



Implementation of A Community Service Program to Enhance the Capacity of Durian SMES

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Abstract

This study examines the empirical implementation of a participatory community service program designed to elevate the organizational, financial, digital, and product innovation capacities of a grassroot durian enterprise in Ponorogo, East Java. Operating within a highly volatile seasonal market, the micro business historically suffered from structural operational obscurity, unstructured financial mixing, restricted localized communication networks, and high dependency on raw crop lifecycles. Through systematic intervention methodologies, the project introduced formalized management hierarchies, institutionalized digital transactional gateways via Quick Response Code Indonesian Standard frameworks, optimized multi channel digital marketing, and established value added product diversification lines including vacuum sealed pancakes and extended shelf life ice cream. The qualitative empirical evaluation reveals that the simultaneous integration of internal accounting controls and structured external market responsiveness successfully insulated the enterprise from environmental resource shocks and localized supply disruptions. Ultimately, this strategic capacity enhancement transforms vulnerable informal fruit vendors into highly resilient market participants, offering a robust model for sustainable regional agri food entrepreneurship and community driven economic development within modern digital ecosystems.

Keywords : Capacity Enhancement, Product Innovation, Digital Transformation, Financial Governance, Agri Food Entrepreneurship.



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INTRODUCTION

The increasingly dynamic transformation of the global economy has repositioned Micro Small and Medium Enterprises as strategic actors in fostering inclusive growth through local resource utilization innovation driven entrepreneurship and community based economic resilience. Contemporary development discourse no longer considers MSMEs merely as productive economic units but as adaptive institutions capable of integrating indigenous commodities into competitive value chains through managerial capability technological adoption and collaborative governance. Within this evolving landscape community service initiatives have gained renewed scholarly attention because they function not only as instruments of knowledge transfer but also as mechanisms for strengthening entrepreneurial ecosystems through participatory learning and institutional empowerment. Durian based enterprises represent an important manifestation of this transformation because the commodity possesses substantial commercial value while simultaneously reflecting local cultural identity and regional economic potential. Experiences from several developing economies demonstrate that strengthening local food businesses through innovation production capability and market orientation contributes significantly to sustainable commercial development and destination competitiveness, particularly when local identity is integrated into entrepreneurial strategies (Yodkham et al., 2025). Similar evidence also indicates that local economic development increasingly depends on the capacity of communities to convert regional resources into sustainable business opportunities that generate broader socioeconomic benefits rather than relying solely on conventional production activities (Yaqin, 2026).

Existing scholarship has consistently acknowledged that improving MSME performance requires multidimensional interventions encompassing managerial capability financial governance digital marketing entrepreneurial competence and institutional assistance instead of isolated technical training. Research concerning financial governance demonstrates that sustainable business performance

is strongly associated with entrepreneurs' ability to manage financial resources systematically while adapting to digital economic transformation because governance quality determines long term organizational resilience rather than merely operational efficiency (Trisnodjojo et al., 2026). Studies focusing on marketing capability further reveal that strengthening human resources through digital marketing education significantly expands market access and improves business competitiveness although the effectiveness of such initiatives depends upon the integration of capacity development with continuous mentoring processes (Yulinda et al., 2025). Community development literature also emphasizes that empowerment programs generate more meaningful outcomes when local communities actively participate in planning implementation and evaluation because participatory governance strengthens ownership while encouraging sustainable behavioral change among business actors (Yurismasari et al., 2025). Complementary findings emerging from corporate social responsibility initiatives involving durian entrepreneurs demonstrate that integrated empowerment programs combining business assistance product development and marketing support are capable of increasing entrepreneurial confidence and economic productivity although their impacts remain context dependent across different local settings (Zhomah & Ulfa, 2025).

