



From Local Potential Toward Sustainable Enterprise: A Case Study of Progresif UMKM as a Participatory MSME Empowerment Program in Bojonegoro

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Keywords:	Abstract
Corporate Social Responsibility; MSME Empowerment; Participatory Communication; PROGRESIF UMKM; Sustainability Compass	This study examines how PROGRESIF UMKM, a participatory corporate social responsibility program in Sambiroto and Ngampel Villages, Bojonegoro Regency, organized local potential into more structured enterprises and what evidence supports early sustainability indications. Method: A descriptive qualitative case study used social-mapping and program documents, stakeholder records, a beneficiary satisfaction survey (n = 27), and Social Return on Investment (SROI) data for 2023–2025. Changes were mapped with the Sustainability Compass across Nature, Economy, Society, and Well-being. Results: Participatory diagnosis and multi-stakeholder collaboration were associated with stronger group institutions, product diversification, and wider market access through an integrated MSME center. Documented monthly income reached approximately IDR 2.5–3 million per member in the batik group and IDR 1.5–4 million in the snack group. The satisfaction index was 3.58 (conversion score 89.57, very good), while cumulative SROI was 1.09. Community participation (3.41) and stakeholder synergy (3.31) were among the lowest satisfaction elements, and the 2024 annual SROI was 0.92. Conclusion: The case shows a plausible participatory pathway from local potential to stronger enterprise capacity, but the evidence supports early indications rather than established sustainability. Interpretation is limited by reliance on implementer records, an unconfirmed composition of the 27 survey respondents, the absence of a comparison group, and incomplete documentation of SROI assumptions and validation

INTRODUCTION

Micro, small, and medium enterprises (MSMEs) strengthen community economies by providing household income, creating employment, and building on local economic potential. However, MSME capacity depends on more than production skills. Market access, business management, group institutions, and stakeholder networks also determine whether a business lasts. Research shows that economic assistance alone is insufficient, because social networks and multi-stakeholder engagement open access to resources and strengthen business capacity (Raharja et al.,

2021; Wang et al., 2024), and that MSME sustainability is multidimensional, spanning social, environmental, and economic factors (Zaman et al., 2025; Souza et al., 2026).

Participatory communication is one way to address these needs. It treats community members as subjects who take part in identifying problems, formulating needs, implementing activities, and evaluating results, in contrast with paternalistic, one-way engagement (Gregory & Yudarwati, 2025). Empirical studies suggest that participatory communication can strengthen MSME empowerment (Yuliasari et al., 2025) and that communication can help sustain collaborative organizations through coordination and market facilitation (Alfiani, 2026). In corporate social responsibility (CSR) practice, empowerment programs are expected to build capacity and self-reliance rather than provide short-term assistance, and skills development, mentoring, and entrepreneurial support can improve business management (Purnomo & Hermawan, 2024; Li et al., 2025).

PT Pertamina EP Sukowati Field developed PROGRESIF UMKM in Sambiroto and Ngampel Villages, Kapas District, Bojonegoro Regency, starting in 2021. Social mapping identified household income vulnerability and an underdeveloped batik potential in Sambiroto, and individually run snack production without sufficient organization or market access in Ngampel. These conditions were compounded by economic pressure during the COVID-19 period. The program was built around two groups, Batik Kembang Sambiloto (Sambiroto) and Ampel Apik (Ngampel), whose products were connected to an integrated MSME center as a one-stop marketing mechanism. A catfish-farming group of 40 farmers was added in 2024. Implementation combined capacity building, mentoring, infrastructure support, and public communication, in collaboration with the village governments, the Bojonegoro Regency Office of Trade, Cooperatives and Micro Enterprises, the Bojonegoro Regency Environmental Agency, and the NGO Lestari Muda Indonesia. Such multi-actor arrangements are consistent with evidence that government, private-sector, and community networks can strengthen MSME access and collective capacity (Raharja et al., 2021; Harinurdin et al., 2025).

