

Enhancing Micro and Small Enterprise Competitiveness through Integrated Entrepreneurship Education and Digital Literacy

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Abstract

Micro and Small Enterprises (MSEs) play a vital role in promoting rural economic development; however, many business owners continue to face challenges related to entrepreneurial competencies and digital technology adoption. This community service program aimed to enhance the competitiveness of MSE owners in Sri Kuncoro Village through an Integrated Entrepreneurship Education and Digital Literacy (IEEDL) model. The program adopted a Participatory Action Learning approach involving 25 MSE owners and was implemented through four stages: needs assessment, integrated training, business mentoring, and program evaluation. Program effectiveness was assessed using pre-test and post-test instruments, participant observations, and satisfaction questionnaires. The results demonstrated substantial improvements in participants' competencies in business planning, financial management, digital literacy, and digital marketing, with the highest gain observed in marketplace utilization. Participants also reported a high level of satisfaction with the training, while observation findings indicated active engagement throughout the learning activities. The integration of entrepreneurship education with practical digital literacy training, supported by continuous mentoring, proved effective in facilitating the adoption of digital business practices among rural entrepreneurs. This program contributes by introducing the Integrated Entrepreneurship Education and Digital Literacy (IEEDL) model as a practical and replicable framework for strengthening the competitiveness of rural MSEs and supporting sustainable local economic development.

Keywords: Community service; Digital literacy; Entrepreneurship education; Micro and Small Enterprises (MSEs); Rural entrepreneurship.

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1. Introduction

Micro and Small Enterprises (MSEs) play a strategic role in Indonesia's economy by generating employment opportunities, increasing household income, and supporting inclusive local economic development. However, the rapid expansion of the digital economy has fundamentally changed the business environment. As a result, MSEs must strengthen their entrepreneurial competencies and adopt digital technologies to remain competitive. Digital transformation is increasingly recognized as a key driver of productivity, business resilience, and market expansion, particularly for rural enterprises operating in highly competitive markets [1].

Sri Kuncoro Village possesses considerable economic potential through home-based enterprises in food processing, handicrafts, agricultural products, and other small-scale businesses. However, a preliminary needs assessment conducted before implementing this community service program found that business potential was not fully supported by adequate entrepreneurial capacity or digital skills. The assessment involved 25 active MSE owners. It showed

that about 58% of participants still relied only on conventional marketing, and used digital platforms for promotion only to a limited extent. Most participants did not maintain systematic financial records, had little experience in product branding or digital promotion, and had never used online marketplaces to expand their market. Interviews further identified major constraints: limited digital literacy, inadequate entrepreneurial knowledge, weak marketing skills, restricted market access, and no continuous business mentoring. These conditions show that while local business potential is substantial, MSE competitiveness remains limited by insufficient managerial and digital skills.

Previous studies show that entrepreneurship education improves entrepreneurial competence, innovation, and business readiness. Digital literacy enhances marketing effectiveness, operational efficiency, and the adoption of online business practices [2]–[6]. Community empowerment programs have also shown that digital marketing training enables MSEs to expand market access and improve product visibility through social media and online marketplaces [5], [6]. However, most existing programs continue to implement

entrepreneurship education and digital literacy separately. They also provide limited follow-up mentoring. This reduces participants' ability to apply new knowledge in their businesses and limits the sustainability of program outcomes [7]–[11].

The needs assessment in Sri Kuncoro Village indicates a clear mismatch between the village's economic potential and the capacity of local MSE owners to manage and develop their businesses in the digital era. This situation highlights the need for an integrated empowerment approach. Such an approach should combine entrepreneurship education, digital literacy, practical business implementation, and continuous mentoring within a single learning framework. It is expected to encourage sustainable behavioural change while enabling entrepreneurs to directly apply digital technologies to improve business performance and competitiveness.

