

## **Aspikmas Strategies in Developing the Capacity of MSME Actors in Karangnangka Village, Kedungbanteng District, Banyumas Regency**

**Rifqi Fathulhuda<sup>1\*</sup>, Muhamad Azam<sup>2</sup>**

<sup>1</sup> Universitas Islam Negeri Sunan Kalijaga 1; [fathulhudarifqi@gmail.com](mailto:fathulhudarifqi@gmail.com)

<sup>2</sup> Universitas Islam Negeri Sunan Kalijaga 2; [azamsemet924@gmail.com](mailto:azamsemet924@gmail.com)

\* Correspondence: [fathulhudarifqi@gmail.com](mailto:fathulhudarifqi@gmail.com)

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**Abstract:** The development of micro, small, and medium enterprises (MSMEs) in Indonesia is an important issue that has received considerable government attention. MSMEs constitute a vital sector of the Indonesian economy, and many people depend on this sector for their livelihoods. This study aims to analyze the strategies of the Association of Micro, Small, and Medium Enterprise Entrepreneurs (Aspikmas) in developing the capacity of MSME actors in Karangnangka Village. The study employed a qualitative approach through interviews, observation, and documentation involving Aspikmas administrators and local MSME actors. The findings show that Aspikmas plays an important role in providing business assistance, including management training, support for business legality, digital marketing, and facilitation of access to capital. These programs have proven capable of improving the ability of MSME actors to manage their businesses and expand their market networks. However, the effectiveness of Aspikmas activities still faces several obstacles, particularly limited funding, human resources, and organizational coordination. Overall, the presence of Aspikmas has had a positive impact on strengthening the local economy by increasing the capacity and independence of MSME actors in Karangnangka Village.

**Keywords:** development strategy, MSMEs, Aspikmas

### **1. Introduction**

Micro, Small, and Medium Enterprises (MSMEs) are productive economic activities carried out by individuals or business entities that meet certain criteria and possess specific characteristics (Hasanah et al., 2020). The development of MSMEs in Indonesia is an important issue that continues to receive government attention. This sector serves as the backbone of the national economy because it makes a substantial contribution to employment absorption. MSMEs also function as a driving force for economic development, particularly in creating employment opportunities and strengthening community economic resilience (Indah, 2022).

Micro, Small, and Medium Enterprises (MSMEs) are one of the main pillars of the Indonesian economy, playing a significant role in driving economic activity while also serving as a source of livelihood for a large segment of society (Lubis et al., 2024). MSMEs are among the most important pillars of the national economy. They are not only able to absorb a very large workforce but also help overcome economic crises and act as a driving force for the economy.

Despite their important role, MSMEs still frequently face various challenges, such as limited access to capital, inadequate technological capacity, limited market access, and low managerial capacity among MSME entrepreneurs. Government support is therefore a crucial aspect in encouraging sustainable MSME growth through various initiatives, including training programs and loans. MSMEs cannot be separated from society, as their existence is useful for improving the economy of a region or nation. MSMEs are also able to create new employment opportunities and absorb large numbers of workers, thereby helping to reduce unemployment. Through MSME development programs, MSMEs can drive the national economy (Ismi, 2023).

The existence of micro and medium enterprises represents the largest component of Indonesia's economic structure, as reflected in the high level of community involvement in various economic activities. However, such involvement cannot rely solely on community participation. Government support and active involvement must also continue to be strengthened, because without government intervention, the potential of community participation cannot develop optimally. Therefore, community participation in economic development, particularly through MSMEs, requires concrete policies and actions from the government to create a conducive climate and provide facilities that support MSME growth (Oleh and Prastiska, 2017).

Suryana (2020) explains that an MSME development strategy is a series of steps aimed at strengthening the position of small and medium enterprises in facing changes in the business environment through innovation, human resource improvement, and expanded market access. In general, strategy refers to a comprehensive approach related to the implementation of ideas, planning, and the execution of activities within a particular period. A good strategy includes coordination, implementation effectiveness, innovation, market expansion, and human resource strengthening. In the context of MSMEs, development strategies are needed so that business actors can face competition and make optimal use of market opportunities. Strategy is also a broad set of organizational plans for implementing decisions taken to achieve organizational goals (Rezky, 2023).

According to Sutrisno (2020), development is a long-term activity focused on improving the capacity of human resources in terms of skills, knowledge, and professionalism. MSME development is an effort carried out by the government, the business sector, and society to

empower small businesses by providing facilities, guidance, mentoring, and strengthening support to develop and improve the capacity and competitiveness of MSMEs.

