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1

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1

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1

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1

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2

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Wordy sentences



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Unclear sentences



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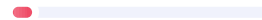
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1

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JURNAL AGROBALI ENG

2

Strategic Development of VOE in Natural Resource Sectors: Case Studies from Agriculture and Tourism Industries

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Abstract. Badan Usaha Milik Desa (BUMDes) or Village-Owned Enterprises (VOE) are essential in building the rural economy. Unfortunately, there are many challenges that VOEs must face, so many VOE do not operate optimally. This research aims to analyze¹ the influence of internal and external factors on VOE performance in the agricultural and tourism sectors to support rural

economic development. After that, alternative strategies are proposed to improve the performance of VOE. The study uses two samples: one VOE focused on agriculture and another on tourism. Data collection methods include observation, in-depth interviews, and literature study, analyzed¹ using A'SWOT (AHP and SWOT) analysis. The findings indicate that both sectors face similar internal and external challenges, yet the impact varies significantly. Based on these findings, tailored strategies for performance improvement were developed for each sector. For the agricultural sector, key strategies include optimizing¹ resource management and enhancing product diversification. In contrast,² tourism emphasizes¹ improving service quality and expanding promotional activities. The top priority across both sectors is strengthening human resource capabilities. These strategic initiatives are expected to significantly enhance VOE performance in both sectors, contributing to the sustainable economic development of rural areas.

Keywords: Badan Usaha Milik Desa (BUMDes); Village-Owned Enterprises (VOE); Management Strategy; Local Economy; A'WOT

INTRODUCTION

Village-Owned Enterprises (BUMDes) have an essential role in the economy of a village because VOE were formed to succeed the village fund program established by the central government (UU No. 11 of 2020). The establishment of VOE is based on the needs of the community and³ the potential of the village (UU No. 6 of 2014), especially in VOE engaged in the agriculture and tourism sectors were chosen to be the VOE business sector due to the utilization¹ of abundant natural resources in the village. For example, agricultural products produced by the village community and the beauty of the local nature are the primary basis for establishing this VOE. At the same time, the natural tourism sector utilizes¹ the natural beauty of the village to bring tourists to the village. So, the sustainability of the VOE is highly dependent on the sustainability of existing natural resources.

VOE activities provide external influences that are positive or beneficial to the community, including expanding employment and business opportunities, improving community welfare, and contributing to regional development (Kholmi et al., 2018). Research Tarlani et al. (2022) mentioned that the existence of VOE helps develop infrastructure, thereby increasing the economic growth of a region. Various factors influence the results of VOE performance. Larasdiputra et al. (2019) and Puri and Khoirunurrofik (2021) mentioned that VOE performance is influenced by internal and external factors supporting VOE activities. Internal factors such as good management and the quality of human resources managing VOE ensure that VOE activities run effectively and efficiently (Hidayat & Sulastri, 2019). External factors such as the active participation of village communities can be seen in VOE activities that involve a lot of stimulating labour, growing and creating jobs and business opportunities (Laili Nihayah et al., 2019). VOE units have a backwards linkage through economic activities that produce goods and services needed during the activity process (Kania et al., 2021). VOE often

produce goods from village communities, such as agricultural product processing businesses taken from village agricultural products. In addition, government support is also essential in facilitating VOE in developing the quality of VOE human resources and other facilities needed by VOE (Purbasari et al., 2019). It can be concluded that internal⁴ and external factors influence each other in optimising¹ VOE performance.

In 2021, 57,288 VOE were recorded, and throughout 2015-2021, the allocation of village funds for VOE capital has reached 4.2 trillion and has succeeded in achieving a profit of 1.1 trillion Village Original Revenue (PAD) in 2021 (LAN RI, 2022), this profit is expected to continue to increase as the number of VOE in Indonesia increases, the data is as follows in figure 1.

