

Empowerment Strategy of *Ledre* MSMEs through the Increasing of Stakeholder's Role

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Abstract

Purpose: This study aims to analyze the development of *Ledre* MSMEs, examine the role of stakeholders in the empowerment process, and identify empowerment strategies for *Ledre* entrepreneurs in Gapluk Village, Purwosari Sub-District, Bojonegoro Regency.

Methodology/approach: This study employs a qualitative descriptive method. Data collection techniques included observation, semi-structured interviews, and documentation. Miles and Huberman's interactive analysis model was used to explore the development of *Ledre* MSMEs in Gapluk Village and the role of stakeholders in community empowerment, as well as SWOT analysis to determine appropriate strategies for empowering *Ledre* MSMEs in Gapluk Village.

Results/findings: The results showed that the number of *Ledre* MSMEs in Gapluk Village has declined from 2020 to 2024 due to various factors. Therefore, efforts to empower *Ledre* MSMEs to overcome this decline must involve stakeholders from the village to the regency-level government, relevant agencies or institutions, and *Ledre* business actors such as policymakers, coordinators, facilitators, implementers, and accelerators.

Conclusions: Collaboration between stakeholders is expected to create the right strategy for empowering *Ledre* MSMEs in Gapluk Village according to the potential strengths and weaknesses, challenges, and development opportunities they face.

Limitations: The limitations of this study include the geographical coverage limited to *Ledre* MSMEs in Gapluk Village as the case study location; therefore, the results may not be generalizable to other regions.

Contribution: The results of this study can serve as a reference for policymakers in formulating policies that support the empowerment of MSMEs through collaboration between MSMEs actors, BUMDes, and related stakeholders to maximize local potential in community empowerment efforts.

Keywords: *Empowerment Strategy, Gapluk Village, Ledre MSMEs, Stakeholders Role.*

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1. Introduction

Micro, Small, and Medium Enterprises (MSMEs) are the economic sectors engaged in active and independent economic efforts, managed by business entities that are not branches of companies or parts of small or large businesses (Manan et al., 2024). The development of MSMEs requires institutional support to enhance their long-term business sustainability and growth. This support can be realized through the empowerment of MSMEs via various activities aimed at fostering the emergence of new MSMEs and strengthening existing ones to accelerate national economic recovery. The policy for

MSME empowerment is based on three main pillars: (1) Enhancing the capacity and competence of MSMEs through empowerment action plans such as expanding market access, increasing competitiveness, and promoting entrepreneurship; (2) Providing MSME-friendly financial institutions through empowerment action plans involving the acceleration of financing and non-bank funding; (3) Improving cross-sectoral coordination to support the MSME ecosystem through empowerment action plans that facilitate ease of doing business and opportunities, along with efforts to strengthen cross-sectoral coordination among stakeholders involved in the MSME sector (Susilowati et al., 2022).

These three pillars highlight the importance of MSME empowerment, as it plays a crucial role in establishing a balanced, progressive, and equitable national economic structure; fostering and developing the capacity of MSMEs into resilient and independent businesses; and enhancing the role of MSMEs in regional development, job creation, income distribution, economic growth, and poverty alleviation (Undang-Undang Republik Indonesia No. 20, 2008; Sarjana et al., 2021; Zakiyah et al., 2023). These objectives indicate that MSMEs play a vital role in the national economy, as they contribute to the Gross Domestic Product (GDP) and create employment opportunities for the community (Sofyan, 2017; Palalangan & Bandaso, 2022). Most MSMEs in Indonesia are household businesses that have the potential to form a strong economic foundation due to their large number, particularly micro-enterprises, and their significant capacity to absorb labour (Ambarita et al., 2024). According to the MSME Empowerment Report 2022, Indonesia employs approximately 114.7 million workers (DS Innovate, 2023). The supporting data from the Ministry of Cooperatives and Small and Medium Enterprises indicates that in 2022, the number of MSMEs in Indonesia reached 8.71 million units (Anastasya, 2023).

However, in its development, many problems or challenges have been faced by MSMEs in Indonesia (Andita et al., 2024). These issues include limited capital, lack of business legality for MSME actors, low awareness of tax compliance, lack of innovation in product development, and limited mastery of technology (Susilowati et al., 2022). In addition, a crucial challenge in MSME development is the quality and capacity of human resources, which play a vital role in determining the progress or growth of an organization, including MSMEs (Suryanto & Junaidi., 2022). The low quality and capacity of human resources among MSMEs are partly due to the lack of stakeholder involvement, as the strength of social capital in improving MSME performance requires support from all stakeholders (Analia, 2020). The lack of stakeholder support directly hinders the improvement of human resource capacity and quality in MSMEs, as it affects various aspects including the lack of training and education in the use of digital marketing (Zakiyah et al., 2023)—even though digital marketing is essential to the sustainability of MSMEs, as it can increase customer reach, sales turnover, and promote products more effectively (Suraji, et al., 2022). Moreover, the lack of government involvement in supporting the empowerment of MSMEs can also hinder the growth of this business sector. Many MSMEs have yet to participate in government programs or receive structured training materials, resulting in many business actors still lacking knowledge on how to start and manage a business (Hanif et al., 2022). The important role of MSMEs in the economy has been proven, as this sector demonstrates strong resilience during times of crisis. MSMEs in Indonesia have remained active even during the economic crisis that has affected Indonesia since 1997, and have served as a safety valve for national economic recovery due to their significant contribution to the Gross Domestic Product (GDP) and employment absorption (Karsidi, 2007; Hanif et al., 2022). This condition indicates that MSMEs can accelerate the national economic recovery process and simultaneously serve as a tangible source of support for local governments in implementing regional autonomy (Undari & Lubis, 2021)

