

Development Strategy for Village-Owned Enterprises in the VUCA Era

Kadek Sufridayani^{1*}, Ida Ayu Oka Martini¹ 

¹Management Department, Universitas Pendidikan Nasional, Denpasar, Indonesia

ARTICLE INFO

Article history:

Received January, 2023
Accepted June 23, 2024
Available online Nov 4, 2024

Keywords:

Strategy, VUCA World, BUMDes



This is an open access article under the [CC BY-SA](https://creativecommons.org/licenses/by-sa/4.0/) license.

Copyright © 2024 by Author. Published by Universitas Pendidikan Ganesha.

ABSTRACT

This research explores the development strategies of Village-Owned Enterprises (BUMDes) in Kabupaten Buleleng in the face of the Volatility, Uncertainty, Complexity, and Ambiguity (VUCA) era. The rapid advancement of digital technology has brought significant changes to various industrial sectors, including BUMDes. The main aim of this study is to identify development strategies for BUMDes in the VUCA era using a phenomenological approach. Data was collected through in-depth interviews with the Department of Community and Village Empowerment (Dinas PMD), village officials, and BUMDes managers, as well as participatory observation and document analysis. The SWOT analysis revealed the internal strengths and weaknesses of BUMDes, as well as external opportunities and threats. Based on this analysis, several strategies are proposed: 1) SO Strategy: Maximizing BUMDes' strengths, such as technological facilitation, positive relationships with the government, and innovative products to develop technology-focused business units. 2) ST Strategy: Utilizing strengths like competitive products and well-trained human resources to overcome threats from other BUMDes. Competing on pricing and building harmonious relationships with the government and the community. 3) WO Strategy: Addressing internal weaknesses, such as the quality of human resources, by leveraging opportunities. Providing training to enhance the quality of human resources and implementing Community Social Responsibility (CSR) programs that involve the creativity of the community to support BUMDes activities. 4) WT Strategy: Minimizing weaknesses and avoiding threats. Training human resources in technology and financial management, and addressing the limited internet access through coordination with the government.

1. INTRODUCTION

The rapid advancement of digital technology has profoundly impacted various facets of life across the globe, with the industrial sector being one of the most significant areas affected. The advent of the 4.0 industrial era marks a transformative shift in how work processes are organized, with increasing integration of Artificial Intelligence (AI) and the Internet of Things (IoT) supporting and enhancing work activities. These technologies are not only reshaping the dynamics of work, but they are also fostering new business models and operational paradigms. However, this technological revolution brings both positive and negative consequences. On one hand, it has created new opportunities for innovation and efficiency. On the other hand, it has led to the displacement of millions of jobs, as machines and AI systems are increasingly replacing human labor (Gozali, 2014).

In the face of this technological evolution, the establishment of Village-Owned Enterprises (BUMDes) in rural communities has emerged as a critical strategy for addressing poverty and unemployment. BUMDes, as local economic entities, can generate employment, enhance local economic growth, and provide essential services to the community. However, the success of BUMDes is not without its challenges. The VUCA (Volatility, Uncertainty, Complexity, and Ambiguity) environment, which characterizes the current global business landscape, presents significant hurdles. In such an environment, businesses, including BUMDes, must be agile and capable of responding quickly to the rapid pace of change, uncertainty, and unforeseen disruptions. VUCA encapsulates the challenges of living in a world where the pace of technological advancements, market shifts, and societal changes are increasingly difficult to predict. The World Economic Forum's projections that millions of jobs will be displaced by technology between 2015 and 2020 highlight the critical importance of adapting to this new reality (Romli, 2021).

*Corresponding author.

E-mail: kadeksufridayani@gmail.com (Kadek Sufridayani)

The research conducted in Buleleng Regency, Bali, aims to explore the role of BUMDes in responding to these challenges. Buleleng is a region where nearly all villages have established their own BUMDes, with 93.8% of the total villages actively engaging in various business ventures. Despite this widespread adoption, a report from the Buleleng District's PMD Office in 2022 indicates that the implementation of information technology within BUMDes remains suboptimal. Many BUMDes still rely on manual systems for their operations, which hinders their ability to optimize efficiency and effectiveness. This underscores the need for further development in human resources (HR) and technological infrastructure. The quality of human resources, including knowledge and skills in information technology, becomes a critical factor in determining the success of BUMDes in this rapidly evolving era.

