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Collaborative Needs Mapping for Small Business Digital Transformation and Sustainable Innovation in Pamulang Urban Communities, Indonesia

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ABSTRAK

Usaha kecil di kawasan penyangga perkotaan memerlukan program pengabdian kepada masyarakat yang responsif terhadap kebutuhan lokal dan mendukung transformasi digital. Artikel ini bertujuan menganalisis pelaksanaan *Focus Group Discussion* (FGD) dan forum diseminasi yang diselenggarakan oleh Universitas Terbuka di Pamulang, Kota Tangerang Selatan, sebagai sarana untuk mengidentifikasi kebutuhan pengembangan serta menyusun model pemetaan kebutuhan secara kolaboratif. Penelitian menggunakan pendekatan deskriptif kualitatif berbasis *community engagement* dengan memanfaatkan dokumentasi kegiatan serta analisis tematik terhadap usulan dan hasil diskusi yang dihimpun oleh tim Universitas Terbuka. Kegiatan melibatkan 45 peserta yang terdiri atas perwakilan delapan kelurahan, pelaku usaha kecil, unsur pemerintah, narasumber, dan pemangku kepentingan terkait. Hasil analisis mengidentifikasi lima klaster prioritas, yaitu kapasitas sumber daya manusia dan manajemen usaha, pemasaran dan digitalisasi, kualitas produk dan kemasan, sarana, legalitas dan pembiayaan, serta pengembangan sektoral dan lingkungan. Temuan ini menjadi dasar dalam perancangan program pengabdian kepada masyarakat yang kolaboratif, berbasis teknologi, dan berkelanjutan untuk meningkatkan kapasitas serta daya saing usaha kecil.

Kata kunci: Pengabdian Kepada Masyarakat; Transformasi Digital; Diskusi Kelompok Terarah; Usaha Mikro Dan Kecil; Kolaborasi Multipihak.

ABSTRACT

Small businesses in urban buffer areas require community engagement programs that are responsive to local needs and support digital transformation. This article aims to analyze a Focus Group Discussion (FGD) and dissemination forum organized by Universitas Terbuka in Pamulang, South Tangerang, Indonesia, to identify development priorities and formulate a collaborative needs-mapping model. A descriptive qualitative community engagement approach was employed using activity documentation and thematic analysis of proposals and discussion outcomes compiled by the Universitas Terbuka team. The forum involved 45 participants representing eight urban villages, small business actors, local government, resource persons, and other relevant stakeholders. The analysis identified five priority intervention clusters: human resource and business management capacity, marketing and digitalization, product quality and packaging, facilities, legality and financing, and sectoral and environmental development. These findings provide an evidence-based foundation for designing collaborative, technology-oriented, and sustainable community engagement programs to strengthen the capacity and competitiveness of small businesses.

Keywords: *Community Engagement; Digital Transformation; Focus Group Discussion; Small Business; Multi Actor Collaboration.*

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INTRODUCTION

Micro, small, and medium enterprises (MSMEs) play a vital role in local economic development by creating employment opportunities, increasing the circulation of income within communities, and supporting household-based productive activities. In urban buffer areas, MSMEs serve as one of the primary drivers of local economic growth through their close connections with community networks, local institutions, community organizations, and government programs. The competitiveness of MSMEs is influenced not only by entrepreneurs' motivation but also by managerial capacity, market access, product readiness, business legality, access to financing, technology utilization, and the support provided by the entrepreneurial ecosystem (Stam & van de Ven, 2021; Widita et al., 2024).

The target community partners of this community engagement program were MSME actors from eight urban villages in Pamulang District, South Tangerang City, namely Pamulang Barat, Pamulang Timur, Pondok Benda, Benda Baru, Kedaung, Bambu Apus, Pondok Cabe Udik, and Pondok Cabe Ilir. Prior to the implementation of the program, the Universitas Terbuka team collected development proposals from each urban village, conducted preliminary observations, and held initial discussions with representatives of the urban village administrations, MSME actors, and other local stakeholders. The needs assessment revealed that the challenges faced by the community partners extended beyond the adoption of digital technology. The identified issues included limited business management capacity, inadequate digital marketing capabilities, suboptimal product quality and packaging, incomplete business legality and limited access to financing, as well as the need to strengthen the sustainable development of local economic potential. These findings indicate that each urban village has distinct development needs and characteristics, requiring community engagement programs that are tailored to the actual needs of the local community.

