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Use of SWOT Analysis to Select Feasible Businesses as the Mainstay Business of BUMDes and MSMEs

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ABSTRACT

COVID-19 pandemic, which lasted from 2020 to 2022, has affected the global economy. Activity restrictions had hampered the progress of various business sectors. As a result, there was a decline in economic growth globally. There was even an economic contraction of -13.7% in 2020 and many businesses experienced either setbacks or bankruptcies. Indonesia's government made various recovery efforts, such as business assistance through village-owned enterprises (BUMDes) activities and capital assistance for MSMEs in the form of people's business credit (*Kredit Usaha Rakyat/KUR*). Various trainings and assistance were conducted, but these activities focused more on reporting and administration of funds. The establishment of BUMDes mainly aims to improve the villages' economy. The selection of BUMDes' mainstay business is highly important to realize the smooth running of the business chosen. For this reason, it is necessary to conduct training on how to select of the mainstay business and calculate the feasibility of the business chosen to be developed so that BUMDes and MSME actors can manage and develop their business properly. The selection can use SWOT analysis, namely by analyzing the strengths, weaknesses, opportunities, and threats of the potential business options. In this community services activity, BUMDes and MSME training was held in Bogorejo Village, Pesawaran Regency, Lampung Province. The results of SWOT analysis reveal that the feasible business options are digital financial services (BRI-Link), agricultural trading (*waserda*), and waste collection and waste bank. *Waserda* business aims to help market the local community's products. Waste management business economically generates small profits, but has long-term positive effects, both environmentally and socially. Meanwhile, tourism park and savings and loan are considered not feasible in the long-term, as these businesses are susceptible to bottlenecks and large losses so that they must be managed very carefully.

1. Introduction

The World Health Organization (WHO) officially declared the coronavirus (COVID-19) a pandemic in March 2020 as the virus has spread widely across the globe. On March 2, 2020, Indonesia confirmed its first COVID-19 case. COVID-19 threatens human health and global economies, which eventually caused an economic recession (Dianto *et al.*, 2020). Global growth had decreased during COVID-19 pandemic as an economic decline of -3% was experienced worldwide. One important cause of the decline in global economic growth is the decline in the performance of the financial sector. Financial performance can be seen as companies' accountability profile to the public based on the manner of their financial management within a set period of time (Alifah *et al.*, 2020). Companies that experienced a decline in their performance also experienced a decline in the welfare aspects of their employees and the surrounding community. As a result, there were numerous lay-offs and reductions in labor, directly contributing to an increase in unemployment rate and economic difficulties in society as a whole. COVID-19 pandemic has brought a serious impact on the economy of many countries worldwide (Honko *et al.*, 2020). One of the countries that has been strongly affected by the pandemic is China (Rababah *et al.*, 2020). Indonesia also experienced a decline in economic growth due to the emergence of COVID-19, as displayed in Figure 1.

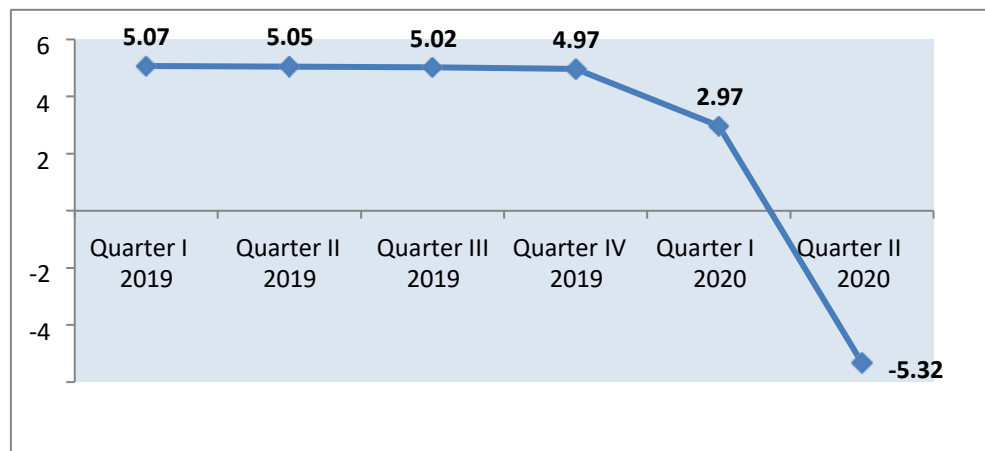


Figure 1. Indonesia's economic growth in Quarter 1 2019–Quarter II 2020.

