



Effective Operational Improvement for MSMEs: Knowledge Management (KM) Practices – Implementation at Umy Lemon Sukabumi

Isniar Budiarti^{1*}, Deri Firmansyah², Dwinanto Priyo Susetyo³

Universitas Komputer Indonesia, Indonesia¹

STIE PASIM Sukabumi, Indonesia²

STIE PASIM Sukabumi, Indonesia³

Correspondence Email: isniar.budiarti@email.unikom.ac.id*

Abstract

Rural MSMEs that have products based on local wisdom have the potential to develop in line with the digital economy era that has entered the society 5.0 era. However, apart from the capital aspect, MSME actors are sometimes still lacking focus in developing their businesses, knowledge management (KM) to improve effective operations is still low, affecting low marketing practices that are in line with current trends and have an impact on the sales generated. The implementation of this Community Service (PKM) activity consists of five stages, of which two stages are carried out at the beginning of the activity, one stage as the main pre-activity that accompanies the implementation process and ensures the selection of the activity management model, while the other two stages are the stages of implementing the activity and evaluation at the end, involving the target partner, namely the Umy Lemon Sukabumi MSME. The results and evaluation of activities, feedback from the achievements of the implementation of the activities showed: [1] Umy Lemon MSME actors were able to analyze and combine the three indicators that formed KM, namely the ability to create knowledge, manage and enrich knowledge, share and utilize knowledge to then be implemented and developed in more effective and profitable business operations; [2] improve the understanding of the recording system that emphasizes administrative discipline, the ability to determine the appropriate selling price based on costs, understand the sales recording system and its reporting; [3] able to innovate products; and [4] the growth of adaptive behavior and the ability to expand business reach through business transformation and digitalization practices, namely by implementing online marketing and sales strategies on digital platforms on social media.

Keywords: Knowledge management, operational effectiveness, innovative and adaptive, go digital

Introduction

The growth and socio-economic development of a country is inseparable from the smooth activities of Micro, Small and Medium Enterprises (MSMEs) as part of an important resource in the global supply chain (Firmansyah & Saepuloh, 2022). In Indonesia, MSMEs are the backbone of the economy that contributes to the competitiveness of the national economy in the global arena. The large contribution of MSMEs to Gross Domestic Product (GDP) in 2021 reached 61.07 percent or worth Rp.8,573.89 (Kemenkeu RI, 2022; BPS, 2022).

In 2023 in the post-Coronavirus Disease 19 (COVID-19) era, MSMEs show their important role as a locomotive driving Indonesia's economic growth by contributing 61 percent to GDP or worth Rp.9,580 trillion, as well as in terms of labor absorption can reach up to 97 percent of the workforce (Limanseto, 2024; Ayuningtyas., 2024). Referring to the press release, August 24, 2024, from ekon.go.id source, it was stated that from data from the “Kementerian Koperasi dan UKM”, Indonesia has 65.5 million MSMEs, which amounts to 99 percent of all business units (Limanseto, 2024). Interpreting this to support the growth of MSMEs that are upgraded and their consistent contribution to GDP, sustainable MSME operations are highly relied on to maintain the stability of the economic wheel and economic equity to remote areas in various provinces. The resilience and revival of MSMEs spread across various regions affects the competitiveness and performance of the national economy after COVID-19 (Wahdiniwaty & Firmansyah, 2022).

Judging from several aspects, indeed the disruption of the COVID-19 outbreak that has passed still leaves traces of destruction in various sectors, changes have occurred massively in the sharing of people's life activities, people's habits and behavior patterns are increasingly disrupted with new styles, as well as MSME actors as parties who are vulnerable to disruptions and failures are actually one of the most affected sectors and currently there are still many who have not been able to fully recover. In fact, the development of the digital economy and the advancement of digital technology that occurred long before the COVID-19 pandemic increasingly intervened to accelerate the transformation and digitalization practices among MSMEs by adopting new business models and processes based on digital technology. (Adhimursandi et al., 2024)

This real phenomenon is a blessing and provides an opportunity to accelerate the revival of MSMEs with different business practices in the new economic era, allowing fast services to maximize profits with high operational effectiveness on appropriate digital platforms (Mahardika et al., 2023). However, the success in this park is not without conditions and preparations, where adequate digital competence of MSME human resources is needed, change management and adjustments must be carried out, good knowledge management must be implemented to improve effective operations on digital-based marketplaces on various social media to market products quickly in a wider market reach (Rahmat et al., 2023). This is generally applicable, even suitable for SMEs in rural areas who have products based on local wisdom with unique products and have the potential to develop, such as MSMEs Umy Lemon Langensari Sukabumi, West Java.

