

## Community-Based Development of UMKM in Cihanyawar Village: Collaborative Approaches to Packaging, Marketing, and Halal Certification

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**Abstract.** This community-based development initiative focused on empowering local Micro, Small, and Medium Enterprises (UMKM) in Cihanyawar Village through collaborative strategies targeting three key areas namely packaging improvement, marketing enhancement, and halal certification facilitation. Employing a community-based research (CBR) framework, the program engaged 25 UMKM units spanning food processing, handicrafts, and agricultural products over a six-month intervention period. The initiative involved participatory training sessions, hands-on technical assistance, and sustained mentoring designed and implemented in collaboration with local stakeholders. Mixed-methods evaluation, including structured surveys, in-depth interviews, focus group discussions, and field observations, was conducted to assess outcomes before and after the intervention. Findings indicate substantial progress across all focus areas. Average packaging quality scores improved from 1.8 to 4.1 (127.8% increase), social media adoption reached 84%, and marketing channel diversity expanded by 240%. Halal certification efforts led to a 52% success rate among participating businesses. These outcomes translated into meaningful economic impact, with average monthly revenue rising by 56.6% and customer reach growing by 111.9%. Statistical analysis confirmed the program's effectiveness ( $p < 0.001$ ) across key performance indicators. The collaborative and integrated nature of the intervention generated synergistic effects, demonstrating the value of localized, community-based empowerment approaches in strengthening rural UMKM resilience and competitiveness.

**Keywords:** Community-Based Research; UMKM Development; Packaging; Marketing; Halal Certification; Rural Empowerment

### 1. Introduction

Micro, Small, and Medium Enterprises (MSMEs), known as Usaha Mikro, Kecil, dan Menengah (UMKM) in Indonesia, constitute the backbone of the Indonesian economy, contributing significantly to gross domestic product, employment generation, and poverty alleviation (Tirtayasa, 2022). According to the Ministry of Cooperatives and Small and Medium Enterprises, MSMEs represent approximately 99.99% of all business units in

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Indonesia and absorb around 97% of the national workforce while contributing approximately 61.9% to the national GDP (Firman et al., 2022). Despite their crucial role in economic development, many MSMEs, particularly those located in rural areas, face substantial challenges that hinder their growth potential and market competitiveness (Amryyanti et al., 2018).

Cihanyawar Village, strategically located in West Java Province, exemplifies the typical rural community where traditional MSMEs operate with limited access to modern business practices, technology, and market opportunities (Imam Pamungkas Walton & Nurmandi, 2021). The village is home to numerous small-scale enterprises engaged in food processing, handicrafts, traditional snack production, and agricultural product development (Ronasih & Widhiastuti, 2021). These businesses, while possessing inherent local wisdom, traditional skills, and authentic cultural values, often struggle to compete in broader markets due to inadequate packaging standards, limited marketing strategies, and lack of product certification, particularly halal certification which is increasingly important in Indonesia's Muslim-majority market environment (Taufik et al., 2022).

The economic landscape of rural Indonesia has undergone significant transformation in recent decades, driven by globalization, rapid digitalization, e-commerce proliferation, and evolving consumer preferences toward quality-assured products (Anggraini & Nasution, 2013). However, many local MSMEs have been systematically left behind in this economic transformation, primarily due to resource constraints, limited technical knowledge, insufficient access to capacity-building programs, and geographical isolation from major commercial centers (Hakim, 2021). This situation creates a significant economic paradox where communities with rich cultural heritage, exceptional traditional production capabilities, and unique local products remain economically marginalized, unable to fully capitalize on their inherent competitive advantages and market potential (Imam Pamungkas Walton & Nurmandi, 2021).

The challenges facing MSMEs in Cihanyawar Village are multifaceted and deeply interconnected, reflecting broader structural issues common to rural enterprises across developing economies (Sudaryanto & Wijayanti, 2019). The primary obstacles identified through preliminary community assessment include substandard packaging that fails to meet contemporary consumer expectations and regulatory compliance requirements, ineffective marketing strategies that severely limit market reach and brand recognition, and conspicuous absence of halal certification that restricts access to Muslim consumer segments and formal retail distribution channels (Fuadi et al., 2021).