Research indicates that innovation plays a crucial role in enabling businesses to thrive in the VUCA era. According to [Aribowo and Wirapraja \(2018\)](#), innovation can help organizations adapt to changing circumstances, create new business opportunities, and improve competitiveness. In their study, innovation strategies were identified as essential for ensuring business sustainability amid the fast-paced transformations of the 4.0 industrial era. The ability to innovate—whether through new business models, products, or services—has been shown to enhance an organization's resilience, enabling it to navigate both market and technological disruptions. Adaptability and quick responses to changes are key elements for success in such an environment.

Further research highlights the significance of effective human resource management in coping with the challenges of the VUCA world. [Bahri \(2022\)](#) suggests that organizations must adopt adaptive, strategic, and proactive HR management practices to ensure they remain agile and responsive to the complexities and uncertainties inherent in today's business landscape. A well-managed human resources strategy, with a focus on skill development, organizational resilience, and the integration of technology, can enable businesses to meet the demands of rapid change and ensure their long-term survival. For BUMDes, a strategic approach to HR management is particularly crucial, as these enterprises must simultaneously foster local economic development, engage with communities, and implement effective technological solutions to enhance their operations.

The role of information and communication technology (ICT) in driving progress and development, particularly in urban settings, has also been examined in various studies. [Setiawan \(2018\)](#) argues that ICT development is a key enabler of growth, particularly in large cities such as Pontianak, during the Fourth Industrial Revolution. By adopting appropriate technology, cities can optimize existing resources, enhance public services, and promote economic growth. The same logic applies to BUMDes, which also need to adopt effective information systems to cope with the technological disruptions of the Fourth Industrial Revolution. A well-designed and integrated information system can streamline BUMDes' operations, improve service delivery to the community, enhance financial and asset management, and increase operational efficiency. In addition, technology can provide BUMDes with the tools necessary to collect and analyze data, make informed decisions, and adapt to evolving market conditions.

The primary goal of this research is to identify effective strategies for the development of BUMDes in the VUCA era, with a particular focus on Buleleng Regency. By investigating how BUMDes can adapt to the challenges posed by rapid technological change, this research hopes to offer valuable insights into how these enterprises can stay competitive, capitalize on opportunities, and contribute to the local economy. Drawing upon previous studies that have identified the role of innovation and effective human resource management in navigating the VUCA environment, this research will also seek to uncover the specific strategies employed by BUMDes in Buleleng. Data will be collected directly from BUMDes across the region, allowing for an in-depth analysis of their current practices and challenges.

The findings from this study are expected to make a significant contribution to the understanding of how BUMDes can successfully develop strategies for the VUCA era. By examining the experiences and strategies of BUMDes in Buleleng, the research will provide practical guidance for other rural regions looking to establish or improve their own BUMDes. Furthermore, the study's results could inform policy recommendations for local government authorities, helping to support the growth of BUMDes through targeted interventions, training programs, and technology adoption. With the right strategies, BUMDes can become powerful drivers of local economic growth and social well-being, ensuring that rural communities are better equipped to face the challenges of the Fourth Industrial Revolution and achieve long-term sustainability.

2. METHODS

This research is a qualitative study employing a phenomenological approach to understand the development strategies of Village-Owned Enterprises (BUMDes) in the VUCA era. The study was conducted in Buleleng Regency, with the research subjects being the BUMDes operating within this region. Data were

collected through in-depth interviews with key informants, including the Buleleng District PMD Office, village heads (*perbekel*) represented by village apparatus, and BUMDes managers. Additionally, the study utilized participatory observation to gain direct insight into the development strategies of BUMDes in the VUCA era by participating in BUMDes activities and observing their operational processes. Relevant data and information were also gathered from associated documents, such as BUMDes financial reports and development plans.