Figure 1. Diagram⁵ of the development of the number of VOEs in Indonesia from 2019 to 2023 (Ministry of Villages VOE data, 2024)

Figure 1 shows the average growth rate in 2019-2023 of 7.4%, indicating that VOE, as one of the economic and

business actors, has a vital role in the economy. The contribution of VOE in improving the economy is evidenced by village cooperation between VOE and business actors and village economic empowerment through village economic activity units that significantly influence the economy of rural communities (Larasdiputra et al., 2019). In fact,⁶ not all VOEs are actively operating; based on data from the Ministry of Villages in 2023, from 60,417 VOEs, 79% of VOEs were active or 47,807 VOEs, while the remaining 21% or 12,610 were not actively operating. This figure shows that many villages still cannot⁷ operate VOE properly, so they do not optimally contribute to the village economy. In addition, after the Covid-19 pandemic, the village enterprises in the tourism sector in Wonogiri Regency have not been able to restore their condition as before the pandemic, resulting in a decrease of up to 85% of tourists (Director of VOE Sendang Pinilin, personal communication, March 2024). Based on the contribution of VOE to economic activities, VOE has the potential to contribute to economic growth, so this research aims to analyze¹ the influence of internal and external factors affecting VOE

and formulate strategies to improve the performance of VOE in the natural resource sectors especially in agriculture and tourism sectors.

METHODS

This research was conducted in Wonogiri Regency and focused on VOE in natural resource sectors, especially agriculture and tourism. Samples were selected using the purposive sampling technique, which is based on a study case with specific criteria (Sugiyono, 2021) while the samples taken were 1 VOE engaged in agriculture (the selected sample was VOE engaged in coffee production) and 1 VOE engaged in the tourism sector (nature tourism). Primary data were obtained from focus group discussions, interviews, and observations; secondary data from documentation and literature studies. Data were analyzed¹ using A'WOT, a combination of SWOT and Analytic Hierarchy Process (AHP) (Saaty, 1980), to generate and assess the optimal strategy based on scores from the expert questionnaire (Kangas et al., 2001), then processed using the AHP application by SpiceLogic.

RESULTS AND DISCUSSION

Description of Case Study

1) VOE in the agriculture sector

The VOE in the agricultural sector taken as a research sample is the VOE of Genengharjo Village, Tirtomoyo Subdistrict, Wonogiri Regency. This VOE has several business units that seven administrators, namely coffee, manage) office stationery, bricks (currently discontinued), and gallons of drinking water (currently discontinued). Among these business units, coffee is the main focus of developing and cultivating Librika coffee, a rare Dutch coffee with a potential market (Rahadi et al., 2021). This coffee management business is considered very potential because coffee is favoured by all groups (Rosyani et al., 2019), and the market can be exported so that if VOE has a good product development and marketing strategy, it will get maximum profit (Yanti et al., 2023).

2) VOE in the tourism sector

The VOE in the tourism sector that was taken as a research sample was the VOE of Sendang Pinilih Village, Wonogiri District, Wonogiri Regency. This VOE has a central business unit in the tourism sector (Watu Cenik and Puncak Joglo)⁸ and other businesses, namely the

BRILink Business Unit and Financial Services. Watu Cenik and Puncak Joglo Tourism Objects have various potentials, which are presented in 2 points: physical and non-physical potential. Physical potential is divided into four aspects, namely aspects of physical conditions, aspects of tourist attractions, aspects of accessibility and aspects of facilities and infrastructure. The non-physical potential is divided into two aspects, namely community support and response and tourist response (Febiani, 2022). According to Chim-Miki and Batista-Canino (2017), a tourism business must have aspects of "cooperation or competitiveness" VOE Sendang Pinilin already has both aspects, so this tourist attraction has been able to compete and advance into superior tourism in the Wonogiri region, Central Java.

Internal and External Factor Analysis

The analysis of internal and external conditions resulted in strategic factors that affect the sustainability of the VOE. These strategic factors are sorted into four groups: strengths, weaknesses, opportunities, and threats.

