

Local Economic Development Strategy through MSMEs Empowerment: Case Study in Drenges Village

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Article History:

Received on 12 June 2025

1st Revision 01 July 2025

2nd Revision 04 July 2025

Accepted on 14 August 2025

Abstract

Purpose: This study aims to analyse the local economic development strategy through the empowerment of *Balung Kuwuk* MSMEs in Drenges Village.

Methodology/approach: This study employed a qualitative descriptive method utilising a case study approach. Data collection techniques included observation, semi-structured interviews, and documentation. The analysis of data to determine the development strategy for *Balung Kuwuk* MSMEs was conducted using a SWOT analysis, combined with the Internal-External Matrix, to formulate context-specific empowerment strategies for rural MSMEs.

Results/findings: The findings indicate that *Balung Kuwuk* MSMEs possess significant potential to drive the local economy in Drenges Village, supported by the abundant availability of cassava as the primary raw material. Nevertheless, community empowerment efforts to develop these MSMEs have not been effectively implemented, necessitating an aggressive strategy to strengthen and expand their capacity.

Conclusion: *Balung Kuwuk MSMEs* can serve as a strategic driver of the local economy if supported by targeted, aggressive, and sustainable development strategies that fully empower MSME actors, strengthen institutional capacity, and optimise available local resources effectively

Limitations: This case study has a narrow geographical scope, being limited to a single village, and therefore cannot be generalised to other rural or urban areas with different social, economic, cultural, and natural conditions and potentials.

Contribution: This study provides input for government institutions and related agencies to support the development of *Balung Kuwuk* MSMEs in Drenges Village, aiming to improve human resource capacity and consistently enhance product quality.

Keywords: *Cassava-based Products, Community Empowerment, Development Strategy, Local Economy, MSMEs.*

How to Cite: Suci, S.W., Widiyanto., dan Padmaningrum, D. (2025). Local Economic Development Strategy through MSMEs Empowerment: Case Study in Drenges Village. *Jurnal Akuntansi, Keuangan, dan Manajemen*, 7(1) 167-184.

1. Introduction

Poverty problems have become a significant challenge in Indonesia's economic development. According to data from Statistics Indonesia (Badan Pusat Statistik, 2024), the poverty rate has declined, reaching 25.22 million people (9.03%). One of the provinces experiencing a decrease in poverty levels is East Java. As of March 2024, the number of people living in poverty in East Java was recorded at 3,982.7 thousand, or 9.79%. This figure represents a decrease of 202,120 people, or approximately 0.56%, compared to March 2023 (Badan Pusat Statistik

Provinsi Jawa Timur, 2024). In East Java, one of the districts with the highest poverty rates is Bojonegoro. This condition is attributed to several factors, including geographical challenges, inadequate infrastructure, population size, low education levels, and poor health quality (Armylia & Wasino, 2021).

However, the number of people living in poverty in Bojonegoro decreased from 2018 to 2023, despite a temporary increase between 2020 and 2021 due to the COVID-19 pandemic. In 2018, the poverty figure in Bojonegoro was approximately 163,940 people, or 13.16%. In 2021, the number increased slightly to 166,520 people, or 13.27%, but began to decline again from 2022 to 2023, reaching 153,250 people, or approximately 12.38%, in 2023 (Pemerintah Kabupaten Bojonegoro, 2024). In 2024, the number dropped significantly to 147.33 thousand people (Badan Pusat Statistik Kabupaten Bojonegoro, 2024a). This decline aligns with a reduction in the unemployment rate in Bojonegoro, from 4.69% in 2022 to 4.42% in 2024 (Badan Pusat Statistik Kabupaten Bojonegoro, 2024b). Nevertheless, unemployment remains present in many villages across Bojonegoro, including Drenges Village in the Sugihwaras Subdistrict.

Sugihwaras Subdistrict is classified as an area in Bojonegoro with an unemployment rate ranging between 5% and 10%, and it exhibits a high dependency on the agricultural sector (Kartini, 2019). In contrast, Bojonegoro is considered a priority region for accelerating economic development in East Java, with diverse potentials, including industrial and mining centres (Taqiyah et al., 2024). It highlights the persistence of development disparities that contribute to high unemployment rates in underdeveloped areas. Therefore, effective strategies are needed to continuously address unemployment issues, including in Drenges Village, Sugihwaras Subdistrict.

Reducing unemployment in Bojonegoro requires effective human resource development strategies, including community empowerment through the development of Micro, Small, and Medium Enterprises (MSMEs) (Fella et al., 2023). Community empowerment through MSME activities is a highly strategic approach to improving the livelihoods of a large portion of the population, particularly by creating job opportunities, supporting business groups, and assisting the government in promoting economic growth (Rulianti & Nurpribadi, 2023). Therefore, it can be said that community empowerment through MSMEs aims to enhance economic independence and business sustainability, as MSMEs play a vital role in improving community welfare by utilising local potential (Fitriani et al., 2021).

