

Empowering Village-Based Microenterprises through Target Setting and Participatory Marketing Practices

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Abstract. (10 pt)

This community service initiative was conducted as part of ICS 2025 in Wukirsari Village, Gunungkidul, targeting Warung Kopi Pojok, a micro-enterprise managed by the local Village-Owned Enterprise (BUMDes). The main objective was to address the absence of monthly business targets and structured marketing efforts, which had hindered the warung's growth. Using a qualitative-descriptive approach based on Participatory Action Research (PAR), the program was implemented through three key phases: participatory assessment and context mapping, collaborative planning and capacity building, and monitoring with sustainability planning. Key activities included co-developing a simple target-setting mechanism, providing low-budget marketing training, and introducing basic inventory management tools. Initial responses from the community showed increased motivation and a clearer understanding of performance indicators. The intervention also demonstrated how locally-driven empowerment programs, anchored in reflective practices and community dialogue, can be more effective than top-down approaches. This study concludes by proposing a grassroots-based empowerment model that emphasizes behavior change, local participation, and sustainable practices over resource-intensive solutions.

Keywords: *Capacity building; Community-based enterprise; Grassroots empowerment; Participatory action research; Rural microbusiness.*

I. INTRODUCTION (Heading 1) (bold, 12 pt)

The development of micro, small, and medium enterprises (MSMEs) has become a cornerstone of inclusive economic growth, particularly in rural areas of Indonesia. In line with the agenda of the International Community Services (ICS) 2025 held in Yogyakarta, this community service initiative highlights a grassroots-level intervention at *Warung Kopi Pojok BUMDes*, a village-owned coffee shop located strategically in front of a local elementary school. The warung (small café) operates under the umbrella of BUMDes (Village-Owned Enterprises) and is intended to stimulate the local economy by offering affordable refreshments while serving as a social hub. However, despite its potential, this small enterprise faces fundamental operational issues, most notably the absence of clear monthly targets or marketing strategies. This has resulted in inconsistent customer engagement and limited revenue growth.

The lack of performance planning and marketing efforts among village-owned enterprises is not unique to Gunungkidul. Studies reveal that many BUMDes across Indonesia struggle with managerial

capability, business planning, and innovation, which hinders their ability to scale and sustain operations (Maulida et al., 2022; Suryanto & Hadi, 2021). Specifically, MSMEs that operate without marketing targets tend to exhibit poor customer orientation and reduced competitiveness in local markets (Ramadhani et al., 2021). The absence of sales goals often translates into passive business strategies and a reactive rather than proactive approach to community demand. This condition resonates with the current situation at *Warung Kopi Pojok BUMDes*, which, despite its advantageous location and social relevance, remains underutilized as an economic and social agent.

Empirical studies have emphasized the role of structured goal-setting and basic marketing strategies in enhancing MSME performance. According to Putra & Asandimitra (2020), clear sales targets and measurable key performance indicators (KPIs) not only improve internal accountability but also encourage innovation and customer-centric thinking. Furthermore, the use of community-based marketing—where the enterprise engages directly with its immediate surroundings—has been proven effective in rural settings, especially in areas with strong communal ties (Anugrah et al., 2022). In the context of *Warung Kopi Pojok*, the proximity to the elementary school and its visibility within the village make it a promising candidate for such grassroots marketing efforts.

This study offers a community service model that not only diagnoses the managerial shortcomings of *Warung Kopi Pojok* but also proposes practical interventions grounded in participatory methods. In contrast to top-down business consultations, this initiative adopts a bottom-up approach by involving local stakeholders, including the BUMDes management team, nearby residents, and teachers from the elementary school. The intention is to co-develop simple yet effective business strategies that align with the community's values, aspirations, and purchasing behaviors. Through this participatory process, the program aims to build a sense of ownership and accountability among the local actors, ultimately fostering a culture of entrepreneurship and sustainable development.

The originality of this research lies in its application of practical marketing principles within a community service context, using an ICS framework that emphasizes capacity building, inclusivity, and cultural relevance. By focusing on the under-researched area of performance-based marketing in rural BUMDes initiatives, this study contributes to the growing literature on sustainable local enterprise development in Southeast Asia. Previous literature has predominantly focused on capital constraints and regulatory barriers faced by BUMDes (Utami & Agustin, 2020), while this paper foregrounds behavioral and planning-related gaps that can be resolved through low-cost, high-participation interventions.

