

THE CAPACITY BUILDING OF THE LEADING SMALL BUSINESS IN KAMPOENG RAJOET, BANDUNG CITY (REGIONAL LEADING PRODUCT DEVELOPMENT PROGRAM (PPUD) OF DRPM KEMENRISTEK DIKTI)

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Abstract. The knitting small business located in Kampoeng Rajoet is one of the leading small businesses in the City of Bandung. Kampoeng Rajoet area has 293 business units, has 31.366 billion investment capacity, produces up to 984,426 dozen per year capacity, and provides employment for 2,143 regional and national workers. Some business units have entered the international market. One of them is Eka Rahmat Jaya Small Business which is the PPPUD Program Partner in Batununggal Sub-district. The partner has the potential to be developed, but it still faces various problems. The priority problems faced by the partner include 1) production problem related to the limited capacity of knitting machine and limitations of raw materials, 2) marketing, 3) management & HR, 4) business completeness and promotion media. The solutions and output targets of the implementation of this PPUD program are as follows 1) increasing the capacity of computer-based knitting machines and capacity of raw materials, 2) increasing the marketing capacity (potential customers/segments, targets, and positioning), 3) improving the management and HR capacity, and 4) increasing the capacity of business completeness and media promotion. The methods used to achieve the solution and output target includes training, technical tuition (Bimtek), mentoring, and business facilitation. In addition, the Team also determine procedures, set solution steps in solving problems, and involve experienced experts in their respective fields. The leading small business capacity building in the City of Bandung through the implementation of Regional Leading Product Development Program (PPPUD) has a positive impact on the capacity building of small business partner. This is evident from the application of science and technology to solving problems by creating the following solutions: creating a computerized knitting machine named *Cixing* and increasing the raw material capacity, increasing the marketing capacity and the information of potential markets/consumers (segmentation, targeting and positioning (STP), increasing the business management capacity (vision, mission and business objectives and HR), increasing the motivation and creativity, and increasing the capacity for business completeness and promotional media.

Keywords: Capacity Building, Small Business, Regional Leading Product

I. INTRODUCTION

In the context of regional economic development, an inventory of the potential of the region/community is absolutely necessary to determine the development policies, both sectoral and multisectoral. One step in the inventory/identification of regional economic potential is to identify the potential, leading, and main regional products in each sub-sector. Regional leading products illustrate the ability of a region to produce products, create values, use resources in a real way, provide employment opportunities, bring income to the community and government, and have prospects to increase productivity and investment. A product is said to be leading if it has competitiveness so it can ward off competing products in the domestic market and/or penetrate export markets (Sudarsono, 2001).

Small Business in Kampoeng Rajoet Bandung is a business actor that has the potential to be developed because it has advantages in terms of a large number of business units (293 craftsmen), investment value of 31.366 billion, production capacity of 984,426 dozen year, providing employment for 2,143 workers, and penetration into regional, national, and international markets. The partner's business began to develop in 2011 and is now getting more massive because of his wider range of marketing areas, having regional characteristics, involving workers from the

local areas, the availability of adequate raw materials, and support from the local government. One of the businesses is Eka Rahmat Jaya which is the PPPUD Partner located in Kampoeng Rajoet Binong Jati, Batununggal Sub-district, Bandung City. The business unit has the potential to be developed, but it still faced with certain problems. The reason why this small business unit is chosen as the program partner is that it is one of the objects that was once studied by the Proposal Team. There are two studies conducted in this Kampung Rajoet. First is a study entitled *Pengembangan Kompetensi Pemasaran Produk Rajut Dalam Meningkatkan Keunggulan Bersaing Pada UKM Rajut Binong Jati di Kota Bandung* conducted by Yanti Susila (Team Leader) in 2014. The second is a study entitled *Strategi Pengembangan Produk Unggulan Berbasis One Village One Produk (OVOP) di Sentra Industri Kota Bandung* conducted by Dindin Abdurohim BS (Team Member) in 2008. Based on the field visits to the PPPUD partner's business location, the existing conditions are explained as follows:

