

Demographic Bonuses in Optimizing the Strategy Management of Village-Owned Enterprises to Realize Superior Products in Rural Areas

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Abstract- The purpose of this research is to determine the superior products of Langonsari village and to determine the strategic management of Village-Owned Enterprises in realizing superior products in rural areas by utilizing the role of the demographic bonus in Langonsari Village. This type of research uses descriptive qualitative, the method used in this research is survey, interview to take advantage of potential opportunities that are owned using the Analytical Hierarchy Process and SWOT analysis then used by the demographic bonus. The results of this study which became the superior product in Langonsari village were peci products based on the identification of opportunities and strengths with a score of 2.62 greater than the threats and weaknesses with a score of 2.38. Internal external analysis, showing that BUMDes Langonsari Village is in quadrant V, namely the market penetration strategy and product development. As for the use of the demographic bonus through increasing human resources who have the ability in the field of technology, which is the main concern, must get an adequate portion. Concretely, the role of the demographic bonus in optimizing the strategic management of Village-Owned Enterprises prioritizes improvements in terms of marketing, production, finance and human resources.

Keywords: *Demographic Bonus, Featured Products, AHP, SWOT.*

INTRODUCTION

Economic issues are very important. This indicates that with the increase in the economy of a region, the level of welfare also increases. It also deals with economic development. According to Chuzaimah and Mabrurroh (2008), economic development is a process in which a society creates an environment that affects the results of economic indicators such as increased employment opportunities, increased income and improved living standards. In dealing with these problems, it is necessary to optimize the potential of the region both from natural resources, human resources and other funding sources for regional economic development. One of the ways in this economic development is by optimizing superior products or superior commodities. Leading commodities are mainstay commodities that have a strategic position to be developed in an area (Hidayah, 2010).

The village can be used as a national level development force, if the village carries out development independently, so that the welfare of the village community can be carried out well (Pradigda, 2016). In making this happen, the village government invites all community institutions and leaders in the village to recognize the potential that exists in the village. If the village has

found a superior commodity to develop, it will be easier for the village to develop on a large scale so that it is more profitable. In developing superior commodities, it also requires the ability to overcome the problems of the needs of the community in the village, so that strategies are formulated and efforts to develop village potential are in accordance with real conditions in the community. The main objective of village development is to accelerate the realization of community welfare and increase regional competitiveness.

In order to increase the effectiveness and efficiency of village development planning, the village government is expected to focus on the potential of the leading sectors / sub-sectors in the area. This is because the sectors that have the advantage have better prospects for development and are expected to encourage other sectors to develop. It is hoped that superior products in rural areas can become rural economies, given the wealth of natural resources owned and then processed into products to obtain higher added value, so as to create a strong and competitive industry capable of encouraging rural economic growth, creating jobs, help increase people's income and reduce poverty.

The geographical condition of Pemeungpeuk District is located east of the capital of Bandung Regency (Soreang), has an area of 1,399,925 Ha, with a distance of approximately 8 km and is in the south which is one of the districts of 31 Districts in Bandung Regency which consists of 6 Villages, 24 hamlets, 75 RW and 304 RT. With an average population growth rate of 2.95% per year. The large population growth rate occurs due to the high migration of people outside the region who enter the Pameungpeuk District area as a logical consequence of various industrial activities in the Pameungpeuk District area. Because there are 6 villages in the Pameungpeuk sub-district, Langonsari village was chosen as the research location because it has a lot of potential which can be used as a superior product. Meanwhile, if you look at the profile of the Langonsari villagers themselves, they have a number of productive ages compared to non-productive ages, so it is related to the utilization of the demographic bonus that occurs in our country. The demographic bonus in the period 2020-2030 will make Indonesia enjoy what is called a window of opportunity, where the dependency ratio is very low (around 44 percent). It is called a window opportunity because the condition is only a potential whose actualization depends on many factors. This is the excellence of human resources in Langonsari Village as a potential advantage in the strategic management of Village-Owned Enterprises in realizing superior products in rural areas

Based on the background that has been described, the problem formulations in this study are:

1. Determine the superior product of Langonsari village using the Analytical Hierarchy Process method?
2. How is the strategic management of Village-Owned Enterprises in realizing superior products in rural areas by utilizing the role of the demographic bonus in Langonsari Village?