The research sample consists of several BUMDes in Buleleng Regency, including BUMDes Tajun, BUMDes Panji, and BUMDes Sari Mekar. These BUMDes were selected to represent a variety of developments and performance levels. The qualitative data obtained from interviews, observations, and documentation were analyzed through five steps of qualitative data analysis: familiarization to comprehensively understand the data, identification of thematic frameworks to identify key themes, indexing to categorize data based on the identified themes, and mapping and interpretation to link the data with relevant theories and previous findings, thereby achieving a deeper understanding of the BUMDes development strategies in the VUCA era.

To enhance the validity and trustworthiness of the research findings, the researcher employed source triangulation and technique triangulation. Source triangulation was conducted by comparing and verifying information from various informants. Meanwhile, technique triangulation was carried out by using multiple data collection methods, such as observations and interviews, to ensure the consistency and accuracy of the research results.

The research is also complemented by a SWOT analysis to identify internal and external factors that influence the development of BUMDes. The findings from this analysis will help pinpoint the strengths, weaknesses, opportunities, and threats that are relevant to the development strategies of BUMDes in the VUCA era. By applying SWOT analysis, the research aims to provide a comprehensive overview of the factors that can drive or hinder the growth of BUMDes, offering valuable insights for future strategy formulation in the face of rapid technological, social, and economic changes.

3. RESULTS AND DISCUSSIONS

Interview Results

The findings of this study reveal that BUMDes (Village-Owned Enterprises) are entities in which all or most of the capital is owned by the village through direct capital investment derived from the village's wealth. The purpose of these institutions is to promote the improvement of community welfare by creating economic productivity based on local potential. The establishment of a BUMDes must go through the Musyawarah Desa (Musdes), the highest forum for making important decisions, from the naming of the institution, the election of its management, to the types of businesses to be pursued.

The Director of BUMDes Tajun stated that the formation of a BUMDes must comply with existing regulations and be decided upon through the Musyawarah Desa. The management of BUMDes must align with the vision and mission of the village government to ensure the success and future welfare of the community. Each BUMDes has its own vision, mission, and objectives, and a comprehensive strategy is needed to achieve these goals in a dynamic and uncertain environment (VUCA era). BUMDes must play a key role in addressing the economic and social impacts arising from current environmental changes. Therefore, BUMDes needs to undergo organizational transformation and develop new business defense strategies.

BUMDes services have been provided professionally and flexibly, improving the productivity of the village community and developing real businesses. To ensure continued development, BUMDes must build trust with customers and the community. Supporting resources for BUMDes' development strategies include natural resources, human resources, financial resources, and others. Digitalization of BUMDes is seen as a step toward regeneration in order to face the VUCA era. Despite challenges in introducing new technologies to the community, over time, they have been able to adapt and improve their welfare.

Key factors that support the sustainability of BUMDes include internal and external support, such as human resources and decisions made by village leaders. However, there are also hindering factors, such as weaknesses in institutional structure, capital, and human resources. Strategies are needed to improve human resources, including training programs to support the growth and development of BUMDes.

BUMDes that are rooted in a spirit of kinship can create problems if they do not adhere to operational standards. Therefore, BUMDes management must be responsive and proactive in addressing these issues. Another challenge is the low level of public trust in BUMDes. To overcome this, the Director of BUMDes Tajun must work to maintain and build public trust, ensuring that the community believes in BUMDes' potential to improve their welfare. Meanwhile, BUMDes Sari Mekar faces challenges due to weak

internet connectivity in the area. Coordination with the village government and relevant institutions is required to ensure that adequate internet access is available for BUMDes.

In dealing with challenges in the VUCA era, BUMDes Panji is attempting innovation by utilizing communication technology. Although there are difficulties in changing the mindset of the community, which is not familiar with technology, through gradual education, the community has been able to adopt and use the system to improve their welfare. Overall, the development strategy for BUMDes in the VUCA era must take into account both internal and external factors, including technological changes and public trust. The village government and relevant institutions must provide the necessary support and facilities to achieve the desired objectives of BUMDes.

