

The Strategy of Business Performance Development for UPPKS in Facing the Demographic Bonus Era

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Abstract

The basic problems faced by UPPKS in Semarang are as follows (Jateng Pos, 2019): 1) Many group businesses do not develop and "die" in the middle of the process, 2) They do not have information on forms and access to capital, 3) They have not been able to manage the existing UPPKS capital, 4) Management has not been able to run the organization well, 5) The group has an organizational structure but does not have activities, 6) Business activities are still independent and not well organized. Thus, the existing UPPKS is not functioning properly. However, the UPPKS is expected to create jobs, especially in the era of the demographic bonus. The UPPKS problems can fail to capture the demographic bonus because it has not been able to develop its members' businesses. This can result in people not being attracted to become members of the UPPKS. Specifically, this study aims to describe: 1) the strategic factors that exist in UPPKS in facing the demographic bonus era 2) the potential for developing business performance in facing the demographic bonus 3) the strategies of business performance development for UPPKS in facing the demographic bonus. This study used the descriptive exploratory approach by analyzing the UPPKS performance strategy. This study is the survey at the UPPKS in Semarang. The population of this study is the management of the UPPKS group in Semarang. The UPPKS sample was determined by purposive sampling. The number of samples of UPPKS management is 16 people representing 16 sub-districts in Semarang. The steps taken in this study are as follows: 1) identifying the strategic factors related to the development of UPPKS performance, 2) factors will be analyzed by using SWOT analysis. The attributes used in the questionnaire were obtained from the perceptions of stakeholders and UPPKS, which in general included attributes of internal conditions consisting of strengths and weaknesses as well as external conditions of UPPKS, which consisted of opportunities and threats. This study produced output in the form of the performance development strategy at UPPKS, namely growth with concentration through horizontal integration.

Keywords: strategy; demographic; businesses; UPPKS.

1. Introduction

The presence of UPPKS is an effort to increase family income for members of the UPPKS and strengthen their participation as active family planning participants since 1994. UPPKS is a program with the main objective to improve the welfare and participation in family planning (KB) for Pra Keluarga Sejahtera (Pra KS) and Keluarga Sejahtera I (KS I). UPPKS members consist of 1) Fertile Age Couples (FAC), 2) Family Planning (FP) Participants, 3) Youth, and 4) Elderly ((BKKBN, 2018).

UPPKS activities are carried out to form entrepreneurial groups that aim to improve family welfare (Cicik, 2017). UPPKS can be formed with the following conditions ((BKKBN, 2018) : 1). Having management, 2). Holding regular meetings, 3). Conducting productive economic business, 4). Carrying out the business learning process (skilled workers), 5). Carrying out administrative records, 6). Members are prioritized for fertile age couples, family planning participants, and pre-prosperous families.

UPPKS is proven to have been able to increase its members' business development and be able to absorb unemployment. This is in line with this study's results, which found that the UPPKS was very effective in increasing income and job opportunities. Furthermore, (Simanjuntak, 2014) research revealed that UPPKS succeeded in encouraging the group of mothers who were trained in entrepreneurship to start business activities. Nandha et al

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(2015) study states that the Business of Family Income Development has succeeded in increasing its members' business development. From the previous research findings, it can be concluded that the UPPKS can play a crucial role in stability, job creation, and national economic development. Thus, the UPPKS needs to get all parties' attention by paying attention to the business potential that exists in each region, especially in the era of the demographic bonus. The opportunities that can be captured in the demographic bonus era are creating jobs and developing family income through UPPKS.

Demographic Bonus is a condition in which the productive age population is greater than the non-productive age (UNFPA, 2016). Indonesia will enter the demographic bonus phenomenon in 2020-2030. Different from Central Java, the demographic bonus phenomenon started in 2010 ((BPS, 2013). If demography bonus cannot be handled, then an explosion of productive age unemployment will occur and can trigger various problems such as the increased crime, the government burdens in terms of social welfare, the sharp income gap between skilled and unskilled, and the increased competition for controlling the natural resources (BKKBN, 2016). To deal with the demographic bonus, UPPKS in Central Java, especially in Semarang, is expected to have the right strategy to take advantage of the demographic bonus opportunity. This is done so that problems that arise in the development of the prosperous family can be resolved. The fundamental problems faced by UPPKS in Semarang City are as follows (Jateng Pos, 2019) : 1) Many group businesses do not develop and "die" in the middle of the process, 2) They do not have information on forms and access to capital, 3) They have not been able to manage the existing UPPKS capital, 4) Management has not been able to run the organization well, 5) The group has the organizational structure but does not have activities, 6) Business activities are still independent and not well organized. Thus, the existing UPPKS is not functioning properly. Even though the UPPKS is expected to create jobs, especially in the era of the demographic bonus, UPPKS problems can fail to capture the demographic bonus because it has not developed its members' businesses. This can result in people not being attracted to become members of the UPPKS. Understanding the problems and their consequences is necessary to research the strategies to develop a business performance for the UPPKS.