LITERATURE REVIEW

Prime Products for Rural Areas

Prime Village Area Products (Prukades) are superior village products to drive and develop the Village economy in local economic development and entrepreneurship both in the realm of community business development and business initiated by the Village (Kepmendes PD TT No. 83/2017). The Prukades program is an effort to form, strengthen, and expand economic businesses that are focused on one superior product in the Village area or in the inter-Village area which is managed through inter-village cooperation (Permendes PD TT No. 16 of 2018). A superior product in rural areas is a product that is owned and controlled by an area, which has economic value, is

highly competitive, absorbs labor, is produced according to technical feasibility (raw materials and markets) as well as community and institutional talents. The criteria for superior products in rural areas include: Unique Products; contribute to the regional economy; market; input conditions (capital, infrastructure and human resources); Partners; local government policy support; impact on the environment; and competitiveness (Sandriana, 2014; Pradigda, 2016). The urgency for developing superior products in rural areas according to (Yutika, 2017; Laraswati, et al., 2020) is:

- a). Regions need to know which commodities have great potential to be developed quickly, either because they have natural resource potential or because they have a competitive advantage.
- b). Implications of forward linkage and backward linkage to other sectors or commodities.
- c). Expanding employment and reducing the number of unemployed.
- d). Increase community income and reduce poverty.
- e). Increase the added value and competitiveness of products produced by communities in rural areas

Village Owned Enterprises

Village-owned enterprises are business entities whose entire or most of the capital is owned by the village through direct participation from separated village assets to manage assets, services, and other businesses for the welfare of the village community (Law No. 6 2014). Considering the professionalism of the management of Village-Owned Enterprises is based on the willingness of the community at large and the ability to be independent in their basic needs as producers and consumers, it must be done professionally and independently (Rahardjo & Ludigdo, 2006; Ramadana et al., 2013).

As mandated, Village-Owned Enterprises are village socio-economic institutions capable of competing outside the village (Ramadana et al., 2013). Village-owned enterprises as people's economic institutions. Commercial institutions, in favor of meeting community needs through distribution services for the provision of goods and services. In this case, Village-Owned Enterprises as a commercial institution with attention to efficiency and effectiveness in financial sector activities (Rahardjo & Ludigdo, 2006; Ramadana et al., 2013).

Management Strategy

Good management will make it easier to realize the goals of the company, employees and society (Zul, 2017). Strategy is closely related to planning and decision making, so that the strategy will develop into strategic management (Yudiardi, 2015). Strategic management is a series of actions in formulating, implementing and evaluating management decisions for company goals (Hunger & Wheelen, 2007; Yudiardi, 2015). Strategy formulation is the selection of decisions from alternatives that exist and are used by the organization (Thompson et al., 2010; Yudiardi, 2015). According to (Hunger & Wheelen, 2007; Yudiardi, 2015) The strategic management process has several main bases including:

1. Environmental observation, monitoring activities of internal and external factors of the organization
2. Formulation of strategies, discussing the development of long-term plans such as determining the vision and mission, goals to be achieved and developing a program or procedure as a guide in carrying out organizational activities
3. Implementing strategies, implementing policies that have been determined through the development of programs, budgets and procedures.

4. Evaluation or control, an oversight either from membership or internal or third parties or external parties

Demography Bonus

The demographic bonus is a condition in which the number of productive people exceeds the number of people who are not of productive age. Because the moment of its appearance is very rare, it must be used optimally by the government and society to encourage economic growth and national welfare through investment in human resources. The explosion in the working age population will provide economic benefits if it meets: 1) labor supply; 2) increasing income due to employment opportunities; 3) enable women to enter the labor market and help increase family income; 4) there was an increase in people's savings which were invested productively; 5) there is an increase in investment in human capital resources (Maryati, 2015).