Accordingly, this community service program was designed based on an Integrated Entrepreneurship Education and Digital Literacy approach that combines training, practical application, mentoring, and participatory evaluation. This integrated approach is expected to enhance entrepreneurs' capabilities in business planning, basic financial management, product innovation, digital marketing through social media and online marketplaces, and business networking. Unlike conventional training programs, which tend to be fragmented, this initiative integrates entrepreneurial competencies and digital capabilities into a practical learning model tailored to the characteristics of rural MSEs.

Specifically, this community service program aims to:

1. enhance MSE owners' understanding of modern entrepreneurial principles;
2. improve digital literacy through the effective utilization of social media, online marketplaces, and digital business applications;
3. strengthen business management, digital marketing, and basic financial management competencies;
4. develop an MSE empowerment model based on integrated entrepreneurship education and digital literacy that can be replicated in other villages with similar socio-economic characteristics.

This program is expected to make both theoretical and practical contributions. Theoretically, it enriches the existing body of knowledge concerning the integration of entrepreneurship education and digital literacy as a community-based MSE empowerment strategy. Practically, it offers a comprehensive training and mentoring model to improve MSE competitiveness, expand digital market access, and promote inclusive and sustainable rural economic development in alignment with the Sustainable Development Goals (SDGs), particularly SDG 8 (Decent Work and Economic

Growth), SDG 9 (Industry, Innovation and Infrastructure), and SDG 10 (Reduced Inequalities).

2. Methods

This community service program adopted a Participatory Action Learning (PAL) approach integrated with the Integrated Entrepreneurship Education and Digital Literacy (IEEDL) model. The program emphasizes active participant involvement through needs assessment, integrated training, business mentoring, monitoring, and evaluation to strengthen both entrepreneurial and digital competencies among Micro and Small Enterprise (MSE) owners.

The program was conducted in Sri Kuncoro Village and involved 25 active MSE owners from food processing, handicrafts, agricultural products, and other home-based businesses. Participants were selected purposively based on active business operations, willingness to participate throughout the program, and commitment to adopting digital business practices.

The implementation consisted of five stages (Figure 1). The needs assessment was conducted through questionnaires, interviews, observations, and focus group discussions (FGDs) to identify participants' business characteristics, entrepreneurial competencies, digital literacy, marketing practices, financial management, and business constraints. The findings were used to develop training materials tailored to participants' needs.

The training phase combined lectures, demonstrations, case studies, discussions, simulations, and hands-on practice covering entrepreneurship, business planning, financial management, branding, product packaging, digital marketing, social media, online marketplaces, and mobile-based business applications. Participants directly applied the acquired knowledge using their own business products.

Following the training, participants received four weeks of mentoring through individual consultations, small-group discussions, and WhatsApp communication. Mentoring focused on branding improvement, digital promotion, marketplace registration, social media utilization, simple bookkeeping, and solving implementation challenges encountered during business practice.

Program effectiveness was evaluated using quantitative and qualitative approaches. Quantitative evaluation employed pre-test and post-test instruments to measure improvements in entrepreneurial knowledge and digital literacy, while qualitative evaluation was conducted through observations, interviews, mentoring records, and participant satisfaction questionnaires using a five-point Likert scale. Program success was assessed based on improvements in participants' competencies, adoption of digital marketing and marketplace platforms, implementation of simple financial

management, enhancement of branding and promotional content, and participant satisfaction.

To ensure program sustainability, post-program monitoring was carried out through periodic communication via WhatsApp groups, follow-up consultations, and coordination with the village administration. This mechanism enabled continuous mentoring, facilitated experience sharing among participants, and supported the long-term adoption of digital business practices.