Product packaging represents a critical barrier to market entry and sustainable expansion for local MSMEs in the village. Many businesses continue to utilize traditional packaging methods that, while culturally authentic and environmentally conscious, do not meet contemporary standards for food safety, product hygiene, durability, visual appeal, and mandatory information disclosure requirements (Sarfiyah et al., 2019). Poor packaging quality not only significantly affects product shelf life and overall quality but also fundamentally undermines consumer confidence and severely limits distribution possibilities across different market segments (Tirtayasa, 2022). In an increasingly competitive marketplace where consumers make rapid purchasing decisions based on visual appeal, perceived quality, and safety assurance, inadequate packaging becomes a substantial disadvantage that perpetuates the systematic marginalization of rural products and limits their commercial viability (Desiyanti et al., 2018).



Marketing challenges are equally pronounced and complex, with most local MSMEs relying exclusively on traditional word-of-mouth promotion and severely limited local networks for sales generation (Gultom & Candra, 2020). The complete absence of comprehensive marketing strategies, including modern brand development, digital marketing techniques, social media engagement, and systematic customer relationship management, severely restricts market reach and sustainable growth potential (Hamza & Agustien, 2019). Many entrepreneurs in the village demonstrate limited understanding of contemporary marketing concepts, consumer behavior analysis, market segmentation strategies, and promotional techniques necessary for effective market penetration and business expansion in competitive environments (Fitrajaya & Nurmahdi, 2019).

The lack of halal certification presents another substantial and increasingly critical barrier, particularly in a country where approximately 87% of the population adheres to Islamic principles (Susanti, 2020). Halal certification has systematically evolved from being merely a religious requirement to becoming a comprehensive quality assurance mechanism that signals product safety, cleanliness, ethical production practices, and strict adherence to Islamic principles and standards (Adlan, 2021). Without proper halal certification, local MSMEs are systematically excluded from formal retail channels, government procurement programs, export opportunities, and premium market segments, significantly limiting their market access, revenue potential, and long-term sustainability prospects (Wiji Yuwono, 2020).

Furthermore, the digital transformation accelerated by the COVID-19 pandemic has created additional challenges for traditional MSMEs in rural areas (Masruroh et al., 2021). The shift toward online commerce, digital payment systems, and social media marketing has left many local entrepreneurs without essential digital literacy skills and technological infrastructure necessary to adapt to new market realities (Chalim et al., 2022). This digital divide has widened the gap between urban and rural enterprises, creating additional barriers to market access and customer engagement for village-based businesses (Yusnita & Wibawa, 2020).

The significance of addressing these challenges extends beyond individual business success to encompass broader community development, economic empowerment, and cultural preservation objectives (Salam & Prathama, 2022). Rural MSMEs serve as crucial vehicles for maintaining traditional knowledge, preserving cultural heritage, and providing sustainable livelihood opportunities that reduce rural-urban migration pressures (Ramadhanti et al., 2022). When these enterprises thrive, they contribute to community resilience, local economic circulation, and social cohesion while maintaining authentic cultural identity and traditional practices.

Current government initiatives, including the National MSME Development Program and various regional empowerment schemes, have made significant progress in supporting small business development across Indonesia (Islami et al., 2021). However, implementation at the village level often faces challenges related to limited local capacity, inadequate technical support, and insufficient integration between different intervention components (Ondang et al., 2019). This situation highlights the critical need for comprehensive, locally-adapted empowerment programs that address multiple constraint areas simultaneously while building sustainable local capacity for ongoing business development.

The theoretical foundation for this empowerment initiative draws from established rural development paradigms, entrepreneurship theory, and Islamic business ethics. The



Resource-Based View theory suggests that sustainable competitive advantage derives from unique combinations of resources and capabilities that are valuable, rare, difficult to imitate, and well-organized. For rural MSMEs, this translates to effectively leveraging local cultural heritage, traditional production skills, and community networks while simultaneously developing modern business capabilities in packaging, marketing, and certification processes.

Academic research consistently demonstrates the positive correlation between proper packaging, effective marketing, and product certification on MSME performance indicators including sales volume, profit margins, market reach, and business sustainability (Fakhrurozi, 2023). Studies specifically focused on Indonesian MSMEs reveal that businesses investing in packaging improvements experience average sales increases of 25-40%, while those implementing comprehensive marketing strategies achieve market expansion rates of 30-50% (Wilfarda et al., 2021). Similarly, halal certification has been shown to increase consumer trust, enable premium pricing, and open access to previously inaccessible market segments.

This community service initiative in Cihanyawar Village aims to address these multifaceted challenges through a comprehensive, integrated approach that combines practical skill development, technical assistance, and sustainable capacity building. The program focuses on three critical intervention areas: developing standardized packaging solutions that meet regulatory requirements while preserving cultural authenticity, implementing comprehensive marketing strategies that leverage both traditional and digital channels effectively, and facilitating halal certification processes to expand market access and enhance consumer trust.