UMY Lemon MSMEs have been established since 2022 in Sukabumi, West Java Province. Umy Lemon products are produced in Langensari, Sukaraja, Sukabumi Regency. The name Umy is taken from the owner's call, which is a woman as well as a figure and head of the lemon farmer community in her village. Meanwhile, the name lemon is taken from one of the superior fruit plants in his garden so that the UMY Lemon brand was formed. The idea of Umy Lemon products in three types of products, namely the Lemon Varians Rempah (figure 1), Sari Lemon (figure 2), and the Lemon Juice Variant (figure 3) without preservatives are packaged in attractive plastic bottles, the practice and development of the idea began when the lemon harvest was abundant but the demand in the market decreased, and this happened after the *new normal* period years before the COVID-19 outbreak ends in 2022.



Figure 1. Logo, Packaging & Spice Variant Products, Umy Lemon MSMEs



Figure 2. Logo, Packaging and Product Variants of Umy Lemon UMKM Lemon Juice



Figure 3. Logo, Packaging and Product Variants of Umy Lemon UMKM Lemon Juice

In addition, the problems and obstacles faced by community service partners (PKM) today include the selection of the Umy Lemon label which is not right and the selection of the label that is definitely still undetermined, product packaging in plastic bottles is still visible and less attractive, how to package products that are safe for delivery out of town is still confusing, intermittent production because it is based on orders so that operations are considered to be wasted costs, Owner's knowledge for business governance is still low, including no business bookkeeping, cost of goods sold (COGS), determination of selling prices and profits are determined based on estimates, marketing relies more on offline. The mastery of digital technology for online marketing on digital platforms on social media is still not going without any assistance, including in marketing products online, even though the mobile phone (HP) owned is already sophisticated, namely the Android smartphone which should be used to improve business operations. To reduce this problem, socialization and training at the theoretical and practical level by the PKM team regarding knowledge management practices

to improve effective operations so that Umy Lemon can survive and continue to grow with profitable income. (Rimadiaz et al., 2023)

Referring to the results of observation and analysis of the situation, as well as some of the problems faced by the PKM partners, it is necessary to socialize and train knowledge management (KM) to improve effective operations. This has prompted the initiation of PKM activities with the theme: "Effective Operational Improvement for MSMEs through Knowledge Management (KM) Practice – Implementation at Umy Lemon Sukabumi". The implementation of this activity is also part of the implementation of the tridharma activities of higher education. Where the purpose of this PKM is to participate in contributing to improving effective business operations based on the competence of human resources (HR) of MSME actors by developing knowledge management or knowledge management that can support the effectiveness of business operations in each process (Sudarmanto et al., 2023). Of course, by paying attention to the three main indicators of the knowledge management concept that are operationalized and developed in knowledge management practice training, namely knowledge creation, the ability to maintain and enrich knowledge, share and utilize knowledge (Abazeed, 2018; Kogut & Zander, 1992; Budiarti & Burhanuddin (2023), related to the context of the business being run.

As the next goal expected from the implementation of this PKM activity, the achievement of mastery of these three indicators can affect the level of knowledge in Umy Lemon's business operations, including having disciplined behavior and orderly administrative skills, innovative and adaptive business. An open insight that encourages the growth of courage and the ability to do online marketing consistently and sustainably.

Method

To find out and explore information, the situation analysis carried out in the early stages of this activity as part of the method of implementing this PKM activity is inseparable from observation, interviews and socialization activities. The results of this situation analysis provide the latest information regarding the condition of PKM partners, some of the problems and obstacles faced by Umy Lemon Sukabumi MSME actors, as mentioned in the first part. This condition is based on the urgency of implementing this PKM activity to find alternative solutions that can overcome, or at least minimize the problems and obstacles faced by Umy Lemon MSMEs, with the theme "Effective Operational Improvement for MSMEs through Knowledge Management (KM) Practice – Implementation at Umy Lemon Sukabumi".