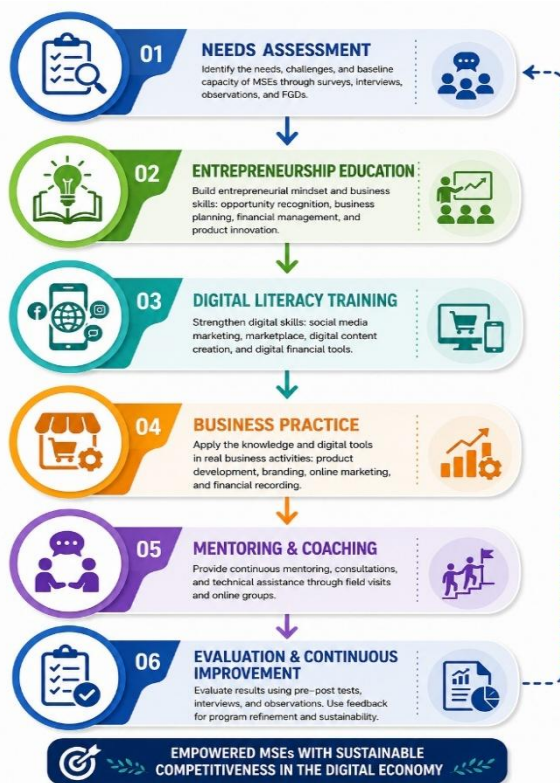


Figure 1. Stages of Community Service Activities

3. Results and Discussions

The implementation of Community Service activities in Sri Kuncoro Village resulted in various important findings related to the condition of the capacity of Micro and Small Enterprises (MSEs) in facing the development of modern entrepreneurship and the digital era. This activity is in the form of a workshop that provides a comprehensive overview of the level of readiness of village MSEs in developing businesses in an adaptive and sustainable manner.

This community service activity shows that Micro and Small Enterprises (MSEs) in Sri Kuncoro Village are in the transition stage to modern entrepreneurship. At this stage, MSE actors already have a basic understanding of entrepreneurship, but have not been followed by a strong digital implementation. Many business actors in villages, including Sri Kuncoro, still face digital literacy

challenges that hinder their ability to utilize information technology in their business development.



Figure 2. Presentation of the material

In general, the participants of the activity consisting of 25 MSE actors in Sri Kuncoro Village showed high enthusiasm in participating in the series of activities, but their capacity levels were still very diverse. Therefore, the analysis of the results of activities is focused on five main aspects that are indicators of program success, namely:

1. the level of understanding of MSE actors on modern entrepreneurial principles;
2. digital literacy skills possessed by MSE actors;
3. the main challenges they face in integrating aspects of entrepreneurship and digitalization;
4. education and mentoring models that are considered the most effective to increase the capacity of MSEs in Sri Kuncoro village;
5. adaptive and participatory MSE empowerment strategies to build a digital economy ecosystem at the village level.

Each of these aspects is presented through a combination of quantitative data and qualitative findings obtained directly during the activity. The results not only describe the actual condition of MSE actors in Sri Kuncoro Village today, but also provide a basis for decision-making in determining the direction of further program development. Through the presentation of these five aspects, it can be understood the effectiveness of the interventions provided and the opportunities to increase the capacity of MSEs in Sri Kuncoro village in the future, especially in utilizing digital technology to strengthen the competitiveness of local businesses.

Table 1. The Level of Understanding of MSE Actors on Modern Entrepreneurship Principles

Aspects assessed	Rating Categories
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	Height	Enough	Low
Business planning	28%	44%	28%
Product innovation	31%	50%	19%
Financial management	19%	47%	34%
Market development	25%	41%	34%

Source: Results of the field activity survey, 2025

Based on the results of the service activities carried out by the JEP FEB UNIB lecturer team in Sri Kuncoro Village, it shows that the level of understanding of Micro and Small Enterprises (MSEs) on modern entrepreneurial principles is still in the sufficient category. In terms of business planning, 44% of MSE actors showed sufficient understanding, while the other 28% were caught in the low category. These findings indicate that the ability to formulate goals, development strategies, and operational planning still needs to be strengthened [12]. To overcome this shortcoming, training and mentoring that focus on these important aspects are highly recommended, because good entrepreneurship education can facilitate the development of the skills needed to develop effective business plans.

