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Business Mentoring For Early-Stage Independent Entrepreneurs (TKMP) To Foster Local Economic Development

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Abstract— Micro, small, and medium enterprises (MSMEs) play a strategic role in supporting local economic development. However, early-stage entrepreneurs continue to face challenges in business formalization, financial management, business planning, digital marketing literacy, and product branding. This community engagement program aimed to strengthen the capacity and competitiveness of 15 TKMP in Cibinong, Bogor Regency, through an integrated business mentoring and digital transformation approach. The program adopted a participatory approach involving field observation, needs assessment, training, hands-on mentoring, technology adoption, monitoring, and evaluation. The intervention covered business formalization through the Online Single Submission (OSS) system, cash flow recording, BMC development, digital marketing, creative content production, copywriting, marketplace utilization, and brand identity development. The results demonstrated substantial improvements in participants' entrepreneurial and digital competencies. All participants (100%) successfully obtained a NIB, established basic cash flow records, and developed a BMC. Digital marketing literacy increased from approximately 20% before the program to 75% after the training, while 85% of participants successfully established online marketplace stores. Participants also demonstrated improved skills in producing promotional content, using Canva, developing short-form promotional videos, applying copywriting techniques, and creating basic brand identities comprising logos, taglines, and visual elements. The post-training evaluation further indicated that all recorded responses were positive, with 84.67% of participants rating the training as highly beneficial and 15.33% as beneficial. These findings suggest that integrated, practice-oriented mentoring can effectively strengthen digital entrepreneurial capabilities, expand market access, and improve the competitiveness of early-stage microenterprises. However, sustained mentoring, improved digital infrastructure, and continued capacity building are needed to support the long-term adoption and sustainability of the competencies acquired

Keywords— early-stage entrepreneurs; business mentoring; local economic development.

I INTRODUCTION

1.1. SITUATION ANALYSIS AND PARTNER CHALLENGES

Empirical evidence demonstrates that Micro, Small, and Medium-Sized Enterprises (MSMEs) make a substantial contribution to Indonesia's national economy. According to the Ministry of Cooperatives and SMEs (2022), MSMEs contribute approximately 60.5% of Indonesia's Gross Domestic Product (GDP) and account for more than 97% of total employment. In the post-pandemic period, MSMEs have also emerged as key drivers of economic recovery by revitalizing community-based economic activities (Bappenas, 2023). Furthermore, with more than 66 million business units operating nationwide, MSMEs have considerable potential to promote inclusive economic growth and reduce socioeconomic disparities (Katadata, 2024).

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From a global perspective, small and medium-sized enterprises (SMEs) are widely recognized as important drivers of economic development. SMEs generate more than 50% of global employment and play a critical role in fostering innovation, improving productivity, and supporting sustainable economic growth in both developed and developing countries (World Bank, 2021). Similarly, the Organisation for Economic Co-operation and Development (OECD) emphasizes that SMEs contribute to inclusive economic development by expanding economic opportunities for vulnerable groups, including first-time entrepreneurs, young workers, and low-income communities (OECD, 2021).

Despite their strategic importance, early-stage independent entrepreneurs continue to face a range of structural and operational challenges. These include limited access to financial resources, inadequate financial and digital literacy, insufficient managerial capabilities, and restricted market access. Many early-stage entrepreneurs also operate in the informal sector and have not yet completed formal business registration, including obtaining a Business Identification Number (Nomor Induk Berusaha/NIB). This lack of formalization can limit their eligibility for government empowerment programs and restrict their access to institutional support and business development opportunities (Ministry of Cooperatives and SMEs, 2023).

In the context of digital transformation, these challenges have become increasingly complex while also creating new opportunities for business growth. Digitalization has emerged as an important factor in improving operational efficiency, expanding market reach, and strengthening business competitiveness. However, the adoption of digital technologies among early-stage entrepreneurs remains relatively limited. Existing evidence suggests that MSMEs adopting digital technologies tend to demonstrate better business performance, including higher productivity, increased revenue, and greater resilience, than enterprises with limited or no digital adoption (Google, Temasek, & Bain & Company, 2023). Strengthening digital capabilities is therefore essential to help early-stage entrepreneurs adapt to market changes and compete more effectively in an increasingly digital economy.

Beyond economic performance, strengthening the capacity of early-stage independent entrepreneurs also contributes to the achievement of the United Nations Sustainable Development Goals (SDGs), particularly Goal 1 (No Poverty), Goal 8 (Decent Work and Economic Growth), and Goal 10 (Reduced Inequalities). Entrepreneurial empowerment initiatives can improve individual livelihoods while also supporting more inclusive, sustainable, and equitable economic development at the local and national levels (United Nations, 2022).

Against this background, strengthening the capacity of early-stage independent entrepreneurs at the local level represents a strategic intervention with broader socioeconomic implications. There is therefore a need for integrated, adaptive, and sustainable business mentoring programs that address both fundamental business needs and emerging digital challenges. Such programs can help entrepreneurs strengthen their business competencies, improve productivity, adopt relevant digital technologies, expand market access, and build greater resilience for long-term business development in an increasingly competitive global economy.

