

MSME Empowerment Management Through the E-Peken Program in an Effort to Improve the Local Economy in Surabaya

Nayla Ratu Meihani¹, Ferlintang Naya Ridha Nayla², Rizma Aulia³, Keyza Zana Sabitha Zayyan⁴, Meirinawati⁵, Trena Aktiva Oktariyanda⁶

^{1,2,3,4,5,6}Universitas Negeri Surabaya, Indonesia

email: 25040674272@gmail.com, 25040674279@gmail.com, 25040674273@gmail.com, 25040674267@gmail.com, meirinawati@unesa.ac.id, trendaoktariyanda@unesa.ac.id

Article Info

Keywords :

Digitalization,
Economic
Empowerment, E-
Peken,
Management,
MSMEs

Abstract

The E-Peken (Electronic-Based Village Economic Empowerment) program is one of the breakthroughs from the Surabaya City Government to strengthen the community's economy through the use of digital in MSMEs. The purpose of this study is to examine the management of MSME empowerment carried out through the E-Peken program by applying the management theory of Henri Fayol which includes the planning, organization, implementation, and supervision stages. The object of this research is the management of the E-Peken program as an innovation of the Surabaya City Government in supporting digital-based MSME empowerment, and the research was conducted in Surabaya City, East Java, Indonesia. The research approach applied is qualitative descriptive with literature studies, where information is obtained from journals, articles, official government news, policy documents, and publications related to the E-Peken program. The study used secondary data with document review guidelines, data classification tables, and analysis instruments based on the POAC management functions. Data were analyzed using qualitative descriptive analysis through the stages of data reduction, data presentation, and conclusion drawing. The findings of the study indicate that the E-Peken program has been running quite effectively in terms of planning, organizing, implementation, and supervising. This initiative has succeeded in helping MSMEs in increasing market access through digital media. However, during its implementation, there are several obstacles, such as a lack of technological understanding among MSME actors, uneven internet access, and lack of consistency in the use of the platform. For this reason, improvements in digital training, infrastructure strengthening, and routine evaluation are needed so that the program can run more efficiently and optimally.

1. Introduction

Technological advances in recent years have triggered significant changes in various areas of life, including the economic sector. This change requires the government to be able to adapt through policy innovation, especially in supporting the development of Micro, Small, and Medium Enterprises (MSMEs). MSMEs have an important role in the Indonesian economy because they are able to absorb a large number of workers, strengthen the community's economy, and become one of the backbones of the local economy (Coordinating Ministry for Economic Affairs of the Republic of Indonesia, 2022).

As the use of digital technology increases, people's transaction patterns are starting to

shift from conventional systems to digital-based systems. This condition encourages local governments to present programs that can help MSME actors adapt and compete in the digital era. One of the innovations developed by the Surabaya City Government is the E-Peken or Electronic Village Economic Empowerment program. This program is a digital platform that aims to make it easier for MSME actors to market their products more widely through an online network (Surabaya City Government, 2023).

The E-Peken program not only functions as a digital marketing medium, but also as a technology-based economic empowerment strategy. Through this program, MSMEs are expected to be able to increase product

competitiveness, expand market reach, and increase the income of business actors. In addition, the involvement of the village as a center of local economic activity shows that E-Peken is directed to create more inclusive, equitable, and sustainable economic growth at the community level (Surabaya City Government, 2023).

Nevertheless, the implementation of the E-Peken program still faces a number of challenges. Not all MSME actors have the same ability to utilize digital technology. Obstacles that arise include low digital literacy, limited internet access in some regions, and lack of consistency of MSME actors in using digital platforms. This condition shows that the success of the program is not only determined by the availability of applications, but also by the government's ability to manage the program effectively and sustainably (Setiawan et al., 2021).

Therefore, good program management is needed so that E-Peken can run according to the goals that have been set. Program management includes planning, organizing, executing, and supervision. In this context, the POAC management function is relevant to be used as an analytical framework because it includes the stages of planning, organizing, actuating, and controlling. These four functions are important to ensure that a program can be designed, implemented, coordinated, and evaluated systematically so that it is able to achieve the expected targets (Jeka et al., 2024).

