

## Empowering MSMEs in Utilizing Marketplace Applications in Cemengkalang Village

Ellena Dias Permata<sup>1</sup>, Isnaini Rodiyah<sup>2</sup>

<sup>1,2</sup>Muhammadiyah University of Sidoarjo, Indonesia



DOI: <https://doi.org/10.61796/icossh.v2i2.544>



### Sections Info

#### Article history:

Submitted: September 10, 2025  
Final Revised: September 25, 2025  
Accepted: October 02, 2025  
Published: October 10, 2025

#### Keywords:

MSMEs Empowering  
Marketplace Applications  
Digital Literacy  
Cemengkalang Village  
Economic Independence

### ABSTRACT

**Objective:** This study aims to examine the empowerment efforts of Micro, Small, and Medium Enterprises (MSMEs) through the use of marketplace applications in Cemengkalang Village, addressing the relevance of MSME empowerment in improving the local economy amidst globalization and the development of information technology. **Method:** The research method used was qualitative, with data collection through in-depth interviews, observation, and documentation. **Result:** The results showed that MSMEs experienced increased market access and skills through training in the use of marketplace applications such as Shopee, TikTok, and Tokopedia, with sales increases of up to 30–50%, although challenges such as technological limitations and low digital literacy among consumers remain obstacles, indicating the need for more intensive support and training to maximize MSME potential in the digital era. **Novelty:** The novelty of this study lies in the use of a local, village-based approach that combines empowerment according to Fahrudin – emphasizing individual capacity, community participation, access to resources, and MSME independence – with digital implementation through marketplace applications, while also identifying structural barriers and challenges of digital culture at the community level and highlighting the role of social solidarity among business actors in supporting digital transformation.

## INTRODUCTION

Micro, small, and medium enterprises (MSMEs) play a crucial role in the Indonesian economy. In many countries, MSMEs serve as the backbone of the economy, contributing significantly to Gross Domestic Product (GDP), creating jobs, and meeting the needs of local communities. However, MSMEs often face challenges such as limited access to resources, technology, and broader markets, which can hinder their growth and competitiveness globally. In the era of globalization and intense competition, MSMEs are required to adapt to various global challenges, including increasing product and service innovation, developing human resources and technology, and expanding their marketing areas [1]. According to data from the Ministry of Cooperatives and SMEs in 2019, there were 65.4 million MSMEs operating in Indonesia. This number indicates that MSMEs have a significant contribution to reducing the unemployment rate in Indonesia and creating new jobs for both business owners and employees. Therefore, developing MSMEs through access to capital and necessary training for various business actors is crucial [2].

The rapid development of technology over the years has had a significant impact on the economic sector, including MSMEs. Marketplace usage in Indonesia has grown sharply, particularly in 2020 and 2021 during the COVID-19 pandemic [3]. Even though MSMEs have shown a real contribution to the national economy, there are still many challenges, both internal and external, challenges in management, marketing, mastery of

technology, and capital are still major obstacles [4]. A similar situation also occurs in MSMEs in the tourism sector, such as silver crafts in Bali, which are still trying to survive through digital advertising strategies during the COVID-19 pandemic [5]. In today's digital era, the use of information technology through marketplace applications can be a potential solution for MSMEs to reach a wider market, improve operational efficiency, product competitiveness, and build broader business networks and collaborations. The empowerment of MSMEs through marketplaces is based on Law No. 20 of 2008, which emphasizes the importance of integrated empowerment efforts among micro, small, and medium enterprises so that they can develop independently and optimally. These empowerment approaches have different focuses: micro enterprises are directed at increasing business resilience and investment access, while medium enterprises are focused on strengthening access to export markets [6].

Cemengkalang Village has significant potential for MSME development due to its large number of businesses operating across various sectors, including processed food vendors, grocery stores, fashion, and glassware trading. These MSMEs are spread across several areas in Cemengkalang, including Kapuk Hamlet, Ngemplak Hamlet, and the Istana Mentari Housing Complex. Based on the collected data, various MSMEs operate in diverse businesses, as shown in the following table:

**Table 1.** Number of MSME Actors in Cemengkalang Village.

Type of business	Businessmen
Grocery store	27 people
Food / Drink Shop	28 people
Household Appliance Repair	3 people
Glassware Trader	2 persons
Laying Hen Farming	1 person
Mobile Food Vendor	20 people
Laundry Activities	2 persons
Cosmetics Seller	1 person
Vegetable Seller	10 people
Street Vendors	15 people
Catering Service Provider	1 person
Game Arena Business	1 person
Seamstress	5 people
Florist	1 person
Dry Cake Business	10 people
Catering	7 people
<b>Amount</b>	<b>114 people</b>

