

## SWOT Analysis and QSPM as a Strategy for Developing Village Owned Business Units (BUMDes) Tanjung Beringin Village



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**ABSTRACT:** Villages need sources of original village income and village finances in order to help the welfare of village communities. Village development can be carried out by efforts to improve the village which is regulated in CHAPTER X of the Village Law that villages are given the opportunity to establish Village-Owned Enterprises (BUMDes).

In general, the problems faced by Village-Owned Enterprises (BUMDes) in Indonesia are issues of human resource capacity, selection of business units, including access to marketing of BUMDes products. This also happened at BUMDes Beringin Sejahtera, North Curup sub-district, Rejang Lebong Regency. This research was carried out descriptively qualitatively using interview, observation methods with BUMDes administrators, Village Heads and village assistants using the SWOT and QSPM methods. The research results show that human resources and marketing issues are the main challenges for BUMDes Beringin Sejahtera.

**KEYWORDS:** Village-owned enterprises BUMDes business unit

### INTRODUCTION

The Village Innovation Program in Indonesia, in accordance with Law number 6 of 2014 (Kurnia Dewi, 2023) is designed to encourage and facilitate strengthening village capacity which is oriented towards achieving the RPJM targets, and the priority programs of the Ministry of Villages PDPT, through increasing rural productivity by relying on: local economic development and entrepreneurship; fulfillment and improvement of rural infrastructure as well as improving the quality of human resources. Local economic development and entrepreneurship, both in the realm of community business development, as well as village-initiated businesses through Village-Owned Enterprises (BUMDesa) and Joint Village-Owned Enterprises (BUMDesa Bersama), as well as Village Featured Products (Prudes) and Rural Area Featured Products (Prukades) to mobilize and develop the village economy. One way to increase village income is through BUMDes, so the existence of BUMDes is very important for villages (Ratna Aziz Prasetyo, 2016).

Based on data from the Ministry of Villages, it is revealed that regarding the development of underdeveloped areas and transmigration there are at least 45,549 BUMDes in Indonesia, in this case there are 4.8% of BUMDes that are not running and 36% are not making a contribution (Aprillia et al., 2021). In general, the problems faced by Village-Owned Enterprises (BUMDes) in Indonesia are issues of human resource capacity, selection of business units, including access to marketing of BUMDes products (Suryanto, 2018).

The Rejang Lebong Regency area is one of the largest coffee producing centers in Bengkulu Province, apart from Kepahiang Regency and other regencies. So far, the coffee production is still of premium quality and is sold to neighboring provinces, such as South Sumatra and Lampung. Tanjung Beringin Village is one of the Robusta coffee producers in the Rejang Lebong Regency area which has quite large potential, which is cultivated by the Farmer Group in Tanjung Beringin Village under the auspices of BUMDes. In order to improve the marketing and production of higher quality Robusta coffee, and lead to improving the welfare of farmers/village communities in Tanjung Beringin, it is necessary to carry out a more in-depth analysis regarding the potential and efforts to resolve upstream-downstream problems in managing the coffee commodity as a superior product for BUMDes (Nirmala & Hardjanto, 2022).

The purpose of this writing is to provide an alternative marketing strategy for Bumdes Tanjung Beringin, which is expected to help the development and progress of Bumdes in particular and the Tanjung Beringin village community in general. There are several marketing strategies that can be carried out by Bumdes Tanjung Beringin. The internal conditions of Bumdes that were explored and inventoried were the strengths and weaknesses of BUMDes Beringin Sejahtera. Parties who are considered to be able to

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provide valid information and useful input for the development of Bumdes Tanjung Beringin include the Village Head, Bumdes Administrators, BUMDes activists, academics who are used as BUMDes observers in analyzing the internal factors of Bumdes. Meanwhile, analysis of external factors consisting of opportunities and threats is carried out in the same way as internal factors and is also equipped with references to several supporting literature. Interviews conducted with various agreed sources produced points from the four aspects of the SWOT analysis (Laga & Jamu, 2018) which consist of:

### 1. Strength Aspects:

a. The potential for coffee production is quite large Tanjung Beringin Village has 7 farmer groups that carry out coffee farming activities with varying land areas for each farmer group.