Based on these problems, this study aims to analyze the management of MSME empowerment through the E-Peken program in the city of Surabaya using the POAC management function approach. This study seeks to see how the process of planning, organizing, implementing, and supervising the E-Peken program is carried out by local governments in supporting the empowerment of MSMEs. The problem-solving plan in this study is carried out through an analysis of the implementation of program management, identification of obstacles faced, and the

formulation of recommendations to increase the effectiveness of the E-Peken program as a digital-based MSME empowerment innovation in the city of Surabaya.

2. Literature Review

The literature review in this study is used as a conceptual basis to understand the management of MSME empowerment through the E-Peken program in the city of Surabaya. This study not only contains relevant theories, but is also supported by empirical evidence from previous research related to the digitization of MSMEs, public service innovation, local economic empowerment, and program management functions.

MSMEs are an important sector in the national economy because they contribute greatly to Gross Domestic Product and labor absorption in Indonesia (Coordinating Ministry for Economic Affairs of the Republic of Indonesia, 2022). In the context of technological developments, MSMEs are required to be able to adapt to the digital marketing system in order to expand market reach and increase business competitiveness (Coordinating Ministry for Economic Affairs of the Republic of Indonesia, 2022). Digitization of MSMEs is important because the use of digital technology can help business actors reach a wider range of consumers, increase revenue, facilitate monitoring of business activities, and reduce marketing and distribution costs (Coordinating Ministry for Economic Affairs of the Republic of Indonesia, 2022).

The E-Peken or Electronic Village Economic Empowerment Program is a form of innovation by the Surabaya City Government in supporting digital-based MSME empowerment (Surabaya City Government, 2022). E-Peken was developed as a digital-based application that connects grocery stores and MSME actors in the city of Surabaya with consumers, so that it can help expand the marketing reach of local products (Surabaya City Government, 2022). The existence of E-Peken shows that local governments not only play a role as regulators,

but also as facilitators in strengthening the people's economy through the use of digital technology (Surabaya City Government, 2022).

Empirically, the Surabaya City Government states that E-Peken aims to empower MSMEs, grocery stores, and Culinary Tourism Centers in the city of Surabaya through an online shopping system owned by the local government (Surabaya City Government, 2022). This program has also been opened to the general public since April 1, 2022 after previously being used more by ASN within the Surabaya City Government (Surabaya City Government, 2022). In addition, the management of E-Peken is also carried out through a curation, mentoring, monitoring, and periodic evaluation process for business actors who are members of the platform (Surabaya City Government, 2022).

Theoretically, this study uses a POAC management function approach consisting of *planning*, *organizing*, *actuating*, and *controlling* (Ayu et al., 2023; Hasnida et al., 2024; Jeka et al., 2024). The *planning function* is related to the process of determining the direction, objectives, and program strategy so that the implementation of activities has clear goals (Jeka et al., 2024). The *organizing function* is related to the division of tasks, responsibilities, coordination, and management of resources involved in the implementation of the program (Jeka et al., 2024). The *actuating function* is related to the process of moving program implementers so that activities can be carried out according to the predetermined plan (Nurhikmah, 2024). The *controlling function* is related to supervision, measurement, assessment, and evaluation of the results of program implementation so that it remains in accordance with the goals to be achieved (Wijayanti et al., 2023).

Akbhari and Prathama's research shows that the E-Peken application is an innovation of the Surabaya City Government in the form of e-commerce that aims to help raise the potential of MSMEs through expanding the marketing reach of superior products (Akbhari et al.,

2023). The results of the study show that the implementation of E-Peken can be accepted by MSME actors because it provides convenience, convenience, transaction security, and opportunities to increase demand for MSME products (Akbhari et al., 2023). However, the study also found that aspects of the application's functions, features, and servers still need evaluation so that the implementation of the program can run more optimally (Akbhari et al., 2023).

