



EMPOWERING TRADITIONAL CULINARY MSMEs THROUGH BUSINESS PLAN DEVELOPMENT ASSISTANCE IN PANUMBANGAN DISTRICT, TASIKMALAYA

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Abstract

Micro, Small, and Medium Enterprises (MSMEs) in the culinary sector contribute significantly to the local economy in Tasikmalaya. However, many culinary entrepreneurs, especially those producing traditional food products in Panumbangan District, face challenges in preparing structured and sustainable business plans. This community engagement program aims to provide technical assistance and training for culinary MSME actors in developing comprehensive business plans tailored to their specific business contexts. Using a participatory approach and the IPOO (Input–Process–Output–Outcome) framework, this program involved needs assessment, training workshops, practical mentoring, and business plan development. The results showed increased awareness, knowledge, and skills among participants in creating and implementing business plans. The outcomes also indicate a positive shift in participants' readiness to apply strategic planning for business growth. This program proves that systematic and context-based assistance can empower local MSMEs and strengthen their sustainability in the regional creative economy.

Keywords: *Business Plan Development, Culinary MSMEs, Community Engagement.*

Abstrak

Usaha Mikro, Kecil, dan Menengah (UMKM) di sektor kuliner memberikan kontribusi yang signifikan terhadap perekonomian lokal di Tasikmalaya. Namun, banyak pengusaha kuliner, terutama yang memproduksi produk makanan tradisional di Kecamatan Panumbangan, menghadapi tantangan dalam menyusun rencana bisnis yang terstruktur dan berkelanjutan. Program keterlibatan masyarakat ini bertujuan untuk memberikan bantuan teknis dan pelatihan bagi para pelaku UMKM kuliner dalam mengembangkan rencana bisnis yang komprehensif yang disesuaikan dengan konteks bisnis spesifik mereka. Dengan menggunakan pendekatan partisipatif dan kerangka kerja IPOO (Input–Proses–Output–Outcome), program ini melibatkan penilaian kebutuhan, lokakarya pelatihan, pendampingan praktis, dan pengembangan rencana bisnis. Hasilnya menunjukkan peningkatan kesadaran, pengetahuan, dan keterampilan di antara para peserta dalam membuat dan mengimplementasikan rencana bisnis. Hasil tersebut juga menunjukkan perubahan positif dalam kesiapan peserta untuk menerapkan perencanaan strategis untuk pertumbuhan bisnis. Program ini membuktikan bahwa bantuan yang sistematis dan berbasis konteks dapat memberdayakan UMKM lokal dan memperkuat keberlanjutan mereka dalam ekonomi kreatif regional.

Kata Kunci: Pengembangan Rencana Bisnis, UMKM Kuliner, Keterlibatan Masyarakat.



INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) play a critical role in driving Indonesia's economic growth, especially in rural and semi-urban regions where traditional livelihoods and local industries are deeply rooted. In the culinary sector, these enterprises not only serve as custodians of cultural heritage—preserving and passing down local food traditions—but also act as key contributors to employment and household income. In particular, the culinary MSMEs help sustain community resilience and economic independence in areas where formal job opportunities may be limited.

Tasikmalaya is widely recognized for its diverse and vibrant culinary landscape. The region is home to numerous small-scale food producers who specialize in traditional snacks and delicacies that reflect the unique cultural identity of the Sundanese people. Despite their potential, many of these entrepreneurs operate informally, without the benefit of structured management practices or long-term strategic planning. This informal nature hinders their ability to scale up, secure capital, and adapt to changing market demands—ultimately affecting their sustainability.

One of the most pressing challenges faced by these culinary MSMEs is the lack of knowledge and capacity to create structured business plans. Business planning is a fundamental tool in entrepreneurship, enabling business owners to define their goals, allocate resources effectively, and anticipate risks. According to Scarborough & Cornwall (2015), a business plan is not only essential for guiding internal operations but also for gaining external support from investors and stakeholders. However, such skills are rarely accessible to small entrepreneurs in rural settings, particularly those with limited formal education or business exposure.