**Table 1. Area of Tanjung Beringin Village Coffee Plantation**

No.	Nama KelompokTani	Luas Kebun Kopi (Ha)
1	Harapan Maju	25
2	Kumbang	15
3	Melati	20
4	Beringin Indah	15
5	Beringin Muda	15
6	Mawar Sejati	15
7	Paksi Jaya	20
	Total	125

(Data Source: PPL/Village Head interview)

With a total coffee plantation area of 125 ha, and a productivity level of around 700 kg/ha, Tanjung Beringin Village has the potential for coffee production of around 87.5 tons/year. Opportunities to increase production potential can also be obtained by utilizing production from neighboring villages, namely Seguring Village and Kota Pagu Village, which have a relatively larger coffee production area than Tanjung Beringin Village.

#### b. Average age of farmers who are still productive

Robusta coffee farmers in Rejang Lebong Regency, Bengkulu are mostly in the productive age group of 25 -55 years (84.4%) (BPS Bengkulu Province, 2013). The high percentage of coffee farmers of productive age will have a positive influence in increasing the productivity of coffee farming activities, especially in the Rejang Lebong area.

c. The existence of farmer group institutions that are experienced in coffee productionTanjung Beringin Village has at least seven farmer groups carrying out coffee farming activities (Table 1). This indicates that coffee farming activities are relatively controlled by farmers, especially the cultivation aspect. Listyati's research resultset al. (2017) informed that coffee farmers in Rejang Lebong have relatively long farming experience, namely 71.8% have farming experience of more than 10 years.

d. Coffee processing production equipment is available to produce higher quality coffee

Several farmer groups in Tanjung Beringin village, including the Paksi Jaya Farmers Group, have relatively advanced drying places, namely in the form of a Green House with five coffee drying units. In general, the Beringin Sejahtera Bumdes working area also has a machine for peeling the skin of coffee cherries (depulper) and machineshullerto produce rice coffee (green beans). The packaging equipment that you already have is a machinesealerfor plastic and aluminum foil packaging

e. There are Bumdes or village government administrators who are experienced in coffee processing and marketing.

The newly elected chairman of Bumdes Tanjung Beringin is the chairman of the Paksi Jaya farmer group. Meanwhile, the Paksi Jaya farmer group is a pioneer farmer group in the coffee agribusiness in Tanjung Beringin Village. This Bumdes has succeeded in marketing farmer group coffee products outside Bengkulu in the form of coffeegreen beans. Meanwhile, ground coffee products have been marketed other than Rejang Lebong, namely to Bengkulu City and to Java Island, although in limited quantities using the product brand "Mister Kopi Robusta"

### 2. Weakness Aspects:

a. The productivity of the coffee produced is still low

The main problems faced in developing coffee in Bengkulu Province in general are low productivity and product quality, as well as limited access to markets and infrastructure (Sugandiet al. 2014). The average productivity of Robusta coffee in Rejang Lebong Regency in 2011 was 732 kg/ha and decreased slightly in 2012 to 692 kg/ha. Meanwhile, Arabica coffee productivity in 2011 was 694 kg/ha and in 2012 it was 670 kg/ha (BPS, 2013).

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b. Product marketing is not yet intensive So far, coffee marketing carried out by Tanjung Beringin Village Farmers has not been carried out in an integrated and intensive manner. Marketing is still considered the same as sales. The product lines sold are limited as are the target market segments. In general, marketing concepts such as marketing strategy, marketing tactics and marketing values have not been implemented perfectly.

c. The quality of rice coffee products/beans is still mostly poor

Product quality, especially coffee cherries/cherries, is influenced by plant nutrients, pest attacks, sunlight intensity, rainfall, age and the origin/type of coffee seeds used. Based on information received, coffee cultivation in Tanjung Beringin Village has generally not been carried out intensively. The main factor causing this is a lack of funds/no funds, so that cultivation is carried out in a rudimentary manner.

d. The condition of Bumdes business capital is inadequate

Bumdes Tanjung Beringin was recently formed and has determined that its main business is coffee agribusiness from upstream to downstream, starting from picking red cherries, processing it in various ways, to increasing the number of product lines. All efforts are made to increase market segments and product market share. This effort requires greater capital support because there are increased capital costs for procuring red cherry coffee fruit and additional investment costs for machines and production equipment.

e. The knowledge, willingness and ability of coffee farmers to improve the quality and quantity of coffee produced is not evenly distributed/still low.