Most MSMEs in Indonesia are concentrated on the Java Island. One of the provinces with the highest number of MSMEs in Java is East Java. It placed third after West Java and Central Java, with 1,153,576 MSME units (Anastasya, 2023). These MSMEs contributed to East Java's economic condition in 2022, reaching 58.36%. This percentage showed a significant increase compared to 2020 when the contribution was 57.25%, and in 2021, it rose to 57.71% (Patoppoi, 2023). According to data from the Office of Cooperatives, Small, and Medium Enterprises of East Java Province or *Dinas Koperasi dan UKM Provinsi Jawa Timur* (2023), Bojonegoro Regency ranks among the top ten regions in East Java with the highest number of MSMEs, with 376,316 business units (Figure 1). Bojonegoro Regency serves as the main gateway to East Java Province from the west. Several leading MSME sectors that

have developed and have strong potential for further growth include handicrafts, *batik Jonegoroan*, snacks, and food and beverages made from local fruits. One of the most well-known and rapidly growing food-based MSMEs in Bojonegoro is the *Ledre* MSME. *Ledre* is a traditional dry cake from Bojonegoro made from rice flour, sugar, coconut milk, vanilla, and banana. It is shaped like a paper roll and has a length of about 20 cm and a diameter of 1.5 cm. The Ministry of Education and Culture of the Republic of Indonesia (2023) classifies *Ledre* as an intangible cultural heritage. This product commonly regarded as a signature souvenir from Bojonegoro. However, in Bojonegoro, the distribution of this product is still limited, as it is not available in remote shops or among communities near its producers. Generally, *Ledre* can only be found in Bojonegoro's souvenir centers and a few sub-district locations, making many communities unfamiliar with its taste and appearance. *Ledre* MSMEs produce their product at home and supply them to souvenir centers without branding or labels. The souvenir center then repackages it using its brand names.

Ledre production remains a home-based industry managed by family-run businesses through a generational system with a familial approach. Local women dominate *Ledre* producers in Bojonegoro. They live near souvenir sales centers, which are often located far from urban areas. For instance, *Ledre* producers can be found in Gapluk Village, Purwosari Sub-district, Bojonegoro Regency. According to data from the Gapluk Village Government (*Pemerintah Desa Gapluk*, 2018), there were 116 *Ledre* MSMEs in Gapluk Village. It is spread across four hamlets: Bakalan, Gapluk, Barulung, and Gadung. Unfortunately, the number of *Ledre* MSMEs in Gapluk Village has declined. According to data from the Gapluk Village Government (*Pemerintah Desa Gapluk*, 2021), the producer of *Ledre* decreased to 96 in 2021 because of the COVID-19 pandemic. Several factors, including reduced demand for this product, decreased purchasing power, and the closure of many tourist attractions since the COVID-19 pandemic, caused this 17.2% decline.

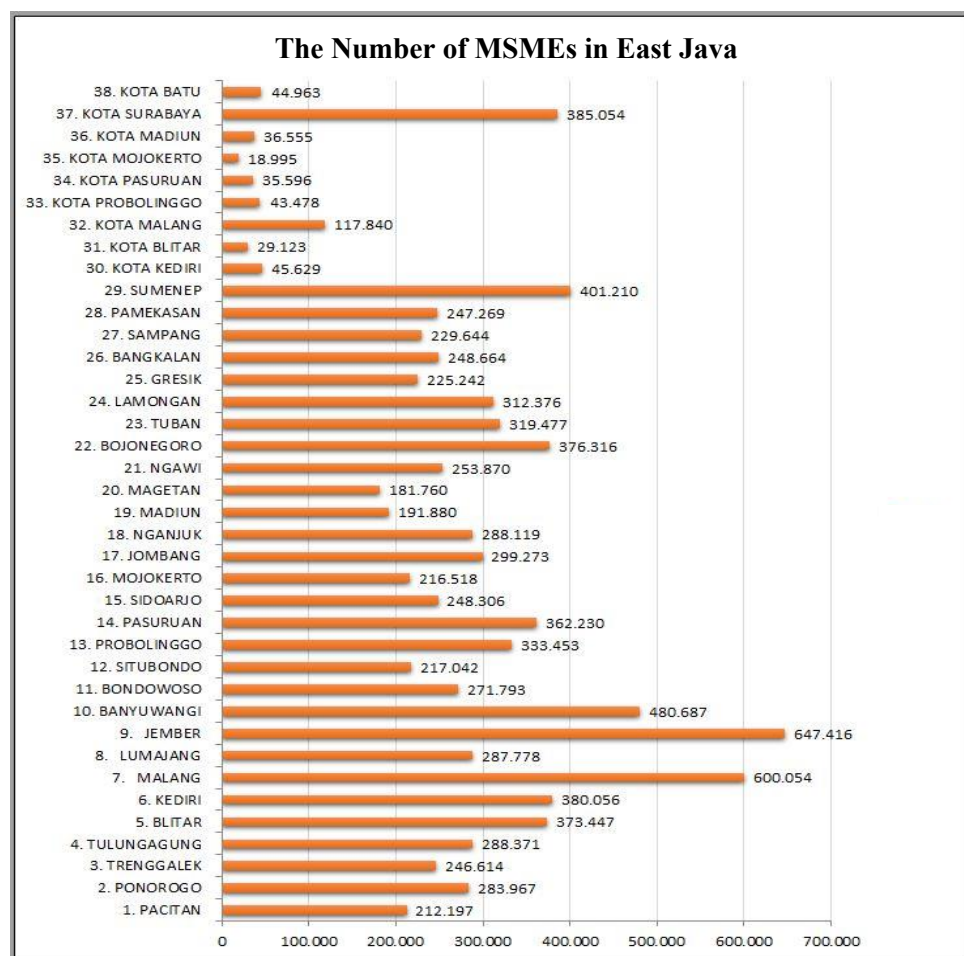


Figure 1. The Graphic of Number of MSMEs in East Java

Source: The Office of Cooperatives, Small, and Medium Enterprises of East Java Province

Fundamental issue *Ledre* MSMEs faces is the changing conditions brought about by the COVID-19 pandemic, particularly the decline in sales, which now rely more on partner-based sales. This condition is concerning, considering that bananas—the primary raw material for *Ledre* production—is one of the leading commodities in Bojonegoro (Fauziah et al., 2015). Bananas have significant development potential in this region due to their ability to adapt to frequent flooding in Bojonegoro, as one of the areas passes through the Bengawan Solo River (Endarwati et al., 2021). The *Ledre* home industry has promising prospects for growth, as it improves the welfare of banana farmers and creates new job opportunities for the surrounding community (A'isatun, 2020).