1.2. PROFILE OF THE TARGET PARTNERS

The target partners in the Business Mentoring Program for Early-Stage Independent Entrepreneurs (Tenaga Kerja Mandiri Pemula/TKMP) to Stimulate Local Economic Development consisted of 15 TKMP located in the Cibinong area, all of whom operate micro-scale productive enterprises. Based on business sector distribution, the participating entrepreneurs were primarily engaged in the food and beverage service sector (40%), followed by creative industries (27%), retail and trading businesses (20%), and personal service businesses (13%). This business composition reflects the broader structure of Indonesia's MSME sector, where food and beverage enterprises, small-scale trade, and service-oriented businesses constitute the dominant drivers of local economic activity (Ministry of Cooperatives and SMEs, 2022).

Although the participating TKMP demonstrate promising entrepreneurial potential, they continue to encounter significant constraints across several critical dimensions of business development. These challenges include limited production capacity, inadequate managerial competencies, underdeveloped marketing capabilities, and insufficient financial management practices. Such limitations hinder business growth, operational efficiency, and long-term competitiveness. These conditions underscore the need for a comprehensive and integrated business mentoring intervention that extends beyond capacity-building activities to

include the adoption of appropriate technologies, business formalization, digital transformation, and the strengthening of overall business management systems to support sustainable enterprise development..

1.3. OBJECTIVES OF THE PROGRAM

1. The Business Mentoring Program for TKMP was designed to strengthen the entrepreneurial capacity and business sustainability of the participating partners through the following objectives:
2. To enhance business formalization by facilitating the acquisition of the Business Identification Number (Nomor Induk Berusaha/NIB), thereby improving legal compliance and access to government support programs.
3. To strengthen the digital marketing capabilities of participating entrepreneurs, enabling them to expand market reach and improve business competitiveness through digital platforms.
4. To develop strategic business planning skills through the application of the Business Model Canvas (BMC) as a practical framework for designing, evaluating, and improving business models.
5. To improve financial management competencies by enhancing participants' capacity to maintain systematic business financial records and prepare basic financial reports to support informed business decision-making.

1.4. ALIGNMENT WITH THE SUSTAINABLE DEVELOPMENT GOALS (SDGS), HIGHER EDUCATION KEY PERFORMANCE INDICATORS (KPIS), ASTA CITA, AND THE NATIONAL RESEARCH MASTER PLAN (RIRN)

1. Alignment with the Sustainable Development Goals (SDGs)
    a. SDG 1 – No Poverty: by empowering TKMP to improve income generation and enhance household economic resilience through sustainable business development.
    b. SDG 8 – Decent Work and Economic Growth: by promoting entrepreneurship, creating productive employment opportunities, and strengthening the competitiveness of micro-scale enterprises.
    c. SDG 9 – Industry, Innovation, and Infrastructure: by encouraging the adoption of digital technologies, fostering innovation, and enhancing the operational capacity of microenterprises.
2. Alignment with Higher Education Key Performance Indicators (KPIs)
    a. KPI 2 – Students Gain Off-Campus Learning Experiences: by providing students with experiential learning opportunities through direct engagement in community-based business mentoring and entrepreneurial development activities.
    b. KPI 3 – Faculty Members Engage in Off-Campus Activities: by involving academic staff in community engagement, knowledge transfer, and the implementation of applied research to address real-world socioeconomic challenges.
3. Alignment with the Asta Cita National Development Agenda
    a. strengthening community economic self-reliance through entrepreneurship development;
    b. transforming informal microenterprises into more productive, competitive, and formally registered businesses; and
    c. reducing economic disparities by expanding inclusive economic opportunities for local communities.
4. Alignment with the National Research Master Plan (Rencana Induk Riset Nasional—RIRN)

This program supports the implementation of Indonesia’s National Research Master Plan (RIRN) 2020–2045, particularly within the strategic priority areas of economic development, entrepreneurship, and the digital transformation of MSMEs. Specifically, the program promotes the practical application of technology through:

a. the implementation of digital marketing strategies utilizing social media platforms and online marketplaces;

b. the adoption of simple digital financial record-keeping applications to improve financial management practices; and

c. the development of Business Model Canvas (BMC)-based business models to strengthen strategic planning and enhance business sustainability.

1.5. ALIGNMENT WITH THE MERDEKA BELAJAR–KAMPUS MERDEKA (MBKM) PROGRAM

This community engagement initiative serves as an integrative, collaborative, and solution-oriented learning model that supports the implementation of the MBKM program. By integrating academic learning with real-world entrepreneurial challenges, the program provides students with authentic experiential learning opportunities while strengthening the connection between higher education institutions and local communities.

Through active participation in business mentoring, students develop not only disciplinary knowledge but also practical competencies in problem-solving, communication, teamwork, leadership, and entrepreneurial thinking. Simultaneously, faculty members contribute through knowledge transfer and the application of research-based solutions to address the needs of community partners. This collaborative approach enhances the relevance of higher education by bridging theoretical knowledge with practical implementation in community and industry settings. Ultimately, the integration of community engagement activities with the MBKM framework is expected to foster the development of a sustainable entrepreneurial ecosystem that promotes innovation, resilience, and competitiveness among emerging entrepreneurs. Furthermore, it reinforces the strategic role of higher education institutions in supporting local, national, and global economic development, particularly within the context of the ongoing digital transformation and the evolving knowledge-based economy.

