

DEVELOPMENT STRATEGIES FOR TOGA-BASED HERBAL BUSINESSES AT BUMDES TANJUNG ASRI

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Abstract

The development of herbal businesses based on Family Medicinal Plants (TOGA) represents a strategic approach to strengthening village economies through local potential. BUMDes Tanjung Asri in Tanjungan Village, Mojokerto Regency, has developed various TOGA-based herbal products integrated with village educational tourism activities. However, this business development still faces constraints related to production capacity, business governance, and marketing strategies. This study aims to formulate development strategies for TOGA-based herbal businesses at BUMDes Tanjung Asri by analyzing internal and external business conditions. This research employs a qualitative approach with a community-based research orientation, using in-depth interviews, participatory observation, and documentation studies. Data were analyzed thematically using SWOT analysis. The findings indicate that TOGA-based herbal businesses have strong potential stemming from local resource availability and active community participation, but are not yet supported by adequate managerial readiness and production standardization. Based on the SWOT analysis, development strategies emphasize strengthening internal capacity, differentiating the business by integrating TOGA educational tourism, and enhancing branding and digital marketing. The novelty of this study lies in proposing a community-based TOGA herbal business development strategy integrated with village educational tourism as a sustainable model for village-based herbal enterprises.

Keywords: Village Herbal Business, TOGA, BUMDes, Development Strategy, SWOT Analysis

1. Introduction

Developing businesses based on local potential is a strategic approach to strengthening the economic independence of villages and improving community welfare. Empirical evidence from Indonesia shows that villages with BUMDes (village-owned enterprises) exhibit greater economic activity, including growth in micro and small industries and higher rates of credit union ownership, compared to villages without such institutions (Puri & Khoirunurrofik, 2021). In the current era of globalization, villages are increasingly encouraged to transform their natural and cultural assets into productive economic activities that can compete in broader markets while maintaining ecological sustainability. At the heart of this paradigm is the concept of neo-endogenous development, which prioritizes growth driven by internal resources and community independence, and positions local knowledge and biodiversity as competitive assets (Ray, 2006).

In this context, Family Medicinal Plants (TOGA) are a local resource with significant strategic value. Rooted in ethnobotany and community-based natural resource



management, TOGA cultivation documents and applies traditional knowledge on the classification, use, and management of medicinal plants in local communities (Martin, 2010). Beyond their primary role in supporting household health resilience, TOGA plants have considerable economic value when managed through structured, innovative business models. The increasing global demand for natural and herbal products, as reflected in the global herbal market projection estimated to reach USD 411.2 billion by 2026 (Market Analysis Report, 2020), has opened up significant market opportunities for TOGA-based businesses, especially those that integrate traditional knowledge with modern production and marketing approaches. In addition, TOGA cultivation and processing are inclusive activities that actively involve women's groups and community members from diverse socioeconomic backgrounds, thereby contributing to gender-responsive rural development.

Tanjungan Village, located in Kemlagi Subdistrict, Mojokerto Regency, is one of the villages with abundant TOGA potential. This potential has been developed through the Tanjung Asri Village-Owned Enterprise (BUMDes) as various herbal products, including herbal teas and traditional drinks, which are integrated with TOGA-based educational tourism activities. This development model reflects the transformation of local knowledge and village natural resources into value-added economic activities by involving the active participation of the community, especially women's groups (PKK). This approach is in line with the mandate of BUMDes based on (UU No. 6 Tahun 2014 Tentang Desa, 2014) concerning Villages, which channels village funds to support community-based economic institutions as instruments of rural development. Theoretically, this model aligns with the concept of social entrepreneurship in rural institutions, in which community-based organizations pursue economic goals while creating social and environmental value (Austin et al., 2012).

The urgency of this research is driven by several critical factors. First, the development of TOGA-based herbal businesses at the village level still faces significant challenges. These challenges include limited production capacity, uneven quality among human resources, the absence of standardized quality-assurance mechanisms, and underdeveloped branding and digital marketing strategies. Second, these challenges are exacerbated by broader structural limitations in the BUMDes ecosystem. Although the number of BUMDes in Indonesia is growing rapidly, community utilization remains low, and there is insufficient evidence that the mere existence of BUMDes can create meaningful employment opportunities for villagers (Arifin et al., 2020). This underscores the need for context-specific business development strategies that go beyond mere institutional presence. Third, from a strategic management perspective, these challenges highlight the importance of analyzing internal competencies and external environmental dynamics before formulating the right business development direction (David et al., 2017; Porter, 2008). Fourth, the external environment offers substantial opportunities, driven by growing healthy lifestyle trends, increasing consumer awareness of herbal and natural products, and government policy support through programs such as Saintifikasi Jamu (Herbal Medicine Science) and the national movement for herbal product development. Fifth, previous studies have discussed the role of BUMDes in rural economic development; however, studies that specifically examine TOGA-based herbal business development strategies integrated with educational tourism are still very limited.