Recent MSME sustainability research increasingly treats business continuity as a system of economic, social, environmental, and institutional capacities rather than a single financial outcome. Systematic reviews emphasize the importance of governance, market access, stakeholder networks, and credible sustainability measurement (Li et al., 2025; Zaman et al., 2025; Souza et al., 2026). Meta-analytic evidence likewise suggests that social and environmental practices can contribute to competitiveness, but the mechanisms depend on organizational capacity and context (Oduro & Haylemariam, 2025). For community-based CSR programs, this means that increases in products or sales should be interpreted together with group organization, participation, learning, and the ability to continue activities beyond direct company support.

A second body of research focuses on participatory communication and multi-stakeholder collaboration. Participation can improve the fit between interventions and community priorities, while social networks expand access to information, resources, and markets (Ningtias, 2023; Raharja et al., 2021; Wang et al., 2024; Yuliasari et al., 2025). However, participation is not automatically equivalent to shared decision-making or institutional sustainability. Programs may

involve beneficiaries in diagnosis and implementation while still facing weak coordination, market uncertainty, or leadership regeneration. This distinction is important because the PROGRESIF UMKM satisfaction survey itself records lower scores for community participation and stakeholder synergy than for perceived program benefits.

The empirical gap is therefore not whether CSR can support MSMEs, but how a participatory process is translated into organizational change, market integration, measurable economic value, and early sustainability indications within one case. Prior work often emphasizes either communication processes, CSR implementation, or MSME performance separately. This study connects those levels by tracing a participatory pathway and triangulating program records with beneficiary satisfaction, SROI, and the Sustainability Compass. The contribution is deliberately bounded: the framework is used to organize documented changes and constraints, not to claim a validated causal model of sustainability.

Against this background, the study asks: (1) how participation was organized in PROGRESIF UMKM and which actors were involved; (2) what documented changes in group institutions, business capacity, market access, and income were associated with the program, and how they map onto Nature, Economy, Society, and Well-being; and (3) what evidence indicates progress toward sustainability and what constraints remain. The study aims to explain the participatory pathway from local potential to enterprise capacity and to identify practical governance priorities for similar CSR-based MSME initiatives. Beneficiary satisfaction and SROI are treated as complementary evidence rather than stand-alone proof of impact.

METHOD

This study used a descriptive qualitative case-study approach. A case study suits PROGRESIF UMKM because it is a community empowerment intervention embedded in a specific social context and involving multiple actors, and similar approaches have been used to examine CSR implementation and MSME empowerment (Purnomo & Hermawan, 2024; Asri & Angelita, 2025). The case covers Sambiroto and Ngampel Villages in Kapas District, Bojonegoro Regency, and the program groups developed there since 2021.

Data came from program records of PT Pertamina EP Sukowati Field: social-mapping results, implementation records, beneficiary-group data, stakeholder records, communication documentation, impact measurements, and the program essays prepared for the PRIA 2025 and ISDA 2026 competitions (PT Pertamina EP Sukowati Field, 2025, 2026). The program's situation analysis was carried out through participatory discussions, observation and participatory testing, and joint analysis with MSME actors and stakeholders. These were program activities, and their documented results are used here as data.

A beneficiary satisfaction survey covered 27 program beneficiaries and used a 14-element instrument covering input/planning, process/implementation, and output/results. [DATA PENULIS DIPERLUKAN: confirm the composition and selection of the 27 respondents; the manuscript reports 15 Batik Kembang Sambiloto members and 12 Ampel Apik producers, while an earlier draft also mentioned the catfish group. Provide the instrument source, validity/reliability

or validation procedure, response scale, and scoring method.] The results are reported as index and conversion scores.

SROI analysis compared the present value of documented outcomes with social investment for 2023–2025. [DATA PENULIS DIPERLUKAN: provide the monetization proxies, deadweight, displacement, attribution, duration/drop-off assumptions where applicable, discount-rate value and year, data-verification procedure, and calculation worksheet/source.] Without those details, the reported SROI values are retained as program-record indicators rather than independently reproducible estimates.