1.6. CHALLENGES AND PROPOSED SOLUTIONS

1. Challenges

a. **Business Management Challenges**

1) Limited business formalization, as many participants had not yet obtained legal business registration, including the NIB.
2) Lack of structured business planning, resulting in unclear business objectives, limited strategic direction, and difficulties in business development.
3) Unsystematic financial record-keeping, which constrained financial monitoring, decision-making, and access to external financing.

b. **Marketing Challenges**

1) Dependence on conventional marketing methods, limiting market reach and customer acquisition.
2) Suboptimal utilization of digital platforms, including social media and online marketplaces, for business promotion and sales.
3) Absence of branding and market segmentation strategies, reducing the competitiveness and differentiation of products and services.

c. **Socio-Economic Challenges**

1) Limited entrepreneurial and digital literacy, affecting participants' ability to adopt innovative business practices and digital technologies.
2) Restricted access to business information and professional networks, limiting opportunities for collaboration, market expansion, and business growth.
3) Underutilization of local economic potential, resulting in missed opportunities to develop competitive products and leverage local resources.

2. Proposed Solutions

To address these challenges, the program implemented a comprehensive mentoring model consisting of the following interventions:

a. **Business Management Interventions**

1) Facilitation of business formalization through assistance in obtaining the NIB.
2) BMC training to strengthen strategic business planning and improve business model development.

3) Financial management mentoring, including guidance on systematic bookkeeping and basic financial reporting practices.

b. **Marketing Interventions**

1) Digital marketing training to enhance participants' capabilities in utilizing digital platforms for business promotion and customer engagement.
2) Mentoring in promotional content development, enabling participants to produce effective and engaging digital marketing materials.
3) Development of marketing strategies, including branding, market segmentation, and customer targeting to improve market competitiveness.

c. **Social Empowerment Interventions**

Entrepreneurship and digital literacy training aimed at strengthening entrepreneurial competencies, enhancing digital capabilities, and fostering long-term business resilience in the digital economy

II. LITERATURE REVIEW

2.1. BUSINESS MENTORING

According to the World Bank (2022), mentoring within the context of economic empowerment programs is defined as a systematic process aimed at improving access to resources, knowledge, and skills through continuous interaction between facilitators and target beneficiaries. This approach emphasizes the importance of contextualized knowledge transfer and the adaptation of interventions to local needs and conditions, thereby enhancing the effectiveness, relevance, and long-term sustainability of program outcomes.

Similarly, the Organisation for Economic Co-operation and Development (OECD, 2021) identifies mentoring as a key component of capacity-building strategies designed to strengthen the competencies of entrepreneurs and small business owners. Such mentoring initiatives play a critical role in enhancing managerial capabilities, fostering innovation, and improving the ability of enterprises to respond to the challenges and opportunities presented by digital transformation and an increasingly competitive global economy. Consequently, business mentoring has become an essential instrument for promoting entrepreneurial resilience, sustainable enterprise development, and inclusive economic growth..

2.2. BUSINESS

According to the Organisation for Economic Co-operation and Development (OECD, 2021), a business is defined as an organized economic activity that combines productive resources—including labor, capital, and technology—to produce goods or services that generate economic value. This definition emphasizes that business activities extend beyond profit generation to encompass the efficient and sustainable utilization of resources in creating long-term economic value.

Similarly, the World Bank (2022) defines a business as an economic entity that serves as a fundamental driver of production and distribution within an economic system. Businesses play a pivotal role in stimulating private sector development, fostering entrepreneurship, generating employment opportunities, and promoting inclusive economic growth. In particular, the development of micro, small, and medium-sized enterprises (MSMEs) is recognized as a critical mechanism for strengthening local economies, enhancing productivity, and improving community welfare through sustainable economic empowerment.

2.3. EARLY-STAGE INDEPENDENT WORKERS/ENTREPRENEURS (TKMP)

The TKMP program is a community empowerment initiative and employment expansion scheme administered by the Directorate of Employment Opportunity Expansion Development under the Binapenta and PKK, Ministry of Manpower of the Republic of Indonesia. The program is designed to promote entrepreneurship-based employment creation by developing

independent entrepreneurs in accordance with local economic potential and by expanding productive employment opportunities within communities.

The program primarily targets unemployed individuals, underemployed workers, and job seekers who are not employed as civil servants, members of the Indonesian National Armed Forces (TNI), or the Indonesian National Police (Polri), and who are not currently bound by employment contracts with government institutions or private sector organizations. Eligible participants must also not have received similar government assistance within the previous one-year period.

Furthermore, the TKMP program prioritizes the inclusion of individuals residing in remote, border, underdeveloped, and economically disadvantaged regions, including areas experiencing extreme poverty, designated employment expansion zones, productive migrant villages, regions with high unemployment rates, and communities affected by natural disasters. The program also provides opportunities for persons with disabilities and port cargo handling workers, reflecting the government's commitment to inclusive employment policies and equitable economic empowerment across diverse population groups (https://majalahsenta.kemnaker.go.id/, 2024)

The implementation of employment expansion programs in Indonesia represents a strategic government initiative to create productive employment opportunities and promote entrepreneurship-based economic development. These initiatives are intended to stimulate the growth of MSMEs, which play a vital role in strengthening local economies and enhancing community livelihoods. Through entrepreneurship support and business development assistance, the TKMP program contributes to improving labor market participation while fostering sustainable economic empowerment.