In addition to these challenges, the advancement of technology demands that MSME entrepreneurs embrace the digital era (Firdausya & Ompusunggu, 2023). The impact of the COVID-19 pandemic presented challenges and opportunities for the growth of Indonesia's economy. Some challenges MSMEs face include a lack of awareness about digitalization, difficulties adapting to digital advancements, and the absence of skilled human resources capable of engaging in the digital landscape (Ilyas dan Hartono, 2023). The internet and digitalization can be crucial factors for developing MSMEs in Indonesia, ultimately strengthening the country's economic businesses (Friska et al., 2024). MSMEs contribute to the national economy, so this sector must receive greater attention from policymakers, especially from government institutions responsible for their development (Niode, 2009). In addition to government institutions, many other stakeholders must also be involved in improving the performance of the MSME sector (Analia, 2020). Stakeholders that can be involved include individuals, groups, specific organizations, or entire communities (Ulum & Anggaini, 2020). The key stakeholders involved in *Ledre* MSME empowerment include the Office of Industry and Trade (Ningsih, 2015), financial institutions (Febrianto, 2022), village governments and Village-Owned Enterprises or *Badan Usaha Milik Desa* (BUMDES) (Ramadhan, 2022), the Office of Investment and Integrated One-Stop Services, the Office of Cooperatives and Micro, Small, and Medium Enterprises (Wibowo, 2021), the Office of Food Security and Agriculture, as well as the Office of Culture and Tourism.

Several previous studies have explored the empowerment of *Ledre* MSMEs in Bojonegoro, including including research by Kusuma & Probowati (2014) and Fauziah et al. (2015), which analyzed marketing strategies for *Ledre* in Bojonegoro Regency, specifically in Purwosari and Padangan Districts, recognized as *Ledre* production centers. The findings of these studies indicate that the main marketing challenges faced by *Ledre* MSME actors include a lack of human resources in marketing and insufficient promotional media. Both studies also concluded that effective marketing strategies for *Ledre* include product development supported by government assistance, collaboration among producers in the form of groups, expansion of product marketing through online media to enhance public recognition of *Ledre* as a regional food icon, and the establishment of centralized *Ledre* sales facilities that are accessible to both producers and consumers.

The results of these two studies highlight the importance of further research on the role of stakeholders in the development of *Ledre* MSMEs in Bojonegoro. This study aims to address that gap by focusing on the production growth of *Ledre* and the empowerment efforts of *Ledre* MSMEs through enhancing stakeholder involvement. This topic has not been extensively explored, despite its importance in shaping future policy decisions. Furthermore, policies related to MSME empowerment are significantly influenced by the stakeholders involved in the process. In light of this context, the present study aims to (1) analyze the development of *Ledre* MSMEs in Gapluk Village; (2) examine the roles of stakeholders in the empowerment process of *Ledre* MSMEs; and (3) identify appropriate empowerment strategies for *Ledre* MSMEs in Gapluk Village. Increasing stakeholders' roles in empowering *Ledre* MSME in Gapluk Village is expected to level up *Ledre* UMKM and increase the village's economic condition. So, formulating the right empowerment strategy for *Ledre* MSME is very important.

2. Literature Review

2.1 Community Empowerment

Community empowerment is a process of increasing communities' capacity and independence in overcoming various social, economic, and political issues. It can be carried out through various strategies. One such strategy is building networks and partnerships that connect communities with organizations, government institutions, and the private sector. These connections can help communities access a broader range of resources and opportunities. Such partnerships also support the exchange of knowledge, experience, and mutually beneficial resources (Malta, 2023). Empowerment can be directed toward anyone within the community, including MSME actors, with the goal of helping them become more economically independent and understand business management, marketing, and access to funding (Atmawidjaja et al., 2024).

2.2 Micro, Small, and Medium Enterprises (MSMEs)

MSMEs are businesses operated by individuals, groups, business entities, or households (Susilowati et al., 2022; Sulaeman, 2023). A business can be classified as an MSME if it meets the following characteristics: (1) It is individually owned and not yet incorporated as a legal company; (2) It does not have formal business legality; (3) It employs a small number of workers with no clear division of labour; (4) Most do not maintain financial records and there is no separation between personal and business assets; (5) The initial capital comes from the business owner; (6) The business is not yet professionally managed; and (7) The owner holds full responsibility for the business (Susilowati et al., 2022). The MSME sector plays a vital role in driving Indonesia's economic growth, as it represents the most significant proportion of all business actors and significantly contributes to the Gross Domestic Product (GDP) while creating employment opportunities for the community (Putu & Putu, 2021). However, the development of MSMEs in Indonesia faces numerous challenges, including the lack of partnerships with other stakeholders, limited capital, weak distribution networks, inefficient financial management, lack of innovation, underutilization of online marketing, manual bookkeeping practices, poor time management, and the absence of official business permits (Tambunan, 2013; Artaningtyas et al., 2021).

2.3 Stakeholders

Stakeholders are individuals, groups, specific organizations, or even communities that have an interest in the performance of an organization, including owners, employees, suppliers, the general public, and others (Ulum & Anggaini, 2020). The stakeholders engaged in the empowerment process can be classified based on their roles, including policy creators (responsible for decision-making and policy formulation), coordinators (responsible for coordinating other stakeholders involved in policy implementation), facilitators (providing necessary support and resources for target groups), implementers (executing policies, including direct involvement with target groups), and accelerators (who expedite processes and ensure that programs run effectively or even ahead of schedule) (Nugroho et al., 2014).

3. Research Methodology

This study used a descriptive qualitative method with a case study approach. The selected study location is Gapluk Village, Purwosari Sub-district, Bojonegoro Regency, one of the central villages for *Ledre* MSME in Bojonegoro. The study will be conducted over six months, from June to November 2024. The data sources in this study are divided into two categories: (1) Primary data was collected through observations of the conditions and semi-structured interviews with the owner of *Ledre* MSMEs in Gapluk Village, (2) Secondary data was gathered through document studies, including photographs of community empowerment activities, scientific articles, and news reports on the empowerment of *Ledre* MSME in Gapluk Village.