The characteristics of coffee farmers, namely knowledge or level of education, motivation or willingness and ability, greatly influence the success of a farming activity. The educational level of coffee farmers in Rejang Lebong Regency is only 21.9% who have successfully completed high school and college, the remaining 78.1% are at the maximum education level of junior high school.

f. Management of BUMDes, especially administration, recording financial transactions, income projections and cost allocation (Suryanto, 2019)

It is necessary to improve financial management human resources at the BUMDes management level, as well as business feasibility analysis, so that this can encourage coffee farmers' awareness of selling red cherries and not carelessly, one of which is through income projections and cost allocation calculations.

### **3. Opportunities:**

a. Markets are still open, both local, national and export markets. Increasing demand for coffee is not only in quantity but also in type or variety the quality of the coffee consumed. In this millennial generation, drinking coffee is not just to fulfill needs or fulfill desires, but can become a lifestyle. So the coffee served must be able to exceed the expectations of coffee lovers. Shifting consumer lifestyles from just coffee drinkers to coffee connoisseurs. The large number of coffee shops or coffee cafes that are growing both in the local area (Bengkulu Province) and other big cities in Indonesia are opening up bigger Market opportunities.

b. There is a close and affordable delivery/distribution service for local, national and overseas delivery.

The increasing number of companies operating in the field of expedition/delivery services other than PT. POS includes TIKI, JNE, Dakota and others which will influence the opening of market opportunities between regions, between islands and even between countries.

c. Support from the government.

Some support assistance from the government, both central, district and village governments, both in terms of capital with low interest (KUR). Training and exhibitions involving or inviting Bumdes are opportunities for product promotion. Likewise, it is hoped that capital participation for Bumdes coming from village funds is an opportunity for Bumdes' progress.

d. Development of Information Technology and Awareness of coffee farmers to improve coffee quality

Enlightenment and information obtained by farmers regarding prices that vary/ depend on the quality of the coffee beans produced, both cherry-formed and coffee- rice beans (green beans) encourages farmers to try to improve the quality of the coffee they produce.

g. Supportive agroclimatic and geomortological conditions.

It has long been known that Bengkulu, Lampung and South Sumatra are the golden triangle producing quality Robusta Coffee. This condition is certainly a great opportunity for the extensive development and production of coffee plantations in Tanjung Beringin Village.

### **4. Threat**

a. Marketing aggressiveness from competitors

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There are at least two levels of competition faced by Bumdes Tanjung Beringin. The first competition is upstream competition (resources) and the second competition downstream (markets). Competition at levelresources(resources) is to compete for coffee cherries at the farmer level. The main competition in this case will occur between Bumdes and village level coffee collectors, as well as coffee shops/agents at the sub-district/district level who have been operating for a long time. Meanwhile, competition at the downstream level is competition in the Bumdes coffee product market, both in the form of rice coffee beans (green coffee) or ground coffee (ground coffee) will get tighter. There are now many koip (toke) entrepreneurs in Rejang Lebong who are doing itgreen beansPicking red is a response or anticipation to the strategy of picking red carried out by Bumdes Tanjung Beringin. Likewise, ground coffee producers that have long existed in Rejang Lebong district, such as Kopi Cang Eng or Kopi Cap Jempol, have started producing coffee powder that comes from red-picked cherries.

### b. Advances in information and digital technology

Rapid technological advances, especially information technology, will greatly influence product quality improvements and market development. Information about various coffee processing processes continues to develop according to market needs (market trends). The inability to obtain information and the inability to respond to the market due to lack of information will make Bumdes less developed and inactive. This is a serious threat that must be immediately anticipated by increasing the ability to master information technology by all Bumdes management staff. Analysis of the strengths, weaknesses, opportunities and threats that will influence the development of the Tanjung Beringin Bumdes business is presented in full in Table 2 below.