Previous research has shown significant but fragmented findings regarding village enterprise development and local resource utilization. Studies have demonstrated that BUMDes contributes to rural economic activity and community empowerment (Puri &



Khoirunurrofik, 2021). Research has shown that neo-endogenous development, which prioritizes internal resources and community independence, offers a robust framework for understanding rural business development (Ray, 2006). Studies have also identified that TOGA cultivation and processing have economic value when managed through structured business models (Martin, 2010). However, these studies have examined these elements in isolation, leaving a significant gap in understanding how TOGA-based herbal businesses can be strategically developed through systematic analysis of internal and external conditions within the specific context of BUMDes.

The research gap in this study lies in the limited understanding of how TOGA-based herbal businesses can be strategically developed at the village level through comprehensive analysis of internal and external business conditions. While individual studies have examined the role of BUMDes in rural development or the economic potential of medicinal plants, the integrated framework connecting local resource utilization, strategic management, and business development within the BUMDes context remains underexplored (Arifin et al., 2020; David et al., 2017). Additionally, most previous studies have focused on general village enterprise development without specifically examining TOGA-based businesses integrated with educational tourism, leaving a significant gap in knowledge regarding the dynamics of local resource-based business development in Indonesian villages.

The novelty of this research lies in several aspects. First, this study focuses on BUMDes Tanjung Asri, a village-owned enterprise that has developed TOGA-based herbal products integrated with educational tourism, representing a unique context characterized by local resource utilization, community participation, and strategic differentiation. Second, this study develops an integrated analytical framework that combines SWOT analysis with Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) matrices, providing a more systematic and measurable assessment of strategic priorities (David et al., 2017; Wheelen & Hunger, 1995). Third, this study positions educational tourism integration as a strategic differentiator that enhances the unique value proposition of TOGA-based herbal businesses in an increasingly competitive herbal market. Fourth, this study contributes to the limited empirical evidence on TOGA-based business development in Indonesian villages, providing insights into how local resources can be transformed into value-added economic activities. Fifth, this study extends the application of strategic management theory and neo-endogenous development concepts to the context of village enterprise development, validating theoretical predictions in an under-researched institutional context (Ray, 2006; Porter, 2008).

The purpose of this study is to formulate a TOGA-based herbal business development strategy at BUMDes Tanjung Asri through a comprehensive analysis of internal and external business conditions. The choice of this goal was driven by the limited understanding of how local resource-based businesses can be strategically developed at the village level and the need for context-specific strategies that address the specific challenges and opportunities facing BUMDes Tanjung Asri. With a comprehensive examination of internal and external factors, this study aims to provide a deeper understanding of how TOGA-based herbal businesses can be developed sustainably and competitively in the village context.

The contribution of this research is multifaceted. From a theoretical perspective, this research contributes to the enrichment of literature on rural business development by offering an integrated framework that links the utilization of local resources and strategic



management in the context of BUMDes. The findings contribute to the understanding of how SWOT analysis, combined with IFE and EFE matrices, can be applied to formulate context-specific business development strategies in village enterprises, providing a more nuanced theoretical framework for analyzing local resource-based business development (David et al., 2017; Wheelen & Hunger, 1995). From a practical perspective, this study provides actionable recommendations for the management of BUMDes Tanjung Asri, local government stakeholders, and community members who are seeking to improve the competitiveness and sustainability of village-based herbal businesses. For BUMDes management, the findings provide guidance on which strategic priorities should be pursued to strengthen institutional capacity, improve product quality, and enhance market competitiveness. For local government stakeholders, the results offer insights into the importance of supporting village enterprise development through policy frameworks, infrastructure, and capacity-building programs. For community members, this study provides evidence on the economic potential of TOGA-based businesses and the importance of active participation in village enterprise development (Arifin et al., 2020; Austin et al., 2012).