A. The Partner's Existing Conditions

The types of knitting products produced by the partner are varied, e.g. underscarf, bandana, skullcaps, scarves, knitted sweaters, cardigans, men's vests, women's skirts and pants, baby shoes, and are very well known. The

number of products that the partner can produce on average is around 70,560 pc/year or 240 dozen/2880pc per month or 8dozen / 98pc per day. The quality of products is still competitive in terms of colors and motifs because the partner is still using manual knitting machines which are only able to make classic or basic colors (12 common colors) and motifs.

The simple business management is still not in accordance with the demands of the business, such as not having a vision, mission, goals, no separation of personal and business finance, one-man show owner unless the production process is assisted by the workers, and no SOP

(standard operational procedure) as a guideline for the partner itself and for the employees. The partner used social media as his promotional media such as WA, Instagram, and Facebook since it does not have a web yet. Taking part in an exhibition is still less due to the limited expo facilities such as catalogs, Hanger, mannequins, and brand media. The selling prices set by the partner are adjusted to the type, quality, and quantity of the products. For instance, the selling price of the type of product starts from Rp. 5,000 to Rp. 150,000. The promotion areas include inside and outside the city of Bandung and foreign countries.

Table 1 The Partner's Data in the Last Three Years

No	Item	2016	2017	2018*Per June
1	Asset	Rp. 188,469,758	Rp. 200,541,438	Rp. 231,000,000
2	Turnover/Sales	Rp. 466,585,704	Rp. 518,438,560	Rp. 582,504,000

Source: Data Processing Result, 2018

The partner's employees come from the local areas. If seen from their educational levels, the average is junior high school. Meanwhile, the employees (HR) also need improvement in their capabilities such as work motivation, creativity, and ability to speak foreign languages especially English because there are frequent visits and orders in English. The facilities that are owned by the partner are still limited such as tables/chairs, rooms or spaces, and supporting facilities for promotion and displays. The partner also does not have Mannequins (statues to display clothes). The number of shelf and hanger for products is very limited. The place of production is located in a room with a size of 3x7 m². The administration room is located in the same place as the warehouse of raw materials and finished goods. The product display with a size of 3x3 m² is also located in the same place with the packing room in the house. The showroom or space for exhibiting products is not yet owned, but there is a plot of land that is provided by the government of the city of Bandung for display space. This is an opportunity for the partner to display his products, or to make building renovation. The access to the highway is only 100 meters. The electric power is very supportive. The telecommunication equipment is also very supportive such as mobile phones, but the partner does not have sophisticated computers and IT facilities like Indihome as an effective means of work and promotional media. This is an obstacle to getting consumers (buyers), increasing sales turnover, and developing business.

The source of the partner's initial capital comes from his savings with a total capital of Rp.5,000,000. The additional capital is usually obtained from a loan from a cooperative or a family loan. The partner has the opportunity to get a loan of working capital or investment credit because he already has a business entity (CV - Limited Partnership). The brutto profit obtained by the partner is averagely between Rp. 15,000,000 and Rp. 20,000,000/month or the net profit is between Rp. 3,000,000 and Rp. 6,000,000/month. With a current turnover of Rp. 160,000,000, the initial capital for production usually comes from a DP order between a minimum of 50% of the total product orders from the consumers.

