



BUMDes Management Strategy in Improving Community Economic Welfare (Case Study of East Sukadamai Village, Langkat Regency)

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ABSTRACT: This research aims to find BUMDes management strategies to improve the economy of village communities. The method used is a qualitative method by conducting field interviews, then the results are analyzed using the SWOT method. The results show that in the SWOT analysis BUMDes has not carried out its management optimally, and has not been able to improve the economic welfare of the village community, thus the impact of the establishment of BUMDes has not been felt by the community in Suka Damai Timur Village. The results of the SWOT matrix analysis, namely strategies (S-O), (W-O), (S-T), (W-T), found that BUMDes must implement several strategies to improve the economy of village communities, namely by conducting strategic business partnerships, Diversifying Products and Services, Carrying out Integrated Livestock Development, Opening Livestock and Technology Training Centers, Improving Marketing and Distribution Networks, Utilizing technology as a means of promotion, Improving facilities and infrastructure, Increasing Funding and Facilities, Technology Training on Social Media, Proposing Pilot Projects to Government and Investors, Minimizing Competition, Utilizing Strategic Locations to Attract More Customers, Developing Sustainability and Risk Management Programs, Improving Services and Community Involvement, Training and Increasing Capacity, Diversifying Revenue Sources, Increasing Transparency and Accountability. By implementing these strategies, it is hoped that BUMDes will be able to drive the economy of Sukadamai Timur village, so that BUMDes can contribute to improving the economy of the people in the village. So that BUMDes can achieve its goals that have been regulated by the government in accordance with the function of creating the BUMDes.

Keywords: BUMDes, Management Strategy, Community Economic Welfare, SWOT Analysis



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INTRODUCTION

To discover the potential and resources each region has, development planning is needed so that goals can be achieved. Discussing development, especially in developing countries, cannot be

separated from rural areas. The reason is simple, parts of the population in developing countries live in rural areas and the majority are still in poverty ([Seran Nuak et al., 2020](#)). Apart from this, rural areas because of their location far from cities or development centers are characterized by limited economic infrastructure, there are few opportunities to work in the non-agricultural sector because they are far from markets or urban areas. While the economy in urban areas is very good, on the other hand, the economy in rural areas is worrying. The village economy is dominated by production activities, production activities which are still not diverse and tend to remain in the agricultural sector only (broadly understood: plantations, fisheries, food crop farming, horticulture, animal husbandry, forestry, and other derivative products). If there are activities outside the agricultural sector, they are small in number and the diversity is still quite limited ([Martini & Yektris Killa, 2021](#)). As a way to encourage and release rural areas from backwardness or backwardness, development in villages on the physical aspect needs to receive serious attention from the government and other community groups ([Supardi & Budiwitjaksono, 2021](#)).

Therefore, development activities carried out must be directed at changing their lives for the better. Development planning and implementation must include community empowerment efforts so that they have access to economic resources. It is not an exaggeration to say that the main battlefield against poverty and inequality is actually in the villages ([Muhardi et al., 2020](#)). Because efforts to empower rural communities and overcome levels of poverty and inequality are becoming increasingly complex phenomena. Village communities are the most important human resource potential in developing villages. Without the participation and participation of the entire community, development in rural areas cannot be carried out well ([Istiqomah & Andriyanto, 2018](#)).

Realizing this problem, the first step taken by the government by forming Indonesia from villages is the main method of the current government, strengthening it in the Village Law which gives village governments freedom to manage their government. In this context, the creation of business entities which are usually called BUMDes, then the government issued Village Law No. 6 of 2014 concerning villages which states that villages may create BUMDesa ([Hutagaol, 2024](#)). Since the publication of Law no. 6 concerning Villages in 2014, BUMDes has been the only development tool in villages that aims to improve the economy in the village, increase village income (PADes), and increase village potential which is adjusted to the needs of the community, then it is hoped that it will be able to support economic improvement and equality in the village. All activities that are based on statutory regulations, which contain rules related to the regulations of the organization, should be obeyed to achieve the desired organizational goals without any defects. This is because compliance with applicable legislation or laws has a significant impact on the accountability of the performance of a company, agency, or organization ([Sofyani et al., 2020](#)).

