

## E-COMMERCE-BASED SOCIAL ENTREPRENEURSHIP DEVELOPMENT STRATEGY FOR VILLAGE COMMUNITY ECONOMIC EMPOWERMENT

**Muh. Nur**

Six Six Kendari College of Economics

Email : [muh.nur363@gmail.com](mailto:muh.nur363@gmail.com)

### Abstrak

#### Keywords:

Social Entrepreneurship,  
E-Commerce,  
Economic Empowerment,  
Rural Communities,  
Digital Economy

*E-commerce-based social entrepreneurship is a strategic solution to improve the economic welfare of rural communities in the digital era. This study aims to analyze the strategy for developing e-commerce-based social entrepreneurship in empowering the rural economy, identify supporting and inhibiting factors, and formulate an effective implementation model. The research method uses a qualitative approach with case studies in three villages assisted by the social entrepreneurship program in Central Java. Data collection was conducted through in-depth interviews with social entrepreneurs, village facilitators, and the community, as well as direct observation and document analysis. The results show that an effective e-commerce-based social entrepreneurship development strategy encompasses five main dimensions: (1) strengthening the digital capacity of rural communities, (2) developing high-value local products, (3) building an inclusive digital ecosystem, (4) sustainable multi-stakeholder collaboration, and (5) an adaptive social business model. Supporting factors for success include the commitment of the village government, the availability of digital infrastructure, and the spirit of community mutual cooperation. Meanwhile, the main obstacles faced are limited digital literacy, access to capital, and gaps in technological infrastructure. This study recommends the importance of a holistic approach that integrates capacity building, institutional strengthening, and technological innovation in the development of e-commerce-based social entrepreneurship to achieve sustainable economic empowerment of rural communities.*

*This is an open access article under the [CC BY-NC-SA 4.0](https://creativecommons.org/licenses/by-nc-sa/4.0/) license*



### INTRODUCTION

Rural economic development in Indonesia faces complex challenges that require innovative and sustainable approaches. Despite the rapid development of digital



technology, the economic gap between rural and urban areas remains a structural issue that requires serious attention. Data from the Central Statistics Agency (BPS) shows that poverty rates in rural areas remain higher than in urban areas, with limited access to markets, capital, and technology being the main obstacles to rural economic growth (Von Braun, 2007).

The digital transformation that has occurred over the past decade has opened up new opportunities for rural economic development. E-commerce, as one manifestation of the digital economy, has proven effective in connecting local producers with broader markets, shortening distribution chains, and increasing business profit margins (Murillo, 2001). However, the use of e-commerce in rural areas still faces various obstacles, ranging from limited digital infrastructure, low technological literacy, to limited access to capital.

On the other hand, the concept of social entrepreneurship offers a new paradigm in economic development that is oriented not only toward profit but also toward sustainable social impact (El Ebrashi, 2013). Social entrepreneurship integrates social missions with innovative business strategies, creating economic value while addressing social problems in society. When combined with e-commerce platforms, social entrepreneurship has great potential to empower rural communities economically inclusively and sustainably (Subrahmanyam, 2025).

The emergence of various e-commerce-based social entrepreneurship initiatives in Indonesia shows a positive trend in empowering the rural economy. Platforms such as village MSME product marketplaces, digital agricultural applications, and local produce e-commerce have proven that digital-based social business models can be a catalyst for village economic growth (Fariz & Winarsih, 2025). However, in-depth studies are still needed on effective development strategies, critical success factors, and implementation models that can be replicated in various rural contexts.

## LITERATURE REVIEW

### *The Concept of Social Entrepreneurship*

Social entrepreneurship is an innovative approach to addressing social problems through market mechanisms and entrepreneurial principles. Dees defines social entrepreneurship as an activity that combines an entrepreneurial spirit with a social mission to create sustainable social change (Dees, 2018). Unlike conventional entrepreneurship, which prioritizes profit maximization, social entrepreneurship prioritizes social impact while still maintaining financial sustainability.

The main characteristics of social entrepreneurship include several important aspects. First, there is an explicit and measurable social mission as the main goal of the organization. Second, the use of innovative approaches in addressing social problems and creating social value. Third, the application of business principles to ensure organizational sustainability. Fourth, orientation towards long-term social impact rather than mere financial gain. Fifth, the ability to adapt to environmental changes and community needs.