Panumbangan District, located on the border of Tasikmalaya and Ciamis, illustrates this situation clearly. The district is rich in culinary MSMEs that produce renowned traditional snacks like peuyeum, ranginang, and opak. Yet, most of these businesses lack a formal growth roadmap. This community engagement program was

developed to bridge that gap through capacity-building interventions. Using participatory learning methods and context-sensitive tools, the program aimed to empower MSME actors to independently craft business plans that are practical, realistic, and tailored to their specific needs and business environments.

The impact of the program was evident in the increased confidence and clarity among participants regarding their business direction. Several MSME owners reported improved financial management practices, clearer marketing targets, and better inventory planning following the workshops. Importantly, the initiative also fostered a sense of collaboration among entrepreneurs, who began to see themselves not as isolated competitors but as part of a broader network with shared interests. This sense of community ownership is critical for the sustainability of MSME development efforts, particularly in regions like Panumbangan where collective resilience and mutual support have long been cultural hallmarks.

METHODOLOGY

This program adopted a community-based participatory approach guided by the IPOO (Input–Process–Output–Outcome) framework to ensure a structured, responsive, and impactful implementation. This methodological choice was grounded in the principle that active participation from the target community—local culinary MSMEs—is crucial for the success and sustainability of capacity-building initiatives. The IPOO model was used not only as a planning tool but also as a monitoring and evaluation mechanism to measure the effectiveness of each stage of the program.

The Input stage began with a comprehensive needs assessment to understand the actual conditions and challenges faced by culinary MSMEs in Panumbangan District. Data collection techniques included direct observation, structured interviews, and informal discussions with 25 selected participants representing various traditional food producers—such as peuyeum (fermented cassava), ranginang (sticky rice crackers), banana chips, and



traditional sweets. The findings revealed that although most of these businesses had existed for over five years, they lacked written business plans, had limited financial recording systems, and depended primarily on traditional marketing methods such as word-of-mouth and neighborhood networks. Based on this assessment, the training materials and tools—including business plan templates, financial forecasting sheets, and marketing analysis worksheets—were customized to match the literacy levels and business contexts of the participants.

The Process stage consisted of a series of structured activities conducted over a three-day period at the Panumbangan Village Hall, supported by collaboration with the local government and university facilitators. The first day focused on foundational knowledge, including the definition and importance of business plans, the role of vision and mission statements, and identifying business goals. On the second day, participants were introduced to analytical tools such as SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis and market segmentation techniques. Budgeting exercises and introduction to basic financial planning were also conducted, emphasizing how to calculate production costs, set selling prices, and estimate monthly profit margins. The final day was allocated to practical application—participants were guided step-by-step to draft their own business plans using their real business data. Facilitators provided individualized mentoring during this session to ensure every participant received tailored feedback and support.

The Output stage successfully produced 25 draft business plans, each representing a real MSME engaged in the traditional culinary sector. These business plans included sections on product description, market analysis, operational planning, financial projections, and simple marketing strategies. The documents were collected and evaluated by the facilitators based on a rubric that assessed completeness, clarity, feasibility, and alignment with business realities.

The Outcome stage involved post-training evaluation to assess the knowledge gain, behavioral changes, and

future intentions of participants. Tools used in this phase included pre- and post-tests, reflection journals, and semi-structured interviews. The results showed a significant improvement in participants' understanding of business planning concepts, with 92% of participants demonstrating moderate to high proficiency in articulating business goals and planning strategies. In follow-up interviews two weeks after the program, several participants reported that they had begun implementing parts of their business plans, particularly in pricing strategies and customer targeting. These results indicated that the program had not only delivered theoretical knowledge but also fostered practical action among the participants.