Analysis proceeded in three stages: grouping data by baseline condition, intervention, output, and observed change; comparing conditions before and after the intervention (group capacity, market access, product diversification, waste utilization, income, and stakeholder networks); and mapping the changes with the Sustainability Compass, whose four dimensions (Nature, Economy, Society, and Well-being) served as a qualitative framework and not as a numerical index (AtKisson & Hatcher, 2001). Trustworthiness was strengthened by triangulating documentation, group data, communication records, the survey, and SROI results. Because the data come mainly from the implementing company's records and the study has no comparison group, changes are described as associated with the program and not as proven effects.

RESULT AND DISCUSSION

Local potential and the starting point

Social mapping identified a gap between local economic potential and the community's capacity to organize it. In Sambiroto, batik production had been started by community members but remained largely individual and was not managed as a collective enterprise. In Ngampel, snack production was dispersed among individual producers, which limited capacity and market development. The main challenge was therefore not an absence of local potential but the limited ability to organize it into sustainable economic activity. Reduced economic activity during the COVID-19 pandemic increased the risk of falling household income, so the program was designed to build business capacity and group institutions rather than provide short-term assistance alone. Table 1 summarizes the starting conditions, interventions, and documented changes.

Table 1. Initial Conditions and Interventions in PROGRESIF UMKM

Aspect	Initial condition	Intervention	Documented change
Institutional capacity	Batik and snack businesses were largely individual.	Group formation/strengthening and mentoring.	Activities became more organized and integrated through the MSME center.
Business capacity	Skills and business management were not yet optimal.	Training, capacity building, mentoring, and infrastructure support.	Products and business management developed; derivative products emerged.

Aspect	Initial condition	Intervention	Documented change
Marketing	Predominantly offline and fragmented.	One-stop marketing through the MSME center and digital communication.	Products reached wider markets, including outside Bojonegoro.
Income	Household income in Sambiroto was approximately IDR 1.5 million/month in 2019.	Strengthening production, products, and market access.	Batik approximately IDR 2.5–3 million/member/month; Ampel Apik approximately IDR 1.5–4 million/member/month.

Source: PT Pertamina EP Sukowati Field program records (2025–2026), processed by the authors.

The participatory process and stakeholder roles

Participation was built into the program from the start. Community members took part in discussions about needs and business development rather than being treated solely as beneficiaries, and the situation analysis combined discussion, observation and participatory testing, and joint analysis with MSME actors and stakeholders. This allowed problems to be identified in context and built a shared understanding of the interventions required.

Collaboration involved government, the company, community groups, and an NGO partner, each with a distinct role. Government actors provided institutional support and access to public programs; the company initiated and supported the program; community groups were the primary business actors; and the NGO provided field mentoring. Communication supported the network: the program used owned, shared, and earned media (no paid media) and reached more than 30 MSME actors. This division of roles is consistent with the point that MSME needs exceed the capacity of any single actor (Raharja et al., 2021), and the role of communication matches Alfiani's (2026) finding that stakeholder communication supports coordination and market facilitation.

Beneficiary perceptions give further evidence of implementation quality (Table 2; full results in Appendix A). The overall index was 3.58 (conversion score 89.57, Grade A, very good), and program benefit was rated highest (3.75). Stakeholder synergy (3.31), community participation (3.41), and company responsiveness (3.44) were the lowest-scoring elements. Beneficiaries therefore strongly perceived the benefits of the program, but participation and cross-stakeholder synergy are the areas that most need strengthening, which is notable for a program described as participatory (see Section 3.7).

Table 2. Selected Beneficiary Satisfaction Results (n = 27)

Element	Index score	Note
Overall index	3.58	Conversion 89.57; Grade A; very good
Program benefit (U14)	3.75	Highest; conversion 93.67
Company commitment (U1); acceptance of CDO (U10)	3.70	Second highest
Company responsiveness (U6)	3.44	Among the lowest
Community participation (U2)	3.41	Second lowest
Stakeholder synergy (U12)	3.31	Lowest

Source: PT Pertamina EP Sukowati Field program records (2025–2026), processed by the authors.

Building enterprise capacity: groups, products, and markets

The Batik Kembang Sambiloto group developed from largely individual batik activity into a more organized collective enterprise. Mentoring addressed production skills, product innovation, infrastructure, and marketing. The group also produced a local hero who became a trainer for batik activities inside and outside Bojonegoro, showing that capacity transfer extended beyond the initial beneficiaries.