Informants are selected for semi-structured interviews using purposive and snowball sampling techniques. Purposive sampling is used to determine stakeholders who serve as key informants and primary informants. Key informants are individuals or communities with comprehensive knowledge of the research problem. Primary informants are individuals or communities that understand the technical and detailed information about the research topic. The key informant in this study is the Gapluk Village Government. The primary informants include the owner of *Ledre* MSMEs, Village-Owned Enterprises

of Gapluk Village, the Purwosari Sub-district Government, the Office of Trade, Cooperatives, and Micro Enterprises of Bojonegoro Regency, the Office of Industry and Manpower of Bojonegoro Regency, the Office of Food Security and Agriculture of Bojonegoro, and the Office of Culture and Tourism of Bojonegoro Regency. Snowball sampling also identifies additional stakeholders who serve as primary informants, specifically shop owners with the initial “A” and “B” and also *Ledre* consumers.

The data analysis in this study used Miles and Huberman’s interactive analysis model, which consists of the following steps: data collection, data reduction, data display, and conclusion. The analysis of stakeholder roles in the empowerment of *Ledre* MSME in Gapluk Village uses the stakeholder theory approach, categorizing stakeholders based on their roles as policy creators, coordinators, facilitators, implementers, and accelerators. Meanwhile, the empowerment strategies for *Ledre* MSME in Gapluk Village are analyzed using a SWOT analysis. This analysis is based on a logical framework aimed at maximizing strengths and opportunities while minimizing weaknesses and threats in the development of *Ledre* MSMEs in Gapluk Village. Based on the results of the calculations, strategies for empowering *Ledre* MSME in Gapluk Village can be formulated. The stages in the SWOT analysis consist of:

1. Developing the Internal Factor Evaluation (IFE) Matrix, which evaluates the enterprise’s internal environment and identifies its strengths and weaknesses; and Developing the External Factor Evaluation (EFE) Matrix, which assesses the enterprise’s external environment and identifies the opportunities and threats it faces.
2. Constructing the Internal-External (IE) Matrix, based on the total IFE and EFE scores, in order to position the empowerment strategies for *Ledre* MSMEs within a planning diagram (Yunus et al., 2024) (Figure 2).

		IFE Total Score		
		3,0	2,0	1,0
EFE Total Score	Strong 4,0	I	II	III
	Medium 3,0	IV	V	VI
	Weak 2,0 1,0	VII	VIII	IX

Figure 2. Internal – External Matrix
Source: Yunus et al. (2024)

3. Developing the Grand Strategy Matrix to determine the best course of action for stakeholders based on two main concepts: competitive position and market growth rate. Relevant strategies can be divided into four quadrants (Figure 3).



Figure 3. Grand Strategy Matrix
Source: Yunus et al. (2024)

4. Developing the SWOT Matrix to illustrate the external opportunities and threats faced by the enterprise, which can be aligned with its internal strengths and weaknesses. This matrix can generate four possible strategic alternatives that can be implemented in the empowerment efforts of *Ledre* MSMEs (Table 1).

Table 1. SWOT Matrix Diagram

IFE/ EFE	STRENGTH (S)	WEAKNESS ES (W)
OPPORTUNITIES (O)	SO Strategy Create strategies that utilize strengths to capitalize on opportunities.	WO Strategy Create strategies that minimize weaknesses to take advantage of opportunities.
THREATS (T)	ST Strategy Create strategies that use strengths to overcome threats.	WT Strategy Create strategies that minimize weaknesses and avoid threats.

Source: Atmoko (2010)

4. Result and Discussion

4.1 Development of *Ledre* MSMEs in Gapluk Village

The number of *Ledre* MSMEs in Gapluk Village has significantly declined over the past five years (2020–2024), as shown in Figure 4. In 2020, the total number of MSMEs reached 184 units. However, in 2021, there was a drastic decline of nearly 50%, leaving only 92 operational units. This downward trend continued in the following years, although not as sharply as in 2021. By 2022, the number of MSMEs had decreased to 86 units, followed by a further decline to 67 units in 2023. In 2024, the number reached its lowest point, with only 42 MSMEs remaining. The total decline amounted to 77% over the five years, indicating that *Ledre* MSMEs face significant challenges sustaining their businesses.

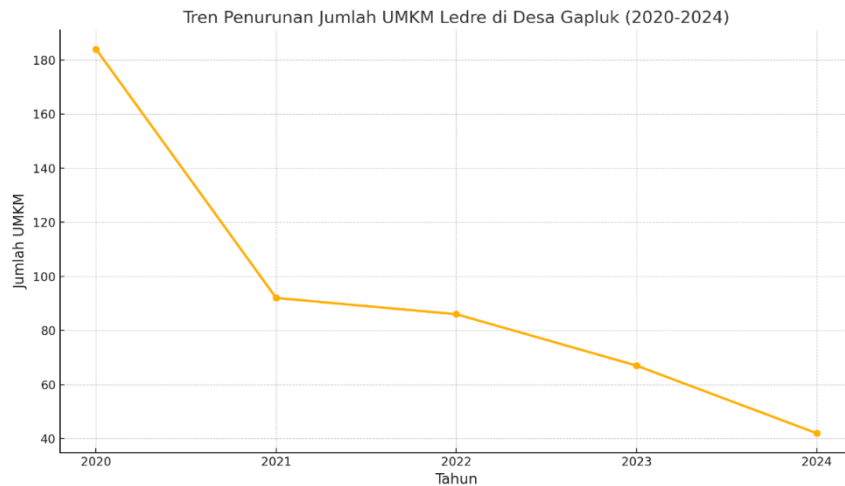


Figure 4. Trend of Declining *Ledre* MSMEs in Gapluk Village (2020–2024)
Source: Researcher's Analysis (2024)

Based on Figure 4, the decline of *Ledre* MSMEs in Gapluk Village was caused by various factors, such as competition with similar products, fluctuations in raw material prices, changing consumer preferences, limited access to capital, and reliance on traditional marketing through physical stores. In addition, the lack of government support and capital facilities also contributed to significant challenges. However, the most dominant factor contributing to this decline is the impact of the COVID-19 pandemic. This decline of *Ledre* MSMEs has a significant impact on the local economy because this sector is one of the primary sources of income for the people of Gapluk Village. Furthermore, this downward trend threatens the sustainability of *Ledre* production as a regional specialty product, putting the local cultural identity at risk. However, despite the decline in the number of *Ledre* business operators, the marketing methods of *Ledre* MSMEs in Gapluk Village significantly shifted from traditional approaches to more modern and diverse strategies between 2020 and 2024. The development of these marketing strategies can be seen in Table 2.