Heryendi (2013) examined UPPKS, which aims to determine the level of program effectiveness and program benefits assessed from the welfare after receiving UPPKS program assistance. The results of his research indicated that the implementation of the UPPKS program was very effective. In this case, the program implemented was following the expectations and the objectives of the program. Besides that, his research results also showed a significant change in the level of welfare, namely the increase of income and job opportunities after joining the UPPKS program. Furthermore, Simanjuntak (2014) research aims to explore and find determinant factors for UPPKS group management development. The findings of his research indicated that businesses could develop because they were supported by additional venture capital that the members earn themselves and the selection of profitable business activities. Food and beverage are the businesses that many individual entrepreneurs have chosen because of the faster turnover. Nandha et al (2015) aims to examine the Business of Family Income Development (UP2K) program on the success of UP2K members' businesses, which have significantly impacted the businesses run by UP2K members. The theory used in this research is entrepreneurial orientation theory. Entrepreneurial orientation involves an organization's willingness to innovate and improve market offerings, taking risks by trying out uncertain new products and services.

The BKKBN formed the UPPKS in the form of business groups to support the family economy. The assistance by the BKKBN is carried out for UPPKS groups, especially for Pre-Prosperous families (Pra KS) and prosperous families (KS) I. This activity aims to help alleviate poverty in the Pre-Prosperous group by providing family planning services and family economic development. Cicih (2017), if this activity can run well, it is the real step for the government to realize one of the sustainable development or Sustainable Development Goals (SDGs).

The Effort to Increase Prosperous Family Income (UPPKS) is one of the programs carried out by the BKKBN (Utami, 2017). The formation of the UPPKS is one of the efforts to improve family welfare (Cicih, 2017). The UPPKS is the productive economic business group consisting of the group of family members consisting of various stages of the prosperous family, both for fertile age couples who have had family planning or not. The group of family members interacts with each other and strengthens and improves their welfare (BKKBN, 2018). Thus the program is the family economic empowerment program. UPPKS is also a program that integrates with the family planning program, which aims to improve the family's economic conditions (Syamsul et al., 2019) .

In general, the objectives of the UPPKS are 1). To invite families to be active in a productive economy, 2). To socialize the family financial management, 3). To increase family resilience and independence, and 4) create a happy and prosperous small family (BKKBN, 2018). Those who become members of the UPPKS are 1) Fertile Age Couples (PUS), 2) Participants of Family Planning (KB), 3) Youth, and 4) Elderly.

The definition of demographic bonus is the advantage that a country has in this world due to the large proportion of the productive population (aged 15-64 years) in the population evolution experienced by that country (Arviana, 2020). The Demographic Bonus is a condition in which the productive age population is greater than the non-productive age (BKKBN, 2016). Indonesia will enter the demographic bonus phenomenon in 2020-2030. This condition is different from Central Java, where the demographic bonus phenomenon started in 2010.

Rangkuti (2008), strategy is a tool to achieve company goals concerning long-term goals, follow-up programs, and resource allocation priorities. Sule & Saefullah (2008), the strategic objectives are intended to maintain the continuity of the company's business compared to its competitors in meeting consumer needs. Besides, strategy for companies is needed to make a profit.

Rangkuti (2008), the types of strategies can be grouped based on three types of strategies, namely management, investment, and business strategies. This study uses the business strategy, which is often called functional business strategy because it is oriented towards the functions of management activities, such as marketing strategy, production or operational strategy, distribution strategy, organizational strategy, and finance strategies.