The Demographic Bonus is one of the changes in demographic dynamics that occur due to changes in population structure according to age. This demographic transition phenomenon occurs due to a decrease in the birth rate coupled with a high mortality rate in the long term. When there is a decrease in the long-term birth rate, it will have an impact on reducing the number of young people (<15 years), but on the one hand The population of productive age (15 - 64 years) will increase drastically as a result of high birth rates in the past. On the other hand, the number of people over the age of 64 will increase slowly and then increase rapidly due to an increase in life expectancy. When the population of productive age far exceeds the number of people of non-productive age (less than 15 years and over 64 years), this is called the Demographic Bonus condition (Rusli et al., 2015). Adioetomo (2005) states that changes in demographic dynamics where the high growth of the working age population will affect the Gross Domestic Product per capita of a country which will also have an impact on:

1. A high number of working age population that can be absorbed by the labor market will increase the total output
2. Will increase people's savings
3. Availability of human resources in the process of economic development

This condition will only occur so that the demographic bonus can really be used if a country meets several prerequisites, namely:

1. An increase in the working age population is accompanied by an increase in the quality of human resources both in terms of health and education and skills as well as an increase in soft skills so that they have global competitiveness.
2. The population of working age can be absorbed by the available labor market
3. Availability of sufficient employment opportunities that can absorb available manpower

If the above prerequisites are not met, what will happen is the opposite of the demographic dividend (Demographic Dividend), namely the demographic burden (Demographic Burden). Where the large number of productive people who cannot be absorbed by the labor market will become a burden on the economy of a country. In this condition the unemployment rate will be high, so that the working age population who do not have a job will become a burden for the working population.

Village Owned Enterprise Strategic Management

According to Taufiqurokhman (2016), various forms of strategic management planning explain that there are two main elements in strategic management, namely planning and strategy implementation. One of the analytical tools that can be used in strategic management is a SWOT analysis. SWOT analysis is carried out by observing the internal and external environmental conditions of the organization. The internal environment includes marketing, finance, production, human and organizational resources, while the external environment includes the distant environment (economic, social, political, technological) and the industrial environment (newcomers, other organizations, substitute products) (Pradigda, 2016). In conducting an analysis of the internal and external strategic environment, it provides quantitative values based on the weight and ranking of the strategic environment. After knowing the total score for each strategic environmental factor, it is analyzed into an internal external matrix.

Research Methods

The type of research used is descriptive qualitative. To produce superior products for rural areas Langonsari Village uses the Analytical Hierarchy Process and SWOT analysis to determine the BUMDes management strategy. Analytical Hierarchy Process is a decision support model that will describe complex multi-factor or multi-criteria problems into a hierarchy (Pradigda, 2016).

After determining the superior products in rural areas through Analytical Herarchy Process, then a planning strategy is prepared using SWOT to analyze the state of the organization, both internal and external. Identification is carried out through interviews with informants related to the superior products that have been determined. After determining the key factors, a questionnaire was then compiled based on these key factors. Questionnaires containing key factors, weights and ratings are distributed to respondents representing local governments, private parties, communities (NGOs and craftsmen).

RESULTS AND DISCUSSION

Results

In determining the superior products of rural areas, it is carried out through group discussion forums with groups of government, private parties and the community. The results of the group discussion forum resulted in superior product alternatives including: 1) Naratas (Sundanese clothing and accessories); 2) Exclusive Cap; 3) Mixroba Studio; 4) Kutaloka (traditional arrows); 5) cau bolokot (crispy banana). In determining the superior product in priority rural areas, using expert perceptions through a group discussion forum the results are then processed using Analytical Hierarchy Process. Before determining the superior products in rural areas, the criteria are weighted to determine the perceptions of the experts regarding the most important criteria in determining the superior products in rural areas.