Table 2. The development of *Ledre* MSME marketing methods in Gapluk Village

2020	2021	2022	2023	2024
Only Supplied to Partner Stores	1. Supplied to partner stores 2. Mobile selling	1. Supplied to partner stores 2. Mobile selling 3. Marketing through digital platforms	1. Supplied to partner stores 2. Mobile selling 3. Marketing through digital platforms	1. Supplied to partner stores 2. Mobile selling 3. Marketing through digital platforms

Source: Researcher's Analysis (2024)

Based on Table 2, in 2020, *Ledre* marketing was conducted exclusively through local stores. Products were simply supplied to stores without any effort to diversify marketing methods. The reliance on physical stores indicated a straightforward approach with a limited customer base. In 2021, marketing was no longer restricted to supplying partner stores; it included mobile selling. However, mobile selling was only done by a single *Ledre* MSME operator in Gapluk Village. Despite this, it marked an effort to expand market reach, particularly by engaging directly with consumers. Mobile selling allowed *Ledre* artisans to sell their products in strategic locations like markets or residential areas.

In 2022, *Ledre* MSMEs began introducing digital platform marketing in addition to traditional marketing methods like supplying partner stores and mobile selling. It was a significant advancement as business operators started utilizing technology to reach more consumers. Social media and digital marketplaces enabled broader product promotion and sales. The marketing trend of 2023 continued with the three existing methods. The sustained use of digital methods indicated that *Ledre* MSME

operators were increasingly aware of the importance of online marketing in enhancing competitiveness and reaching a broader consumer base.

No new marketing methods were introduced in 2024, but the three existing methods continued to be strengthened. The focus was likely on optimizing digital marketing, such as utilizing paid advertisements on social media, increasing online consumer engagement, and leveraging more advanced platforms. Additionally, traditional methods were maintained to reach consumers who were not active digitally. These marketing adjustments were made in response to the COVID-19 pandemic, which forced *Ledre* MSME artisans in Gapluk Village to strategize ways to sustain production.

4.2 The Role of Stakeholders in Empowering *Ledre* MSMEs in Gapluk Village

The empowerment of *Ledre* MSMEs in Gapluk Village involves the collaboration of various stakeholders who work together to support the growth of this business. Table 3 shows the stakeholders involved in the empowerment process, along with their respective roles.

Table 3. Stakeholders in the empowerment of *Ledre* MSME in Gapluk Village

Classification of Stakeholder	Stakeholders involved	The Role of Stakeholders	Realization of Empowerment Efforts
Policy Creator	<ol style="list-style-type: none"> 1. The Bojonegoro Regency Government 2. Bojonegoro Regency Department of Trade, Cooperatives, and Micro Enterprises 	Created policies related to the empowerment of the <i>Ledre</i> MSMEs in Gapluk Village.	There are no existing policies regarding the empowerment of <i>Ledre</i> MSME in Gapluk Village, both in budgeting and activities.
Coordinator	<ol style="list-style-type: none"> 1. One of <i>Ledre</i>'s MSME actors in Gapluk Village with the initials "Y." 2. The Gapluk Village Government 3. The Purwosari Subdistrict Government 4. Bojonegoro Regency Department of Trade, Cooperatives, and Micro Enterprises 	They organize the <i>Ledre</i> producer group, coordinate training activities on production skills and business management, and facilitate communication between <i>Ledre</i> producer and the Gapluk Village Government.	<ol style="list-style-type: none"> 1. <i>Ledre</i> MSME entrepreneurs coordinate with <i>Ledre</i> producers who do not have permanent partnerships with specific stores, purchase their products, and market them in surrounding areas. They also coordinate other <i>Ledre</i> MSME entrepreneurs to participate in empowerment activities. 2. The Gapluk Village Government is responsible for facilitating communication between <i>Ledre</i> MSME entrepreneurs and the Purwosari Subdistrict Government by providing information about empowerment programs, such as the Productive Merchant Card or <i>Kartu Pedagang Produktif</i> (KPP) Program.
Facilitators	<ol style="list-style-type: none"> 1. Bojonegoro Regency Department of Trade, Cooperatives, and Micro Enterprises 	Bridge the gap between established policies and their implementation in	<ol style="list-style-type: none"> 1. The Bojonegoro Regency Department of Trade, Cooperatives, and Micro Enterprises organizes the KPP

Classification of Stakeholder	Stakeholders involved	The Role of Stakeholders	Realization of Empowerment Efforts
	<p>Enterprises</p> <p>2. Bojonegoro Regency Department of Industry and Manpower</p> <p>3. Store A and one of the Ledre UMKM entrepreneurs in Gapluk Village</p> <p>4. One of Ledre's MSME actors in Gapluk Village with the initials "Y."</p>	<p>the field. Ensure that all necessary resources are available and accessible to the involved groups, ensuring the smooth execution of the program.</p>	<p>Program, conducts market operations to stabilize raw material prices, and facilitates various business legality registrations.</p> <p>2. The Bojonegoro Regency Department of Industry and Manpower collects data on Small and Medium Industries or <i>Industri Kecil dan Menengah</i> (IKM) in the region and collaborates with the Department of Trade on several empowerment activities, such as training on digital marketing for IKM.</p> <p>3. Store A provides free raw materials, such as food flavorings, and sells ingredients at affordable prices. It also offers financial support by allowing the producer to deduct funds from their earnings upon deposit for those needing additional capital to sustain their businesses.</p> <p>4. <i>Ledre</i> MSME entrepreneurs assist in selling <i>Ledre</i> products made by neighbors without stores to market their products.</p>
Implementer	Bojonegoro Regency Department of Trade, Cooperatives, and Micro Enterprises	Responsible for implementing various programs designed to support the development of MSMEs.	The Bojonegoro Regency Department of Trade, Cooperatives, and Micro Enterprises has not conducted any specific empowerment or training programs for <i>Ledre</i> MSME in Gapluk Village. However, these MSMEs are still eligible to participate in general empowerment programs for MSMEs across Bojonegoro Regency. Additionally, MSME entrepreneurs from the village have participated in occupational safety and processed food hygiene training, which 25 participants from Gapluk Village attended, and a digital marketing training session attended by one participant from the village.