Despite these important advances the existing body of knowledge remains fragmented because most studies investigate financial governance digital marketing community empowerment or local economic development as relatively independent constructs without adequately examining how community service programs simultaneously integrate managerial strengthening technological adaptation marketing capability and product innovation into a coherent capacity building framework for commodity based MSMEs. The literature also exhibits considerable empirical concentration on general MSMEs or village development programs while empirical evidence focusing specifically on durian enterprises remains limited despite the commodity possessing unique production characteristics seasonal market dynamics and substantial opportunities for value added processing. Previous investigations predominantly evaluate program outputs through descriptive indicators of participation or economic improvement without critically examining how knowledge transfer mechanisms reshape entrepreneurial capability across interconnected managerial dimensions. This conceptual fragmentation limits the ability of scholars to explain why similar empowerment interventions frequently generate heterogeneous outcomes across different local business environments despite sharing comparable program structures and policy objectives.

These unresolved issues create substantial scientific and practical urgency because strengthening commodity based MSMEs has become increasingly important for regional competitiveness inclusive economic development and sustainable entrepreneurship. Indonesian national policy explicitly recognizes MSMEs as strategic drivers of economic development through legal frameworks that emphasize productivity competitiveness innovation and institutional strengthening as integral dimensions of national economic transformation (Undang Undang Republik Indonesia Nomor 20 Tahun 2008). From a managerial perspective competitive advantage within increasingly digitalized markets cannot be achieved exclusively through production expansion because entrepreneurs must simultaneously improve marketing capability customer orientation branding strategy and value creation processes that strengthen long term market positioning (Tjiptono, 2015). Community service programs therefore require a more comprehensive implementation model that extends beyond short term technical assistance by facilitating integrated capability enhancement capable of producing measurable organizational transformation among local entrepreneurs operating within resource based business sectors such as durian processing and marketing.

This study positions itself within the broader discourse of entrepreneurship community engagement and sustainable MSME development by conceptualizing community service implementation as an integrated organizational learning process through which managerial knowledge digital capability product innovation and entrepreneurial confidence are developed simultaneously within durian enterprises. Rather than treating capacity enhancement as the cumulative outcome of separate training activities this research interprets community service as a collaborative intervention that connects academic expertise with practical entrepreneurial challenges while strengthening the adaptive capacity of local business actors operating within commodity based value chains. Such positioning enables a more comprehensive understanding of how participatory assistance generates organizational capability development that supports business sustainability while contributing to local economic resilience and entrepreneurial competitiveness.

The objective of this study is to examine the implementation of a community service program designed to enhance the capacity of durian MSMEs through integrated interventions encompassing business management digital marketing and product innovation while analyzing the organizational changes emerging throughout the implementation process. The study contributes theoretically by proposing a holistic perspective that links community service implementation with entrepreneurial capacity development as an interconnected process rather than a collection of isolated activities. Methodologically the research contributes through the application of a participatory qualitative approach that captures the dynamic interaction between academic facilitators and MSME actors in generating sustainable organizational learning and practical business transformation.

RESEARCH METHODS

The study employed an empirical research design using a participatory qualitative approach to examine the implementation of a community service program aimed at strengthening the organizational and entrepreneurial capacity of durian MSMEs. The research was conducted at a durian based MSME located in Ponorogo East Java during the implementation period of the community service activities in 2026. The study population consisted of owners and operational personnel directly involved in business management and program participation. Participants were selected through purposive sampling based on their active involvement in business operations and continuous engagement throughout the intervention process. Primary data were obtained through direct observation in the business environment in depth interviews with MSME actors and comprehensive documentation of program activities while secondary data were collected from institutional documents policy regulations and relevant literature concerning MSME development and entrepreneurship. The operational focus of the study was directed toward business capacity enhancement which was examined through four analytical dimensions consisting of business management capability financial management practices digital marketing adoption and product innovation. These dimensions were conceptualized as indicators of organizational capacity that reflect the ability of MSMEs to improve competitiveness sustainability and market responsiveness within the framework of community based entrepreneurial development (Sugiyono, 2017 Kementerian Koperasi dan Usaha Kecil dan Menengah Republik Indonesia, 2020 Undang Undang Republik Indonesia Nomor 20 Tahun 2008).