Numerous studies have demonstrated that digital transformation creates value when it is supported by organizational strategy, internal capabilities, business model renewal, and the ability to adapt to changing market conditions (Hanelt et al., 2021; Kraus et al., 2022; Verhoef et al., 2021). Within MSMEs, digital transformation is also closely associated with dynamic capabilities, customer value creation, internationalization, sustainability, knowledge-based business models, digital strategy, digital capabilities, and digital organizational culture (Bouncken et al., 2021; Denicolai et al., 2021; Matarazzo et al., 2021; Proksch et al., 2024). Studies on digital marketing further indicate that social media, online interaction, platform-based communication, and retail business model innovation can expand market reach when integrated with comprehensive business management practices (Dwivedi et al., 2021; Kraus et al., 2021; Mostaghel et al., 2022). Therefore, community engagement programs should not merely assist business actors in creating social media accounts or online stores but should also strengthen their capacity in product presentation, content planning, customer communication, digital payment readiness, and sound business management practices.

In addition to digital transformation, the needs assessment also revealed that MSME development in Pamulang requires strengthening in product quality, packaging, business legality, and sustainability. Wang et al., (2023) demonstrated that packaging design influences consumers' purchasing decisions and enhances product competitiveness. Bhatti et al., (2023) found that sustainable procurement, packaging, distribution, and eco-innovation contribute significantly to improving MSME performance. In the food sector, halal certification plays an important role in strengthening consumer trust and purchase intention in Muslim-majority communities (Silalahi, 2023). Furthermore, the concepts of digital sustainability, innovation management, and Industry 5.0 emphasize that technology-based business development should be integrated with environmental responsibility, the utilization of local resources, and long-term value creation (Appio et al., 2021; George et al., 2021; Ghobakhloo et al., 2022). These findings are consistent with the needs expressed by the community partners during the initial assessment, indicating that digital transformation should be implemented in conjunction with strengthening institutional capacity, product competitiveness, and business sustainability.

The research gap addressed by this article concerns the limited discussion of how local needs are consolidated before community service programs that apply technology are designed. Existing studies on small business digital transformation tend to emphasize firm level adoption, digital marketing, or platform use, while the process through which universities, local governments, communities, and business actors jointly formulate mentoring agendas in urban buffer areas remains less developed.

The novelty of this article lies in presenting a collaborative needs mapping model for small business digital transformation in Pamulang. The contribution of this research is a practical framework that connects proposal collection, Focus Group Discussion clarification, thematic clustering, five actor collaboration, and staged mentoring. Accordingly, this article aims to analyze the forum as a mechanism for mapping small business development needs and formulating a strategic collaboration model. The article focuses on needs consolidation and model development, not on measuring changes in sales, productivity, income, or digital transaction volume.

METHODS

This article used a descriptive qualitative community engagement approach. The approach was selected because the study aimed to understand and organize the needs emerging from a community service forum, not to test statistical relationships or measure business impact. The focus of analysis was the Focus Group Discussion and dissemination process conducted by Universitas Terbuka in Pamulang. The forum was treated as a collective needs mapping process in which local stakeholders helped identify problems, clarify priorities, and formulate possible follow up programs. This logic is consistent with participatory action research, which values community involvement in generating knowledge and planning action (Cornish et al., 2023).

The activity was conducted at Ruang Rasamala, Wisma Universitas Terbuka, on Thursday, 11 June 2026. It involved 45 participants consisting of urban village representatives, small business actors, subdistrict and urban village elements, resource persons, and related stakeholders. The participating urban villages were Pamulang Barat, Pamulang Timur, Pondok Benda, Benda Baru, Kedaung, Bambu Apus, Pondok Cabe Udik, and Pondok Cabe Ilir. The forum was part of Universitas Terbuka's community service and dissemination agenda under the Enhancing Quality Education for International University Impacts and Recognition, World Class University scheme, supported by LPDP funding.

The empirical material consisted of activity documentation, preliminary proposals submitted through urban village and small business representatives, and consolidated thematic notes prepared by the Universitas Terbuka team during and after the forum. The material was selected based on its relevance to small business development, digital transformation readiness, product improvement, legality and financing, marketing, and local economic potential. The community engagement process included stakeholder identification, proposal collection, Focus Group Discussion, issue documentation, thematic classification, and follow up recommendations.