Table 1. Weighted Criteria Results

Criteria	Label	Value
1	Typical product	20,3
2	Highly competitive	18,4
7	Contribution to the regional economy	17
4	Market	16,5
3	Field conditions (Infrastructure, Human Resources and Capital)	14,8
9	Local government policy support	7,5

2	Partnership	5,5
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Consistency ratio = 0,04

Information: Analytical Hierarchy Process results, 2020

The results of the weighting of the criteria have a consistency ratio value of 0.04, indicating that it has met the standard where the CR value is <0.1. Furthermore, the results of the weighting of the superior products of Langonsari Village area will be presented based on the results of the Analytical Hierarchy Process

Table 2. Results of the Analytical Hierarchy Process of Prime Products of Rural Areas

No.	Product	Value
1	Peci Langonsari	26,6
2	Naratas (Sundanese clothing and accessories)	21,6
3	Kutaloka (traditional arrow)	19,8
4	Cau Bolokot	16,7
5	Mixroba Studio	15,3
Consistency Ratio		0,02

Information: Analytical Hierarchy Process results, 2020

The weighting of alternative superior products in rural areas based on the Analytical Hierarchy Process obtained CR value <0.1, indicating that it is in accordance with the calculation principle. The superior product of the Langonsari Village priority rural area based on the perception of the expert group is the Langonsari cap with a total weight of 26.6. Furthermore, a product development strategy will be formulated based on a SWOT analysis

Table 3. Calculation Results of IFAS and EFAS Peci Langonsari

Internal and External Strategic Factors		Value	Rating	Score
Strength				
1	Langonsari peci is a product of Langonsari Village	0,09	3,38	0,30
2	Ease of getting raw materials	0,09	3,13	0,28
3	Product diversification	0,09	3,50	0,32
4	Empowering the community around the place of production	0,09	3,38	0,30
5	Craftsmen have a network to markets abroad	0,09	2,88	0,26
6	The craftsman understands market conditions, including consumer demand and willingness	0,09	3,00	0,27
Total Strength		0,54		1,73
Weakness				
1	The mindset of entrepreneurs and craftsmen is still traditional	0,06	1,50	0,09
2	Management stewardship is still traditional	0,06	1,80	0,11
3	The shape of the product including the design has not changed much	0,05	1,75	0,09

4	Lack of partnerships with material suppliers and marketing distributors	0,05	2,00	0,10
5	Simple technology and easy to imitate products	0,06	2,00	0,12
6	Ineffective distribution channels, relying on orders	0,06	1,50	0,09
7	The unwillingness of entrepreneurs is bound by contracts with overseas customers	0,06	1,50	0,09
8	Quality is still oriented to quantity not quality	0,06	1,88	0,11
9	Only rely on the owner for creativity and innovation	0,05	1,75	0,09
Total Weakness		0,51		0,89
Opportunities				
1	Potential tourist attractions and communities in the surrounding area	0,10	2,75	0,28
2	Open access to information technology for online marketing	0,13	2,25	0,29
3	Government support for wearing the cap during ceremonies or services	0,09	2,88	0,26
4	Government support in developing human resources and technology facilities	0,13	2,89	0,38
5	Partnerships with other handicraft products, for example with accessories craftsmen	0,10	3,13	0,31
Total Opportunities		0,55		1,52
Threat				
1	Many competitors with the same product from other regions (Kudus)	0,10	2,00	0,2
2	The demand for the peci product is getting saturated	0,10	2,38	0,24
3	Competitors from other regions have supporting capital and technology, so they can produce more and be creative	0,10	1,75	0,18
4	There is no specific policy support regarding the development of superior products, especially handicraft products	0,10	2,38	0,24
Total Threat		0,40		0,86

Source: Primary data processed, 2020

Based on the results of IFAS and EFAS calculations according to Table 3, where the total Internal Factors Evaluation or IFAS is 2.62, while the total value of External Factors Evaluation or EFAS is 2.38, the position of the langonsari cap in Langonsari Village occupies cell V as shown in Figure 1. the position of the langonsari cap which occupies cell V, one group with cells III and VII, it can be described that this product is in a hold and maintain position, and generally the strategies used are market penetration and product development strategies.

