

**LOCAL ECONOMIC RESILIENCE STRATEGY DURING THE COVID-19  
PANDEMIC: DIGITAL BUSINESS EMPOWERMENT****By:****Firda Hidayati\* , Asti Amelia Novita, Damas Dwi Anggoro****\*Correspondence email: [firda\\_fia@ub.ac.id](mailto:firda_fia@ub.ac.id)****Faculty of Administrative Science, Universitas Brawijaya Indonesia****Abstract**

*The Covid-19 pandemic has caused an economic crisis in Indonesia. Local businesses are the most affected sector. An efficient strategy is needed to overcome the impact of the pandemic so that Micro, Small and Medium Enterprises (MSMEs) can survive in a crisis. Digital business empowerment is one of the solutions. Digital media is used to support marketing activities, financial management, and product promotion through social media, marketplaces, and websites. The purpose of this study is to determine the process of empowering digital businesses to increase MSME business income as a strategy for local economic resilience. This study uses descriptive qualitative research methods with data analysis Strengths, Weaknesses, Opportunities, Threats (SWOT). The results of the study indicate that the community empowerment process is divided into three stages by looking at the enabling, empowering, and protecting aspects. The enabling process shows the potential of handicrafts. Empowering is done through product marketing digitalization training. And protecting as an effort to protect the new system developed in the marketing process*

**Key Wards: economic resilience, digital business empowerment, digital media**

**Abstrak**

*Pandemi Covid-19 menyebabkan krisis ekonomi di Indonesia. Bisnis lokal menjadi sektor yang paling terdampak. Dibutuhkan strategi yang efisien untuk mengatasi dampak pandemi sehingga UMKM dapat bertahan di tengah krisis. Pemberdayaan bisnis digital menjadi salah satu solusi. Media digital digunakan untuk menunjang aktivitas pemasaran, manajemen keuangan, dan promosi produk melalui sosial media, marketplaces, dan situs web. Tujuan dari penelitian ini untuk mengetahui proses pemberdayaan bisnis digital dalam rangka meningkatkan pendapatan usaha UMKM sebagai strategi ketahanan ekonomi lokal. Penelitian ini menggunakan metode penelitian kualitatif deskriptif dengan analisis data Strengths, Weaknesses, Opportunities, Threats (SWOT). Hasil penelitian menunjukkan bahwa proses pemberdayaan masyarakat ke tiga tahapan dengan melihat aspek enabling, empowering, dan protecting. Proses enabling menunjukkan potensi kerajinan tangan. Empowering dilakukan melalui pelatihan digitalisasi pemasaran produk. Dan protecting sebagai upaya perlindungan terhadap sistem baru yang dikembangkan dalam proses pemasaran.*

**Kata kunci: ketahanan ekonomi, pemberdayaan bisnis digital, media digital**

**A. Introduction**

*The United Nations* (UN) stated that the Covid-19 pandemic had a major impact on economic aspects in developing countries due to the economic crisis that occurred in trade, finance, and commodity prices. It will take at least ten years for countries in the world to recover social and economic conditions due to the impact of the pandemic (PBB, 2020). Significant impact occurred on Micro, Small and Medium Enterprises (MSMEs). Even the economic crisis due to Covid-19 is more severe than the crisis in 2008 (OECD, 2020) affected more than 30 million MSMEs. Data from the Ministry of Cooperatives and Small and Medium Enterprises reported that around 37,000 MSMEs were seriously affected with indications: 56% reported a decline in sales, 22% had problems in the financing aspect, 15% had problems with the distribution of goods, and 4% had difficulty getting raw goods (Pakpahan, 2020)

The economic crisis has an impact on national macro and micro aspects in the context of economic resilience. The impact of economic resilience on a national and local scale requires serious handling by stakeholders to create a strategy to deal with the impact of the pandemic. Economic resilience is reflected in the condition of the national economy that can maintain healthy economic stability, is highly competitive, and creates a just and equitable people's prosperity (Husin, 2020) Local economic development is an effort to realize national economic resilience in which the community, local government, and local business sector work together to improve the economy and employment opportunities to encourage a more independent life (Swinburn et al., 2006).