In simple terms, the implementation of PKM activities consists of five stages, of which two stages have been carried out in the initial phase of the activity, one stage as the main pre-activity that accompanies the implementation process and ensures the selection of the activity management model, while the other two stages are the stages of implementation of activities and evaluation at the end of the implementation of activities. As for the details of several stages carried out in this PKM activity, namely: [1] observation, situation analysis to find out the current conditions, interviews, socialization [2]; identification and analysis of problems and needs of partners and PKM teams that have relevance to the theme of the activity; [3] discussion of some of the problems faced, synthesis of ideas, and development of selected solutions; [4]

the implementation of PKM activities by holding knowledge management practice training, which is followed by the implementation of training on administrative systems, selling prices, transaction recording and preparation of financial statements, trying to innovate products, and conducting online marketing and sales on digital platforms on social media; [5] assistance and evaluation of the results of the implementation of PKM activities and outputs.

Result and Discussion

The initial stage of activities, observations, interviews and situation analysis was carried out in June 2024 by the service team, either directly face-to-face or indirectly through phone or WhatsApp chat messages, but at this stage it is more predominantly carried out by coming directly to the PKM partner's site and is more often done on weekends. The second stage is the advanced stage, where identification is carried out by analyzing the problems and obstacles faced by PKM partners. The output of the second stage is finding ideas, synthesizing ideas, developing alternative selected solutions to several problems, and ensuring the selection of a model for the implementation of activities that are relevant to the theme of PKM, where this process is an important activity in the third stage. The model of the implementation of the activity is presented in figure 4.

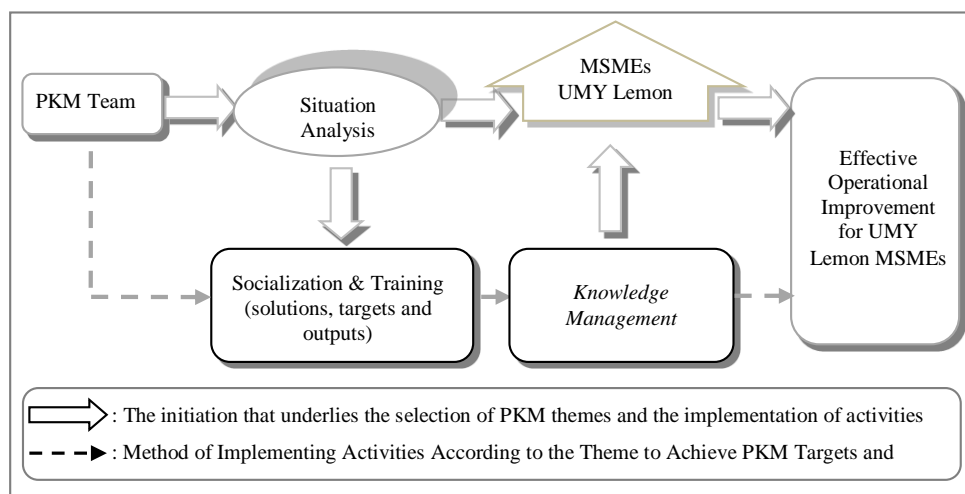


Figure 4. Model of PKM Activities Implementation
Source: Initiation and Implementation of Activities (PKM Team, 2024)

The next stage is the fourth and fifth stages, namely the stage of implementing PKM activities and the stage of evaluating the results and outputs of the implementation of activities carried out from the beginning of July 2024 to end on October 30, 2024. The two implementations of these activities are presented further in the main discussion in this section.

The map of the location of the PKM Team university with PKM target partners in Langensari, Sukaraja Sukabumi District – West Java, can be seen in the following *google map* image:



Figure 5. Map of Higher Education Locations from the PKM TEAM with Target Partners
Source: Taken from *google map* (PKM Team, 2024)

Activity Implementation Stage

In accordance with the stages of PKM activities mentioned earlier, in this fourth stage, the implementation of PKM activities consists of four activities, namely: [1] conducting knowledge management practice training, [2] implementing administrative system training, determining selling prices, recording transactions and preparing financial statements, [3] trying to innovate products; and [4] conducting online marketing and sales on digital platforms on social media.

