



Strengthening the Capability of a micro-scale Bag Producer “Katbag” Through Business Planning and Digital Marketing

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Abstract: *Microbusinesses play a crucial role in Indonesia's economy. Their significance in economic recovery is underscored by their substantial contribution to the labor sector. The community engagement partner, "Katbag," specializes in the production of bags and accessories, as well as souvenirs and corporate merchandise. Partnering with Katbag was motivated by the competitiveness of its offerings and high entrepreneurial drive. However, despite their product excellence, Katbag faces challenges and limitations, particularly in business administration, human resources, and marketing. This program aims to assist in enhancing the partner's capacity in terms of business planning and digital marketing so that she can develop her business further. The method involves planning and implementation (training in digital marketing and business administration), along with rigorous monitoring and evaluation. After participating in the program, the partner has gained knowledge in business administration and website management to build a digital presence and reach more consumers online.*

Keywords: *digital marketing, fashion industry, micro business, website, women entrepreneurship*

Introduction

Small Medium Enterprises (SMEs) play a crucial role in Indonesia's economy, contributing around Rp9.580 trillion and accounting for 97% of total employment ¹. Despite being a cornerstone of the Indonesian economy, SMEs face various challenges ². In response to such challenges, the government has implemented several support

¹ KEMENTERIAN KOORDINATOR BIDANG PEREKONOMIAN REPUBLIK INDONESIA, "Dorong UMKM Naik Kelas Dan Go Export, Pemerintah Siapkan Ekosistem Pembiayaan Yang Terintegrasi," last modified 2023, accessed October 27, 2023, <https://www.ekon.go.id/publikasi/detail/5318/dorong-umkm-naik-kelas-dan-go-export-pemerintah-siapkan-ekosistem-pembiayaan-yang-terintegrasi>.

² Alia Bihrajihant Raya et al., "Challenges, Open Innovation, and Engagement Theory at Craft SMEs: Evidence from Indonesian Batik," *Journal of Open Innovation: Technology, Market, and Complexity* 7, no. 2 (June 1, 2021): 121.

programs for SMEs, including incentives and financing through the PEN program, People's Business Credit (Kredit Usaha Rakyat), the Proudly Made in Indonesia National Movement (Gernas BBI), and digitalization of SME marketing³).

To support these government initiatives, our community engagement team aims to contribute to the enhancement of the economy and living standards through the development of SMEs' human resource capabilities. Community engagement should resolve community problems⁴. This community engagement program holds significant importance in realizing the government's efforts in nurturing SMEs and contributes to the realization of the UT LPPM's (Lembaga Penelitian dan Pengabdian kepada Masyarakat/Research and Community Services Institution) strategic plan to enhance the nation's competitiveness and foster an environment for social entrepreneurship through the mentoring and development of SMEs. In addition, universities hold a role in community engagement and economic development (CEED) initiatives⁵.

In this community engagement program, our selected partner is a micro business in the fashion & and craft sub-sector known by the brand name Katbag. Since its establishment in 2015 under the initial name "Katuna". Katbag has offered functional women's bags with⁶ a simple yet innovative design. Katbag's target market comprises active women between the ages of 25-40. Given the product's strengths and the partner's entrepreneurial drive, we have chosen Katbag as our community engagement partner. Additionally, as the economy expands and undergoes transformation, the fashion industry stands out as a shining example of a thriving creative economy⁷.

Moreover, handbags are an essential item for active women who engage in various activities outside the home. The Handbags segment comprises smaller bags that contain items of everyday use and with revenue of US\$1.02bn in 2023. The market is expected to grow annually by 5.57% (CAGR 2023-2026) in Indonesia⁸, meanwhile, global handbag market size was estimated at USD 73.32 billion in 2022 and is expected to grow at a

³ Kementerian Koordinator Bidang Perekonomian Republik Indonesia, "UMKM Menjadi Pilar Penting Dalam Perekonomian Indonesia," last modified 2021, accessed November 12, 2021, <https://ekon.go.id/publikasi/detail/2969/umkm-menjadi-pilar-penting-dalam-perekonomian-indonesia>.

⁴ Brian W. Head, "Community Engagement: Participation on Whose Terms?," *Australian Journal of Political Science* 42, no. 3 (September 2007): 441-454.