Classification of Stakeholder	Stakeholders involved	The Role of Stakeholders	Realization of Empowerment Efforts
Accelerators	<ol style="list-style-type: none"> 1. Bojonegoro Regency Government 2. Bojonegoro Regency Department of Trade, Cooperatives, and Micro Enterprises 3. Bojonegoro Regency Department of Industry and Manpower 	They are responsible for accelerating the empowerment process through various programs and strategic policies to enhance MSMEs' capacity and competitiveness.	<ol style="list-style-type: none"> 1.The Bojonegoro Regency Government provides financial support through the Regional Revenue and Expenditure Budget or <i>Anggaran Pendapatan dan Belanja Daerah (APBD)</i>. Additionally, it offers legitimacy and coordination for proposing and implementing activities that align with MSME needs, such as technical training, business management, and digital marketing. 2.The Bojonegoro Regency Department of Trade, Cooperatives, and Micro Enterprises is responsible for proposing and executing activities funded by the Regency Government through <i>APBD</i>, including programs relevant to MSME needs. 3.The Bojonegoro Regency Department of Trade, Cooperatives, and Micro Enterprises facilitates training activities to increase the capacity of MSME entrepreneurs, including <i>Ledre</i> MSMEs in Gapluk Village. These training sessions cover occupational safety, processed food hygiene, and digital marketing.

Source: Researcher's Analysis (2024)

Based on Table 3, it can be seen that the stakeholders as Policy Creators have not yet established policies that support *Ledre MSME* in Gapluk Village. However, as a Policy Creator, the Gapluk Village Government has a significant opportunity to empower *Ledre* MSME entrepreneurs through BUMDes. It aligns with the study by Ramadhan (2022), which stated that BUMDes can contribute to the village economy by implementing MSME empowerment programs. Additionally, the Gapluk Village Government can create policies for legally establishing a *Ledre* MSME group to support their empowerment by increasing their chances of receiving government assistance (Purnawati & Sari, 2023). Another crucial policy is budget allocation. For instance, the Gapluk Village Government could fund grants or empowerment activities for *Ledre* MSME by utilizing village fund allocations. Community welfare is expected to improve significantly through various programs financed by village funds while promoting sustainable and independent economic growth in the village (Utami & Setyariningsih, 2022).

As policy creators, the Purwosari Subdistrict Government and the Bojonegoro Regency Government also have great potential to support the empowerment of *Ledre* MSME in Gapluk Village. Although such policies have not been formulated, the Bojonegoro Regency Government can propose

empowerment activities deemed relevant for MSME development through the Department of Trade, Cooperatives, and Micro Enterprises. These policies could include:

1. The KPP Program facilitates financial access for MSME entrepreneurs.
2. Providing education and training to enhance the skills of MSME entrepreneurs.
3. Simplifying business licensing processes to reduce barriers and support MSME business growth.

The stakeholders responsible for coordinating the empowerment process include a Ledre UMKM entrepreneur, the Gapluk Village Government, the Purwosari Subdistrict Government, the Bojonegoro Regency Department of Trade, Cooperatives, and Micro Enterprises, and the Bojonegoro Regency Department of Industry and Manpower. In this context, the Department of Cooperatives and Micro Enterprises is a crucial coordinator, aligning MSME empowerment programs by involving various relevant parties, such as local government, financial institutions, business actors, and the community.

The collaboration among these stakeholders in supporting MSME empowerment fosters a strong synergy through sustained and needs-based cooperation. This synergy accelerates MSME's performance improvement and helps overcome limited capital, market access, and product quality enhancement, enabling MSME to develop more optimally and significantly contribute to the regional economy (Analia, 2020). Another stakeholder who contributed substantially as a coordinator is an MSME entrepreneur in Gapluk Village. This finding differs from previous studies, which indicated that the primary stakeholder contributing to the coordination role was the Department of Trade, Cooperatives, and Micro Enterprises (Purnawati & Sari, 2023).

Store A and one of the *Ledre* MSME entrepreneurs play a dominant role as facilitators in the empowerment of *Ledre* MSME in Gapluk Village. It contrasts with a previous study by Lestari et al. (2024), which indicated that government institutions played the most significant role as facilitators in community empowerment. They have a strategic role in formulating policies that support the development of IKM in Indonesia. These policies include training and socialization programs to enhance product quality and meet export standards. Additionally, the government conducts research to understand consumer characteristics in domestic and international markets, which helps drive product innovation among IKM entrepreneurs.

This study also reveals that a single stakeholder can hold multiple roles. One example is the Department of Trade, Cooperatives, and Micro Enterprises, which acts as a coordinator, facilitator, and implementer in the MSME empowerment process. This condition is consistent with previous research by Jaya et al. (2021), which demonstrated that the Department of Trade, Cooperatives, and Micro Enterprises acts as an implementer in MSME empowerment programs. As implementers, their role includes various strategic tasks to support the growth and strengthening of MSMEs within a region. One of their primary responsibilities is providing facilities and resources, such as training, technical assistance, and access to capital, which are crucial for MSME entrepreneurs to expand their businesses. Furthermore, this stakeholder also plays a role in policy development by formulating regulations that promote ease of doing business, including simplifying and streamlining business licensing processes. Additionally, the Department of Cooperatives, Micro Enterprises, and Trade is responsible for monitoring and evaluating the implementation of empowerment programs. Through these evaluations, they ensure that program objectives are met and provide feedback for continuous improvement to enhance program effectiveness in the future. With this comprehensive role, the department acts as a driving force in creating a conducive ecosystem for MSME development.

Even the Department of Cooperatives, Micro Enterprises, and Trade is one of the stakeholders that plays a role as an accelerator, alongside other stakeholders such as the Bojonegoro Regency Government and the Bojonegoro Regency Department of Industry and Manpower. As an accelerator, these three government institutions function to enhance the capacity and competitiveness of business actors by providing training, capital assistance, and technological support needed to facilitate MSME development. Ultimately, these efforts can indirectly help reduce poverty and improve the overall socio-economic conditions of the community (Nursini, 2020).