One of the local potentials of Bojonegoro is cassava farming. Cassava from Bojonegoro is renowned for its diverse range of distinctive products used in traditional foods (Sudirman & Tantal, 2023). Cassava-based agroindustry ranks fourth among the leading agroindustries in Bojonegoro. The abundant supply of local raw materials, relatively simple production process, and untapped market potential have contributed to the growth of the cassava processing agroindustry (Setyowati, 2012). One of Bojonegoro's signature cassava products is *Balung Kuwuk* chips. *Balung Kuwuk* is a hard, bone-like snack—true to its name: *balung* (Javanese) means bone, and *kuwuk* refers to a type of wildcat known for its hard bones. *Balung Kuwuk* is another name for hard yet crispy cassava chips (Roin & Ulfa, 2025). This snack comes in various flavours: sweet, sweet-spicy, and *balado* (spicy chilli) (Hamamah, 2024).

Balung Kuwuk MSMEs are found in several areas of Bojonegoro, including Drenges Village. These MSMEs have strong historical foundations and significant local economic potential. They are well-positioned to contribute to local economic growth by utilising local raw materials and preserving cultural wisdom. However, the *Balung Kuwuk* MSMEs in Drenges Village have

not experienced significant development. Of the four MSME groups formed through training programs initiated by the Bojonegoro Office of Industry and Manpower, only two have shown growth. At the same time, the other two have yet to demonstrate progress or have ceased production altogether.

It indicates that, along with the development of the times, MSMEs face various challenges. As a result, dependence on manual production processes will limit output and reduce efficiency (Sudirman & Tantal, 2023). Additionally, the weak marketing process, due to the limited ability of MSMEs to utilise digital media, will hinder product visibility and reach (Jushermi et al., 2024). MSMEs are also vulnerable to market fluctuations and rising raw material costs, which threaten their business sustainability (Fitriani et al., 2021). Moreover, entrepreneurs often lack the skills and knowledge to manage and grow their businesses (Sugiono et al., 2023). Limited access to capital also hampers their ability to expand operations or improve product quality (Hamid, 2018).

These challenges are also experienced by the *Balung Kuwuk* MSME actors in Drenges Village. Although empowerment support has previously been provided to the village MSMEs, many remain stagnant. This condition suggests issues within the empowerment strategies employed, whether in terms of approach, training, or mentoring. Additionally, the low adaptability of MSME actors to changes in the times indicates that empowerment interventions have not yet comprehensively addressed strategic aspects such as human resource development and business innovation. A previous study by Roin & Ulfa (2025) examined the production of *Balung Kuwuk* chips in Bojonegoro, focusing on training in chip-making as a cassava-based innovation contributing to achieving the Sustainable Development Goals in Bobol Village. The study demonstrated that product development training, spanning from production to marketing, can offer valuable insights and ideas for MSME growth, ultimately contributing to improved community welfare.

However, the previous study by Roin and Ulfa (2025) did not investigate the formulation of appropriate empowerment strategies to transform *Balung Kuwuk* MSMEs into a sustainable driver of rural economic potential. Most existing research on cassava-based MSMEs in Bojonegoro has predominantly focused on product development, production techniques, and training outcomes, without thoroughly addressing the strategic dimensions of empowerment, such as strengthening human resource capacity, enhancing marketing adaptability, and ensuring business sustainability in the face of market and technological changes.

This gap indicates a limited understanding of how empowerment interventions can be systematically designed to optimise local resources—particularly cassava farming—while overcoming operational, marketing, and managerial constraints faced by rural MSMEs. The novelty of this study lies in its integrated approach to mapping local economic potential, assessing existing empowerment practices, and formulating a context-specific development strategy for *Balung Kuwuk* MSMEs in Drenges Village. Notably, this study integrates SWOT analysis with the Internal-External (IE) Matrix within a qualitative case study framework, providing a more comprehensive tool for determining strategic priorities in rural MSME empowerment. Such an approach not only identifies internal strengths and weaknesses alongside external opportunities and threats but also translates them into actionable strategies aligned with the MSMEs' current position in the IE Matrix. This methodological innovation offers an empirically grounded framework for empowering rural MSMEs, which can be replicated in other regions with similar socio-economic characteristics.

Therefore, this study aims to: (1) identify the local economic potential of the *Balung Kuwuk* MSMEs in Drenges Village; (2) analyse the community empowerment process related to the *Balung Kuwuk* MSMEs in Drenges Village; and (3) examine development strategies for strengthening the *Balung Kuwuk* MSMEs in Drenges Village.

2. Literature Review

2.1 Local Economic Potential

The economic potential of a region refers to the existing economic capacity within that area, which is feasible and viable to develop, enabling it to become a source of regional income and a livelihood for the local community (Limpele et al., 2023). Developing a region's potential can drive independent and sustainable economic growth in that area (Nasir & Yanti, 2022). Therefore, the development of local economic potential must involve the local community in its management to generate positive impacts on their economic well-being through increased income, job creation, and the growth of micro, small, and medium-sized enterprises (MSMEs) (Madnasir et al., 2024).

2.2 Micro, Small, and Medium Enterprises (MSMEs)

MSMEs are active and independent economic enterprises operated by individuals, groups, business entities, or households that are not branches of larger companies or part of medium or large-scale businesses (Susilowati et al., 2022; Sulaeman, 2023; Manan et al., 2024). MSMEs play a strategic role in a nation's economy by contributing to GDP growth, particularly in developing countries, as they contribute in various ways, such as alleviating poverty by helping communities increase their income through the employment opportunities generated by an expanded MSME sector, broadening economic activities in rural areas, and providing various resources to support a country's economic growth (Hartini & Suwandewi, 2022). One of the key aspects of MSME development is human resources, as the progress of an organisation—including MSMEs—is highly influenced by the quality and capacity of the people managing it (Suryanto & Junaidi, 2022). Therefore, improving the quality and capacity of human resources is crucial for enhancing business performance and promoting MSME growth (Sidabutar & Seprini, 2022).