2. Theoretical Background

2.1 Development of Village Enterprises

Village enterprise development is a strategic process aimed at strengthening rural economic capacity through the optimal, planned, and sustainable utilization of local potential. From a rural economic development perspective, village enterprises are not merely economic activities but also instruments of community empowerment that generate employment opportunities, increase household income, and enhance village self-reliance. This approach positions rural communities as key actors actively involved in the planning, implementation, and management of village-based enterprises.

Village Owned Enterprises (BUMDes) play a central role as rural economic institutions designed to manage village potential in a professional, transparent, and participatory manner. The existence of BUMDes facilitates the integration of natural resources, human capital, and local wisdom into business units that generate both economic and social value (Jayadi et al., 2024). Previous studies indicate that the success of village enterprise development through BUMDes is strongly influenced by strategic planning, quality human resource capacity, institutional governance, and adaptability to market dynamics (Yasir & Ghazali, 2023). Therefore, sustainable village enterprise development requires strategies grounded in systematic analyses of internal and external conditions.

2.2 Family Medicinal Plants (TOGA)

Family Medicinal Plants (TOGA) are medicinal plants cultivated in household yards and used for traditional medicine and health maintenance. The use of TOGA is deeply rooted in Indonesian local wisdom and contributes significantly to promotive and preventive healthcare practices (Arista et al., 2024). In addition to enhancing household health resilience, TOGA promotes environmentally friendly, sustainable resource utilization.

Beyond their health benefits, TOGA also possesses considerable economic potential when managed productively and, in a market, oriented manner. Processing TOGA into herbal products, such as herbal teas, traditional beverages, and health supplements, can increase the value added to local commodities and expand rural business opportunities



(Ariyani et al., 2025). Several studies highlight that TOGA-based herbal product development can serve as an alternative source of income, promote rural economic diversification, and increase women's participation in productive economic activities. Consequently, TOGA can be positioned as a leading village commodity that simultaneously strengthens local economies and community empowerment (Firdaus et al., 2024).

2.3 Business Development Strategy

Business development strategy refers to a set of decisions and actions designed to achieve long-term organizational objectives by considering both internal capabilities and external environmental conditions. This strategy encompasses situational analysis, formulation of strategic alternatives, implementation, and continuous performance evaluation (Risdarwanto et al., 2023). In the context of village enterprises, business development strategies function as operational guidelines for BUMDes to manage resources effectively, enhance competitiveness, and respond to market competition.

Strategies based on local potential require a comprehensive understanding of village characteristics, institutional capacity, and market needs and preferences (Ultari & Khoirunurrofik, 2024). Well-formulated strategies enable BUMDes to maximize local strengths, address internal weaknesses, exploit external opportunities, and mitigate business risks. Thus, village enterprise development strategies should be oriented not only toward economic profit but also toward business sustainability, community empowerment, and the creation of social value in rural contexts.

2.4 SWOT Analysis as an Analytical Tool

SWOT analysis is a widely used strategic analytical tool for identifying strengths, weaknesses, opportunities, and threats that influence organizational performance. This framework assists decision makers in understanding strategic positioning by systematically linking internal and external factors (Helms & Nixon, 2010). In studies on village enterprise development, SWOT analysis is frequently applied to formulate strategies that are realistic, contextual, and grounded in empirical field conditions (Pratiwi et al., 2024).

The application of SWOT analysis in TOGA-based herbal business development enables BUMDes to gain a comprehensive overview of existing strengths, weaknesses, opportunities, and threats. The results of this analysis serve as a foundation for designing adaptive and sustainable development strategies that enhance the competitiveness of village herbal enterprises. Accordingly, SWOT analysis serves not only as a diagnostic tool but also as a strategic framework guiding the development of TOGA-based herbal businesses rooted in local potential (Pratiwi et al., 2024).

3. Methods

3.1 Research Design

This study employed a qualitative approach with a community-based research orientation to obtain an in-depth understanding of the development of TOGA-based herbal businesses at the village level. The research was conducted at BUMDes Tanjung Asri, Tanjungan Village, Kemlagi District, Mojokerto Regency, which was purposively selected as the research site for its active engagement in TOGA cultivation, herbal product processing, and educational tourism development as part of its village enterprise programs.