B. Priority Problems Faced by the Partner

Based on the identified problems, the team and the partner decide or justify priority problems to be solved through the Implementation of the Leading Small Business Capacity Building Program in Kampoeng Rajoet, Bandung City, as follows:

1. Production-related problems: The computerized knitting machine is not yet owned. This causes the quality of the partner's products cannot compete well in the markets in terms of colors and motifs. The partner is only able to make classic or basic colors and motifs (12 common colors) and has not been able to produce pastel colors, batik motifs, boxes, etc. The partner also deals with limited raw materials (Acrylic Wool Yarn, Cotton Yarn, PE Yarn).
2. Marketing-related problems: information on potential markets/consumers (Segmentation, Targeting and Positioning).
3. Management & HR-related problems: the partner's business has no vision, mission, and objectives, and the management has not been performed according to business demands. Staff-related problems: Low work motivation and creativity.
4. Limitation in the business completeness and promotional media: product branding (product label, hangtag, paper bag), online media/content and Internet access, neon box/signpost for business name, and less participation in the exhibitions (expo) and business completeness (banners, name cards, brochures, catalog, invoice, mannequins, shelves, and hangers).

Based on the priority problems, the solutions and target outputs for the implementation of the leading business capacity building in the Kampoeng Rajoet are as follows:

1. What are the implementation procedures, the solution steps to partner's problems, and the types of expertise in building the leading small business capacity in Kampoeng Rajoet, Bandung City?
2. How is the overview of science and technology transferred in the implementation of small business capacity building through the PPUD Program?

3. How are the solution and target of activity implementation achieved from the priority problems which include
 - a. Increasing the production capacity using a computerized knitting machine and the capacity of raw materials in the partner's small business.
 - b. Increasing the marketing capacity (potential customers/Segments, Targets, and Positioning) in the partner's small business.
 - c. Increasing the capacity of Management and HR in the partner's small business.
 - d. Increasing the capacity of business completeness and media promotion in the partner's small business?

II. BASIC THEORY

A. Regional Leading Products

Regional Leading Products (PUD) are goods or services that are owned and controlled by a region, which have high economic value and competitiveness and absorb a large number of workers. The products are produced based on the consideration of technical feasibility (raw material and market) as well as the community and institution's talents (mastery of technology, human resource capabilities, infrastructure support, and local socio-cultural conditions) that develop in certain areas. Local economic development is a process of building dialogue and partnership for parties' actions which include local government, entrepreneur, and local community organization. The main pillars of the strategy are to increase the attractiveness, endurance, and competitiveness of the local economy. The main objective is to create high growth and sustainable development that benefit all parties in the region in order to increase new employment opportunities, increase prosperity, and reduce poverty significantly.

The criteria for leading products, according to Satya Wacana University Salatiga, include commodities that meet the requirements of local resource sufficiency, commodity linkages, competitive positions, and competitive potential. These criteria raise the following commodity groups:

1. Potential commodities are regional commodities that have the potential to develop because of their comparative advantage. Comparative advantage occurs because of the adequacy of the availability of resources, such as local raw materials, local resource skills, local production technology, and other local facilities and infrastructure.
2. Mainstay commodities are potential commodities which are considered to be comparable with similar products in other regions because besides having a comparative advantage, they also have high business efficiency. Business efficiency is reflected in production efficiency, worker productivity, profitability, and others.
3. Leading commodities are commodities that have a competitive advantage because they have won a competition with similar products in other regions. Such a competitive advantage can appear because of the high production efficiency due to the high bargaining position of both suppliers, buyers, and high competitiveness of competitors, newcomers, and substitutes.

The Regional Leading Product, which is hereinafter abbreviated as PUD (*Produk Unggulan Daerah*), according

to Minister of Home Affairs Regulation Number 9 of 2014, is as a product of both the goods and services produced by cooperatives, small and medium scale business that have the potential to be developed further to take advantage of all the resources owned by the region (whether natural resources, human resources, and local culture), generate income for the community and the government, and expected to be an economic force for the region and its community. The product has the potential to have competitiveness, selling power, and the driving force to enter the global market. Meanwhile, development in this article is the efforts in developing the PUD through planning, organizing, financing, monitoring, supervision, and evaluation of activities by the local community, the national government, and regional government.

The model for the development of medium-term PUD as referred to in paragraph (1) is performed through 1) Increasing the quality of attractiveness of PUDs; 2) Improving the quality of infrastructure; 3) Increasing the PUD promotion and investment 4) Increasing the cooperation; 5) Increasing community participation; and 6) Increasing the protection against PUDs.

