

Transforming Competitive MSMEs through Community Engagement: Integrating Digital Technology and Local Wisdom

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Abstract

This study aims to examine the transformation of competitive Micro, Small, and Medium Enterprises (MSMEs) through community engagement, with a particular emphasis on the integration of digital technology and local wisdom. The research employs a literature review method using a qualitative approach and descriptive analysis of 29 selected scientific articles published between 2021 and 2025. Data sources were obtained from Google Scholar and various credible websites relevant to community engagement and MSME development. The findings indicate that community engagement plays a strategic role as an empowerment instrument capable of bridging the gap between academic innovation and the practical needs of MSMEs. The integration of digital technology has been proven to enhance business efficiency and market expansion, while local wisdom functions as a source of differentiation and product identity that strengthens competitiveness. However, the success of MSME transformation is highly dependent on the sustainability of mentoring, the suitability of technology to the capacity of business actors, and sensitivity to the socio-cultural context. This study is expected to contribute to the academic literature on community engagement and serve as a conceptual foundation for policy formulation and sustainable MSME empowerment practices.

Keywords: Community Engagement, MSMEs, Digital Transformation, Local Wisdom, Competitiveness

Transformasi UMKM Berdaya Saing melalui Pengabdian Masyarakat: Integrasi Teknologi Digital dan Kearifan Lokal

Abstrak

Penelitian ini bertujuan untuk mengkaji transformasi UMKM berdaya saing melalui pengabdian kepada masyarakat dengan menitikberatkan pada integrasi teknologi digital dan kearifan lokal. Penelitian menggunakan metode tinjauan pustaka dengan pendekatan kualitatif dan analisis deskriptif terhadap 29 artikel ilmiah terpilih yang dipublikasikan pada rentang tahun 2021–2025. Sumber data diperoleh dari Google Scholar dan berbagai website kredibel yang relevan dengan tema pengabdian masyarakat dan pengembangan UMKM. Hasil kajian menunjukkan bahwa pengabdian kepada masyarakat berperan strategis sebagai instrumen pemberdayaan yang mampu menjembatani kesenjangan antara inovasi akademik dan kebutuhan praktis UMKM. Integrasi teknologi digital terbukti meningkatkan efisiensi usaha dan perluasan pasar, sementara kearifan lokal berfungsi sebagai sumber diferensiasi dan identitas produk yang memperkuat daya saing. Namun, keberhasilan transformasi UMKM sangat ditentukan oleh keberlanjutan pendampingan, kesesuaian teknologi dengan kapasitas pelaku usaha, serta sensitivitas terhadap konteks sosial budaya. Penelitian ini diharapkan dapat menambah referensi ilmiah terkait pengabdian masyarakat serta menjadi dasar konseptual bagi perumusan kebijakan dan praktik pemberdayaan UMKM yang berkelanjutan.

Kata kunci: Pengabdian kepada Masyarakat, UMKM, Transformasi Digital, Kearifan Lokal, Daya Saing

INTRODUCTION

The transformation of Micro, Small, and Medium Enterprises (MSMEs) into competitive entities is a strategic issue in national economic development, particularly in developing countries such as Indonesia. MSMEs play a crucial role as drivers of local economies based on regional and community potential. However, numerous studies indicate that MSME competitiveness continues to face structural challenges, ranging from limited access to technology and low managerial capacity to weak integration within the digital economic ecosystem (Rahman et al., 2025). In this context, MSME transformation cannot be understood solely as an economic process but rather as a social process that requires planned and sustainable interventions through various empowerment approaches.

One strategic approach considered effective in encouraging MSME transformation is community engagement, particularly that carried out by higher education institutions and mentoring organizations. The literature shows that community engagement has a dual function: as a medium for knowledge and technology transfer and as a means of strengthening the social and economic capacities of MSME actors (Fitri et al., 2025). Through mentoring activities, training, and participatory collaboration, community engagement has the potential to bridge the gap between academic innovation and the practical needs of MSMEs in the field (Novita et al., 2023). Community engagement is therefore viewed as a vital instrument in fostering MSMEs that are adaptive, innovative, and sustainability-oriented.