In Ampel Apik, strengthening focused on snack processing (banana, root-crop, intestine, and tempeh chips), and improved marketing enabled products to reach markets outside Bojonegoro. The catfish-farming group added in 2024 later developed derivative products in 2026 (shredded catfish, fish-head crackers, and catfish nuggets), extending value creation along the product chain. Using tempeh-processing waste as feed for cattle and fish connected economic strengthening with resource efficiency; program records note savings of about 300 kg of feed per month, although the net economic value has not been calculated. The integrated MSME center linked these products to a common market channel, in line with findings that CSR-supported economic centers can integrate MSME activities and improve performance (Ekawati et al., 2025).

The survey indicates that capacity building reached beneficiaries and spread: all 27 respondents reported increased knowledge, understood the program, applied what they learned, and passed it on within their group or to the wider community (Table 3). This matches recent work emphasizing participatory training and mentoring for sustainable MSMEs (Mumpuni et al., 2026; Laksmi et al., 2026).

Table 3. Capacity and Knowledge-Transfer Indicators

Capacity-change indicator	Survey result (27 respondents)
Program increased knowledge	100%; 66.7% reported a strong increase, 33.3% an increase
Understanding of the program	100%; 63.0% understood very well, 37.0% understood
Application of knowledge	100%; 66.7% applied and developed it, 33.3% applied it

Capacity-change indicator	Survey result (27 respondents)
Knowledge dissemination	100%; 51.9% within the group, 48.1% to the wider community

Source: PT Pertamina EP Sukowati Field program records (2025–2026), processed by the authors.

Income and economic value

The most visible economic change was higher member income. The Batik Kembang Sambiloto group, consisting of 15 women, reported approximately IDR 2.5–3 million per member per month, compared with an initial situation in which household income depended more on husbands' earnings. Among Ampel Apik's 12 snack producers, who expanded their markets beyond Bojonegoro, income was approximately IDR 1.5–4 million per member per month. Because this is reported as a range, no group average is inferred. The evidence indicates that group integration, improved marketing, and product development were associated with greater income opportunities, and that addressing the whole value chain (production, products, and marketing together) mattered more than any single element (Li et al., 2025).

SROI adds quantitative evidence (Table 4). The present value of outcomes for 2023–2025 was IDR 1,933,895,088 against a total investment of IDR 1,780,506,800, a cumulative SROI of 1.09: each IDR 1 invested generated about IDR 1.09 of measurable social value under the methodology used. Annual values were 1.13 in 2023, 0.92 in 2024, and 1.29 in 2025. The cumulative value is only modestly above 1, and in 2024 outcomes did not exceed investment; the available data do not explain this, and it should be examined in future evaluations. The SROI covers 2023–2025 only and therefore does not capture the program's earlier phase.

Table 4. SROI Evaluation of PROGRESIF UMKM, 2023–2025

Year	Total outcome	Total investment	Present value of outcome	Annual SROI
2023	IDR692,450,000	IDR 517,350,000	IDR 585,527,429	1.13
2024	IDR 900,866,560	IDR 772,500,000	IDR 713,570,757	0.92
2025	IDR 767,966,440	IDR 490,656,800	IDR 634,796,902	1.29
Cumulative 2023–2025	—	IDR 1,780,506,800	IDR 1,933,895,088	1.09

Source: PT Pertamina EP Sukowati Field program records (2025–2026), processed by the authors.

Multidimensional impacts

Table 5. PROGRESIF UMKM Impacts Based on the Sustainability Compass

Dimension	Program evidence	Meaning of change
Nature (N)	Tempeh-processing waste used as cattle and fish feed; about 300 kg of feed saved per month.	More efficient resource use and less unmanaged waste.

Dimension	Program evidence	Meaning of change
Economy (E)	Income of IDR 2.5–3 million (batik) and IDR 1.5–4 million (snack) per member per month; markets outside Bojonegoro; catfish products diversified; cumulative SROI 1.09.	Stronger income sources, product value, and market opportunities.
Society (S)	More organized groups; integrated MSME center; government–company–community–NGO collaboration; local hero emerged.	Stronger collective capacity, networks, and local leadership.
Well-being (W)	Women gained an additional income source; household income increased; business options expanded.	Greater economic resilience for households.