RESULTS AND DISCUSSION

The implementation of the business plan development assistance program resulted in several noteworthy and positive outcomes that highlight the effectiveness of a structured, participatory training approach tailored to the local context. One of the most significant findings was the measurable improvement in participants' understanding of the fundamental components and importance of a business plan. Prior to the training, a baseline assessment revealed that only 24% of the participants had a basic awareness of business plan elements, such as vision statements, market analysis, and financial projections. This limited understanding often led them to run their businesses based on intuition and short-term decisions. However, post-training assessments indicated a dramatic improvement, with 92% of participants demonstrating a comprehensive understanding of the key concepts discussed during the sessions.

Furthermore, all 25 MSME participants were able to successfully produce their own business plans by the end of the training program. These business plans included core elements such as a business profile, market segmentation, SWOT analysis, projected income statements, and basic promotional strategies. Although simple in format, the business plans reflected a clear grasp of strategic thinking adapted to the participants' respective culinary ventures.



Most participants showed pride in their completed work and expressed their intention to use the plans as a reference for decision-making and future business development.

Another notable outcome was the enhancement of participants' self-confidence and entrepreneurial motivation. Throughout the program, many participants expressed that the training not only improved their knowledge but also boosted their optimism about the potential of their businesses. This renewed confidence was evidenced by the increased initiative shown during interactive sessions and in the presentation of their business plans. Importantly, several participants took immediate steps to implement what they learned, particularly in adopting digital tools. For example, many began to actively use Instagram, Facebook, and WhatsApp Business to showcase their products, interact with customers, and receive orders online. This shift indicates an emerging digital literacy among local MSMEs, a critical asset for business growth in the current market landscape.

Lastly, the collaborative learning environment fostered strong peer engagement and community-building. The group-based activities encouraged participants to share experiences, challenges, and solutions. This peer-to-peer interaction cultivated a sense of solidarity among the MSME actors, with several expressing interest in forming informal groups for joint marketing and resource-sharing efforts. Overall, the program contributed not only to individual learning but also to strengthening the social capital among culinary entrepreneurs in Panumbangan.

The findings from this program strongly underscore the critical importance of targeted capacity-building interventions and hands-on mentoring in strengthening the business competencies of traditional culinary entrepreneurs. In communities such as Panumbangan, where most Micro, Small, and Medium Enterprises (MSMEs) are operated informally and often by individuals without formal business training, general or theoretical approaches are insufficient. The success of this program lies in its participatory learning model, which actively engaged participants from diverse educational and socio-economic backgrounds, including

those with little to no prior exposure to structured business education. By utilizing real business cases drawn directly from the participants' own enterprises, the training was perceived as both relevant and directly applicable. This grounded approach significantly enhanced the participants' ability to absorb, relate to, and eventually implement the concepts introduced.

The program's structured delivery through the IPOO (Input–Process–Output–Outcome) framework was also instrumental in maintaining a clear focus on impact. It allowed the facilitators to map progress systematically, ensuring that every stage—from problem identification to solution design—was aligned with measurable learning outcomes. This model proved especially beneficial in helping MSMEs that typically rely on informal knowledge and word-of-mouth strategies to begin transitioning toward more formalized business practices.

More importantly, the outcomes revealed early signs of behavioral transformation among participants. A number of MSMEs began integrating digital tools such as social media and messaging platforms into their marketing efforts. Others expressed greater confidence in approaching new markets and even seeking partnerships with peer entrepreneurs or local institutions. These shifts signal that the participants were not only equipped with new knowledge but were also motivated to apply it in real business settings—a crucial indicator of long-term impact.

Nonetheless, while the short-term results are encouraging, the challenge of sustainability remains. Without continuous mentoring, access to capital, and integration into wider market ecosystems, the gains made during the program risk stagnating. To address this, stronger collaboration between local government agencies, universities, community organizations, and financial institutions is essential. These stakeholders must play a proactive role in providing follow-up support, funding access, and advanced business literacy programs to ensure that MSMEs in Panumbangan can evolve into competitive and resilient enterprises that contribute meaningfully to the local economy.