2.3 Community Empowerment

Community empowerment is an effort to increase public participation in meeting livelihood needs, addressing societal problems based on local wisdom and potential, and an initiative aimed at reducing poverty within the community (Rulianti & Nurpribadi, 2023). Empowerment does not happen instantly, as it requires the active involvement and participation of the community to achieve optimal benefits (Latere & Bumulo, 2023). Community empowerment can be implemented through three stages: planning, implementation, and strengthening (Mardikanto & Soebianto, 2012). The planning stage is identifying problems, formulating objectives, and developing relevant empowerment strategies. The implementation is executing planned activities, including information dissemination, program socialisation, skills training, and facilitating access to legal recognition and capital. The strengthening stage focuses on increasing the capacity and independence of MSME actors.

From a theoretical perspective, community empowerment can be explained through several frameworks. One of them is the empowerment theory proposed by Perkins & Zimmerman (1995), which conceptualises empowerment as a multidimensional process encompassing personal, interpersonal, and political dimensions, enabling individuals and groups to gain control over their lives and environment. In the context of local economic development, empowerment is not limited to increasing income but also involves enhancing the capacity of

individuals and communities to control resources, make decisions, and sustain collective action (Malta, 2024).

Using an exploratory qualitative approach, this study of the Balung Kuwuk MSMEs in Drenges Village reveals that training and initial capital alone are insufficient without continuous mentoring, marketing adaptation, and technological adoption. Leveraging local potential, MSME empowerment seeks to (1) establish an equitable and inclusive trade system, (2) strengthen MSME capacity to create resilient and independent enterprises, and (3) foster local economic development through job creation, income equity, business growth, and poverty reduction (Br. Surbakti & Perkasa, 2023).

3. Research Methodology

This study employed a descriptive qualitative method with a case study approach. The study location was Drenges Village, Sugihwaras Subdistrict, Bojonegoro Regency, which serves as one of the centres for MSMEs producing *Balung Kuwuk* chips. Data sources were categorized into two types: (1) Primary data, obtained through observation and semi-structured interviews with the Bojonegoro Regency Department of Industry and Manpower, the Head of Drenges Village, community leaders, and the heads and members of *Balung Kuwuk* MSMEs, as well as through Focus Group Discussions (FGDs) involving MSME actors, village government representatives, community figures, and relevant government agencies; (2) Secondary data, obtained from archives of empowerment activity reports, documentation, and field notes related to MSME empowerment strategies in Drenges Village.

Informants were selected using purposive sampling and snowball sampling techniques to gather in-depth information on the empowerment strategies employed by *Balung Kuwuk* MSMEs in Drenges Village. Based on these techniques, informants were grouped into three categories: key informants, comprising representatives from the Bojonegoro Regency Department of Industry and Manpower; primary informants, consisting of MSME owners and stakeholders; and supporting informants, including local community members, customers or consumers, and village officials or community leaders. Data validation in this study employed both method triangulation and source triangulation. Method triangulation was conducted by comparing data obtained from observations, semi-structured interviews, and FGDs, while source triangulation was performed by comparing data across all informants.

Data analysis in this study employed Miles and Huberman's interactive analysis model (Miles & Huberman, 1994), comprising four stages: data collection, data reduction, data display, and conclusion drawing. The empowerment process of *Balung Kuwuk* MSMEs in Drenges Village was examined using the community empowerment theory framework, which encompasses three main phases: planning, implementation, and strengthening (Mardikanto & Soebianto, 2012). Empowerment strategies for *Balung Kuwuk* MSMEs were analysed using a SWOT framework, aimed at maximising strengths and opportunities while minimising weaknesses and threats (Widyaningsih et al., 2020; Safitri et al., 2024). The SWOT analysis was conducted in five stages:

1. Internal Factor Evaluation (IFE) Matrix – This step assessed the internal environment to identify strengths and weaknesses. The process included: (a) identifying strengths and weaknesses; (b) assigning weights (0.0 = not important to 1.0 = very important) with a total weight of 1.0; (c) rating each factor on a scale from 1 to 4 (1 = major weakness, 4 = major strength); (d) multiplying each weight by its rating to obtain weighted scores; and (e) summing the weighted scores to produce the total IFE score.

2. External Factor Evaluation (EFE) Matrix – Similar to the IFE Matrix, but focusing on external opportunities and threats in the MSMEs’ operating environment.
3. Internal–External (IE) Matrix – Developed based on the total IFE and EFE scores to determine the strategic position of Balung Kuwuk MSME empowerment within a strategic planning framework (Yunus et al., 2024) (Figure 1).