In addition, the development of regional leading products is also relevant to the demands of the global era because, at present, the value of the comparative advantage is no longer relevant because the most important thing is that the commitment spurs a competitive advantage. In relation to this, a competitive advantage can be created so that there is no reason for all parties not to create a competitive advantage from every opportunity that exists. The competition in the global era is largely determined by the advantages possessed or product excellence. In fact, this can be called competitive advantage. On the other hand, the potential for a comparative advantage does not guarantee continuous global competition.

The role of leading products is very crucial because it is a product that is able to give the largest contribution to the regional revenues, especially if seen from its contribution to the Local Revenue and Gross Regional Domestic Product (GDRP). This can be seen from the magnitude of the role of leading products to the total economy (Darmawansyah, 2003).

Knitting products are products produced by small businesses in Kampoeng Rajoet area and are one of the leading products of 10 other leading products of Bandung City. This is supported by the following data: 1) Ina Primiana, *et al's* report entitled the Mapping of the Economic Activity of Bandung City (2007), 2) the Decree of the Mayor of Bandung No. 530/Kep.295-DISKUMK.PERINDAG/2009, and 3) Business Certificate from the Village Office, Reg.No.187/KT/SKU/BNG/VIII/2018.

B. Small Business

Small businesses in an economic perspective play a very vital role in the development and economic growth in developing countries and developed countries. World Bank (2005) states that small businesses are one of the leading driving forces and economic development that is very vital in creating growth and employment. At least, three reasons underlie developing countries to notice the importance of the existence of small and medium enterprises (Berry,

2001:363). **First**, the performance of SMEs tends to be better in terms of producing productive labor. **Second**, as part of its dynamics, SMEs often achieve increased productivity through investment and technological change. **Third**, it is often believed that SMEs have an advantage in terms of flexibility rather than large businesses.

According to the information taken from the Ministry of Cooperatives and SMEs' Website (2014), the contribution of small and medium enterprises from 2012 to 2013 experienced development in all indicators. When viewed from the 2013 data, the development of business unit indicators reached 57,895,721 units (99.99%) and business actors were controlled by micro, small and medium enterprises, employment reached 114,144,082 people (96.99%), the contribution to GDP reached 5,440 trillion (60.34%), the contribution to exports reached 182 trillion (15.86%), and the contribution to the national economy through the investment value reached 1,655 trillion (63.42%).

The description of the contribution of the micro, small and medium enterprises to Indonesia's economic development is in line with the General Explanation of the Law of the Micro, Small, and Medium Enterprises constitute business activities capable of creating job opportunities and providing economic services widely for the public and may play a role in even distribution process and increasing public earnings, stimulating economic growth and playing a role in materializing the national stability. In addition to the above, Micro, Small, and Medium Enterprises are one of the main pillars of the national economy that must obtain the main opportunity, support, protection, and development to the broadest possible extent as the materialization of the expressing with business groups of people's economies.

Although small and medium enterprises have demonstrated their role in the national economy, they still face various obstacles and constraints both internal and external, for example in the aspects of production and processing, marketing and business climate (Ministry of Industry and Trade of the Republic of Indonesia, 2002: 1). Jafar (2004: 41-43) explains that the problems faced by small micro businesses in Indonesia, in general, include: 1. internal problems (including a. lack of capital, b. limited human resources (HR), c. weak business network and market penetration capability and 2. external problems (including a. business climate that is not fully conducive, b. limited business facilities and infrastructure, c. implications of regional autonomy, d. implications of free trade, e. properties of short lifetime products, and f. limited market access).

C. Capacity Building

The capacity building, according to Brown (2001: 25), is a process that can improve the capability of a person, an organization or a system to achieve the aspired goals. Morison (2001:42) defines a capacity building as a process for doing something or a series of movements, multilevel changes in individuals, groups, organizations, and systems to strengthen individual and organizational adjustment skills so that they can be responsive to existing environmental changes.