Strengths and weaknesses are obtained from the internal environmental analysis, while opportunities and threats

are obtained from identifying the external environmental analysis (Dyson, 2004). The process of grouping these factors was conducted based on the results of interviews at each VOE in the agriculture sector and VOE in the tourism sector. The weighting and ranking of strategic factors was conducted by respondents after the mapping stage of all internal and external strategic factors was conducted. The resulting weight is a weighted value for each strategic factor, which can be seen in Table 1 and Table 2.

Table 1: Internal Factors

Internal Factors

Weight

Rating

Score

Ag

Trm⁹

Ag

Trm¹⁰

Ag

Trm¹¹

Stright¹²

Local control of natural resources

0,13

0,12

4

4

0,50

0,47

Active involvement of VOE members

0,11

0,12

4

3

0,45

0,35

VOE Management

0,13

0,12

4

4

0,50

0,47

Supportive infrastructure, facilities, and technology

0,11

0,12

3

4

0,34

0,47

VOE finance and funding

0,13

0,12

4

4

0,50

0,47

Total Strength

2,29

2,21

Weaknesses

Less effective monitoring

0,10

0,10

2

2

0,20

0,21

Inadequate labor

0,11

0,10

2

2

0,23

0,21

Inadequate facilities

0,09

0,10

2

2

0,18

0,21

Product promotion has not been maximized¹

0,10

0,10

1

1

0,10

0,10

Total Weaknesses¹³

0,70

0,73

Total IFE Score

1,00

1,00

2,99

2,94

Table 2: External Factors

Eksternal¹⁴ Factors

Weight

Rating

Score

Ag

Trm¹⁵

Ag

Trm¹⁶

Ag

Trm¹⁷

Opportunities

Open cooperation with business partners

0,13

0,11

4

4

0,50

0,44

The development of technology helps the sales and introduction of VOE units more widely through social media

0,11

0,10

4

4

0,45

0,40

Support from local government for VOE development (e.g. HR training)

0,13

0,12

3

3

0,38

0,37

Policy changes that support local economic development

0,13

0,12

4

4

0,50

0,49

Village government support

0,13

0,12

4

4

0,50

0,49

Total Opportunity

2,33

2,20

Threat

Many competitors

0,09

0,12

2

1

0,18

0,12

Inadequate accessibility

0,10

0,10

2

2

0,20

0,20

Weather constraints

0,13

0,11

1

1

0,13

0,11

Economic uncertainty that can affect people's
purchasing power

0,08

0,09

2

2

0,15

0,17

Total Threat

0,65

0,60

Total EFE Score

1

1

2,98

2,80

Description; Ag;Agriculture, Trm;Tourism

Based on the analysis of internal and external factors, the greatest strengths of the village enterprises are local control of natural resources, VOE Management and VOE finance and funding. The biggest weakness of both VOE is that product promotion needs to be maximized.¹

Regarding external factors, the most extensive

opportunities are policy changes that support local economic development and village government support, while the most significant threat is weather constraints. Based on the internal and external strategic factors analysis, it can be mapped in the IE matrix, which can be seen in Figure 2.

Strong

(3,0-4,0)

Medium

(3,0-2,99)

Weak

(1,0-1,99)

Total weighted IE value

High

(3,0-4,0)

I¹⁸

II

III

Medium

(2,0-2,99)

VI

Low

(1,0-1,99)

VII

VIII

IX

Figure 2. Results of internal¹⁹ external²⁰ matrix analysis

Based on the results of the IE matrix, the two VOE are in quadrant V; according to David (2017), the recommended strategy for VOE in quadrant V is "hold and maintain". VOE must focus on maintaining the success achieved, maintaining operational stability, and making continuous improvements to strengthen competitiveness in the market.