Prabowo and Gamaputra's research also shows that empowering MSMEs through the E-Peken application is closely related to the Surabaya City Government's strategy in helping the recovery and development of business actors digitally (Prabowo et al., 2023). The study found that the implementation of E-Peken still faces obstacles, such as incompatibility with login access between websites and smartphones, uneven access for small business actors, and the implementation of training and guidance that is not fully in accordance with the planned schedule (Prabowo et al., 2023). These findings show that the success of E-Peken does not only depend on the existence of the application, but also requires good program management, consistent mentoring, and continuous evaluation of implementation (Prabowo et al., 2023).

The digital transformation of MSMEs also still faces challenges in terms of digital literacy of business actors (Setiawan et al., 2021). Setiawan et al. explained that the digital capabilities of MSME actors are not evenly distributed, so there are still many business actors who are not able to utilize digital technology to the fullest in their business activities (Setiawan et al., 2021). This condition shows that the digitization of MSMEs is not enough to be carried out through the provision of applications, but needs to be supported by education, training, mentoring, and strengthening the capacity of business actors in a sustainable manner (Setiawan et al., 2021).

Based on theoretical studies and previous research, it can be understood that E-Peken is a

digital-based MSME empowerment innovation that requires systematic program management. The POAC management function is a relevant framework to analyze how local governments plan, organize, implement, and supervise the E-Peken program in supporting the empowerment of MSMEs in the city of Surabaya (Jeka et al., 2024). Thus, this literature review is the basis for analyzing the management of MSME empowerment through the E-Peken program in the city of Surabaya.

This study does not use hypotheses because the approach used is qualitative descriptive. The focus of the research is directed to describe and analyze the management process of the E-Peken program based on the functions of planning, organizing, implementing, and supervision, as well as identifying obstacles faced in the empowerment of digital-based MSMEs.

3. Research Methods

This study uses a descriptive qualitative approach. This approach was chosen because the research aims to describe and analyze the implementation of the E-Peken program in empowering Micro, Small, and Medium Enterprises (MSMEs) in Surabaya in depth based on available data. Qualitative research is used to understand a social phenomenon or policy contextually, especially when researchers want to explain the process, meaning, and pattern of implementation of a program, rather than examining the relationship between variables statistically (Creswell et al., 2018).

The design of this research is in the form of a descriptive study based on literature studies and document review. The object of the research is the management of the E-Peken program as an innovation of the Surabaya City Government in supporting digital-based MSME empowerment. The scope of research is focused on four management functions, namely planning, organizing, implementing, and supervising programs. The research location is in the city of Surabaya, with a focus on the E-

Peken program managed by the Surabaya City Government through the Surabaya City Cooperative and Trade Office. E-Peken is an application or online shopping site owned by the Surabaya City Government that aims to empower MSMEs, grocery stores, and Culinary Tourism Centers in the city of Surabaya (Surabaya City Government, 2022).

The data source used in this study is secondary data. The data was obtained from scientific journals, research articles, official government news, policy documents, and publications relevant to the E-Peken program, MSME digitalization, and empowerment program management. The main materials in this study are written documents and online publications related to the E-Peken program. The main tools used are document review guidelines, data classification tables, and analysis instruments based on POAC management functions.

The data collection technique is carried out through literature and documentation studies. Literature studies are carried out by searching, reading, selecting, and reviewing sources that are relevant to the focus of the research. Documentation is carried out by collecting information from the official website of the Surabaya City Government, journal articles, and other supporting publications that discuss the implementation of the E-Peken program. This technique is used to obtain an overview of the program objectives, the form of implementation, the parties involved, the achievements of the program, and the obstacles that arise in the management of E-Peken.

The operational definition in this study is prepared based on the management function of POAC. Planning is defined as the process of determining the goals, objectives, and strategies of the E-Peken program. Organizing is defined as the division of roles, coordination between agencies, and the management of resources that support the program. Implementation is defined as program implementation activities, including socialization, mentoring, platform use, and involvement of MSME actors.

Supervision is defined as the process of monitoring, evaluating, and following up on the implementation of the program in accordance with the goals that have been set. The POAC management function is used because it can explain the program management process from the planning stage to systematic evaluation (Jeka et al., 2024).