Source: Central Bureau of Statistics (2020)

Based on a report by Central Bureau of Statistics, in the second quarter of 2020, Indonesia's economic growth decreased steeply at -5.32% (year-on-year) due to COVID-19 pandemic. Previously in the first quarter of 2020, Indonesia's economic growth reached 2.97% (year-on-year), much lower than 5.02% (year-on-year) in the same period in 2019 (Purwanto, 2021). This trend indicates that Indonesia's economy had declined significantly due to the emergence of COVID-19.

The economic slowdown was caused by a drastic drop in demand, which hampered production activities. Based on the experience of facing the 1997/1998 crisis, it has been proven that Indonesia's economy was difficult to recover within five years. The impact of COVID-19 pandemic, which has virtually affected all sectors of people's lives, is much more severe than that of the 1997/1998 crisis, which had only affected a few sectors (Martoredjo, 2020).

Social distancing policies led to a decline in the pace of public activities, an economic slowdown, and an economic recession. From the lowest consumption growth resulted since 2001, it can be seen that the performance of the domestic economy had decreased significantly. The exact impact of the spread of COVID-19 cannot be calculated for sure. However, the slowdown in the economic system was very

obvious in the tourism sector. The secretary general of the Association of the Indonesian Tours and Travel Agencies (ASITA) stated that the emergency regulation of restrictions on community activities (*Peraturan Pembatasan Kegiatan Masyarakat/PPKM*) from July 3–20, 2020 heavily prohibited the movement of tourists so that this condition added to the long period of travel restrictions that had existed since last year. As a result, many business actors in this sector could not make adequate revenue (Ramdan, 2021). Apart from that, other business sectors have also been affected by COVID-19 pandemic.



Figure 2. GDP growth of several business types in Indonesia in 2018–2020 period.

Source: [Central Bureau of Statistics \(2021\)](#)

Figure 2 shows that the businesses that experienced the highest growth contraction were the transportation and warehousing sector at 15.04%; accommodation and drinking food provision at 10.22%; corporate services at 5.44%, other services at 4.10%; and trading: car and motorcycle repair at 3.72%. In contrast, several business sectors still experienced positive growth, such as health services and social activities at 11.60%, and information and communication at 10.58% ([Central Bureau of Statistics, 2021](#)). This shows that almost all business sectors in Indonesia were affected by COVID-19 pandemic, although severe consequences were only be experienced by entities operating in industries directly affected by the lockdown ([Grima et al., 2020](#); [Khan et al., 2020](#)). In dealing with the pandemic, Indonesia's government had made various efforts to mobilize the economy. Apart from the social net, the government also provided assistance for various businesses, such as in the form of restructuring and rescheduling policies for bank loans, value-added tax (VAT) exemption policies for certain types of vehicles, capital assistance for village-owned enterprises (*Badan Usaha Milik Desa/BUMDes*) and MSMEs, and job training for unemployed or college and high school graduates.

BUMDes has actually been a government program since 2015 through the Decree of the Minister of Disadvantaged Villages and Transmigration of the Republic of Indonesia No. 4/2015 with aim to improve the economy and community businesses in managing villages' potential. BUMDes is oriented towards joint ownership of the village community and village government that will increase the economic benefits widely for the villages around the BUMDes.

The government through the Regulation of the Minister of Disadvantaged Villages and Transmigration of the Republic of Indonesia No. 7/2021 detailed the priorities for the use of village funds as follows: social protection programs in the form of direct village funds assistance at least 40%, food and animal security programs at least 20%, funding support for COVID-19 handling at least 8%, and the rest for other priority sector programs.

Another program is by improving the economy of village communities through the BUMDes program. The Ministry of Disadvantaged Villages and Transmigration had allocated a budget of 70 trillion per year and each village receives 1.6 billion. This indicates an increase because each village

received an average of 329 million in 2014, then increased to 701 million in 2015, and finally reached 1.6 billion in 2021. The large village funds for each village can indeed be used for various purposes, but the main aim is to improve the welfare of the village community.

The expanding competency of human resources, particularly human resources—in this example, the community's growing spirit of entrepreneurship—is one of the factors contributing to economic growth and development (Dodi, 2023). The President of the Republic of Indonesia in his speech asked the community not just to establish as many BUMDes as possible, but the quality and performance of the BUMDes itself must be excellent so that the benefits can be felt directly by the community. For this reason, BUMDes activities must be selected carefully so as to provide benefits to the community and make it possible for sustainable implementation.