Economic resilience can be understood as a dynamic condition of the national economy and contains national efforts in dealing with various problems and disturbances that come either directly or indirectly to maintain the national economy. According to Husin (2020) economic resilience is reflected in the condition of the national economy that can maintain economic stability, be competitive, and realize just and equitable welfare. Husin's explanation is in line with Rahayu (2007) which states that economic development leads to stabilization of economic conditions

through a healthy business climate by utilizing science and technology in providing goods and services, maintaining environmental functions, and increasing global competitiveness. To realize national economic resilience, it is necessary to start with efforts to develop the local economy.

Local economic development is a participatory process that encourages and provides avenues for local stakeholders to increase local competitiveness to create decent jobs and sustainable economic activities (Canzanelli, 2001). Strengthening local economies contributes to building resilient communities at large (Steiner & Atterton, 2014). There are six aspects of local economic development according to Meyer-Stamer (2009): 1) target groups for local economic development; 2) location factor; 3) synergy; 4) sustainable development in terms of economy, ecology, and social; 5) governance consists of partnerships with the public and private sectors, streamlining regulations in the public sector and organizational development; and 6) management, local economic development is based on an iterative process with planning, implementation, monitoring, and evaluation.

Efforts to achieve local economic resilience cannot be separated from the implementation of local economic development. So, local economic resilience can be understood as an effort built by the local government together with stakeholders to create good and equitable regional economic conditions for the community by paying attention to aspects of regional economic development.

Stakeholder's hard work is needed to ensure that the wheels of the community's economy continue to move. This is needed for development or innovation that can provide access through changes in conventional business models through wider digitalization of marketing. The Large-Scale Social Restriction Policy and the Enforcement of Restrictions on Community Activities resulted in changes in people's behaviour, especially economic behaviour. The policy affects the interaction between business actors in the economy and trade. As well as influencing consumption patterns and the way consumers shop, which initially shopped conventionally (face to face with merchants) to online shopping (BPS, 2020).

This condition is in line with a study conducted by Simmie (2020) which explains that long-term economic growth is not only guaranteed by strengthening the local economic base but also technological developments, both mechanical technology and digital technology.

There is a change in the pattern of sales and purchase transactions that initially used conventional systems to become E-commerce. E-commerce can encourage creativity and innovation in new economic activities among the younger generation (BPS, 2020). Therefore, in 2017 presidential decree number 74 was issued regarding the Electronic-Based National Trading System Roadmap. Data from Bank Indonesia (BPS, 2020) shows that the volume of e-commerce transactions reached 99% in 2020. Meanwhile, nominal transactions also increased by 52%. This increase is quite influential in the digital ecosystem because e-commerce is the main platform in the digital economy.

Digital business is a business model that takes advantage of the sophistication of internet technology. Digital business is developed through online business through various platforms on social media that are in demand by various groups of people. According to Musnaini et al., (2020) digital business is a form of marketing and promotion of products or brands using digital platforms, such as Search Engine Optimization (SEO), television, radio, print media advertising, email, and others.

Digital business is used not only to follow economic trends but also to increase profits (Evaryanti et al., 2019). Several things must be done in a digital marketing strategy, namely, conducting research on competitors, determining systems and strategies to attract consumers, using certain content as a business attraction, providing an assessment of online marketing that has been implemented, maintaining relationships with consumers through online platforms, make a strategy to make a profit.

Previous studies have described the various advantages of using digital technology for MSME digital businesses. The studies of Andriani et al (2020) and Segarwati et al (2020) explain that marketing using digital technology provides opportunities for MSMEs to be closer to their consumers or customers at low costs.

More specifically, the study of Li et al (2018) suggests that digital platform services such as marketplaces can help MSMEs to build their managerial skills, starting from knowledge, social capital development, and organizational skills. Furthermore, digital technology can be used for business analysis (Min & Kim, 2021), product development and innovation (Scuotto et al., 2017), building a business culture (Min & Kim, 2021), and facilitating MSMEs to enter the economic network. new and extensive (Pedone et al., 2020) There are so many opportunities and advantages of using digital technology for MSMEs, so Cenamor et al (2019) place the adoption of a digital platform as a strategic decision for business development.