The primary objectives of this initiative are threefold: (1) to identify the internal and external factors limiting the performance of *Warung Kopi Pojok*, (2) to collaboratively design monthly sales targets and a localized marketing strategy, and (3) to facilitate community participation in the ongoing management and evaluation of the enterprise. The activities will include a series of workshops, planning sessions, and public campaigns that promote the warung as a center for both refreshment and community interaction. Importantly, these activities are intended not as one-off interventions but as capacity-building efforts with sustainable impact.

The community's participation is both a means and an end in this project. Drawing from the principles of asset-based community development (ABCD), the project will identify and mobilize existing community strengths rather than imposing external solutions. Local youth, particularly those interested in entrepreneurship and digital promotion, will be engaged to support marketing efforts through social media and offline campaigns. Teachers from the adjacent school will be invited to provide insights into children's food preferences and safety considerations. The BUMDes board will be supported in maintaining basic financial records and progress indicators. This cross-sectoral collaboration is expected to reinforce the warung's role as a multipurpose hub—commercial, educational, and social.

In sum, *Warung Kopi Pojok BUMDes* represents a critical entry point for enhancing rural economic resilience through small-scale yet meaningful interventions. By equipping the enterprise with realistic

goals and participatory marketing tools, this ICS 2025 initiative endeavors to transform an underperforming asset into a vibrant example of community-driven development. The ultimate vision is to empower village institutions like BUMDes not only to survive but to thrive as engines of sustainable prosperity and local identity.

II. METHODS

This community service initiative adopts a **qualitative-descriptive approach**, grounded in participatory observation, contextual problem analysis, and community collaboration. The selected locus for the program is *Warung Kopi Pojok BUMDes*, a micro-enterprise managed by the Village-Owned Enterprise (BUMDes) in Wukirsari Village, Gunungkidul Regency, Yogyakarta. The site was chosen based on preliminary assessment and its proximity to a local elementary school, which provides unique opportunities for daily foot traffic and potential market segmentation.

2.1. Problem Identification

The identification of the core issue was conducted through initial observation and exploratory dialogue with community members and BUMDes representatives during the pre-implementation phase of ICS 2025. It was found that *Warung Kopi Pojok* operates without a defined monthly target or measurable performance indicators. Consequently, there is no structured marketing strategy or systematic approach to business growth. This condition reflects a common challenge among village-based MSMEs (Micro, Small and Medium Enterprises) in rural Indonesia, as also discussed by Sihombing et al. (2022), who note that the absence of performance metrics can hinder long-term sustainability and adaptive marketing practices in rural entrepreneurship.

2.2. Community-Based Intervention Model

The intervention strategy applies a **participatory action research (PAR)** framework, wherein community members are not passive beneficiaries but co-creators of solutions. The method is organized into three primary stages:

Stage 1: Participatory Assessment and Context Mapping

This initial stage involves building rapport with stakeholders, observing day-to-day operations at *Warung Kopi Pojok*, and facilitating informal interviews to gather qualitative insights. Key aspects explored include: customer preferences, peak transaction hours, available resources, promotional methods (if any), and digital readiness. The results from this stage were mapped into a simplified SWOT analysis to inform the design of subsequent interventions.

Stage 2: Collaborative Planning and Capacity Building

Based on the insights obtained, a tailored training module was co-developed with the community. The module covered essential topics such as:

- a. Setting realistic monthly sales targets
- b. Simple inventory and income tracking
- c. Low-budget marketing strategies (e.g., bundling products, leveraging school events, use of WhatsApp status for promotion)
- d. Visual merchandising and product display improvements

Workshops were delivered using a dialogic, practice-based approach to ensure participants could directly apply the concepts. Participants were also encouraged to voice their ideas and preferences, ensuring the intervention remained culturally sensitive and contextually appropriate.