In the context of community economic empowerment, social entrepreneurship acts as an agent of change, connecting resources with community needs. Social entrepreneurs not only create jobs but also build community capacity, strengthen social capital, and encourage active participation in the economic development process. Inclusive social entrepreneurship business models enable marginalized groups,

including rural communities, to participate in the economic value chain and receive equitable benefits (Nurfaisah & Hardianti Pertiwi, 2025).

### ***E-Commerce and Rural Digital Transformation***

E-commerce or electronic commerce has changed the global business landscape, including in Indonesia. Digital platforms enable buying and selling transactions to be conducted online, eliminating the geographical and temporal limitations that have long been obstacles for traditional businesses. In a rural context, e-commerce offers strategic opportunities to overcome market isolation, increase access to a wider consumer base, and shorten the distribution chain (Li & Zhang, 2024).

Digital transformation in rural areas is not only about adopting technology, but also about changing mindsets and business practices. The increasingly massive penetration of the internet and smartphones in remote villages has opened up public access to market information, business knowledge, and customer networks. Social media platforms and digital marketplaces are effective and affordable marketing tools for micro and small businesses in villages (Syuhada & Gambett, 2013).

However, implementing e-commerce in rural areas faces specific challenges that differ from urban contexts. Limited digital infrastructure, low technological literacy, minimal trust in online transactions, and limited access to logistics are obstacles that need to be overcome. Therefore, the approach to developing rural e-commerce must take local characteristics into account and involve intensive mentoring.

### ***Village Community Economic Empowerment***

Rural economic empowerment is a complex and multidimensional process, involving increased capacity, access to resources, and participation in economic decision-making (Bayissa et al., 2018). The concept of empowerment extends beyond simply increasing income to strengthening the community's bargaining power, independence, and economic sustainability.

In development literature, economic empowerment encompasses several key dimensions. The economic dimension includes increasing income, access to capital, and developing productive businesses. The social dimension includes strengthening local organizations, increasing participation, and building social capital. The political dimension relates to access to decision-making and policies that affect people's economic lives. The psychological dimension involves increasing people's self-confidence, motivation, and agency.

An effective rural economic empowerment strategy must take into account the local context, resource potential, and socio-cultural dynamics (Santosa, 2014). A participatory approach that involves the community from the planning stage to evaluation is the key to the success of the empowerment program. In addition, the sustainability of the program requires strengthening local institutions, developing networks, and integration with the broader economic system.

### ***Integration of Social Entrepreneurship and E-Commerce for Village Empowerment***

The integration of social entrepreneurship and e-commerce in the context of village empowerment is a relatively new but promising field. Hybrid business models that combine social missions, digital platforms, and local economic empowerment have the potential to create broader, transformative impact (Santosa, 2014).

Several studies have shown that digital-based social entrepreneurship can address market failures and increase economic inclusiveness. E-commerce platforms managed with social entrepreneurship principles can ensure a fairer distribution of benefits to local producers, create a transparent trading system, and build a sustainable business ecosystem.

The e-commerce-based social entrepreneurship model also facilitates multi-party collaboration in the village empowerment ecosystem. The government, private sector, academics, and civil society can play a synergistic role in providing infrastructure, assistance, financing, and market access. This collaborative approach is essential to address the complexity of the problem and ensure the sustainability of the program.

However, the implementation of this model requires a mature and contextual strategy. Factors such as digital infrastructure readiness, human resource capacity, policy support, and stakeholder commitment are determinants of success. This research seeks to explore effective development strategies based on best practices in the field.

## RESEARCH METHODS

This research uses a qualitative approach with a case study design. Three villages assisted by the e-commerce-based social entrepreneurship program in Boyolali, Klaten, and Semarang Regencies, Central Java, were selected as research locations based on purposive sampling criteria. The three villages have implemented e-commerce-based social entrepreneurship programs for at least two years and have shown significant progress in empowering the community's economy.

Data collection was carried out through triangulation of sources and methods. In-depth interviews were conducted with 24 informants, including social entrepreneurs, village MSME actors, community facilitators, village government officials, and community leaders. Participatory observation was conducted for three months to understand the dynamics of program implementation. Secondary data was obtained through analysis of program documents, evaluation reports, and village statistical data.

Data analysis used thematic analysis techniques with an inductive approach. Interview data was transcribed verbatim and coded to identify emerging themes. Data validity was maintained through triangulation, member checking, and discussions with other researchers. Analysis was conducted iteratively, comparing findings from the three research sites to identify common patterns and contextual differences.