III. IMPLEMENTATION METHODS

A. Approach Methods

Based on the priority problems, the used approach methods are described as follows:

1. Training Method

The training method was intended to apply science and technology to overcome problems by increasing the partner's insight and understanding. The training was held in one room at the Unpas campus. The approach method was determined by the team to overcome the problems and to reach the specified output targets, i.e. **1) The increase in marketing capacity / information of potential markets/consumers:** Segmentation, Targeting and Positioning (STP) with the output targets as follows: a) The partner has knowledge regarding information about potential markets and customers; b) The partner has knowledge and skills in determining market segments, market targets, and product and business positioning; c) Business competitiveness is increasing and growing faster; and **2) The increase in capacity of business management and HR** with the output targets as follows: a) The partner has knowledge and skills and is able to make and have: vision, mission, and business objectives or able to make plan, organize, control, and supervise his business activities, as well as perform managerial functions, b) The partner's employees/HR have high motivation and creativity.

2. Technical Tuition and Mentoring Method

This approach method was intended to transfer the science and technology so that the partner was able to practice the materials of the technical tuition and mentoring from experts (team) in which they were performed directly in the partner's business location. The experts/team, in an applicative manner, directed, guided processes and stages, and gave examples to the partner in overcoming problems and achieving the targets and outputs, i.e. the **increase in marketing capacity/ information of potential markets/consumers and the increase in capacity of business management and HR** (knowledge and skills and is able to make and have: vision, mission and business objectives, ability to make plan, organize, control, and supervise his business activities, perform managerial functions, and employees/HR with high motivation and creativity).

3. Facilitation Approach Method

This approach method was intended to simplify, alleviate, facilitate, connect, create (design), obtain, and have something needed by the partner. The facilitation approach for the partner was used to solve his problems and achieved the following targets and outcomes:

- a. Facilitation of the increase in the production capacity: computerized knitting machines and capacity of raw materials (acrylic wool yarn, cotton yarn, PE yarn).
- b. Facilitation of capacity building for business facilities and promotional media: product branding (product tag/label, hangtag), online media/content and internet access, neon box/signpost for business name, participation in exhibitions (expo), and business completeness (packaging/paper bags,

banners, business cards, brochures, catalogs, invoices, mannequins, and hangers).

IV. RESULT AND DISCUSSION

A. Procedure for Activities, Solution Steps, and Types of Expertise in the Capacity Building of the Leading Small Business in Kampong Rajoet, Bandung City

1. Activity Procedure

a. Conducting Team Coordination Meetings

In this stage, the team conducted team’s task division meetings and arranges coordination meetings to make sure that the implementation of activities ranging from preparation, implementation, evaluation to report preparation can run in accordance with the predetermined plan.

b. Implementation of the PPUD Program

The PPUD Program was implemented for 12 (twelve) months starting from preparation, program implementation (training, technical tuition, and assistance, facilitation and mediation, evaluation, and program report).

Program can be seen in Figure 3.1.

c. Implementation of Training / Technical Tuition / Mentoring and Facilitation

The training stage was held at the Unpas campus, while the technical tuition (Bimtek), mentoring, facilitation and mediation activities were performed outside the campus / the partner’s business location.

d. Program Evaluation

The evaluation is an assessment activity performed by the implementation team from preparation to post training, technical tuition, assistance, facilitation. This activity was aimed at assessing the results of all program activities or measuring the indicators of success and possible weaknesses by looking for factors that cause them, preparing materials for making a report and recommendations on the program activities, and obtaining materials/references for the program’s sustainability plan.