SWOT Analysis

SWOT analysis is considered a historical technique that provides a general overview of a company's strategic situation. From the analysis of the internal environment, using business functions, and the external environment, which can be divided into distant environments, the strengths, weaknesses, opportunities, and threats of BUMDes in Buleleng Regency are as depicted in [Table 1](#):

Table 1. SWOT Analysis Results of BUMDes Development in Buleleng Regency in the VUCA Era

	<p style="text-align: center;"><u>Strength (S)</u></p> <ul style="list-style-type: none"> a. The management of BUMDes is effective, as evidenced by the number of BUMDes that have developed in Buleleng Regency. b. The high level of innovation and motivation among members to sustain the business and remain competitive in the VUCA era. c. The availability of adequate human resources within the rural community. d. The infrastructure and facilities are freely accessible to BUMDes. e. The strategic location, being situated in the heart of the community. 	<p style="text-align: center;"><u>Weakness (W)</u></p> <ul style="list-style-type: none"> a. Lack of Experts in BUMDes Management b. Low Quality of Human Resources (HR) c. Insufficient Infrastructure and Facilities d. Need for Capital to Develop BUMDes e. Limited Technological Infrastructure
<p style="text-align: center;"><u>Opportunity (O)</u></p> <ul style="list-style-type: none"> a. Technological Advancements in the VUCA Era b. Government Support and Attention c. Strong Village Potential for Development d. Diverse Types of BUMDes Business Units and Competitive Prices e. Public Participation and Perception of BUMDes 	<p style="text-align: center;"><u>Strategy (SO)</u></p> <ul style="list-style-type: none"> 1. Install village internet networks through or facilitated by BUMDes, supported by the local government. 2. Maintain and strengthen good relations with the village government and relevant institutions, ensuring that every BUMDes program is implemented effectively. 3. Implement innovation strategies related to the village's potential, such as developing agricultural products, opening building materials businesses, and 	<p style="text-align: center;"><u>Strategy (WO)</u></p> <ul style="list-style-type: none"> 1. Train village human resources facilitated by BUMDes to ensure that the village has a skilled workforce capable of adapting to the VUCA era. 2. Establish a good partnership with the village government to secure a special budget for the development of BUMDes. 3. Build strong cooperation with relevant institutions in information technology to ensure the availability of technological infrastructure in the village, supported by BUMDes with assistance from the village government.

	<p>providing education to the local community about the current VUCA situation.</p> <p>4. Expand BUMDes business units that prioritize information technology to help the community adapt to the VUCA conditions.</p> <p>5. Maintain and create a positive perception of BUMDes in the eyes of the community, ensuring the successful development of BUMDes.</p>	<p>4. Provide CSR in the form of prizes or rewards to the community for creative contributions, such as creating content related to BUMDes programs and the utilization of systems managed by BUMDes.</p>
<p><u>Threat (T)</u></p> <p>a. Internet Network in the Village Faces Signal and Connectivity Issues</p> <p>b. Rapidly Changing Government Regulations</p> <p>c. Strong Traditional Culture That Can Hinder Progress</p> <p>d. Competition from Other BUMDes with Similar Businesses at Lower Prices</p> <p>e. Community Expectations Exceeding the Capacity of the Management</p>	<p><u>Strategy (ST)</u></p> <p>1. Involve relevant institutions in the installation of village internet, facilitated by BUMDes and the village government.</p> <p>2. Be able to compete with other BUMDes business units, as the village human resources are well-educated, trained in technology, and capable of offering competitive prices to consumers.</p> <p>3. Collaborate with the VUCA era without altering the village's cultural traditions</p>	<p><u>Strategy (WT)</u></p> <p>1. Train village human resources to become skilled and qualified by providing facilities for attending training programs related to BUMDes.</p> <p>2. Maintain harmony between BUMDes, the village government, and relevant institutions to ensure that infrastructure and technological facilities are available in the village, allowing BUMDes to grow and develop.</p> <p>3. Provide employment opportunities to the village community, with clear evaluation and standards to avoid undesirable issues such as fraud.</p>