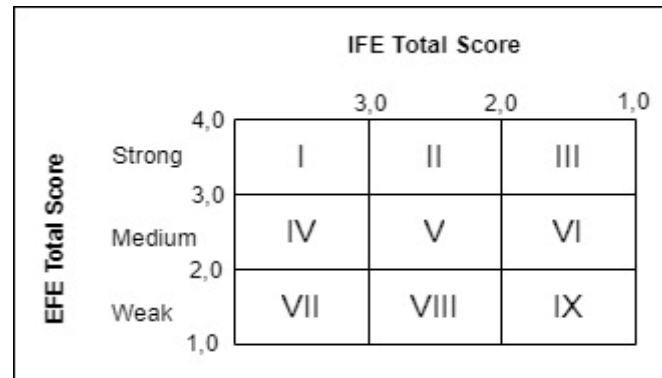


Figure 1. Internal – External Matrix

Source: Yunus et al. (2024)

4. Grand Strategy Matrix – Used to determine the most suitable strategies for stakeholders by considering competitive position and market growth rate. Strategies were categorised into four quadrants (Figure 2).



Figure 2. Grand Strategy Matrix

Source: Yunus et al. (2024)

5. SWOT Matrix – Integrated internal (strengths, weaknesses) and external (opportunities, threats) factors to generate four strategic alternatives (Table 1).

Table 1. SWOT Matrix Diagram

IFE/ EFE	STRENGTH (S)	WEAKNESS ES (W)
OPPORTUNITI ES (O)	SO Strategies Leverage strengths to exploit opportunities.	WO Strategies Reduce weaknesses to exploit opportunities.
THREATS (T)	ST Strategies Use strengths to mitigate threats.	WT strategies Minimise weaknesses and avoid threats.

Source: Sylvia & Hayati (2023)

4. Result and Discussion

4.1 *Balung Kuwuk Chips MSMEs as a Local Economic Potential in Drenges Village*

Drenges Village is in the Sugihwaras Sub-district, Bojonegoro Regency, East Java. Topographically, Drenges covers an area of 1,180.3 hectares. Most of the village's territory is adjacent to forest areas. The geographical conditions preserve the natural environment of Drenges Village, creating a rural atmosphere conducive to developing nature-based tourism and local culinary sectors. In addition, the strategic location offers a unique advantage in supporting the community's economic activities, particularly in local MSMEs such as *Balung Kuwuk* chips. The emergence of the *Balung Kuwuk* MSMEs in Drenges Village is closely tied to the implementation of the Productive Migrant Village Program (*Desa Migran Produktif* or *Desmigratif*), initiated in 2017 by the Ministry of Manpower. Drenges was selected as a target village due to its high number of migrant workers. The program aims to enhance the economic independence of migrant worker families through four main pillars: (1) migration information services, (2) skills training, (3) establishment of productive enterprises, and (4) development of integrated village-based migration services.

As a follow-up to the skills training and enterprise establishment pillars, the Bojonegoro Regency Office of Industry and Labour conducted training in Drenges Village by forming four participant groups, each consisting of 10 members. Groups 1 and 2, which consisted of women, received training in making *Balung Kuwuk* chips. As a result of the training, both groups independently developed their *Balung Kuwuk* chip businesses. Over time, the *Balung Kuwuk* MSMEs have expanded into three business units. All three operate as home industries, utilising local cassava as raw material and preserving the traditional flavours that serve as the main attraction of the product.

The cassava used as the raw material for *Balung Kuwuk* chips is primarily sourced from the agricultural produce of Drenges Village itself. However, some supplies are sourced from neighbouring villages, such as Ngujung Village in the Temayang Subdistrict and Kediri. MSME actors source cassava from outside Drenges Village because the village has not yet fully met the raw material needs for *Balung Kuwuk* chips production. In addition, cassava from Ngujung Village is considered of higher quality and, therefore, more suitable for use in *Balung Kuwuk* chip production. This condition suggests that to optimise Drenges Village's local potential in the *Balung Kuwuk* MSME sector, efforts should begin by increasing both the quantity and quality of local cassava yields. Doing so would allow the development of these MSMEs to generate a domino effect for cassava farmers in Drenges Village. It aligns with the findings of Sofyan (2017), which demonstrate that one economic sector can positively impact another; in this case, MSMEs contribute to the utilisation of natural resources in the agricultural sector.

Moreover, MSMEs also contribute to the absorption of local labour by applying labour-intensive systems. It can be observed in the production process of *Balung Kuwuk* chips in Drenges Village. Some MSME actors employ labour-intensive systems, relying on family labour or managing production independently. This condition reflects the characteristics of the informal sector as described in Lewis's dualism-sector model, which explains that traditional or subsistence sectors tend to rely on labour-intensive practices, lack formal work arrangements, and exhibit relatively low productivity (Hosseini, 2012). However, MSME actors have also begun to hire labour from outside the family, indicating a shift toward more productive and modern business practices. This process can be interpreted as transitioning from

a household enterprise to a formal small business, gradually adopting fundamental micro-scale human resource management principles, including task distribution, wage systems, and daily work arrangements (Robbins & Coulter, 2016).

Regarding product marketing, *Balung Kuwuk* MSMEs have been distributed to several locations within Bojonegoro and outside the region, including Gresik, Surabaya, Jombang, and even Kalimantan. The marketing methods used by the MSME actors vary: local distribution within Bojonegoro is conducted through delivery orders via WhatsApp, while distribution outside Bojonegoro is managed through e-commerce platforms such as Shopee and Instagram. Product shipments to other cities are handled through postal or courier services. The distribution or marketing reach of a product directly influences the sales volume of each MSME.