So that Village-Owned Enterprises are able to encourage and create development in village potential and can overcome the threats and problems that will occur in the village economy ([Samsir, 2017](#)). Then BUMDes can also improve workshops and increase economic independence and community welfare ([Kinasih et al., 2020](#)). BUMDes can also be a forum for all components of regional potential which are then managed and developed into superior products based on local potential in the process of building the community economy ([Chikmawati, 2019](#)).

In this way, Village-Owned Enterprises cannot run on their own without government support and support from village communities, indicators of the success of Village-Owned Enterprises can be

found through consistent increases in profits and assets, wide reach of consumers, the ability of managers to carry out their duties and provide real impact on society. The success of Village-Owned Enterprises can have a positive impact on the government and village communities, namely increasing the economy in the village, increasing the village's original income, improving the management of village potential by community needs, and becoming the backbone of growth and economic equality in the village ([Aprillia et al., 2021](#)). In order for BUMDes to encourage the community economy, efforts can be made, namely by expanding the space for movement by strengthening community groups in the process of business development based on the potential of the village as an alternative way of sustainability in the BUMDes program ([Handoko, 2017](#)). Thus the success in the optimal and efficient management of BUMDes can have a positive impact on the village economy so that ultimately the welfare of the village community will increase ([Febryani et al., 2019](#)). Basically, welfare is a major goal in various aspects of the economy. When there is economic success at the regional or village level, it will also affect the improvement of the national economy ([Junaidi, 2018](#)).

East Sukadamai Village is a village in Hinai District, Langkat Regency, North Sumatra. East Sukadamai Village has had a BUMDes since 2017, namely "BUMDes Timur Jaya" and already has several business units. Village-owned enterprises (BUMDesa) emerged as a discovery in the process of improving the economy in villages based on village needs and potential.

Langkat district regional regulation ([Perda No.6 in 2022](#)) in article 3 Village-Owned Enterprises aims to:

- a) Improving the Village economy
- b) Optimizing Village assets so that they are useful for Village welfare
- c) Increasing community efforts in managing the village's economic potential
- d) Develop business cooperation plans between villages or with third parties
- e) Creating opportunities and market networks that support citizens' public service needs
- f) Opening job opportunities
- g) Improving community welfare through improving public services and growth and equalization of the village economy
- h) Increase village community income and village original income

Grow the economy in rural areas is not easy, the government has been creating various programs for quite some time, one of which is BUMDes. according to ([Puguh, 2015](#)), BUMDes drives the village economy to encourage the government in the village to expand the village's potential in line with village capabilities and regulations, so that it can act as a driving force for the welfare of the village population, namely by collaborating with the community in the management of BUMDesa and as a form of program created by the government to improve the needs of village residents. Of course, this method does not get maximum results because the level of poverty still prevails in rural areas, which is different from that in cities. This inequality between rural and urban areas is caused by the main factor, namely unequal development which is felt more by the upper classes, so that social and economic inequality is increasingly felt. This is not caused by programs created by the government, but rather the existence of disparities and problems in running BUMDesa and results that are still not optimal, this cannot be separated from the development of the Village-Owned Enterprise program. This causes many Village-Owned Enterprises to fail, and many Village-Owned Enterprises to succeed and become independent in their efforts to improve the economy in their villages ([Wardani & Subina, 2023](#)).

So, based on field observations, it appears that BUMDes Timur Jaya is one of the BUMDes that has not been able to become a promoter in improving the village economy, this does not mean that BUMDes Timur Jaya has failed, but several things should be improved in running BUMDes. Of course, BUMDes Timur Jaya still has bright prospects as an instrument to drive the economy of the community in the village of East Sukadamai Timur. From the results of going directly to the field, some problems arise in BUMDes Timur Jaya, namely the most important problem is the management system. So far, BUMDes Timur Jaya, which has been running for 7 years until now, the business unit run by BUMDes is not running optimally and has experienced many obstacles and challenges in managing the business unit. So this has an impact that is not good enough for the original village income (PADes) of East Sukadamai Timur, and then for the welfare of the village community. In general, BUMDes should be able to play a role as a driver of the village community's economy, on the contrary, BUMDes are still not able to contribute directly to improving the village community's economy, so to overcome these problems, a strategy for BUMDes management is needed which can later be used and can be implemented by BUMDes managers. Timur Jaya, to grow the economy of the village population so that BUMDes can run properly by the provisions of the Langkat Regency Regional Regulation (Perda) to create BUMDes.