The analysis followed a pragmatic thematic classification procedure informed by reflexive thematic analysis (Braun & Clarke, 2021). The documented proposals and discussion summaries were reviewed to identify recurring issues, grouped into categories, and compared across the eight urban villages. The categories were consolidated into five clusters: human resource and business management capacity, marketing and digitalization, product quality and packaging, facilities, legality and financing, and sectoral and environmental development. To improve credibility, the classification was checked against the activity documentation, participant composition, preliminary proposals, and consolidated team notes.

The activity did not produce a verbatim transcript, participant quotation log, pretest, posttest, or business performance dataset. For this reason, the article reports aggregated thematic findings and does not attribute statements to specific participants. The findings should be read as a structured needs mapping and model development output, not as an impact evaluation.

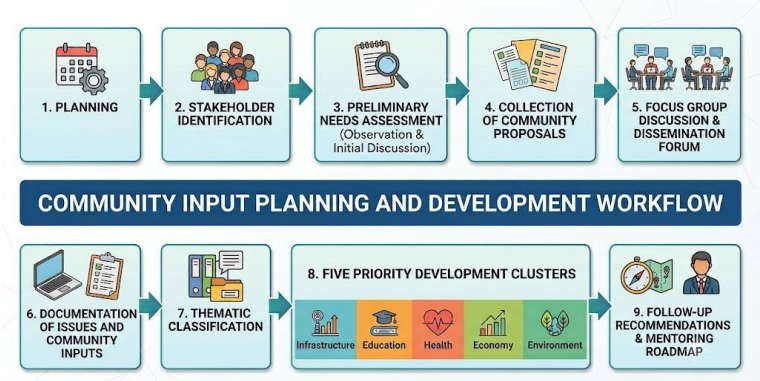

Figure 1. Diagram of the Community Input Research Methodology and Developmpment Workflow (Generated by AI)

RESULTS AND DISCUSSION

The Focus Group Discussion and dissemination forum showed that small business digital transformation in Pamulang cannot be addressed only through digital promotion or platform training. The needs raised through the forum were broader and more practical. They covered managerial capability, marketing and digitalization, product quality and packaging, legality and financing, and sectoral or environmental development. This finding is consistent with digital transformation studies that view technology use as part of wider organizational and strategic change (Hanelt et al., 2021; Kraus et al., 2022; Verhoef et al., 2021). In the context of small businesses, digital tools also need to be supported by capability development, customer value creation, business model readiness, and digital culture (Bouncken et al., 2021; Denicolai et al., 2021; Matarazzo et al., 2021; Proksch et al., 2024).

The Focus Group Discussion served not only as a dissemination activity but also as a participatory forum for validating community needs and encouraging dialogue among stakeholders. Representatives of urban villages, small business actors, local government officials, resource persons, and the Universitas Terbuka team actively discussed local development priorities and proposed potential follow-up programs. Figure 2 presents the implementation of the forum and illustrates the collaborative interaction that formed the basis for the subsequent thematic needs mapping. Figure 2 presents the documentation of the forum and shows the setting of the activity, stakeholder participation, and the dissemination session.

Figure 2. Documentation of the Focus Group Discussion and dissemination forum at Wisma Universitas Terbuka.

The discussions, proposals, and observations documented during the forum became the primary empirical material for the thematic analysis. Rather than measuring the immediate impact of the activity, the forum generated a structured overview of community priorities that was subsequently consolidated into thematic intervention clusters. These findings provide the foundation for the needs mapping presented in Table 1. Table 1 summarizes the five priority clusters identified from the activity documentation, preliminary proposals, and consolidated notes prepared by the Universitas Terbuka team. The table is presented as a needs mapping output rather than an impact measurement. The indicators and outputs are therefore treated as

directions for future mentoring and evaluation, not as results already achieved during the forum.