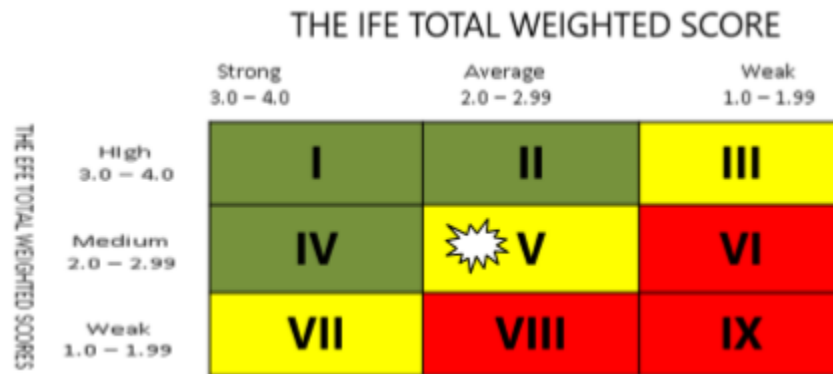


Figure 1. Results of the IFE-EFE Matrix for Langonsari peci

As previously stated, the position of the Langonsari cap is in cell V with the main strategies of market penetration and product development. For this reason, the role of Village-Owned Enterprises in strategy formulation will focus on market penetration and product development. The strategy of Village-Owned Enterprises in developing Langonsari peci products in Langonsari Village is as follows:

SO Village Owned Enterprise Strategy (Strength-Opportunity)

1. Increase marketing in tourist areas and local communities through the preparation of leaflets or posters regarding the history of the Langonsari peci
2. Visual promotion through historical videos and the Langonsari peci production process with an emphasis on environmentally friendly materials, empowerment of local communities and potential partnerships
3. Take advantage of marketing through social media
4. Creating a variety of new products by utilizing information from market conditions and customer preferences
5. Partnering with typical Sundanese accessories craftsmen in product marketing
6. Make a partnership with the local community as a pilot project for other products.

Discussion

In the Analytical Hierarchy Process analysis, the criteria weighting is carried out first as shown in Table 1. From the weighting results, the biggest criterion weight in determining the superior product in rural areas is that a superior product must be unique / distinctive in the region with a weight of 20.3; Competitive with a weight of 18.4; Contribution to the regional economy with a weight of 17; Market with a weight of 15.5; Field conditions with a weight of 14.8; regional government policy support with a weight of 7.5; partnership with a weight of 5.5. What is interesting from the selection of criteria is that the criteria for policy support and partnerships are in the lower ranks, in other words, in determining the products of rural areas, policy support and partnerships are not effective.

Unique / Typical Product Criteria

Competitive advantage can be achieved if the product produced has uniqueness or distinctiveness and will have a higher impact if the product is difficult to imitate by competitors (Sandriana, 2014; Pradigda, 2016). The uniqueness or uniqueness of the product shows the most important factor as a determining criterion for superior products in rural areas and has product differentiation from

products originating from other regions, and becomes the regional character in facing competition. The uniqueness that is difficult to imitate by competitors will be a strength so that these products can survive in both local and global markets.

Competitive

Regional competitiveness can also refer to the ability to market these products relatively superior to other regions. In competition, an effort that must be pursued by business actors / craftsmen is to always exist in carrying out their activities. Indonesia is faced with the implementation of the ASEAN Economic Community, which will impact the regional economic integration of the Southeast Asia region and there will be free flow of goods, services, investment, labor and capital. The problems that arise as a result of globalization on the local economy are challenges that must be faced by the government, both national and regional (Tarigan, 2014; Pradigda, 2016). The attitude that needs to be built, generally by local governments, is to build excellence and expand the local economic base in order to be able to win local and global competition, so that the local economy is able to achieve the maximum possible benefits (Hunger & Wheelen, 2007; Yudiardi 2017).