- 1) SO Strategy (Strengths-Opportunities): BUMDes leverages its internal strengths, such as easy access to technology, good relations with the village government, and innovations based on local potential, to seize the greatest opportunities. The focus is on developing business units that prioritize information technology and maintaining a positive perception in the eyes of the community.
- 2) ST Strategy (Strengths-Threats): BUMDes uses its internal strengths, such as superior products and well-trained human resources, to address external threats. The focus is on competing with modern market prices, establishing partnerships with the government and the local community, and enhancing the quality of human resources to compete with other BUMDes in different regions.
- 3) WO Strategy (Weaknesses-Opportunities): BUMDes minimizes internal weaknesses, particularly the quality of human resources, by taking advantage of available opportunities. This includes providing training to improve human resources, collaborating with the village government and relevant institutions, and facilitating the management of technological infrastructure budgets.
- 4) WT Strategy (Weaknesses-Threats): BUMDes aims to minimize internal weaknesses and avoid external threats. The focus is on managing business units with people who understand technology, and coordinating with the village government to improve the village's internet network.

The strategy for the development of BUMDes is directed towards maximizing local potential and technology, leveraging internal strengths, and minimizing weaknesses and threats in order to achieve success in the VUCA era.

Discussion

This research highlights the crucial role of human resources (HR) in facing the changes in the world that impact business organizations, including Village-Owned Enterprises (BUMDes). HR is considered a strategic asset that is essential for business success, as the ability to meet business challenges is highly dependent on the quality of HR. One key factor for long-term survival is innovation, which supports business sustainability. Innovation plays a significant role in driving economic growth and creating new knowledge, products, or services that add value for external parties. This aligns with the results of the critical review related to the VUCA Era, based on research by [Aribowo and Wirapraja \(2018\)](#). The findings of the research suggest that in the midst of the VUCA era, companies must innovate to support their business sustainability. The implementation of innovation to support business sustainability includes strengthening research and development (R&D) by continuously enhancing digital skills, trying and applying the latest technology prototypes, and utilizing technological advancements such as mobile applications, the Internet of Things (IoT), and artificial intelligence (AI). In carrying out innovation within a company, leadership plays an essential role in encouraging the birth of innovations. With an innovative mindset from leaders, a culture of innovation can emerge within the company.

However, the VUCA era (Volatility, Uncertainty, Complexity, and Ambiguity), especially aggravated by the COVID-19 pandemic, has had a significant impact on BUMDes in Buleleng Regency. Many BUMDes have experienced a decline in revenue and community welfare due to the lack of responsiveness from BUMDes leaders in addressing changes. In facing the VUCA era, BUMDes need to shift from conventional business services and leverage information technology to survive. Strengthening strategies and capabilities in dealing with uncertain conditions is key for BUMDes to achieve excellence and help meet the economic needs of the community. The impact of VUCA on BUMDes includes changes in work processes, demands for collective and strategic roles from management, the need for capital stability, and the importance of utilizing information and communication technology. This aligns with the research conducted by [Wirapraja and Aribowo \(2018\)](#), which states that the transition from conventional to digital business models requires companies to think strategically about how to ensure business processes continue sustainably. One way to do this is by leveraging the advancements in marketing technology that shift work processes from conventional methods to digital technology.

BUMDes in Buleleng Regency have implemented various strategies to face the challenges of the VUCA era. The SO (Strengths-Opportunities) strategy is used by maximizing BUMDes' strengths, such as facilitating technology with the installation of village internet networks and maintaining good relations with the village government and relevant institutions. They have also innovated in agricultural and property business products, based on local potential, to create a market advantage. Additionally, BUMDes provides education to the community about the VUCA situation and the importance of adapting to information technology. This aligns with the research by [Mayowan \(2019\)](#), which states that in the ever-evolving digital era, the application of ICT at the village level is crucial to enhance public service efficiency and quality and drive economic and social progress in rural areas.