⁵ "The Evolving Role of Higher Education in Community Engagement and Economic Development - ProQuest," accessed October 29, 2023, <https://www.proquest.com/openview/aedc7d6b22498c95c4405b582ed18a5a/1?cbl=18750&pq-origsite=gscholar&parentSessionId=9E7dnbatLldHFxgDv2%2B2vbw%2B3FAW%2BGeceYzS68%2FJN10%3D>.

⁶ Statista, "Handbags - Indonesia | Statista Market Forecast," last modified 2023, accessed October 30, 2023, <https://www.statista.com/outlook/cmo/accessories/luggage-bags/handbags/indonesia>.

⁷ Matius Sinurat, "IMPACT OF THE FASHION AND DESIGN INDUSTRY ON SOCIAL ECONOMIC DEVELOPMENT IN INDONESIA," *International Journal of Fashion and Design (IJFD)* 2, no. 1 (2023): 43-53, www.iprjb.org.

⁸ Statista, "Handbags - Indonesia | Statista Market Forecast."

compound annual growth rate (CAGR) of 6.8% from 2023 to 2030⁹.

Katbag aims to meet this demographic's needs by providing bags that retain a feminine aesthetic while maximizing functionality. Currently, bags in the market that serve this purpose often adopt a backpack style, with the only distinction being the color to differentiate between those designed for men and women. This is in line with the report from [grandviewresearch.com](https://www.grandviewresearch.com) showed that Handbags have evolved from accessories to essential tools, addressing the multifaceted demands of modern professional life¹⁰.



Figure 1. Products of Katbag

Figure 1 illustrates Katbag's commitment to multifunctional design in their products. Products like the Bobal series by Katbag exemplify this concept, featuring tote bags with both patterned and plain sides. Another product, the Gendi series, offers versatility with three distinct wearing styles: handheld, crossbody, and backpack.

This Community Service activity aims to assist in enhancing the partner's capacity in terms of business planning and digital marketing so that they can develop their business further. In addition, since the owner is a woman, encouraging women's entrepreneurship empowers women economically and socially, allowing them to make decisions about their lives and contribute to their communities¹¹. When women actively participate in entrepreneurship, it leads to economic growth¹². Women-owned businesses can contribute significantly to a country's Gross Domestic Product (GDP). Additionally, they tend to hire other women, thereby creating job opportunities and reducing unemployment rates. The report from [granviewresearch.com](https://www.grandviewresearch.com) shows there has been a notable increase in the involvement of women in the global workforce in recent years.

⁹ Grand View Research, "Handbag Market Size, Share & Growth Analysis Report, 2030," *Grand View Research*, last modified 2022, accessed October 30, 2023, <https://www.grandviewresearch.com/industry-analysis/handbag-market>.

¹⁰ Grand View Research, "Handbag Market Size, Share & Growth Analysis Report, 2030."

¹¹ Said Muhammad et al., "An Overview of Women Entrepreneurship from Islamic Perspective," *Review of Economics and Development Studies* 6, no. 4 (December 31, 2020): 857-866.

¹² Shaista Noor and Filzah M. Isa, "Contributing Factors of Women Entrepreneurs' Business Growth and Failure in Pakistan," *International Journal of Business and Globalisation* 25, no. 4 (2020): 503-518.

Women have become indispensable contributors to a wide array of industries, holding diverse positions ranging from corporate leadership roles to entrepreneurial ventures. This increased participation drives the demand for accessories, which meet the needs of working women ¹³.

Method

The stages of this community service program are presented in the following figure:

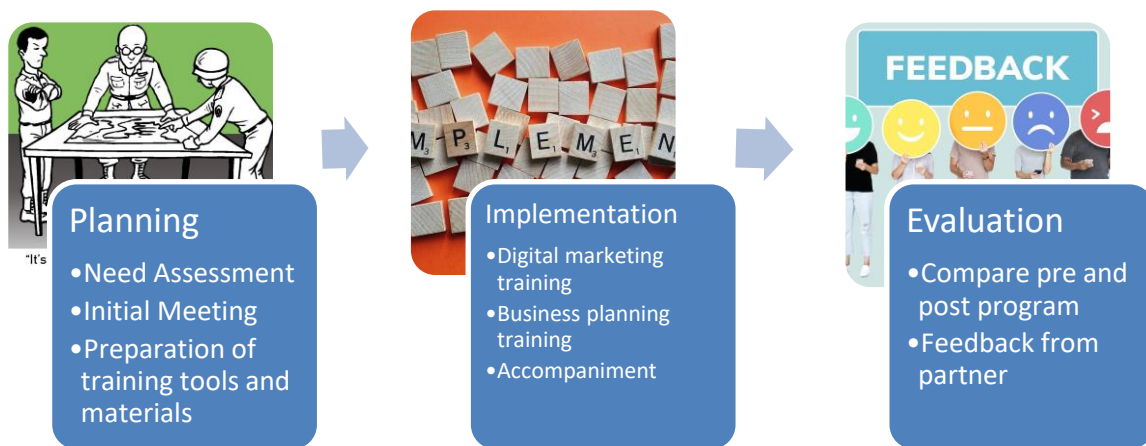


Figure 2. Research Phases

This project consists of three parts, the first one is the planning, the second one is implementation, and the third is evaluation.

Planning

Need Assessment

The first critical step in the planning process is the Need Assessment. This involves meticulous identification of specific challenges and requirements faced by our SME partners. By comprehensively understanding their unique predicaments, we can tailor our support measures to directly address their pain points. This phase sets the foundation for targeted interventions, ensuring maximum impact. Needs assessment is regarded as a powerful tool for addressing the needs of a program and is portrayed as an essential step¹⁴.

¹³ Grand View Research, “Handbag Market Size, Share & Growth Analysis Report, 2030.”

¹⁴ Hamidou Issaka Diori, “A Critical Insight into Needs Assessment Technique and the Way Social Needs Are Actually Assessed,” *Advanced Journal of Social Science* 8, no. 1 (January 2, 2021): 3–9.

Coordination of Teams and Partners

Effective implementation of any program necessitates seamless coordination between all stakeholders involved. This includes meticulous planning on both conceptual and operational levels. Furthermore, it entails the delineation of clear job descriptions for each team member and partner. This structured approach ensures that everyone is aligned with overarching objectives, minimizing redundancy, and maximizing efficiency.

Preparation of Training Tools and Materials

Equipping our partners with the requisite knowledge and skills is paramount for their success. This is where the preparation of training tools and materials assumes a pivotal role. It encompasses the procurement of necessary equipment as well as the development of comprehensive training content. These resources serve as the building blocks for enhancing the capabilities of our SME partners, empowering them to navigate their business landscape with confidence.

Implementation

Training

The first pillar of our strategy is targeted training. Recognizing the specific hurdles our partners face, we have designed training modules encompassing key areas such as business administration, digital marketing, and financial reporting. Training is essential in community development¹⁵. These training sessions are meticulously structured to enhance knowledge and comprehension, ultimately enabling our partners to implement these learnings effectively in their businesses.

- a. **Digital Marketing Training:** One critical aspect of our mentorship program is dedicated to digital marketing. This specialized training equips our partners with the skills needed to navigate the digital landscape, enabling them to effectively market their products or services online.
- b. **Financial Reporting Training:** Financial reporting is an integral component of any successful business. Through this training module, our partners will gain proficiency in preparing accurate and insightful financial statements, enhancing their ability to make informed financial decisions.
- c. **Marketing Program Mentoring:** Our mentorship program extends to providing guidance on implementing effective marketing strategies. This includes tailoring

¹⁵ D.N Nturibi, "Training of Community Development Agents for Popular Participation on JSTOR," *Community Development Journal* 17, no. 2 (1982): 106-119, accessed October 30, 2023, <https://www.jstor.org/stable/44256105>.

marketing initiatives to suit the unique needs and characteristics of each partner's business.

Mentorship

Complementing the training program is a dedicated mentorship initiative. This involves close collaboration between our PKM team and the partners, focusing on business administration, finance, and marketing. The objective is to guide participants in the direct application of the knowledge gained during the training sessions. This hands-on approach ensures that our partners receive the necessary support and guidance to implement best practices in real-time scenarios. Mentorship enhances personal connection¹⁶ and enables the partner (mentee) and team of community service providers (mentors) to share certain values, respect and trust each other¹⁷.