2. The Solution Steps to the Partner’s Problems

The solution steps to the partner’s priority problems set in the solutions and output targets for the Bandung City’s Small Business Capacity Building through the PPUD

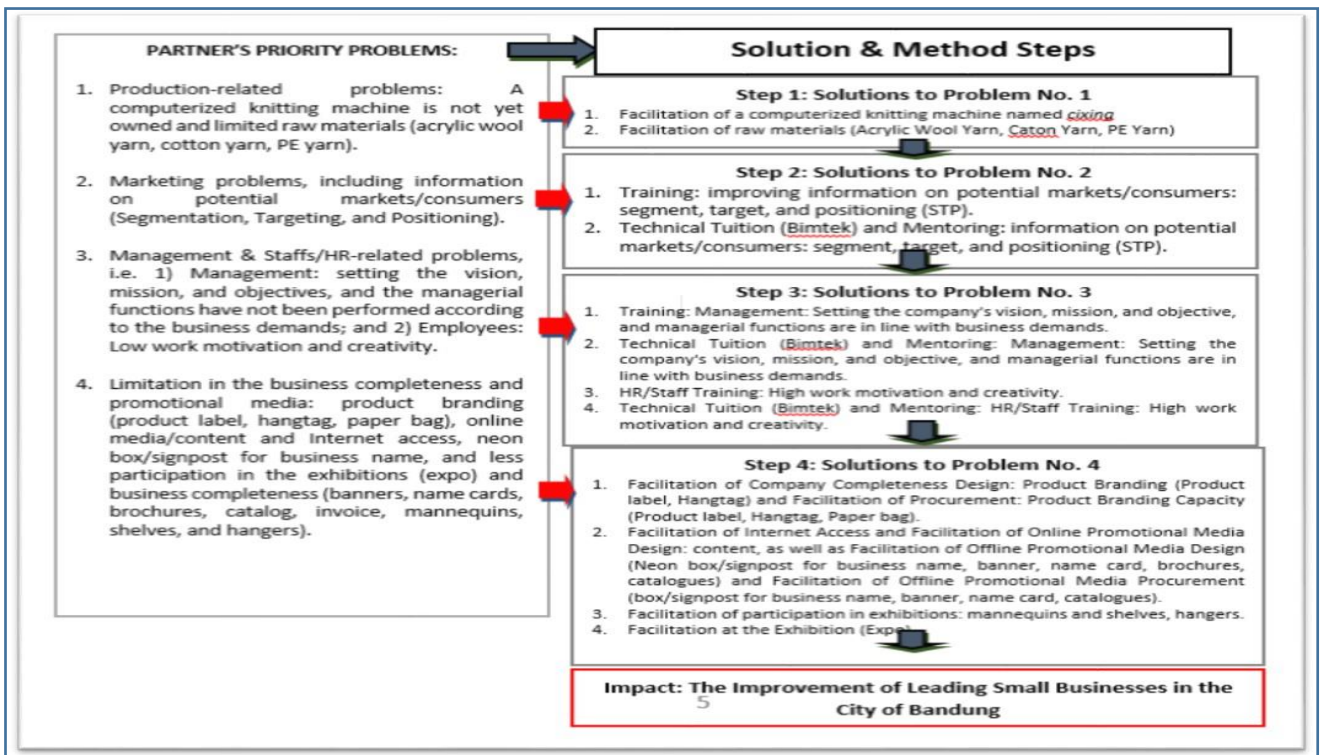


Table 2
Types of Expertise

Partner’s Problems	Name and Field of Expertise
1. The problem of increasing the capacity of production & raw materials.	Ir. Toto Ramadhan, M.T. Competence: Industrial Engineering / Production and Operation Management
2. The problem related to the information of potential markets/consumers: segmentation, targeting and positioning (STP).	Yanti Susila T., M.Si. (Team Leader) Competence: Offline Marketing / Promotion Communication