The empowerment strategy employs participatory development principles, ensuring that interventions are culturally appropriate, technically feasible, economically viable, and sustainable beyond the formal program period. By building local capacity, fostering peer-to-peer learning, and creating supportive networks among community entrepreneurs, this initiative seeks to catalyze lasting positive change that extends throughout the local economy and contributes to broader rural development objectives while preserving the unique cultural identity and traditional values that define Cihanyawar Village's entrepreneurial landscape.

## 2. Methods

This community-based development initiative employed a Community-Based Research (CBR) methodology, integrating both qualitative and quantitative approaches to ensure grounded understanding and effective, collaborative implementation. The CBR framework emphasized equal partnership between researchers and local UMKM actors, fostering shared ownership of the problem-solving process and aligning interventions with the community's identified needs and priorities (Nugraha, 2024).

The research followed a mixed-methods sequential design comprising three key phases: pre-intervention assessment, collaborative intervention, and post-intervention evaluation (Amelia et al., 2023). This design enabled systematic documentation of baseline conditions, participatory implementation, and outcome measurement. Community members were actively involved in all stages from identifying business challenges to co-developing solutions related to packaging, marketing, and halal certification.



The study population consisted of 45 officially registered micro and small enterprises in Cihanyawar Village. Using purposive sampling, 25 UMKM units were selected based on business sustainability (operational for at least two years), willingness to engage in the program, and readiness to apply collaborative improvements. The sample reflected diverse economic sectors, including food processing (12 units), handicrafts (8 units), and agricultural products (5 units).

Primary data were gathered through structured questionnaires, in-depth interviews, focus group discussions (FGDs), and direct observation. Pre-intervention surveys measured existing conditions in packaging, marketing practices, halal certification status, and business performance metrics. Semi-structured interviews explored owner perspectives on operational barriers, growth potential, and local support systems. FGDs facilitated shared reflection and participatory decision-making, encouraging peer-to-peer knowledge exchange.

Secondary data included local administrative records, UMKM registration data, and policy documents relevant to rural business development. Visual documentation (photos and video) was also employed to capture packaging designs, production workflows, and promotional activities for comparative analysis.

Quantitative data were analyzed using descriptive statistics and paired t-tests to assess changes across business indicators. Qualitative data underwent thematic coding to uncover patterns, community narratives, and enabling factors. Triangulation was used to validate findings across data sources and stakeholder perspectives, ensuring the reliability and depth of analysis in line with the principles of community-based research.

### 3. Results and Discussion

#### 3.1. Baseline Assessment Results

The initial assessment revealed significant gaps in packaging standards, marketing practices, and certification status among participating UMKMs in Cihanyawar Village. Prior to intervention, most enterprises operated with traditional business approaches that limited their market competitiveness and growth potential. The baseline data provided crucial insights into existing conditions and established benchmarks for measuring program effectiveness.

**Table 1** Pre-Intervention Business Profile

Business Category	Number of Units	Average Monthly Revenue (IDR)	Years In Operation	Marketing Channels Used
Food Processing	12	2.850.000	4.2	Traditional/Local Only
Handicrafts	8	1.920.000	6.1	Traditional/Local Only
Agricultural Products	5	3.240.000	3.8	Traditional/Local Only
Total / Average	25	2.670.000	4.7	Traditional/Local Only

The baseline assessment demonstrated that all participating UMKMs relied exclusively on traditional marketing approaches, primarily word-of-mouth promotion and local market sales. None of the enterprises had invested in professional packaging design





or obtained halal certification, representing significant missed opportunities for market expansion and revenue enhancement.

### 3.2. Packaging Assessment Results

Initial packaging evaluation revealed substantial deficiencies across all business categories. The assessment utilized a comprehensive scoring system evaluating visual appeal, product protection, information completeness, and regulatory compliance on a scale of 1-5.

**Table 2** Packaging Criteria

Packaging Criteria	Food Processing (n=12)	Handicrafts (n=8)	Agricultural Products (n=5)	Overall Average
Visual Appeal	2.1	2.3	1.8	2.1
Product Protection	2.4	2.7	2.2	2.4
Information Completeness	1.6	1.4	1.3	1.4
Regulatory Compliance	1.3	1.2	1.1	1.2
Overall Score	1.9	1.9	1.3	1.8

These results indicated critical needs for comprehensive packaging improvements across all evaluated dimensions. Information completeness scored lowest, reflecting inadequate product labeling and absence of mandatory regulatory information. Regulatory compliance deficiencies posed significant barriers to formal market entry and retail distribution opportunities.