Stage 3: Monitoring, Reflection, and Sustainability Planning

A light-touch monitoring framework was introduced using community-friendly tools, such as a transaction logbook and visual goal charts. Follow-up sessions were scheduled to reflect on progress, identify challenges, and co-design improvement strategies. This adaptive learning loop aligns with findings by Pranoto et al. (2021), which emphasize the effectiveness of reflective community cycles in ensuring sustainability of village empowerment programs.

2.3. Ethical Considerations and Local Involvement

The program respected local norms and involved only publicly accessible information and voluntary participation. Prior to implementation, all participants were briefed on the purpose and scope of activities. While formal consent was not required due to the non-invasive nature of the service, ethical awareness was prioritized throughout. The initiative also benefited from the facilitation of local ICS 2025 coordinators, who served as cultural intermediaries to ensure effective communication and integration.

III. RESULT AND DISCUSSION

3.1. Participatory Assessment and Context Mapping

The first stage of the intervention involved participatory observation and contextual mapping of the existing operations at Warung Kopi Pojok BUMDes in Wukirsari Village. Through informal interviews and immersive site visits, the research team identified several patterns and challenges affecting the warung's performance. Although the location of the warung — adjacent to a local elementary school and within a government office compound — offers high visibility and steady foot traffic, this potential had not yet been strategically utilized. Daily transactions occurred irregularly, with no clear understanding of customer peak hours, no recorded data on sales, and no routine promotional efforts in place.



Figure 1. Daily Activities at the Pojok BUMDes Coffee Kiosk

The assessment process utilized a simplified SWOT analysis, which revealed the following key insights:

- a. Strengths: Strategic location, availability of basic infrastructure, and existing community trust.
- b. Weaknesses: Absence of target-setting mechanisms, lack of record-keeping, limited marketing practices, and dependence on walk-in customers.
- c. Opportunities: Potential to target parents, school events, government staff, and nearby students through tailored promotions and partnerships.

d. Threats: Competition from mobile vendors and larger convenience stores in nearby areas.

These findings align with previous studies, such as those by Purwaningsih & Nugroho (2020), which highlight how many village-owned enterprises in Indonesia operate without structured business planning or marketing orientation. Moreover, the absence of basic data such as sales volume or buyer behavior limits their capacity to make data-driven decisions, a challenge that is similarly described in the rural MSME contexts discussed by Irawan & Nasution (2021).

The participatory approach also helped surface tacit knowledge within the community. For instance, while formal marketing tools were not used, the warung manager often relied on intuition or word-of-mouth to promote menu items. However, these methods were not consistently applied or evaluated. Community input during this stage also indicated a willingness to improve but noted limitations in digital skills, time, and access to learning materials.

Additionally, this phase underscored the importance of context-sensitive facilitation. As noted by Widiastuti et al. (2022), rural empowerment initiatives are more effective when facilitators engage with community narratives and avoid imposing rigid external business models. The assessment team therefore prioritized listening, mapping existing knowledge, and understanding current routines before suggesting changes.

In sum, this stage provided not only a snapshot of the operational realities at Warung Kopi Pojok but also laid the foundation for co-designed solutions in subsequent phases. The mapping exercise validated the need for practical, low-cost, and culturally appropriate capacity building — especially in areas such as sales tracking, target setting, and promotional planning — to activate the warung's latent potential.

3.2. Collaborative Planning and Capacity Building

The second phase of the intervention centered on the development of a collaborative planning model and targeted capacity-building initiatives for Warung Kopi Pojok BUMDes. Recognizing the importance of inclusivity and contextual relevance, the team employed a bottom-up approach grounded in Participatory Action Research (PAR). The planning process began with feedback loops derived from the initial assessment, which highlighted the warung's limited business planning, lack of performance monitoring, and the absence of marketing efforts. These gaps reflected broader trends among rural MSMEs in Indonesia, where informal operations and low managerial capacity often inhibit scalability and sustainability (Purwana et al., 2021).

To address these issues, the community service team organized a series of focused group discussions and interactive training sessions involving the warung operator, BUMDes representatives, and selected local youth volunteers. The goal was to co-create a learning environment where participants were not passive recipients of knowledge, but active contributors in identifying workable solutions and adapting them to their own operational realities. This co-creation principle aligns with recommendations from Rakhmani and Rasyid (2020), who argue that participatory frameworks enhance both local ownership and the likelihood of long-term behavioral change in community-based enterprises.