Evaluation

At the end of the program, the community service compares the partner's condition before and after the program implementation, as well as asks for feedback from the partner. Evaluation in community development program assists in adjusting programs, ensuring that each group would get their needs met¹⁸.

Result

The process of community service activities was started with comprehensive planning. The planning includes need assessment, coordination of team and partners, as well as preparation of training tools and materials.

During this phase, collaboration with partners was undertaken to ensure that the program aligned with their specific issues and requirements. Based on the results of the need assessment which was done through pre-survey and initial meetings with partners, the team analyzed the problems, impacts, and proposed solutions. The findings are presented in the following table.

¹⁶ Pam Magwaza, "The Role and Benefits of Community Mentorship | Commsor," *Commsor*, last modified 2022, accessed October 30, 2023, <https://www.commsor.com/post/mentorship-in-community>.

¹⁷ Molly Talbert, "The Power of Mentoring in Communities - Higher Logic," *Higher Logic*, last modified 2016, accessed October 30, 2023, <https://www.higherlogic.com/blog/the-power-of-mentoring-in-communities/>.

¹⁸ Jaclyn Redekop, *Evaluating Community Development Programs Evaluating Community Development Programs: Who Speaks? Who Listens? Who Cares?*, 2013.

Table 1. Result of Need Assessment

Problems	Root Causes
Human resource issue (lack of human capital)	The owner cannot afford to hire full-time workers since the demand still fluctuates and seasonal
Sales and marketing issues (Seasonal and fluctuating demand)	The owner relies heavily on sales in events (offline)
Business administration and planning issues	All tasks are handled by the owner, focus on operational and a lack of strategic planning

The results of the need assessment show that there are three major issues in Katbag, including human resources, sales and marketing, as well as business administration and business planning. The obstacles faced by partners are obstacles that need to be addressed immediately. Obstacles are things that can hinder a company from carrying out production activities and have an impact on the company's profit level¹⁹. Human resource (HR) issues are commonly faced by most SMEs as one of the significant HR challenges SMEs face is attracting and retaining skilled employees. Small businesses may struggle to provide career advancement and growth opportunities²⁰, even to hire workers with an appropriate salaries. Marketing has also been an issue for most small businesses, including lack of digital media knowledge, lack of suitable digital marketing techniques, and the lack of finances in the challenge of adoption of digital marketing for small business²¹.

Based on the need assessment with the owner of Katbag concerning the problems and the root causes, the solution was obtained by conducting a literature study and brainstorming as a strategic basis for solving partner problems. The analysis of the solution is presented in the following table.

¹⁹ Intan Purwatianingsih Sihadi, Sifrid S. Pangemanan, and Hendrik Gamaliel, "Identifikasi Kendala Dalam Proses Produksi Dan Dampaknya Terhadap Biaya Produksi Pada Ud. Risky," *Going Concern : Jurnal Riset Akuntansi* 14, no. 1 (2018): 602–609.

²⁰ Elijah, "10 Common HR Challenges Faced by Small and Medium Enterprises (+ Practical Solutions)," *Mission Hr*, last modified 2023, accessed October 30, 2023, <https://www.themissionhr.com/post/10-common-hr-challenges-faced-by-small-and-medium-enterprises-practical-solutions>.

²¹ Jeconia O Olonde, "Impact of Digital Marketing on Sales Growth of Small and Medium Enterprises in Nairobi, Kenya" (2017), accessed October 30, 2023, <http://erepository.uonbi.ac.ke/handle/11295/103209>.

Table 2. Proposed Solutions to Problems

Problems	Root Causes	Solution
Human resource issue	The owner cannot afford to hire full-time workers since the demand still fluctuates and seasonal	The team suggests considering the employment of internship students whose relative wages are not as high as those of full-time skilled employees.
Sales and marketing issues	The owner relies heavily on sales in events (offline)	Enhancement of infrastructure and facilities to add a variety of products. Development of training in website management.
Business administration and planning issues	All tasks are handled by the owner, focus on operational and a lack of strategic planning	Training and mentoring in business planning

Table 2 shows the proposed solution to the problems faced by Katbag. In responding to human resource issues, hiring a part-time worker (internship) in high-demand season will be a win-win situation for both the school partner and Katbag. The owner can impart their knowledge, while students can apply their theoretical understanding, thereby fostering a mutually beneficial relationship.