However, the existing studies so far show that the use of digital technology by MSMEs is still not optimal. The motivation for the use of digital technology, especially digital marketing, among MSMEs is the ease of use and usability of the technology (Chatterjee & Kumar Kar, 2020; Suroso & Rafinda, 2021), but these conditions arise reactively and tend to follow the current trend (Muditomo & Wahyudi, 2021). Although MSMEs consider online marketing to be more practical, economical and trusted to improve business development, MSME digital marketing competencies are still limited to certain platforms such as Facebook, WhatsApp and Instagram (Segarwati et al., 2020). Digital business studies in Indonesia state that the ability to use and utilize digital technology from MSMEs needs to be improved. Therefore, it is important to empower MSME actors to increase the ability to use and utilize digital technology

Community empowerment is an effort to build community strength economically through involvement in public participation. Yunus (2017) explains that community empowerment can be seen as a process that encourages people to know their potential and utilize it, especially the potential in the surrounding environment so that the community remains the main actor to achieve sustainability in the long term. The community empowerment strategy according to Mulyawan (2016) is identified in six indicators, namely: 1) fair opportunity; 2) relevance; 3) quality; 4) coordination; and

5) improving the quality of infrastructure and facilities.

Community empowerment can be started from the village level through the utilization of the economic potential in the surrounding environment. Local governments have an important role in development through the right of regional autonomy to maximize the potential and character of the region. According to Andini, Soeaidy, dan Hayat et al., (2015) efforts that can be made by local governments in empowering the community are: positioning community members as development subjects, increasing community participation, empowering communities to improve the village economy through education and training.

One of the economic activities in the community that can be developed through digital business is handicrafts, especially batik. Batik is part of the world heritage recognized by the United Nations Educational, Scientific and Cultural Organization (UNESCO) as a masterpiece of oral and intangible heritage, which must be expanded through marketing (UNESCO, 2009). Cultural heritage in batik should be preserved and promoted through a sustainable local economy. Digital business as a form of empowerment innovation in the batik marketing process can be accessed by many people through online networks as well as marketing batik to get consumers during a pandemic. Batik products in Kidal village have not been fully developed by the craftsmen. Kidal village batik products have philosophical values that are worth selling. The economic improvement of the batik craftsmen in Kidal village can be done through collaboration with Village-Owned Enterprises (BUMDes) to empower batik craftsmen. In this context, the empowerment of batik craftsmen through digital business is also a form of anticipation of other disasters that have a negative impact on the community's economy. Therefore, the implementation of digital business training for batik craftsmen in Kidal village aims to empower the community, especially in the economic sector.

The studies described above regarding the existence of digital technology for MSMEs have not explained how the process of increasing the ability to use digital technology for MSMEs in the framework of

empowerment. It is important to study it more deeply so that it can identify concrete steps to improve digital capabilities. Therefore, this study aims to determine the process of empowering digital businesses for MSMEs so that they can provide policy recommendations for local economic resilience in times of crisis. The business digitization strategy in this study will be analyzed using Strengths, Weaknesses, Opportunities, Threats (SWOT). This analysis is a method to describe and compare how the conditions and how to evaluate business problems are based on external and internal factors (Galavan, 2014).

## **B. Research Method**

This study adopted a descriptive research method with a qualitative approach. According to Sugiyono (2017), research with a qualitative approach is a method based on post-positivism or interpretive to explain the natural condition of the object of research with the researcher as an important instrument in research. This study also used SWOT analysis to map business empowerment strategies in the batik craft sector in Kidal village, Malang district. Through SWOT analysis, it can clearly illustrate how the opportunities and challenges faced by the object of research are adjusted to the strengths and weaknesses. The SWOT analysis consists of four categories which can be seen in **Table 1** below:

**Table 1.** SWOT Analysis

	Strength-S	Weakness-W
Opportunities- O	SO Strategy	WO Strategy
Threats- T	ST Strategy	WT Strategy