Contribution to the Regional Economy

The criteria for the contribution to the regional economy in determining regional superior products are quite important, this is because industrial products as products from the real sector are expected to provide real benefits to society. The same thing is that the development of small industries will help overcome the problem of unemployment considering that what is used is labor-intensive so that it can increase employment and business opportunities, which in turn will encourage the development of rural areas (Pradigda, 2016).

Market

Market potential is followed by an increase in the quality of handicraft products as well as product diversification. The difficulty of small and medium industrial products is due to the low competitiveness of their products when compared to large or imported industrial products (Sandriana, 2014; Pradigda, 2016). In fact, the cause of low competitiveness is low productivity caused by low quality products, technology and human resources (Pradigda, 2016).

Field Conditions

Economic development, both regional and national, is largely determined by the quality of human resources who play a role in the movement of the economy (Tarigan, 2014). The quality of human resources is divided into two aspects, namely aspects of expertise / skills and aspects of moral / mental. The skill aspect can be improved through education and training, but the mental aspect is closely related to the environment. Moral / mental aspects are actually more decisive in ensuring economic growth. However, improving this moral aspect is not easy because it involves motivation and values. For this reason, strategic steps are needed in improving the quality of human resources (Pradigda, 2016).

Furthermore, it cannot be denied that the use of technology plays an important role in terms of production efficiency and effectiveness. The same applies to small and medium industries. The use of appropriate technology in the production process has a very important role in increasing the productivity and quality of products produced by producers. So, in addition to increasing

production efficiency and effectiveness and improving product quality, technology is also directed at creating alternative energy or reducing adverse impacts on the environment (Sandriana, 2014; Pradigda, 2016).

Local Government Policy Support

The criteria with the last ranking in determining the superior product of Langonsari Village area according to the Analytical Hierarchy Process results are policy and institutional support. The definition of this criterion is policy and institutional support for small and medium industries that produce these products (Sandriana, 2014; Pradigda, 2016).

Partnership

Partnership here is important in order to analyze backward linkage and forward linkage of superior products in rural areas. A superior product in rural areas should have a strong backward and forward linkage so that it will form a mutually beneficial partnership (Laraswati et al., 2020; Pradigda, 2016).

Village-Owned Enterprise Strategy Towards Superior Products in Rural Areas

Based on the scoring results on internal and external strategic factors according to the SWOT analysis, it is in a "guard and survive" position. The main strategies in this position are market penetration and product development. Market penetration strategy is a strategy to try to increase the market share of a product or service through a larger marketing effort, for example adding business units, resources, promotions, etc. (David, 2009; Pradigda, 2016). Meanwhile, the product development strategy is to improve or modify existing products or services in order to attract more customers.

Table 4. The Results of the Internal and External Matrices of the Weighted SWOT Questionnaire

		IFAS	
		Strength	Weaknesses
EFAS	Opportunity	$1,73 + 1,52 = 3,25$	$0,89 + 1,52 = 2,41$
	Threat	$1,73 + 0,86 = 2,59$	$0,89 + 0,86 = 1,75$

Based on the recapitulation of the external internal matrix as shown in Table 5, which has the greatest total weight is the Strength-Opportunity (SO) strategy with a total value of 3.25, so the priority of the management strategy of Village-Owned Enterprises in the development of Langonsari caps is the SO strategy, namely:

1. Increase marketing in tourist areas and surrounding communities through the preparation of leaflets or posters regarding the history of the Langonsari peci
2. Visual promotion through historical videos and the production process of Langonsari peci with an emphasis on environmentally friendly materials, empowerment of local communities and potential partnerships
3. Take advantage of marketing through social media
4. Creating a variety of new products by utilizing information from market conditions and customer preferences
5. Partnering with typical Sundanese accessories craftsmen in product marketing
6. Make a partnership with the surrounding community as a pilot project for other products.