BUMDes businesses should not wipe out small community businesses. Instead, they should be a side-by-side partner for the community. Therefore, the types of business chosen must really be a solution for the community. For this reason, training on the selection of mainstay businesses for BUMDes and MSMEs is very important so that it can be a solution to the economic problems faced by the local community nowadays.

Businesses that still provide opportunities include marketing businesses because the obstacles faced by farmers and small businesses are mainly in terms of marketing of their products. Marketing is crucial in any business so that BUMDes can assume this role using digital technology. By doing this, BUMDes and MSMEs can market their products without any restrictions in terms of place and time. However, the technological mastery by rural communities is still limited so this is actually one of the opportunities.

BUMDes is a village business entity that functions to assist the economy of the village community to help improve their welfare. BUMDes is a business association that all or most of its members have through open-ended, slow-moving membership due to the desa's kekayaan. This group is being described as a vital resource that will help to accelerate the process of improving the state of peace by determining the economic productivity of each district based on the total potential of each district. BUMDes must take action against all warga desa who are referred to through Musyawarah Desa (Musdes). Musdes is the leading platform for addressing several primary issues in BUMDes, starting from the organisation name, gurus' qualifications, and business types that are unlikely to be launched (Prasetya, 2020). BUMDes, an economic social council, is a social council that addresses health and environmental issues arising from the Covid-19 pandemic (Rahmi et al., 2020). For this reason, business types that are possible to be run include community products marketing, digital finance, capital assistance, agricultural and handicraft product quality development, village tourism (this business requires large capital and have a large multiplier effects), waste bank, and agricultural products, such as fertilizer, fertilizer manufacturing, etc. Meanwhile, business types that are possible to be run by MSMEs include handicraft, regional food, and daily necessities trading.

Business opportunities for BUMDes and MSMEs comprise marketing businesses for handicraft products/agriculture of the village community; capital businesses for MSMEs in the village; digital financial services businesses (joining a bank network); waste bank businesses; agricultural businesses and organic fertilizers; village tourism businesses by polishing various potential natural sceneries to become tourist attractions, such as trekking, camping, and rafting; agriculture/fisheries/livestock businesses in collaboration with the community to conduct joint businesses in certain fields by supplying raw materials; coaching; digital marketing; and many other businesses.

There are many challenges regarding the selection of feasible businesses that will become the mainstay for BUMDes and MSMEs. The most crucial thing is starting point to run the business. For this reason, it is very important to conduct training in advance on how to analyze and select the appropriate types of business and how to run the business chosen. Business potential analysis is a measure taken by prospective entrepreneurs/business actors to determine what they want to do in their business. Business potential analysis is useful to explore the public's interest in certain products/services, determine the

method used for promotion and doing business, and determine the feasibility of the business to be carried out. Several analyses that are often used are SWOT, shutdown point, and break-even point.

SWOT analysis is quite well-known and easy to use. SWOT stands for strength, weakness, opportunity, and threat. Strength and weakness are factors arising from within the sphere of business actors, while opportunity and threat are factors arising from outside the sphere of business actors. These external factors cannot always be controlled, but they can be predicted and anticipated through in-depth assessment.

Shutdown point is a condition in which the amount of cash generated from sales (business results) is equal to the amount of cash expenditures required for production costs and other operating costs during a certain period.

Break-even point (BEP) is a condition in which revenue from sales is equal to expenses for production costs and other operating costs, both in the form of cash costs and non-cash costs, namely cash that has been issued first, for example amortization costs or depreciation costs, such as building rental costs that have been paid for annually (long term) and vehicle purchasing cost. By conducting a BEP analysis, business actors can determine the ideal amount of selling price and the number of products that must be sold during one period in order to minimize losses.

Therefore, from the aforementioned background and the theoretical explanations, this community services activity aims to provide necessary knowledge and insights to the village officials, BUMDes managers, and MSME actors about the use of SWOT analysis, shutdown, and BEP to select the types of business, and analyze the business feasibility. This community services activity is expected to be useful for increasing the knowledge and skills of village officials, BUMDes managers, and MSME actors about mastering SWOT analysis to select the appropriate and sustainable types of business.

