

FEASIBILITY STUDY ON THE READINESS, BUM DESA KAMPUS KOPI BANYUANYAR AS SOCIAL ENTERPRISE

Lina Nur Ardila¹, Sri Hanggana², Vidia Ayu Satyanovi³, Andi Asri Hapsari⁴,
Santosa Tri Hananto⁵, M. Syafiqurrahman⁶, Renata Zoraifi⁷
^{1,2,3,4,5,6,7}Sekolah Vokasi, Universitas Sebelas Maret
E-mail: linna.ardila@gmail.com

Abstract: The central government encourages the village government to optimize village potential through Village Owned Enterprises (BUM Desa). Banyuanyar Village is one of the villages that has great potential to be able to develop the local (rural) economy through the management of the BUM Desa business unit. Currently, Banyuanyar Village has been designated by the Boyolali Regent as a pioneer for Tourism Village Kampus Kopi Banyuanyar. The purpose of this study was to identify the readiness of BUM Desa Kampus Kopi Banyuanyar as a social enterprise in supporting the improvement of the village economy. The method used for this research is credibility test (triangulation) and SWOT analysis which is adjusted to the internal and external conditions of BUM Desa Kampus Kopi Banyuanyar. The results of the analysis based on priority interests show that in a row are the business environment, quality workforce, access to capital, a good marketing system, and the existence of innovative technology. The business environment is the most important factor in village development. The results of the swot analysis show that the main strength of the aspect of the business environment consists of abundant natural resources, a large population, and not a seasonal type of business. The main weakness in BUM Desa Kopi Banyuanyar Campus is that human resources are not maximized. On external factors there are opportunities and threats. The biggest opportunity of this village is the existence of various natural resources, while the biggest threat is environmental aspects such as the emergence of factories around the village.

Keywords: *Feasibility Study, BUM Desa, Village Development, Village Economy*

1. Introduction

Village-Owned Enterprises, hereinafter abbreviated as BUMDes or Village BUM which is a mandate contained in Law no. 6 of 2014 concerning Villages. The central government encourages the village government to optimize the potential of the village through Village-Owned Enterprises. The establishment of BUM Desa is an effort of the central government to increase the financial capacity of the Village government in administering government and increasing the income of the Village community through various economic business activities of rural communities. According to data from the Ministry of Villages, the number of BUMDes until 2020 has stood at 51,134 BUMDes. However, from the number of BUMDes that have been established, there are still many BUMDes that are still not moving and developing. This is of course due to various factors such as the lack of clarity for the management of BUMDes, the lack of public awareness to contribute to

the management of BUMDes, the need for competency and HR training, and the need for assistance. BUMDes development. BUMDes/BUM Desa as social enterprises must emphasize the participatory aspects in their management. Banyuanyar Village is one of the villages that has great potential to be able to develop the local (rural) economy through the management of the BUM Desa business unit. Currently Banyuanyar Village has been designated by the Regent of Boyolali as a pilot Tourism Village. In general, Banyuanyar Village is a tourist village that develops community-based village tourism. The tourist village managed by BUM Desa is known as BUM Desa Kopi Campus Banyuanyar Village.

Kopi Campus (Kampung Susu dan Kopi) is a term that is attached to Banyuanyar Village because it sees the huge potential of coffee plantations and dairy farms that can be processed into a product that is worth selling. In addition, the potential of BUM Desa also penetrates ginger farming, where processed ginger can be one of the mainstay products of BUM Desa Kampung Kopi Banyuanyar Village. These products are potential business units owned by BUM Desa Kopi Banyuanyar Campus. It is hoped that the existence of these business units can improve the village economy and prosper the village community. However, there are still obstacles that occur such as management that is not optimal, lack of public awareness to participate in managing village potential, inadequate human resources for financial management and reporting. So that each business unit has not been able to report on-going finances, there are no integrated financial reports available in BUM Desa, and the financial turnover of business units has not been monitored by BUM Desa. Based on this background, the purpose of this research is to identify the readiness of BUM Desa Kopi Banyuanyar Campus as a social enterprise in supporting the improvement of the village economy.