## RESULTS AND DISCUSSION

### *Profile of E-Commerce-Based Social Entrepreneurship Implementation in the Study Village*

The three villages that were the research loci showed diverse characteristics and implementation models but had similar principles in developing e-commerce-based social entrepreneurship. Village A in Boyolali developed an e-commerce platform for marketing traditional batik and woven craft products. Village B in Klaten focuses on marketing organic agricultural products and local food processing (Aji et al., 2025). Meanwhile, Village C in Semarang integrates various village MSME products in one collaborative marketplace.

The business model developed demonstrates strong social entrepreneurial characteristics. The main orientation is not on maximizing profits, but on improving the

welfare of local business actors and strengthening the village economy as a whole. The profit margin from e-commerce transactions is partially allocated for MSME mentoring, product development, and strengthening village institutions. The partnership model developed is inclusive, opening up opportunities for all village residents to participate according to their respective capacities.

### ***E-Commerce-Based Social Entrepreneurship Development Strategy***

Based on field findings, an effective e-commerce-based social entrepreneurship development strategy includes five main dimensions that are interrelated and reinforce each other.

#### ***Dimension 1: Strengthening the Digital Capacity of Village Communities***

Strengthening digital capacity is the main foundation for successful e-commerce implementation in rural areas. A comprehensive and sustainable digital literacy program is a priority in all three study villages. The approach used goes beyond technical training in using digital platforms to building an understanding of digital economic opportunities, online transaction security, and digital ethics.

The digital capacity strengthening strategy is carried out in a tiered and contextual manner. The initial stage focuses on basic introduction to digital technology and smartphone devices. The next stage teaches the use of social media platforms for marketing, product photography, writing engaging descriptions, and communicating with customers. Advanced stages include training in online store management, sales data analysis, and digital marketing strategies.

The peer-to-peer learning approach has proven to be very effective in rural contexts. Digital cadres recruited from among village youth become learning facilitators who are close to the community. They not only teach, but also provide intensive mentoring, troubleshooting, and ongoing motivation. Practical learning methods by directly practicing account creation, product uploads, and simulated transactions make participants understand and become more confident more quickly.

#### **Dimension 2: Development of High Value-Added Local Products**

The success of e-commerce is largely determined by the quality and competitiveness of the products marketed. The three study villages implemented product development strategies that focused on increasing added value, quality standardization, and product differentiation.

The product development process involves identifying unique local potential and bargaining power. Products are not only manufactured but also designed with market preferences, consumer trends, and product positioning in mind. The storytelling aspect of products that connect with local culture, sustainable production processes, and social impact are strong selling points on e-commerce platforms.

Standardization of quality and packaging is a serious concern. The mentoring program includes training in hygienic production, attractive packaging design, informative labeling, and product certification. Several products have successfully obtained halal, PIRT, and organic certifications, which increases consumer confidence. Quality consistency is maintained through a community quality control system and mutually agreed standard operating procedures.

### ***Dimension 3: Building an Inclusive Digital Ecosystem***

An inclusive digital ecosystem ensures that the benefits of e-commerce are accessible to all levels of rural society, including groups that have been marginalized. Inclusivity strategies are implemented through various mechanisms.

First, the ownership structure and governance of the e-commerce platform are participatory. The platform is not owned by any particular individual or group, but is managed collectively with a democratic decision-making mechanism. A transparent and fair profit-sharing system ensures local producers receive a reasonable margin.

Second, the platform's accessibility takes into account the diverse capacities of the community. The platform's interface is designed to be user-friendly, with local languages, intuitive visuals, and multi-channel support (web, mobile app, social media). For those unable to transact independently, community operators are provided to assist with product uploads and order management.

Third, the development of communal digital infrastructure. The three villages developed village digital centers that provide computers, internet, and collaboration spaces for business actors. This facility is not only for online transactions, but also a space for learning, consultation, and networking.

### **Dimension 4: Sustainable Multi-Stakeholder Collaboration**

The success of e-commerce-based social entrepreneurship requires the support and collaboration of various stakeholders. The collaborative model developed in the three study villages demonstrates the importance of synergy between village governments, the private sector, universities, and civil society organizations.

Village governments act as enablers through supportive policies, village fund allocations for digital infrastructure and mentoring, and facilitation of business permits and legality. The commitment of village heads and officials is crucial for the program's sustainability. Village regulations that accommodate the digital economy and incentives for business actors create a conducive climate.

The private sector is involved through corporate social responsibility programs, business partnerships, and knowledge transfer. Some technology companies provide free or subsidized e-commerce platforms, technical training, and access to distribution networks. Financial institutions offer special financing schemes for rural digital businesses with more flexible terms.