In terms of product innovation, 50% of MSE actors are classified in the sufficient category, while 31% have managed to reach the high category. Despite efforts to update products, it is perceived that the innovations carried out are not consistent and are not oriented to in-depth market research. This shows that MSE players in Sri Kuncoro village need to be more active in conducting market analysis to be able to create products that can compete. Understanding the importance of innovation in increasing competitiveness is not only important for business sustainability, but also for increasing creativity and company development [13].

Financial management is the weakest aspect identified among MSE actors in Sri Kuncoro Village with 34% of respondents in the low category. Many MSE actors do not have a structured financial recording system, making it difficult for them to evaluate their business performance effectively. Therefore, the implementation of training on simple bookkeeping and proper financial management should be a priority. This is expected to increase the awareness of MSE actors on the importance of good financial management and discipline in recording which will later contribute to the success of their business.

In terms of market development, 34% of respondents showed low understanding. This shows that MSE actors have not maximized the use of modern marketing media both offline and digital [14]. The adoption of digital technology in marketing strategies is now very important to increase market visibility and reach, especially in the current era of digitalization. Deeper knowledge of digital marketing can provide wider

access to customers and create great opportunities for MSEs to grow [15]. Therefore, counseling and training related to digital marketing must continue to be encouraged so that MSE actors can take advantage of this potential to achieve the expected growth.

Table 2. The level of digital literacy of MSEs in Sri Kuncoro village

Components	Mastering	Not yet mastered
Social media (IG/FB/WA Business)	62%	38%
Marketplace (Shopee/Tokopedia)	28%	72%
Product photo/video editing	34%	66%
Digital financial tools (QRIS/e-wallet)	53%	47%

Source: Results of the field activity survey, 2025

Digital literacy skills among Micro, Small, and Medium Enterprises (MSEs) in Sri Kuncoro village showed significant variation, where the use of social media was the most mastered skill, reaching 62%. However, many MSE actors still use social media simply without a targeted marketing strategy. This shows that even if they participate in social media, the effectiveness of such actions has not been maximized to reach a wider target market. A study by [16] states that many MSEs have not fully utilized digital platforms to increase consumer interaction and engagement.

On the other hand, the use of marketplaces is seriously limited, with only 28% of MSEs feeling able to create online stores, upload products, and manage transactions and shipments. Research by [17] reveals that MSEs find this process complicated and often lead to user dissatisfaction, which contributes to low marketplace adoption among them. This is in line with research that states that intensive training and mentoring in using *the marketplace* are needed to improve the digital skills of MSEs, where better knowledge and understanding of the platform can directly impact increasing sales [18].

The skills of MSE actors in editing product photos and videos were also recorded low, only 34%. Efforts to improve the visual quality of the product content sold are very important because they can significantly affect the attractiveness of buyers [19]. A study by [20] shows that specialized training in creating engaging visual content can increase consumer buying interest. This indicates that there is an urgent need for MSEs to improve their ability to produce attractive photos and videos so that their products stand out more in the competitive digital market.



Figure 3. Entrepreneurship education and digital literacy training session for Micro and Small Enterprise (MSE) owners in Sri Kuncoro Village, demonstrating active participant engagement during the presentation.

The use of digital payment instruments such as QRIS was recorded quite well at 53%, although it was not evenly distributed across MSEs in Sri Kuncoro village. Some of them still find it difficult in terms of electronic administration, which indicates that a better understanding of this means of payment is needed to increase the trust and convenience of MSE actors in digital transactions. In fact, the existence of digital payment transactions will facilitate the transaction process and if MSE actors are provided with training and information on how to use digital payment instruments, many MSE actors will be helped by their business activities, especially for the transaction process.

Overall, the digital literacy of MSEs needs to be improved, especially in the use of *marketplaces* and digital marketing strategies. Through training programs designed according to needs, MSEs can better understand digital technology and how to use it to expand market reach and increase their competitiveness in this digital era [18], [21]. Access to continuous training and mentoring is the key for MSEs in Sri Kuncoro village to adapt and develop in an increasingly digitally integrated market.