2. Methods

This community service activity was carried out on July 7 and 14, 2022 at Tanjung Mas tourism park, Bogorejo Village, Gedung Tataan Subdistrict, Pesawaran Regency, Lampung Province. This activity comprised of several stages as follows:

2.1 Survey

In this stage, the community services team visited the location and conducted preliminary discussions with the government of Pesawaran Regency to map the problems faced by BUMDes and MSMEs in the area, especially business opportunities that are possible to be developed. The opening activity on July 7, 2022 was attended by Bogorejo Village officials and the leaders of the Faculty of Economics and Business, Lampung University. Both parties discussed the possible cooperation to conduct. In addition to the cooperation agreement, it was also conveyed what contributions the Faculty of Economics and Business were going to bring for Bogorejo Village community, and what were the villagers expect from this activity, which were conveyed through the village head.

2.2 Socialization and training

On July 14th, the training for BUMDes, local community, and business groups in Bogorejo village was held regarding various topics, one of which was on literacy about the selection of business types and business feasibility evaluation techniques. The materials presented in this stage included (a) the role of BUMDes; (b) types of BUMDes businesses that can be carried out by BUMDes managers; (c) the background of the importance of selecting the feasible types of business; (d) how to conduct SWOT analysis and how to discuss the SWOT results openly to conclude what businesses are considered feasible to run; (e) how to conduct BEP and shutdown point analysis and how to calculate shutdown point and BEP analysis projections; and (f) practice and discussion on the use of analysis for the types of business that has been run by BUMDes.

2.3 Evaluation

This stage was very important to determine the depth of the level of knowledge (literacy) and behavior (inclusion) of the participants that had been given the socialization. The evaluation was conducted twice, namely during the survey (pre test) and after the completion of the training (post test).

3. Results and discussion

3.1 Condition overview of Bogorejo Village

Bogorejo Village occupies a land area of 2,243.51 km² with a population of 546,160 people. The livelihood of the local residents are mostly farming and gardening. This village has one BUMDes, eight women farmers' groups, one creative women's group, and one youth farmers' group. The businesses run by the BUMDes comprise Tanjung Mas tourism park, BRI-Link financial services, waste management, and agricultural trading (*waserda*). In the near future, the BUMDes will develop businesses in other sectors, namely savings and loans, fertilizer trade, agricultural medicines, and trade in agricultural products. However, the progresses from the current businesses are still minimal and have not been able to cover operational costs, resulting in the need to sacrifice employee salaries. Only a few lowly employees receive salaries, which are still below the minimum wage. For this reason, this community services activity is important to improve the literacy of the local residents about selecting the feasible types of business and evaluating the business so that it can become a viable and profitable livelihood for them.

3.2 Waste collection and waste bank business

To date, BUMDes in Bogorejo Village has only been running a waste collection business, carried out by picking up waste from people's houses and disposing it at a landfill site. This business aims to bring order and tidiness to the environment. This business, when calculated based on the community contribution per household of IDR 5,000, is not economically profitable as a BUMDes business, as it is only social and community in nature. Therefore, this waste collection business has been integrated with waste bank business.

The integrated waste business comprises the following activities: (a) collecting waste from residents' houses. Each household must start sorting out several types of waste, namely inorganic waste that can be traded, such as duplexes, cardboards, HVS papers, junks, regular cans, aluminum cans, and plastics (mineral water bottles), and organic waste that can be processed into “Takakura” fertilizer; (b) demanding the commitment of BUMDes to manage this business, as the social and environmental effects of this business are stronger and greater than the economic effects; (c) determining a place for waste stockpiling and storage every two weeks for further processing for sale; and (d) hiring managers who has direct access to waste buyers and are able to establish a fixed schedule for each sale.

The SWOT analysis results of waste bank business are presented as follows:

Strengths

- a. There are currently a lot of waste generated in the community, the majority of which are organic waste (leaves).
- b. The market share is huge due to the high demand of fertilizer for local community.
- c. The community landfill has not yet been organized properly so that the waste bank business can improve the quality of the landfill management.

Weaknesses

- a. This business is still new so that access to collectors and procedures of waste bank management are still not coordinated properly.

- b. The community has been relying more on industrial fertilizers.
- c. The amount of non-organic waste that can be traded is relatively small.

Opportunities

- a. This business can be a pioneer for the development of similar businesses in Pesawaran Regency.
- b. This business can generate additional income for local community.
- c. This business can reduce the use of chemical fertilizers.