Data quality was strengthened through methodological triangulation by integrating evidence obtained from observation interviews and documentary analysis to ensure the credibility consistency and confirmability of the research findings. The measurement process emphasized thematic interpretation rather than numerical scoring because the objective of the study was to capture changes in managerial knowledge entrepreneurial behavior digital marketing capability and product innovation following the implementation of the community service program. Data analysis followed an interactive qualitative procedure involving data reduction data organization thematic coding pattern identification and interpretative conclusion drawing through continuous comparison across multiple sources of evidence. The analytical framework was guided by concepts of business management competitive strategy marketing capability and digital transformation to interpret organizational changes emerging during the intervention process while maintaining contextual validity and analytical rigor. Since the research adopted a qualitative empirical design statistical estimation econometric modeling and classical assumption testing were not applicable. Instead trustworthiness was established through credibility transferability dependability and confirmability supported by source triangulation investigator reflection and systematic documentation of the analytical process to ensure the robustness and transparency of the findings (Sugiyono, 2017 Chaffey & Ellis Chadwick, 2019 Kotler & Keller, 2016 Porter, 2008 Tjiptono, 2015).

RESULTS AND DISCUSSION

Empirical Assessment of Baseline Organizational Capacity and Strategic Management Capabilities in Durian MSMEs

The empirical investigation reveals that micro, small, and medium enterprises facing structural constraints initially operate under highly centralized and informal managerial frameworks. Operational observations within the durian agro industry cluster in Ponorogo indicate a profound reliance on traditional practices that lack systematic planning. This organic yet unorganized approach frequently minimizes institutional resilience when market volatility alters supply chains or consumer preferences.

Scholarly assessments confirm that informal organizational structures restrict long term sustainability and limit market responsiveness within competitive landscapes (Sugiyono, 2017).

Field interviews demonstrate that business owners manage daily operations through experiential knowledge rather than formalized strategic frameworks. This lack of professional administrative governance prevents the optimization of local resources and hinders the scalability of high value fruit commodities. Similar administrative vulnerabilities are documented in various regional asset assessments where localized agricultural potentials fail to achieve optimal commercialization due to unstructured managerial execution (Ichwanto et al., 2025). Strategic intervention through community engagement programs serves as a critical mechanism to bridge the gap between traditional practices and professional management standards.

The implementation of participatory training sessions focuses heavily on reconstructing the internal governance mechanisms of the targeted enterprises. Active involvement from operational personnel allows for the immediate identification of operational bottlenecks that impede daily productivity. Academic literature underscores that grassroots capacity building remains vital for elevating entrepreneurship standards in rural agricultural clusters (Tongintharach et al., 2025). By addressing these human resource limitations, the community service program establishes a foundational framework for sustainable organizational transformation.

Qualitative data reduction highlights a significant shift in managerial awareness regarding role differentiation and operational accountability among workers. Prior to the intervention, personnel performed overlapping duties without clear job descriptions, which led to frequent operational inefficiencies. The introduction of basic management principles fosters a clearer division of labor that directly enhances total workplace productivity. This correlation between structured human resource management and operational output aligns with classic competitive strategy models (Porter, 2008).

The empirical changes observed across the core dimensions of organizational capacity are systematically organized to reflect thematic growth. To illustrate these qualitative shifts clearly, specific operational indicators have been monitored throughout the intervention process. The compiled data presented in Table 1 outlines the structural progression observed during the community service program. This qualitative matrix provides an empirical baseline for evaluating subsequent advancements in financial and marketing capabilities.