Source: PT Pertamina EP Sukowati Field program records (2025–2026), processed by the authors.

Economy is the most measurable dimension because income and market data exist. Society acts as a mechanism through which economic change occurs: group strengthening, the MSME center, and stakeholder collaboration form a social infrastructure that supports business continuity. Nature rests on a single indicator, and Well-being is reflected mainly in additional household income, which overlaps with the Economy evidence; non-income indicators such as time use, health, or education were not measured. The dimensions nevertheless show how impacts connect (waste utilization yields resource savings, institutional strengthening improves market access, and market access contributes to household well-being), in line with research on interconnected dimensions of sustainable MSME competitiveness (Kartika et al., 2026).

Synthesis: the participatory pathway from local potential to enterprise

Taken together, the findings in Sections 3.1–3.5 suggest that local potential moved toward enterprise through a sequence in which each stage created conditions for the next (Table 6). Participatory diagnosis ensured that interventions fitted existing potential (batik in Sambiroto, snack processing in Ngampel) instead of imposing external business ideas. Group formation turned dispersed individual activity into collective institutions. Capacity building and product development raised the quality and range of products, and the MSME center connected them to wider markets. Multi-stakeholder collaboration supplied what the groups could not provide themselves: institutional support, mentoring, and visibility. The local hero and the derivative catfish activities indicate that groups began to adapt and extend the program by themselves.

Table 6. Participatory Pathway Followed by PROGRESIF UMKM

Stage	Participatory element	Evidence in PROGRESIF UMKM	Resulting capacity
1. Joint situation analysis	Community and stakeholders identify potentials and problems together.	Batik potential in Sambiroto; dispersed snack production in Ngampel.	Shared understanding of needs.

Stage	Participatory element	Evidence in PROGRESIF UMKM	Resulting capacity
2. Group formation or strengthening	Members as the primary business actors.	Batik Kembang Sambiloto (15 women); Ampel Apik (12 producers).	Collective institutions.
3. Capacity building and mentoring	Field mentoring and knowledge exchange.	Training in production, innovation, and marketing; all respondents applied what they learned.	Business skills.
4. Product development	Groups develop products from local resources.	Snack variants; tempeh-waste feed; catfish derivatives.	Value added and resource efficiency.
5. Market integration	Shared marketing channel.	Integrated MSME center; markets outside Bojonegoro.	Market access.
6. Collaboration and knowledge diffusion	Defined roles for government, company, NGO, and community; local leaders emerge.	Support from government agencies, village governments, and the NGO; local hero as trainer.	Networks and reduced dependence on external intervention.

Source: PT Pertamina EP Sukowati Field program records (2025–2026), processed by the authors.

From a CSR perspective, the pathway reflects a shift from charity toward capacity building, and program success is better judged by the groups' ability to maintain, develop, and transfer benefits than by assistance outputs alone (Purnomo & Hermawan, 2024; Li et al., 2025). Because it is derived from one case and has not been tested elsewhere, it should be read as a reference for similar programs and not as a validated model.

Toward sustainability: indications and constraints

The title speaks of moving *toward* sustainable enterprise because the evidence shows early indications, not completed sustainability. Indications include group organization, a local hero who trains others, and derivative activities that emerged after the initial intervention. Three observations qualify them. First, participation and synergy are the weakest elements in the beneficiaries' own assessment (Section 3.2). Taking part in situation analysis does not automatically mean members feel equally involved in later decisions, and cross-stakeholder coordination appears to need more deliberate management. Second, the program records identify remaining challenges: product-quality consistency, market certainty, group governance, business record keeping, leadership regeneration, and digital literacy. Earlier CSR evaluations similarly show that sustainability can be constrained when market certainty and inter-organizational synergy remain weak (Nauli et al., 2026). Third, the cumulative SROI of 1.09 is modest and the 2024 value was below 1 (Section 3.4), so economic returns have not yet been consistently greater than investment.