In the era of digital transformation, the integration of digital technology has become a key factor in enhancing MSME competitiveness. Various studies affirm that the utilization of digital technologies—such as online marketing, digital payment systems, and data-driven management—can expand market access, improve operational efficiency, and strengthen MSMEs' bargaining position within the value chain (Abdillah, 2023; Eka et al., 2024). However, the adoption of digital technology by MSMEs often remains suboptimal due to limited digital literacy and low human resource readiness. Contextual mentoring approaches are therefore necessary to ensure that digital technology is perceived as an empowerment tool aligned with local conditions.

On the other hand, local wisdom represents a social and cultural asset with strategic value in building MSME identity and product differentiation. Local wisdom is reflected in values, traditions, knowledge, and economic practices that are passed down through generations within communities. Community-based development literature emphasizes that strengthening local wisdom can enhance business sustainability while maintaining social cohesion (Lubis, 2025). In the MSME context, local wisdom serves as a source of product uniqueness and value narratives that are difficult for large-scale enterprises to replicate. Integrating local wisdom into MSME development strategies thus becomes an essential element in building identity-based competitiveness.

The integration of digital technology and local wisdom represents a hybrid approach that has increasingly attracted attention in MSME development studies. This approach emphasizes that modernization does not necessarily eliminate local values but can instead reinforce them through digital media. Digital technology enables local wisdom to be

presented more widely through online platforms while simultaneously increasing the value added of culture-based products (Thaib, 2024). Nevertheless, this integration requires facilitation processes that are sensitive to the social and cultural contexts of communities. Without appropriate mentoring, digitalization may instead erode local values and create new forms of inequality at the community level.

Within this framework, community engagement serves as a space for interaction between technology, culture, and the economic needs of MSMEs. Numerous studies demonstrate that participatory and collaborative community engagement models are more effective in promoting sustainable change than top-down approaches (Sonjaya et al., 2025). Through the active involvement of MSME actors, community engagement can assist in designing digital solutions that are aligned with local values and community capacities (Satria et al., 2025). Community engagement thus functions as a social learning process that strengthens MSME independence.

Nevertheless, the literature reveals a research gap regarding how the integration of digital technology and local wisdom is systematically implemented through community engagement programs. Most studies still focus separately on technical aspects of digitalization or cultural preservation, without examining their interconnection within the framework of MSME competitiveness transformation. Moreover, there remains limited research analyzing the role of community engagement as a strategic mediator in this integration process. This gap highlights the need for a comprehensive study that conceptually and empirically connects these three aspects.

Based on the above discussion, this literature review study is essential to examine the transformation of competitive MSMEs through community engagement, with a focus on integrating digital technology and local wisdom. This review is expected to synthesize findings from previous studies to construct a holistic framework for understanding MSME empowerment strategies. Furthermore, the study is anticipated to contribute theoretically to the development of community engagement literature and practically to policymakers and program implementers in designing MSME empowerment initiatives oriented toward competitiveness and sustainability.

Community Engagement

Community engagement in this study is understood as a systematic and participatory process conducted by higher education institutions or mentoring organizations to empower communities, particularly MSME actors. Community engagement is not solely oriented toward the transfer of knowledge or technology but also toward strengthening social capacity, enhancing independence, and building the self-confidence of business actors. In the context of MSME transformation, community engagement plays a strategic mediating role in connecting academic innovation with socio-economic realities in the field, thereby enabling sustainable and context-sensitive change (Anggraini et al., 2025).

Micro, Small, and Medium Enterprises (MSMEs)

Micro, Small, and Medium Enterprises (MSMEs) are productive business units that play a strategic role in the national economy, particularly as sources of employment and drivers of local economic development (Ausat et al., 2022). In this study, MSMEs are positioned as integral components of the social and cultural structures of communities. The transformation of MSMEs toward competitiveness requires enhanced managerial capacity, adaptation to digital technologies, and the ability to leverage local potential. MSMEs therefore constitute the primary focus of community engagement efforts aimed at promoting inclusive and sustainable economic development.

Digital Transformation

Digital transformation refers to the process of adopting and utilizing digital technologies across various aspects of business management, including marketing, production, and administration (Arista & Hermawan, 2025). In the MSME context, digital transformation represents not only technological adoption but also a shift in mindset and work practices among business actors. This study emphasizes that effective digital transformation must be accompanied by community engagement initiatives to ensure that the technologies applied are aligned with the capacities and needs of MSMEs. When implemented contextually, digital transformation can serve as an empowerment tool that enhances efficiency, market access, and MSME competitiveness.