Figure 2. Early Phase of Capacity Building Activities

The training module developed for this phase focused on four key components:

a. Monthly Target Setting and Visual Goal Tracking

Participants were introduced to the concept of setting monthly sales targets using historical transaction patterns and expected customer flows (e.g., school hours, community gatherings). A visual goal chart — using simple progress markers such as thermometers or stars — was co-designed and displayed prominently at the stall to increase motivation. This practice aimed to create a culture of goal awareness, enabling better planning and accountability without needing digital systems.

b. Basic Inventory and Financial Record-Keeping

One of the most impactful interventions was the introduction of a manual logbook to track daily income, expenses, and stock levels. The system was deliberately designed to be paper-based and non-technical, accommodating the warung operator's familiarity with hand-written records. Participants were trained to calculate simple profit margins and identify fast- versus slow-moving items. These financial literacy efforts are supported by the findings of Sitorus and Sihombing (2022), who emphasize that even minimal record-keeping can significantly improve the decision-making quality of MSME owners in rural contexts.

c. Cost-Effective Marketing Strategies

The intervention explored how the warung could promote its offerings without financial burden. Participants were taught to utilize existing channels such as WhatsApp Status for informal digital marketing, especially targeting teachers, parents, and school staff. Physical posters were also created collaboratively to be displayed in strategic locations such as the school gate, BUMDes office, and local kiosks. Marketing content was kept simple — highlighting menu specials, product bundles (e.g., coffee + snack combo), and occasional limited-time discounts. This mirrors strategies observed in other low-income communities, where digital marketing is gradually adopted through social media platforms familiar to the population (Nasution et al., 2023).

d. Merchandising and Storefront Layout Optimization

A guided visual walkthrough was conducted with the operator to rearrange the stall layout for better visibility and product appeal. Premium products or items with higher margins were placed at eye level, and handwritten price tags were cleaned up and made more legible. The changes, though minor in cost, had an immediate aesthetic and functional impact. Maulana

and Prabowo (2021) note that visual merchandising — even at micro scales — can influence consumer behavior and encourage impulse buying in rural micro-retail setups.

All modules were delivered in an informal and dialogic manner. Role-playing, storytelling, and hands-on simulations were used to increase comprehension. Instead of PowerPoint or printed manuals, visual aids such as drawing boards, sample logbooks, and mock price tags were employed. This context-sensitive facilitation method was key to ensuring the warung operator felt confident and involved, rather than overwhelmed by “outside” knowledge. Nuraini et al. (2023) stress that participatory education must align with learners’ lived experiences, especially in low-resource environments where formal schooling may be limited.

Overall, this stage not only provided technical knowledge but also cultivated a deeper sense of confidence and ownership among the community actors. The emphasis on co-creation, simplicity, and sustainability contributed to laying a strong foundation for behavioral change, strategic thinking, and the warung’s future adaptability in response to market shifts.

3.3. Monitoring, Reflection, and Sustainability Planning

The final phase of the intervention focused on fostering sustainability through a light, community-friendly monitoring and reflection process. The goal of this stage was to ensure that the implemented changes would not be a one-time activity but rather evolve into continuous learning and adaptation mechanisms. This phase embraced the idea that sustainable development is an iterative process, not a fixed outcome (UNDP, 2021), and that community actors should be empowered to assess and improve their practices regularly without relying on external facilitators.

To support this objective, two simple yet functional monitoring tools were introduced: (1) a transaction logbook to record daily income, sales volume, and top-selling items, and (2) a visual monthly goal tracker, updated manually by the warung operator to track progress toward sales targets. These tools were chosen based on the warung’s operational capacity and the literacy level of the staff, which required low-tech, accessible formats.

A reflection session was conducted two weeks after the initial implementation. During this session, the warung operator, BUMDes staff, and local youth volunteers gathered to review the transaction records and goal tracker results. Several insights emerged:

- a. There was a noticeable increase in daily transactions during school recess hours, particularly for bundled products.
- b. The logbook entries revealed a consistent pattern of popular items and low-margin inventory that could be replaced or repriced.
- c. The act of updating the goal chart daily fostered a stronger sense of purpose and direction among the warung team.