Strategy Identification Using SWOT Matrix and AHP

SWOT analysis is a tool used to match several strategies based on internal conditions that become strengths and

weaknesses and the external environment that becomes opportunities and threats for VOE (Rangkuti, 2019). By using this tool, VOE is expected to get alternative strategies based on a combination of²¹ internal and external factors. The strategies obtained consist of SO (Strength-Opportunities) strategy, WO (Weakness-Opportunities) strategy, ST (Strength-Threats) strategy, and WT (Weakness-Threats) strategy. The SWOT analysis can be seen in Table 3.

Table 3 SWOT Analysis of VOE in Wonogiri Regency in 2024

Internal

External

Strength (S)

Weakness (W)

Local control of natural resources

Active involvement of VOE members

VOE Management

Supportive infrastructure, facilities, and technology

VOE finance and funding

Less effective monitoring

Inadequate labor

Inadequate facilities

Product promotion has not been maximized¹

Opportunity (O)

Open cooperation with business partners

The development of technology helps the sales and introduction of VOE units more widely through social media²²

Support from local government

Policy changes that support local economic development

Support from village²³ government

SO Strategy

Utilizing¹ local mastery in²⁴ natural resources for cooperation with business partners by diversifying products (S1, O1)

Seek collaboration opportunities with academics and researchers who can provide technological innovations or new methods in natural resource management (S1, O1)

Use Thmodern²⁵ technology in managing infrastructure and facilities to expand sales (S4, O2)

Participate in HR training provided by the local government to improve the quality of HR (S5, O3)

WO Strategy

Improve monitoring effectiveness with evolving technology (W1, O2)

Organize¹ training and improve the workforce with the support of the local government (W2, O3)

Improve facilities with financial support and business cooperation opportunities (W3, O1)

Optimizing¹ product promotion through technology and social media (W4, O2)

Collaborate with educational institutions for internship programs. This²⁶ will help in improving human resources and also provide opportunities for students to learn directly in the field (W2, O1)

Threat (T)

Many competitors

Inadequate accessibility

Weather constraints

Economic uncertainty that can affect people's purchasing power

No support from the village government

ST Strategy

Strengthening Local Branding (S1, T1)

Development of local products with quality certification to compete in the market (S1, S4, T1)

WT Strategy

Diversify funding sources (W3, W5, W6)

Conduct intensive training programs to improve workforce skills and seek supporting partners from the private sector (W2, T4)

Based on the SWOT analysis, 13 strategies are produced, but these can be condensed into seven core strategies.

The seven strategies were then ranked using AHP analysis, the results of which are as follows:

1) Product Diversification and Cooperation Development

This strategy focuses on utilizing¹ local potential for product diversification and collaborating with business partners and academics. Product diversification will help

VOE reduce the risk of dependency on certain products. At the same time, cooperation with academics will bring innovations that can improve the effectiveness and efficiency of natural resource management (Tenri et al., 2023). This strategy is a mix of strategies:

Optimizing¹ local control of natural resources for cooperation with business partners by diversifying products.

Identify collaboration opportunities with academics and researchers that can provide technological innovations or new methods in natural resource management.

2) Infrastructure Improvement and Use of Technology

This strategy aims to utilize¹ modern technology to manage VOE infrastructure and facilities. Good infrastructure will make VOE operations effective and efficient (Saragih et al., 2023). VOE can improve operational efficiency and expand sales reach by utilising¹ the latest technology. In addition, better monitoring through technology can help in faster and more accurate decision-making. This strategy is a mix of strategies: Using modern technology in infrastructure and facilities management to expand sales.

Improve monitoring effectiveness with evolving technologies.

3) Human Resources (HR) Improvement

This strategy includes various measures to improve the quality of VOE's human resources, including attending training from the local government, conducting in-house training, and collaborating with educational institutions for internship programs (Ginting et al., 2023). Improving the workforce's skills will support VOE's business development and increase productivity. This strategy is a mix of strategies:

Follow HR development and participate in HR training provided by the local government to improve the quality of human resources.

Conduct training and improve the workforce with the support of the local government.

Collaborate with educational institutions for internship programs.