Source: Cemengkalang Village

Until now, most MSMEs still rely on direct sales through traditional markets or face-to-face interactions with buyers. This situation limits market reach to the surrounding village area, resulting in slow business growth and revenue growth. Previous MSME empowerment efforts were limited to strengthening production skills,

simple training, and word-of-mouth marketing. In other words, MSME empowerment emphasized conventional activities without the full support of digital technology. With the introduction of marketplace applications such as Shopee, TikTok Shop, and Tokopedia, some businesses have begun to feel a significant impact. Sales are no longer limited to local consumers but can reach buyers from a wider area. Products offered are also more widely recognized. This has resulted in increased turnover and profits, as sales volume has increased compared to previously relying solely on traditional markets or face-to-face sales.

Despite this, the majority of MSMEs still face several obstacles, such as a lack of understanding of digital technology, particularly among older entrepreneurs, and limited online marketing skills. This situation indicates that MSME digitalization efforts are beginning to be seen, but mentoring in the form of digital literacy training, online marketing skills, and infrastructure support is still needed so that all MSMEs in Cemengkalang Village can optimally utilize the marketplace. This way, local products can become more widely known and improve the welfare of the village community.

However, the use of digital technology in product management and marketing remains uneven. To date, efforts to empower MSMEs in Cemengkalang Village through the use of marketplaces are still in their early stages. Some business owners, particularly the younger generation, are beginning to learn about and try marketing their products through digital platforms such as Shopee, Tokopedia, and TikTok Shop. However, the number of MSMEs actively using marketplaces optimally remains relatively small. This indicates that digitalization has not yet fully become a business culture among MSMEs in Cemengkalang Village. The majority of MSMEs in Cemengkalang Village still rely on direct buying and selling systems, either through traditional markets or through word of mouth. Limited understanding of digital technology, especially among older business owners, is a major obstacle to the digitalization process. Many of them find it difficult to operate marketplace applications, create business accounts, and manage promotional content independently. In response to this situation, the Cemengkalang Village government has begun implementing various strategic steps, one of which is holding outreach programs for MSMEs on the importance of using marketplaces. This outreach program aims to provide a basic understanding of how marketplaces work, while also encouraging business owners to adapt to technological developments. This approach is expected to increase marketing efficiency, thereby strengthening the competitiveness of MSME products in the digital era.

The empowerment of MSMEs in Cemengkalang Village reflects the importance of more intensive support and training to maximize market potential and increase product competitiveness. As explained in several previous studies presented by: First; MSME Empowerment Through Digital Marketing in the New Normal Era by [7]. This study focuses on the impact of the COVID-19 pandemic on MSMEs, particularly the 12 Berseri MSME located in Sungai Pelunggut Village, Sagulung District, Batam City. The problem of this study is that many MSMEs have experienced a significant decline in sales due to social restrictions and social distancing rules implemented by the government. This has

led to a decrease in consumer purchasing power for direct shopping. The Dapur 12 Berseri MSME also still relies on traditional marketing, such as offering or selling its products through word of mouth and shipping its products to stores. Many MSMEs do not have sufficient understanding of digital marketing, including how to utilize social media and e-commerce applications to reach and attract new customers. The results of this study suggest that a solution can be provided through empowering MSMEs with a digital marketing approach. To improve understanding and capabilities, MSMEs participate in training programs, which will improve their understanding of the importance of digital marketing and skills in using internet platforms to promote their products. Through social media such as Instagram, Facebook and others to promote their products. Providing wider access to consumers and making it easier for them to reach a larger target market.

Second: Implementation of Micro and Medium Enterprise Policies during the Covid-19 Pandemic in Sidoarjo [8]. This study aims to identify the implementation of government policies to strengthen micro, small, and medium enterprises (MSMEs) in Sidoarjo Regency during the pandemic. The main issues raised are the impact of the pandemic, which has caused MSMEs to experience a decline in sales, difficulties with capital, limited distribution, and a decrease in public purchasing power. This has resulted in many business actors facing an economic crisis and relying on government assistance. The research method used is a literature study by analyzing 25 journal articles related to the implementation of MSME strengthening policies during the pandemic. The results of this study indicate that the Sidoarjo government implemented several protection schemes for MSMEs, including the provision of financial and social assistance, tax incentives, credit relaxation and restructuring through the Kurda Sayang program, expansion of working capital financing, synergistic collaboration between local governments and stakeholders as a support for MSME products, and training on the use of e-learning-based digital platforms. The implementation of this policy is analyzed through its implementation, which has generally gone well although it still needs strengthening, especially in terms of digital socialization, bureaucratic coordination, and setting program priorities.