In 2023, the TKMP program provided business assistance to 11,000 entrepreneurial groups, with each group consisting of 10 participants, resulting in a total of 110,000 beneficiaries nationwide. As of November 2023, 10,955 groups had formally signed the program's Memorandum of Understanding (MoU). Among these beneficiaries were 212 groups comprising persons with disabilities, reflecting the program's commitment to inclusive employment and equitable access to entrepreneurial opportunities. Furthermore, 65,720 participants had been identified and matched with the government's extreme poverty alleviation initiative, demonstrating the program's integration with broader national social protection and economic development policies. (https://majalahsenta.kemnaker.go.id/, 2024)

2.4. STIMULATING LOCAL ECONOMIC DEVELOPMENT

Stimulating local economic development refers to a strategic intervention aimed at fostering economic growth at the regional level through strengthening community capacities, optimizing local resources, and enhancing enterprise productivity. This concept emphasizes the importance of targeted and sustainable interventions in creating an inclusive, resilient, and competitive local economic ecosystem. Within this framework, the local economy is viewed not merely as a system of production and distribution within a specific geographic area, but as a dynamic network of interactions among entrepreneurs, local resources, institutions, and public policies that collectively support community-based economic development.

According to the World Bank (2022), Local Economic Development (LED) is a collaborative process involving government institutions, the private sector, and local communities in creating an enabling environment for economic growth and employment generation. This approach focuses on strengthening the capacities of local economic actors, improving access to productive resources, facilitating investment, and developing the infrastructure necessary to support sustainable economic activities. Consequently, initiatives designed to stimulate local economic development extend beyond financial assistance to encompass institutional strengthening, social empowerment, technological innovation, and capacity-building measures.

Similarly, the Organisation for Economic Co-operation and Development (OECD, 2021) highlights that local economic development can be accelerated through the promotion of micro, small, and medium-sized enterprises (MSMEs), the enhancement of innovation capabilities, and the adoption of digital technologies. Digital transformation has emerged as a critical driver of local economic growth by improving operational efficiency, expanding market access, increasing business competitiveness, and enabling the creation of innovative business models that are more adaptive to the rapidly evolving global

economic environment. Therefore, strengthening entrepreneurial capacity through digitalization and innovation has become a fundamental strategy for achieving sustainable and inclusive local economic development.

III METHODOLOGY

3.1. PROGRAM IMPLEMENTATION STAGES

1. **Preparation and Socialization Stage**
   a. Conducting field observations and semi-structured interviews to identify the primary challenges faced by participants, particularly in relation to digital marketing literacy, product branding, business management, and financial record-keeping.
   b. Organizing program socialization sessions to introduce the objectives, expected outcomes, implementation stages, and the respective roles and responsibilities of all stakeholders.
   c. Conducting a Focus Group Discussion (FGD) to identify priority issues, validate the needs assessment, and reach consensus regarding the mentoring strategies and solutions to be implemented.
2. **Program Implementation Stage**
   a. Integrated digital marketing literacy;
   b. BMC Training
   c. Basic Financial Management Training
   d. Technology Adoption
   e. Assistance in obtaining the NIB through Indonesia's Online Single Submission (OSS) system.
3. **Business Mentoring**
   a. Assistance in applying the knowledge and skills acquired during the training to their respective businesses;
   b. Ongoing monitoring of business performance, including sales revenue, marketing activities, and operational development.
4. **Evaluation and Reporting Stage**
   a. The evaluation process included:

1) Monitoring and assessing program achievements using predefined performance indicators, including:
2) acquisition of the NIB;
3) implementation of digital marketing activities;
4) adoption of systematic financial record keeping practices; and
5) growth in business revenue.
6) Conducting a participatory evaluation involving all partner entrepreneurs to assess the perceived benefits of the program, identify remaining challenges, and collect recommendations for future program improvement.

   b. Preparing a final community engagement report documenting the implementation process, program outcomes, lessons learned, and recommendations for the sustainability and scalability of the mentoring model

3.2 TECHNOLOGY AND INNOVATION FRAMEWORK

The Business Mentoring Program for TKMP to Stimulate Local Economic Development in the Cibinong area was designed to generate outcomes that are not only theoretical but also practical, technology-driven, and oriented toward strengthening the digital capabilities of participating entrepreneurs. In the context of digital transformation, the ability to develop and manage effective digital marketing content has become a critical determinant of business success, particularly in expanding market reach, enhancing customer engagement, and improving the competitiveness of microenterprises through digital platforms.

Accordingly, the program integrates the adoption of digital technologies and innovative marketing practices to equip participants with practical competencies that support sustainable business growth. Upon completion of the program, participating TKMP are expected to be able to:

1. Develop interactive promotional content that effectively engages target customers across digital platforms.
2. Utilize Canva and similar digital design applications to produce professional-quality marketing materials.

3. Create short-form promotional videos for dissemination through social media platforms to enhance digital visibility and customer engagement.
4. Apply copywriting techniques to produce persuasive and customer-oriented marketing messages.
5. Establish and manage online stores on digital marketplace platforms to expand market access and increase sales opportunities.
6. Design a consistent brand identity, including logos, taglines, and visual branding elements that strengthen product recognition and differentiation.
7. Implement digital storytelling strategies to communicate brand value, build customer trust, and foster stronger emotional connections with consumers.