3.2 Research Setting and Participants

The research site was BUMDes Tanjung Asri, Tanjungan Village, Kemlagi District, Mojokerto Regency. The site was selected because it has developed an integrated business model combining TOGA-based herbal products with educational tourism activities. Participants in this study consisted of key informants who were directly involved in TOGA-based business activities, including BUMDes managers, village officials, and PKK group members. The selection of participants was based on their knowledge, involvement, and experience in the development and management of TOGA-based herbal businesses at BUMDes Tanjung Asri.

3.3 Data Collection Techniques

Data were collected through multiple methods to ensure the comprehensiveness and credibility of the findings. In-depth interviews were conducted with key informants, including BUMDes managers, village officials, and PKK group members who were directly involved in TOGA-based business activities. The interviews were designed to explore participants' experiences, perspectives, and insights regarding the development of TOGA-based herbal businesses, including internal strengths, weaknesses, external opportunities, and threats. Participatory observation was carried out to directly examine production processes and TOGA educational tourism activities. Documentation studies were also performed by reviewing BUMDes institutional records, including financial reports, meeting minutes, and program documentation, to triangulate information obtained from interviews and observation.

3.4 Data Analysis Techniques

Data were analyzed thematically through three sequential stages: data reduction, data presentation, and conclusion drawing. In the data reduction stage, the researcher selected, focused, and simplified the data obtained from interviews, observations, and documentation to identify relevant patterns and themes related to TOGA-based business development. In the data presentation stage, the findings were organized into narratives, matrices, and thematic tables to facilitate interpretation and analysis. In the conclusion drawing stage, the researcher interpreted the findings and verified them through triangulation and member checking to ensure the credibility and trustworthiness of the results. SWOT analysis was employed as the strategic framework to systematically identify internal strengths and weaknesses as well as external opportunities and threats facing the TOGA-based herbal business. The SWOT analysis was further complemented by the Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) matrices to provide a more systematic and measurable assessment of strategic priorities, thereby providing a structured basis for formulating evidence-based business development strategies (David et al., 2017; Wheelen & Hunger, 1995). This analytical approach enabled the researcher to develop context-specific, applicable, and locally based business development strategies that address the specific conditions and potential of BUMDes Tanjung Asri.

4. Results and Discussion

This section presents the research results and discussion in an integrated manner to address the research objective, namely formulating development strategies for TOGA-based herbal businesses at BUMDes Tanjung Asri. The presentation of results is not merely descriptive; it is complemented by scientific analysis linking field findings to research objectives and prior studies.



Internal and External Conditions of TOGA-Based Herbal Business. The findings indicate that the TOGA-based herbal business managed by BUMDes Tanjung Asri has strong internal potential, particularly in the availability of local raw materials and active community participation. The abundance of medicinal plants in the village environment and the involvement of PKK women’s groups are key strengths that support business sustainability. These findings suggest that village herbal enterprises rely not only on natural resources but also on collectively developed social capital. Prayitno et al. (2024), found that social networks, norms, and trust built within village communities constitute essential social capital that underpins the sustainable development of local resource-based enterprises.

However, this internal potential has not been fully supported by adequate managerial readiness and production capacity. Limited production facilities, inconsistent implementation of standard operating procedures, and unsystematic administrative records result in fluctuating production capacity and hinder sustainable business growth. This condition indicates that internal weaknesses lie not in resource availability but in business management and governance. This finding aligns with evidence from Indonesia showing that low managerial capacity and limited community participation remain persistent constraints on BUMDes performance and sustainability (Arifin et al., 2020).

From an external perspective, the business environment presents significant opportunities. The growing public awareness of healthy lifestyles and increasing demand for herbal products based on natural ingredients create market opportunities for village-based TOGA products. Furthermore, village tourism development policies in Tanjungan Village provide strategic space for integrating TOGA businesses into educational tourism activities. These findings support the view that integrating village economic activities with tourism can enhance the value added of local products (Fafurida et al., 2024).

Nevertheless, these opportunities are accompanied by several threats, particularly competition from mass-produced herbal products and external MSMEs that already possess quality standards, legal certifications, and broader distribution networks. This threat indicates that without improvements in product quality and marketing strategies, village TOGA businesses may face limited competitiveness. This condition is consistent with Krisna (2024), who argues that local potential-based enterprises are vulnerable if they fail to adapt to market standards.