Local Wisdom

Local wisdom comprises a set of values, knowledge systems, traditions, and socio-cultural practices that develop and are transmitted within specific communities (Satyaningrum et al., 2024). In MSME development, local wisdom functions as a source of identity and product uniqueness that is not easily replicated by other business actors. This study views local wisdom as a strategic asset that should be integrated with digital technologies to generate broader economic value. Through community engagement, local wisdom can be transformed into a competitive advantage that supports MSME sustainability while preserving community cultural identity.

Competitiveness

Competitiveness in this study is defined as the ability of MSMEs to survive, grow, and excel in a dynamic and competitive business environment. Competitiveness is not measured solely by economic indicators such as increased revenue or market share but also by adaptability, innovation, and business sustainability (Hermundsdottir & Aspelund, 2021; Munandar et al., 2025). The integration of digital technology and local wisdom through community engagement constitutes a key strategy in building MSME competitiveness. Through this approach, MSMEs are expected to compete sustainably at both national and global levels.

METHOD

This study employs a literature review method with a qualitative approach and descriptive analysis, with the primary objective of enriching the academic literature on

community engagement, particularly in the context of transforming competitive MSMEs through the integration of digital technology and local wisdom. A qualitative approach is adopted because the study does not aim to test hypotheses or measure quantitative relationships, but rather to understand, interpret, and synthesize ideas, concepts, and findings from previous research in a comprehensive and in-depth manner.

Data sources were obtained from the Google Scholar database and various credible websites that publish scholarly articles, institutional reports, and policy documents relevant to the research topic. The publication period selected spans from 2021 to 2025, as this timeframe reflects significant developments in the fields of community engagement, MSME digitalization, and local wisdom-based approaches. The literature search focused on journal articles, conference proceedings, and research reports that explicitly address community engagement as an instrument for MSME empowerment.

The data collection process began with the initial identification of 50 relevant articles based on key search terms such as community engagement, MSMEs, digital transformation, and local wisdom. A rigorous screening process was then conducted using inclusion and exclusion criteria, including topic relevance, publication quality, methodological clarity, and contribution to the development of community engagement literature. Through this selection process, the number of articles analyzed was narrowed down to 29 articles deemed the most relevant and representative.

Data analysis was conducted using qualitative descriptive analysis by categorizing, comparing, and interpreting the main findings of the selected literature. Each article was examined to identify patterns, dominant themes, and prevailing approaches to community engagement in enhancing MSME competitiveness. The analytical results were subsequently synthesized to construct a coherent conceptual understanding. Through this process, the study is expected to make a meaningful contribution to expanding academic references and strengthening the theoretical foundation of community engagement research in the field of MSME development.