4.3 Empowerment Strategy for Ledre MSME Entrepreneurs in Gapluk Village

An appropriate strategy for empowering MSMEs can be identified through a SWOT analysis, which serves to map out internal factors—including the strengths or potential possessed by MSMEs and the weaknesses that hinder their development—as well as external factors, which include opportunities to be leveraged and threats to be addressed in the development process (Pangestika et al., 2016; Putu & Putu, 2021). The SWOT analysis conducted through a Focus Group Discussion (FGD) with *Ledre* MSME entrepreneurs in Gapluk Village can serve as a base for formulating an appropriate empowerment strategy, as it is not only based on data and analysis but also incorporates the aspirations and perspectives of the MSME entrepreneurs themselves. The expected outcome is a more applicable, relevant, and highly implementable strategy, thereby supporting the sustainable development of *Ledre* MSMEs in Gapluk Village.

After identifying internal and external factors, the next step is to analyze using the Internal Factor Evaluation (IFE) and the External Factor Evaluation (EFE) matrix to determine the empowerment strategy for *Ledre* UMKM in Gapluk Village. Table 4 and Table 5 shows the results of the IFE and EFE Matrix analysis.

Table 4. The IFE Analysis Results Matrix

Internal Strategy Factors	Weight	Rank	Weighted Score
Strengths			
1. <i>Ledre</i> can be a signature product of Bojonegoro Regency	0.0854	3	0.2562
2. A large number of <i>Ledre</i> MSMEs in Gapluk Village	0.0890	3	0.2780
3. Adequate of <i>Ledre</i> producer skills	0.0996	4	0.3488
4. The affordable price of <i>Ledre</i>	0.0747	3	0.1962
5. <i>Ledre</i> can be given various flavors	0.0747	3	0.1962
Total Score of Strengths	0.4235		1.2754
Weaknesses			
1. Perishable product	0.0854	3	0.2562
2. There are no legal institutions or groups	0.0925	3	0.3007
3. Limited knowledge of business management	0.0783	3	0.2153
4. The product lacks branding and certification	0.0890	3	0.2780
5. Limited knowledge of marketing technology	0.0854	3	0.2562
6. Multi-profession <i>Ledre</i> producer	0.0747	3	0.1962
7. Limited knowledge of capital access	0.0712	3	0.1779
Total Score of Weakness	0.5765		1.6806
Total Score of Internal Factor	1.0000		2.9560

Source: Researcher's Analysis (2024)

Table 5. EFE Analysis Results Matrix

External Strategy Factors	Weight	Rank	Weighted Score
Opportunities			
1. Regional government policy programs	0.0762	3	0.2478
2. Utilization of digital technology	0.0674	3	0.1939
3. Partnerships with private sector and other institutions	0.0645	3	0.1774
4. Availability of market potential	0.0616	3	0.1617
5. Availability of free certification mechanisms	0.0587	3	0.1466
6. <i>BUMDes</i>	0.0792	3	0.2672
7. Access to capital and financial	0.0557	2	0.1323
8. Village-based tourism	0.0704	3	0.2111
Total Score of Opportunities	0.5337		1.5381
Threats			
1. Competition with similar products	0.0557	2	0.1323

2. Fluctuation in raw material prices	0.0645	3	0.1774
3. Changes in consumer preferences	0.0645	3	0.1774
4. Low awareness of local products	0.0645	3	0.1774
5. Dependence on store-based marketing	0.0792	3	0.2672
6. Lack of government support	0.0704	3	0.2111
7. Limited capital facilities	0.0674	3	0.1939
Total Score of Threats	0.4663		1.3369
Total Score of External Factor	1.0000		2.8750

Source: Researcher's Analysis (2024)

Based on the calculation results of the IFE matrix analysis in Table 4, it is found that the highest score, representing the main strength in the internal factors, is the adequate skills of the producer. It is indicated that *Ledre* producers in Gapluk Village have sufficient expertise to produce *Ledre* consistently. Skills are a highly valuable asset in supporting the more competitive development of *Ledre* MSMEs because play a crucial role in developing and realizing innovative business ideas (Lase et al., 2025). The highest-scoring weakness among internal factors is the absence of an official institution or group representing *Ledre* MSMEs in Gapluk Village. This result aligns with the characteristics of MSMEs described by Susilowati et al. (2022), highlighting that MSMEs are typically individual businesses without legal corporate status. This weakness results in a lack of coordination among *Ledre* producers, difficulties in accessing assistance from the government or other parties, and limited opportunities for training, funding, and marketing support (Artaningtyas et al., 2021).

Based on the data from the EFE matrix analysis, the opportunity with the highest score is the existence of *BUMDes*, which represents the most significant potential for supporting the empowerment of *Ledre* MSMEs in Gapluk Village, whether through distribution support, marketing, or the provision of facilities and mentoring. This result aligns with the study by Aklina & Sirad (2023), which concluded that *BUMDes* plays a crucial role in MSME empowerment by offering interest-free and collateral-free loans to MSME traders, helping them grow and improve their economic standing. Meanwhile, dependence on the local market is the most significant external threat identified. This condition presents a serious challenge, as overreliance on the local market makes *Ledre* MSMEs vulnerable to fluctuations in demand. Therefore, market diversification becomes essential. In addition to diversifying products, MSME actors can utilize digital marketing to reduce dependence on local markets by increasing the number of consumers, boosting sales turnover, and promoting their products more broadly (Suraji, et al., 2022).

After identifying the total scores of internal and external factors, the next step is to determine the position of *Ledre* MSMEs in Gapluk Village within the IE Matrix. Based on the calculation results in Table 4 and Table 5, the total weighted score for internal factors is 2.9560, and the total weighted score for external factors is 2.8750. Therefore, the IE Matrix can be illustrated in Figure 5. The figure indicates that the *Ledre* MSMEs in Gapluk Village fall into Quadrant V of the IE Matrix, which signifies that both internal and external conditions are in the medium category. This position suggests that the MSMEs should adopt a "Hold and Maintain" strategy, which focuses on maintaining business stability while simultaneously strengthening the foundation to seize opportunities and address threats. By implementing this strategy, the *Ledre* MSMEs in Gapluk Village are expected to sustain their business stability while also preparing to grow further and contribute significantly to the local economy in the future.