MSME development is an important process for improving the prosperity of a nation. The development of MSMEs can expand employment opportunities and utilize the potential of natural and human resources, thereby improving the economy of a nation or state. Many people still depend on small and medium enterprises, both directly and indirectly. Intense competition enables MSMEs to play a role in absorbing as much labor as possible. Another important contribution to the economy is the creation of profit and the reduction of unemployment. The ability of MSMEs to compete depends on the strength of their marketing systems (Alivia et al., 2022).

The government plays an important role in formulating policies that support business development, including through easier access to financing, mentoring programs, training in the use of technology, and efforts to open broader market networks. On the other hand, the involvement of communities and business actors is a key element in maintaining the sustainability of these empowerment programs. The presence of MSMEs also creates economic opportunities for local communities, including groups with limited economic capacity. In addition, MSMEs contribute to enriching the economic structure through the development and marketing of local products with unique regional characteristics (Harahap et al., 2023). This is in line with the increasing number of MSMEs in Banyumas Regency, which indicates significant economic potential in the region.

Based on data from the Office of Manpower, Cooperatives, and Small and Medium Enterprises of Banyumas, the figure increased by 6.5 percent to Rp 2,338,410, compared with the 2024 district minimum wage (UMK) of Rp 2,195,690.

Karangnangka Village is located in Kedungbanteng District, Banyumas Regency, Central Java Province, on the hilly southern slope of Mount Slamet at an elevation of approximately 200-400 meters above sea level. The village covers an area of around 263 hectares, consisting of agricultural land, residential areas, and other productive land. The population of Karangnangka Village is 3,781 people, comprising 1,940 males and 1,841 females. Karangnangka Village is one of the villages that has experienced fairly rapid MSME development, particularly in the culinary sector, processed foods, handicrafts, and local agricultural products. The village government,

Aspikmas, and BUMDes work together to improve the capacity of MSME actors through training, business legality assistance, digital marketing facilities, and product promotion through online platforms. MSME actors in this village still face obstacles related to marketing, packaging innovation, digital skills, and uneven access to capital (Heni Panca, Chair of Aspikmas, Kedungbanteng District, 2025).

With the presence of Aspikmas as an organization that oversees MSMEs, the empowerment process has become more directed. Aspikmas is a new organization that was inaugurated by the Regent of Banyumas, Mr. Achmad Husein, on 28 July 2020. This organization oversees several MSME associations and has a vision of becoming an MSME association with national competitiveness through superior products and implemented programs. Its mission is to improve the business capacity of MSME actors, encourage them to develop a corporate fighting spirit, address the tendency of many actors to focus mainly on production while facing marketing constraints, overcome unequal distribution of information and government assistance, and distribute access to information on government policies related to MSMEs evenly throughout Banyumas Regency (Heni Panca, Chair of Aspikmas, Kedungbanteng District, 2025).

## **2. Research Findings**

Micro, Small, and Medium Enterprises (MSMEs) are economic activities carried out by individuals or groups with the aim of improving the welfare of business actors. MSMEs occupy a highly important position in national economic development, both in encouraging economic growth, creating employment opportunities, and promoting equitable development outcomes. In rural areas, MSMEs are considered to have promising opportunities for growth. Karangnangka Village, for example, has shown progress in MSME development efforts and possesses various product potentials, ranging from processed foods and agricultural products to various forms of local handicrafts.

## Aspikmas Member Data in Karangnangka Village

| No | Name             | Position                                     | Address   | Type of Business       |
|----|------------------|--|-----------|------------------------|
| 1  | Heni Panca       | Chair of Aspikmas,<br>Kedungbanteng District | RT 1/RW 5 | Aqua gallons           |
| 2  | Nani Yuningsih   | Member                                       | RT 1/RW 5 | Tuna floss             |
| 3  | Ahmad Sobri      | Member                                       | RT -/RW 6 | Tempeh products        |
| 4  | Jabar Akbar Noor | Member                                       | RT 2/RW 2 | Processed<br>chocolate |
| 5  | Siti Aminah      | Member                                       | RT 2/RW 3 | Snacks                 |
| 6  | Sunarti          | Member                                       | RT 2/RW 5 | Snacks                 |
| 7  | Hildawti         | Member                                       | RT 1/RW 1 | Light snacks           |
| 8  | Enggar           | Member                                       | RT 1/RW 4 | Tailoring              |
| 9  | Suminah          | Member                                       | RT 4/RW 5 | Snacks                 |
| 10 | Suparmin         | Member                                       | RT -/RW 4 | Fish farming           |
| 11 | Trimah Istikomah | Member                                       | RT 1/RW 3 | Tailoring              |
| 12 | Azizah           | Member                                       | RT 1/RW 4 | Meat                   |