1. Implementation of Knowledge Management Training

This stage of activity emphasizes the importance of MSME human resource competencies related to knowledge management practices in each management process (POAC) that are implemented and developed in Umy Lemon's business activities. The implementation of this KM training activity was held face-to-face with data directly in the field and online via zoom meet which was attended by the owner of MSMEs Umy Lemon and its employees and students as PKM assistant implementers (recognition) in the field, this zoom activity was carried out 2 times. The presentation began with the strengthening of material from the concept of knowledge management and important indicators as relevant issues to be applied and developed in Umy Lemon's business practices.

There are three indicators that are important issues in this knowledge management practice training, namely knowledge creation, the ability to maintain and enrich knowledge, various and utilize knowledge. The achievement of mastery of these three indicators has the potential to affect the level of knowledge in Umy Lemon's business operations. For example, business management in general, the ability to manage administration, determine product selling prices, record transactions, the ability to prepare cash flow, and prepare business financial statements simply. In fact, triggering the emergence of the ability to do online marketing, transformation and digitalization of businesses from offline to digital can at least be focused on digital platforms on organic (free) social media.

2. Training on administrative systems, Selling Prices, Transaction Recording, and Preparation of Simple Financial Statements

At this stage of activity is the ability to create knowledge, enrich and utilize knowledge. The implementation of this activity began with material presentation activities about the administrative system, decisions to determine selling prices, transaction recording and the preparation of financial reports carried out online through the zoom meet application. To strengthen good results, follow-up activities are carried out by the PKM team in the field to participate in the production process as well as be used as a place to find information about data and business administration, sales transactions, selling prices and the preparation of financial statements (see figure 6, figure 7 and figure 8). However, the process of determining the selling price of a product is the main sample presented in the form of a table in this section (see table 1; table 2 and table 3) as proof that the PKM process has been carried out according to the theme and stages so that the target can be achieved.



Figure 6. Survey of the distance of the plantation location, condition and availability of the main raw materials in the Umy Lemon plantation.



Figure 7. The PKM team in the field participated in the production process to packaging Umy Lemon products



Figure 8. Assist in the production process and collect cost information to determine the selling price of each type of Umy Lemon product variance

The separation between personal or family assets or finances from business assets, and the detailed calculation of raw material costs, labor and marketing costs are important parts that must be applied in Umy Lemon's business practices. Because in general, micro-scale business actors are not strictly and orderly able to separate personal finance and money from business results.

In fact, many components are not taken into account, for example from the aspect of business owners' time related to the production process and the time used to distribute products to the hands of consumers, labor and raw materials that are not calculated, even though this component is important to be used as a basis in determining the selling price of products. In addition, it can also be used as a measure of business success accurately in assessing the level of its ability to generate profits over a certain period of time.

Umy Lemon products have three product variances, namely Umy Lemon varians Original, Umy Lemon variance Spice, and Umy Lemon varians Juice. Based on information on production costs until the product is ready to be marketed, it can be known the COGS and selling price of Umy Lemon products for each flavor variance.

Referring to table 1, table 2 and table 3 it can be seen that the selling price of Umy Lemon products for each flavor variance is Rp. 15,000,- although actually the selling price of the three is not exactly the same, but rounding is done to make it easier for business owners to market products and prepare financial statements in the future.

Table 1. Selling Price of Original Umy Lemon Varians Products

No	Deskripsi	Satuan Beli BB			Penggunaan/ serving	Biaya/serving	Batch		
		Harga	MoQ	Satuan			Penggunaan	Satuan	Harga
1	Lemon	10000	4	Pcs	1	2500	10	Pcs	IDR 25,000.00
Total						IDR 2,500.00			IDR 25,000

No	Deskripsi	Satuan Beli BK			Penggunaan/ serving	Biaya/ serving	Batch		
		Harga	MoQ	Satuan			Penggunaan	Satuan	Harga
1	Botol 250 MI	1500	1	Pcs	1	1500	10	Pcs	IDR 15,000.00
2	Kuota	50000	310	Pcs	1	161.2903226	10	Pcs	IDR 1,612.90
3	Label	500	1	Pcs	1	500	10	Pcs	IDR 5,000.00
Total						IDR 2,161.29			IDR 21,612.90