The next stage was the implementation of the planning. The implementation phase consists of a series of activities, namely: the purchase of the material and equipment needed to support the operation and handover of capacity-building grants to partners; a 3-hour webinar combining digital marketing, business planning and financial reporting training; a 2-day online batik design training using batik fractal design software; a 1.5-hour website management training, remote mentoring for website management and digital marketing via phone and WhatsApp; as well as online and offline monitoring and evaluation at the partner's business location.

Handover of Capacity-Building Grants

The handover of infrastructure enhancement grants, including overlock machines, hanging racks, display shelves, nameplates, website domain, cutting machines, ring lights, and tripods, took place offline on June 6, 2023. The activity was attended by the owner of Katbag and a lecturer from the PKM team.



Figure 3. Grants to the partner

Training

The training was conducted in webinar format to enhance the marketing management capacities of the partner, focusing on online (e-commerce) platforms, featuring speakers from the team and faculty members of the Business Administration Program. The topics covered included business planning and development in the digital era, presented by Dr. Ari Juliana, M.A. and Adisthy Shabrina Nurqamarani B.A.(Hons), M.Sc from FHSIP UT, as well as simplified accounting, presented by Dwi Rahmawati S.E., M.A.B and Sarah Fadilla, S.Pd., M.A.B from FHSIP UT. This training webinar was conducted online, aiming to provide education to both students and SMEs. Additionally, training in managing the website was also conducted and trained by Abdurrahman Rahim Thaha M.A.B, via online to the partner.

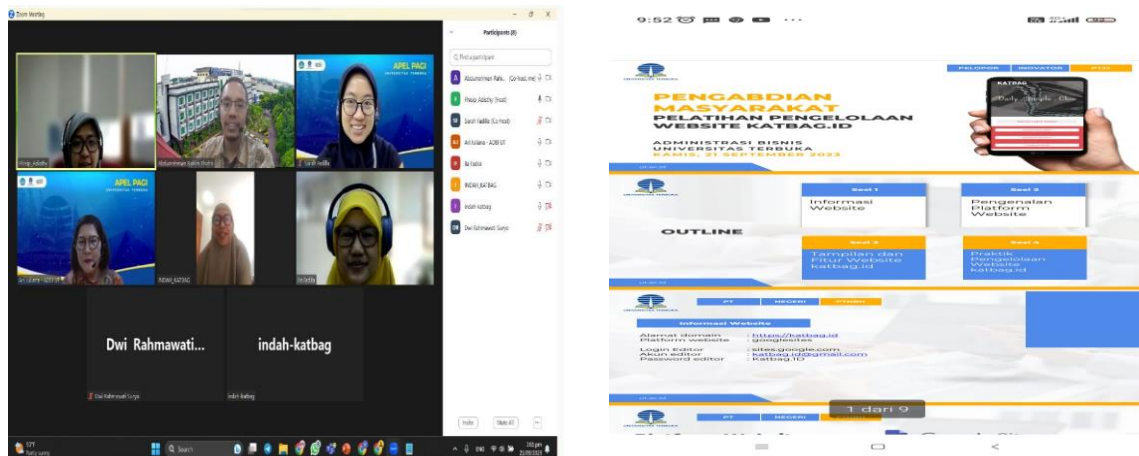


Figure 4. Webinar of managing website

The mentoring process has been carried out continuously since the community engagement program commenced in March 2023. The Community Program team maintains regular communication with the partner to address their business development needs, providing guidance and monitoring the utilization of new tools as well as overseeing the management of their website and social media channels.

In the evaluation phase, the team conducted a comparative analysis of partner conditions pre and post-program implementation. The Monitoring and Evaluation (M&E) process was executed through a combination of observational methods, interviews, and the administration of partner satisfaction questionnaires. On-site M&E activities were carried out on October 2, 2023. The program assessment aimed to ascertain the outcomes and improvements stemming from the executed program as per the designated plan. This evaluation was performed by contrasting partner conditions before and after the program activities were executed.