**Source:** *Aspikmas Document 2025, Karangnangka Village, Kedungbanteng District.*

Based on an interview with Mrs. Heni Panca, Chair of Aspikmas in Kedungbanteng District, MSME development in Karangnangka Village plays a very important role in efforts to improve community welfare. Through Aspikmas (the Association of Micro, Small, and Medium Enterprise Entrepreneurs), various forms of support continue to be provided, such as training programs, easier access to capital, and facilitation of product marketing. The local government also plays a strategic role in improving MSME product quality, strengthening the capacity of business actors, providing capital assistance, and expanding marketing networks at both local and external regional levels. The synergy between Aspikmas and the government is directed toward strengthening MSME competitiveness so that they can penetrate broader markets. In addition, Aspikmas has established partnerships with the Manpower, Cooperatives, and SMEs Office (Dinnakerkop) and Bank Indonesia to build an inclusive business ecosystem, enabling MSME actors to gain better access to human resource development and wider market networks.

This study examines the conditions faced by MSME actors through an analysis of development strategies implemented by Aspikmas in Karangnangka Village by reviewing several aspects, including capital, marketing, products, market conditions, and human resources. Data on these various aspects were obtained through questionnaires and interviews. The findings show that MSMEs in Karangnangka Village have experienced fairly significant progress. However, there are still several obstacles faced by MSME actors in the process of business development in Karangnangka Village, including:

- 1) Capital: business capital is insufficient, either because actors want to increase the quantity of products, because capital turnover is not smooth, or because capital is used for personal rather than business needs.
- 2) Marketing: marketing networks are not yet broad enough, reducing opportunities to sell more products.

#### Products

- a) Availability: sometimes, when demand is high, some MSMEs do not have ready stock, possibly because of limited capital or limited production labor.
  - b) Packaging: some MSMEs still need to upgrade their packaging to make it more attractive and increase product selling value. In addition, product permits, such as P-IRT and halal certification, are usually displayed on the packaging.
  - c) Branding: introducing a product brand or name is very important so that the product becomes widely known, both online (through social media, websites, and others) and offline (through exhibitions, bazaars, and similar activities). The ultimate goal is for products to sell well and for turnover to increase. However, the capacity of MSME actors to brand their products still needs to be improved.
- 3) Market conditions: when consumer demand or purchases decline, sales and turnover automatically decrease as well.
  - 4) Human resources: the business management, branding, and marketing capacities of MSME actors remain limited and need to be improved.

Several constraints faced by MSMEs have become a major concern in the inclusive development process planned by both the government and Aspikmas.

Aspikmas plays an important role in encouraging MSME growth in Karangnangka Village as an institution oriented toward strengthening the capacity and independence of business actors. This institution contributes through data collection and initial guidance for small entrepreneurs, the implementation of basic training related to business management and digital marketing, and the development of cooperation among MSME associations in Banyumas Regency to expand business networks and improve competitiveness. In addition, Aspikmas functions as a bridge

between MSME actors and the government in conveying information and policies and in opening access to various assistance programs. However, the implementation of Aspikmas' role remains suboptimal because of several obstacles, such as limited budgets, a lack of human resources, and organizational structures at the district and village levels that have not yet been fully established. As a result, the effectiveness of MSME guidance and development programs still needs to be improved.

### **3. Conclusion**

Based on the field research findings, Aspikmas' strategy in developing MSMEs in Karangnangka Village has shown a significant impact on improving the capacity and competitiveness of business actors. Aspikmas is an organization that serves as a strategic partner of the local government in assisting and empowering micro, small, and medium enterprises in the Banyumas region. Collaboration among the government, the private sector, and local communities has succeeded in creating synergy that strengthens the local business ecosystem. Such cooperation enables the exchange of information, resources, and complementary expertise so that the programs implemented can have a tangible impact on MSMEs. For example, many MSME actors still face obstacles related to capital, market access, halal certification, and limited human resources. With the presence of Aspikmas, MSME actors have begun to experience tangible benefits, as the constraints they face are gradually being addressed by Aspikmas.

The implementation of this approach expands MSME actors' access to capital and training and creates an environment that supports sustainable innovation. Effective evaluation and communication practices, such as those carried out by Aspikmas, demonstrate the importance of MSME involvement in responding to changes occurring in the field.

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