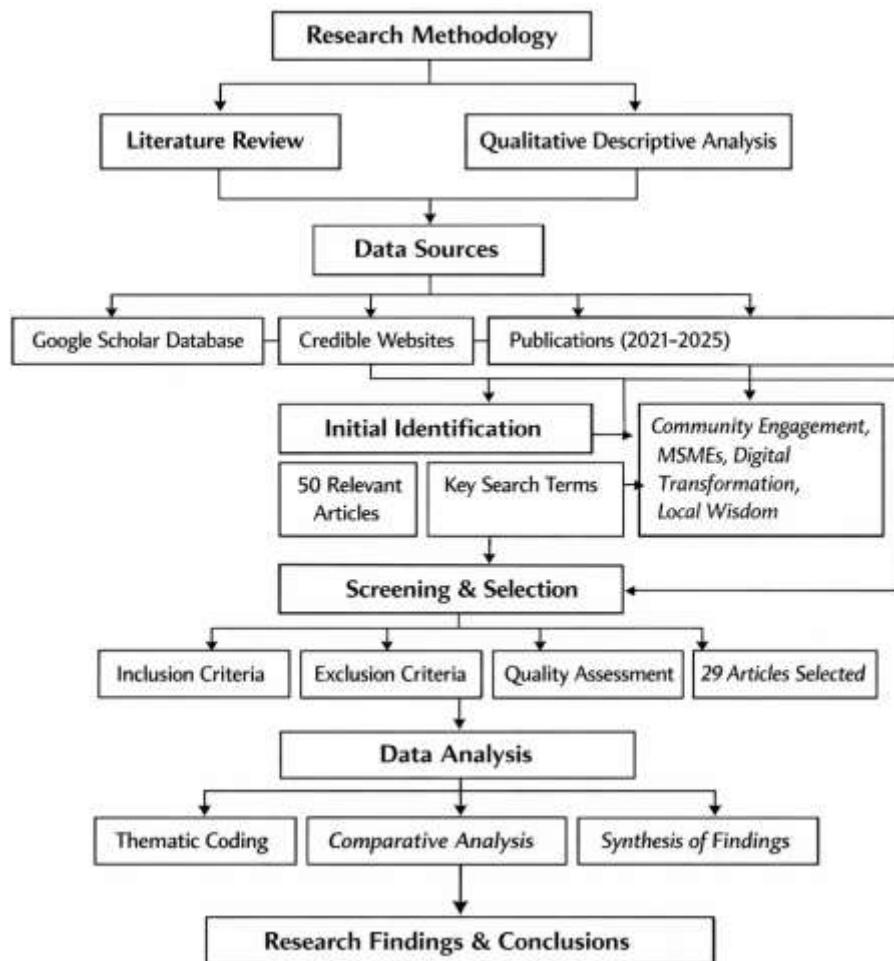


Figure 1. Research Methodology Flowchart

FINDING AND DISCUSSION

This discussion positions the transformation of competitive MSMEs as a complex, dynamic, and multi-layered socio-economic process, as outlined in the research background. MSMEs do not operate solely within market logic that emphasizes efficiency and profitability; rather, they are deeply embedded in the social structures, cultural contexts, and community values in which they emerge and develop. In this regard, changes within MSMEs cannot be reduced to purely technical economic processes but must be understood as social transformations involving shifts in mindset, social relations, and the collective capacities of business actors. Community engagement is thus conceptualized as a strategic intervention mechanism capable of simultaneously integrating the objectives of enhancing economic competitiveness and strengthening the social capacities of MSMEs. This approach is particularly relevant in the Indonesian context, where most MSMEs are community-based and characterized by diverse social, cultural, and economic conditions, thereby necessitating contextual and sustainable transformation strategies.

Theoretically, this discussion is grounded in empowerment theory, which emphasizes the importance of enhancing the capacity of individuals and groups to access, manage,

and control resources that determine business sustainability. Empowerment theory views MSME actors not as passive recipients of assistance but as active agents with the potential to direct change when appropriately facilitated (Masyitoh et al., 2025). This perspective aligns with the essence of community engagement, which extends beyond the transfer of technical skills or technology to focus on fostering independence, self-confidence, and strategic decision-making capabilities. In addition, social capital theory provides a conceptual foundation explaining that social networks, trust, and collective norms are key factors in successful business transformation. Within this framework, community engagement functions as a facilitator that strengthens MSMEs' social capital, ensuring that the adoption of digital technology and business innovation occurs collectively and sustainably rather than individually and in a fragmented manner.

The integration of digital technology in MSME development can also be analyzed through innovation theory and the diffusion of innovation framework, which emphasize that the acceptance of innovation is strongly influenced by perceived benefits, ease of use, and compatibility with users' values, experiences, and needs. In the MSME context, digital technology is often perceived as complex and unfamiliar, particularly when introduced without consideration of the social and cultural capacities of business actors. Numerous previous studies indicate that failures in MSME digitalization are not caused by resistance to technology per se, but by mismatches between the technologies introduced and the socio-economic realities of MSMEs (Muhammad & Mahendrawathi, 2025; Purnomo et al., 2024). Community engagement therefore becomes a critical space for adaptation, where digital technologies are introduced gradually, dialogically, and contextually. This analysis reinforces the argument that MSME digital transformation is not merely a technological issue but a social process that requires sensitivity to local conditions and community dynamics.