Biaya operasional:									
Gaji Pegawai		IDR 10,000.00		IDR 1,000.00					
HPP Umy Lemon (ORIGINAL)		IDR 5,661							
Harga jual		15000							
Laba		IDR 9,339							

Table 2. Selling Price of Umy Lemon Spice Variance Products

No	Deskripsi	Satuan Beli BB			Penggunaan/ serving	Biaya/serving	Batch		
		Harga	MoQ	Satuan			Penggunaan	Satuan	Harga
1	Lemon	5000	10	Pcs	1	500	10	Pcs	IDR 5,000.00
2	Kunyit	15000	10	Pcs	1	1500	10	Pcs	IDR 15,000.00
3	Sereh	5000	10	Pcs	1	500	10	Pcs	IDR 5,000.00
4	Jahe	10000	10	Pcs	1	1000	10	Pcs	IDR 10,000.00
5	Air	10000	10	Pcs	1	1000	10	Pcs	IDR 10,000.00
6	Madu	50000	75	Pcs	1	666.6666667	10	Pcs	IDR 6,666.67
Total						IDR 5,166.67			IDR 51,667

No	Deskripsi	Satuan Beli BK			Penggunaan/ serving	Biaya/ serving	Batch		
		Harga	MoQ	Satuan			Penggunaan	Satuan	Harga
1	Botol 250 MI	1500	1	Pcs	1	1500	10	Pcs	IDR 15,000.00
2	Kuota	50000	310	Pcs	1	161.2903226	10	Pcs	IDR 1,612.90
3	Label	500	1	Pcs	1	500	10	Pcs	IDR 5,000.00
Total						IDR 2,161.29			IDR 21,612.90

Biaya operasional:									
Gaji Pegawai		IDR 10,000.00		IDR 1,000.00					
HPP Umy Lemon (Rempah)		IDR 8,328							

Table 3. Selling Price of Umy Lemon Varians Juice Products

No	Deskripsi	Satuan Beli BB			Penggunaan/ serving	Biaya/serving	Batch		
		Harga	MoQ	Satuan			Penggunaan	Satuan	Harga
1	Lemon	5000	10	Pcs	1	500	10	Pcs	IDR 5,000.00
2	Gula	7000	10	Pcs	1	700	10	Pcs	IDR 7,000.00
	Total					IDR 1,200.00			IDR 12,000

No	Deskripsi	Satuan Beli BK			Penggunaan/ serving	Biaya/ serving	Batch		
		Harga	MoQ	Satuan			Penggunaan	Satuan	Harga
1	Botol 250 MI	1500	1	Pcs	1	1500	10	Pcs	IDR 15,000.00
2	Kuota	50000	310	Pcs	1	161.2903226	10	Pcs	IDR 1,612.90
3	Label	500	1	Pcs	1	500	10	Pcs	IDR 5,000.00
	Total					IDR 2,161.29			IDR 21,612.90
	Biaya operasional:								
	Gaji pegawai	IDR 10,000.00			IDR 1,000.00				
	HPP Umy Lemon (Juice)	IDR 4,361							

Theoretically and in practice, large companies in the process of determining the selling price use several approaches, such as the full costing (absortion/conventional costing) approach, variable costing (direct costing) and total costing, where internal costs are an important component that can be considered in determining the selling price of a product. In addition, the mark-up and mark-up presentation in determining the selling price (unit or total) are also determined, but still the total assets invested in the asset or used to finance the production process until the product in question becomes a product ready to be marketed for sale. It is recognized that determining the right selling price is a complicated job because it requires complete information that is not only calculated on the basis of internal cost information of business actors for a product, but also requires external information even though it is beyond the control of business actors.

3. Product Innovation

The practice of knowledge management (KM) in this PKM activity emphasizes the importance of knowledge management and the ability to utilize knowledge. Adequate understanding in knowledge management has contributed to triggering the emergence of innovation capabilities by Umy Lemon MSME actors. At first, Umy Lemon had 2 flavor variants, namely original and spice. The original variant is 100% real lemon juice that cannot be consumed directly by consumers, because it contains juice from lemons so if you want to consume it, you are required to mix water first and flavorings such as honey or sugar. But besides this, the umy lemon product in this variant is a multifunctional product, because it can be used such as to clean fish so that it is not fishy, for facial health masks and so on. So, this product is very practical to use for household activities and beauty.