On the other hand, the ST (Strengths-Threats) strategy is used to leverage BUMDes' strengths, such as superior products and trained HR, to counter threats from other competing BUMDes. In this context, the ST strategy aligns with earlier research conducted by [Nugraha and Ernah \(2018\)](#), which emphasizes the importance of creating jobs for the community by utilizing the potential of trained and experienced HR as field supervisors. By utilizing these strengths, BUMDes Tajun succeeded with its agricultural products, and BUMDes Panji is highly competitive in the property market. BUMDes managers are also capable of identifying opportunities and using them as strengths to develop BUMDes in the VUCA era without altering the village's cultural values.

The WO (Weaknesses-Opportunities) strategy is implemented to address internal weaknesses, especially the low quality of HR in BUMDes. The director of BUMDes carries out various training programs to improve HR quality and adapt to the VUCA conditions. BUMDes' profits are also allocated to CSR programs that engage community creativity, thus creating synergy in supporting BUMDes programs. This is in line with research by [Suhariyanto et al. \(2018\)](#), which found that the implementation of CSR programs has been effective and efficient, creating a strong foundation for the community's transformation in terms of entrepreneurial mindset and independence post-program. The research also shows that partnership-based activities involving various stakeholders have successfully created a sustainable community empowerment system. By strengthening social, intellectual, and organizational capital, CSR programs have positively impacted the community's capabilities and empowered them for greater independence. With the

effective implementation of CSR and the WO strategy, BUMDes has succeeded in creating synergy between strengthening BUMDes HR and empowering the local community. In the long term, this has the potential to create sustainable development at the village level and contribute to the overall improvement of community welfare.

Next, the WT (Weaknesses-Threats) strategy employed by BUMDes managers aims to minimize internal weaknesses and avoid potential external threats. In this case, the focus of BUMDes management is on training HR in technology and financial management to improve the quality of business unit management. BUMDes managers recognize that weaknesses in financial management can threaten business sustainability. Therefore, through HR training, they are working to address these weaknesses by strengthening their capabilities in financial management, including the use of digital technology in this process. Research by [Rosari et al. \(2022\)](#) supports this approach, suggesting the enhancement of HR in financial management for BUMDes through digital application training. Furthermore, to avoid threats related to limited internet access in villages, BUMDes managers coordinate with the village government to find solutions that can improve internet access and speed across the village. This aims to support the smooth implementation of digital technology in BUMDes operations. In terms of financial management through digitalization, improving BUMDes HR in financial management is crucial. BUMDes managers need to be empowered through proper training and recruitment to ensure efficiency and effectiveness in using funds. To enhance the village fund allocation program, research suggests increasing the budget for facilities, infrastructure, and other resources that support the digitalization of BUMDes. The implications of digitalized financial management provide an important breakthrough for the government to enter the new normal era. Digitalization of BUMDes becomes a key innovation to improve village fund allocation programs more efficiently and effectively. Thus, financial management optimized through technology can be crucial to the success of BUMDes in achieving development goals and improving village community welfare.

Overall, the strategies applied by BUMDes in Buleleng Regency show proactive efforts in addressing the challenges of the VUCA era. Collaboration with various parties, the use of information technology, and a focus on HR quality and product innovation are key to developing competitive and sustainable BUMDes in this era of uncertainty. This research aligns with the findings of [Setiana et al. \(2021a\)](#). The research concluded that the strengths of BUMDes management in Pangkalan Lesung Subdistrict are good, with high motivation from members to run businesses, sufficient HR available in rural areas, free-use facilities and infrastructure for BUMDes, and a strategic location within the community. On the negative side, there is a lack of expertise in BUMDes, low-quality HR, inadequate infrastructure, and limited facilities. The opportunities include the advancement of technology, support from the local government, excellent village potential for development, an expanding supply of goods, and a positive perception of BUMDes in the subdistrict. The SWOT matrix analysis concluded that the strategies for developing BUMDes in Pangkalan Lesung Subdistrict should include: 1) increasing sales by improving product supply; 2) building partnerships with business partners; and 3) enhancing services to members according to their needs ([Setiana et al., 2021b](#)).