The biggest challenge faced by Micro, Small, and Medium Enterprises (MSEs) in Sri Kuncoro village is the limited digital capabilities, experienced by around 69% of business actors, which has a significant impact on product promotion and online transaction management. Studies show that the inability to utilize modern information technology is one of the main inhibiting factors in increasing the competitiveness of MSE products in this digital era [22], [23]. In addition, the limited capital faced by around 59% of MSEs has also worsened this situation, where limited funds prevent them from improving the quality of their products and infrastructure, including digitalization efforts

Table 3. Challenges of MSEs in Entrepreneurship Integration and Digitalization

Challenge	Percentage
Limitations of digital capabilities	69%
Lack of understanding of modern marketing	56%
Lack of product innovation	41%
Unstable internet access	38%
No business bookkeeping	47%
Capital limitations	59%

Source: Results of the field activity survey, 2025

Most MSEs, 56%, revealed that they lack a good understanding of modern marketing strategies, which makes it difficult for their products to compete in an increasingly competitive market. Without qualified knowledge in digital marketing, MSEs risk losing the opportunity to reach a wider range of consumers. In addition, the lack of a business bookkeeping system in 47% of MSEs hinders them from analyzing and evaluating their business performance effectively, which is very important for a sustainable and data-driven business development strategy [24].

Additional problems that also affect the performance of MSEs are unstable internet access and lack of product innovation. This issue not only signals a lack of adequate digital infrastructure, but also highlights the importance of training and empowerment for MSE actors to adapt to technological advancements. Through the exchange of experience and practical knowledge, training focused on the use of information technology, including the use of social media and e-commerce platforms, can provide solutions to these constraints by increasing product innovation and expanding market reach [25].

The success in overcoming this challenge is also supported by studies that show that the implementation of digital marketing training and education can have a positive impact on the productivity and quality of MSE products. The implementation of an effective digital strategy allows MSE players not only to survive, but also to thrive in the current dynamic market conditions [26].

Thus, the challenges faced by MSEs today require a comprehensive approach, including training, increased access to technology, as well as coaching in modern marketing strategies. Only in that way can MSEs compete in an increasingly integrated market and depend on the success of digitalization.

The most effective education and mentoring model for Micro, Small, and Medium Enterprises (MSMEs) can be assessed based on an effectiveness score of 1-5, where the direct mentoring model at the place of business shows a very high score of 4.8 (see Table 4). This direct mentoring provides contextual and tailored understanding, creating a more relevant and personalized learning experience for MSME actors. Direct interaction in the work environment can improve the application of learning, which is in line with the

theory that learning integrated with real context facilitates more in-depth and meaningful learning [27].

Table 4. Effective Education and Mentoring Model

Challenge	Effectiveness (score 1-5)
In-person workshop	4,6
Direct mentoring	4,8
Video tutorial	3,9
WhatsApp Groups	4,4

Source: Results of the field activity survey, 2025

In addition, the face-to-face workshop method received an excellent rating with a score of 4.6, which shows the importance of direct and practical interaction in understanding new concepts. In this context, workshops have proven to be effective in improving participants' understanding through hands-on practice. This shows that a hands-on practice-based approach not only improves theoretical understanding, but also practical skills that are urgently needed by MSME actors. The combination of theory and practice in the workshop allows participants to directly apply the new knowledge they have acquired, which can further increase their confidence in managing their own businesses.

WhatsApp groups as a follow-up discussion medium are also recognized as an effective tool for monitoring progress, where their effectiveness score reflects their relevance in creating a practical and fast communication platform between fellow MSME actors. Social media provides a space to share ideas, experiences, and challenges faced when running a business, thereby creating a learning community that supports each other and strengthens the network of MSME actors. The existence of this digital discussion space facilitates wider collaboration even though there are no face-to-face meetings [28].