Threats

- a. This business is not economically profitable.
- b. This business requires strong commitment and devotion from the corresponding actors.
- c. This business needs to be socialized to the community continuously in the long term so that they understand its benefits.

Break-even point calculation

- a. Fixed costs: Weighing equipment, storage warehouse, garbage cart/savings book, drum for making fertilizer
- b. Variable costs: Rope/rubber for binding
- c. Purchases: Cost of waste, chemicals procurement for fertilization process
- d. Sales: Selling price of waste

In conclusion, this waste collection and waste bank business is not economically profitable. However, it is considered socially and environmentally beneficial for the long term. Therefore, this business needs a strong commitment to be developed, as it must be actively supported by the relevant authorities and the local community.

3.3 Financial services business

3.3.1 Savings and loan business

The savings and loan business is carried out by providing capital loans to people in need, and the loans will be returned by repaying the principal loan along with a predetermined interest or through profit sharing system.

The SWOT analysis results of savings and loan business are presented as follows:

Strengths

- a. The market share is huge because many people's businesses are still undercapitalized, and they are not yet considered eligible to access the capital from the banks.
- b. The majority of these people work in the agricultural sector so that their income is not received regularly. Thus, the need for loans is quite large, and the loans will be repaid after the harvest.

Weaknesses

- a. This business faces stiff competition from loan sharks and online loan businesses.
- b. The community's perception of BUMDes. The BUMDes's capital funds that come from the government are often regarded as the government assistance for the community. This makes the community assumes that the money does not need to be repaid; even if it is repaid, it will only benefit the BUMDes management. As a result, the rate of loans repayment by the community is low, thus increasing the bad debts.

Opportunities

- a. Interest rates by online loans or loan sharks are too high. This makes loans from savings and loan services, which charge lower interest rates, are more preferable by the community.
- b. Capital assistance is available in the form of village funds for the development of village community businesses.

Threats

- a. Management capability in the savings and loan system is still low.
- b. There is still a low awareness that BUMDes is a joint venture aiming for the prosperity of the local community.
- c. There is still a high assumption that funds from BUMDes are funds from the government so that the community's intention to repay the loans is low.

In conclusion, savings and loan business is considered a potential business to be developed. However, many communities still depend on loan sharks with high interest rates. BUMDes's capital from village funds is often considered the same as government assistance for the community. Due to this assumption, there is a low intention by the community to repay the loans. The savings and loan business is not yet feasible as a BUMDes business if the BUMDes's capital is still sourced from the village funds.

3.3.2 BRI-Link business

This business is a joint venture with Bank Rakyat Indonesia (BRI) so that user can become a BRI-Link agent. This business includes transfer services and online payment services for various needs, such as electricity bills, municipal waterworks (*Perusahaan Daerah Air Minum*/PDAM), internet, online shopping, credit card, etc.

BRI-Link business provides several benefits, namely user receives a fee of 50% of the bank's fee services, such as for transfer services/online payments amounting to IDR 3,000 per transaction (50% for BRI and 50% for agents), and agents can add fees other than 50% of those determined by the bank.

The SWOT analysis results of BRI-Link business are presented as follows:

Strengths

- a. This business is highly potential, as BRI-Link usually operates 24 hours, quite advantageous compared to banks offices that operate only from 08:30–15:00, while people's needs are not limited by time.
- b. Bank offices are only located in the subdistrict, while BRI-Link is located relatively closer to community settlement in both urban and rural areas.
- c. This business can serve a variety of activities to purchase various commodities and services online.

Weaknesses

- a. This business can be run by anyone with funds/capital and they earn fees without having to pay salaries, while in BUMDes, only employees are paid.
- b. The working hours of BRI-Link business are related to that of the BUMDes. This means if the transaction is conducted after hours, it requires overtime or take-home employees. In this case, the control system must be really tight.

Opportunities

- a. This business is economically profitable because currently there are still few BRI-Link agents.
- b. The growth of online shopping and COVID-19 pandemic, which has boosted the growth of online businesses, greatly increase the needs for online payment systems.
- c. Many people in Bogorejo Village go to school or have families outside the village so that they need online payment services to make various transactions possible.
- d. Online economic activities will heavily increase in the future.
- e. This business can be utilized as an online marketing/promotion means of various kinds of products and services from Bogorejo village communities.