2. Research Method

The method used for this research is qualitative with SWOT analysis and triangulation adapted to the internal and external conditions of BUM Desa Kopi Banyuanyar Campus. Data collection techniques to support SWOT analysis and triangulation were carried out through interviews, observations, and questionnaires.

This study uses a SWOT analysis technique consisting of Strengths, Weaknesses, Opportunities and Threats. The SWOT analysis aims to maximize the factors that are strengths and opportunities and minimize the factors that may become weaknesses and threats. After that, formulate a prioritized strategy in the development of BUMDes at the Banyuanyar Coffee Campus. The data source of this research is triangulation of data sources, namely using various data sources, such as interviews, observations, questionnaires and documents, to explore the truth of certain information.

In this study the parties who play an important role as respondents are as follows:

- 1) Head of BPD
- 2) Village Head
- 3) Village Secretary
- 4) Finance Manager
- 5) Head of Welfare and Service
- 6) Treasurer
- 7) Tourism Coordinator
- 8) Summit Chair Ngudi Utomo
- 9) Head of Trading Business Unit

- 10) Head of Service Business Unit
- 11) Farmer Group Leader
- 12) Farmer Group Members
- 13) Rakit

3. Results and Discussion

3.1. Results

Analisis SWOT

SWOT analysis stands for Strengths, Weaknesses, Opportunities, and Threats. SWOT analysis is a data analysis method used to assess the strengths, weaknesses, opportunities and threats of a business venture. SWOT analysis is a tool to identify various factors that are systematically formed to formulate company strategy. This analytical approach is based on logic that can maximize strengths and opportunities while minimizing weaknesses and threats. Thus, the results of the SWOT analysis can be used to make strategic plans based on the results of the analysis of the company's strategic factors.

Analisis Lingkungan Bisnis

Berdasarkan Astuti dan Ratnawati (2020) menyatakan bahwa lingkungan bisnis terdiri atas: Based on Astuti and Ratnawati (2020) stated that the business environment consists of:

- 1) Internal Environmental Analysis
- 2) Analysis of the company's internal environment aims to identify a number of strengths and weaknesses inherent in the company's internal business processes and resources. Business processes and internal resources are considered strong if they create unique capabilities that provide a competitive advantage for the company (Susanthi, 2017).
 - a. Strengths, a condition or everything that becomes a strength in BUMDes.
 - b. Weaknesses, a condition or everything that becomes a weakness or deficiency in BUMDes.
- 3) External Environment Analysis
- 4) External environmental analysis must be carried out to identify the main opportunities and threats facing the organization from changes in the organization's or company's external environment. This allows managers to take advantage of these opportunities and develop strategies to avoid or minimize the impact of potential threats that arise (Susanthi, 2017).
 - a. Opportunities are conditions outside the BUMDes environment that are beneficial and can make BUMDes more advanced and developing.
 - b. Threats, a condition outside the BUMDes environment that is detrimental or disturbing and can be a threat to BUMDes.

Table 1. Internal and External Factors BUM Desa Kopi Banyuanyar Campus

Aspect	Explanation
Business environment	Environmental security, social unrest, local government policies, licensing services
Capital	Capital from banks, capital from non-banks, local government policies in mediation with providers of funding sources

Employment	Minimum wage policies, facilities for organizing job search fairs and training for workers from the local government, skills training and development, orientation for local labor absorption
Innovation technology	Production technology, mastery of marketing technology, incentives from the local government for the innovative BUMDes category, training facilities to build innovative businesses from the local government
Marketing	Association as social capital, establishment of marketing cooperatives, training on marketing and export-oriented innovation, facilities from the local government for market potential and BUMDes, efficient and effective marketing strategies, improvement of production factors

IFAS and EFAS Analisis Analysis

According to (Adityaji, 2018) states that there are other components of data analysis, namely Internal Factors Analysis Summary (IFAS) and External Factors Analysis Summary (EFAS). IFAS consists of strengths and weaknesses, while EFAS consists of opportunities and threats. The steps to determine IFAS and EFAS are as follows:

- 1) Evaluating all aspects of SWOT (internal and external factors) related to the five variables in table 1, and assigning a value (score) between 0.00 to 1.00;
- 2) Add up the scores for each of the existing factors. The maximum result of the total score is 1;
- 3) Next, determine the criteria (rating) of factors based on the order of priority of importance as follows: a) order 1 is given a rating of 5 (very important), b) order 2 is given a rating of 4 (important), c) sequence 3 is given a rating of 3 (quite important).), d) the order of 4 is given a rating of 2 (not very important), and e) the order of 5 is given a rating of 1 (not important);
- 4) Multiplying the scores of all factors by a predetermined rating;
- 5) The total result of multiplying the score with the rating will determine the value of the X factor (strengths and weaknesses) and the value of the Y factor (opportunities and threats);
- 6) Next, the values of the X and Y factors are entered into the IFAS-EFAS quadrant.

Priority Interest

The data used was obtained from the respondents' judgment of BUM Desa Kopi Banyuwanyar Campus. Respondents' ratings are expressed in the order of factor numbers based on the level of importance. The value weight is determined based on the level of importance of the factors, according to the results of the questionnaire. The smaller the sequence number, the greater the importance of the factor, and the greater the weight of the value obtained.

Respondents' assessment of the strategy for developing BUMDes at the Banyuwanyar Coffee Campus is as follows.

Table 2. Assessment of Strategy Based on Priority of Interests

Factors	Number of Orders 1	Number of Orders 2	Number of Orders 3	Number of Orders 4	Number of Orders 5	Total
Business environment (Culture, Social, and Security)	10	1	2	2	-	15
Access to capital	5	1	3	1	5	15
The existence of innovation technology	-	2	1	4	8	15
Well Marketing System	-	-	6	7	2	15
Quality workforce	-	11	3	1	-	15

The sequence of strategies in the context of developing BUMdesa based on priority interests

Table 3. Priority Order of Strategic Interests

No.	Factor	Order	Score	Total Value
1.	Business environment (Culture, Social, and Security)	1	5	1
2.	Access to capital	3	3	0.6
3.	The existence of innovation technology	5	1	0.2
4.	Well Marketing System	4	2	0.4
5.	Quality workforce	2	4	0.8
Total				3.0

Based on the respondent's assessment of the BUM development strategy of the Banyuanyar Coffee Campus Village, it shows that the Business Environment ranks number 1 with a total score of 1 and Innovation Technology ranks last at number 5 with a total score of 0.2. From these results, it can be seen that most of the respondents consider that the Business Environment factor is the most prioritized strategic factor in the context of developing BUM Desa. Meanwhile, the Innovation Technology factor is considered a factor that is less prioritized in the context of developing BUMDes because it ranks last.

3.2 Discussion

IFAS-EFAS Analysis

IFAS-EFAS analysis analyzes various strategic factors in the internal and external environment by considering and evaluating each of these strategic factors. Strategic factors are the dominant factors of strengths, weaknesses, opportunities and threats that affect existing situations and conditions and bring benefits when positive action is taken as stated by Dyson (2004) in (Adityaji, 2018).

Table 4. Internal Factors Analysis Summary (IFAS)

No.	Internal factors	Aspect	Order	Score	Total Value
Strengths					
1.	Abundant natural resources	Business environment	1	5	1
2.	Large population	Business environment	1	5	1
3.	The resulting product is able to compete in the market	Marketing System	4	2	0,4
4.	Not a seasonal type of business	Business environment	1	5	1
Total					3,4
Weaknesses					
1.	Human Resources that are still not maximized	Employment	2	4	0,8
2.	Product marketing using the online market which is still not optimal	Marketing System	4	2	0,4
Total					1,2
Total IFAS					4,6

Based on the table above, it can be seen that the main strengths possessed by BUM Desa Kopi Karanganyar Campus are from the aspect of the business environment, which ranks first with a total value of 3. The strengths of the business environment aspect consist of abundant natural resources, large population, and is not a seasonal type of business. Furthermore, in the second place, there is strength from the aspect of the marketing system, namely the products produced are able to compete in the market with a total value of 0.4.