In addition to reflecting differences in market access, variations in sales volume indicate differences in production capacity and distribution strategies. Some producers still operate on a limited production scale, while others have established weekly production targets and supply products to multiple sales points. Analysing production and sales volumes is crucial to understanding the extent to which *Balung Kuwuk* MSMEs have developed economically and commercially. This condition aligns with the perspective of Kotler & Keller (2016), who state that product sales are influenced by the marketing mix, which comprises product, price, place, and promotion. MSMEs that can manage these four aspects effectively will have a greater opportunity to consistently increase their sales volume.

4.2 Empowerment Process of the Balung Kuwuk Chips MSMEs in Drenges Village

The empowerment process of the *Balung Kuwuk* MSMEs in Drenges Village is analyzed based on its developmental stages, which include the planning, implementation, and strengthening phases (Mardikanto & Soebianto, 2012). The specific processes involved in each of these stages are presented in Table 2.

Table 2. Stages of the Empowerment Process of *Balung Kuwuk* Chips MSMEs in Drenges Village

Stages	Realisation of Action	Program Achievement
Planning	The village government and relevant agencies mapped local potential and identified MSME actors targeted by the Productive Migrant Village Program (<i>Desmigratif</i>), one of which involved training in food production, including <i>the production of Balung Kuwuk</i> chips.	After the program ended, the community was able to adopt the acquired skills and transform them into real economic activities.
Implementation	Implementation of the planned activities, including information dissemination, socialization, skills training, and facilitation of access to business legality and capital support.	Most components of the implementation stage have been carried out. However, the facilitation of business legality—such as issuing PIRT (Home Industry Food Production Permit), NIB (Business Identification Number), and access to capital assistance—has not yet been realized.
Strengthening	Post-training assistance, the establishment of business institutions, and efforts to connect MSMEs with market networks and culinary tourism promotion.	The village government or related agencies have not optimally implemented this stage. After the skills training, there was no follow-up assistance regarding business

Stages	Realisation of Action	Program Achievement
		technicalities, managerial capacity development, or structured business mentoring. Furthermore, no formal business groups or specific institutions have been established to strengthen the position of the MSMEs.

Source: Researcher Analysis (2025)

Table 1 indicates that the empowerment process of the *Balung Kuwuk* MSMEs in Drenges Village has progressed to the strengthening stage. However, the results are not yet fully optimal due to several unrealized aspects. At the planning stage, the empowerment process of *Balung Kuwuk* MSMEs was carried out systematically and participatively, involving cross-sectoral coordination between the village government, sub-district government, and relevant agencies. It also involved community participation through deliberative meetings to socialize the program and serve as a platform to gather input and build a shared commitment to community engagement. It aligns with the views of Hamid (2018) and Pakpahan et al. (2024), who state that the community is the subject of empowerment; therefore, empowerment program planning must adopt a bottom-up approach that considers local aspirations and participation.

At the implementation stage, actions that can be taken include providing skills training on how to make *Balung Kuwuk* chips. This training demonstrated a direct transfer of knowledge from the facilitators (relevant government agencies) to the local community, marking the starting point for the emergence of home-based entrepreneurs. However, at this stage, the community has not yet received support in business legal processing, nor has it had access to capital assistance. Business legality is a standard requirement that entrepreneurs must fulfil, even for small or micro-scale businesses, as it provides legal recognition and protection for business operations (Supriyo et al., 2023).

Meanwhile, access to capital is also a crucial aspect in developing MSMEs, as ease of access to funding can help business actors advance their enterprises by introducing new products or expanding market reach (Soebiantoro & Haryanti, 2024). The lack of fulfilment in terms of legal status and access to capital in the empowerment process of the *Balung Kuwuk* MSMEs in Drenges Village indicates limitations in the scope of empowerment, which need to be addressed in the next phase. It is necessary to ensure that the training outcomes do not remain at the skills level alone but evolve into legal and competitive business units.

At the strengthening stage, community empowerment aims to ensure that MSME actors are not only able to produce goods but also capable of managing their businesses sustainably and independently, either individually or collectively. However, in Drenges Village, this stage has not yet been implemented optimally. As a result, MSME actors operate independently without a coordinating structure or sufficient collective support. Moreover, there have been no efforts to promote *Balung Kuwuk* chips as part of the village's culinary tourism potential. In a sustainable empowerment strategy, promotion is crucial for expanding markets, establishing product identity, and enhancing competitiveness (Fildzah & Mayangsari, 2018). Overall, the empowerment process of the *Balung Kuwuk* chips MSMEs in Drenges Village has only reached the bare training stage and has not been followed by structural support that would create sustainability and business independence. This challenge requires immediate resolution from the village government and other relevant stakeholders to ensure that the training outcomes can develop into an organized and competitive local economic force.

4.3 Empowerment Strategy for the Balung Kuwuk Chips MSMEs in Drenges Village

The empowerment strategy for the *Balung Kuwuk* MSMEs in Drenges Village is a planned and systematic effort designed to address the various challenges MSME actors face while optimising the local potential available. The empowerment strategy is analysed using a SWOT analysis to identify internal factors and external factors.