4) Strengthening Facilities and Financial Support

This strategy focuses on improving VOE facilities with adequate financial support. By diversifying funding sources and opening up business cooperation

opportunities, VOE can obtain additional funds and improve the quality of facilities to support business development (Serrasqueiro et al., 2021). This strategy is a mix of strategies:

Improve facilities with financial support and create business cooperation opportunities from workshops or seminars.

Diversification of Funding Sources.

5) Optimization¹ of Promotion and Branding

This strategy aims to increase the visibility and attractiveness of VOE products through effective promotion on social media and other technologies.

Strengthening local branding will help create a strong product identity, attract a broader market, and expand market reach (Islachudin et al., 2024). This²⁷ strategy is a mix of strategies:

Optimize¹ product promotion through technology and social media.

Strengthening Local Branding (Building local product brands with stories and regional uniqueness to attract a broader market). Especially in the tourism sector, with the help of technology, tourist destinations can reach a

broader target market, increase global visibility, and attract more visitors (Zaidan, 2017). In addition, technology facilitates direct interaction with tourists through online reviews, which can build reputation and public trust more effectively (Ly & Ly, 2020).

6) Local Product Development with Quality Certification

This strategy focuses on developing local products by obtaining quality certification. This certification will increase VOE products' competitiveness in local and international markets and increase consumer confidence in the products offered (Ginting et al., 2023).

7) Conduct an Intensive Training Program and Seek Supporting Partners

This strategy focuses on improving workforce skills through intensive training programs. In addition, seeking supporting partners from the private sector will assist in obtaining additional support, whether in the form of funding, facilities, or experience, which can support VOE's business development (Ginting et al., 2023).

Based on the compaction of the proposed strategy results, the last stage in strategy formulation is to decide on the priority of strategies to be carried out by VOE. The

method used in priority assessments is based on the attractiveness of alternative strategies to determine the influence exerted by VOE's internal and external environment. Alternative strategies are obtained from the SWOT method. The results of the AHP calculation are in Table 4.

Table 4 AHP Weighting Results

No

Strategi

Weight (%)

1

Product Diversification and Cooperation Development

11,49

2

Improved Infrastructure and Use of Technology

8,38

3

Improving the quality of Human Resources (HR)

44,88

4

Strengthening Facilities and Financial Support

2,91

5

Optimization¹ of Promotion and Branding

9,67

6

Local Product Development with Quality Certification

3,38

7

Conducting Intensive Training Programs and Seeking
Supporting Partners

19,28

Based on the results of the AHP analysis, the hierarchical
structure in this study in figure²⁸ 2²⁹.

Figure 3. Hierarchy³⁰ of A'WOT

The Analytical Hierarchy Process (AHP) calculation
results show that the main focus on improving the quality
of Human Resources (HR), developing strategic
partnerships, and product diversification is a
comprehensive and integrated approach to optimizing¹
VOE performance. Improving the quality of human

resources is an essential foundation as it determines the success of implementing all other strategies. With more skilled and competent human resources, VOE will be better able to face challenges, capitalize¹ on opportunities, and adapt to changes in the business environment.

Developing partnerships with various parties, including the government, private sector, and local communities, is crucial to expanding market reach, gaining access to additional resources, and improving operational efficiency. Strong partnerships allow VOE to overcome internal limitations and maximize¹ existing potential in the village. Product diversification, however, provides flexibility in dealing with changing market dynamics. By expanding the variety of products and services, VOE can reduce the risk of dependency on one type of business while increasing the competitiveness and added value of local products.

Prioritizing¹ this clear and measurable strategy, VOE has a solid foundation to increase its contribution to sustainable village economic development.

Strengthening human capital, collaboration with strategic

partners, and innovation in products and services are vital pillars that support inclusive and sustainable economic growth. Ultimately, these strategies not only have the potential to improve the overall performance of VOE but also empower rural communities, reduce economic disparities, and strengthen the local economy in the long run. This conclusion confirms the importance of synergy³¹ between human resources, partnerships, and product innovation in realizing¹ the goal of sustainable village development.