The evaluation was done on the knowledge, skills, enthusiasm, participation, behavior, and understanding of partners related to the material taught during the training. The evaluation was done through observation and evaluation form which was discussed and filled in by all the team members. Based on the results of the questionnaire, the partner has applied the knowledge, acquired the skills, shown enthusiasm, and highly participated during the program. The result of observation shows the condition of partner pre-and post-program, as stated in Table 3.

Table 3. Pre and Post Program

No	Aspect	Pre-program	Post-program
1	Business Administration & Planning	<ul style="list-style-type: none"> • Not yet familiar with financial report preparation, business planning, and digital marketing strategies for SMEs. • Limited range of offered products. 	<ul style="list-style-type: none"> • Understanding how to prepare financial reports and implement digital marketing strategies for SMEs. • Expanding the range of products through mentorship and increased production capacity with equipment grants from UT
2	Sales & marketing	<ul style="list-style-type: none"> • Does not have a website yet • Does not understand how to manage a website 	<ul style="list-style-type: none"> • Has a website • Gain knowledge to manage websites.
3	Partner Capacity (Tools and equipment)	<ul style="list-style-type: none"> • Does not have an Overlock Machine, Hanging Shelf, Display Rack, Nameplate, Website Domain, Cutting Machine, Ring Light, and Tripod. 	<ul style="list-style-type: none"> • Already have an Overlock Machine, Hanging Shelf, Display Rack, Nameplate, Cutting Machine, Ring Light, and Tripod. • The addition of facilities and infrastructure for partners adds product variety, increases the market value of products, and enhances partner visibility through nameplates and website domains.

Then, instrument (evaluation form) was also used to assess the level of understanding of partner during the program. Six items received high scores, including Knowledge, Enthusiasm, Participation, Behavior, Activeness, and the level of partner understanding after participating in the activities. In terms of partner satisfaction, partners are satisfied with the program and the performance of the community service implementation team.

Discussion

The community program conducted on Katbag is community service activities with the aim to assist in enhancing the partner's capacity (micro-scale business) in terms of business planning and digital marketing so that they can develop their business further. The role of micro-scale business is one of the most important tools for addressing economic and social issues and achieving development goals²². The initial needs assessment reflected common barriers faced by Katbag and similar businesses. Common challenges faced by micro-businesses include human resource fulfillment, sales and marketing, and business administration deficiencies²³

Business planning and digital marketing are some of the ways to boost the capacity of micro-scale businesses to sustain in the market. Every scale of business needs a business plan to improve how it runs internally and to describe and market the business to investors²⁴. In addition, building an online presence is another essential aspect of MSMEs' competitiveness²⁵. Lanyi et al (2021) found that the existence and quality of the websites proved to have a positive impact on the SME's competitiveness. Also, they found that company websites are more related to marketing functions based on competitiveness aspect²⁶.

The findings from previous literature show the importance of online websites as marketing functions as well as the relevance of business planning in boosting the capacity of the micro-scale business²⁷. The activities carried out by this community service

²² Getachew Ayalu, Aradom Gebrekidan Abbay, and Hossein Azadi, "The Role of Micro- and Small-Scale Enterprises in Enhancing Sustainable Community Livelihood: Tigray, Ethiopia," *Environment, Development and Sustainability* 25, no. 8 (August 1, 2023): 7561–7584, accessed November 6, 2023, <https://link.springer.com/article/10.1007/s10668-022-02359-7>.

²³ Hernita Hernita et al., "Economic Business Sustainability and Strengthening Human Resource Capacity Based on Increasing the Productivity of Small and Medium Enterprises (SMES) in Makassar City, Indonesia," *Sustainability (Switzerland)* 13, no. 6 (March 2, 2021): 1–37.

²⁴ Roshan Baa, "A Study on the Contribution That a Business Plan Makes to the Expansion of a Small Company," *International Journal of Professional Business Review* 7, no. 5 (November 25, 2022): e0585, accessed November 6, 2023, <https://openaccessojs.com/JBReview/article/view/585>.

²⁵ Beatrix Lányi, Miklós Hornyák, and Ferenc Kruzsliz, "The Effect of Online Activity on SMEs' Competitiveness," *Competitiveness Review* 31, no. 3 (2021): 477–496.