4.3.1 Analysis of Internal and External Factors

4.3.1.1 Strength

Strengths refer to the distinctive potentials or advantages possessed by *Balung Kuwuk* MSMEs in the empowerment process in Drenges Village. These strengths serve as crucial assets that can be optimised to promote sustainable business development, include: distinctive, locally based products; adequate skills among *Balung Kuwuk* MSME artisans; affordable prices; the possibility of adding flavour variations; products with established branding and certification; long-lasting products; and production processes requiring relatively low capital.

4.3.1.2 Weaknesses

Weaknesses refer to various internal aspects that still pose obstacles or limitations to the empowerment of *Balung Kuwuk* MSMEs in Drenges Village. These weaknesses may reduce the effectiveness of development programs and should be addressed promptly to prevent them from hindering business progress, include: a limited number of *Balung Kuwuk* MSME artisans, the absence of legal institutions or groups, limited knowledge of business and risk management, some businesses not yet utilizing technology, limited knowledge and interest in marketing technology, some products lacking branding and certification, low interest in business development, and distant sources of raw materials leading to higher costs.

4.3.1.3 Opportunities

Opportunities in this context refer to various external conditions or factors that can be leveraged to support and strengthen the empowerment process of *Balung Kuwuk* MSMEs in Drenges Village. These opportunities are potential drivers that can provide added value or open new access for business development, include: positioning *Balung Kuwuk* as a typical culinary product of Bojonegoro, utilizing technology for both production and marketing, funding opportunities from village and regional government budgets (APBDes and APBD), high market demand, collaboration opportunities with government, private sector, and community stakeholders, access to capital and financing, and the potential for culinary tourism and village-based tourism.

4.3.1.4 Threats

Threats in this context refer to various external factors that may hinder or negatively affect the empowerment process of *Balung Kuwuk* MSMEs in Drenges Village, include: competition with similar products, fluctuations in raw material prices, and insufficient government support.

4.3.2 Internal Factor Evaluation (IFE) Matrix Analysis

The IFE matrix results (Table 3) indicate that the primary strength of *Balung Kuwuk* MSMEs in Drenges Village lies in the artisans' adequate skills in producing high-quality chips (score = 0.3738). The most significant weakness is the limited adoption of production technology by some MSME actors (score = 0.3738). The total internal factor score is 3.1906, indicating that the internal condition is generally strong and can serve as a foundation for positioning in the IE matrix to formulate empowerment strategies.

Table 3. The IFE Analysis Results Matrix

Internal Strategy Factors	Weight	Rank	Weighted Score
Strengths			
1. Unique product based on local resources	0.0698	3	0.1831
2. Adequate skills in <i>Balung Kuwuk</i> chips MSME artisans	0.0997	4	0.3738
3. Affordable price	0.0963	4	0.3493
4. It can be offered in various flavours	0.0698	3	0.1831
5. Some products have branding and certification	0.0764	3	0.2197
Total Score of Strengths	0.4120		1.3090
Weaknesses			
1. A limited number of <i>Balung Kuwuk</i> MSME artisans	0.0897	3	0.3027
2. Absence of a legal institution or business group	0.0897	3	0.3027
3. Limited knowledge of business management and risk management	0.0731	3	0.2010
4. Some have not yet adopted production technology	0.0997	4	0.3738
5. Limited knowledge of and interest in marketing technology	0.0864	3	0.2807
6. Some products lack branding and certification	0.0764	3	0.2197
7. Low interest in business development	0.0731	3	0.2010
Total Score of Weakness	0.5880		1.8816
Total Score of Internal Factor	1.0000		3.1906

Source: Researcher Analysis (2025)

4.3.2 External Factor Evaluation (IFE) Matrix Analysis

The EFE matrix results (Table 4) indicate that the top opportunities are the potential for *Balung Kuwuk* to become a Bojonegoro regional speciality and the availability of access to capital and financing (each with a score = 0.3611). The highest-scoring threat is the lack of government support (score = 0.2585). The total external factor score is 2.9829, suggesting that the external environment has a positive influence, with opportunities outweighing threats, and providing a strong basis for strategy formulation to enhance competitiveness and leverage local potential.

Table 4. The EFE Analysis Results Matrix

External Strategy Factors	Weight	Rank	Weighted Score
Opportunities			
1. Potential to become a regional speciality food of Bojonegoro	0.1111	3	0.3611
2. Utilisation of technology for production and marketing	0.0983	3	0.2826
3. Funding opportunities from the Village Budget (APBDes) and Regional Budget (APBD)	0.1282	4	0.4808
4. High market demand	0.0897	3	0.2356
5. Opportunities for collaboration with the government, the private sector, and the community	0.0855	3	0.2137
6. Access to capital and financing	0.1111	3	0.3611
7. Culinary tourism and rural tourism potential	0.1068	3	0.3339
Total Score of Opportunities	0.7308		2.2687
Threats			
1. Competition with similar products	0.0769	2	0.1731
2. Fluctuating prices of raw materials	0.0983	3	0.2826
3. Lack of government support	0.0940	3	0.2585
Total Score of Threats	0.2692		0.7142
Total Score of External Factor	1.0000		2.9829

Source: Researcher's Analysis (2025)

4.3.3 Internal–External (IE) Matrix Analysis

After identifying the total scores of internal and external factors, the next step is to determine the position of the *Balung Kuwuk* MSMEs in Drenges Village on the IE matrix. Based on the calculation results in Tables 3 and 4, the total weighted score for internal factors is 3.1906, and the total for external factors is 2.9829. Therefore, the IE Matrix can be illustrated in Figure 3. The figure shows that the *Balung Kuwuk* MSMEs in Drenges Village are positioned in Quadrant IV of the IE Matrix, indicating that internal factors are in the strong category and external factors are in the high category. This position directs MSMEs to adopt a “Grow and Build” strategy—an aggressive approach to growth and expansion.