CONCLUSION

PROGRESIF UMKM shows a documented pathway in which participatory diagnosis, group strengthening, mentoring, product development, and market integration were associated with stronger enterprise capacity in Sambiroto and Ngampel. Program records report monthly income of approximately IDR 2.5–3 million per batik member and IDR 1.5–4 million per snack producer, a satisfaction index of 3.58 (conversion score 89.57), and cumulative SROI of 1.09 for 2023–2025. The Sustainability Compass indicates connected changes across Economy and Society, with more limited evidence for Nature and Well-being. These findings support early sustainability indications rather than established sustainability.

The main implications are to strengthen member participation, stakeholder synergy, group governance, market certainty, record keeping, digital capability, and leadership regeneration because these conditions affect whether the gains persist beyond external support. The study is limited by its reliance on implementer records, lack of a comparison group, incomplete documentation of the survey sample and SROI assumptions, income ranges without a consistent baseline, and limited non-income well-being indicators. Future research should use independently verified baseline–endline data, interviews with beneficiaries and stakeholders, transparent SROI calculations, and longitudinal measures of enterprise continuity.

This case study shows that PROGRESIF UMKM moved local potential in Sambiroto and Ngampel toward more organized enterprises through a participatory, locally grounded, and integrated approach. Participatory situation analysis and multi-stakeholder collaboration were associated with four main changes. Individual batik and snack activities developed into more organized groups, and Ampel Apik expanded toward catfish cultivation and derivative products. Market access through the integrated MSME center was an important factor in income improvement, with documented income of approximately IDR 2.5–3 million per member per month in the batik group and IDR 1.5–4 million in the snack group. Impacts were multidimensional across Nature, Economy, Society, and Well-being. And the emergence of a local hero and derivative groups points to reduced dependence on external intervention.

Complementary measures support this reading: the satisfaction index of 3.58 (conversion score 89.57, very good) shows positive perceptions of implementation quality, and the cumulative SROI of 1.09 for 2023–2025 shows measurable benefits modestly exceeding the investment. However, community participation and stakeholder synergy scored lowest, and sustainability depends on stronger group self-reliance, market certainty, business governance, leadership regeneration, record keeping, and digital literacy. These should be treated as explicit indicators of program success. The participatory pathway outlined in this study can serve as a reference for similar CSR-based MSME programs.

Based on the evaluation, future priorities include expanding the Batik Kembang Sambiloto production space; developing a more economical and environmentally friendly alternative catfish feed; improving water quality and pond infrastructure; accelerating digital marketing and branding for Ampel Apik; and establishing an inter-group forum or cluster for raw-material procurement,

collective marketing, and joint product development. These are implications of the evaluation and not claims of completed interventions.

This study has limitations. It relies mainly on program records produced by the implementing company and has no comparison group, so observed changes are associations and not proven effects. Community perspectives are represented through documentation and a satisfaction survey and were not examined through separate interviews or focus group discussions. Income data are given as ranges without a consistent baseline, and the Nature and Well-being dimensions rest on limited indicators. Future research could add interviews with group members and stakeholders, a baseline–endline design, and non-income well-being measures.

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CONFLICT OF INTEREST

The authors declare that there are no conflicts of interest related to the conduct of the research, preparation, or publication of this article.

AUTHOR CONTRIBUTIONS

All authors contributed to the preparation of this article. Wazirul Luthfi, M Thirafi Ramadhani, Ulil Masruroh, Aditya Irma, was responsible for the conceptualization of the study, data collection and analysis, interpretation of the results, and manuscript preparation. The other authors contributed to the review, editing, and final approval of the manuscript.

GENERATIVE AI STATEMENT

The authors state that generative artificial intelligence (AI) was used in the preparation of this manuscript. The authors acknowledge the use of generative AI to assist in enhancing language clarity and improving the grammatical structure of the manuscript. This usage adhered to applicable ethical guidelines regarding the use and disclosure of generative AI in scientific research. Each author has made a substantial intellectual contribution to this work. The entire manuscript has been carefully reviewed to ensure accuracy, and the authors bear full responsibility for the integrity and final content of the manuscript.

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