The data analysis technique used is qualitative descriptive analysis. The data that has been collected is analyzed through several stages, namely data reduction, data presentation, and drawing conclusions. Data reduction is carried out by selecting information that is relevant to the focus of the research. The data presentation was carried out by grouping findings based on the POAC management function. Furthermore, conclusions were drawn by interpreting the findings to find out how the E-Peken program was managed and the extent to which the program supported the empowerment of MSMEs in the city of Surabaya. This stage of analysis is in accordance with the qualitative data analysis model which includes the process of data condensation, data presentation, and drawing conclusions or verification (Miles et al., 2019).

With this method, this research is directed to gain a systematic understanding of the management of the E-Peken program in empowering MSMEs. The results of the analysis are expected to provide an overview of the strengths, obstacles, and opportunities for improvement of the E-Peken program as a form of local government innovation in supporting the digital transformation of MSMEs and strengthening the local economy.

Table 1. Operational Definition of Research Focus

Research Focus	Operational Definition	Observed Indicators
Planning	The process of determining the objectives, objectives, and strategy of the E-Peken program	Program objectives, MSME goals, digitalization strategy, platform development plan
Organizing	The process of task sharing and	The role of local governments,

Research Focus	Operational Definition	Observed Indicators
	coordination between program implementing actors	related agencies, urban villages, MSME actors, and supporting partners
Implementation	The process of implementing the E-Peken program in empowering MSMEs	Socialization, mentoring, application use, product marketing, MSME participation
Supervision	The process of monitoring and evaluating the implementation of the program	Monitoring, periodic evaluation, implementation constraints, system improvement, program follow-up

Table 1 shows the operational definition of the research focus used in analyzing the management of the E-Peken program. The focus of the research is based on the management functions of POAC, namely planning, organizing, implementing, and supervising. Each focus is analyzed through indicators observed from documents, articles, and official sources relevant to the implementation of the E-Peken program in the city of Surabaya.

4. Results and Discussion

The implementation of the E-Peken program in the city of Surabaya shows the efforts of the local government to encourage the empowerment of MSMEs through the use of digital technology. This program is present in response to changes in people's transaction patterns that are increasingly leading to online systems. E-Peken or Nang Suroboyo Economic Empowerment and Resilience is an online shopping platform owned by the Surabaya City Government that aims to empower MSMEs, grocery stores, and Culinary Tourism Centers in the city of Surabaya (Surabaya City Government, 2022). Based on data from the Surabaya City Government, E-Peken transactions from July 2021 to December 26, 2022 reached IDR 35,471,640,152, with 4,034 types of businesses that have joined, consisting of 999 grocery stores, 2,835 MSMEs, and 200 Culinary Tourism Centers (Surabaya City Government, 2022).

In general, E-Peken can be understood as a form of digital-based public service innovation

that is directed to expand access to marketing of MSME products. The research explains that E-Peken was developed in the form of e-commerce to help raise the potential of MSMEs through expanding the marketing reach of superior products as well as a form of digital marketing literacy for MSME actors (Akbhari et al., 2023). The results of the study also show that E-Peken can be accepted by MSME actors because it provides convenience, comfort, a sense of security in transactions, as well as opportunities to increase demand for MSME products, although the aspects of function, features, and application servers still need evaluation (Akbhari et al., 2023).

Table 2. Results of Analysis of E-Peken Program Management Based on POAC Functions

Management Functions	Findings	Discussion
Planning	The Surabaya City Government provides E-Peken as a digital platform to support the marketing of MSMEs, grocery stores, and Culinary Tourism Centers.	Program planning has been directed at the need to digitize MSMEs and strengthen the local economy.
Organizing	The program involves the Small and Medium Business Cooperative Office and Trade, urban villages, MSME actors, grocery stores, SWK, and other supporting parties.	Organizing shows a division of roles, but it still needs to be strengthened in terms of coordination, equal access, and technical assistance.
Implementation	The program runs through digital platforms, socialization, curation of business actors, mentoring, and online transactions.	The implementation shows a positive impact on MSME marketing, but still faces obstacles in digital literacy and application use.
Supervision	The government monitors transactions, turnover, business actor development, and evaluation of platform usage.	Supervision is already underway, but it needs to be strengthened through continuous evaluation and improvement of the quality of the application system.