Findings from previous studies consistently demonstrate that community engagement programs based on medium- to long-term mentoring generate more significant impacts than short-term, training-oriented initiatives. Sustained mentoring enables deep, reflective, and adaptive learning processes, allowing MSMEs to internalize new knowledge and practices within their daily business operations (Putra & Kurnia, 2025; Sitepu et al., 2024). These studies reveal that MSMEs receiving intensive mentoring experience improvements in managerial capacity, expanded market networks, and increased self-confidence in adopting technology and innovation. Nevertheless, the same studies also emphasize that the success of community engagement initiatives is highly dependent on the active involvement of MSME actors at every stage of the program (As'ari et al., 2025). This finding strengthens the argument that community engagement must be designed in a participatory, dialogical, and contextual manner to effectively promote sustainable and competitive MSME transformation.

From the perspective of local wisdom, community-based development theory asserts that local values, traditions, and knowledge systems are not merely cultural heritage but strategic assets with significant economic potential for MSME development (Agus, 2025). This approach positions the community as the center of the development process, where

local identity becomes a resource that can be sustainably capitalized. Numerous studies indicate that MSME products emphasizing local identity possess strong differentiation value, particularly in increasingly homogenized markets driven by globalization (Gustiawan & Sudarmiati, 2025; Yusuf, 2025). However, without the support of digital technology, the potential of local wisdom often remains confined to limited local markets and struggles to penetrate broader distribution networks. The integration of local wisdom and digital technology through community engagement thus becomes a key strategy for expanding market reach, increasing product value added, and preserving cultural identity within the MSME transformation process.

The first case study can be observed in the Community Engagement Program for Batik MSMEs in Kampung Laweyan, Surakarta, which represents a contextual integration of local wisdom and digital technology (Titisi et al., 2023). This program did not focus solely on technical digital marketing training but also emphasized strengthening narratives related to the history, philosophy, and symbolic values of batik as a local cultural identity. This approach aligns with culture-based product differentiation theory, which highlights the importance of narrative and meaning in enhancing competitiveness. Evaluation results indicate improved MSME competitiveness through expanded online markets, alongside heightened awareness among artisans regarding the cultural value of their products. The success of this case lies in its participatory approach, which involved MSME actors in designing digital strategies, enabling technology to be understood as a means of reinforcing identity rather than threatening tradition. This case demonstrates that community engagement can effectively harmonize modernization and the preservation of local wisdom simultaneously.

The second case study involves the mentoring of Ikat Weaving MSMEs in East Flores, East Nusa Tenggara, illustrating the challenges and opportunities of integrating digital technology within communities characterized by limited access and literacy (Manongga et al., 2025). In this case, community engagement focused on enhancing digital literacy and basic business management while maintaining weaving motifs as the core symbols of local identity and cultural value. The findings indicate that digital technology adoption progressed relatively slowly in the initial stages, primarily due to limited experience and low self-confidence among MSME actors. However, through consistent and contextual mentoring, business actors gradually began to understand the benefits of technology and adopted it incrementally. Weaving products marketed through digital platforms subsequently gained recognition in national markets, generating added economic value while fostering collective community pride. This case underscores that patience, continuity, and cultural sensitivity are essential prerequisites for successful community engagement.

The third case study is reflected in the Tourism Village Program and Traditional Culinary MSMEs in Banyuwangi, which highlights the close interrelationship between MSME development, cultural tourism, and digital technology (Ermawati et al., 2025). Community engagement within this program integrated digital technologies—such as social media promotion and online booking systems—with the strengthening of Osing

traditional culinary identity as a primary attraction. Evaluation results show increased MSME income and enhanced regional branding as a culture-based tourism destination. However, the study also identifies challenges related to the dependence of some MSME actors on external facilitators for technology management and marketing. This finding suggests that while community engagement is effective in driving initial transformation, program design must prioritize strengthening internal capacity and long-term independence to prevent structural dependency.

Based on the synthesis of literature analysis and findings from various case studies, the primary challenge in transforming competitive MSMEs lies in the limited sustainability of community engagement programs. Many initiatives are still designed as short-term activities focused on administrative outputs, without systematic evaluation and follow-up mechanisms after program completion. This condition hinders long-term impact and prevents program outcomes from being internalized within MSME business practices. Furthermore, a significant gap exists between the digital technologies introduced and the actual capacities of MSME actors, including digital literacy, resources, and psychosocial readiness, which can generate resistance to innovation. Another critical issue is the insufficient integration of local values and wisdom into digitalization program design, increasing the risk that transformation processes may weaken MSMEs' identities as community- and culture-based enterprises.