Third; Empowering MSMEs to Optimize Social Media in Facing New Normal Adaptation In Balecatu Sleman DIY [9]. This study focuses on empowering MSMEs in Balecatu, Sleman, Yogyakarta through the use of social media as a marketing tool. This study aims to help MSMEs adapt to the new normal conditions that have emerged due to the COVID-19 pandemic. The problem of this study is that most MSMEs in Balecatu still rely on conventional marketing methods and do not fully understand how to utilize social media to increase their sales. Lack of knowledge about digital marketing, many MSMEs have limited knowledge about the use of social media and digital marketing, which hinders their potential to reach a wider market. The results of this study show that through socialization and training activities, MSMEs gain better knowledge about the use of social media and digital marketing. They learn how to utilize platforms such as Instagram and Facebook to promote their products. Awareness and the

importance of digitalization, the results of socialization show that MSMEs have become more aware of the importance of digitalization in their businesses. They realize that an online presence can help them survive and thrive in difficult situations.

According to Fahrudin, community empowerment is defined as an effort to build potential by providing motivation and raising awareness of existing potential and efforts to develop it.[10]. The targets and objectives of empowerment depend on the social welfare sector being worked on, whether economic, social, health or education [11]. Empowerment is a means of increasing social justice by helping marginalized individuals and groups compete and resolve problems effectively through media involvement and political action. The concept of empowerment is understood as an effort to increase the capacity of disadvantaged groups or individuals to gain authority and encourage them to be more creative in resolving problems effectively. The primary goal of empowerment is to achieve social justice [12]. Furthermore, empowerment is also the process of providing resources, knowledge, and skills to communities so they can determine their own choices and future. The definition of empowerment can be explained through four aspects: 1) Personal, 2) Rational, 3) Structural, and 4) Independence.

Cemengkalang Village, Sidoarjo Regency has great potential in developing UMKM with a variety of product types. However, various problems remain in empowering MSMEs, including limited knowledge of information technology, limited digital marketing skills, unequal access to capital, and a lack of mentoring from relevant parties. This makes it difficult for most MSMEs to market their products widely and rely solely on conventional sales methods. Therefore, MSME empowerment in Cemengkalang Village reflects the need for more intensive support, training, and mentoring so that business actors can maximize market potential while increasing the competitiveness of their products. Even so, several MSMEs have successfully utilized marketplace applications to build their businesses and expand their markets, for example, MSMEs in the food sector who use marketplaces like Shopee as a marketing medium. This success demonstrates that with the right support, other MSMEs also have the opportunity to grow through the use of digital technology.

Based on this background, this study aims to analyze and describe the empowerment of MSME actors through the use of marketplace applications in Cemengkalang Village.

## **RESEARCH METHOD**

This research uses a qualitative descriptive approach as explained by Bogdan and Biklen, namely collecting data in the form of words or images, so that it does not emphasize numbers. The collected data, after being analyzed, will be described so that it is easy for others to understand [13]. This study aims to provide an overview of the empowerment of MSMEs through the use of marketplace applications in Cemengkalang Village, focusing on the empowerment process. Data collection techniques include in-depth interviews, field observations, and documentation [14]. The data used consists of primary and secondary data. Primary data was obtained directly through interviews

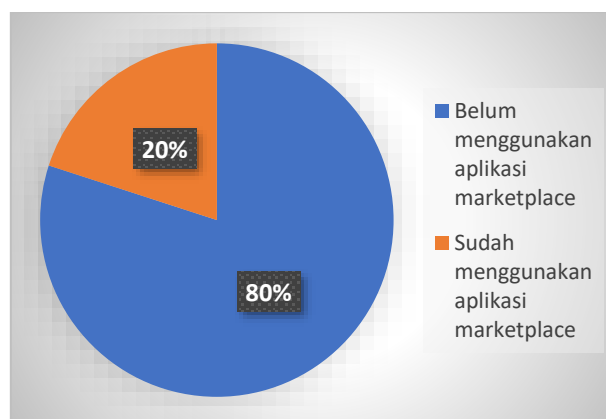
with key informants, namely MSMEs who actively use marketplace applications, as well as supporting informants such as village officials and MSME assistants. Meanwhile, secondary data was obtained from documentation, articles, and various other literature sources [15]. Informants were determined using purposive sampling, which is intentionally selected based on relevance to the research, which includes MSMEs that actively use the marketplace; Mrs. Jarwo, an MSME actor who has not optimally utilized the marketplace; Mrs. Dwi, a village official who supports the empowerment program; Mrs. Sulastris.Pd, as the village head who fully supports the program. As well as MSME assistants who play a role in training and developing digital businesses; Mr. Agung Bakhtiar. Data analysis was carried out following the Miles and Huberman model which includes data collection, data reduction, data presentation, and drawing conclusions to understand the contribution of marketplace applications in empowering MSMEs in Cemengkalang Village.