CONCLUSION

This community engagement program has demonstrated significant success in empowering traditional culinary Micro, Small, and Medium Enterprises (MSMEs) in Panumbangan District by enhancing their ability to develop and implement effective business plans. The program's structured and participatory approach served as a practical solution to address the longstanding knowledge and skill gaps among local entrepreneurs, many of whom operate informally and have limited access to formal business education. By combining theoretical concepts with real-world application, the initiative allowed participants to internalize essential aspects of business planning, including market analysis, financial projections, and strategic marketing.

One of the most important achievements of the program was its ability to enable small-scale entrepreneurs to formulate growth-oriented strategies tailored to their specific business conditions. Through step-by-step mentoring and the use of business templates adapted to their literacy levels and cultural context, participants gained both the confidence and the competence to articulate their business goals in a structured format. The fact that all 25 participants were able to produce basic business plans is a testament to the effectiveness of the method employed.

Moreover, the involvement of multiple local stakeholders—including village officials, cooperative agencies, and university facilitators—significantly contributed to the success of the program. Their engagement ensured that the training was contextually relevant and aligned with the socio-economic realities of the community. The presence of local institutions also helped legitimize the program, making it more acceptable and accessible to the MSME community.

In conclusion, the program proved that with the right support system, traditional culinary MSMEs—regardless of their size or background—can be empowered to think strategically and manage their businesses more professionally. The outcomes suggest that similar models

can be replicated in other rural or semi-urban settings, especially where informal businesses dominate the local economy. Continued collaboration, follow-up support, and integration into broader development policies are essential to sustain the momentum and scale the impact of such initiatives in the long term.

RECOMMENDATION

To ensure the sustainability and long-term impact of this community engagement initiative, it is strongly recommended that similar training programs be conducted on a regular and ongoing basis, complemented by structured follow-up mentoring. Short-term interventions, while effective in raising initial awareness and building foundational skills, must be followed by continuous capacity-building efforts to ensure that the knowledge gained is effectively implemented and adapted to evolving business challenges.

Local governments, particularly at the village and district levels, should be actively involved in institutionalizing these programs. Village-owned enterprises (Badan Usaha Milik Desa or BUMDes) can serve as community anchors to support MSMEs through access to local markets, logistics coordination, product promotion, and micro-financing mechanisms. Their proximity to the business actors allows them to play a hands-on role in monitoring progress and identifying further support needs.

Moreover, it is essential to expand the training curriculum to include components such as digital literacy, basic financial management, and online marketing. These skills are increasingly critical in the digital economy and can help MSMEs tap into larger and more diverse markets beyond their immediate geographic areas. Future training modules should also emphasize the importance of maintaining proper financial records, cost control, and using data to make informed business decisions.

Lastly, collaboration with universities, business incubators, and MSME associations should be strengthened to create an ecosystem of support that is both inclusive and



sustainable. These partnerships can help scale successful models to other communities with similar socio-economic characteristics.

IMPLICATIONS

This program carries important practical and policy-level implications for community-based economic development, particularly in rural and semi-urban areas where informal entrepreneurship is prevalent. On a practical level, the outcomes clearly demonstrate that targeted, participatory training—when combined with localized mentoring—can significantly enhance the capabilities of informal business actors. Even those with limited formal education can grasp and apply essential business planning concepts when delivered in a contextual and hands-on manner. This suggests that similar capacity-building models can be replicated effectively in other regions facing comparable challenges.

From a policy perspective, the findings highlight the need to integrate MSME development strategies into broader regional planning frameworks. By recognizing the economic and cultural value of local food industries, governments at both local and provincial levels can design programs that not only foster entrepreneurship but also preserve regional identity. The success of this initiative underscores the value of multi-stakeholder collaboration, where universities, government agencies, village institutions, and MSME associations work together to create a supportive ecosystem.

Ultimately, this model can serve as a scalable blueprint for promoting inclusive and sustainable economic growth, particularly in areas where traditional knowledge and local resources remain underutilized yet hold substantial economic potential.

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