On the other hand, video tutorials as a mentoring method were declared to have the lowest effectiveness, this reflects the difficulties faced by MSME actors in learning independently through digital media. Although we live in a digital age that facilitates access to information, many MSME actors may not have the necessary skills to utilize these tools effectively. Scientific studies conducted show that the inability to learn independently through digital media can hinder their business development potential [29]. Therefore, a more targeted approach and adapting digital media is needed to better suit the needs and skills of MSME actors to improve experience and effectiveness in the learning process [21], [30].

Overall, this activity shows that a successful education and mentoring model for MSMEs depends on methods that are able to integrate practical aspects and complementary theories to increase the ability and confidence of business actors. In order to increase the local economic potential and empower the people of Sri Kuncoro village through the development of Micro and

Small Enterprises (MSEs), there are several strategies that can be implemented based on the results of discussions focused on the service activities carried out. This strategy is divided into two categories; namely adaptive and participatory strategies (see Table 5).

Table 5. MSE Empowerment Strategy in Sri Kuncoro Village

Adaptive Strategy	Participatory Strategies
1. Local potential-based branding	1. Establishment of the Sri Kuncoro Go Digital MSE community
2. Phased training modules	2. Appointment of more advanced local MSE mentors
3. Use of easy-to-operate digital applications	3. Assistance of village marketing houses as training and content production centers

Source: Results of the field activity survey, 2025

1. Adaptive Strategy

a. Local Potential-Based Branding

Effective branding is essential in increasing the competitiveness of local products. This involves creating a strong brand identity that can reflect the strength and uniqueness of local potential. Innovation in branding can increase product attractiveness and selling value [31], [32]. Products developed with a unique branding identity, with modern packaging, have been proven to be able to attract the attention of consumers, thereby increasing market potential [31].

b. Phased Training Module

Gradual structured training from the basic aspects to the use of digital markets is essential to ensure that participants have in-depth knowledge and practical skills. Training activities for business units showed that participants who were trained in digital marketing techniques and strengthening branding experienced an increase in understanding of entrepreneurship and the effective implementation of digital marketing [33]. This reflects the importance of programs that cover various aspects of learning, from the production process to promotional strategies in the digital market.

c. Use of Easy-to-Operate Digital Applications

The adoption of digital technology in the marketing and product packaging process is a crucial step. Training programs that emphasize the use of digital marketing applications and creative content design have shown positive results in increasing product visibility in the market [34]. This shows the importance of providing comprehensive training so that MSME players can leverage technology to expand their market reach.

2. Participatory Strategies

a. Establishment of the Sri Kuncoro Go Digital MSE Community

Community organizing is an important foundation in empowering MSMEs. The formation of communities not only provides social support, but also strengthens collaboration between business actors. This has proven to be effective in improving entrepreneurial skills and preparing community members to face challenges in a competitive market [35]. With this community, business actors can share knowledge and experience with each other, which is a valuable provision in their business journey.

b. Appointment of More Advanced MSE Local Mentors

Mentoring programs involving experienced local mentors have proven to be effective in knowledge transfer [36]. Experienced mentors can help MSME actors to identify problems and provide practical solutions based on real experience, which can also increase the motivation and courage of MSME actors to innovate [37].

c. Establishment of the Village Marketing House as a Training and Content Production Center

This approach brings together a wide range of local potentials in one place. The village marketing house functions as a training center and a place to display the work of MSE actors. In this context, training on the production of engaging and relevant content for digital marketing is essential [38]. The presence of this marketing house is expected to encourage collaboration, innovation, and expansion of networks and markets for local products in Sri Kuncoro village.

From the description, it is concluded that both strategies designed based on the results of the FGD and the evaluation of mentoring can create an inclusive and sustainable digital economy ecosystem. The involvement of local potential in branding, gradual learning through training, and the application of digital technology are strategic steps needed to strengthen the position of MSMEs in the market. The implementation of participatory strategies through community formation, mentor appointment, and the establishment of village marketing houses will further strengthen these empowerment efforts, so that the results can be felt by the entire community and support sustainable local economic growth.