The Role of Demographic Bonuses in Optimizing the Strategy Management of Village-Owned Enterprises

Demographic bonus occurs where the population with a very large productive age, while the younger age is getting smaller and the age is not yet old. The existence of increasing population growth is a potential that is possessed in increasing the development process in a country or region, however, population growth which continues to increase from time to time can be a driving and inhibiting factor in economic growth. Seeing the geographical condition of Langonsari village, there are 4,158 people aged 0-14 years, 9,491 aged 15-64 years and 501 people over 65 years old. This shows that there is an opportunity for the role of demographic bonus utilization in realizing superior products in the Langonsari rural area

Utilization is through increasing human resources who have the ability in the field of technology which is the main concern that must get an adequate portion. Concretely, in optimizing the strategic management of Village-Owned Enterprises, it is necessary to increase in terms of marketing, production, finance and human resources by:

1. In marketing management, to realize and develop superior products, Langonsari peci have started to implement a strategy to strengthen the brand image, improve the quality of its services and carry out promotional activities through radio advertising, distribute leaflets or brochures, install banners, take advantage of publicity, provide discounts (discount) , take advantage of social media, and use direct and indirect distribution patterns. The explanation that can be described is:
 - a) Increasing marketing in the surrounding tourist areas through the preparation of leaflets or posters regarding the history of the Langonsari peci. This strategy is aimed at maintaining or introducing to the community that one of the typical handicraft products from Langonsari Village is the Langonsari cap. By placing stickers or leaflets at tourist spots, it is hoped that it can add to new markets in the country.
 - b) Visual promotion through historical videos as well as the Langonsari peci production process with an emphasis on environmentally friendly materials, empowerment of local communities and potential partnerships.

This strategy is intended to capture markets that are abroad. Through promotion using video, it is hoped that it can increase the market, especially for buyers from abroad, who pay more attention to the aspects of environmentally friendly products.

- c) Utilizing marketing through social media, this strategy is of course intended to reduce dependence on marketing distribution that relies on third parties. In addition, the use of information technology is also expected to create new markets.
- d) Creating new product variations by utilizing information from market conditions and customer preferences. In the framework of product development, of course product variety and product diversification are needed by utilizing the strength of the craftsmen, where based on the results of the interview it is conveyed that the craftsmen have a direct network to buyers abroad, so that they are expected to get information about the preferences of new types and designs that buyers want.
- e) Partnering with tie craftsmen in product marketing, through partnerships with products that have market similarities, one of which is a handicraft product.

- f) Making a partnership pattern with the surrounding community as a pilot project for other products. It is hoped that the partnership pattern through the empowerment of the surrounding community can be applied to other products and crafts, especially those related to the Langonsari peci, so that it will strengthen the overall structure of the Langonsari peci product.
2. Production Management, in production management, to realize and develop superior products, Langonsari peci must pay attention to and improve supply chain management, carry out innovative activities for product development, carry out production cost efficiency, maintain regional characteristics and design product packaging not only as a container. a container or protector but also a selling tool that provides and creates a strengthening of the image of the superior Langonsari caps that it sells.
3. Financial Management in an effort to increase its competitiveness in terms of financial management, Langonsari's peci products must start utilizing soft loans from various financial institutions, compile financial administration (accounts payable administration, inventory administration, cash administration and payroll administration), and increase the role of cooperatives.
4. Human resource management in terms of human resource management, in order to increase the competitiveness of peci, Lsngondsti must carry out or attend training of owners and workers, create or compile a clear organizational structure, and provide performance-based compensation.

CONCLUSION

This research concludes that the priority superior product of Langonsari Village is Langonsari peci. The strategy for the priority development of langonsari caps based on the SWOT matrix is a strategy of market penetration and product development. This means that BUMDes administrators must always improve marketing both around tourist areas and on social media; motivating craftsmen to innovate to produce products by utilizing information from market conditions and customer wishes as well as always paying attention to product quality in order to maintain competitiveness; Make a partnership pattern with typical Sundanese accessories craftsmen and local communities.

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