2. Methods

2.1. Research Design

This study used the descriptive exploratory approach by analyzing the UPPKS performance strategy. This study is a survey at the UPPKS in the city of Semarang. The study population consisted of the UPPKS group administrators. The selection of Semarang City as the research location is determined based on the consideration of the aspects of the population development plan, especially in prosperous families. Based on these aspects, it is expected that the existing potentials can be improved to take advantage of the opportunities in the era of the demographic bonus. The determination of the sample of UPPKS group members was carried out purposively based on the consideration of homogeneity aspects and the real conditions of the UPPKS group in the city of Semarang. The total sample was 16 people, with each UPPKS group consisting of 1 committee representing 16 sub-districts in Semarang. The management is chosen because it will be used to determine the appropriate UPPKS performance development strategy to take advantage of the opportunities in the era of the demographic bonus.

2.2. Research Stages

This study concentrates on how performance development strategies are following the potential of UPPKS. The steps taken in this study are as follows: (1) identifying the strategic factors related to the development of UPPKS performance (2) these factors will then be analyzed using SWOT analysis. The attributes used in the questionnaire were obtained from the perceptions of stakeholders and UPPKS, which in general included the attributes of the internal conditions consisting of the strengths and the weaknesses as well as the external conditions of UPPKS, which consisted of the opportunities and the threats.

2.3. The Technique of Data Collection

This study's initial step is to conduct FGD (Focus Group Discussion) on the stakeholders in the research area to look for strengths, weaknesses, opportunities, and threats regarding the strategic factors that exist in the UPPKS group. Furthermore, with the questionnaire's help, the primary data were collected through interviews with the UPPKS group administrators.

2.4. Data Analysis

The data obtained from the research field were analyzed descriptively, quantitatively, and by using SWOT analysis. Analyzing data descriptively is to describe how the strategies to develop performance in facing the demographic bonus era. Quantitative analysis is by calculating the weight, rating, and score. The total weighted score is used to determine the UPPKS reaction to internal and external strategic factors. SWOT analysis is conducted to determine the position of the UPPKS and the strategies that must be taken to develop UPPKS business performance.

3. Result and Findings

3.1. Results

3.1.1. SWOT Analysis

To obtain the right strategy formulation, a SWOT analysis is required. Various SWOT analysis models can be used; however, in this study, only two quantitative models of strategy formulation were used to make the analysis more complete and accurate, namely the Internal External Matrix and the SWOT Matrix.

In the internal analysis, the strength and weakness variables can be formulated. Whereas in the external analysis, opportunities and threats can be formulated.

The strength variable can be formulated as follows:

Strength

- Funds for Business Are Available
- Low Operating Costs
- Obtaining Information Related to the Uppks Business Easily
- Having Sufficient Information System
- Physical Facilities and Infrastructure Are Available Relatively Easy
- Having Young and Potential HR be developed

Weakness variables can be formulated as follows:

Weakness

- Group business does not develop
- Do not have information on forms and access to capital
- Not yet able to manage the existing business capital
- Management has not been able to run the organization Well
- The group has an organizational structure but does not have activities
- Business activities are still independent and not well organized

Variables of opportunities and threats, which are the external environmental analysis, can be formulated as follows:

Opportunity

- The extent of the market for the product
- Government policy to develop business
- Market trends in line with the UPPKS business
- Easy to obtain business funds from outside parties
- High hopes from the government for the UPPKS business development
- Some financial institutions/banks can provide business credit

Threat

- Uncertainty in obtaining business funds
- There are many business competitors
- Technological changes are swift
- There is a Covid 19 pandemic
- There is an economic recession
- The price of raw materials is high

3.1.2. Internal and External Strategy Factors

From the identification of the internal and external variables of the UPPKS, the internal factor analysis table (IFAS) and the external factor analysis table (EFAS) can be made. The initial step taken is to give weight based on the relative advantages of the main competitors. Furthermore, the rating given is based on the predictions or the company's future ability.

Based on the Internal Strategic Factor Analysis Summary (IFAS) matrix, the UPPKS has the main power to easily obtain information related to the UPPKS business with a score of (0.29). Meanwhile, the main weakness of the UPPKS is that business activities are still independent and not well organized. The IFAS score shows the number

2.79, meaning that the internal position is strong enough because it has the ability above-average to use strengths and overcome internal weaknesses (David, 2006; Subaktilah et al., (2018).