- | | |
|--|---|
| 3. The problem related to the management & employees/HR: Management problem: there are no company's vision, mission, objectives, and the managerial functions are not implemented according to the business demands and Employees' problem: low work motivation and creativity. | Dr. Dindin Abdurohim BS, S.Sos., MM., M.Si (Member)
Competency: Entrepreneurship and MSME Management Development / Permanent Lecturer of Business Administration - Unpas |
| 4. The problem in the business completeness and promotional media: product branding (product label, hangtag, paper bag), online media/content and Internet access, neon box/signpost for business name, and less participation in the exhibitions (expo) and business completeness (banners, name cards, brochures, catalog, invoice, mannequins, shelves, and hangers). | Trias Pyrenia Iskandar (Member)
Competence: Promotional Media and Communication Technology |

4. Description of the Transfer of Science and Technology in the Implementation of Leading Small Business Capacity Building in Kampoeng Rajoet, Bandung City

The science and technology transferred to the PPUD Program's partner are based on the results of the studies conducted by the proposal team and are in line with the priority problems faced by the partner. The transfer of science and technology is done to create solutions to priority problems. The description of transferred science and technology is sorted according to the priority problems. The following are descriptions of the science and technology transferred to the partner's leading small business in Kampoeng Rajoet, Bandung City:

B. Science and Technology used to enhance the machine's production capacity and raw materials capacity by creating a computerized knitting machine named *Cixing* which has the following advantages: being able to create computer-based/automatic design, knit wide material, have high speed, have alarm detection, sinker system, knitting function, combing device (c series), etc., while the increased capacity of raw materials includes: Acrylic Wool Yarn, Caton Yarn, PE Yarn, etc.). The following are the illustrations of the applied science and technology 1:



1. The Science and Technology for Marketing Improvement, including concepts, understanding, purposes, objectives, benefits, techniques and methods of selection. Application/practice: information on potential markets/consumers (market segments, target markets, and product and company positioning (STP)).
2. The Science and Technology for overcoming the Limitations of Management & Staff/Human Resources, including understanding, what, why, and how to determine and implement/apply the vision, mission, objectives, and company management/functions according to the market demands. The science and technology for the capacity building of employees/HR include understanding, what, why, type, method, and how to create high work motivation and creativity.
3. The Science and Technology to enhance the capacity of business completeness and promotional media through the facilitation of the improvement in the capacity and design from which the design and capacity building are sequentially performed. The facilitation of product branding (product label, hangtag, paper bag), online media/content and Internet access, neon box/signpost for business name, and less participation in the exhibitions (expo) and business completeness (banners, name cards, brochures, catalog, invoice, mannequins, shelves, and hangers). The following are some illustrations of the applied science and technology:

C. The Solutions and Output Targets for the Implementation of Leading Small Business Capacity Building in Kampoeng Rajoet, Bandung City

Based on the used approach method, the solutions and the achieved outputs are described as follows:

1. Facilitation Approach for Increasing the Capacity of Production Machines and Raw Materials in the Partner's Small Business:

Table 2 The Solution and the Achieved Output Target for the Improvement in the Capacities of Production Machines and Raw Materials

Solution to Problem 1	The Achieved Output Target
Capacity Improvement: A computerized knitting machine named <i>Cixing</i> and increasing the raw material capacity	a. The partner owns a computerized knitting machine. b. The partner can obtain the raw materials as needed, which include: Acrylic Wool Yarn, Caton Yarn, PE Yarn, etc. c. The production process becomes effective and efficient and guaranteed. d. Turnover and profit increase by 20%.

4.3.1 Approaches to Training, Technical Tuition, and Assistance in the Marketing Capacity Enhancement in the Partner’s Small Business

Table 3 The Solution and the Achieved Output Target for the Product Development & Product Brand

Solution to Problem 2	The Achieved Output Target
Improvement in Marketing Capacity/Information of Potential Markets/ Consumers: Segmentation, Targeting, and Positioning (STP)	a. The partner possesses knowledge of information about potential markets/consumers. b. The partner possesses knowledge and skills in identifying market segments, target markets, and product positioning for his business.