Table 1. Qualitative Evaluation of Internal Governance and Operational Workflows

Analytical Dimension	Pre Intervention Status	Post Intervention Status	Primary Institutional Impact
Operational Structure	Centralized and unstructured task allocation	Formalized job descriptions with clear delegation	Reduced operational redundancy
Strategic Planning	Short term reactive daily scheduling	Structured monthly planning mechanisms	Enhanced adaptability to demand
Personnel Governance	Informal verbal instructions without records	Documented workflow standard evaluations	Improved workplace accountability

As detailed in the analytical matrix, the transition from unstructured routines to systematic workflows represents a fundamental shift in entrepreneurial behavior. The enhancement of business management capabilities creates a stabilizing effect that protects the small enterprise from external market shocks. Research in similar developing economies confirms that structured performance management integration is directly associated with heightened MSME competitiveness (Sodirin et al., 2026). Consequently, the formalization of internal processes constitutes the first major milestone of the community empowerment framework.

The qualitative thematic coding further identifies localized socio cultural challenges that influence how managers adopt new operational philosophies. Traditional mindsets often resist immediate institutional changes due to deep rooted reliance on historical family business habits. Scholars note that integrating local wisdom with modern business competition models can create a unique market position for regional enterprises (Sulasno et al., 2024). The community service program

successfully navigates this dynamic by aligning modern management concepts with existing communal values.

Institutional support and community empowerment initiatives demonstrate a symbiotic relationship that accelerates regional economic development. When local actors receive structured training, their capacity to engage with broader regional events and networks expands considerably. Previous research indicates that active local government support combined with community empowerment significantly amplifies the success of regional events and business development (Hasbi, 2023). The current empirical findings validate this paradigm by showing enhanced engagement levels among the durian business participants.

Enhancing organizational capacity also prepares micro enterprises to participate more effectively in structured development frameworks. Well managed businesses are better positioned to integrate into multi stakeholder models that drive regional innovation. The utilization of collaborative frameworks like the quadruple helix model proves highly effective in accelerating the development of specialized micro businesses (Arif et al., 2023). Strengthening internal governance represents a prerequisite for small enterprises to benefit fully from such external collaborative ecosystems.

Ultimately, the empirical evidence demonstrates that targeted capacity building alters the trajectory of small scale agricultural enterprises. The conversion of raw local potential into a structured business entity increases long term viability and market readiness. Evaluative studies on community development programs confirm that structured capacity enhancement fosters sustainable growth and optimizes village potential (Yurismasari et al., 2025). The systematic improvement of business management capability thus establishes a robust foundation for subsequent digital and product innovations.

Empirical Dynamics of Financial Management Transformation and Digital Marketing Adoption

The empirical investigation at the Ponorogo durian MSME reveals a significant evolutionary shift in structural daily financial administration and technological interaction patterns post-intervention. Prior to the community service program, operational actors consistently intermingled personal resources with business capital, leading to structural liquid tracking obscurity and unquantifiable overhead leaks. Through the strategic implementation of basic financial record keeping and standardized micro ledger frameworks, the firm established systemic dividing boundaries between household consumption and enterprise liquidity. This structural transformation directly aligns with the operational management paradigms which emphasize that systematic accounting control constitutes the foundational benchmark for evaluating micro enterprise capability and long term stability (Férine et al., 2023).

The transition from traditional, unstructured monetary recording to digital accounting ecosystems fundamentally reshapes the risk mitigation framework of grassroots agricultural commerce. Empirical field observations indicate that the adoption of dedicated digital applications and organized physical ledgers permits real time tracking of cash flow velocity and immediate evaluation of operational expenditure. By mitigating arbitrary personal withdrawals from the business repository, the enterprise secures a stable operational cash reserve necessary to cushion unpredictable supply chain shocks. Consequently, proper financial governance operates as a primary driver for micro business resilience, ensuring that small scale enterprises can navigate localized macroeconomic volatility within the modern digital era (Trisnodjojo et al., 2026).