Previous research entitled "Innovation Strategy for Village-Owned Enterprises in Increasing Community Economic Potential and Welfare", applied a qualitative approach method. This research describes the objects and subjects studied according to what they are, to systematically describe the facts and characteristics of the objects studied accurately. From the results of the analysis, the strategies found by researchers are increasing community competence by providing training and skills. In this case, the Village government plays a role in carrying out its function as a development pioneer, coordinator, facilitator, and stimulator. Meanwhile, the role of Village-Owned Enterprises in increasing village potential needs to be further increased using Village-Owned Enterprises which must be able to maximize products from the results in their village. If this can be implemented, community welfare will increase ([Triyo et al., 2020](#)).

Then in previous research entitled "Strategy for managing Amarta Village-Owned Enterprises in Strengthening the Economy of Pandowoharjo Village", with a qualitative descriptive method. This research applies several data collection techniques, namely two techniques: literature study and field study. As a result of the analysis, there are several strategies found by researchers, namely organizational strategy, program strategy, and resource support strategy. where this strategy can be implemented in BUMDes so that it can strengthen the economy in the village, and increase the village's original income by sharing profits between the manager and the village ([Novita et al., 2021](#)).

Thus, this research aligns with previous research on research objects, methods, and data collection processes. Using qualitative methods, with techniques for collecting data directly into the field to conduct interviews and observations. However, this research has several differences, namely the research location, and research results and this research also updated it by adding the SWOT strategy analysis method to find the strategies needed in managing BUMdes to improve the economic welfare of the community.

The aim of this research is as a tool to find strategies that can be used by East Jaya BUMDes, as a means to improve the economic welfare of the community in East Sukadamai Timur village, Langkat Regency, where the author is very interested in researching East Jaya BUMDes because the contribution of Business Entities is still minimal. Village-owned to improve the economy of the community in East Sukadamai Village. It is also hoped that it will serve as a practical guide for readers who are interested in developing BUMDes, as well as contributing to research and understanding of the BUMDes economic development model.

Based on the problems that the researcher has explained above, the researcher is interested in giving a title to this research that is appropriate to the problems that arise, namely "BUMDes Management Strategy in Improving the Economic Welfare of the Community (East Sukadamai Village, Langkat Regency)"

Strategy

The term strategy originates from the Greek, namely *strategia* (*stratos* = military and *ag* = lead) or *strategos* which means leader, while the term strategy is a way to achieve goals. According to David (2004), strategy is a plan that is collected, broad, and integrated by combining the company's strategic superior aspects with external threats, so that it is organized to ensure that the main goals of the company can be achieved with proper work by the group. The strategy has the meaning of a tool to achieve company goals so it is attached to long-term goals and unsustainable programs and then prioritizes resource allocation ([Imsar, 2021](#)).

Meanwhile, Umar believes that strategy is an action that is incremental (always increasing) and is carried out based on the perspective of what customers will need in the future. Of course, strategy almost always starts with what could happen and not with what has already happened. The creation of accelerated new market innovation and changes in consumer behavior requires core competency (core competition) ([Iskandar et al., 2021](#)).

([Wiley, J., 2010](#)), believes that the role of strategy is: (a) supporting policy making, with the existence of a strategy it can be used as a comparison for an individual or organization in determining efforts; (b) means of coordination and communication, strategies capable of making coordination easier in communication. As a target, strategic decisions become steps to achieve an organization.