Based on the previous research and SWOT analysis, as well as in-depth interviews with research informants, it can be concluded that conducting a SWOT analysis as a basis for BUMDes business planning is a key strategy for determining the future of BUMDes development. In this regard, BUMDes needs to assess its strengths and identify ways to use them to seize opportunities.

4. CONCLUSION

In Buleleng Regency, Village-Owned Enterprises (BUMDes) have been proactive in addressing the challenges presented by the VUCA (Volatility, Uncertainty, Complexity, and Ambiguity) era. Through a thorough SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis, BUMDes has identified various strategies aimed at capitalizing on its internal strengths, overcoming existing weaknesses, and seizing new opportunities amid a rapidly changing and uncertain environment.

One of the key strengths of BUMDes in Buleleng is its solid management, which has helped many of the enterprises thrive. The villages benefit from good relationships with the local government, a high level of innovation within the organization, and the availability of human resources (HR) that are sufficient for the needs of rural communities. Additionally, BUMDes has access to free-to-use facilities and infrastructure, and its locations within the heart of the communities offer strategic advantages. However, BUMDes faces certain weaknesses, including a lack of expertise in the management of village enterprises, limited quality of HR, and constraints in technological infrastructure.

Despite these weaknesses, BUMDes has identified several promising opportunities. The rapid advancement of technology presents an opportunity for modernization and efficiency in operations. Additionally, the support from local government, the vast potential of rural areas for development, and the

diverse market needs create a favorable environment for growth. Moreover, there is a positive public perception of BUMDes within the community, which is an important asset for fostering trust and collaboration.

Based on the findings from the SWOT analysis, several strategies have been formulated to help BUMDes navigate the VUCA era. These strategies include (1) SO Strategy (Strengths-Opportunities)—This strategy focuses on leveraging the internal strengths of BUMDes to seize the opportunities available. By developing business units that prioritize information technology and maintaining a positive image in the community, BUMDes can create a competitive edge; (2) ST Strategy (Strengths-Threats)—This strategy uses BUMDes' strengths to counter external threats, particularly competition from other BUMDes. By focusing on price competitiveness with modern markets and strengthening collaborations with the village government and community, BUMDes can improve its market position. Additionally, efforts are being made to enhance HR quality to ensure that BUMDes remains competitive in the region; (3) WO Strategy (Weaknesses-Opportunities)—To overcome internal weaknesses, particularly in terms of HR quality, BUMDes is utilizing available opportunities to improve. By conducting training programs for staff and collaborating with the local government and other institutions, BUMDes can enhance the quality of its human resources and better manage technological infrastructure budgets; and (4) WT Strategy (Weaknesses-Threats)—This strategy aims to minimize internal weaknesses while mitigating external threats. Focusing on HR training in technology and financial management is critical for improving business unit management. BUMDes is also coordinating with the local government to address internet connectivity issues in rural areas, ensuring that technology can be fully utilized in managing the enterprises.

Through these strategies, BUMDes in Buleleng Regency aims to continue its growth and play a significant role in improving the welfare of local communities. The ability to innovate and adapt, along with a strong focus on quality HR, will be crucial in ensuring the sustainability of BUMDes in the face of the challenges posed by the VUCA era. Furthermore, the support of internal and external stakeholders, particularly the local government and relevant institutions, will help create a conducive environment for the development of BUMDes. The digitalization of financial management processes also provides a revitalizing step for the government, enabling more efficient and effective use of village funds in the new normal era.

It is also essential for BUMDes to remain agile and responsive to emerging challenges. By fostering community trust and providing professional and flexible services, BUMDes can continue to thrive in an uncertain environment. Close coordination with the local government and relevant institutions is necessary to ensure that adequate internet access is available to support BUMDes' operations. In summary, the strategies for BUMDes development in the VUCA era must take into account both internal and external factors, including technological advancements and community trust. By aligning their strategies with these elements, BUMDes in Buleleng Regency will be better positioned to overcome the challenges of the VUCA era, foster community welfare, and fully leverage the potential of the villages in which they operate.