Through these technology-based innovations, the program seeks to accelerate the digital transformation of microenterprises while enhancing their marketing effectiveness, business sustainability, and long-term competitiveness within an increasingly digital and dynamic business environment

IV RESULTS AND DISCUSSION

4.1. OVERVIEW OF THE STUDY AREA

Cibinong District is one of the administrative districts of Bogor Regency, West Java Province, Indonesia. It serves as the administrative center of the regency and is strategically located within the Jakarta metropolitan area (Jabodetabek). Historically and functionally, Cibinong has developed into a regional hub for government administration, commerce, and services, with a high level of economic activity. Its strategic location, supported by well-developed transportation infrastructure and proximity to Jakarta and other economic centers, has contributed to rapid socioeconomic development, making Cibinong one of the fastest-growing districts in Bogor Regency (BPS, 2023).

As one of the most densely populated districts in Bogor Regency, Cibinong has demographic characteristics that strongly support community-based economic activities. Bogor Regency has a population of more than 5.4 million, with a substantial concentration in urban districts such as Cibinong. This creates a large and dynamic consumer market for micro and small enterprises (BPS Bogor Regency, 2023). The size and density of the local population not only generate demand for a wide range of goods and services but also create favorable conditions for entrepreneurship and self-employment, particularly among TKMP.

The local economy is supported by several strategic sectors, particularly trade, services, and small- and medium-scale manufacturing. These sectors have expanded alongside rapid urbanization, rising consumer demand, and the continued development of residential areas. The presence of traditional markets, modern shopping centers, commercial areas, and government offices further strengthens Cibinong's role as a center of local economic activity.

These conditions provide Cibinong with considerable potential to develop as an entrepreneurship-driven center of local economic growth in Bogor Regency. Strengthening the capacity of independent entrepreneurs through structured and sustainable empowerment programs is therefore important for fostering a more inclusive, adaptive, and competitive local economy. In this context, the government's Independent Workforce (TKM) program seeks to strengthen community economic self-reliance, reduce unemployment, and create new employment opportunities through entrepreneurship development.

Within Cibinong, many independent entrepreneurs operate in sectors that closely serve the needs of urban communities, including food and beverage, small-scale retail, creative services, and digital-based businesses. Restaurants, specialty beverage outlets, graphic design and printing services, and online retail businesses operating through social media and digital marketplaces illustrate the district's growing entrepreneurial landscape. This pattern is consistent with the broader development of the digital economy, in which microenterprises increasingly adopt digital technologies to expand their market reach and improve business performance (OECD, 2021).

The entrepreneurial potential of Cibinong is further supported by changing urban consumption patterns, which increasingly emphasize convenience, speed, and product variety. As part of the Greater Jakarta metropolitan region, Cibinong benefits from broad market accessibility through both conventional and digital distribution channels. These conditions provide entrepreneurs

with opportunities not only to serve local consumers but also to reach regional markets through e-commerce and digital marketing platforms.

Despite these favorable conditions, independent entrepreneurs in Cibinong continue to face challenges that may constrain business growth. These include limited access to startup capital, insufficient managerial capabilities, weak financial management practices, and relatively low levels of digital marketing literacy. Such constraints can reduce their ability to compete effectively in an increasingly digital and competitive business environment. Existing evidence suggests that the capacity to adopt digital technologies has become an important factor in strengthening business competitiveness and long-term sustainability (Asian Development Bank, 2021). Entrepreneurship training, improved access to financing, continuous business mentoring, and support for digital marketing adoption are therefore relevant interventions for strengthening local entrepreneurial capacity.

Field observations conducted as part of this community engagement program indicate that the participating TKMP in Cibinong are individuals who are actively establishing and developing their own businesses as a means of strengthening household economic independence. The participants demonstrated strong entrepreneurial motivation and commitment, but many continued to face challenges related to limited business experience, inadequate financial resources, and insufficient managerial competencies. These observations suggest that local market opportunities and household economic needs are important factors motivating individuals to establish independent businesses in the district.

From a business-sector perspective, the participating TKMP are primarily engaged in activities closely related to everyday community needs, including food and beverage services, small-scale retail, personal services, creative industries, and digital-based businesses. The concentration of commercial centers, densely populated residential areas, and office complexes in Cibinong provides a broad consumer base and creates opportunities for these emerging entrepreneurs to expand their markets.

Nevertheless, the participating entrepreneurs continue to encounter several barriers to business growth, particularly limited startup capital, inadequate digital literacy, weak financial management, and intensifying market competition. Addressing these challenges requires entrepreneurs to continuously develop their innovation capabilities, differentiate their products and services, and strengthen their competitive advantages. Accordingly, improving the competitiveness of TKMP depends not only on access to market opportunities but also on their ability to adapt to technological change, adopt appropriate digital business practices, and respond effectively to evolving market dynamics.

4.2. RESULTS

4.2.1. ASSISTANCE IN OSS REGISTRATION AND BUSINESS IDENTIFICATION NUMBER (NIB) ACQUISITION

Following the training and mentoring activities, 100% of the participating TKMP successfully obtained a NIB, indicating that all participants completed the formal business registration process. This achievement represents an important milestone in strengthening business formalization and improving participants' eligibility to access government support programs and formal financial services.