Table 1. Five priority clusters from the Pamulang community service forum

Main cluster	Evidence from the Focus Group Discussion	Key needs identified	Intervention focus
Human resource and business management capacity	Repeatedly raised by representatives from several urban villages during discussions on limited managerial capability, financial recording, and business planning. The issue also appeared consistently in the preliminary proposals submitted before the forum.	Limited managerial skills, uneven business planning, weak financial recording, limited entrepreneurial confidence, and need for structured mentoring.	Training and mentoring on basic management, simple bookkeeping, cost calculation, pricing, customer service, and business planning.
Marketing and digitalization	Identified by most participating urban villages as one of the primary challenges. Recurring discussion themes included the use of social media, online marketplaces, digital payments, product photography, and customer communication.	Uneven use of social media, marketplaces, online catalogues, digital payments, content creation, and digital customer engagement.	Digital literacy training, social media mentoring, marketplace onboarding, product photography, content planning, and digital payment assistance.
Product quality and packaging	Frequently discussed by MSME representatives, particularly regarding product presentation, packaging design, branding, and product competitiveness for wider market access.	Need for better product quality, packaging design, branding, labelling, product presentation, and market competitiveness.	Product improvement clinics, packaging redesign assistance, branding consultation, labelling guidance, and product display mentoring.
Facilities, legality, and financing	Common concerns across the discussions focused on business licensing, halal and food safety certification, financing access, and institutional support needed for business development.	Challenges related to production facilities, business legality, certification, licensing, financing access, and institutional linkages.	Assistance for business identification number, licensing, halal or food safety preparation, financing literacy, proposal preparation, and referral to relevant institutions.
Sectoral and environmental development	Participants emphasized the importance of strengthening local economic potential through community-based enterprises, creative industries, waste utilization, urban agriculture, and environmentally sustainable business practices.	Need to develop local economic potential, household production, creative sectors, waste management, urban agriculture, and sustainability oriented business practices.	Local potential mapping, sectoral mentoring, circular economy workshops, waste based product innovation, urban agriculture support, and sustainability awareness programs.

The five clusters show that small business digital transformation in Pamulang needs to begin with basic business capability. Digital marketing may increase visibility, but without simple records, cost calculation, pricing skills, and customer service routines, business actors may find it difficult to turn visibility into sustainable growth. This confirms that small business development is shaped by the interaction of skills, institutions, finance, knowledge, networks, and market access within the local entrepreneurial ecosystem (Stam & van de Ven, 2021).

Marketing and digitalization emerged as a central need, especially in relation to social media, marketplaces, online catalogues, product photos, content schedules, and digital payments. Digital and social media marketing can support customer engagement and market reach (Dwivedi et al., 2021), but the mentoring process should remain gradual. For small businesses, digital assistance can begin with basic digital presence, product presentation, and customer communication before moving toward more advanced marketplace analytics or paid promotion.

Product quality, packaging, legality, and financing also appeared as important conditions for digital transformation. Promotion will have limited value if the product is not ready to be presented, trusted, and purchased. Packaging design can influence consumer purchase decisions (Wang et al., 2023), while sustainable procurement, packaging, and distribution are linked with eco innovation and SME performance (Bhatti et al., 2023). In food related businesses, halal labelling can also strengthen consumer trust and buying intention in a Muslim majority environment (Silalahi, 2023). For this reason, community service programs should connect digital marketing with product improvement, labelling, legality preparation, financing literacy, and referral to relevant institutions.

The sectoral and environmental cluster expands the focus from individual business assistance to local economic potential. Pamulang has opportunities in household industries, food products, creative activities, waste based innovation, urban agriculture, and community based environmental initiatives. Because MSME development is influenced by spatial patterns, infrastructure, and city level economic conditions (Widita et al., 2024), mentoring should be sensitive to the specific potential of each urban village rather than applying one uniform program to all communities.

Taken together, the five clusters suggest that digital transformation should be treated as an integrated community empowerment process. Digital support will be more useful when business actors have managerial readiness, products are market ready, legality is gradually improved, financing channels are understood, and local potential is developed responsibly. This view is consistent with studies linking digital innovation with sustainability, innovation management, and sustainable production (Appio et al., 2021; George et al., 2021; Ghobakhloo et al., 2022).

Based on these findings, this article proposes a five actor collaboration model for small business digital transformation in Pamulang. As shown in Figure 3, collaborative needs mapping is placed at the center of program formulation. Universitas Terbuka acts as facilitator, knowledge provider, mentor, and evaluator. Local government connects community needs with policy and administrative support. Small business

actors apply knowledge, adopt tools, and improve products. Community groups support participation and peer learning, while supporting partners provide expertise, resources, visibility, and access to wider networks.