Technological integration was further advanced by replacing conventional cash systems with Quick Response Code Indonesian Standard (QRIS) to capture institutionalized electronic transactions. The deployment of this digital gateway minimizes manual change errors, reduces physical money handling vulnerabilities, and registers transparent incoming financial trajectories automatically. This structural adaptation provides legal and financial certainty for small enterprises, reinforcing their capacity to survive post-crisis economic landscapes through institutionalized transactional systems tailored for Society 5.0 frameworks (Borman, 2026). The empirical variances regarding cash management and technical transaction methods before and after the programmatic community intervention are organized within the following matrix.

Table 2. Comparative Matrix of Financial Behavior and Digital Marketing Literacy

Evaluation Parameter	Pre-Intervention Framework	Post-Intervention Framework
Capital Separation Ratio	0% (Complete mixing of personal and business liquidity)	100% (Strict segregation of enterprise cash assets)
Transactional Technology	100% Cash reliant without digital payment infrastructure	Active QRIS implementation with integrated automated logs
Active Communication Channels	Single personal WhatsApp messenger account	Dedicated WhatsApp Business and optimized Instagram profiles
Digital Content Publication	Zero structured promotional posts or media outreach	Three curated marketing updates per week

Source: Primary Data Compiled from Observations and In-Depth Interviews in Ponorogo (2026)

The marketing architecture of the durian enterprise experienced an identical paradigm shift, moving away from localized, static customer networks toward digitized communication channels. Historically, the business relied entirely on passive word of mouth dissemination, which restricted client acquisition to immediate geographical proximities and seasonal passersby. The deliberate adoption of WhatsApp Business and synchronized Instagram profiles allowed the operational personnel to actively broadcast product availability and maintain continuous contact with distant consumer segments. This digital transition represents the core evolutionary path from restrictive traditional market interactions toward proactive, technology driven customer relationship frameworks (Tjiptono, 2015).

The structured deployment of digital communication tools directly establishes interactive touchpoints that enhance customer engagement efficiency without increasing brick and mortar operational costs. Through optimized WhatsApp Business catalogs and direct message response structures, the enterprise manages customer inquiries, processes pre-orders, and schedules deliveries systematically. This shift mirrors modern marketing management principles which dictate that firm orientation must adapt to current technological structures to maximize relationship value and transactional convenience (Kotler & Keller, 2016). By converting a passive storefront into an interactive digital node, the micro enterprise actively commands its immediate market landscape rather than waiting for random consumer arrivals.

The operationalization of social media platforms further required the development of consistent publication schedules to maintain digital visibility and consumer interest. Personnel were trained to design clear promotional layouts, publish operational updates three times weekly, and utilize status features to showcase daily fresh supplies. This consistent digital behavior transforms internet tools from simple personal message systems into strategic business assets capable of projecting institutional presence. Such digital adoption strategies are crucial for human resource empowerment, allowing grassroots actors to overcome traditional market entry barriers through structured digital media deployment (Yulinda et al., 2025).

The long term survival of micro enterprises in competitive landscapes depends heavily on this dual capability of strict internal cost accounting and structured external digital engagement. Embracing internet communication architectures allows micro firms to bypass traditional intermediary distributors, thereby preserving their hard earned profit margins. This strategic positioning corresponds directly with multi channel communication concepts which argue that digital interaction enables small scale firms to build direct brand relevance and sustainable market placement (Chaffey & Ellis-Chadwick, 2019). Therefore, the simultaneous improvement of financial data tracking and digital outreach capacity transforms the durian enterprise from a vulnerable informal vendor into a resilient, digitally integrated market participant.

Evaluating Product Innovation and Market Responsiveness within the Agri-Food Entrepreneurial Framework

The empirical assessment of the participatory intervention reveals a profound structural shift in product composition and market engagement paradigms. Prior to the community service program, the

enterprise operated exclusively within a static framework vulnerable to the highly volatile lifecycle of perishable raw commodities. Through structured training, the operational actors successfully transitioned toward an advanced agro-food entrepreneurial model by executing systematic horizontal product diversification. This operational evolution addresses the critical micro business perceptions regarding local processed food product development, which highlights that structural value addition mitigates the intrinsic risks of raw crop dependency (Retnaningsih et al., 2025). By processing fresh durian fruits into high-value items such as durian pancakes, specialized ice creams, and traditional dodol, the enterprise effectively extends its product life cycle and insulates its revenue streams from seasonal harvest collapses.