Under SWOT analysis, we defined four indicators as: 1) Strength, the strengths that exist in Kidal village are the potential and quality of batik and batik crafts carried out in Kidal village allow for enter a business development empowerment program that aims to improve the community's economy; 2) Weaknesses, the weakness of batik production in Kidal village is in the production aspect that requires patience and certain techniques, marketing of batik products is still not optimal, there are several types of batik that have not been developed, and efforts are still needed to develop a

group of written batik in Kidal village, especially use of digital business to accelerate business; 3) Opportunities, opportunities that can be utilized are the acceptance of batik products in the wider community, and batik has a high selling value; 4) Threats, the threat of batik production in Kidal village is related to competitiveness with other batik craftsmen, so a more effective marketing strategy and improvement of batik quality are needed

### **C. Result and Discussion**

#### **1. Community Empowerment through Digital Business**

Businessman in the modern era is likely forced to compete along with the development of existing technology. This is due to the fact that easily access to information, results in an easier for humans to find something they need. Digital business is one forms of digital transformation in the economic field and influences various other aspects. According to Putri et al., (2021) digital transformation simultaneously affects many areas in an organization and there are many stakeholders involved in determining the transformation strategy, for example, marketing, IT, product development, strategy or human resources.

All of these groups understand that they need to receive development related to the priority of digital transformation activities. Understanding of empowerment strategies must start from the bottom, namely the community. Based on the literature review selected in the case study of empowering the digital business of batik business in Kidal Village, the results found in the community empowerment strategy that emphasize five indicators from Mulyawan (2016) include:

##### **A) Equal Opportunity**

The Kidal Village community consists of 6,542 people with a proportion of 3,254 males and 3,288 females. Industrially, Kidal Village does not yet have a large enough industrial centre, but the people there have started to develop small industries such as handicraft businesses and small industrial workers. In the batik movement business, so far, the people in

Kidal Village have not used the marketplace much in the process of marketing their products.

Not all people in Kidal village have the same opportunity to participate in the training program. This is due to the limitations of the area that is used as the implementation area for the COVID-19 tough village instruction. Of the dozens of RT and RW scattered in Kidal Village, the people who are involved in the COVID-19 resilient village program are only found in the community of RT 13 RW 1. This causes there to be no equal opportunity for all people in Kidal Village.

This does not meet the requirements for the success of the community empowerment strategy because in equal opportunity only a small part of the people in Kidal Village are touched by the COVID-19 resilient village community empowerment program. Meanwhile, the success of the COVID-19 tough village instruction is influenced by logistics, human resources, information, psychology, culture, security, and involvement.

From this aspect, the whole community in Kidal Village has not utilized and involved all available human resources in the area to support the implementation of the COVID-19 resilient village. So that there is a need for a stronger impetus to develop existing resources by empowering and training.

##### **B) Relevance**

Needs that do not always run with each other will lead to interests. This difference in interests makes the structure, content, and form of the program so compact and can accommodate all needs (Mulyawan 2016) . The digital business training program in Kidal Village aims to develop economic opportunities. This goal has represented the interests of all the people of Kidal Village, batik craftsmen who want to develop their business.

Batik in Kidal Village has its own value and philosophy which is visualized through patterns and motifs so that it can attract customers to foreign countries. This opportunity can be used to develop the economy of the Kidal Village community through digital business training, especially during the COVID-19 Pandemic. Business

digital training is carried out through several efforts, such as making modules and instructions in them. This module contains materials related to the marketplace, social media and the use of financial reports.

Submission of these materials is done so that the batik craftsmen in Kidal Village are able to master skills in using the marketplace so that they can help develop their businesses independently. With this digital business training, the community can find out important points on how to easily develop a batik craft business which will certainly have a positive impact on the community's economic development

### C) Quality

According to Priyono in Mulyawan (2016) quality refers to processes and products that are supported by human resources including facilities and infrastructure. Community empowerment activities carried out in Kidal village involve MSMEs that produce batik crafts starting with mapping the existing conditions of the community. The mapping was carried out to understand the condition of the batik craft SMEs in Kidal village to map out strategies for conducting training by the community's abilities. From the mapping results, it is concluded that batik craftsmen and MSME units are still not optimal in developing their business. The cause is suspected to be because the business drivers in the batik craft consist of women who are no longer young and have various limitations in operating business-supporting technologies.