## RESULTS AND DISCUSSION

### *Result*

#### 1. Personal (Individual Capacity Building)

Personal empowerment emphasizes increasing individual awareness, knowledge, skills, and confidence in managing their potential. Every MSME owner inherently possesses the capacity to advance, but their levels of literacy, experience, and motivation vary. Therefore, strengthening personal capacity is a crucial first step in the empowerment process, especially in the digital era, marked by increasingly fierce and rapidly changing market competition. In Cemengkalang Village, some MSME owners, particularly the younger generation, have begun to recognize that the marketplace can be a significant opportunity to expand their business reach. They have taken the initiative to create business accounts on marketplaces (Shopee, TikTok Shop, Tokopedia), while also learning how to upload product photos, write compelling descriptions, and utilize free shipping promotional features. This demonstrates a shift in mindset, from previously relying on offline sales in markets or word of mouth to now being more open to online marketing models.



**Figure 1.** Percentage of MSMEs That Have and Have Not Used Marketplaces.

Source: Cemengkalang Village

An example is Mrs. Rio, an MSME actor who produces and sells various types of snacks.dry. She has actively used marketplace applications (Shopee) to reach a wider market, particularly in the Sidoarjo area. In an interview, Mrs. Rio revealed her initial experience;

*"At first, I was confused about the registration process, but after asking a friend, and thankfully, they helped me, I'm now able to register, and thankfully, orders come in every day. Even during the rainy season, many people from nearby homes order via WhatsApp."*

*"I have also started setting discounts at certain times, to attract more consumers with lower prices"* (interview, March 28, 2025)

Ms. Rio's experience demonstrates the importance of access to social assistance in bridging MSMEs' initial technological barriers. Small interventions from the surrounding community can have a significant impact, proving that digitalization is not just about technology, but also about a willingness to learn and social support. Irawati and Prasetyo stated that today's marketplace is not just a place for buying and selling, but also a system that provides comprehensive support, including logistics, inventory management, and payment services.

However, the situation is different for MSMEs from the older generation. They often encounter obstacles in operating marketplace applications due to limited digital literacy. The process of registering an account, uploading products, and responding to customer chats is often considered complicated and confusing. As a result, some of them stick to old methods, such as selling their products directly from home, consigning goods to shops, or relying solely on local buyers. These differences need to be addressed so that all MSMEs can thrive together.

Therefore, training and mentoring are key. Digital marketing training programs, for example, can help MSMEs understand online promotion techniques, how to take product photos using only a smartphone, communication strategies with consumers via chat on marketplace apps, and even customer review management to increase buyer trust. Beyond technical aspects, self-confidence is also important. Many MSMEs feel inferior about competing in the online market due to concerns that their products won't sell or that they won't be able to compete with big brands. Therefore, empowerment must also encompass motivation and moral support, not just technical skills. As in previous research, "MSME Empowerment Through Digital Marketing in the New Normal", which shows that many MSMEs are struggling due to limited digital literacy, especially when the pandemic forced businesses to shift to online marketing. The study explains that improving digital literacy through training is a crucial solution to rebuilding MSMEs' confidence in marketing their products online. Similarly, in Cemengkalang Village, targeted mentoring can help MSMEs adapt to digital technology and expand their market beyond the village. A concrete example in Cemengkalang Village is seen in the culinary MSMEs. With the help of their more tech-savvy children, they have become accustomed to using the marketplace. The food products they make are now sold not only in Sidoarjo but also shipped outside the region through expedition services integrated with the

marketplace. This proves that increasing personal capacity can drive the transformation of traditional businesses into more modern, adaptive, and competitive ones.