During the implementation process, several participants encountered technical difficulties with the online registration procedure through Indonesia's OSS system. The main challenges included completing the registration forms, entering business information accurately, and navigating a digital platform that required a stable internet connection. To address these challenges, the mentoring team provided hands-on assistance through step-by-step demonstrations covering the entire registration process, from creating an OSS account to obtaining the NIB certificate. A simplified written guide was also developed to help participants complete similar administrative procedures independently in the future

4.2.2. BUSINESS PLANNING MENTORING THROUGH THE BUSINESS MODEL CANVAS (BMC)

The mentoring program also achieved 100% completion in the development of structured business plans among participating entrepreneurs. Following the training, all TKMP participants successfully developed business plans using the BMC, enabling them to organize their business ideas in a more systematic and strategic manner.

Initially, many participants experienced difficulties in developing realistic business plans, particularly in defining value

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propositions, identifying customer segments, formulating marketing strategies, and preparing basic financial projections. To address these challenges, the mentoring team introduced the BMC as a practical strategic planning framework and provided individualized feedback on each participant's business model. This personalized approach encouraged participants to view their businesses more strategically and helped them develop plans that were more coherent, feasible, and responsive to their business conditions

4.2.3. CASH FLOW RECORDING TRAINING

The financial management training successfully introduced systematic cash flow recording practices among all participating entrepreneurs. Following the mentoring activities, 100% of participants demonstrated the ability to maintain regular and structured financial records.

The adoption of basic cash flow recording practices improved participants' ability to distinguish business income and expenses, monitor cash movements, and assess their business performance. These practices also provided participants with a stronger basis for making informed financial decisions. Although continued practice is needed to establish consistent bookkeeping habits, the results indicate that the training provided an important foundation for improving financial management and supporting longer-term business resilience

4.2.4. IMPROVEMENT IN DIGITAL MARKETING LITERACY

The evaluation results indicate a substantial improvement in participants' knowledge and practical competencies in digital marketing. Before the training, only approximately 20% of participants had basic skills in using social media as a business promotion tool. Following the program, this proportion increased to approximately 75%, indicating a marked improvement in participants' ability to use digital platforms for marketing purposes.

The improvement extended beyond conceptual understanding. Participants demonstrated greater ability to identify appropriate social media platforms based on their target customer segments, develop consistent content schedules, and adapt promotional messages to different audience characteristics. These practical competencies enabled participants to approach social media not merely as a communication channel but also as a tool for business promotion and customer engagement.

This development reflects a shift in participants' use of digital media, from primarily using social media for general communication toward more purposeful and strategic use for business activities. Participants also reported that digital marketing practices helped increase product visibility and expand their potential customer base. Some participants further noted that social media and online marketplaces allowed them to reach new customers without substantially increasing promotional expenditures

Examples of Participant Outputs



Figure 4.6. Examples of Interactive Promotional Content on Instagram Developed by TKMP Participants

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Figure 4.9. Examples of Graphic Design Outputs Produced During the Training



Figure 4.12. Examples of Brand Logos and Taglines Developed by TKMP Participants

4.2.5. DEVELOPMENT OF CREATIVE PROMOTIONAL CONTENT



Figure 4.13. Examples of Creative Promotional Content Developed by TKMP Participants

The program also enabled participants to develop a range of promotional materials, including digital flyers, short promotional videos, and storytelling-based product descriptions. Through hands-on practice, participants learned to apply basic copywriting techniques, visual design principles, and digital content strategies to promote their products and services.

Several participants reported a two- to three-fold increase in audience engagement after implementing more effective copywriting techniques and visually appealing promotional content. Because these figures were based on participant reports rather than independently verified platform analytics, they should be interpreted as reported outcomes rather than directly measured program effects.

Overall, the development of creative content strengthened participants' digital communication skills and provided them with practical tools for increasing product visibility and engaging potential customers across digital platforms

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4.2.6. ONLINE STORE DEVELOPMENT TRAINING



Figure 4.16. Online Marketplace Stores Established by TKMP Participants

The online marketplace training resulted in 85% of participating TKMP successfully establishing and operating online stores through digital marketplace platforms. Several participants reported receiving their first online orders from customers outside the Cibinong area. This experience provided an early indication that marketplace adoption could help participants expand their potential customer reach beyond their immediate local markets. In addition to providing access to new customers, online stores gave participants an additional sales channel that complemented their existing offline and social media-based marketing activities. The results suggest that digital marketplace adoption can support market expansion and improve the accessibility of microenterprises to broader customer segments. However, maintaining active online stores, responding to customers promptly, managing product listings, and consistently updating promotional content remain important for sustaining the benefits of digital commerce adoption

Table 4.2. Conditions Before and After the Program and Their Impact

Aspect	Pre-Program Condition	Post-Program Condition	Impact on Business Competitiveness
Digital Marketing Literacy	Only 20% of participants demonstrated an understanding of basic digital marketing concepts.	75% of participants were able to develop and implement basic digital marketing strategies.	Broader market reach and more efficient promotional costs.
Creative Content Development	Promotional materials primarily consisted of basic photographs with limited visual design and low engagement.	Participants were able to produce more attractive visual content, promotional videos, and apply effective copywriting techniques.	Social media engagement increased by approximately 2–3 times.
Marketplace Adoption	Only 10% of participants had established an online store.	85% of participants successfully established and actively operated online stores.	Expanded market reach, including access to national markets.
Product Branding	Most participants did not have a consistent logo or brand identity, and business naming was inconsistent.	Participants developed logos, taglines, and clearer brand positioning.	Improved product recognition, brand consistency, and overall brand image.