5. REFERENCES

- Aribowo, H., & Wirapraja, A. (2018). Strategi Inovasi Dalam Rangka Menjaga Keberlanjutan Bisnis Dalam Menghadapi Era Volatility, Uncertainty, Compelxity, Dan Ambiguity (Vuca). *Jurnal Ilmu Manajemen Dan Akuntansi Terapan (JIMAT)*, 9(1), 51–58. <http://jurnal.stietotalwin.ac.id/index.php/jimat/article/view/153>
- Bahri, S. (2022). Implementasi Manajemen Sumber Daya Manusia Dalam Menghadapi Era Bercirikan VUCA. *Jurnal Hurriah: Jurnal Evaluasi Pendidikan Dan Penelitian*, 3(2), 37–51.
- Gozali, M. G., (2014). ANALISA DAMPAK VUCA WORLD UNTUK DIJADIKAN DASAR PENERAPAN TALENT MANAGMENT. Program Magister Pasca Sarjana.
- Mayowan, Y. (2019). DI DESA (Studi Kasus di Kabupaten Lamongan). 23.
- Nugraha, A. M. K., & Ernah, E. (2018). STRATEGI PENGEMBANGAN AGRIBISNIS BUAH CIPLUKAN (Physalis peruviana) DI WAAIDA FARM, JAWA BARAT. *Agricore: Jurnal Agribisnis Dan Sosial Ekonomi Pertanian Unpad*, 3(2), 537–547. <https://doi.org/10.24198/agricore.v3i2.20664>
- Romli, M. (2021). Trategi Pengembangan Sumber Daya Manusia Yang Berdaya Saing Dan Berkelanjutan Pada Agroindustri Tebu: Tinjauan Literatur Dan Agenda Penelitian Mendatang. *Jurnal Teknologi Industri Pertanian*, 31(2), 129–142. <https://doi.org/10.24961/j.tek.ind.pert.2021.31.2.129>
- Rosari, R., Cakranegara, P. A., Pratiwi, R., Kamal, I., & Sari, C. I. (2022). Strategi Manajemen Sumber Daya Manusia dalam Pengelolaan Keuangan BUMDES di Era Digitalisasi. *Owner*, 6(3), 2921–2930. <https://doi.org/10.33395/owner.v6i3.870>
- Setiana, A., Syahza, A., & Suarman, S. (2021b). Strategi pengembangan BUMDes di Kecamatan Pangkalan Lesung Kabupaten Pelalawan, Riau. *SOROT*, 16(1), 47. <https://doi.org/10.31258/sorot.16.1.47-59>

- Setiawan, I. (2018). Pengembangan Teknologi Informasi dan Komunikasi Dalam Menghadapi Era Revolusi Industri 4.0 Di Kota Pontianak. *Jurnal Sositologi*, 17(1), 93–103. <https://doi.org/10.5614/sostek.itbj.2018.17.1.9>
- Suhariyanto, J., Zainal, A., & Budiarta, K. (2018). Pemberdayaan Sumber Daya Lokal Dalam Pengelolaan Sektor Industri Kreatif Di Kecamatan Banda Sakti Kota Lhokseumawe: Studi Kualitatif Atas Peran Corporate Social Responsibility (Csr) Pt. Pertamina (Persero) Marketing Operation Region (Mor) I – Terminal Bahan Bakar Minyak (Tbbm) Lhokseumawe. *Jurnal Pengabdian Kepada Masyarakat*, 24(3), 792. <https://doi.org/10.24114/jpkm.v24i3.11616>
- Wirapraja, A., & Aribowo, H. (2018). Pemanfaatan E-Commerce Sebagai Solusi Inovasi Dalam Menjaga Sustainability Bisnis. *Teknika*, 7(1), 66–72. <https://doi.org/10.34148/teknika.v7i1.86>