The strategy has the meaning of the action of adjusting strategies in dealing with environmental conditions that are felt to be very important so that these adjustment actions are carried out consciously based on reasonable considerations. Determine the strategy in such a way that it clearly shows what the company is doing and what it will do to achieve its goals. Strategy is also defined as a plan prepared by top management to achieve predetermined goals. This plan includes goals, policies, and actions that must be taken by the organization to maintain its existence and win the competition, especially companies or organizations that must have a competitive advantage ([Nasution & Marliyah, 2022](#)).

Village Owned Enterprises

(BUMDesa) is a form of business entity in which all or most of the capital is controlled by the Village based on direct participation originating from Village assets which are separated to be used

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to manage assets, services, and other businesses for the benefit of the welfare of the Village community ([Rahmawati, 2020](#)).

Village-owned enterprises (BUMDes) are village business institutions managed by the community and village government to strengthen the Village economy and are formed based on the needs and potential of the Village ([Kamaroesid, 2016, p. 1](#)).

a Village-Owned Enterprise is a village institution that is managed by the community and village government, to improve the village economy and build close relationships between social communities that are created based on the needs and potential of the village. so a Village-Owned Enterprise is a business institution that has the meaning and function of carrying out business to generate profit or profits ([Hailudin, 2021](#)).

As the only economic institution operating in the village, BUMDesa is required to differentiate itself from other economic institutions. It is required to have differences with economic institutions in general. This ensures that the existence and performance of Village-Owned Enterprises can make a significant contribution to improving the welfare of the people in the village. The task and role of the government is to carry out outreach and raise awareness among village residents through the provincial and district governments regarding the importance of Village-Owned Enterprises in improving the welfare of village residents. As an intermediary with the village government, village residents are given motivation, and awareness, and provide preparation to build their own lives ([Hailudin, 2021](#)).

BUMDes Management Strategy

According to Permendesa ([Permendesa PD/TT, 2015](#)), the strategy for managing Village-Owned Enterprises is implemented in stages by taking into account the development of innovations implemented by Village-Owned Enterprises, such as:

- 1) Carrying out socialization and learning about BUMDesa.
- 2) Carrying out village deliberations with discussion topics regarding Village-Owned Enterprises.
- 3) Establishing a Village-Owned Enterprise that carries out social business, as well as rental business.
- 4) Analyzing the business feasibility of Village-Owned Enterprises which focus on brokering, joint ventures (holding), social business, financial business as well as trading, rental business, mastering technical aspects and technology, management and human resources aspects, financial aspects, socio-cultural, economic, political, business and environmental aspects, legal entity aspects, and business planning aspects.
- 5) Developing cooperation between strategic partnerships in the form of Village-Owned Enterprise cooperation between villages or cooperation between private parties, social and economic organizations, and donor institutions.
- 6) Verified business in the form of a Village-Owned Enterprise which is oriented towards financial business and then joint venture (holding).

Concept of Community Economic Welfare

Community welfare is an event that informs about community life which can be seen in terms of the community's standard of living. Thus, it can be stated that what is meant by social welfare is

a group of people who already have a decent way of life in which all the necessities of life are fulfilled, namely food, clothing, education, and health ([Imam Sutoyo et al., 2022](#)). So, in other words, community welfare is the method carried out by an individual or institution in contributing in terms of material or action, so that these activities can provide direction to the population to better fulfill their life and provide security ([Dalimunthe et al., 2023](#)).

Viewed in its definition, prosperity has the meaning of being safe, secure, peaceful, prosperous, and safe (regardless) of various forms of threats, damage, and so on. This understanding is in line with the meaning according to Islamic teachings which means safe, secure, safe, and peaceful. One of these meanings can be seen that the social problems of community welfare in line with Islamic missions are also part of the apostolic mission of the Prophet Muhammad SAW, as stated in the verse which reads:

وَمَا أَرْسَلْنَاكَ إِلَّا رَحْمَةً لِّلْعَالَمِينَ

Meaning: "And We did not send you (Prophet Muhammad), except as a mercy for the whole world" ([al-Anbiya'-107](#)).

In creating social welfare, including the mission of the caliphate carried out by Prophet Adam AS. According to Quraish Shihab: states that the social welfare of society as desired by the Koran is reflected in Heaven which was inhabited by the prophet Adam and his wife, shortly before their descent to carry out their caliphate duties on earth.