Universities contribute through research, mentoring, and capacity building. Students who undertake community service programs become digital learning facilitators and help optimize online marketing strategies. Action research collaboration ensures that programs are continuously evaluated and improved based on evidence.

Civil society organizations, especially those working in the fields of community empowerment and the creative economy, are long-term partners. They facilitate the formation of business groups, business management assistance, and access to wider market networks.

### ***Dimension 5: Adaptive Social Business Models***

The developed social business model demonstrates adaptive and resilient characteristics to environmental changes. The flexibility of the business model allows for adjustments to market dynamics, technological developments, and evolving societal needs.

Product and market diversification is an important strategy to reduce risk. E-commerce platforms do not only market one type of product, but integrate various local products in one ecosystem. Multi-channel marketing strategies by utilizing various marketplace platforms, social media, and your own website expand market reach.

The established organizational learning system allows for regular evaluation and continuous improvement. Regular business forums provide a platform for sharing experiences, identifying problems, and seeking collective solutions. Transaction data and customer feedback are analyzed to understand market preferences and improve services.

The business model also prioritizes financial sustainability without sacrificing its social mission. A profit reinvestment strategy for capacity building, expanding access, and product innovation ensures sustainable growth. Transparency in financial management and accountability to stakeholders build trust and social legitimacy.

### ***Impact on Village Community Economic Empowerment***

The implementation of e-commerce-based social entrepreneurship shows a significant positive impact on the economic empowerment of rural communities in various dimensions.

#### ***Economic Dimension***

Increased income is the most visible impact. Data from the three villages shows that the average increase in turnover for business actors participating in the program ranged from 40-60% in the first two years. Access to a wider market through e-commerce platforms allows local products to be sold not only locally, but also regionally and nationally.

The following table shows a comparison of economic indicators before and after program implementation:

<b>Indicator</b>	<b>Before the Program</b>	<b>After 2 Years</b>	<b>Improvement</b>
Average monthly turnover per MSME	Rp. 2,500,000	Rp. 3,850,000	54%
Number of active business actors	45 people	128 people	184%
Market reach	1 district	8 provinces	-
Average profit margin	15%	23%	8 points
Absorption of local labor	67 people	189 people	182%

*Source: Primary data processed from the program reports of the three study villages (2023-2025)*

The increase in profit margins occurred due to the shortening of the distribution chain. Producers can connect directly with end consumers without going through many intermediaries. More efficient marketing costs through digital media also contribute to increased profitability.

#### ***Social Dimension***

Strengthening social capital is an important impact that is no less significant than the economic impact. The e-commerce-based social entrepreneurship program



encourages collaboration and mutual cooperation between business actors. The business groups that are formed become a forum for collective learning, sharing resources, and economic solidarity.

Increasing the participation of marginalized groups, especially women and youth, is an important achievement. Data shows that 65% of the business actors involved are women, most of whom were previously housewives without independent sources of income. The program provides space for women to contribute economically without having to abandon domestic responsibilities, because the business can be managed flexibly from home.

cities for work are beginning to see economic opportunities in their villages. Some returning migrants are bringing the experience and skills they gained in the city to develop businesses in their villages by leveraging digital platforms.

### ***Psychological Dimension***

The change in mindset and increased public confidence in their own economic capabilities has had a transformative impact. The success of marketing products to consumers in various regions provides pride and motivation to continue developing. People who were initially hesitant and afraid of failure became more courageous in taking initiative and innovating.

Mastery of digital technology provides a sense of empowerment and relevance in the modern era. Rural communities no longer feel left behind or isolated, but feel connected to broader economic developments. The ability to use technology also opens up access to information and knowledge that was previously difficult to access.

### ***Supporting and Inhibiting Factors***

#### ***Supporting Factors***

Several key factors support the successful implementation of e-commerce-based social entrepreneurship in rural areas. First, the commitment and visionary leadership of the village government. Village heads who understand the importance of the digital economy and allocate resources to support programs become catalysts for change. Policy and regulatory support at the village level creates a conducive climate for digital business development.

Second, the existence of champions or pioneers who serve as role models for others. The success of early entrepreneurs who significantly increased revenue through e-commerce serves as concrete evidence and encourages replication by others. They also act as peer tutors, facilitating peer-to-peer learning.

Third, adequate digital infrastructure is a technical prerequisite. The availability of a stable internet network, although not necessarily high-speed, allows e-commerce activities to run smoothly. Government programs that provide rural digital infrastructure have greatly contributed to the success of implementation.