## DISCUSSION

**Table 2. Internal External Factor Analysis Summary Tanjung Beringin Bumdes Development Strategy, North Curup District, Kab. Rejang Lebong**

Internal External Strategic Factors	Weight	Ratings	Score Weighted
<b>Strength</b>			
1. The potential for coffee production is quite large	0.15	4	0.6
2. Farmers are generally of productive age	0.05	3	0.15
3. Experienced Poktan	0.15	4	0.6
4. Production equipment is available to produce quality coffee	0.075	3	0.225
5. There are Bumdes administrators who are experienced in coffee processing and marketing	0.075	3	0.225
Sub-Total	0.5		1.8
<b>Weakness</b>			
1. The productivity of the coffee produced is still low	0,1	2	0,2
2. Product marketing is not yet intensive	0.1	2	0.2
3. Quality of original rice coffee beans	0.05	1	0.05
4. The condition of Bumdes business capital is inadequate	0.05	2	0.1
5. The knowledge, willingness and ability of coffee farmers to improve the quality and quantity of coffee produced is not evenly distributed/still low	0.1	1	0.1
6. Management of BUMDes, especially administration, recording financial transactions, income projections and cost allocation.	0.1	1	0.1
Sub-Total	0.5		1
Total	1		2.55

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**Source:**

Opportunity			
1. Markets that are still open, both local, national and export	0.2	4	0.8
2. Shift in consumer lifestyle from just coffee drinkers to coffee connoisseurs	0.05	3	0.15
3. distribution delivery service for local, national and overseas deliveries	0.05	3	0.15
4. Support from government	0.1	4	0.4
4. Support from the government			

Internal External Strategic Factors	Weight	Ratings	Score Weighted
5. Development of information technology	0.05	3	0.15
6. Awareness of coffee farmers to improve the quality of the coffee they produce	0.1	4	0.4
7. Supportive agro-climatic and geomorphological conditions	0.1	4	0.4
Sub-Total	0.65		2.45

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Threat			0
1. Marketing aggressiveness from competitors	0.15	2	0.3
2. Advances in information and digital technology	0.2	1	0.2
Sub-Total	0.35		0.5
Total	1		2.95

Processed data, 2024

### Analysis Stage

Based on the data obtained which has been presented in Table 2 above, the next step is carried out, namely carrying out an analysis using a strategy formulation model using the SWOT matrix which is presented in Table 3 below.

**Table 3. SWOT Matrix for Development of Bumdes Tanjung Beringin, North Curup District, Rejang Lebong Regency**

IFAS	(Strength / S)	(Weakness/ W)
EFAS	<ol style="list-style-type: none"> <li>1. The potential for coffee production is sufficient big</li> <li>2. Farmers are generally aged productive</li> <li>3. Experienced Poktan</li> <li>4. Equipment is available production to produce quality coffee</li> <li>5. There is a Bumdes administrator experienced in processing and marketing coffee</li> </ol>	<ol style="list-style-type: none"> <li>1. Coffee productivity production is still low</li> <li>2. Product marketing not yet intensive</li> <li>3. The quality of the rice coffee beans is still good random</li> <li>4. Condition of Bumdes business capital inadequate</li> <li>5. Knowledge, will an coffee farmers' ability to improve quality and quantity of coffee produce not evenly distributed/still low</li> <li>6. Management of BUMDes, especially administration, recording financial transactions, income projections and cost allocation</li> </ol>
(Oppourtunity / O)	<p>SO Strategy:</p> <p>Using strengths to take advantage of opportunities:</p> <ol style="list-style-type: none"> <li>1. Increased aggressiveness</li> </ol>	<p>WO Strategy:</p> <p>Minimize weaknesses to take advantage of opportunities:</p> <ol style="list-style-type: none"> <li>1. Make Poktan effective to improve efficient, productive and</li> </ol>