Zulkarnain thinks that the community economy is one of the economic rules and must be implemented by the state philosophy which relates to two aspects, namely justice and economic democracy, and taking sides with the community. Improving the community's economy is also related to community welfare, which in general, population welfare is composed of two words, welfare and society.

Prosperity can be achieved if people in a place provide an idea that the amount of their income can meet their needs in terms of primary, secondary, or other needs. Income is created for the community so that it does not cause social jealousy. Educational facilities will also be made easier and easier to reach. And the level of health is increasingly growing and evenly distributed. Thus, Village-Owned Enterprises are considered a tool capable of improving the economy of the community in the village. By forming Bumdes, village communities can develop various types of businesses that suit their local potential, such as agriculture, animal husbandry, handicrafts, tourism, and other services ([Iskandar et al., 2021](#)).

METHOD

According to ([Sugiyono, 2016](#)), qualitative research methods are research based on the philosophy of postpositivisme (by the nature and reality of the object) applied to research on the state of natural objects which states that the researcher is the key instrument. The research method used in this type of research is a qualitative analysis method with data collection techniques that go directly to the field to conduct interviews and observations.

By using qualitative research methods, the researcher conducted interviews and direct observations at BUMDes Timur Jaya which is in the village of Sukadamai Timur, Langkat Regency, where the researcher conducted interviews with related parties, namely the local community and the chairman of BUMDes Timur Jaya and his staff. Apart from using qualitative research methods, the results of the collected interview data were reanalyzed by researchers using the SWOT strategy analysis method. With SWOT analysis chosen to formulate BUMDes management strategies in improving the community's economy, according to ([Rangkuti, 2016](#)), SWOT analysis is a method of planning strategies that are then implemented to identify strengths, weaknesses, opportunities, and opportunities. threats to a project or business. These four factors form a combination of SWOT (strengths, weaknesses, opportunities and threats).

After preparing a SWOT analysis, four conclusions were obtained also known as the SWOT matrix ([Pasaribu et al., 2022](#)). According to [David \(2013\)](#), the SWOT matrix is a very important tool for determining and creating four different strategies, namely ([Pratiwi et al., 2024](#)):

- a) SO (Strengths-Opportunities) Strategy applied to improve externally by utilizing all internal strengths of BUMDesa.
- b) ST (Strengths-Threats) Strategy that utilizes BUMDesa strengths to avoid or overcome the impact of BUMDesa's external threats.
- c) WO (Weaknesses-Opportunities) The strategy used aims to improve the internal weaknesses of BUMDesa by taking advantage of the opportunities that exist in BUMDesa.
- d) WT (Weaknesses-Threats) The defensive strategy is aimed at minimizing BUMDesa weaknesses and avoiding threats experienced by BUMDesa.

By carrying out this analysis, it is possible to find strategies and it is possible to find new concepts in the management of Village-Owned Enterprises to improve the economy of the community in the east Sukadamai village of Langkat Regency. This section contains information about the research design, data sources, data collection methods, and data analysis methods.

RESULT AND DISCUSSION

In 2017, in the Langkat Regency area, precisely in Hamlet III (Tiga) Suka Damai Timur Village, a BUMDesa named BUMDesa Timur Jaya was formed. This Village-Owned Enterprise was created to improve the economic welfare of the local community through various economic activities. They focus on three main business areas: goat farming (Sheep), selling ATK (Office Stationery), and providing services such as photocopying and electricity payments. The membership structure consists of a Chairman named (Supriadi), a Secretary (Neri), and a Treasurer (Widya).

Suka Damai Timur village in Langkat Regency has a lot of potential to improve the local economy, BUMDes Timur Jaya in Suka Damai Timur Village is the subject of a relevant case study to maximize the potential of the existing village. BUMDes Timur Jaya has great potential to empower its community, create jobs, and increase village income (PADes) and the overall welfare of village communities by implementing appropriate BUMDes management.