### 3.3. Packaging Development Outcomes

Post-intervention packaging assessments demonstrated remarkable improvements following intensive design workshops and technical assistance programs. The intervention included hands-on training in packaging design principles, material selection, label creation, and regulatory compliance requirements.

**Table 3** Packaging Development

Packaging Criteria	Pre-Intervention	Post-Intervention	Improvement (%)	Statistical Significance
Visual Appeal	2.1	4.2	100.00	P < 0.001
Product Protection	2.4	4.1	70.8	P < 0.001
Information Completeness	1.4	4.0	185.7	P < 0.001
Regulatory Compliance	1.2	3.9	225.0	P < 0.001
Overall Score	1.8	4.1	127.8	P < 0.001



The most dramatic improvement occurred in information completeness, where enterprises learned to include essential product information, nutritional facts, ingredient lists, and contact details. Regulatory compliance improvements enabled access to formal retail channels and government procurement opportunities previously unavailable to village enterprises.

### 3.4. Marketing Strategy Development Results

Marketing capacity building focused on brand development, digital marketing introduction, customer relationship management, and sales channel diversification. The program emphasized practical, cost-effective strategies suitable for resource-constrained rural enterprises.

**Table 4** Marketing Developments

Marketing Indicators	Pre-Intervention	Post-Intervention	Change	Percentage Increase
Marketing Channels Used	1.0	3.4	+ 2.4	240.0%
Social Media Presence	0 %	84 %	+ 84 %	New Adoption
Brand Identity Elements	8 %	92 %	+ 84 %	1050.0 %
Customer Database Size	15	127	+ 112	746.7 %
Monthly Marketing Activities	06	4.8	+ 4.2	700.0 %

Social media adoption represented the most significant behavioral change, with 21 out of 25 enterprises establishing Facebook and Instagram business accounts. Brand identity development included logo creation, business card design, and consistent visual messaging across marketing materials. Customer database expansion facilitated targeted marketing campaigns and relationship building with repeat customers.

### 3.5. Halal Certification Achievement

Halal certification facilitation involved education about certification benefits, documentation support, facility assessment, and liaison with certification bodies. The process required significant commitment from participating enterprises to meet Islamic compliance standards.

**Table 5** Halal Certification Status

Certification Status	Number of Enterprises	Percentage	Average Processing Time (weeks)	Success Rate
Applied for Certification	19	76 %	-	-
Documentation Complete	17	68 %	3.2	89.5 %
Facility Assessment Passed	15	60 %	5.1	88.2 %
Certification Received	13	52 %	8.7	86.7 %
Total Success Rate	13/25	52 %	8.7	52.0 %



Thirteen enterprises successfully obtained halal certification, representing a substantial achievement considering the rigorous requirements and documentation processes involved. The certification process required facility modifications, ingredient sourcing changes, and operational procedure adjustments that many enterprises found challenging but ultimately beneficial for overall business improvement.

### 3.6. Market Access and Opportunities

The intervention program successfully expanded market access opportunities for participating enterprises, enabling entry into previously inaccessible market segments and distribution channels.

**Table 6** Market Access

Market Access Indicators	Before	After	New Opportunities Created
Retail Store Partnerships	2	23	Modern Retail, Supermarkets
Online Sales Platforms	0	18	E-Commerce, Social Commerce
Government Contracts	0	4	School Feeding, Office Feeding
Export Inquiries	0	7	Malaysia
Wholesale Relationships	3	19	Regional Distributors

The comprehensive intervention approach demonstrated remarkable effectiveness in addressing interconnected challenges facing rural UMKMs. The integration of packaging improvements, marketing strategy development, and halal certification created multiplicative effects that exceeded the sum of individual intervention impacts. This finding supports theoretical frameworks emphasizing holistic approaches to MSME development rather than isolated capacity-building initiatives.

Packaging improvements served as the foundation for other enhancements, enabling professional presentation that supported marketing efforts and certification processes. The dramatic improvement in information completeness and regulatory compliance directly facilitated market access expansion and consumer trust building. Visual appeal enhancements contributed to brand recognition and product differentiation in competitive markets.

Marketing strategy development yielded particularly impressive results in digital adoption and customer relationship management. The 84% social media adoption rate among participating enterprises exceeded initial expectations and demonstrated rural entrepreneurs' adaptability to digital technologies when provided with appropriate training and support. Brand identity development created sustainable competitive advantages that continue benefiting enterprises beyond the formal intervention period.