The first proposed solution to address these challenges is strengthening community engagement models based on sustained mentoring. This model emphasizes long-term relationships between facilitators and MSME actors, built through intensive interaction, periodic evaluation, and adaptive strategies aligned with field dynamics. From a social learning theory perspective, sustained mentoring enables reflective and cumulative learning processes, allowing MSMEs to adapt independently (Hamzah et al., 2025). This approach fosters the development of MSMEs' internal capacities to respond to dynamic business environments. MSMEs thus become capable not only of adopting digital technology but also of utilizing it strategically to enhance competitiveness and business sustainability.

The second solution involves implementing contextual and inclusive digital technology design—technologies developed with consideration for MSME actors' literacy levels, cultural backgrounds, and practical needs. This approach aligns with innovation adoption theory, which emphasizes the importance of compatibility between technology and users' values and experiences to ensure widespread acceptance (Ekaputra et al., 2024). Technologies that are overly complex or misaligned with local contexts risk widening the digital divide and diminishing MSMEs' motivation to innovate. In this regard, community engagement plays a crucial role as a bridge that translates technology into simple, accessible, and directly beneficial tools for MSMEs. Through inclusive approaches, digital technology can function as a catalyst for transformation rather than a barrier or source of new inequality.

The third solution is the institutionalization of local wisdom at every stage of community engagement programs. Local wisdom must be positioned as the foundational

element in program design and implementation, rather than as a supplementary or symbolic component. From a culture-based sustainable development perspective, integrating local wisdom enables MSMEs to preserve their identities and social values amid modernization pressures (Agus, 2025). This solution can be operationalized through strengthening cultural narratives in marketing strategies, developing locality-based product certification, and collaborating with indigenous communities or cultural practitioners. Such approaches safeguard the social and cultural sustainability of communities as the core ecosystems of MSMEs.

Overall, this discussion demonstrates that transforming competitive MSMEs through community engagement requires the simultaneous integration of theoretical frameworks, field practices, and local contexts. Evidence from previous studies and case analyses indicates that successful transformation is largely determined by the quality of sustained mentoring, the relevance of applied technologies, and the strengthening of local wisdom as a source of differentiation and identity. Through holistic and participatory approaches, community engagement can function as a strategic instrument for building adaptive, independent, and sustainable MSMEs. Consequently, this study contributes to enriching the academic literature on community engagement while providing conceptual and practical foundations for future MSME empowerment policies and programs.

Table 1. Key Findings on the Transformation of Competitive MSMEs through Community Service Programs

No	Analytical Aspect	Key Findings
1	Nature of MSME Transformation	MSME transformation is a complex, dynamic, and multilayered socio-economic process. It is not solely driven by efficiency and profitability, but also involves changes in mindset, social relations, and collective capacity within local community contexts.
2	Role of Community Service	Community service functions as a strategic intervention that simultaneously integrates economic competitiveness enhancement and the strengthening of MSMEs' social capacity, particularly within Indonesia's socially and culturally diverse local communities.
3	Empowerment Theory Perspective	MSME actors are positioned as active agents of change rather than passive beneficiaries. Effective empowerment goes beyond technical skill transfer and emphasizes independence, self-confidence, and strategic decision-making capacity.
4	Social Capital in MSMEs	Social networks, trust, and shared norms are critical determinants of successful MSME transformation. Community service initiatives strengthen social capital, enabling digital adoption and innovation to occur collectively and sustainably.
5	Digital Technology Integration	Digital transformation in MSMEs is fundamentally a social process rather than a purely technical one. Successful adoption depends on the compatibility of technology with MSME actors' values, cultural background, and operational capacity.
6	Effectiveness of Mentoring Programs	Medium- to long-term mentoring programs generate more significant impacts than short-term training activities, particularly in