## **2. Rationale (Ability to Access Resources)**

The rationale for empowerment relates to the ability of individuals and groups to access resources, including information, capital, networks, and market opportunities. For MSMEs, this aspect is crucial because business success is determined not only by individual skills but also by their ability to connect with broader resources. Without access to resources, MSMEs will struggle to grow, even if they have a potential product. In Cemengkalang Village, the development of marketplaces has opened up significant opportunities for MSMEs to expand their market. While previously consumers were limited to the village, with marketplaces like Shopee, TikTok Shop, and Tokopedia, local products can be marketed beyond the city, potentially even reaching consumers throughout Indonesia. For example, several MSMEs have begun to benefit. Products previously known only in the local market can now be shipped outside the region using the marketplace's integrated expedition system. Similarly, snacks are now better known thanks to online promotion.

One of the MSME actors, Mrs. Jarwo, who works in the culinary sector in *Cemengkalang Village*, shared her experience;

*"I used to sell tofu meatballs only to neighbors and even to grocery stores. Now, I sell through Shopee, and thankfully, my products are now also available through major frozen food agencies. This makes me even more motivated to continue improving the taste and packaging."* (interview, April 10, 2025)

Bu Jarwo's experience demonstrates that access to the marketplace not only expands market reach but also opens up opportunities for businesses to build new networks with larger distributors. The transformation from traditional to digital marketing models has fueled a renewed enthusiasm among MSMEs to innovate in product quality and packaging.

However, despite these significant opportunities, the challenge of accessing resources remains quite real. First, many MSMEs still struggle to access business capital to support digital marketing. For example, they might want to use paid promotional features on marketplaces to make their products more easily found by buyers, but limited capital makes them hesitant to try.

Second, although marketplaces offer many useful features, such as product advertising, sales analytics, discount vouchers, and free shipping, most MSMEs in Cemengkalang Village are unable to fully utilize these features due to a lack of digital literacy. As a result, their potential is not fully utilized.

Besides capital and literacy, business networks are also a barrier. Not all MSMEs have relationships with communities or support groups that can assist them with information, promotional strategies, or collaboration opportunities. Yet, in the context of empowerment, networks are a crucial gateway to expanding market access and increasing business capacity. For example, MSMEs that are members of communities typically receive information about training, exhibitions, or capital assistance from the

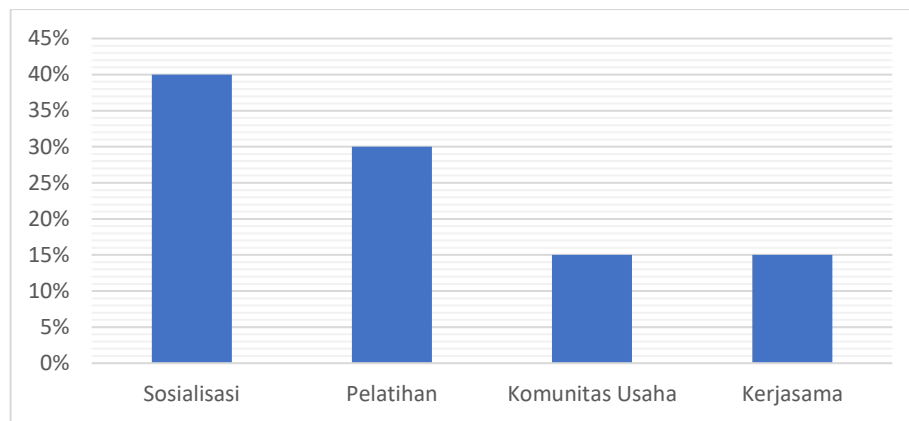
government or private institutions more quickly. As previous research, "MSME Empowerment Through Digital Marketing in the New Normal," shows, (Naila Fauza, 2022), which shows that limited digital literacy and access to capital are the main obstacles for MSMEs in optimizing digital media. The study emphasizes the importance of ongoing mentoring, both in the form of training and access to capital, so that MSMEs can effectively optimize their online marketing strategies. This condition is also evident in Cemengkalang Village, where although some business owners have utilized the marketplace, feature optimization and market expansion are still hampered by limited resources. A comprehensive mentoring strategy is needed. First, there needs to be digital literacy training that focuses on the use of marketplace features, such as how to analyze sales trends, set competitive prices, and utilize digital advertising effectively. Second, access to capital must be expanded through collaboration between village governments, microfinance institutions, and assistance programs from the central government. This capital is not only for production but also for investment in digital marketing, which is increasingly important in today's era. Third, forming a village MSME community will be a strategic step so that business owners do not have to work alone. With a community, they can share experiences, support product promotion, and strengthen marketing networks.