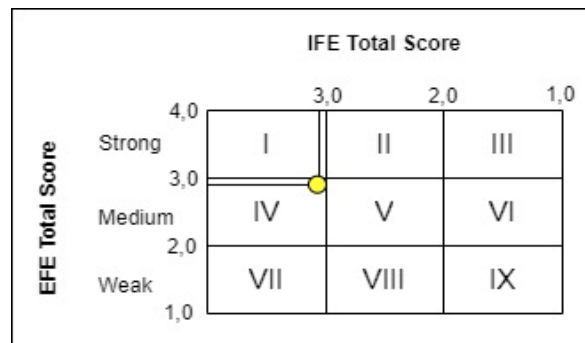


Figure 3. Position of *Balung Kuwuk* MSMEs in Drenges Village on the IE Matrix
Source: Researcher's Analysis (2025)

The “Grow and Build” strategy focuses on leveraging internal strengths, such as artisanal skills, the appeal of local products, and competitive pricing, while also optimising external opportunities, including the potential to become a regional culinary icon, government program support, access to financing, and the development of tourism villages. This approach can be realised through product innovation, increased production capacity, strengthening of business institutions, expanding market networks, and using technology for production and marketing. This strategy enables *Balung Kuwuk* MSMEs to grow sustainably and enhance their competitiveness in a broader market.

4.3.4 Grand Strategy Matrix Analysis

The total scores of internal and external factors can also be used to determine the competitive position of the *Balung Kuwuk* MSMEs in Drenges Village within the Grand Strategy Matrix by considering two main dimensions: market attractiveness and competitive strength. These MSMEs are positioned in Quadrant I of the Grand Strategy Matrix, based on the analysis results (Figure 4). This position indicates that the *Balung Kuwuk* MSMEs are well-positioned to implement an aggressive strategy to capitalise on market opportunities and enhance their business competitiveness.

An aggressive strategy emphasises proactive business development, such as expanding market share, enhancing product innovation, and strengthening market position through intensive promotion. *Balung Kuwuk* MSMEs can optimise their internal strengths, such as the artisans' adequate skills, distinctive locally based products at affordable prices, and the potential to develop flavour variations to enhance product appeal in the market. In addition, various opportunities from the external environment—such as the use of digital technology, support from regional and village government programs, access to funding, and potential collaboration with BUMDes or other businesses—can be utilised to expand market reach at both local and regional levels. By implementing this aggressive strategy, *Balung Kuwuk* MSMEs are expected

to maintain their position in a growing market, increase production capacity, strengthen their branding, and expand their distribution networks.



Figure 4. Competitive Position of *Balung Kuwuk* MSMEs
Source: Researcher's Analysis (2025)

4.3.5 SWOT Matrix Analysis

The final step is formulating empowerment strategies for the *Balung Kuwuk* MSMEs in Drenges Village based on the SWOT analysis. The results of this analysis are presented in Figure 5.

INTERNAL EXTERNAL	Strength	Weakness
	<ol style="list-style-type: none"> 1. Unique product based on local resources 2. Adequate skills in <i>Balung Kuwuk</i> chips MSME artisans 3. Affordable price 4. It can be offered in various flavors 5. Some products have branding and certification 	<ol style="list-style-type: none"> 1. A limited number of <i>Balung Kuwuk</i> MSME artisans 2. Absence of a legal institution or business group 3. Limited knowledge of business management and risk management 4. Some have not yet adopted production technology 5. Limited knowledge of and interest in marketing technology 6. Some products lack branding and certification 7. Low interest in business development
Opportunity	Strength - Opportunity (SO Strategy) <ol style="list-style-type: none"> 1. (S) Strengthening product branding and certification by each <i>Balung Kuwuk</i> MSME artisan 2. (O) Developing culinary tourism in Drenges Village 3. (O) Utilizing digital technology for product promotion 	Weakness - Opportunity (WO Strategy) <ol style="list-style-type: none"> 1. (W) Establishing a legal <i>Balung Kuwuk</i> business group in Drenges Village 2. (W) Assisting in certification and financing, branding training, marketing technology training, business management training, quality <i>Balung Kuwuk</i> production training, and training in proper storage and distribution techniques 3. (O) Establishing partnerships and attracting investment from private entities, institutions, and the community
Threats	Strength - Threats (ST Strategy) <ol style="list-style-type: none"> 1. (S) Each <i>Balung Kuwuk</i> MSME artisan offers products in various flavor variants 2. (T) Submitting proposals for government grants for <i>Balung Kuwuk</i> production equipment 	Weakness - Threats (WT Strategy) <ol style="list-style-type: none"> 1. (W) Increasing the professionalism of <i>Balung Kuwuk</i> MSME artisans through local culinary tourism promotion by the government 2. (W) Promoting branding and certification support for <i>Balung Kuwuk</i> MSMEs 3. (T) Collaborating with the Department of Trade, Cooperatives, and Micro Enterprises to address fluctuations in raw material prices