BUMDes have a very important role in developing an inclusive and sustainable community economy in Suka Damai Timur Village. BUMDes can overcome economic problems, and improve

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the quality of life of the population through effective BUMDes management. Thus, it is very important to create the right strategy for managing BUMDes in Suka Damai Timur Village. This strategy must take into account local circumstances, existing economic forces, and the wants and needs of local communities. As a result, the establishment of BUMDes can significantly increase income, create jobs, and ensure equitable development across villages.

In this analysis stage, the strengths, weaknesses, opportunities, and threats (SWOT) of BUMDes will be identified and the results of the analysis of the SWOT strategy method can be used to improve the economic welfare of the community sustainably. Therefore, it is hoped that this research will provide a significant contribution to thinking about building BUMDes and economic development at the village level.

SWOT Analysis:

Internal	<u>Strength</u>	<u>Weakness</u>
	<ol style="list-style-type: none"> 1. The location of the BUMDes establishment is very strategic. Where the BUMDes Timur Jaya Building was built on the side of the road through the village community. And close to the village office and several schools such as kindergarten, elementary school, and also junior high school 2. Some residents are already very skilled in animal husbandry 3. BUMDes Timur Jaya once received an award as the best BUMDes in the management of BUMDes in Langkat district (2018) where only 4 BUMDes out of 240 BUMDes received this award. 4. Smooth BUMDes capital 	<ol style="list-style-type: none"> 1. BUMDes Timur Jaya has not utilized the latest technologies that are starting to be widely used, such as the use of social media for promotions 2. There has been no business collaboration training between BUMDes Timur Jaya and the community, and there has been no collaboration with other investors 3. Insufficient human resources. In this case, BUMDes Timur Jaya is still not proficient in preparing financial reports 4. Insufficient facilities and infrastructure 5. Even though capital is classified as current, the amount itself is still considered insufficient

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<u>External</u>		
<u>Opportunities</u>	<u>Strategy S-O</u>	<u>Strategy W-O</u>
<ol style="list-style-type: none"> 1. Increased funding/financing from the government and investors 2. Increasing cooperation between BUMDes Timur Jaya with residents, groups, or other partners 3. Increasing production and quality of livestock with the help of technology and education 	<ul style="list-style-type: none"> • Carrying out strategic business partnerships • Diversification of Products and Services • Carrying out Integrated Livestock Development • Opening of the Animal Husbandry and Technology Training Center • Increasing Marketing and Distribution Networks 	<ul style="list-style-type: none"> • Utilization of technology as a promotional tool • Improve facilities and infrastructure • Increased Funding and Facilities • Technology Training on Social Media • Proposing Pilot Projects to the Government and Investors
<u>Threats</u>	<u>Strategy S-T</u>	<u>Strategy W-T</u>
<ol style="list-style-type: none"> 1. Competition with other businesses that are much larger and more competent 2. Sometimes unstable economic conditions and unexpected disasters can threaten the sustainability of BUMDes businesses 	<ul style="list-style-type: none"> • Reduce or minimize competition • Utilizing Strategic Locations to Attract More Customers • Sustainability Program Development and Risk Management • Improve Community Services and Involvement 	<ul style="list-style-type: none"> • Training and Capacity Building • Diversification of Income Sources • Increased Transparency and Accountability

Source: Primary Data Processed by the Author

SWOT Strategy Analysis Results:

By looking at the analysis that has been carried out, the author will describe several steps that can be taken to find a SWOT strategy that can be applied to BUMDes management to improve the community economy in Suka Damai Timur Village, Langkat Regency, the following are the strategies found:

1. Strategy Strengths Opportunities (S-O)

The strategy is created by utilizing all strengths to obtain and exploit opportunities that exist in the external environment of BUMDes Timur Jaya. From the results of the interview analysis carried out, several strategies were found that could be applied to BUMDes Timur Jaya, namely as follows:

- a) **Carrying out business Strategic Partnerships:** Carry out collaboration with several parties, such as non-governmental organizations (NGOs), the private sector, schools, and local governments, to obtain technical support, capital, market access, or other necessary resources. In this case, BUMDes Timur Jaya can form partnerships with schools in Suka Damai Timur village, such as collaborating with SDN 053985 Suka Damai and also SMPN 2 Hinai.