### **3. Structural (Institutional and Policy Support)**

Structural support emphasizes the importance of institutional support, government policies, and institutional networks. Structural support is no less important than personal and rational aspects. Without strong institutional support, MSMEs will struggle to survive amidst the increasingly competitive dynamics of the digital market. In Cemengkalang Village, the village government has begun actively promoting the importance of marketplace use and partnering with MSME mentors and the local business community. These efforts have had a positive impact on some MSMEs, particularly the younger generation, who are more adaptable to technology. This institutional support serves as a crucial foundation because it not only provides facilities but also legitimizes and provides clear policy direction for MSME development. However, structural challenges remain significant. First, intensive mentoring programs have not been running optimally. Many MSMEs still require ongoing technical guidance, but training is usually provided only once or twice without follow-up. Second, the lack of a digital-based MSME community platform that can strengthen collaboration between business actors, leaving most MSMEs operating independently without a solid network. Third, the lack of collaboration with marketplaces in the form of training programs has limited the utilization of marketplace features.

As stated by Mrs. Dwi, one of the MSME actors who showed that training initiated by the village government had a real impact on improving digital skills;

*"I used to be confused about how to upload product photos on Shopee and set discounts. But after taking the training and getting help from my son, now, thank God, I can use the free shipping feature, and thankfully, I've also received quite a lot of orders."* (interview, March 26, 2025).



**Figure 2.** Presentation of Structural Support for MSMEs in Cemengkalang Village.  
Source: Cemengkalang Village

As in previous research "Implementation of Micro and Medium Enterprise Policies during the Covid-19 Pandemic in Sidoarjo" which emphasizes that the success of MSME empowerment is determined not only by internal factors of business actors, but also by local government policies that provide protection programs, training, and marketing access. Structural support in the form of regulations, mentoring, and institutional collaboration has proven to be key to MSME survival and growth, especially during the transition to a digital economy.

Structural support through village policies, mentoring programs, and digital outreach have significantly contributed to increasing the capacity of MSMEs in Cemengkalang Village. However, without incentives, digital communication platforms, and strategic partnerships with marketplaces, MSME development has the potential to stall. This finding echoes research in Sidoarjo, which emphasized that institutional support and sustainable policies are the primary foundation for maintaining MSME competitiveness in the digital era. Therefore, strengthening structural aspects needs to be a priority so that MSMEs in Cemengkalanga Village not only survive but also transform towards sustainable economic independence.

#### **4. Independence (Ability to Survive and Thrive)**

Independence is a crucial aspect of MSME empowerment, as entrepreneurs are no longer entirely dependent on external support but are able to manage, develop, and maintain their businesses independently. In Cemengkalang Village, signs of independence are already evident, particularly among younger MSMEs who are able to independently manage marketplace accounts like Shopee, TikTok Shop, and Tokopedia. They are not just opening online stores but are also becoming more creative in creating promotional content, creating more engaging product photos, and arranging logistics for shipping outside the village. However, the majority of MSMEs still rely on conventional sales methods, such as consigning goods to small shops or waiting for buyers to come directly to the production house. This situation indicates that independence is not evenly distributed across all MSMEs. Yet, in the current digital era, MSME independence is closely linked to competitiveness. MSMEs that are able to independently manage their

businesses in the digital realm will be more adaptive to changing market trends, thus ensuring their business sustainability.

As said by one of the MSME actors;

*"At first, I didn't understand how to market this product on Shopee, let alone how to create attractive photos. But after learning and experimenting, I can now make my own promotional videos. I've also started managing shipping, and my sales have increased quite a bit."* (interview, April 12, 2025)

While some MSMEs remain passive and reliant on old methods, others have begun to demonstrate initiative to become more independent in utilizing the marketplace. This independence is closely linked to creativity and innovation. For example, businesses that are able to package their products with more attractive designs, create short promotional videos, and utilize customer testimonials will have greater value than those still using old methods. This is evident in previous research, "Empowering MSMEs in Optimizing Social Media to Adapt to New Habits in Balecatur, Sleman, Yogyakarta". This research shows that MSMEs that actively utilize digital media not only survive more challenging times like the pandemic but also become more independent in managing marketing strategies and increasing competitiveness. Thus, it is clear that strengthening digital-based independence is a highly relevant strategy for MSMEs in Cemengkalang Village.