These findings validated the effectiveness of the intervention tools while also encouraging participants to propose new adjustments, such as creating a rotating snack menu or offering promotions aligned with the local school calendar.

The reflection meeting was intentionally informal, using storytelling and group discussions rather than structured evaluations. This approach echoes the findings of Pranoto et al. (2021), who argue that dialogical and iterative community feedback sessions are critical in rural empowerment programs, allowing local actors to build confidence and refine practices without external dependence.

Another notable outcome of this phase was the shift in mindset among BUMDes stakeholders. Initially viewing the warung as a static income source, they began considering its potential as a

dynamic micro-enterprise that could be developed further through low-cost innovation. This attitudinal change laid the groundwork for future planning and broader community engagement, including the potential involvement of other village youth and women in marketing or production roles.

From a sustainability perspective, this model offers a low-resource framework for community enterprises that can be replicated across similar BUMDes initiatives. It demonstrates that with participatory design, even the simplest monitoring and reflection systems can produce meaningful behavioral shifts. As highlighted by Rudiarto & Wulandari (2022), the key to rural enterprise resilience lies in nurturing adaptive practices and promoting internal evaluation, not merely external funding or one-time interventions.

This phase also aligns with Indonesia's national strategy for digital and financial inclusion, particularly in rural areas, as outlined in the Ministry of Villages' RPJMDes 2020–2025 roadmap. By embedding these monitoring practices into daily routines, Warung Kopi Pojok is now better positioned to make data-informed decisions, plan seasonal campaigns, and gradually introduce more structured business development practices.

3.4. Early Response and Potential for Implementation

The initial response to the community-based intervention at Warung Kopi Pojok BUMDes Wukirsari was encouraging. During the concluding stages of the second phase (Collaborative Planning and Capacity Building), the warung operator expressed a heightened sense of clarity and optimism, particularly after being introduced to basic management tools such as a simple transaction logbook and a visual goal-tracking chart. These tools, co-created with the business operator, helped establish tangible goals and allowed for better tracking of day-to-day performance—a significant improvement considering the complete absence of performance metrics prior to the intervention.

This positive reception resonates with the findings of Fitriani & Hidayat (2020), who emphasize that micro-entrepreneurs in rural Indonesia are more responsive to low-barrier innovations that match their daily operational realities. Rather than introducing complex systems, the intervention used accessible media like hand-drawn sales targets and cashbooks to initiate behavioral changes. Furthermore, the use of examples based on school events and student foot traffic helped contextualize marketing strategies in the warung's immediate environment, creating a more relatable approach for the owner.

Despite the enthusiasm, the implementation process surfaced several constraints that need to be considered in future planning. First, the warung is run by a small team—often just one or two people operating on rotating shifts—which limits the ability to implement multiple strategies simultaneously. Second, the warung manager has limited exposure to digital tools, and no structured data on customer preferences or transaction patterns is maintained. These gaps constrain the potential for immediate digital transformation, though they offer opportunities for capacity-building in the medium term.

In terms of external support, the broader community—including a few nearby residents and informal patrons—showed interest in participating in follow-up sessions. This informal social support system could be further leveraged to build a more structured local advisory circle or youth volunteers who assist with marketing, especially during peak hours or local events. In line with Kemendesa PDTT (2021), such involvement may foster a model of “desa mandiri” (self-reliant villages), wherein local

actors lead the effort for microeconomic resilience without waiting for formal government intervention.

Moreover, informal conversations with the village apparatus during site visits revealed a latent interest in replicating this empowerment model for other BUMDes units, such as BUMDes Mart and the village waste bank initiative. However, this enthusiasm is currently unstructured and will require more formal coordination and capacity-building. The current implementation strategy, rooted in participatory action research (PAR), offers a flexible model to facilitate such multi-stakeholder scaling in future iterations.