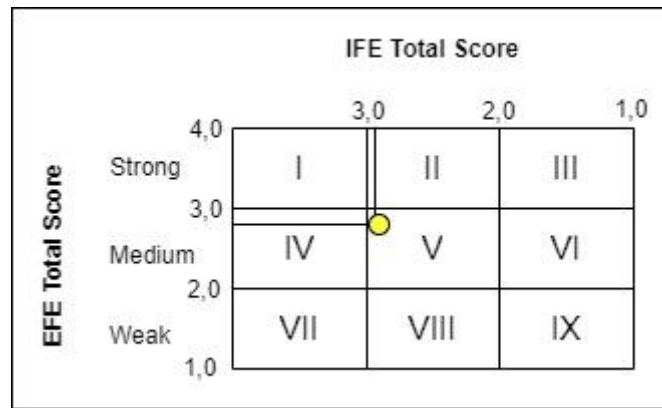


Figure 5. Position of Ledre MSMEs in Gapluk Village on the IE Matrix
Source: Researcher's Analysis (2024)

The total scores of internal and external factors can also be used to determine the competitive position of *Ledre* MSMEs in Gapluk Village within the Grand Strategy Matrix. This position places them in Quadrant I (Aggressive Strategy), which indicates that *Ledre* MSMEs possess substantial competitive advantages and operate in a market with relatively high growth potential. This position suggests that *Ledre* MSMEs are in an ideal condition to implement an aggressive strategy to seize market opportunities and strengthen their competitiveness. These strategic actions will ensure that *Ledre* MSMEs can adapt to market dynamics and continuously enhance their contribution to the economy of Gapluk Village. The final step is formulating empowerment strategies for *Ledre* MSMEs in Gapluk Village based on the SWOT analysis. The results of this analysis are presented in Table 6.

Tabel 6. SWOT Matrix

<div>Internal</div> <div>Eksternal</div>	Strength <ol style="list-style-type: none"> <i>Ledre</i> can be a signature product of Bojonegoro Regency A large number of <i>Ledre</i> MSMEs in Gapluk Village Adequate of <i>Ledre</i> producer skills The affordable price of <i>Ledre</i> <i>Ledre</i> can be given various flavors 	Weakness <ol style="list-style-type: none"> Perishable product There are no legal institutions or groups Limited knowledge of business management The product lacks branding and certification Limited knowledge of marketing technology Multi-profession <i>Ledre</i> craftsmen Limited knowledge of capital access
	Opportunity <ol style="list-style-type: none"> Regional government policy programs Utilization of digital technology Partnerships with private sector and other institutions Availability of market potential Availability of free certification mechanisms <i>BUMDes</i> 	Strength - Opportunity or SO Strategy S: Strengthening product branding and certification for each <i>Ledre</i> producer. O: Managing Gapluk Village's culinary tourism through the <i>BUMDes</i> using Village Funds. O: Utilizing digital technology for product promotion.

	Weakness - Opportunity or WO Strategy W: Establishing a legal <i>Ledre</i> producer group in Gapluk Village, managed by <i>BUMDes</i> . W: Conducting assistance programs for certification and capital access, branding training, marketing technology training, business management training, high-quality <i>Ledre</i> production training, and training in proper storage and distribution techniques.
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7. Access to capital and financial		O: Establishing partnerships by opening investment opportunities for private entities, institutions, and the community.
8. Village-based tourism		
Threats 1. Competition with similar products 2. Fluctuation in raw material prices 3. Changes in consumer preferences 4. Low awareness of local products 5. Dependence on store-based marketing 6. Lack of government support 7. Limited capital facilities	Strength - Threats or ST Strategy S: Each <i>Ledre</i> producer develops products with unique characteristics or different flavor variants. T: Each <i>Ledre</i> producer independently markets <i>Ledre</i> and builds their branding. T: Submitting grant proposals for <i>Ledre</i> production equipment to the government.	Weakness - Threats or WT Strategy W: Enhance the focus on <i>Ledre</i> producers as a primary profession by promoting local culinary tourism through government initiatives. W: Collaborating with the Department of Trade, Cooperatives, and Micro Enterprises to address fluctuations in raw material prices. T: Advocating for capital facilities and financial support from the government.

Source: Researcher's Analysis (2024)

Based on Table 6, the SO (Strengths-Opportunities) strategy falls under the aggressive strategies category. It focuses on leveraging an enterprise or group's internal strengths to take advantage of existing external opportunities. In this context, the SO strategy aims to strengthen the business's position by maximizing the available opportunities. Based on the SWOT matrix analysis, the researcher can identify the most appropriate strategy to implement to ensure the sustainability of *Ledre* MSMEs in Gapluk Village under the SO strategy. The Strengths-Opportunities (SO) strategy refers to the approach of utilizing internal strengths to capitalize on external opportunities in empowering *Ledre* MSMEs in Gapluk Village.

5. Conclusion

The development of *Ledre* MSMEs in Gapluk Village over the past five years has varied across several aspects. *Ledre* MSMEs have declined due to the COVID-19 pandemic, product competition, limited access to capital, and shifting consumer preferences. However, there has been progress in marketing, as since 2022, some craftsmen have started selling *Ledre* through digital platforms. The empowerment of *Ledre* producers in Gapluk Village requires the involvement and support of various stakeholders to ensure its success. Several stakeholders have taken on specific roles as policymakers, coordinators, facilitators, implementers, and accelerators. These stakeholders include the Gapluk Village Government, the Purwosari Sub-District Government, the Bojonegoro Regency Government, the Department of Trade, Cooperatives and Micro Enterprises, MSME actors, and store owners. A SWOT analysis is necessary to determine the most effective empowerment strategies for *Ledre* producers in Gapluk Village. It can identify weaknesses that hinder their growth and recognize both opportunities that can be leveraged and external threats to their development. Several strategies that can be implemented include strengthening product branding and certification for each *Ledre* producer, establishing a legal *Ledre* artisan group managed by the BUMDes, encouraging producers to create unique products or different flavor variants, and increasing the focus on *Ledre* craftsman as a profession by promoting local culinary tourism through government initiatives.

Limitations and Future Studies

The limitations of this study include the geographical scope, which is confined to *Ledre* MSMEs in Gapluk Village as the case study location; therefore, the results may not be generalizable to other regions. In addition, further studies are needed to examine the development of *Ledre* MSMEs in Gapluk Village after the implementation of the empowerment strategies recommended in this study in order to

assess whether the methods are practical and aligned with the conditions and needs of the local community.

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