Table 5. External Factors Analysis Summary (EFAS)

No.	Internal Factors	Aspect	Order	Score	Total Value
Opportunities					
1.	Diverse Natural Resources	Business Environment	1	5	1
2.	The scale of the business unit can be enlarged	Marketing System	4	2	0,4
3.	The BUM Desa business unit is quite developed	Marketing System	4	2	0,4
4.	The existence of BUM Desa cooperation with various partners, both business and non-business cooperation	Capital	3	3	0,6
Total					2,4

Threats					
1.	Price competition	Marketing System	4	2	0,4
2.	More coffee business competitors	Innovation Technology	5	1	0,2
3.	There are factories around the village	Business Environment	1	5	1
4.	Technological development	Innovation Technology	5	1	0,2
Total					1,8
Total EFAS					4,2

Based on the table above, it can be seen that BUM Desa Kopi Banyuanyar Campus has opportunities (opportunities) that can be utilized, namely diverse natural resources that rank first with a total score of 1. business and non-business ranks second as an opportunity with a total value of 0.6. And the last order is occupied by the opportunity from the aspect of the marketing system which consists of the scale of the business unit being enlarged and the BUM Desa business unit being sufficiently developed with a total value of 0.4.

In addition to opportunities, BUM Desa Kopi Banyuanyar Campus also has threats that can affect its business development. The threat of BUM Desa which ranks first is from environmental aspects such as the emergence of factories around the village with a total value of 1. Furthermore, price competition ranks second as a threat to BUM Desa from the aspect of the marketing system with a total value of 0.4. Meanwhile, in the last order there is a threat from the technological aspect of innovation which consists of more competitors and technological developments with a total value of 0.4

SWOT Analysis Quadrant Diagram

Referring to the results of the IFAS and EFAS analysis, then a quadrant diagram is made as shown in Figure 1 below. To determine the development strategy of BUM Desa Kopi Banyuanyar Campus in the IFAS-EFAS quadrant diagram, it must first calculate the value of factor X (internal factor) and factor value of Y (external factor). Based on the opinion of Azizah (2017) in Adityaji (2018) states that the value of the X factor is obtained from the calculation of the total value of strengths (strengths) minus the total value of weaknesses (weaknesses) and forms a horizontal line. Meanwhile, the value of the Y factor is obtained from the calculation of the total value of opportunities (opportunities) minus the total value of threats (threats) and forms a vertical line. The calculation of the X and Y factor values is as follows:

$$\begin{aligned}
 \text{Factor Value X} &= \text{Strengths} - \text{Weaknesses} \\
 &= 3,4 - 1,2 \\
 &= 2,2 \\
 \text{Factor Value Y} &= \text{Opportunities} - \text{Threats} \\
 &= 2,4 - 1,8 \\
 &= 0,6
 \end{aligned}$$

SWOT Matrix

Another step that can be taken to respond to the results of the IFAS-EFAS quadrant is to develop alternative strategies formulated from the results of the previous mapping of each SWOT aspect by combining each SWOT aspect (Goranczewski & Puciato, 2010) as follows:

- 1) Strategies that link Strength and Opportunity (SO)
- 2) Strategy linking Strength and Threat (ST)
- 3) Strategies linking Weaknesses and Opportunities (WO),
- 4) Strategies that link Weaknesses and Threats (WT),

3. Conclusion

Village-Owned Enterprises (BUM Desa) are a forum for the Village Government to optimize village potential with support from the Central Government. Banyuanyar Village is one of the villages that has great potential to be able to develop the economy of rural communities through the management of the BUM Desa business unit called the Banyuanyar Coffee Campus Tourism Village.

This study aims to determine the readiness of BUM Desa Kopi Banyuanyar Campus as a social enterprise in supporting the improvement of the village economy using a SWOT analysis tool. The results of the analysis based on priority interests show that in a row are the business environment, quality workforce, access to capital, a good marketing system, and the existence of innovative technology. The business environment is the most important factor in village development. The results of the swot analysis show that the main strength of the aspect of the business environment consists of abundant natural resources, a large population, and not a seasonal type of business. The main weakness in BUM Desa Kopi Banyuanyar Campus is that human resources are not maximized. On external factors there are opportunities and threats. The biggest opportunity of this village is the existence of various natural resources, while the biggest threat is environmental aspects such as the emergence of factories around the village.

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