### ***Discussion***

The empowerment of MSMEs in Cemengkalang Village through marketplace utilization illustrates the transformation of traditional businesses toward digital inclusion, aligning with previous findings that emphasize digital marketing as a catalyst for resilience and growth among micro-enterprises [7]. The process of personal empowerment—particularly through digital literacy training—has proven effective in increasing confidence and adaptive capacity among business actors, especially the younger generation. As [3] stated, e-commerce platforms not only expand market access but also provide tools for managing logistics, payments, and customer relations. This finding reinforces that digital empowerment initiatives can serve as a strategic entry point for enhancing MSME competitiveness and economic independence at the village level.

Rational empowerment is evident through improved access to digital resources and networks that enable MSMEs to reach broader markets. The Cemengkalang experience reflects that digital marketplaces such as Shopee and Tokopedia significantly reduce geographic barriers, creating new opportunities for local products to compete nationally. However, access to capital and digital advertising features remains a major constraint for some MSMEs, similar to challenges identified in [8], which revealed that financial limitations and uneven literacy hinder digital transformation. Thus, community-based mentoring programs and local government collaborations become essential for ensuring that digital inclusion efforts are both equitable and sustainable. The role of local social capital and peer learning also contributes to bridging technological gaps among less digitally literate entrepreneurs [9].

From a structural perspective, institutional support from the village government and policy integration plays a pivotal role in maintaining the continuity of empowerment programs. As indicated by [8], the effectiveness of MSME empowerment policies depends on consistent coordination between local institutions and training programs that are responsive to digital transitions. In Cemengkalang Village, periodic training and digital campaigns initiated by the local government have successfully encouraged MSMEs to adopt marketplace applications; however, sustainability requires more structured follow-up and partnerships with digital platforms. Therefore, strengthening the synergy between community empowerment models and institutional frameworks can ensure that MSME digitalization not only increases income but also fosters long-term economic independence and competitiveness in the era of Industry 4.0 [1], [7], [9].

## CONCLUSION

**Fundamental Finding :** MSMEs play a crucial role in supporting the Indonesian economy, including at the village level, such as Cemengkalang Village, which boasts rich local business potential, yet challenges in digital literacy, access to capital, and limited institutional support remain obstacles to the digitalization process, while utilizing marketplaces has been proven to open wider market opportunities, increase product competitiveness, and encourage the growth of business independence. **Implication :** The results of this study indicate that MSME empowerment through marketplaces in Cemengkalang Village is still in its early stages, with younger entrepreneurs adapting more easily to technology, whereas the older generation faces digital literacy barriers and limited access to resources, suggesting that comprehensive strategies are needed to enhance individual capacity, access to resources, institutional networks, and foster business independence. **Limitation :** Despite the benefits of digital marketplace adoption, limitations remain in reaching older entrepreneurs and ensuring equitable access to capital and institutional support, which may hinder full-scale empowerment and sustainable growth. **Future Research :** Future studies should explore targeted interventions to improve digital literacy across age groups, expand access to capital and institutional resources, evaluate long-term impacts of digital marketplace utilization on SME growth, and develop frameworks to support regional and national market penetration, contributing to sustainable village community welfare.

## ACKNOWLEDGEMENTS

I express my gratitude to Allah SWT for all His grace and blessings, enabling me to complete this work successfully. I would like to take this opportunity to express my deepest gratitude to my beloved mother, who has always been a source of strength and inspiration in every step of my life. Thank you for your unceasing prayers, sincere love, and encouragement throughout the writing process. All of these achievements are inseparable from my mother's resilience and sacrifices. To my older sister, thank you for all the help, guidance, and support you have given me. She has always been a voice of encouragement and motivation when I feel tired and want to give up. And to my younger sister, even though you are far away, your presence has always been a source of encouragement. Thank you for your sincere attention and support, as well as your jokes

that have lightened my burden amidst this busy schedule. May your kindness and affection be a blessing in my life. Thank you for always being there.

I also extend my sincere gratitude to my supervisor, Ms. Isnaini Rodiyah, who patiently and steadfastly guided, provided valuable guidance, and provided invaluable input throughout the preparation of this work. Her guidance and support were crucial factors in the completion of this work. May her kindness, love, and support continue to be a blessing in my life.

