) Internal Factors (Strengths and Weaknesses)

BUMDesa Nekaf Mese has a good internal condition because it has special points which are seen as strengths that greatly influence the sustainability of BUMDesa Nekaf Mese in the future. These points include, among others, definite capital, formed based on joint deliberation, having Village Regulations, AD and ART, a financial reporting and accountability system that is carried out periodically as well as supervision and advice that runs well. These points are what Zaifuddin Zuhri (2013) calls special compensation found in organizations which results in

having a comparative advantage in the market. He further said that business units have a source of skills, reliable products and so on which makes them stronger than competitors in satisfying the market. Examples of areas of excellence are: 1) Strength in financial resources, 2) Positive image, 3) Positional advantage in the market, 4) Relationships with suppliers, 5) loyalty of product users, and 6) trust.

Weakness factor. The weaknesses of BUMDesa Nekaf Mese identified are related to BUMDesa human resources which are not in accordance with their respective duties and functions, the weak entrepreneurial spirit of the management. These two things which is meant by limitations in terms of resources, skills and abilities that become serious obstacles to organizational performance. In practice, various limitations and deficiencies in these capabilities can be seen in: 1) Facilities and infrastructure owned, 2) Low managerial abilities, 3) Marketing skills that do not match market demands, 4) Products that are less popular, and 5) Level obtaining inadequate profits (Zaifuddin Zuhri: 2013).

Fred R. David (2012) said that internal strengths and weaknesses are controlled activities of an organization that can be carried out very well or badly. Both appear in management, marketing, finance/accounting, production/operations, research and development, and management or business information systems activities. Identifying and evaluating strengths and weaknesses in an organization's functional areas is an essential strategic management activity. Organizations struggle to implement strategies that can multiply internal strengths while eliminating internal weaknesses. Furthermore, Irham Fahmi (2013) believes that internal factors influence the formation of strengths and weaknesses, where these factors relate to conditions that occur within the company, which greatly influence decision making within the company.

2) External Factors (Opportunities and Threats)

Fred R. David (2012) said that external opportunities and threats refer to various economic, social, cultural, demographic, environmental, political, legal, governmental, technological and competitive trends and events that significantly benefit or harm an organization in the future. will come. Most opportunities and threats are outside the organization's control, for example population changes, world oil prices, technological changes, changes in work values and attitudes, increased competition, etc.

BUMDesa is a small business unit owned by village communities to revive rural economic activities and improve the welfare of village communities, and is also not immune from exposure to external factors. One thing that can be mentioned is competition. Competition can be won if the organization is sensitive to every change that presents many opportunities. For example, BUMDesa Nekaf Mese identified several opportunities, such as high demand for rice commodities during the rainy season and increased collaboration with the government, banking and universities. And one of the biggest opportunities for BUMDesa in general is the lack of business units in villages that are engaged in accommodating produce and managing or distributing natural produce/village potential. This is what Zaifuddin Zuhri means as various environmental situations that are profitable for a business unit. These include: 1) Important trends that occur among product users,

2) Identification of a market segment that has not received attention, 3) Changes in competitive conditions, 4) Changes in regulations that open up new business opportunities, 5) Relationships with existing buyers. "familiar", 6) "Harmonious" relationships with suppliers. BUMDesa can take advantage of these opportunities/favorable environmental situations for the development of BUMDesa while minimizing or even eliminating all forms of threats from existing unfavorable environmental factors, for example in BUMDesa Nekaf Mese, namely: competition in similar businesses and the entry of capital owners/capitalists. from city.

7 Conclusions and Suggestions

Based on the description above, the following conclusions can be drawn:

1. Oeltua Village has potential or natural products that can be managed by BUMDesa Nekaf Mese. BUMDesa Nekaf Mese is the first business unit in Oeltua village which operates in the field of storing and managing the village's natural potential/products. The existence of BUMDesa Nekaf Mese is very strong because it has a legal basis/Perdes No. 5 of 2017 and the Articles of Association and By-laws. This is one of the reasons why BUMDesa Nekaf Mese has collaborated with various institutions.
2. Identification of Internal and External Factors of BUMDesa Nekaf Mese, determining several things, namely: First, Strength (Capital, Village Regulation No. 5 of 2017, AD and ART, accountability and periodic financial reporting, well-functioning supervisory and advisory systems); Second Weaknesses (BUMDesa HR Competency, Weak Mentality and Entrepreneurial Spirit of Management and Weak Support from the Community); Third Opportunities (High demand for certain commodities at certain times such as rice, There are no business units in the village specifically engaged in accommodating and managing natural products, Increased cooperation, both business cooperation and cooperation for empowerment); and Fourth Threat (Poor condition of facilities and infrastructure, Competition in similar businesses, Entry of capital owners from the city)
3. Based on the results of calculating the weight and rating of internal (IFAS) and external (EFAS) aspects of BUMDesa Nekaf Mese, the result is that the total IFAS value is 2.86 and EFAS is 2.94 so that if it is matched to the IE matrix it is in Cell V which means it is in the Medium External and Average Internal positions. As explained above, Divisions III, V and VII represent positions or states of development and stability. The strategy used is Defense and Maintenance. In this position, market penetration and product development can also be carried out.

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