The introduction of modern food processing techniques fundamentally reshapes the capacity of grassroots actors to command higher economic margins within localized supply chains. Field observations indicate that transferring technical processing skills allows operational personnel to convert excess or lower-grade seasonal yields into standardized, marketable culinary formats. This transformation is directly supported by contemporary entrepreneurial capacity frameworks which demonstrate that developing competencies among grassroots entrepreneurs in processed durian manufacturing serves as a baseline requirement for sustainable market integration (Tongintharach et al., 2025). The resulting capability to maintain continuous commercial output regardless of the immediate harvest timeline establishes a highly resilient market presence. Consequently, product innovation functions as an essential strategic mechanism that converts vulnerable agricultural surpluses into durable commercial assets.

The long-term commercial viability of these newly introduced product variations depends entirely on stabilizing physical packaging standards and extending baseline shelf life parameters. Empirical evaluations of the post-intervention operational metrics demonstrate that transitioning from unprotected container storage to vacuum-sealed nylon environments substantially improves product durability. This alignment with local identity frameworks suggests that preserving authentic local food characteristics while utilizing commercial manufacturing standards facilitates wider market access (Yodkham et al., 2025). The systematic mapping of physical transformation attributes, value-added classifications, and consumer acceptance trends across the diversified product lines is detailed within the following matrix.

Table 3. Product Innovation Matrix, Economic Value-Added, and Market Acceptance Indicators

Processed Product Line	Physical Packaging Architecture	Extended Shelf Life Horizon	Value-Added Index Rating	Consumer Acceptance Trajectory
Artisan Durian Pancake	Sealed polypropylene boxes with oxygen absorbers	14 days under continuous refrigeration	High premium margin yield	Exceptionally high regional demand
Premium Durian Ice Cream	Double-walled food grade paper cups	90 days in deep freeze storage	Maximum cost-to-retail ratio	Consistent high volume sales
Traditional Durian Dodol	Individual thermoformed vacuum nylon wraps	180 days at ambient room temperature	Stable long term inventory value	Steady niche market retention

Source: Primary Data Compiled from Observations and In-Depth Interviews in Ponorogo (2026)

The successful market absorption of these diversified lines demonstrates how community-led economic interventions can revitalize localized food value chains. Empirical feedback shows that the strategic diversification of the crop portfolio directly protects the enterprise against localized financial vulnerabilities. This structural adjustment aligns closely with contemporary community development

literature which notes that institutionalized corporate social responsibility and academic empowerment initiatives systematically elevate horticultural group capacities (Zhomah & Ulfa, 2025). By introducing standard packaging methods and reliable preservation timelines, the enterprise transforms its market identity from a seasonal fruit stall into an elite regional culinary brand. This strategic transformation builds long-term institutional value, allowing the enterprise to capture premium consumer segments that value consistent quality and food safety.

This product innovation framework also strengthens regional economic systems by laying a solid foundation for sustainable, community-driven halal culinary tourism. Integrating structured agricultural manufacturing with local hospitality networks allows the enterprise to benefit directly from emerging eco-tourism markets. This relationship fits perfectly with green economy principles, which show that implementing sustainable frameworks within halal culinary sectors accelerates regional competitive advantages (Fauzi et al., 2026). The transition away from simple, raw commodity distribution enables the enterprise to capture broader institutional value from travelers seeking authentic local food experiences. Consequently, agricultural value addition becomes a powerful driver for regional economic growth, changing how traditional culinary assets are preserved and sold.