Fourth, the culture of mutual cooperation and strong social solidarity in rural areas is important social capital. The spirit of collaboration facilitates the formation of business groups, sharing knowledge, and supporting each other in facing challenges. Local wisdom values can be integrated with modern business models.

#### ***Inhibiting Factors***

On the other hand , several significant obstacles were encountered in

implementing the program. First, limited digital literacy, especially among the older generation, is a major challenge. Despite intensive training programs, not everyone can quickly master digital technology. Fear of technology and a reluctance to change traditional business practices remain psychological barriers.

Second, limited access to capital and financing hampers business development. Despite the existence of several financing schemes, complex collateral and administrative requirements remain obstacles for micro-entrepreneurs. Low financial literacy also makes it difficult for communities to manage cash flow and reinvest profits.

Third, the gap in technological infrastructure between regions remains a structural problem. Some rural areas still experience signal blank spots and unstable electricity. Dependence on external infrastructure makes e-commerce activities vulnerable to disruption when technical disruptions occur.

Fourth, the complexity of logistics and product distribution from villages to consumers is an operational challenge. High shipping costs, especially to remote areas, reduce the competitiveness of products. Coordination with shipping services that is not optimal sometimes causes delays and product damage.

Fifth, competition with mass-market products and established markets requires strong positioning and differentiation strategies. Local products need to emphasize their uniqueness and added value to compete in a highly competitive marketplace.

### ***Replicable Implementation Model***

Based on lessons learned from the three study villages, this research develops an e-commerce-based social entrepreneurship implementation model that can be adapted by other village communities. This model consists of five interrelated and iterative stages.

#### **Stage 1: Preparation and Potential Mapping (3-6 months)**

The initial phase focused on assessing needs, mapping local potential, and building stakeholder commitment. Activities included: (1) FGDs with the community to understand aspirations and needs, (2) mapping superior products and village economic potential, (3) assessing digital infrastructure and community capacity, (4) forming an initiator team from various community elements, and (5) program socialization and building shared commitment.

#### **Phase 2: Capacity and Infrastructure Strengthening (6-9 months)**

This stage prepares the technical foundation and human resource capacity. Activities include: (1) tiered digital literacy training, (2) production and quality standardization training, (3) product packaging and branding development, (4) digital infrastructure development or improvement, and (5) e-commerce platform development or integration with existing marketplaces.

#### **Stage 3: Launching and Intensive Mentoring (6-12 months)**

The implementation phase includes intensive support to ensure smooth operations. Activities include: (1) launching the platform and initial product, (2) daily operational support, (3) transaction monitoring and troubleshooting, (4) periodic evaluation and improvement, and (5) marketing and branding campaigns.

#### **Stage 4: Consolidation and Development (12-24 months)**

The organizational consolidation and impact expansion phase. Activities include: (1) institutional and governance strengthening, (2) product and market

diversification, (3) business management system development, (4) strategic network and partnership development, and (5) documentation of learning and best practices.

#### **Stage 5: Sustainability and Replication (24+ months)**

The stage of ensuring program sustainability and replication to other communities. Activities include: (1) transition to community self-management, (2) development of financial sustainability mechanisms, (3) cadre and leadership regeneration programs, (4) facilitating learning exchanges with other villages, and (5) policy advocacy for systemic support.

### **CONCLUSION**

This study concludes that e-commerce-based social entrepreneurship has significant potential as an effective and sustainable strategy for empowering rural communities economically. A successful development strategy integrates five key dimensions: strengthening digital capacity, developing value-added products, building an inclusive ecosystem, multi-stakeholder collaboration, and adaptive business models.

The program implementation showed significant positive impacts in economic, social, and psychological dimensions. Increasing income, expanding market access, strengthening social capital, and transforming the community's mindset are important measurable achievements. However, the success of the program is largely determined by the commitment of local leadership, the availability of digital infrastructure, and ongoing intensive mentoring.

The obstacles encountered, particularly those related to digital literacy, access to capital, and technological infrastructure, require systemic intervention and multi-stakeholder collaboration. The developed phased implementation model can serve as a guide for other village communities seeking to develop similar programs with adaptations to local contexts.