The two original variances are spice variances which contain natural spices such as ginger, turmeric, honey, and other spices. This variant is very suitable for maintaining immunity because it contains real spices. However, not every consumer has the same tastes. Therefore, to meet consumer desires, umy lemon products have developed to create a new variant, namely lemon juice. This variant contains real lemons that can be directly consumed by consumers, so that you can enjoy the product anytime and anywhere.

In addition to only having two product variances, from the aspect of the product labels used before are also still not attractive. The PKM team and Umy Lemon also upgraded the packaging/packaging to be more attractive and it can be ensured that the packaging has good quality. Therefore, the presence of a service team in the implementation of PKM activities has an important role to create a new type of product variance, namely the Umy Lemon product, juice variance and labeling design is carried out and the selection of labels to be used in the long term is also determined in this section. Figure 9 shows the performance of product innovation and the selection of labeling designs approved by the owner of Umy lemon MSMEs for the use patent.



Figure 9. Umy Lemon Product Innovation (before & after)

4. Online Marketing and Sales on Digital Platforms on Social Media

At this stage of activity, it is the practice of enriching and utilizing knowledge in an effort to disseminate the reach of product marketing through marketplace-based online marketing (digital marketing) on social media on the Facebook and Instragram (IG) platforms organic (non-paid/free) first (see figure 11), which includes the creation of online sales accounts, digital platform design selected, upload product photos, descriptions & information, transactions and distribution.



Figure 10. Umy Lemon's Digital Marketing Process



Figure 11. Umy Lemon Product Instagram

The PKM team became an instructor in the account creation process, but after being successfully created and able to log in, then the platform design on the account was managed

and customized which was interesting at the same time at the first stage the business description and description related to Umy Lemon product information for each variance were made and uploaded. In addition, the creation of short ads and product catalogs (see figure 10) is also carried out to complement the online sales account in order to provide information for any target audience who can access this platform.(Pacheco et al., 2024)

The online sales account of Umy Lemon products on social media on the Instagram and Facebook platforms in full can be found on the following pages: <https://www.instagram.com/p/C6-athGyVsf/?igsh=YnNkcTl5Z3RuYnIx>, and <https://www.facebook.com/share/WTwNdWZb5faMgENg/?mibextid=LQQJ4d>. Umy Lemon's Instagram and Facebook accounts were created and developed as a digital marketing medium for Umy Lemon's products running after the implementation of this PKM activity with the main theme of knowledge management practices to improve business operational efficiency, and is active until now, even online sales transactions are now starting to occur even though the intensity of transactions is still low.

The four main stages in the implementation of PKM activities have been carried out, both through zoom meet (online) and directly coming to the field by coming directly to PKM target partners. As described in the previous section, the three main activities are: [1] the stage of implementing knowledge management training; [2] administrative system training that emphasizes administrative and record-keeping disciplines, determination of selling prices, and preparation of financial statements; [3] product innovation; and [4] online marketing and sales on digital platforms on social media. The goal of implementing activities according to the main theme of PKM is expected to increase the operational effectiveness of Umy Lemon's business with a superior level of profit and competitiveness stability, both in the near future and strategically in the future.

Assistance Stage, Evaluation of the Implementation of PKM Activities and Outputs

Assistance and evaluation of the results of the implementation of activities by the PKM team by applying knowledge management practices that are rationalized through several stages of activities. In the Knowledge Management (KM) practice training program related to improving knowledge management with indicators of knowledge creation, managing and enriching knowledge, and various and utilizing knowledge to then be developed and operationalized in business practices, starting from business management, orderly administrative systems, being able to calculate COGS and selling prices products, product innovations, and business processes with business models in a continuous renewable perspective, one of which is evidenced by digital marketing practices (Vásquez et al., 2024). Where this can be carried out well in this PKM activity in accordance with the main theme and goals that are expected to be achieved. Appreciation for Umy Lemon MSME actors, because they can cooperate very well so that the activities that have been planned by the KKM Team can run according to what is expected.