The External Strategic Factor Analysis Summary (EFAS) is carried out by processing the external variables in the form of opportunities and threats. The government's high hopes for the UPPKS business development are the highest opportunities with a score of 0.37. Meanwhile, the highest threat faced by UPPKS is that there are many business competitors with a score of 0.31. The total score of the EFAS obtained the weight of 3.00. This shows that the ability of the UPPKS to take advantage of opportunities and anticipate threats is above the average of 2.5.

3.1.3. *Internal-External Matrix*

The company's position is determined based on IFAS and EFAS; the total score of IFAS = 2.79 and EFAS = 3.00. Furthermore, with this score, the appropriate strategy for the UPPKS can be determined by looking at the following internal and external matrices.

Internal-External Matrix Table
Total Score of Internal Strategy Factor

		Strong		Average		Weak	
		4.0	3.0	2.0	1.0		
Total Score of External Strategy Factor	High	1 <i>GROWTH</i> Concentration through vertical integration	2 <i>GROWTH</i> Concentration through horizontal integration	3 <i>RETRENCHMENT</i> Turnaround			
	Intermediate	4 <i>STABILITY</i> Watch Out	5 <i>GROWTH</i> Concentration through horizontal integration <i>STABILITY</i> There is no change on Profit Strategy	6 <i>RETRENCHMENT</i>			
	Low	7 <i>GROWTH</i> Concentric Diversification	8 <i>GROWTH</i> Conglomerates Diversification	9 <i>RETRENCHMENT</i> Bankrupt or Liquidation			
		1.0					

Based on the IFAS and EFAS matrices, the IFAS score = 2.79 and EFAS = 3.00. From these scores, the appropriate strategy for UPPKS can be determined, namely the growth strategy. This means that UPPKS can be designed to achieve growth. This can be done either for the growth of sales, assets, profits, or the combination of the three. Rangkuti (2018), the growth strategy can be achieved by the growth of sales, assets, profits, or the combination of the three. Furthermore, it is explained that this strategy can be achieved by reducing prices, developing new products, increasing the quality of products or services, or increasing access to the wider market. The effort that can be made is to minimize costs to increase profits.

3.1.4. *SWOT Matrix*

Based on the internal and external environmental variables, the SWOT matrix model can also be formed. The SWOT matrix is used as the tool for compiling the company's strategic factors. The company's strengths and weaknesses can take advantage of opportunities and overcome and avoid threats. The SWOT matrix produces 4 sets of possible

alternative strategies, namely the Strengths Opportunities (SO) Strategy, the Weaknesses Opportunities (WO) Strategy, the Strengths Threats Strategy (ST), and the Weaknesses Threats Strategy (WT).

3.1.5. SO Strategy

The SO strategy is implemented by utilizing all strengths to seize and take advantage of the greatest opportunities. UPPKS, in this case, can: 1) optimize the use of the available funds to increase production and expand the market for the products; 2) utilize information to develop UPPKS as expected by the government; 3) improve the quality of human resources.

3.1.6. WO Strategy

The WO strategy is applied to take advantage of the existing opportunities by minimizing the existing weaknesses. In this case, the UPPKS can: 1) make use of the government policies to develop UPPKS; 2) try to obtain information on forms and access to capital from financial institutions/ banks; 3) increase the ability of the management and members of the UPPKS in developing the business together.

3.1.7. ST Strategy

The ST strategy is implemented to use the strengths that UPPKS owns in dealing with threats. The strategy is carried out by 1) using the available funds efficiently to overcome the uncertainty of obtaining funds from outside parties; 2) increasing the capacity of the available human resources to cope with rapid technological changes; 3) increasing the efficiency and productivity of the UPPKS; 4) increasing the physical endurance in the era of the Covid 19 pandemic so that productivity is maintained.

3.1.8. WT Strategy

The WT strategy is used to minimize UPPKS weaknesses and avoid threats. The WT strategy is carried out by 1) minimizing undeveloped group business and increasing competitive advantage; 2) improving the abilities and skills of the management and the members of the UPPKS both in an organization and in doing business to avoid the threat of the rapid technological changes, the Covid 19 pandemic and the economic recession; 3) minimizing the production costs to overcome the high raw material prices.