## REFERENCES

- [1] K. Sedyastuti, "Analisis Pemberdayaan UMKM Dan Peningkatan Daya Saing Dalam Kancan Pasar Global," *INOBIJ J. Inov. Bisnis dan Manaj. Indones.*, vol. 2, no. 1, pp. 117-127, 2018, doi: 10.31842/jurnal-inobis.v2i1.65.
- [2] E. Kesumadewi and A. Aprilyani, "Mengatasi Pengangguran Melalui Peningkatan Kewirausahaan dengan Program Tenaga Kerja Mandiri," *J. Macroecon. Soc.*, vol. 1, no. 4, pp. 1-15, 2024, doi: 10.47134/jmsd.v1i4.360.
- [3] R. Irawati and I. B. Prasetyo, "Pemanfaatan Platform E-Commerce Melalui Marketplace Sebagai Upaya Peningkatan Penjualan dan Mempertahankan Bisnis di Masa Pandemi (Studi pada UMKM Makanan dan Minuman di Malang)," *J. Penelit. Manaj. Terap.*, vol. 6, no. 2, pp. 114-133, 2021.
- [4] P. Trulline, "Pemasaran produk UMKM melalui media sosial dan e-commerce," *J. Manaj. Komun.*, vol. 5, no. 2, p. 259, 2021, doi: 10.24198/jmk.v5i2.32746.
- [5] A. Teriyan, D. Sunarsi, S. Sarwani, P. Anggreni, and N. W. Suartini, "Strategi Bertahan di Masa Pandemi Covid-19," *J. Perad. Masy.*, vol. 1, no. 2, pp. 29-32, 2021, doi: 10.55182/jpm.v1i2.82.
- [6] Subkhi Mahmasani, "View metadata, citation and similar papers at core.ac.uk," pp. 274-282, 2020.
- [7] N. Fauza et al., "Pemberdayaan Usaha Mikro Kecil Menengah (UMKM) Melalui Digital Marketing di Masa New Normal," *J. Community Engagem. Res. Sustain.*, vol. 2, no. 3, pp. 115-122, 2022, doi: 10.31258/cers.2.3.115-122.
- [8] H. Sukmana, I. Rodiyah, and L. Mursyidah, "Implementation of Micro, Small and Medium Enterprises Policy during the Covid-19 Pandemic in Sidoarjo," *JKMP (Jurnal Kebijak. dan Manaj. Publik)*, vol. 10, no. 1, pp. 34-41, 2022, doi: 10.21070/jkmp.v10i1.1684.
- [9] F. Mansir and M. N. Majid, "Pemberdayaan Umkm Dalam Mengoptimalkan Sosial Media Dalam Menghadapi Adaptasi Kebiasaan Baru Di Balecatur Sleman Diy," *J. Pengabd. Kpd. Masy. ITK*, vol. 2, no. 1, pp. 21-28, 2021, doi: 10.35718/pikat.v2i1.334.
- [10] Afriansyah, *Pengertian dan Konsep Pemberdayaan Masyarakat*. 2023.
- [11] Mubasyaroh, "Pemberdayaan Ekonomi Sebagai Dimensi Pengembangan Masyarakat Islam," *Community Dev.*, vol. 1, no. 1, pp. 57-74, 2016, [Online]. Available: <https://garuda.ristekbrin.go.id/documents/detail/765634>
- [12] A. A. SHELEMO, "No Titleبليب," *Nucl. Phys.*, vol. 13, no. 1, pp. 104-116, 2023.
- [13] Pandawangi.S, "Metodologi Penelitian," *J. Inf.*, vol. 4, pp. 1-5, 2021.
- [14] Ardiansyah, Risnita, and M. S. Jailani, "Teknik Pengumpulan Data Dan Instrumen Penelitian Ilmiah Pendidikan Pada Pendekatan Kualitatif dan Kuantitatif," *J. IHSAN J. Pendidik. Islam*, vol. 1, no. 2, pp. 1-9, 2023, doi: 10.61104/ihsan.v1i2.57.

- [15] B. Subagiya, "Eksplorasi Penelitian Pendidikan Agama Islam melalui Kajian Literatur: Pemahaman konseptual dan Aplikasi Praktis," *Ta'dibuna J. Pendidik. Islam*, vol. 12, no. 3, pp. 304–318, 2023, doi: 10.32832/tadibuna.v12i3.13829.

---

**Ellena Dias Permata**

Muhammadiyah University of Sidoarjo, Indonesia

Email: [ellenadiasss123@gmail.com](mailto:ellenadiasss123@gmail.com)

**\*Isnaini Rodiyah (Corresponding Author)**

Muhammadiyah University of Sidoarjo, Indonesia

Email: [isnainirodiyah@umsida.ac.id](mailto:isnainirodiyah@umsida.ac.id)

---