4.1 SWOT Analysis of TOGA-Based Herbal Businesses

Based on the mapping of internal and external conditions, a SWOT analysis was used to identify the strategic position of TOGA-based herbal businesses at BUMDes Tanjung Asri.

Table 1. SWOT Analysis of TOGA-Based Herbal Business at BUMDes Tanjung Asri

Factor	Description
Strengths (S)	Abundant availability of local TOGA resources, institutional support from BUMDes, and active participation of PKK women’s groups in business management.
Weaknesses (W)	Limited production capacity, suboptimal business governance, and underdeveloped product marketing strategies.
Opportunities (O)	Growing healthy lifestyle trends, increasing demand for natural herbal products, and the



Factor	Description
Threats (T)	potential development of TOGA-based educational tourism.
	Competition from mass-produced herbal products, increasing demand for product quality standards and legal certification, and market fluctuations.

Source: Authors' Analysis (2025)

The analysis reveals that the main strengths lie in the availability of local raw materials, institutional support from BUMDes, and community involvement. Conversely, the main weaknesses include limited production capacity, weak business governance, and suboptimal marketing strategies.

In terms of opportunities, healthy lifestyle trends, village tourism policies, and the potential for TOGA-based educational tourism serve as external factors that can be leveraged for business development. Meanwhile, the primary threats stem from market competition and increasing demands for product quality standards. The combination of these factors indicates that the TOGA-based herbal business is positioned for proactive development strategies, provided that internal capacity strengthening is prioritized.

These SWOT findings provide a scientific basis for asserting that business development strategies should not focus solely on increasing production but must also encompass governance improvements, human resource capacity building, and business differentiation. This finding reinforces Krisna (2024) argument that village business development strategies must be designed comprehensively, considering the interrelationships between internal and external factors.

4.2 Formulation of TOGA-Based Herbal Business Development Strategies

The development strategies were formulated in direct response to the research objective.

Table 2. SWOT Strategy Formulation for TOGA-Based Herbal Business Development

	Strengths (S)	Weaknesses (W)
Opportunities (O)	SO Strategy: Leveraging local TOGA resources, BUMDes support, and educational tourism to capture market opportunities for herbal products	Strengthening human resource capacity, implementing production quality standards, and enhancing branding and digital marketing.
Threats (T)	ST Strategy: Utilizing internal strengths to improve the Competitiveness of village herbal products in facing market competition.	WT Strategy: Improving business governance, product standardization, and legal certification to minimize external risks.

Source: Authors' Analysis (2025)

Strength Opportunities (SO) strategies focus on leveraging internal strengths to capture external opportunities by developing innovative TOGA-based herbal products and strengthening TOGA educational tourism as a medium for promotion and health education. This strategy underscores that local advantages and community participation



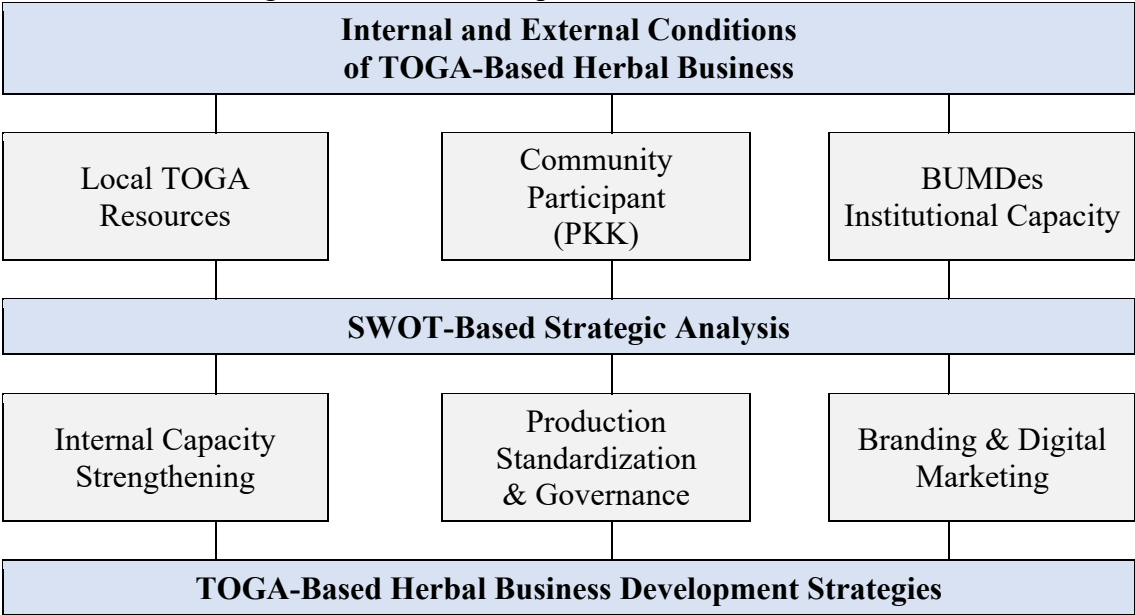
can serve as key differentiating factors for village herbal businesses. This is aligned with Anggraini et al. (2025), who demonstrated that community empowerment programs integrating TOGA cultivation with product innovation not only strengthened local health literacy but also enhanced the economic value of herbal products, confirming that local advantages and active community participation are key differentiating factors in sustaining village-based herbal enterprises.