Apart from various other obstacles faced by Umy Lemon MSME actors, the implementation of this activity can educate and improve knowledge management about the importance of implementing administrative order, how to calculate COGS and determine

selling prices, cost and capital estimates that are no longer based on estimates so that they can increase business operational efficiency for better income. Product innovation is simple in terms of variance and packaging and is based on complaints and input from consumers or the surrounding community, able to transform businesses from offline to digital platforms on social media, as well as a combination of processes and business models of both. It is also important to collaborate with other parties, especially for digital marketing practices for Umy Lemon actors who are less digitally literate. Therefore, the implementation of this activity is expected to really help MSME actors in improving the operational efficiency of Umy Lemon MSME products.

Conclusion

Several stages of the implementation of activities have been passed by the PKM team which allows goals and objectives to be achieved. Where, the implementation of this PKM activity still pays attention to the importance of adequate digital competencies and talents of MSME human resources to be able to face the challenges of current business transformation and digitalization, in line with the increasingly rapid advancement of digital technology and a dynamic business environment full of risks and uncertainties. The achievements of the implementation of community service (PKM) are generally able to improve and develop knowledge management practices (KM) for human resources of Umy Lemon MSME actors so that it can affect the level of operational effectiveness of their business.

Specifically, feedback from the achievement of the implementation of activities shows that Umy Lemon MSME actors are able to analyze and combine the three indicators that form KM, namely the ability to create knowledge, maintain and enrich knowledge, share and utilize knowledge to then be implemented and developed in more effective and profitable operational efforts. Knowledge management (KM) which can be assessed from KM operational indicators can improve the competence of Umy Lemon MSME HR so that it contributes to the selection of strategies and business management at each operational phase in accordance with the processes and business models being run. Some of these special abilities include: [1] increasing KM capabilities; [2] as an impact, it can affect business management, understanding of the administration system that emphasizes administrative discipline and recording, the ability to determine the right selling price based on costs, understanding the sales recording system and being able to prepare financial reports even though they are simple; [3] encouraging the importance of product innovation that is carried out, namely the emergence of Umy Lemon products with Juice variants so that now Umy Lemon MSMEs have products with three flavor variants, namely the original variant, the spice variant and the juice variant. In addition, the labeling design and the selection of label certainty used in the long term are also determined by patents; and [4] the growth of adaptive business behavior that triggers the emergence of the ability and courage to expand business reach through business transformation and digitalization practices, namely by implementing online marketing and sales strategies on digital platforms on social media.

Acknowledgments

Thank you to the PKM team, namely lecturers from the Management study program and the team from DP3M Universitas Komputer Indonesia (UNIKOM) Bandung, as well as a team of lecturers from across other universities, namely, STIE PASIM Sukabumi Management and Accounting lecturers, as well as the role and involvement of student representative recognition who have jointly implemented the tridharma of higher education as part of the implementation of self-service in the world of education and community service. Thank you were also conveyed to PKM's target partners, namely Umy Lemon Sukabumi MSME actors, related agencies and other related partners who also supported the implementation of this Community Service activity.