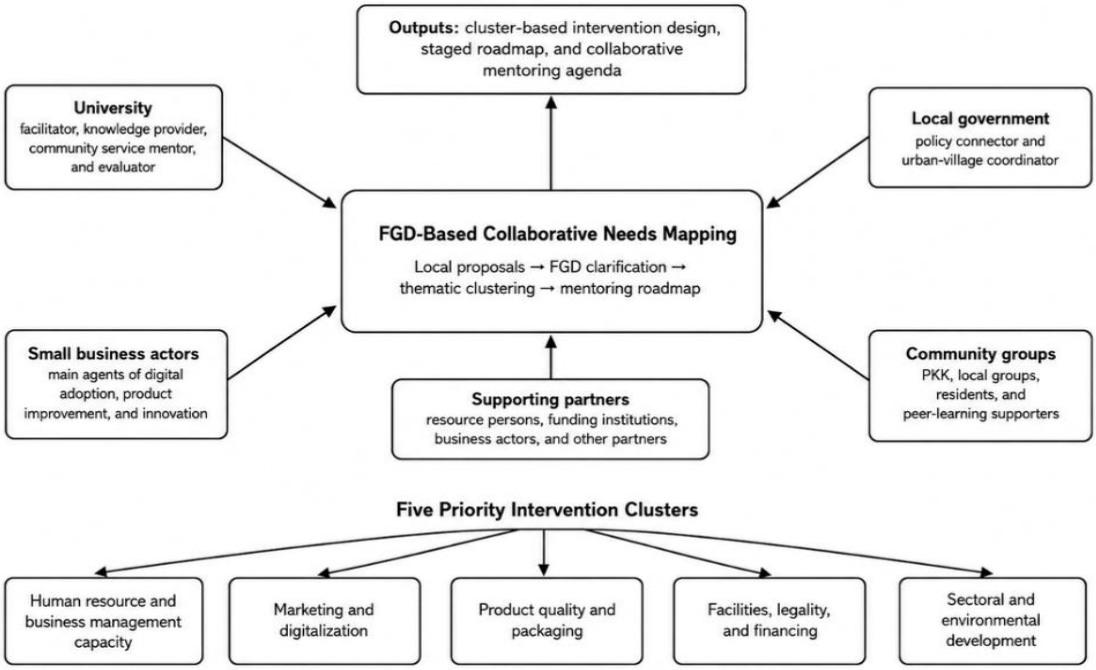

Figure 3. Five actor collaboration model for small business digital transformation in Pamulang.

The model is organized around a needs mapping cycle rather than a general stakeholder list. The process begins with local proposal collection, continues with Focus Group Discussion clarification, moves into thematic clustering, and ends with a mentoring roadmap. This structure can reduce fragmented programs because each actor has a clear function and the mentoring agenda is based on documented local needs.

The follow up roadmap can be arranged in three stages. The short term stage focuses on validating the five clusters, confirming priority participants, preparing mentoring modules, designing baseline instruments, and selecting pilot businesses from the eight urban villages. The medium term stage focuses on mentoring in digital marketing, business management, legality preparation, packaging, financing literacy, and local product improvement. The long term stage can be directed toward small business incubation, community digital literacy corners, local product showcases, university and local government partnership mechanisms, and replication to other urban buffer areas.

Since the 2026 forum did not include pretest, posttest, or business performance measurement, future programs should collect baseline and later data. Feasible indicators may include digital literacy, active digital channels, product catalogue availability, bookkeeping practice, legality progress, packaging improvement, financing readiness, and customer reach. These indicators should remain simple

enough for small business actors to use, but strong enough to show whether mentoring produces practical change.

The results offer practical and scholarly implications. For practice, the five clusters can guide universities and local governments in designing more coordinated community service programs. For scholarship, the article shows that transparent needs mapping, clear intervention logic, and a feasible collaboration model can be valuable contributions even when impact data have not yet been measured.

CONCLUSION

The Focus Group Discussion and dissemination forum demonstrated that identifying community needs through a participatory process provides a stronger foundation for designing technology-based community service programs for small businesses. The findings suggest that digital transformation should not be viewed solely as the adoption of digital platforms or online marketing. Instead, it needs to be integrated with improvements in managerial capability, product quality, business legality, financing literacy, and the utilization of local economic potential to support sustainable business development. A key contribution of this article is the proposed collaborative needs mapping model, which connects community proposals, Focus Group Discussions, thematic classification, multi-stakeholder collaboration, and staged mentoring within a single implementation framework.

The model offers a practical reference for universities and local governments in developing community service programs that are more responsive to local needs and easier to implement systematically. The present work is limited to thematic needs mapping and model development because the activity did not include baseline data, follow-up measurements, or quantitative indicators of business performance. Consequently, the findings should not be interpreted as evidence of program impact. Future community service initiatives are expected to incorporate longitudinal evaluation so that changes in digital capability, managerial practices, product competitiveness, business legality, and overall business performance can be assessed, while further validating the applicability of the proposed model in other urban communities.

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