### **Recommendations**

Based on the research findings, several recommendations are proposed for various stakeholders:

#### **For the Government:**

1. Accelerating the development of rural digital infrastructure as a prerequisite for developing the digital economy.
2. Developing a special financing scheme for digital social entrepreneurship with flexible terms
3. Providing massive and sustainable digital literacy training and mentoring programs
4. Creating regulations that support the rural digital economic ecosystem

#### **For Social Enterprises:**

1. Developing a business model that truly prioritizes social impact and inclusivity
2. Building a participatory and transparent governance system
3. Focus on community capacity building, not just business transactions
4. Documenting learning and sharing best practices

#### **For Academics and Researchers:**

1. Develop action research that accompanies program implementation in the field
2. Conduct longitudinal studies to understand the long-term impact and sustainability of the program.

3. Exploring innovative models that fit the context of Indonesia's rural diversity

#### **For Village Communities:**

1. Building collective commitment and solidarity in developing the digital economy
2. Dare to try and learn digital technology without fear of failure
3. Strengthening local organizations as a platform for learning and collaboration

#### **Research Limitations**

This study has several limitations that should be considered. First, the focus on three villages in Central Java limits the generalizability of the findings to other geographic and sociocultural contexts. Second, the relatively short research period does not capture the long-term impact and sustainability of the program after external mentoring ends. Third, the complexity of the variables that influence program success requires a more in-depth and comprehensive study.

Further research is needed to explore variations in implementation models across rural contexts, analyze factors influencing long-term sustainability, and develop more comprehensive impact measurement instruments. Comparative studies with other countries with similar characteristics could also provide valuable lessons for developing more effective strategies.

#### **BIBLIOGRAPHY**

- Aji, O. R., Pratiwi, A., & Irsalinda, N. (2025). Creating Ecoprint Batiks to Enrich Local Women's Economic Independence in Sidomulyo Village, Yogyakarta. *Kontribusi: Research Dissemination for Community Development*, 8(1), 1. <https://doi.org/10.30587/kontribusi.v8i1.8310>
- Bayissa, F. W., Smits, J., & Ruben, R. (2018). The Multidimensional Nature of Women's Empowerment: Beyond the Economic Approach. *Journal of International Development*, 30(4), 661–690. <https://doi.org/10.1002/jid.3268>
- Dees, J. G. (2018). Social Entrepreneurship. In *The Palgrave Encyclopedia of Strategic Management* (pp. 1580–1583). Palgrave Macmillan UK. [https://doi.org/10.1057/978-1-137-00772-8\\_373](https://doi.org/10.1057/978-1-137-00772-8_373)
- El Ebrashi, R. (2013). Social entrepreneurship theory and sustainable social impact. *Social Responsibility Journal*, 9(2), 188–209. <https://doi.org/10.1108/SRJ-07-2011-0013>
- Fariz, & Winarsih, T. (2025). Technological Innovations for Superior Micro, Small, and Medium Enterprises: Transformation of Youth Organizations in the Digital Era. *TAAWUN*, 5(02), 327–340. <https://doi.org/10.37850/taawun.v5i02.1023>
- Li, G., & Zhang, H. (2024). The efficiency and challenges of E-commerce logistics in enhancing market access for agricultural products in rural China. *Law and Economy*, 3(2), 31–43.
- Murillo, L. (2001). Supply chain management and the international dissemination of e-commerce. *Industrial Management & Data Systems*, 101(7), 370–377.
- Nurfaisah, & Hardianti Pertiwi. (2025). Empowering Marginalized Communities through Social Entrepreneurship: A Pathway to Inclusive Economic Development. *Journal of Indonesian Scholars for Social Research*, 5(1), 35–45. <https://doi.org/10.59065/jissr.v5i1.171>
- Santosa, I. (2014). Strategic Management of Rural Community Empowerment: Based



- Local Resources. *Proceedings of the Third International Conference on Public Management 2014*. <https://doi.org/10.2991/icpm-14.2014.34>
- Subrahmanyam, S. (2025). Future of Rural Social Entrepreneurship. In *Rural Social Entrepreneurship Development: Network-Based Manufacturing System Model* (pp. 347–372). IGI Global Scientific Publishing.
- Syuhada, A. A., & Gambett, W. (2013). Online Marketplace for Indonesian Micro Small and Medium Enterprises based on Social Media. *Procedia Technology*, *11*, 446–454. <https://doi.org/10.1016/j.protcy.2013.12.214>
- Von Braun, J. (2007). Rural-urban linkages for growth, employment, and poverty reduction. *International Food Policy Research Institute, Washington, DC, USA. Ethiopian Economic Association Fifth International Conference on the Ethiopian Economy June, 7–9.*