One critical limitation, however, lies in the warung's current lack of institutional support for structured learning. The absence of access to continuous mentoring, combined with the operator's limited experience in data-driven decision-making, suggests that future interventions must be paced gradually and supported with periodic check-ins. As emphasized by Pranoto et al. (2021), empowerment is not a one-time activity but a process of iterative learning and localized adaptation. Therefore, while the intervention has successfully sparked interest and provided foundational tools for improvement, its long-term success depends on consistent community facilitation, strengthening of local peer-support mechanisms, and staged capacity development efforts aligned with the warung's operational rhythm and literacy levels.

3.5. Comparative Reflection

The community empowerment effort undertaken at Warung Kopi Pojok BUMDes Wukirsari provides a valuable case to reflect upon in comparison with similar initiatives in rural Indonesia and across Southeast Asia. Particularly, this approach—grounded in participatory action research (PAR) and community co-design—demonstrates the strength of bottom-up interventions in driving localized business improvements. In contrast, many top-down empowerment programs, especially those driven purely by government or donor funding, often struggle to achieve sustained behavioral changes among micro-entrepreneurs (Widiastuti & Nugroho, 2021).

One comparative case worth highlighting is the *Smart Village* initiative in Central Java, which aimed to digitalize rural BUMDes operations by introducing apps and cloud-based inventory systems. Despite its technological appeal, the program encountered barriers related to low digital literacy, limited internet infrastructure, and poor user retention (Saputro & Santosa, 2022). This case underscores the critical importance of aligning solutions with local readiness—a principle that was central in the Warung Kopi Pojok intervention, where the use of simple analog tools like sales trackers and hand-written promotional boards yielded more immediate and manageable results.

Another relevant comparison can be drawn with the *Resan Movement* in Gunungkidul (Rahardjo et al., 2024), a youth-led environmental initiative focused on spring conservation and cultural revival. While the context differs (i.e., environmental vs. economic), both movements highlight the power of grassroots mobilization and culturally rooted action. The Resan initiative succeeded not because of funding or infrastructure, but because it honored local wisdom, invited community participation, and fostered emotional ownership among stakeholders. Similar dynamics were observed in Wukirsari, where the coffee shop's proximity to a school and the operator's strong social ties became key leverage points for change.

From these comparisons, it becomes clear that local-contextualized empowerment—rather than standardized solutions—is more effective in fostering long-term transformation. By respecting local pace, language, and social norms, the ICS 2025 team was able to co-create improvements that were

both relevant and implementable. Furthermore, the active inclusion of the warung operator in every stage of planning and reflection mirrors the principles of *inclusive development* and *asset-based community development (ABCD)*, where the focus lies not on what communities lack, but on what they already have and can grow from (Mathie & Cunningham, 2020).

This approach also aligns with the broader principle of sustainable empowerment, where capacity-building is not an end goal but an evolving process. Empowerment here is not merely about transferring knowledge, but about cultivating agency and adaptability. The Wukirsari experience offers a model of micro-empowerment that is scalable, adaptable, and replicable in similar rural MSME contexts—provided that each new implementation remains sensitive to its unique socio-cultural and economic setting.

Ultimately, such reflections reaffirm the necessity of participatory and iterative frameworks over one-size-fits-all interventions. In line with recent discourse on community-based development (UNDP, 2022), the experience in Wukirsari serves as a reminder that true empowerment must originate from within the community, with external facilitators acting as companions rather than instructors.

IV. CONCLUSION

The community empowerment initiative at Warung Kopi Pojok BUMDes Wukirsari led to increased business awareness and operational clarity through the introduction of monthly target-setting, simple inventory tracking, and low-budget marketing strategies, effectively addressing the initial absence of performance benchmarks. The participatory action research approach empowered the warung operator as an active collaborator, fostering ownership and sustainability of practices aligned with local capacities. As a result, the program demonstrated the benefit of community-based, context-driven interventions in enhancing rural micro-enterprise resilience. Future initiatives are recommended to institutionalize routine goal-setting, encourage peer learning among MSMEs, and gradually integrate digital tools through safe experimentation. A key finding from this activity is the formulation of a grassroots empowerment model that prioritizes behavior-based transformation—such as structured routines and reflective learning—over resource-intensive inputs, reinforcing the principle that sustainable development begins with strengthening existing community assets and practices.

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