Furthermore, following an evaluation—which consisted of pre- and post-activity questionnaires—the following findings were identified:

a. The results of a pre-activity survey to 25 activity participants to measure initial knowledge related to modern entrepreneurship and digital literacy. Key Pre-Activity Outcomes:

1. 65% of participants do not understand the concept of *business plan*.
2. 72% have never done financial records regularly.
3. 68% don't know a digital marketing strategy.
4. 75% have not mastered the use of marketplaces.
5. 56% have never created digital content (product photos/videos).

In general, participants are at the *beginner* level both in terms of entrepreneurship and digitalization.

b. The results of the pre-test and post-test were used to measure changes in the level of knowledge of participants after participating in the training. The results of the assessment are shown in the Table 6.

Table 6. Test Results on Changes in Knowledge of the Subject Matter

Assessment Aspects	Pre-test	Post-test	Improvement
1. Business planning	48	78	+30
2. Innovation & product development	52	81	+29
3. Financial management	40	72	+32
4. Basic digital literacy	45	79	+34
5. Marketplace & digital marketing	32	74	+42

Source: Results of the field activity survey, 2025

Participants' satisfaction with the community service program was evaluated using a structured observation sheet designed to capture their perceptions of the program's implementation, relevance, and overall effectiveness (see Table 7).

Table 7. Results of the satisfaction survey of activity participants

Indicator	Average Score
Quality of training materials	4,7
Resource Person Ability	4,8
Relevance of the material to the needs of MSEs	4,6
Training facilities	4,3
Overall benefits of the activity	4,8

Source: Results of the field activity survey, 2025

Participants felt very satisfied, especially with the competence of the speakers. Training facilities are the aspect that needs to be improved the most.

The results of the screening through observation sheets related to the implementation of activities to record the dynamics of training gave the following results:

1. Participants showed high enthusiasm, especially in digital practice sessions (Canva, product photos, and marketplace onboarding).
2. At the beginning of the activity, a number of participants had difficulty using smartphones for new applications.
3. The interaction between participants and trainers is active, participants often ask questions, ask for direct examples, and bring products to be photographed.
4. Some participants need individual assistance, especially MSEs over 4 years old.
5. The activity runs on time, but the marketplace session requires an additional duration because the difficulty level is higher.

The community service program was implemented in a conducive and participatory learning environment, fostering active interaction between facilitators and participants. Throughout the training sessions, participants demonstrated a high level of engagement by actively participating in discussions, practical exercises, and collaborative learning activities.

Overall, community service activities have succeeded in achieving the program's goals, which are to increase the capacity of MSE actors in understanding and implementing the concept of modern entrepreneurship and digitalization. Key findings include:

1. The initial understanding of participants is still low, especially in financial management and marketplaces.
2. Participant satisfaction was very high, showing the quality of the implementation of the activity.
3. Significant knowledge improvement occurred in all aspects of training, based on the results of the pre-test and post-test.
4. The interaction between trainers and participants in the activity is effective, so that the learning process can run optimally.
5. Direct mentoring is the most impactful method because it is in accordance with the characteristics of village MSEs who learn faster through practice.

4. Conclusions

This community service program demonstrated that the Integrated Entrepreneurship Education and Digital Literacy (IEEDL) model effectively strengthened the entrepreneurial and digital competencies of Micro and Small Enterprise (MSE) owners in Sri Kuncoro Village. Through integrated training and continuous mentoring, participants improved their business planning, financial management, digital marketing, and marketplace utilization, thereby enhancing their readiness to compete in the digital economy. Beyond improving participants' knowledge and skills, the program provides a practical and replicable community empowerment model that can be implemented in other rural areas with similar characteristics. To ensure long-

term impact, future programs should emphasize sustained mentoring, stronger collaboration among universities, local governments, and local communities, as well as continuous support for digital business adoption and market expansion.

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C : Conceptualization I : Investigation
M : Methodology R : Resources
So : Software D : Data Curation
Va : Validation W : Writing - Review
Fo : Formal analysis

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