Weakness-Opportunity (WO) strategies emphasize addressing internal weaknesses by building human resource capacity, implementing production quality standards, and strengthening branding and digital marketing. These strategies are essential to ensure that existing market opportunities can be optimally utilized. This finding is consistent with Najamudin & Al Fajar (2024), who highlight the importance of strengthening internal capacity in developing village enterprises based on local potential.

Strength Threats (ST) strategies aim to leverage internal strengths to mitigate external threats, particularly market competition. Integrating herbal businesses with TOGA educational tourism serves as a differentiation strategy that mass-produced herbal products struggle to replicate. Meanwhile, Weakness Threats (WT) strategies are defensive in nature, focusing on improving business governance, ensuring product standardization and legal certification, and planning for the sustainable availability of raw materials. Wang et al. (2023) further emphasized that systematic quality control encompassing product standardization, raw material identification, and specification compliance constitutes a critical foundation for herbal enterprises to ensure production consistency, regulatory compliance, and long-term business sustainability.

4.3 Novelty and Research Contribution

The novelty of this study lies in the formulation of development strategies for TOGA-based herbal businesses managed by BUMDes and integrated with village educational tourism. Unlike previous studies that tend to address production or marketing aspects separately, this research offers a strategic approach that integrates internal and external analysis, community participation, and the strengthening of village institutions. Thus, this study provides both conceptual and practical contributions to the development of adaptive and sustainable village-based herbal enterprises.



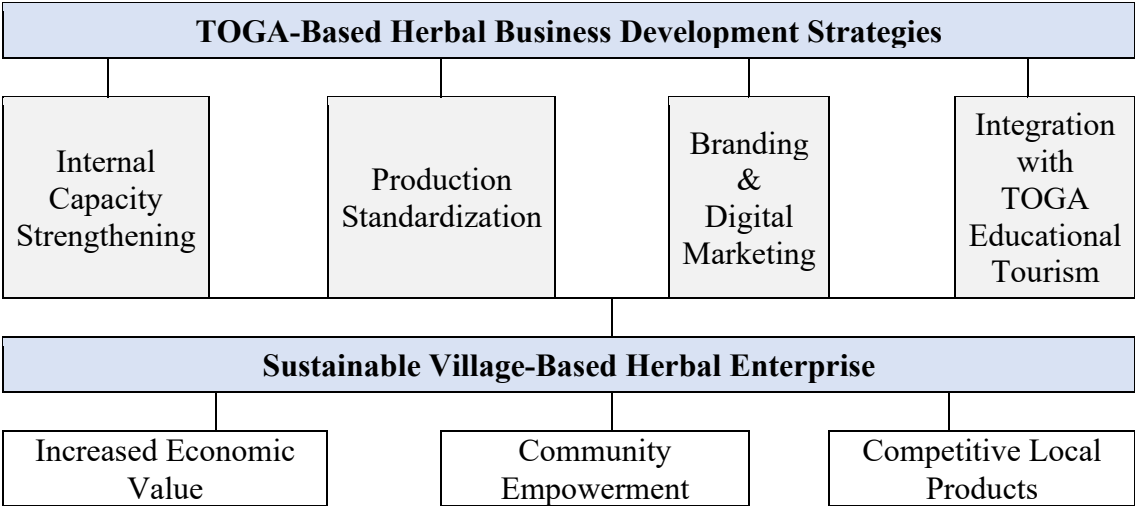


Figure 1. Strategic Model of TOGA-Based Herbal Business Development
Source: Authors' Analysis (2025)

5. Conclusion

This study aimed to formulate development strategies for TOGA-based herbal businesses at BUMDes Tanjung Asri by analyzing internal and external business conditions. Using a qualitative descriptive research design supported by SWOT analysis, the study successfully explored how the business operates, how internal and external factors influence its development, and how strategic formulation can be directed toward sustainable business growth.