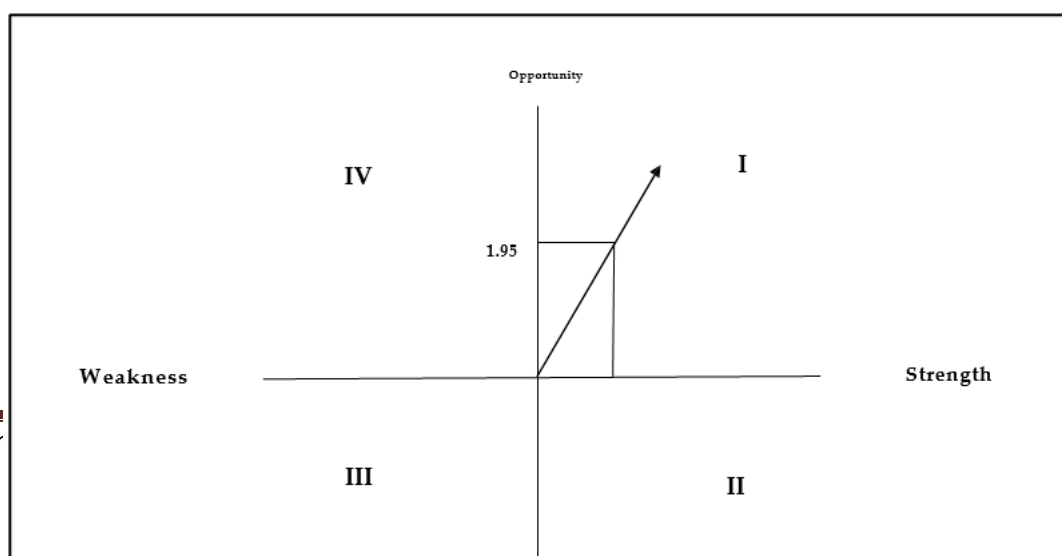
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2. Shift in consumer lifestyle from just coffee drinkers to coffee connoisseurs 3. There is a close and affordable distribution delivery service for local, national and overseas deliveries 4. Support from the government 5. Development of information technology. 6. Awareness of coffee farmers improve coffee quality which it produce 7. Agro-climatic conditions and supporting geomorphology	marketing by expanding market segments and adding product lines supported by improving quality and product continuity (S1, S2, S4, S5, O1, O2, O3). 2. Facilitate and stimulate investment to build a coffee-based industry and its derivative products (S1, S4, S5, O1, O4, O5)	progressive management of coffee plantations, especially in terms of meeting the quality required by the market (W1, W5, O1, O6, O7) 2. Improving the quality of Bumdes resources through cultivation, processing and marketing training (W1, W2, W3, W5, O1, O6, O7, W6, O4)
<i>(Threats/T)</i>  1. <i>Marketing aggressiveness from competitors</i> 2. <i>Advances in information and digital technology</i>	<b>ST Strategy:</b> Using strength to overcome threats =  Increasing product quality and marketing intensity to offset competitor aggressiveness (S3, S4, S5, T1)	<b>WT Strategy</b> Minimizing weaknesses to avoid threats =  Increasing the capabilities of Bumdes both in terms of increasing capital and increasing human resources, especially increasing the ability to manage digital and information technology (W3, WW4, W5, T2)

Source: Data analyzed, 2024

### Matching Stage

After the weighting stage, the results of which are presented in Table 2 above and the analysis results are presented in Table 3 in the form of a SWOT Matrix, the next step is the matching stage. The matching between the weighting results and the SWOT matrix is presented in the form of a SWOT Analysis Diagram in Figure 1 below.





From the matching results presented in Figure 1 above, it can be seen that the condition of the coffee business in Bumdes Tanjung Beringin is in Quadrant-I. The value in the quadrant is obtained by connecting the points 1.95 on the odds and 0.95 on the strength. In theory, Quadrant-I is a characteristic quadrant offensive/proactive, namely utilizing power (strength) to be able to take advantage of and seize opportunities (opportunities) which exists.

#### Decision Making Stage

The results of the matching stage between the IE results and the SWOT matrix show that Bumdes Tanjung Beringin is in Quadrant-I, namely using strengths to take advantage of opportunities, so the alternative strategies available in this quadrant are:

##### a.Strategy 1:

"Marketing aggressiveness by expanding market segments and adding product lines supported by improving quality and product continuity"

##### b.Strategy 2:

"Facilitate and stimulate investment to build coffee-based industries and its derivative products"

The two alternative strategies above were processed using the Quantitative Strategic Planning Matrix (QSPM) (Setyorini et al., 2016) to find the best strategy for Bumdes Tanjung Beringin. The results of the analysis using QSPM are presented in Table 4 below.