4.3. EVALUATION OF PROGRAM OUTCOMES

The evaluation of the community engagement program was conducted throughout the implementation process as well as upon completion of the training program, with particular emphasis on two key dimensions: the achievement of the program objectives and the quality of program implementation.

Evaluation of the learning process and program outcomes employed a combination of questionnaire surveys, question-and-answer sessions, and direct observation to assess participants' knowledge acquisition, skill development, and the practical application of the competencies obtained during the mentoring activities. These methods enabled the evaluation team to monitor participants' progress continuously and identify areas requiring additional support throughout the implementation process.

In addition, the quality of program implementation was evaluated through participant satisfaction questionnaires, which collected feedback regarding the relevance of the training materials, the effectiveness of the mentoring approach, the competence of the facilitators, and the overall organization of the program. This comprehensive evaluation framework provided valuable insights into both the effectiveness of the capacity-building interventions and participants' perceptions of the program, thereby serving as a basis for continuous improvement and the future development of similar community empowerment initiatives.

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Table 4.4. Comparison of Conditions Before and After the Training Program

No.	Training Component	Pre-Training Condition	Post-Training Condition
1	Business Identification Number (NIB)	Participants did not have a formal Business Identification Number (NIB).	All participants successfully obtained an NIB.
2	Financial Record-Keeping	Participants did not maintain formal financial records.	All participants were able to maintain basic cash flow records.
3	Business Planning (BMC)	Participants had no structured business plan based on the Business Model Canvas (BMC).	All participants successfully developed a BMC.
4	Digital Marketing Strategy and Utilization of Social Media and Marketplaces	Promotional activities relied primarily on traditional methods, such as word-of-mouth marketing and banners, with limited use of social media.	Participants began actively using social media for business promotion, although the frequency of use remained relatively limited.
5	Interactive Promotional Content Development	Promotional content was relatively unattractive and consisted primarily of basic product photographs.	Participants were able to develop interactive promotional content incorporating text, images, and basic creative elements.
6	Use of Canva	Participants were unfamiliar with digital graphic design applications.	Participants were able to use Canva to create posters, digital brochures, and product catalogs.
7	Short-Form Promotional Video Production	Participants had never produced promotional videos and primarily uploaded product photographs.	Participants began producing short promotional videos for Instagram and TikTok, although video editing skills remained at a basic level.
8	Copywriting	Promotional captions were generally descriptive and lacked persuasive elements.	Promotional captions became more persuasive and included calls to action, although storytelling techniques were not yet applied consistently.
9	Online Marketplace Store Development	Products were sold primarily offline or through personal WhatsApp accounts.	Some participants successfully established online stores on platforms such as Shopee and Tokopedia, although adoption remained at an early stage.
10	Logo, Tagline, and Consistent Visual Identity Development	Participants generally lacked logos and consistent visual identities; product packaging was basic and had limited branding.	Participants developed basic logos and taglines and began incorporating them into product packaging and digital promotional media.

Table 4.5. Summary of Post-Training Evaluation

Training Component	Not Beneficial	Less Beneficial	Beneficial	Highly Beneficial
1. Business Identification Number (NIB)	0	0	3	12
2. Cash Flow Recording	0	0	2	13
3. Business Model Canvas (BMC)	0	0	3	12
4. Digital Marketing Strategy, Social Media, and Marketplace Utilization	0	0	2	13
5. Interactive Promotional Content Development	0	0	2	13
6. Canva Utilization	0	0	3	12
7. Short-Form Promotional Video Production for Social Media	0	0	3	12
8. Copywriting	0	0	3	12
9. Online Marketplace Store Development	0	0	2	13
10. Logo, Tagline, and Consistent Visual Identity Development	0	0	1	14
JUMLAH	0	0	23	127

Source: Primary data analysis, 2026.

5.4. DISCUSSION

The series of training and mentoring activities implemented through this community engagement program contributed to strengthening the digital marketing literacy, entrepreneurial competencies, and branding capabilities of the 15 participating TKMP. Beyond facilitating knowledge transfer, the program provided an integrated intervention that combined digital transformation, business formalization, and practical business management. This approach was designed to address the participants' immediate business needs while also supporting their capacity to develop more sustainable business practices.

The evaluation results show improvements across several key dimensions of entrepreneurial capacity. All participants successfully obtained a NIB, completing the formal business registration process and potentially improving their access to

government support programs and formal business services. In addition, all participants were able to implement basic cash flow recording practices and develop BMC frameworks, indicating progress in financial management and strategic business planning. Participants also demonstrated improved skills in producing promotional content that was more visually appealing and better aligned with their products and target customers. Furthermore, 85% of participants successfully established online stores on digital marketplace platforms. Although this represents an important initial step toward digital business adoption, continued use and active management of these channels will be necessary to sustain their benefits.

The findings suggest that integrated mentoring interventions that combine entrepreneurship training, digital literacy, business planning, and hands-on technology adoption can support the development of microentrepreneurs' business capabilities. This result is broadly consistent with previous studies emphasizing the importance of digital capabilities, business formalization, and strategic planning in strengthening MSME competitiveness and supporting business sustainability (OECD, 2021; World Bank, 2022). The present program also illustrates that digital transformation at the microenterprise level is not limited to adopting digital platforms. Rather, it involves a combination of managerial knowledge, practical digital skills, formal business practices, and the ability to apply these competencies in day-to-day business activities.