Figure 5. SWOT Matrix
Source: Researcher's Analysis (2025)

Based on the results of the SWOT, IFE, and EFE analyses of the empowerment strategy for *Balung Kuwuk* MSMEs in Drenges Village, it can be concluded that their position is highly strategic, specifically falling within Quadrant I of both the IE Matrix and the Grand Strategy Matrix. This position reflects strong internal strengths and broad external opportunities, making an aggressive strategy, or “Grow and Build,” the most appropriate approach. This strategy entails proactive measures, including increasing production capacity, strengthening institutional structures, expanding market reach, and leveraging digital technology for marketing and product innovation. As stated by Murti et al. (2021), information technology has become an essential component of MSME operations since the COVID-19 pandemic era, as its use can facilitate communication, provide information, and monitor sales for MSME actors.

This analysis is consistent with David’s (2016) theory, which defines strategy as a set of long-term decisions aimed at achieving competitive advantage. In this context, an aggressive strategy is highly relevant, as *Balung Kuwuk* MSMEs demonstrate strengths such as skilled artisans, unique local products, and affordable prices. External support, including opportunities from culinary tourism, funding programs from the Village and Regional Budgets (APBDes/APBD), and access to digital technology, further strengthens the rationale for pursuing an expansion-oriented strategy.

Previous research also supports the effectiveness of aggressive strategies based on local potential and digitalisation. Margayaningsih (2018) and Fitriani et al. (2021) assert that MSME development strategies integrating digital marketing with the promotion of local culinary tourism can significantly enhance product competitiveness. The SO (Strength–Opportunity) strategies provide a relevant basis for optimising branding, strengthening products through certification, and integrating MSMEs with the potential for thematic village tourism. Meanwhile, the WO and WT strategies should address major structural weaknesses, such as the absence of legal business entities and the limited technological knowledge among MSME actors. The WO (Weakness–Opportunity) strategies, such as forming legal business groups, providing technology and management training, and offering certification assistance, are essential to overcoming these limitations.

5. Conclusion

A strong historical foundation and considerable local economic potential support the *Balung Kuwuk* MSMEs in Drenges Village. It is further reinforced by the fertile geographic conditions of Drenges Village, which are well-suited for agriculture, including the cultivation of cassava, the primary raw material used in producing *Balung Kuwuk* chips. However, the cassava produced in Drenges Village has not yet fully met the supply needs of the *Balung Kuwuk* MSMEs in terms of quantity and quality. The development of the *Balung Kuwuk* MSMEs as a driver of local economic potential can be pursued through a community empowerment process in Drenges Village, which consists of three stages: planning, implementation, and strengthening.

However, the strengthening stage has not yet been fully optimised. In the planning stage, activities such as identifying beneficiaries, coordinating with stakeholders, and holding village meetings have already been carried out. During the implementation stage, empowerment efforts have included skills training in light snack production for migrant families, with a focus on *Balung Kuwuk* chips. However, in the strengthening stage, continuous mentoring, the establishment of business institutions, and promotional efforts linking MSMEs with local culinary tourism have not yet been conducted. Therefore, an appropriate development strategy is needed for the *Balung Kuwuk* MSMEs in Drenges Village. Based on the analysis results,

these MSMEs are positioned in the Grow and Build quadrant of the IE Matrix and fall under an aggressive strategy in the Grand Strategy Matrix. This condition indicates the need for full support in expanding and enhancing the capacity of MSME actors.

5.1 Implications

This study emphasises the importance of local governments integrating MSME empowerment into village development planning, allocating dedicated budgets for capacity building, and implementing agricultural support programs to enhance cassava quality and yield. Strengthening MSMEs also requires partnerships with the private sector and community organisations to ensure continuous mentoring, formalise business institutions, and link products to local culinary tourism. Such measures can enhance the competitiveness of *Balung Kuwuk* MSMEs while fostering inclusive and sustainable rural economic growth.

5.2 Limitations and Future Studies

This study is limited in its geographical scope to the *Balung Kuwuk* MSMEs in Drenges Village, which may restrict the generalizability of the findings to other regions. Furthermore, future research is needed to evaluate the development of the *Balung Kuwuk* MSMEs in Drenges Village following the implementation of the recommended strategies from this study in order to assess the extent to which these strategies produce a positive impact on the sustainability of *Balung Kuwuk* as a local economic potential in Drenges Village.

5.3 Acknowledgments

The author sincerely thanks the Development Extension Study Program, Postgraduate School, Universitas Sebelas Maret Surakarta, for granting permission for this study. Special thanks are also extended to the Government of Drenges Village, the Sugihwaras Sub-District Government, the Bojonegoro Regency Government, and its relevant agencies, as well as the *Balung Kuwuk* MSMEs in Drenges Village for their valuable support in providing both primary and secondary data for this study.

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