CONCLUSION

The greatest³² internal factors of strengths in VOEs are local control of natural resources, VOE Management and VOE finance and funding. The biggest weakness of both VOE is that product promotion needs to be maximized¹.

Regarding external factors, the most extensive opportunities are policy changes that support local economic development and village government support, while the most significant threat is weather constraints. The priority of alternative strategies from this research is improving human resources quality, developing strategic partnerships, and product diversification showing a

comprehensive approach to optimizing¹ VOE performance. The proposed strategy for VOE is expected to increase its contribution to village economic development sustainably, empower the community, and strengthen the local economy in the long term. This study only discusses natural resources and focuses on the agricultural and tourism sectors, so it cannot represent the diversity of existing VOE types. Therefore, future research is recommended to involve more VOE with various types of businesses to make the results more comprehensive. The advice for VOE is to focus on improving the quality of human resources and establishing strategic partnerships that support business sustainability. Meanwhile, the government is advised to strengthen the monitoring of VOE performance and provide quality training that can support the³³ capacity building and success of VOE.³³

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1.	<i>analyze; analyzed; optimizing; emphasizes; utilization; utilizes; optimising; maximized; Utilizing; Organize; Optimizing; utilizing; utilize; utilising; Optimization; Optimize; capitalize; maximize; Prioritizing; realizing</i>	Text inconsistencies	Correctness
2.	In contrast → ¶ In contrast	Intricate text	Clarity
3.	, and	Punctuation in compound/complex sentences	Correctness
4.		Tone suggestions	Delivery
5.	. Diagram → . Diagram	Text inconsistencies	Style guide
6.	In fact, not	Wordy sentences	Clarity
7.		Tone suggestions	Delivery
8.		Incorrect citation format	Correctness
9.	Trm → Tom	Misspelled words	Correctness
10.	Trm → Tom	Misspelled words	Correctness
11.	Trm → Tom	Misspelled words	Correctness
12.	Stright → Straight	Confused words	Correctness
13.	Weeknesses → Weaknesses	Misspelled words	Correctness
14.	Eksternal → External	Misspelled words	Correctness
15.	Trm → Tom	Misspelled words	Correctness
16.	Trm → Tom	Misspelled words	Correctness
17.	Trm → Tom	Misspelled words	Correctness

18.	/	Inappropriate colloquialisms	Delivery
19.	internal,	Comma misuse within clauses	Correctness
20.	internal-external	Misspelled words	Correctness
21.	a combination of	Wordy sentences	Clarity
22.	media.	Closing punctuation	Correctness
23.	the village	Determiner use (a/an/the/this, etc.)	Correctness
24.	in → of	Wrong or missing prepositions	Correctness
25.	Thmodern → Modern	Misspelled words	Correctness
26.	This	Intricate text	Clarity
27.	.This → . This	Text inconsistencies	Style guide
28.	is in	Incorrect verb forms	Correctness
29.	figure → Figure	Confused words	Correctness
30.	.Hierarchy → . Hierarchy	Text inconsistencies	Style guide
31.	synergy	Custom suggestions without replacements	Style guide
32.	greatest → most significant	Word choice	Engagement
33.	Meanwhile, the government is advised to strengthen the monitoring of VOE performance and provide quality training that can support the capacity building and success of VOE.	Unclear sentences	Clarity
34.		Incorrect citation format	Correctness

35.	Febiani → Fabian	Misspelled words	Correctness
36.	Ournal → Journal	Misspelled words	Correctness
37.	Village-Owned → Village-Owned	Misspelled words	Correctness
38.	in → on	Wrong or missing prepositions	Correctness
39.	the Agriculture	Determiner use (a/an/the/this, etc.)	Correctness
40.	District ,	Improper formatting	Correctness
41.	Regency ,	Improper formatting	Correctness
42.	Sumatra ,	Improper formatting	Correctness
43.	District ,	Improper formatting	Correctness
44.		Incorrect citation format	Correctness