The creation of a stable regional food destination requires close collaboration among local communities, business owners, and government institutions. Empowering grassroots actors to run commercial processing hubs allows municipalities to build unique regional destination identities around distinct local agricultural assets. This development pathway directly validates established local economic development models which show that unique regional agricultural assets significantly multiply local growth when integrated into broader tourism frameworks (Yaqin, 2026). This integrated development approach helps remote regions build strong economic foundations by transforming simple agricultural activities into high-value tourism attractions. By connecting rural production directly with urban consumption centers, the enterprise secures a reliable market footprint that survives fluctuations in the wider economy.

To maintain this growth over time, micro enterprises must be actively integrated into coordinated regional tourism networks rather than operating as isolated vendors. This complex collaborative structure is best explained by multi-stakeholder destination management concepts, which emphasize that pentahelix collaboration models optimize regional development by connecting public institutions, community groups, and private enterprises (Fatmawati & Andriani, 2024). By participating in these local networks, the durian enterprise benefits from joint marketing campaigns, institutional training support, and government-sponsored tourism infrastructure. This coordinated framework provides small businesses with the collective strength needed to overcome market entry barriers. As a result, the enterprise builds the organizational capability required to survive shifts in consumer preferences and modern market demands.

Furthermore, building long-term business resilience requires micro enterprises to master local environmental uncertainties and changing regulatory frameworks. Small firms operating in agricultural sectors must adapt to both shifting climate patterns and evolving national land and trade governance laws. This adaptive requirement is supported by environmental governance studies which indicate that clear public programs significantly reduce supply chain disruptions in commodity ecosystems (Arifin et al., 2026). Similarly, agricultural businesses must align their operations with contemporary national statutory reforms, as post-regulatory governance changes heavily influence the long-term survival of community-based agricultural initiatives (Handayani et al., 2026). By standardizing its production processes and securing formal supply channels, the enterprise insulates itself from resource scarcity and regulatory compliance issues.

Navigating these challenges requires small businesses to maintain high operational flexibility, especially when large-scale regional development projects disrupt traditional trading zones. The survival of grassroots enterprises depends on their ability to adapt to urban infrastructure growth while preserving their core community networks. This balancing act is highlighted in urban resilience research, which shows that large infrastructure projects often create structural friction that challenges the survival of localized micro enterprises (Harahap et al., 2024). By diversifying its product line into long shelf-life items, the durian enterprise can easily shift its distribution focus from immediate foot traffic to broader digital networks when physical trade locations face disruption. This flexibility helps the business maintain stable cash flows even during major regional infrastructure shifts.

Ultimately, the long-term sustainability of the agri-food framework depends on implementing community-based waste management and circular production methods. Processing large quantities of durian fruits creates substantial amounts of organic waste, requiring systematic biomass reuse to prevent environmental issues and extra disposal costs. This matches established circular economy principles which show that community-led waste reuse models maximize resource efficiency and build long-term social capital (Setiawan et al., 2025). Converting processing production waste into organic fertilizer or secondary bio-products helps the enterprise lower its overall operating costs while maintaining clean production spaces. This dual approach of internal cost accounting, product innovation, and environmental responsibility transforms the Ponorogo durian enterprise into a highly resilient model for modern agri-food entrepreneurship.

CONCLUSION

The empirical execution of the comprehensive community service program demonstrates a profound systemic transformation across all operational, financial, digital, and product development dimensions within the Ponorogo durian enterprise. The structured intervention successfully dismantled highly vulnerable informal practices by establishing strict internal governance structures, institutionalizing rigorous capital segregation through modern digital payment frameworks, and executing horizontal agri-food product diversification. By shifting the enterprise model from a volatile, seasonal raw commodity retailer into an agile, digitally integrated culinary market participant, the program significantly bolstered organizational resilience against environmental and macroeconomic supply shocks. Ultimately, this holistic capacity enhancement framework provides a scalable paradigm for micro enterprise empowerment, illustrating how grassroots agricultural assets can be systematically optimized to drive long term commercial sustainability, regional economic stability, and competitive placement within modern economic ecosystems.

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