3.2. Discussion

3.2.1. The Analysis of Strength and Weakness Factors

UPPKS is a program to increase family income and encourage the creation of small and prosperous families. This is under the mandate of Law Number 52 of 2009 concerning Population Development and Family Development, which states in article 48 that the increasing access and opportunities on receiving information and economic resources through family micro-businesses (BKKBN, 2017). This shows that the UPPKS is a micro-scale business venture. Therefore, these businesses must be managed with entrepreneurial skills. Utami (2017) the increasing entrepreneurial skills will increase business results and income. Thus, as entrepreneurs, UPPKS members need to understand the internal and external strategic factors that play a role in developing their business.

The results showed that the internal factors could be formulated by the strength and weakness variables. Strengths include: 1) the availability of funds for business, 2) low business costs, 3) easy to obtain information related to UPPKS business, 4) having adequate information systems, 5) the availability of physical facilities and infrastructure is relatively easy, 6) having adequate young and potential human resources to be developed. For the highest score of strength (0.29), it is easy to obtain information about the UPPKS business. The research findings show that the UPPKS always holds routine group meetings. During the meeting, the activities carried out were sharing experiences, coaching from the department regarding the development of the UPPKS. Besides, UPPKS members always introduce their products by holding their products for sale at these meetings. Syaifulloh & Lestari (2018) show that training from the government can increase knowledge in creating new products that can be more competitive in the market.

The weakness factors of the UPPKS of Semarang city are: 1) the group business does not develop, 2) they have not had information on forms and access to capital. 3) unable to manage the existing business capital, 4) management has not yet been able to run the organization well, 5) the group has an organizational structure. However, it does not have activities, 6) business activities are still independent and not well organized. The highest weakness experienced by

UPPKS is that the business activities are still independent and not well organized, with a score of (0.25). This implies that UPPKS entrepreneurs have not been able to cooperate either to provide raw materials, processing or selling their products. Catriana (2020), collaborating with other companies eliminates the weaknesses and helps build products, services, or offers for customers. If UPPKS can do this, it will get bigger benefits because businesses can have large economies of scale by working together. Thus, production cost savings can be made.

3.2.2. *The Opportunity and Threat Factors Analysis*

The analysis of opportunity and threat factors is an analysis of the UPPKS external environment. The analysis of the external environment is conducted to obtain the opportunity variables that can be captured by the UPPKS and the threat variables that the UPPKS must avoid. The opportunity variables consist of 1) the extent of the market for products, 2) the government policies to develop business, 3) the market trends following the UPPKS business, 4) easy access to business funds from outside parties, 5) high expectations from the government for UPPKS business development, 6) the availability of financial institutions/ banks that can provide business credit. The highest score is the government's high expectation for the UPPKS business development (0.37). The score of 0.37 indicates that this variable is higher than the average value of 0.27. This is manifested in a program to improve the government's family economy through the National Population and Family Planning Board (BKKBN) program. Cicih (2017), the Government, through BKKBN, assists the UPPKS group, especially for Pre Prosperous (pra KS) and Prosperous Families (KS) I. These activities aim to alleviate poverty for pre-prosperous families with family planning services and improve the family economy. This Government's concrete step is a manifestation of the Sustainable Development Goals (SDGs).

The results show that the variables of the threat consist of 1) the uncertainty of obtaining business funds, 2) many business competitors, 3) swift technological changes, 4) there is COVID-19 pandemic, 5) the economic recession, 6) the expensive raw material prices. There are 2 variables whose scores are above the average, namely many business competitors with a score of 0.31; and high-speed technology changes with a score of 0.28. Both of these variables' scores are above the average opportunity of 0.23. UPPKS is a micro-scale family business; therefore, the highest score for threats is many business competitors. Micro, Small, and Medium Enterprises (MSMEs) have a huge role in the economic development and growth in both developed and developing countries such as Indonesia ("MSMEs World Economy Motor," 2017). Therefore, UPPKS as a business enterprise in the form of UMKM has many competitors.

3.2.3. *The Analysis of Internal and External Factors*

The results of the evaluation of the Internal Strategic Factor Analysis Summary (IFAS) and the External Strategic Factor Analysis Summary (EFAS) matrices obtained the horizontal axis of the Internal - External matrix with a total score of internal strategy factor = 2.79, and the vertical axis with the total score of external strategy factor of 3.00 which shows that the competitive position is above the average of 2.5. Based on these internal and external factors, it can be seen that the position of the UPPKS is in quadrant II, namely growth through the concentration of horizontal integration.