Several interrelated factors appear to have supported the implementation of the program. First, the training materials were designed around the participants' specific characteristics and practical business needs. This helped ensure that the learning activities were relevant to the challenges they encountered in their businesses. Second, the use of an experiential learning or learning-by-doing approach allowed participants to immediately apply newly acquired knowledge to real business situations. Activities such as preparing a BMC, recording cash flows, creating promotional content, and setting up online stores provided opportunities for participants to learn through direct practice rather than relying solely on theoretical explanations. Third, participants demonstrated strong motivation to improve their businesses, which supported active engagement throughout the mentoring process. These observations suggest that entrepreneurial capacity building is influenced not only by the relevance of training content but also by participant motivation, contextualized learning, and opportunities for practical application.

Despite these positive outcomes, the monitoring process identified several challenges that may limit the sustainability of the program's impact. These included limited access to digital devices among some participants, differences in internet connectivity, time constraints associated with daily business operations, and the need for more intensive post-training assistance. These challenges highlight an important point: digital transformation cannot be achieved through knowledge acquisition alone. Entrepreneurs also require adequate technological resources, continuous support, and an enabling socioeconomic environment to translate newly acquired skills into sustained business practices.

The findings therefore point to the importance of follow-up interventions after the completion of formal training. Continuous business mentoring could help participants maintain the practices introduced during the program, while entrepreneurial learning communities and collaborative business networks could provide opportunities for knowledge exchange, peer support, and market collaboration. At the broader ecosystem level, collaboration among government institutions, higher education institutions, industry partners, and business support organizations could strengthen access to technology, financing, markets, and business development services. Together, these mechanisms could contribute to a more supportive entrepreneurial learning ecosystem in which early-stage entrepreneurs are better positioned to adapt to technological change and evolving digital market conditions.

The program also has practical and conceptual implications. From a practical perspective, the intervention strengthened participants' business formalization, financial management, digital marketing, content creation, branding, and business planning capabilities. These improvements provide a foundation for further digital adoption and business development. From a conceptual perspective, the findings support the view that digital transformation among microenterprises is a multidimensional process that requires more than access to digital platforms. Digital adoption is more likely to generate meaningful business value when entrepreneurs also possess the managerial capabilities needed to plan, implement, monitor, and adapt their digital activities. In this regard, training-based interventions can serve as useful entry points for MSME digital transformation when they are complemented by practical mentoring, enabling support systems, and continued opportunities for learning.

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Overall, the implementation and evaluation results indicate that the community engagement program produced measurable improvements in several areas of participants' entrepreneurial capacity, including business formalization, financial management, digital marketing, creative content development, and branding. The adoption of digital technologies, particularly social media and online marketplaces, also increased among participants. However, the results should be interpreted within the context of a small participant group and a relatively short intervention period. The extent to which these improvements translate into sustained increases in revenue, productivity, business survival, or long-term competitiveness requires further monitoring.

Based on these findings, several recommendations can be proposed for future program development:

1. Establish sustainable mentoring mechanisms to support the continued application of acquired knowledge and monitor participants' business development over the medium and long term.
2. Strengthen the local digital entrepreneurship ecosystem through collaboration among government agencies, higher education institutions, industry partners, and business support organizations to improve access to technology, market connectivity, financing, and collaborative business networks.
3. Improve access to digital infrastructure, particularly by facilitating access to appropriate digital devices and reliable internet connectivity for microentrepreneurs operating in areas with limited technological resources.
4. Integrate community engagement with participatory action research so that future programs can generate evidence-based social innovations while addressing community needs through continuous collaboration, reflection, and problem-solving.
5. Expand advanced training in branding and product innovation, with greater emphasis on strategic brand communication, product differentiation, customer-centered innovation, and digital customer engagement to support longer-term business development.

Implementing these recommendations can help similar community engagement initiatives move beyond short-term improvements in entrepreneurial competencies toward more sustained business development. Continued mentoring, stronger ecosystem collaboration, improved digital access, and systematic evaluation can provide a foundation for broader community economic empowerment, sustainable local economic development, and greater resilience among microenterprises in an increasingly digital economy

1. V. CONCLUSION

1. The community engagement program successfully strengthened several key aspects of business capacity among the participating TKMP. First, the program improved business formalization and basic managerial capabilities. All participants obtained a NIB, established systematic cash flow records, and developed a BMC. These achievements provided a stronger foundation for formal business management, financial monitoring, and strategic planning.
2. The program improved participants' knowledge and practical skills in digital marketing and business branding. Participants who had previously relied primarily on conventional promotional methods began adopting digital platforms, including Instagram, TikTok, WhatsApp Business, and online marketplaces, to reach broader customer segments. Most participants also developed basic branding elements, such as logos, taglines, and visual identities, enabling them to present their products and services more consistently across digital channels.
3. The program's implementation was supported by several factors, particularly participants' strong motivation and active engagement, the alignment of training content with their practical business needs, and the use of an experiential, practice-oriented learning approach. This approach enabled participants to apply newly acquired knowledge directly to their own businesses. Access to digital devices also facilitated the implementation of digital marketing practices among participants who had the necessary technological resources.
4. Despite these positive outcomes, several challenges remain. Some participants had limited access to smartphones and laptops, while differences in digital literacy levels created varying learning needs. The relatively short training period also limited

opportunities to develop more advanced digital and business skills. In addition, maintaining participants' consistent application of the knowledge and skills acquired during the program remains a key challenge.

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