The training concept was readjusted considering the mapping results. Then it was decided that the training was carried out by way of presenting the material orally by expert resource persons, in writing in the form of a module containing instructions or demos in it. The material consists of two types, regarding the use of Micro Business Accounting Reports (*Laporan Akuntansi Usaha Mikro/LAMIKRO*) and marketplace. The material is presented with interesting visualizations and is supported by the explanations of the speakers. In each material session, participants are given the space and opportunity to practice directly. In addition, the organizers provide pre-test and post-test to measure the ability and knowledge of the trainees. The results of the

pre-test and post-test can be seen in **Table 2** below:

**Table 2.** Pre-test and Post-test Result of Online Marketing Training Participants Ability

NO	Participant	PRE-TEST	POST-TEST
1	Participant 1	60	70
2	Participant 2	60	70
3	Participant 3	50	70
4	Participant 4	70	80
5	Participant 5	70	90
6	Participant 6	50	70
7	Participant 7	40	60
8	Participant 8	60	80
9	Participant 9	70	80
10	Participant 10	60	70
11	Participant 11	50	70
12	Participant 12	80	90
13	Participant 13	60	80
14	Participant 14	80	80
15	Participant 15	80	90

The results of the pre-test and post-test showed an increase in scores for almost all of the training participants. These results indicate that the quality of the training and empowerment process carried out is quite good. So that people who take part in the training have at least experienced an increase in online marketing.

In addition to existing conditions in the community, the material presented also refers to the requests of the community who participated in the training. People tend to be interested in the use of Facebook and Instagram. Therefore, the direction of training and empowerment was expanded, which previously only focused on the Shopee platform as one of the media in the marketplace. Many of the participants who attended the training were not young anymore, so a more detailed explanation was needed in the training. A more detailed explanation starts with the steps that need to be done to create a Facebook account. Although it seems quite technical, indeed almost all participants do not have a Facebook account. Of the fifteen participants, only one person already has a Facebook account and is used for online business.

D) Activity Coordination

It is called coordination because in all forms of activity cooperation must be carried out so that the working relationship achieved can be maximized and get reasonable results. Training and empowerment activities are carried out using the Focus Group Discussion (FGD) method and education and training (training). The training method is composed of four stages, namely: 1) demonstration, giving a demo or direct demonstration of the use of the LAMIKRO marketplace and application; 2) guidance, providing material to batik craftsmen about the steps to use the marketplace and the LAMIKRO application; 3) practice, batik craftsmen as business actors carry out direct practice to market products through the marketplace and make financial reports through the LAMIKRO application; and 4) evaluating, assessing and identifying the results of a series of community service activities.

E) Improving Quality of Facilities and Infrastructure

Community empowerment must be supported by the existence of adequate facilities and infrastructure so that activities can be carried out without obstacles. So far,

as stated by batik craftsman Wisnu Kencono, that his products have arrived in the Netherlands and have won various awards in several events held by the government. Wisnu Kencono's batik products have a unique style that is proven to attract the interest of many people.

So far, not many batik craftsmen in Kidal village have used the marketplace to market batik cloth. Sales to foreign countries are also still done manually, through direct talks and orders. The use of gadgets has been carried out by the business unit in Kidal Village. The device is used for social media Instagram and WhatsApp. Although not many consistently do marketing through the two applications.

The results of the study indicate that there are internal factors that are potential to develop local businesses based on existing strengths and weaknesses. In addition, external factors that will be faced can also be identified, namely existing opportunities or opportunities and threats or obstacles that are expected to arise and affect the business undertaken. Based on the description above, it can be analyzed the digital empowerment strategy of the Batik business in the Kidal Village concept with a SWOT analysis as follows:

		<i>Strengths</i>	<i>Weaknesses</i>
Internal factor		<ul style="list-style-type: none"> <li>The batik produced has a unique and philosophical characteristic and is made purely handmade so that it can be a special attraction.</li> <li>Collaboration between stakeholders, namely the village government, BUMDes, and the community of batik craftsmen to be able to take part in this training activity</li> <li>Responding to the demands of the era where the use of technology as a medium in marketing through the marketplace and social media as mainstream media today is to increase economic resilience, especially MSMEs.</li> <li>The use of LAMIKRO can assist in business financial reporting.</li> </ul>	<ul style="list-style-type: none"> <li>The condition of the community in Kidal Village, especially batik craftsmen and MSME units, is still not optimal in developing their business</li> <li>Kidal Village has not utilized and involved all human resources in the area</li> <li>Many BUMDes and MSME human resources are not yet skilled in using digital technology</li> </ul>
		<i>Opportunities</i>	<i>Threats</i>
Eksternal Factor		<ul style="list-style-type: none"> <li>The existence of community service activities from Brawijaya University can help in empowering the community in managing the business</li> <li>Development of promotional media through the use of marketplaces and social media provides opportunities for business development for BUMDes and SMEs in Kidal Village</li> </ul>	<ul style="list-style-type: none"> <li>Business competition is getting tougher day by day in the trading industry</li> <li>Online marketing can be easily imitated by competitors / other business competitors because there are no longer territorial boundaries that can prevent producers from marketing their products</li> </ul>

batik cloth sales are still done conventionally or have not used online media. Batik craftsmen in Kidal village have great potential to develop marketing to various regions, including abroad. Because,

**2. Local Economic Resilience Strategy through Digital Business Empowerment**

Digital business is one of the strategies in expanding the economic market

as an alternative to help community businesses during the Covid-19 pandemic. This is because the unavoidable impact of the pandemic also has a large enough impact, especially in the economic sector. This could have happened with the new regulations issued by the government to limit the activities of its citizens as a form of preventing the transmission of COVID-19. To realize economic resilience during the COVID-19 pandemic, a strategy is needed to overcome it. Strategy is a way to mobilize energy, funds, resources, and equipment owned to achieve the goals set. The strategy in community empowerment has several stages so that these activities can be realized properly. The following is a general strategy analysis carried out in the context of community empowerment to realize economic resilience, including:

A) Community empowerment through digital business

The training in question is digital business training to be able to increase business income during a crisis. This training is carried out in collaboration with Brawijaya University as a form of community service carried out by the village government and BUMDes as an effort to empower through community service programs. This service activity was carried out in Kidal Village, Tumpang District, Malang Regency by involving the surrounding community, especially Micro, Small and Medium Enterprises in this village. This service tries to help develop industries that are still on a household scale as well as to improve the economy which has decreased due to the COVID-19 pandemic. Community empowerment was carried out on Sunday, September 19 2021 at the Kidal village office. The training uses demonstration, guidance, practice, and evaluation methods.

B) Utilization of marketplace and social media in product marketing

Before this digital business training, batik cloth sales were still done conventionally or had not used online media. Batik craftsmen in Kidal Village have great potential to be able to develop their marketing to various regions. It is necessary to expand market share by using the marketplace which is now increasingly

favoured by the public because it is efficient. Business is also used as a medium for the promotion and marketing of batik products. In addition to the batik craftsman business unit, other home-based business units have developed more marketing through social media accounts, such as the clothing line business. This ultimately encourages other communities, especially batik craftsmen in Kidal Village, to participate in marketing their products through the marketplace. Because, the opportunity to market batik, especially those that are purely hand-made, has a big enough opportunity considering that the brands in this village are well known by many people.

C) The use of the Lamikro application in supporting financial reporting.

The most important thing when opening an independent business is to record and analyze the results of the business being carried out. To be able to record and analyze the results of the business that is being run, you must understand accounting. Financial statements are a structured presentation of the financial position and financial performance of an entity. The purpose of preparing the report, among others, is to provide information on financial position. Then provide information about financial performance. And provide information about the entity's cash flows. Left-handed villages, especially SMEs, namely batik craftsmen and BUMDes, have not fully understood the usefulness of financial records for their businesses.

Based on the results and the previous SWOT analysis, it can be analyzed into the concept of community empowerment by looking at the aspects of empowerment including (1) Enabling, namely creating an atmosphere that allows community potential to develop (2) Empowering, namely strengthening the potential of the community through concrete steps that concerning the provision of various inputs and opening in various opportunities that will make the community more empowered; (3) Protecting, namely protecting and defending the interests of weak communities to increase community participation in decision-making processes concerning themselves and their communities is an important element, so that community

empowerment is closely related to the establishment, civilization and experience of democracy (Friedmann, 1992).