The results indicate that the development of TOGA-based herbal businesses is a contextual and multidimensional process influenced by several major factors: local resource availability, community participation, production capacity, business governance, and marketing strategies. Local resource availability served as the foundation of business development, functioning as a strategic asset that enables BUMDes to produce herbal products based on locally available medicinal plants. Active community participation represented a central component of successful implementation, enabling shared responsibility and coordinated involvement in cultivation, production, and marketing activities. Production capacity, including equipment availability and technical competence, determined the ability of the business to meet market demand consistently. Business governance, encompassing financial management, organizational structure, and administrative systems, provided the institutional framework necessary to sustain operations professionally. Marketing strategies, including product differentiation, packaging, and digital promotion, facilitated broader market access and enhanced business competitiveness. These findings align with the SWOT analysis framework, which explains that business development is shaped by the interaction between internal capabilities and external environmental conditions.

The evaluation shows that the existence of local resource potential alone does not guarantee successful business development. Business effectiveness depends on how BUMDes transforms local potential into meaningful economic value through institutional strengthening, quality improvement, and strategic differentiation. The central finding is that business performance cannot be determined solely by the availability of raw materials or community participation. Resources become economically valuable only when they are supported by adequate production capacity, professional governance, and effective



marketing strategies. Applying the SWOT analysis highlighted how the interaction between internal strengths and external opportunities enables BUMDes to move beyond subsistence-oriented approaches toward sustainable business transformation. This finding is consistent with previous research emphasizing that village enterprise development should be understood as an ongoing process of institutional capacity building and community empowerment rather than a static operational activity.

The main contribution of this study lies in the development of an approach that integrates qualitative descriptive analysis and SWOT framework into a single conceptual framework to examine TOGA-based herbal business development. The resulting framework not only provides a methodological contribution to research on village enterprise development but also offers practical implications for BUMDes managers, village governments, and policymakers in designing more effective strategies to strengthen community-based businesses.

From a practical perspective, this study provides actionable insights for BUMDes managers, village governments, and policymakers. BUMDes managers need to foster institutional capacity and sustainable organizational support systems where herbal business development is understood as a shared village responsibility rather than an individual administrative burden. Village governments need to strengthen business governance, improve production capacity, and facilitate integration with TOGA educational tourism to enhance product differentiation and market reach. Policymakers should provide clearer policy frameworks and resources to support village enterprise development and community-based economic empowerment in Indonesia.

This study has several limitations that should be acknowledged. First, the study focused only on one BUMDes, which may limit the generalizability of the findings to other villages or regions. Second, the number of participants was limited, which may affect the comprehensiveness of the identified factors. Third, the study relied on self-reported data from participants, which may be subject to social desirability bias. Fourth, the study did not examine the moderating role of village characteristics such as geographic location, population size, or institutional capacity in the relationships examined.

Future research should expand the geographical scope to include other BUMDes in Indonesia and involve a larger number of participants to enhance the generalizability of the findings. Researchers should test the developed framework in other village contexts and use a more comprehensive quantitative approach to validate the thematic findings. Future studies should also examine the moderating role of village characteristics such as geographic location, population size, and institutional capacity in TOGA-based herbal business development. Finally, future research could employ longitudinal designs to examine how business development strategies evolve over time as village enterprise policies and community participation practices develop.

This study contributes to the growing body of literature on village enterprise development by providing empirical evidence on TOGA-based herbal business development within an Indonesian village context and demonstrating the applicability of SWOT analysis in examining business development processes. The findings suggest that local resource availability, community participation, production capacity, business governance, and marketing strategies are the key factors influencing business development effectiveness. As Indonesia continues to develop village enterprises and community-based economic empowerment, understanding these factors becomes increasingly important for developing effective strategies to strengthen BUMDes



institutional capacity, improve herbal product competitiveness, and promote sustainable economic transformation in rural areas.

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