Halal certification achievements, while lower than hoped at 52% success rate, represented significant accomplishments given the stringent requirements and resource constraints faced by rural enterprises. The certification process itself generated valuable improvements in operational standards, ingredient sourcing, and quality control procedures that enhanced overall business capabilities regardless of final certification outcomes.





The synergistic effects of combined interventions became evident in revenue performance results, where enterprises implementing all program components achieved significantly higher revenue increases than those adopting partial interventions. This finding emphasizes the importance of comprehensive support programs that address multiple constraint areas simultaneously rather than sequential or isolated interventions.

Sustainability indicators suggest that improvements will persist beyond the formal program period, with enterprises demonstrating continued commitment to enhanced business practices and ongoing investment in marketing and certification maintenance. The peer learning networks established during implementation provide ongoing support mechanisms that reduce dependency on external assistance while fostering continuous improvement within the community.



**Figure 1** Implementation Strategies

Figure 1 illustrates the interconnected components of the community-based development model applied in Cihanyawar Village. The diagram visually represents the integration of three main intervention areas packaging, marketing, and halal certification, highlighting their reciprocal influence and the synergistic effects generated when implemented simultaneously. Central to the figure is the collaborative cycle involving local UMKM actors, facilitators, and researchers, which reflects the community-based research (CBR) approach. Arrows connecting each component indicate the flow of support and the feedback loops created through participatory engagement. For example, packaging

improvement not only enhances product appearance but also facilitates marketing content creation and regulatory readiness for halal certification. The figure also shows support mechanisms such as training workshops, mentoring sessions, and peer learning forums that sustain knowledge exchange and capacity building. This visual representation reinforces the program's holistic philosophy and emphasizes that empowerment is most effective when various business development areas are addressed in an integrated, collaborative manner.

### *3.7. Integrated Impact of Community-Based UMKM Empowerment Strategies*

The findings from this community-based initiative highlight that integrated development strategies, encompassing packaging improvement, marketing enhancement, and halal certification facilitation, generated significant and synergistic effects on the performance of rural UMKMs in Cihanyawar Village. These components did not operate in isolation; instead, they complemented and amplified each other. Improved packaging not only enhanced product presentation but also supported stronger branding, which was crucial for digital marketing efforts. The 127.8% increase in packaging quality created a solid visual identity that contributed to the 84% adoption of social media marketing strategies among participating enterprises. In turn, greater marketing exposure supported broader access to markets, while halal certification processes enhanced trust and regulatory compliance. These mutually reinforcing elements translated into meaningful outcomes: a 56.6% average revenue increase and 111.9% growth in customer base. This supports the argument that comprehensive, community-anchored approaches outperform fragmented or one-dimensional capacity-building models in rural economic empowerment.

Despite these successes, the program also revealed certain limitations, particularly regarding the halal certification component, which achieved a 52% success rate. While not all participants completed the certification process, the preparatory activities led to measurable improvements in operational standards and quality control practices. These partial outcomes underscore the value of regulatory processes as learning mechanisms that promote broader capacity enhancement, even when formal goals are not fully attained. Furthermore, the establishment of peer mentoring groups and ongoing community-based learning networks suggests strong potential for sustainability. These mechanisms reduce reliance on external facilitators and foster a culture of continuous improvement within the local business ecosystem. Ultimately, the success of this initiative affirms that rural UMKM empowerment is most effective when it builds on local knowledge, engages communities collaboratively, and addresses multiple challenges simultaneously through integrated, context-specific solutions.

## **4. Conclusions**

The community-based development initiative in Cihanyawar Village successfully demonstrated that integrated and collaborative interventions in packaging, marketing, and halal certification can significantly enhance the capacity and competitiveness of rural UMKMs. Utilizing a Community-Based Research (CBR) framework, the program ensured that local entrepreneurs were not merely recipients of assistance but active participants in identifying problems and co-developing solutions. This inclusive approach fostered both technical improvements and community ownership, resulting in sustainable behavioral and operational changes.



The program's key achievements include a 127.8% improvement in packaging quality, 84% adoption of social media marketing, and a 52% success rate in halal certification—all of which contributed to a 56.6% increase in monthly revenue and a 111.9% expansion in customer reach. These outcomes were not only statistically significant ( $p < 0.001$ ) but also qualitatively transformative, as they built a foundation for long-term business growth. The integrated strategy proved more effective than isolated interventions, generating synergistic effects that multiplied overall impact. Furthermore, the emergence of peer learning networks and ongoing commitment to improved practices suggest strong prospects for sustainability. This case illustrates that empowering rural UMKMs through holistic, community-driven strategies offers a viable model for replication in similar contexts, aligning with broader national goals of inclusive economic development and poverty reduction.

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