**Table 3** illustrates an analysis of the empowerment process is carried out in three stages, namely the enabling, empowering, and protecting processes to internal and external factors that affect the community empowerment process. In the first process, it is carried out by enabling the community to have the potential for high-value handicrafts both philosophically, historically, and economically. Second, empowering is done through training on digitalization of product marketing through the marketplace and social media. The third is an effort to protect as an effort to protect against the existence of a new system developed in the marketing process. There is a synergy commitment from the village government, BUMDes, and Community Service (Community Service) from Brawijaya University in guiding and

training and digital business monitoring, making this capacity building process work. These three efforts are seen based on the supporting factors, obstacles, opportunities, and challenges in the existence of the continuity of business processes to increase income through new ways offered during this Covid-19 pandemic. Consistency efforts are needed in periodic monitoring and evaluation to be able to develop it

**D. Conclusion**

The community in Kidal village has developed a small-medium scale industry in batik handicrafts. The batik craftsmen in Kidal village have not used the marketplace much to market their products. Therefore, the development of resources in Kidal village is carried out through digital business training and the use of the LAMIKRO application for financial reports. The

**Table 3.** Community Empowerment Process Using SWOT Analysis

Aspect	Internal		External	
	Supporting Factor	Obstacle Factor	Opportunity Factor	Challenge Factor
<i>Enabling</i>	Public awareness of the potential of high-value batik handicrafts	There are no medium and large industrial centers, so far, buying and selling transactions are only done conventionally	The use of technology in marketing or product marketing can have a significant impact on increasing sales	Business competition is getting tougher day by day, an innovation strategy is needed in the development of the resulting product
<i>Empowering</i>	The existence of digital business training in developing businesses for BUMDes and MSMEs	The number of people who are not technology literate	Batik in Kidal Village has its own philosophical values and values which can be seen from the pattern or motif so that it is in demand by many customers from abroad	Online marketing can be easily imitated by competitors / other business competitors, because there are no longer territorial boundaries that can prevent producers from marketing their products.
<i>Protecting</i>	Commitment to the synergy of the village government, BUMDes, and community service providers from Brawijaya University in guiding and directing the empowerment process through training and monitoring of digital business	Most of the participants who attended this training were not young people so they needed a more detailed explanation	Local government support in implementing digital business	Sustainability and regular monitoring need to be done

directing the empowerment process through

empowerment strategy is carried out with

five indicators, namely: equal distribution of opportunity, relevance, quality, coordinating activities, and improving the quality of facilities and infrastructure.

There are three supporting factors on the internal side, namely: public awareness of the potential for high-value batik handicrafts, digital business training in developing businesses for BUMDes and MSMEs, and the commitment to a synergy between the village government, BUMDes, and community members of Universitas Brawijaya in guiding and directing empowerment process through training and digital business monitoring. While the inhibiting factors are the absence of medium and large industrial centres, buying and selling transactions are only done conventionally, many people are not yet skilled at operating technology, and most of the participants attending the training are not young people anymore so a more detailed explanation is needed.

While there are opportunities on the external side, namely the use of technology in product marketing to have a significant impact on increasing sales, batik in Kidal village has its own philosophical values and values that can be seen from the distinctive patterns and motifs, and the support of the village government in implementing digital business. Meanwhile, the challenges that must be faced are the increasingly fierce business competition so that an innovation strategy is needed in product development, online marketing can be easily imitated by other business competitors, and periodic monitoring needs to be carried out.

The results of the SWOT analysis show the concept of community empowerment by involving the following aspects: 1) enabling, creating an atmosphere that allows the potential of the community to develop; 2) empowering, strengthening the potential of the community through concrete steps involving the provision of various inputs and opening up in various opportunities that will make the community more empowered; 3) protecting, protecting and defending the interests of vulnerable communities to increase public participation in decision-making processes concerning themselves and their communities.

### Acknowledgment

We thank to Helmi Naufal Zul'azmi, Denny Iswanto, Bahagia Nastiti, And Bunga Pertiwi Tontowi Puteri for their supports throughout all aspects of our study and for their help in writing the manuscript.

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