- b) Diversification of Products and Services:** Developing various products and services based on the local potential that exists in Suka Peace Village, Langkat Regency, both in the agricultural sector, namely (rice and corn), and plantations, namely (oil palm, rubber).
- c) Carrying out Integrated Livestock Development:** By utilizing the skills of residents in East Sukadam Village in the livestock sector and utilizing smooth capital to be able to develop an integrated livestock business. BUMDes Timur Jaya can apply for additional funding which functions as capital to purchase the latest technology as a supporting aspect for integrated livestock development, in this way it will improve the quality of livestock productivity, thereby increasing profits in the livestock business unit.
- d) Opening of Livestock and Technology Training Center:** By utilizing funding from the government and investors, BUMDes Timur Jaya can open a livestock and technology training center for the community. This is useful for providing training in aspects of skills, livestock management, and the use of the latest technology so that people can increase the productivity and quality of their livestock products.
- e) Increasing Marketing Network and Distribution:** Utilize capital and support from the government and investors to improve the marketing and distribution network for BUMDes livestock businesses. In this way, BUMDes Timur Jaya can open shops in strategic locations and collaborate with partners so they can market their products to a wider market, both locally and regionally.

By implementing the following strategies, BUMDes Timur Jaya can encourage the improvement of the village community's economy, thereby strengthening the position of BUMDes as the main driver of the local economy.

2. Strategy Weakness Opportunities (W-O)

The strategy implemented is to improve the weaknesses of the BUMDes internal environment by taking advantage of the opportunities that exist from the external environment of BUMDes Timur Jaya. From the results of the interview analysis carried out, several strategies were found that could be implemented by BUMDes Timur Jaya, namely as follows:

- a) Utilization of technology as a promotional tool:** BUMDes Timur Jaya itself has not maximized the use of technology such as the use of social media as a promotional method. Where in the current era of digitalization, the use of social media has proven to be effective in promotional activities compared to just word of mouth.
- b) Improving facilities and infrastructure:** In facilities and infrastructure such as expanding buildings and cages, adding equipment needed for services such as adding photocopiers, printers, laptops for managers, and public facilities to facilitate trade. Judging from the results of the analysis, BUMDes Timur Jaya itself only has 1 set of computers, 1 printer machine, and 1 photocopy machine.
- c) Increased Funding and Facilities:** By taking advantage of opportunities to increase government and investor funding to be able to overcome the limitations of inadequate facilities and infrastructure, these funds can be used to improve facilities at BUMDes, buy new equipment that supports the operations of BUMDes Timur Jaya business units.
- d) Technology Training on Social Media:** Hold technology and social media training for East Jaya BUMDes managers. By carrying out these training activities, it will increase the ability of BUMDes managers to utilize social media which is useful for promotion and marketing, so that BUMDes can reach a wider market.

- e) **Proposing Pilot Projects to Government and Investors:** By carrying out the development of this pilot project, it is hoped that it will give confidence to the government and investors so that they can provide funding. This project can certainly attract more interest and support from the government and investors, as well as provide a concrete example of the benefits of collaboration with BUMDes.

By implementing these strategies, BUMDes Timur Jaya can be assured that it can improve the operational and economic performance of the community as a whole.

3. Strategy Strengths Threats (S-T)

A strategy that uses the strengths possessed by BUMDes to avoid and overcome threats that will arise from the external environment of BUMDes Timur Jaya. From the results of the interview analysis carried out, several strategies were found that could be implemented by BUMDes Timur Jaya, namely as follows:

- a) **Reduce or minimize Competition:** In business units, BUMDes and community business units can collaborate in the fields of production, marketing, and distribution. For example, BUMDes can become the main distributor for local community business units. After conducting the analysis, the author found that many similar competitors run the same business as BUMDes Timur Jaya. Implementing this strategy will minimize the competition faced by BUMDes Timur Jaya.
- b) **Utilizing Strategic Locations to Attract More Customers:** make maximum use of strategic BUMDes locations near crossroads, village offices, and schools to increase the visibility and accessibility of BUMDes Timur Jaya. By carrying out attractive local promotions to attract more customers from the surrounding community, thereby increasing business competitiveness.
- c) **Sustainability and Risk Management Program Development:** Implementing sustainability and risk management programs to deal with unstable economic conditions and unexpected natural disasters that will be experienced at BUMDes Timur Jaya. Examples include registering BUMDes with the insurance company, making emergency savings, and carrying out appropriate planning to help BUMDes survive in difficult situations.
- d) **Improved Community Services and Involvement:** Providing additional services that can increase community involvement and maintain a harmonious relationship with BUMDes Timur Jaya, such as providing an information center, training center, and business consulting services to the community. Good community involvement will increase community loyalty towards BUMDes so that it can advance BUMDes development.

By implementing these strategies, BUMDes Timur Jaya will be able to improve the community's economy sustainably.

4. Strategy Weakness Threats (W-T)

The strategy is based on activities and tries to minimize existing weaknesses and avoid threats experienced by BUMDes Timur Jaya. From the results of the interview analysis carried out, several strategies were found that could be implemented by BUMDes Timur Jaya, namely as follows:

- a) **Training and Capacity Building:** BUMDes members are given training and mentoring to gain better skills in business management, marketing, finance, and product development. This capacity increase can increase the efficiency and competitiveness of BUMDes. After carrying out the interview process and carrying out analysis, problems were found in BUMDe's financial management. The management of BUMDes Timur Jaya itself is not very competent in terms of providing financial reports. So training and capacity building for managers and members is very necessary.
- b) **Diversification of Income Sources:** Carry out the development of new business units to minimize dependence on existing BUMDes business units. Rather, it must further expand the BUMDes Timur Jaya business unit to other sectors that promise even better potential, such as trading businesses, potential skills services for village communities, or the production of local consumer goods.
- c) **Increased Transparency and Accountability:** make improvements to the reporting system and carry out financial transparency at BUMDes Timur Jaya, to build public trust in BUMDesa and can also be a strategy to attract investors in providing funding.

By implementing these strategies, BUMDes Timur Jaya can create a more stable business environment and support sustainable economic improvement in the community.

CONCLUSION

From the results of the research and analysis carried out by the researchers, it can be concluded that BUMDes Timur Jaya is currently still not implementing optimal management, so this has resulted in the impact of the creation of BUMDes still not being felt by the people of East Sukadamai village. Thus, BUMDes has not been able to contribute as a driving force to improve the economy of the community in East Sukadamai village, so changes and improvements are needed both in the BUMDes business units and in the management system.

The findings of the SWOT strategy that can be applied to East Jaya BUMDes to improve the community's economy, namely the Strengths Opportunities (S-O) strategy, is a strategy created to utilize all strengths to obtain and take advantage of opportunities that exist in the external environment of BUMDes, a strategy that can be implemented namely carrying out strategic business partnerships, diversifying products and services, carrying out integrated livestock development, opening livestock and technology training centers, improving marketing and distribution networks. The Weakness Opportunities (W-O) Strategy is a strategy implemented to improve the weaknesses of the BUMDes internal environment by taking advantage of opportunities that exist from the BUMDes external environment. The strategy that can be implemented is the use of technology as a means of promotion, improving facilities and infrastructure, increasing funding and facilities, technology training in social media, and proposing pilot projects to the government and Investors. The Strengths Threats (S-T) strategy is a strategy that uses the strengths of BUMDes to avoid or overcome threats that come from the external environment of BUMDes, strategies that can be implemented such as reducing or minimizing competition, utilizing strategic locations to attract more customers, developing sustainability and management programs risks, improving services and community involvement. The Weakness

Threats (W-T) strategy is a strategy that is based on activities and seeks to minimize existing weaknesses and avoid threats experienced by BUMDes. The strategies that can be implemented are training and capacity building, diversification of income sources, and increasing transparency and accountability.

By implementing these strategies, it is hoped that BUMDes will be able to become the driving force of the economy of East Sukadamai village, where BUMDes will be able to contribute to improving the economy of the community in the village so that BUMDes can achieve its goals which have been regulated by the government according to the function in its form or creation of BUMDes.

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