**Table 4. QSPM Matrix Development Strategy for Bumdes Beringin Sejahtera, North Curup Regency, Rejang Lebong Regency**

Key Factor	Weight	Strategy Alternative <sup>i</sup>			
		Strategy I		Strategy II	
		US	BAG	US	BAG
<b>strength</b>					
1. The potential for coffee production is quite large	0,15	3	0,45	2	0,30
2. Farmers are generally of productive age	0,05	2	0,10	2	0,10
3. Experienced Poktan	0,15	3	0,45	2	0,30
4. Production equipment is available for produce quality coffee	0,075	4	0,30	3	0,225
5. There are experienced Bumdes administrators in coffee processing and marketing	0,075	3	0,225	3	0,225
<b>Weakness</b>					
1. The productivity of the coffee produced is still low	0,15	3	0,45	2	0,30
2. Product marketing is not yet intensive	0,1	3	0,30	2	0,20
3. Quality of original rice coffee beans	0,05	2	0,10	2	0,10
4. The condition of Bumdes business capital is inadequate	0,1	3	0,30	3	0,30



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Key Factor	Weight	Strategy Alternative <sup>i</sup>			
		Strategy I		Strategy II	
		US	BAG	US	BAG
5. Knowledge, willingness and ability of farmers coffee to improve quality and quantity	0,1	2	0,20	2	0,20
6. The coffee produced is not evenly distributed/still low Management of BUMDes, especially administration, recording financial transactions, income projections and cost allocation					
Amount	1				
<b>Opportunity</b>					
1. Markets are still open, both local, national and export	0,2	4	0,80	4	0,80
2. Shifting consumer lifestyles from just coffee drinkers become coffee connoisseurs	0,05	3	0,15	3	0,15
3. There is a distribution delivery service close and affordable for delivery local, national and overseas	0,05	2	0,10	2	0,10
4. Government support	0,1	3	0,30	4	0,40
5. Development of information technology	0,05	3	0,15	3	0,15
6. Awareness of coffee farmers to improve the quality of the coffee they produce	0,1	3	0,30	2	0,20
7. Agro-climatic and geomorphological conditions support	0,1	2	0,20	2	0,20
threat					
1. Marketing aggressiveness from competitors	0,15	3	0,45	3	0,45
2. Advances in information and digital technology	0,2	3	0,60	3	0,60
Jumlah	1		6,125		5,500

**Source:** Processed data, 2024

The results of the QSPM analysis above show that the most appropriate strategy that can be carried out by Bumdes Tanjung Beringin is Strategy-I with a total score of 6,125 and higher than the value of Strategy-II which only achieved a score of 5,500. The implications of the selected Strategy-I can be explained as follows:

### Marketing Aggressive Strategy

There are many things that can be done to increase marketing aggressiveness, including through market penetration, market development and new product development. The implementation of these various strategies is carried out in accordance with the financial capabilities and human resources of Bumdes Tanjung Beringin. Improving product quality can be done by selectively harvesting red cherries or rainbow harvesting but sorting is carried out before processing. To ensure the continuity of production with good quality (selective picking) Bumdes continues to encourage Tanjung Beringin coffee farmers and coffee farmers in nearby villages (Seguring Village and Kota Pagu Village) to continue to increase selective harvest/red picking. The implication is that maintaining product continuity requires more financial support as an effort to increase stocks of red cherry coffee.

### CONCLUSION

Through strategy formulation using the SWOT matrix as the strategy matching stage and the QSPM matrix as the strategic decision making stage, it can be concluded that the Tanjung Beringin Bumdes development strategy is "Marketing aggressiveness by expanding market segments and adding product lines supported by quality improvements and product continuity".

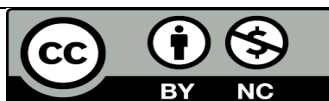
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