Threats

- a. This business does not need a business entity; individuals also eligible to run this business.
- b. Operational time, which is restricted based on BUMDes' working hours, will be less competitive than private businesses, which have unrestricted and more flexible working hours.

- c. The more advanced the technology embedded in mobile phones nowadays, the greater the opportunity for individuals to open and run this business and compete with each other.

In conclusion, BRI-Link financial services agent business is economically profitable. This business can provide various benefits for BUMDes and the community, and has a good future/business prospect owing to the rapid advancement of technology.

3.4 Tourism park business

BUMDes in Bogorejo Village created the Tanjung Mas tourism park business, which is a tourist destination comprising a rice field area, several seats for family gathering, and an entertainment area in the form of a children's swimming pool.

The SWOT analysis results of Tanjung Mas tourism park business are presented as follows:

Strengths

- a. There is no other tourism park business in Bogorejo Village so that this business has not yet been rivaled by similar business in this area.
- b. The need for tourist attractions, especially the ones that are blessed with attractive/instagramable sceneries, is still growing quite well.

Weaknesses

- a. The land of this tourist park is owned by an individual, not by the BUMDes owner.
- b. The tourist park is virtually too plain so that the scenery offered for local residents is not very attractive. It is also considered not worth enough for visitors, especially related to the distance traveled with the facilities enjoyed so that the resulting value-added is quite insignificant.
- c. The area of the tourist park is too small to be further developed.

Opportunities

- a. The growth of online media is highly rapid.
- b. The places available for gathering and traveling are still limited, whereas the needs for it are increasing.

Threats

- a. The land of park area will be eventually requested back by the owner.
- b. There is still imbalance between the revenue received and the operational costs.
- c. Other businesses outside the tourism park are more economically profitable.

In conclusion, Tanjung Mas tourism park business is considered not profitable in the long term. For sustainable reason, this business should be slowly converted to agricultural businesses or other businesses that have more economic prospects.

3.5 Agricultural trading (*waserda*) business

Waserda business is one of the alternatives that can be carried out by BUMDes. This business mainly functions to provide complement goods to fulfill the needs of the community. Thus, this business is not a rival to the existing business in the community. The *waserda* business functions to provide goods and facilities that are not yet available in the community, such as fertilizers, plant medicines, or other specific needs that the community does not yet able to provide.

In addition, this business comprises various agents/wholesale players that market the agricultural products of the local community. Nowadays, the problem faced is that the marketing of agricultural products carried out by the local community still generates selling prices that are too low or values-added that are too small, thus limiting the level of income and welfare of the community. For this reason, the existence of BUMDes can be a solution for the local community's agricultural problems, especially in terms of marketing.

The SWOT analysis results of *waserda* business are presented as follows:

Strengths

- a. Agricultural products are abundant and serve as the livelihood of the community.
- b. The market needs and demands for fertilizers and agricultural medicines are quite high.
- c. The need of village/local communities to market their products.

Weaknesses

- a. The BUMDes managers in this sector are still lacking in business skills and abilities.
- b. BUMDes capitalization condition is not yet capable of handling large parties.
- c. The BUMDes managers in this sector are still lacking in insights and knowledges of the dynamics of market and suppliers.
- d. The majority of BUMDes managers do not possess business background.

Opportunities

- a. The yields of agricultural products are plentiful.
- b. The products' prices often fluctuate.
- c. This is a great chance to learn more about how the local community maintain and cultivate their local resources.

Threats

- a. This business still faces high competition from middlemen and big traders.
- b. The BUMDes managers are still lacking in related skills, experiences, and expertises to run this business.

4. Conclusions

The mainstay BUMDes businesses to be run, namely the types of business that are favored and have good prospects, need to be assessed using SWOT analysis. The businesses chosen to be developed must be able to provide product advantages (in terms of uniqueness and quality) and price advantages. The results of SWOT analysis reveal that BRI-Link business is considered economically feasible, but must also be flexible in its implementation, especially regarding its operational hours. Waste collection and waste bank businesses is also feasible to be implemented, but it strongly requires high commitment, as this business is not economically profitable despite highly beneficial in social and environmental aspects in the long run. Tanjung Mas tourism park business is considered not feasible as a long-term business. *Waserda* business has good potential, but it needs to be analyzed and studied further so as not to get trapped and lose the competition with big traders. In general, business education and training for BUMDes and MSME actors is necessary to improve their capability to engage in entrepreneurship and seek livelihood opportunities, both as main and side livelihoods.

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