Rangkuti (2008) the growth strategy is designed to achieve growth either in sales, assets, profits, or the combination of the three. Furthermore, he said that the growth strategy could be achieved by lowering prices, developing new products, increasing the quality of products or services, and increasing access to the wider market. For this growth strategy, UPPKS can produce at the minimum cost so that profits can increase. Minimal costs can be obtained if producers/ UPPKS can carry out business with economies of scale. In this case, it can be done by increasing the amount of production so that the cost per unit is lower. Besides that, it also takes great effort to increase sales turnover. The increased production must be balanced with the increased sales so that profits also increase. This is in line with growth through horizontal integration concentration. Rangkuti (2008), the growth strategy through horizontal integration concentration is an activity to expand the company by building in other locations and increasing its types and services.

3.2.4. *SWOT Matrix Analysis*

SWOT is the abbreviation of strengths, weaknesses, opportunities, and threats. SWOT analysis has a critical role in decision-making by the management. The SWOT analysis application at the UPPKS aims to provide a guide so that the UPPKS is more focused so that the SWOT analysis can be used to develop the UPPKS in terms of strengths and weaknesses and opportunities and threats. At this stage, analysis and decision-making are carried out using the SWOT matrix approach.

The SWOT matrix is used to obtain the SO, WO, ST, and WT strategies. SO strategy is used to utilize the strengths of the UPPKS to take advantage of the existing opportunities. The WO strategy is used to overcome the weaknesses by taking advantage of the existing opportunities. The ST strategy is used to utilize the strength of the UPPKS to avoid threats. The WT strategy is used to reduce the weaknesses by preventing threats.

The results of this study show that:

1) *SO Strategy*

The SO strategy is implemented by utilizing all strengths to seize and take advantage of the greatest opportunities. UPPKS, in this case, can: 1) optimize the use of the available funds to increase the production and expand the market for products; 2) utilize information to develop UPPKS as expected by the government; 3) improve the quality of human resources.

(Ajzen, 1991) Susianti (2017) state that the existence of UPPKS can make capital turnover better because UPPKS has formed cooperatives. Thus, it will provide benefits for the members and groups to develop the business further. It is necessary to use the information to develop UPPKS. This is following the Government's role through the BKKBN that has assisted the UPPKS group, especially for Pre-Prosperous (pre-KS) and Prosperous Families (KS) I. These activities aim to alleviate poverty for pre-prosperous families with family planning services and improve the family economy. This government's concrete step is the manifestation of the Sustainable Development Goals (SDGs). Promoting UPPKS cannot be separated from improving the quality of its Human Resources (HR). Improving the quality of human resources can be done through various training for the members and the administrators of the UPPKS. This is in line with the conclusion of the research results (Syamsul et al, 2019) that continuous improvement in skills training will improve the business groups' management of the product quality and increase business sales.

2) *WO Strategy*

The WO strategy is applied to utilize the existing opportunities by minimizing the existing weaknesses. In this case, the UPPKS can: 1) make use of the government policies to develop UPPKS; 2) try to obtain information on forms and access to capital from financial institutions/ banks; 3) increase the ability of the management and the members of the UPPKS in developing the business together.

UPPKS must seize opportunities by utilizing the government policies to develop UPPKS, as stated in Law Number 52 the Year 2009 concerning Population Development and Family Development. Article 48 of the law states, among other things, to increase access and opportunities to receive information and economic resources through micro-family businesses and to develop innovative ways to provide more effective assistance to low-income families, as well as to implement poverty alleviation efforts, especially for women who play a role as the head of the family (BKKBN, 2017).

UPPKS strives to obtain information on forms and access to capital from financial institutions/ banks through socialization from banks and non-banks. (Ajzen, 1991) Mardiyono (2016), today, the People's Business Credit (KUR) has become the belle among micro, small and medium enterprises (MSMEs). KUR is a program that aims to provide capital loans to MSMEs to develop and absorb labor. Thus the unemployment and poverty rates can be reduced. In the era of the demographic bonus, where the productive age population is greater than the non-productive age, the existence of UPPKS can be an opportunity to provide employment opportunities.