		improving managerial capacity, market expansion, and MSMEs' confidence in adopting innovation.
7	Local Wisdom as Competitive Advantage	Local values, traditions, and cultural identities serve as strategic assets that create product differentiation. The integration of local wisdom with digital technology expands market reach while preserving cultural identity.
8	Laweyan Batik Case Study	The contextual integration of cultural narratives and digital marketing in Laweyan Batik MSMEs enhanced competitiveness while strengthening artisans' awareness of cultural identity through participatory approaches.
9	East Flores Ikat Weaving Case Study	Consistent and culturally sensitive mentoring enabled gradual digital adoption among Ikat weaving MSMEs despite limited access and literacy, generating economic value and reinforcing collective pride.
10	Banyuwangi Culinary MSMEs Case Study	The integration of culinary MSMEs, cultural tourism, and digital promotion increased income and regional branding, although challenges related to dependency on external facilitators remained evident.
11	Major Challenges Identified	Key challenges include the limited sustainability of community service programs, gaps between introduced technologies and MSMEs' actual capacities, and insufficient integration of local wisdom in digitalization initiatives.
12	Strategic Solutions Proposed	Strengthening sustainable mentoring models, implementing contextual and inclusive digital technology design, and institutionalizing local wisdom as a foundational element of community service programs.
13	Overall Implications	The transformation of competitive and sustainable MSMEs requires a holistic, participatory, and context-sensitive approach that integrates theoretical frameworks, field practices, and local values.

CONCLUSION

Based on the results of the literature review and the preceding discussion, it can be concluded that the transformation of competitive MSMEs through community engagement is a multidimensional process that is inseparable from the integration of digital technology and local wisdom. Community engagement has been shown to play a strategic role as an empowerment instrument that bridges the gap between academic innovation and the practical needs of MSMEs. Through participatory approaches and sustained mentoring, community engagement enhances managerial capacity, digital literacy, and the self-confidence of MSME actors in navigating increasingly dynamic business competition. Moreover, the integration of digital technology accompanied by the strengthening of local wisdom has proven effective in improving MSME competitiveness in a sustainable manner. Digital technology serves as a means of market expansion and operational efficiency, while local wisdom functions as a source of product differentiation and identity. These findings indicate that the success of MSME transformation is largely determined by the alignment between applied technologies, socio-cultural contexts, and

the quality of community engagement facilitation. Accordingly, this study underscores the importance of community engagement as a strategic approach to fostering competitive and sustainable MSME development.

The theoretical implications of this study lie in reinforcing the relevance of empowerment theory, social capital theory, and community-based development theory within the discourse on community engagement and MSME development. The findings enrich the existing literature by affirming that community engagement is not merely an academic activity but a contextual socio-economic transformation process. This study contributes to expanding scholarly references on the integration of digital technology and local wisdom within the MSME empowerment framework. Practically, the study offers implications for higher education institutions, local governments, and mentoring organizations in designing community engagement programs that are more sustainable, participatory, and responsive to the actual needs of MSMEs. Such programs should prioritize long-term mentoring with periodic evaluation and integrate local values as sources of competitive advantage. For MSME actors, the findings provide guidance on strategically utilizing digital technology without compromising their local business identity.

This study has several limitations that warrant consideration. First, the study employs a qualitative literature review approach; therefore, its findings are conceptual in nature and dependent on the quality and comprehensiveness of the analyzed literature. It does not incorporate direct empirical data from MSME actors or community engagement practitioners in the field. Second, although the literature covers publications from 2021 to 2025, not all regional contexts and MSME sectors are equally represented. As a result, the generalizability of the findings should be approached with caution, particularly for MSMEs with highly specific socio-cultural characteristics. These limitations highlight opportunities for future research to conduct more in-depth empirical investigations.

In light of these limitations, future research is recommended to combine literature review methods with empirical approaches, such as field-based case studies or mixed-methods designs, to achieve a more comprehensive understanding. Subsequent studies may also explore the effectiveness of specific community engagement models in enhancing MSME competitiveness across particular sectors or regions. Furthermore, for practitioners and policymakers, it is recommended that community engagement programs be designed with an emphasis on sustained mentoring, contextual technology design, and the strengthening of local wisdom as a foundational element. Cross-sector collaboration among higher education institutions, government bodies, and MSME communities should be strengthened to ensure that MSME transformation is not temporary but generates long-term, sustainable economic, social, and cultural impacts.

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