Assistance in the Enhancement of Business Management Capacity of the Partner’s Small Business

Table 4. The Solution and the Achieved Output Target for the Improvement in Business Management Capacity

Solution to Problem 3	The Achieved Output Target
Capacity Improvement in Business Management: Vision, mission and business objectives as well as the increased motivation and creativity of the HR/employees	1. The partner has knowledge, skills, and ability to make and possess: vision, mission and business objectives. 2. The partner is capable of managerial functions: planning, organizing, controlling and controlling. 3. The partner’s employees/human resources have high motivation and creativity.

4.3.3 Approaches to Facilitation of Capacity Improvement in Business Completeness and Promotional Media of the Partner’s Small Business

Table 5.

The Solution and the Achieved Output Target for the Promotion Development

Solution to Problem 4	The Achieved Output Target
Improvement in the Capacity of Business Completeness and Promotional Media: Product branding, online media/content and internet access, neon box/signpost for business name, participation in exhibitions (expo), and business completeness (packaging/paper bags, banners, business cards, brochures, catalogs, invoices, mannequins, and hangers)	<ol style="list-style-type: none"> The partner has a product branding (product tag/label, hangtag). The partner has internet access, online media, and content. The partner has Neon Boxes/Signposts for Business Name. The partner is more well-known known and has the opportunity to increase his sales. The partner has packaging (paper bags), banners, name cards, brochures, catalogs, invoices, mannequins, shelves, and hangers). The partner's products are more popular, and sales and business performance are increasing.

The evaluation of the implementation of the leading small business capacity building in Kampoeng Rajoet, Bandung through the PPUD Program shows the following results:

1. The small business capacity building through regional leading product development program for a partner running a knitting business can be implemented according to the plans by using various approaches that run well, including facilitation, training, technical tuition and mentoring.
2. The evaluation results show that there is still an obstacle in the implementation of Small Business Capacity Building through the PPUD Program, i.e. the program implementation timeline is not yet in line with the target due to the late disbursement of program funds and the incompatible timeline between the partner and the team.

IV. CONCLUSIONS

A. CONCLUSIONS

The implementation of Small Business Capacity Building through the Regional Leading Product Development Program (PPUD) has positive impacts on building the capacity of the partner's small business. This can be seen from the implementation of science and technology through facilitation, training, technical tuition, and mentoring to solve problems by providing the achieved solutions as follows: 1) Capacity Improvement: A computerized knitting machine named Cixing and increasing the raw material capacity; 2) Improvement in Marketing Capacity/ Information of Potential Markets/Consumers: Segmentation, Targeting, and Positioning (STP); 3) Capacity Improvement in Business Management: Vision, mission and business objectives as well as the increased motivation and creativity of the HR/employees; and 4) Improvement in the Capacity of Business Completeness and Promotional Media: Product branding, online media/content and internet access, neon box/signpost for business name, participation in exhibitions (expo), and business completeness (packaging/paper bags, banners, business cards, brochures, catalogs, invoices, mannequins, and hangers).

B. Recommendations

In relation to the implementation of the Small Business Capacity Building through the Regional Leading Product Development Program for small business in Kampoeng Rajoet, Bandung City, the Executing Team gives the following recommendations:

1. Strong commitment/flexibility is needed by all parties, especially the Executing Team of this PPUD program because in its implementation, the schedule is not in line with the planned timeline due to the late disbursement of program funds and the incompatible timeline between the partner and the team.
2. To achieve and increase the development of Leading Small Business Capacity in Kampoeng Rajoet, Bandung City requires the participation of all parties, including Higher Educations by making collaboration between various fields of science and through the implementation of science and technology sustainability, Local Governments, i.e. the relevant agencies such as Office of Cooperatives and SMEs, Office of Industry and Trade, Office of Tourism through the facilitation and mediation of their programs, the Companies through CSR programs, and the Business Community and Mass Media both print and online to help accelerate the development of the partner's business through collaboration, promotion, and protection against leading local products.

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