The UPPKS management and members' ability to jointly developing a business can be improved through training and coaching from the office. Syaifullah & Lestari (2018) show that the government's training can increase knowledge in creating new products that can be more competitive in the market. Heryendi & Marhaen, (2013) suggest that further development of UPPKS and training programs needs to be improved regularly.

3) *ST Strategy*

The ST strategy is used to utilize the strengths of the UPPKS in overcoming threats. The strategy is carried out by 1) using the available funds efficiently to overcome the uncertainty of obtaining funds from outside parties; 2) increasing the capacity of the available human resources to cope with the rapid technological changes; 3) increasing the efficiency and productivity of the UPPKS; 4) increasing the physical endurance in the era of the Covid 19 pandemic so that productivity is maintained.

The findings in the research field indicate that most UPPKS still need additional capital to develop their businesses.

The additional capital from and for the members and the administrators of the UPPKS group can be made available through joint business groups and cooperatives. Meanwhile, funds from outside can be revolving funds from the department or KUR from banks. With various funding sources as business capital, UPPKS entrepreneurs must efficiently manage the available funds. Warsono & Murni (2011) state that additional capital is required for the development of the UPPKS. However, the revolving capital loan assistance, which was supposed to be for business development, was actually used for unproductive purposes. In terms of increasing the ability of resources to cope with rapid technological changes, innovation and creativity from UPPKS entrepreneurs are needed. Innovation is carried out to anticipate the emergence of new technology, while creativity is needed to develop a business to increase. Suhaeni (2018) innovation is the creation, development, and implementation of a new product, process, or service to increase efficiency, effectiveness, and competitive advantage. During the COVID-19 pandemic in 2020, UPPKS must increase their physical endurance to maintain productivity. Kurniawan (2020), to save MSMEs from the crisis due to the pandemic, digitalization is needed to sell their products.

4) *WT Strategy*

The WT strategy is used to minimize UPPKS weaknesses and avoid threats. The WT strategy is carried out by 1) minimizing the undeveloped group business and increasing the competitive advantage; 2) the management and the members of the UPPKS improve their abilities and skills both in an organization and in doing business to avoid the threat of rapid technological changes, the Covid 19 pandemic and economic recession; 3) minimizing production costs to overcome high raw material prices.

To minimize the undeveloped group business and increase competitive advantage, it is necessary to have the low selling price strategy, the differentiation strategy, and the focus strategy (Rangkuti, 2008). In organizing and doing business, to avoid the threat of rapid technological change, the Covid 19 pandemic, and the economic recession, UPPKS administrators and the members need to improve their abilities and skills. So that the UPPKS business does not go out of business, it requires efforts such as giving discounts or free offers, collaborating with other businesses, looking after the old customers, business innovation/ creative ideas, utilizing digital marketing and technology to reach consumers, becoming a reseller, maintaining internal stability and specifically for food businesses can make frozen food (Catriana, 2020).

4. Conclusions

The strategic factors that exist in the UPPKS include the internal factors and the external factors. The internal factors consist of strengths and weaknesses, while the external factors consist of opportunities and threats. Strengths include the variable funds available for business, low business costs, easy access to information related to UPPKS businesses, having adequate information systems, relatively easy availability of the physical facilities and infrastructure, and having young and potential human resources to be developed. While the weaknesses include the group business variables that do not develop, do not have information on the form and access to capital, unable to manage the existing business capital, the management has not yet been able to run the organization's wheels, the group has an organizational structure. However, it does not have activities, and the business activities are still independent and unorganized well. The opportunity variables include the extension of the market for products, the government policies to develop business, the market trends that are in line with the UPPKS business, easy access to business funds from outside parties, the high expectations from the government for UPPKS business development, and the availability of financial institutions/ banks that can provide credit for business.

The potential for developing UPPKS business performance includes optimizing the use of the available funds, utilizing information to develop the UPPKS as expected by the government, and improving human resources quality. Besides, expanding the potential for the product's market, implementing the government policies to develop businesses, and increasing the business funds from outside parties.

The business performance development strategy for UPPKS in facing the demographic bonus is the growth strategy through the concentration of horizontal integration. The activities that can be carried out are expanding the business by expanding the market and increasing productivity. The purpose of these activities is to increase sales and profits by utilizing the economics of scale in both production and marketing.

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