²⁶ Lányi, Hornyák, and Kruzsliz, "The Effect of Online Activity on SMEs' Competitiveness."

²⁷ Ayalu, Abbay, and Azadi, "The Role of Micro- and Small-Scale Enterprises in Enhancing Sustainable Community Livelihood: Tigray, Ethiopia."

program enable an increased knowledge of the partner in preparing financial reports and implementing digital marketing strategies for SMEs. There is also a new product development gained through mentorship and increased production capacity with equipment grants from Universitas Terbuka (UT).

Additionally, the fashion industry is marked by intense competition, characterized by brief product life cycles. Success is often contingent on establishing a strong brand identity through product differentiation and style, which can be swiftly replicated. As companies scale up, individuals with a creative inclination aiming to transition into business roles face a significant challenge²⁸. Based on the need assessment, it was found that Katbag faces difficulties in scaling up its capacity due to most of the business activities being carried out by its owner. Thus, having additional human capital will enable the owner who acts as a designer for the bag and other craft products to focus on the design and production to ensure high quality.

The human resource challenges of attracting and retaining employees are in line with broader research that emphasizes micro enterprises' difficulties in providing career advancement and acquiring competent staff²⁹. The proposed solution suggests a practical approach of engaging internship students which is a win-win strategy for businesses and educational institutions. This strategy offers human resources for businesses while providing hands-on experience for students³⁰.

The second challenge pertains to sales and marketing. It was decided to provide a website dedicated to Katbag using Google site, to ease the owner in operating Katbag while maintaining the low cost and hassle-free in managing the website. Using Google Site as a website offers numerous benefits including easy to use, free, and integrated to Google products such as Google Analytics³¹, thus suitable for micro-scale business. Google site also advantageous in terms of its intuitive interface, ease of use, and powerful collaboration tools, which enable businesses to create a professional-looking website without the need for extensive technical expertise or expensive resources³². Nevertheless, it also has some drawbacks including limited customization, features, and functionality³³.

Another finding is that the result of community service also enables the partner (Katbag) to increase its capacity through a grant of tools and equipment such as an

²⁸ Sinurat, "IMPACT OF THE FASHION AND DESIGN INDUSTRY ON SOCIAL ECONOMIC DEVELOPMENT IN INDONESIA."

²⁹ Rahayu Mardikaningsih et al., *Business Survival: Competence of Micro, Small and Medium Enterprises*, *Journal of Social Science Studies*, vol. 2, 2022.

³⁰ Lawrence Dy, "Pros and Cons to Creating a Google Site | Vendasta," *Vendasta*, last modified 2023, accessed November 6, 2023, <https://www.vendasta.com/blog/creating-google-site/>.

³¹ Dy, "Pros and Cons to Creating a Google Site | Vendasta."

³² Tomasz Kozon, "Advantages of Google Sites for Business," *Boringowl.io*, last modified 2023, accessed November 6, 2023, <https://boringowl.io/en/blog/the-advantages-of-using-google-sites-for-your-business>.

³³ Dy, "Pros and Cons to Creating a Google Site | Vendasta."

overlock machine, hanging shelf, display rack, nameplate, cutting machine, ring light, and tripod. The inclusion of amenities and infrastructure for Katbag expands the range of products, boosts the market worth of offerings, and improves the prominence of partners via nameplates and website domains. Nevertheless, it is imperative to implement a systematic monitoring process for the allocation of grants for tools and equipment within community service initiatives. This will facilitate a comprehensive examination of their impact and ascertain the extent to which they contribute to enhancing the partner's capacity and competitiveness.

Conclusion

The Community Service Program (PKM) is a grant initiative funded by Universitas Terbuka Research and Community Services Center (LPPM) with the aim of fostering economic self-sufficiency within the community. Through the implementation of community services activities by the community services team, partners have experienced an improvement in their understanding and skills related to the materials provided by the community services team. These materials encompass business planning and development in the digital era, digital marketing, and website management.

For partners, it is anticipated that this will lead to an expansion of their workforce to assist in operations, as well as the application of the training and mentoring outcomes in their future business operations. For the community service implementers, monitoring and evaluation activities are of paramount importance in supporting the success of the community services program. This ensures a positive impact on partners and allows for an assessment of program effectiveness and partner satisfaction.

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