References

- Abazeed, R. A. M. (2018). The impact of talent management on organizational commitment of the employees of telecommunication companies in Jordan: the mediating role of employee work engagement. *International Journal of Academic Research in Accounting, Finance and Management Sciences*, 8(4), 153–162. <https://doi.org/10.6007/ijarafms/v8-i4/5501>
- Adhimursandi, D., Azis, M., Heksarini, A., & Asnawati, A. (2024). Socialization of Digital Marketing and Fintech Literacy for Micro & Small Businesses in Samarinda City. *Journal of Community Service and Society Empowerment*, 2(02), 188–195. <https://doi.org/10.59653/jcsse.v2i02.607>
- Ayuningtyas., A. D. (2024). *Berapa Besar Kontribusi UMKM Atas PDB Indonesia?* GoodStats.
- BPS. (2022). *Ekonomi Indonesia Triwulan IV 2021 Tumbuh 5,02 Persen (y-on-y)*. Badan Pusat Statistik. Berita Resmi Statistik. Ekonomi Indonesia Triwulan IV 2021 Tumbuh 5,02 Persen (y-on-Y).
- Budiarti, I., & Burhanuddin, R. (2023). Knowledge Management, Intrinsic Motivation, and Competence Impact on Employee Performance Analysis (Study of Employees in the Technician Section at a Material Handling Company in Jakarta). In: *The 6th International Conference on Business, Economics, Social Sciences, and Humanities (ICOBEST)*. Universitas Komputer Indonesia.
- Firmansyah, D., & Saepuloh, D. (2022). Daya Saing: Literasi Digital dan Transformasi Digital. *Journal of Finance and Business Digital*, 1(3), 237–250. <https://doi.org/10.55927/jfbd.v1i3.1348>
- Kemenkeu RI. (2022). *PIP Dukung Penguatan Kontribusi UMKM terhadap Ekonomi Indonesia*. Kementerian Keuangan Republik Indonesia, Ditjen Pembendaharaan BLU Pusat Investasi Pemerintah.
- Kogut, B., & Zander, U. (1992). Knowledge of the firm, combinative capabilities, and the replication of technology. *Organization Science*, 3(3), 383–397. <https://doi.org/10.1287/orsc.3.3.383>
- Limanseto, H. (2024). *Dorong UMKM Naik Kelas dan Go Export, Pemerintah Siapkan*

Ekosistem Pembiayaan yang Terintegrasi. Kementerian Koordinator Bidang Perekonomian Republik Indonesia.

- Mahardika, G. B., Asshofi, I. U. A., Wijaya, M. A. R., Ariestya, N. S., Shan, A. S. S., Safitri, R. H. R., Lestari, F. I., Albertus, A., Marisa, K., Hergiandari, G., & Handoyo, S. A. (2023). Pemberdayaan Masyarakat Melalui Program Agrowisata Di Desa Bojongnangka Kabupaten Pematang. *Journal of Community Service and Society Empowerment*, 1(02 SE-Articles), 140–150. <https://doi.org/10.59653/jcsse.v1i02.265>
- Pacheco, D. A. de J., Rampasso, I. S., Michels, G. S., Ali, S. M., & Hunt, J. D. (2024). From linear to circular economy: The role of BS 8001:2017 for green transition in small business in developing economies. *Journal of Cleaner Production*, 439. <https://doi.org/10.1016/j.jclepro.2024.140787>
- Rahmat, T., Faujiyyah, D., Fasha, A. R., Hadidawati, H., Yusuf, D., & Anareksa, H. S. (2023). Pengembangan Keterampilan SDM Melalui Kewirausahaan Digital: Optimalisasi Gastrowisata Tape Singkong Desa Wargamekar. *Journal of Community Service and Society Empowerment*, 1(02), 119–128. <https://doi.org/10.59653/jcsse.v1i02.252>
- Rimadiaz, S., Changgasukha, A., Hilton, J., Gouwama, B., Cherard, F., Donato, A., Ishadi, M., & Vinco, D. (2023). Optimalisasi Pemasaran Digital Terhadap Bubur Ayam Spesial Pak Beng. *Journal of Community Service and Society Empowerment*, 2(01), 123–129. <https://doi.org/10.59653/jcsse.v2i01.518>
- Sudarmanto, E., Aulia, T. Z., Putri, R. L., & Wulandjani, H. (2023). Urgency of Tax Incentives in Indonesia for Research, Development, and Internationalization of MSMEs. *International Journal of Multidisciplinary Approach Research and Science*, 2(01 SE-Articles), 69–82. <https://doi.org/10.59653/ijmars.v2i01.339>
- Vásquez, P., Gallego, V., & Soto, J. D. (2024). Transforming MSMEs towards circularity: an attainable challenge with the appropriate technologies and approaches. *Environment Systems and Decisions*, 44(3). <https://doi.org/10.1007/s10669-023-09961-8>
- Wahdiniwaty, R., Firmansyah, D., Suryana, A., Dede, D., & Rifa'i, A. A. (2022). Mystery in Marketing Management Products Post COVID-19 as a Model of Survival Strategy Towards the Awakening of Micro Small and Medium Enterprises (MSMEs) in the Digital Economy Era. *Khazanah Sosial*, 4(1), 187–210. <https://doi.org/10.15575/ks.v4i1.17397>