In terms of planning, the E-Peken program shows that the Surabaya City Government has set a fairly clear goal, namely strengthening the community's economy through the digitization of MSMEs. This planning is realized through the provision of a digital platform that can bring together business actors and consumers online (Hayati et al., 2024). E-Peken is also part of the local government's strategy to expand the marketing reach of local products, especially for MSME actors who previously still depended on conventional marketing patterns. From the perspective of the POAC management function, planning is an important initial stage because it determines the direction, objectives, and strategy of the program so that its implementation runs according to the goals (Jeka et al., 2024).

In terms of organization, the E-Peken program involves various parties who have their own roles (Wakhidah et al., 2024). The Surabaya City Small and Medium Business Cooperatives and Trade Office plays the role of the main manager of the program, while the village becomes a liaison between the government and business actors at the community level. MSME actors, grocery stores, and Culinary Tourism Centers are the main actors who use these platforms as a medium of transactions and marketing (Nizar et al., 2025). This division of roles shows that the E-Peken program does not run alone, but requires coordination between actors so that the program can be implemented optimally (Syaputra et al., 2025).

Nevertheless, the organizing function still faces a number of obstacles. Prabowo and Gamaputra's research found that the implementation of E-Peken still experiences obstacles, such as incompatibility with login access between websites and smartphones, uneven access for small business actors, and the implementation of training and guidance that is not fully in accordance with the planned schedule (Prabowo et al., 2023). These findings show that program organization still needs to

be strengthened, especially in terms of technical coordination, division of mentoring tasks, and equitable access for MSME actors.

In terms of implementation, the E-Peken program has been running as a transaction and digital marketing medium for MSME actors. Through this platform, business actors can market products online so that the market reach becomes wider compared to conventional marketing. Yusmalina and Dharmawan's research shows that MSME actors who use E-Peken implement marketing communication strategies that include products, prices, promotions, places of business, physical evidence, teams, and business processes in accordance with their respective business characteristics (Yusmalina et al., 2023). This shows that E-Peken is not only a means of transaction, but also encourages MSME actors to understand marketing strategies in a more targeted way.

The implementation of the E-Peken program also shows a positive contribution to increasing the capacity of business actors. Syaputra et al.'s research explains that E-Peken helps MSME actors in accessing the online market, improving digital skills, building business trust, and expanding market access through technical training and field assistance (Syaputra et al., 2025). However, the study also shows that public awareness of this program is still limited, so public involvement as consumers still needs to be increased through more inclusive promotional strategies (Syaputra et al., 2025).

However, the implementation of E-Peken is not fully optimal because not all MSME actors have the same ability to use digital technology. Digital literacy constraints are still an important challenge in the MSME digitalization process. Cahyadi et al. explained that digital transformation requires the readiness of MSME actors, but there are still obstacles in the form of limited resources, low understanding of digitalization, and lack of expertise in using digital technology (Cahyadi et al., 2023). Thus, the success of E-Peken is not only determined

by the existence of the application, but also by the ability of business actors to utilize technology consistently. These findings are also consistent with previous studies indicating that the successful implementation of government empowerment programs requires continuous assistance, strong institutional support, and active community participation to generate a positive impact on the local economy (Iksan et al., 2025).

In terms of supervision, the Surabaya City Government has monitored the development of the program through transactions, turnover, the number of business actors who joined, and the evaluation of the use of the platform (Dindaputri et al., 2024). The supervisory function in POAC management plays a role in ensuring that the implementation of the program runs according to the purpose and can be improved if obstacles are found. Jeka et al. explained that the supervisory function is carried out through control, measurement, and assessment of work results in accordance with the goals that have been set (Jeka et al., 2024). In the context of E-Peken, supervision needs to be directed not only at the number of transactions, but also at the level of activity of MSME actors, service quality, technical constraints of the application, user satisfaction, and the impact of the program on increasing business revenue.

Based on the results of the analysis, the E-Peken program can be said to have made a positive contribution in encouraging the digitalization of MSMEs in the city of Surabaya. This program helps MSME actors gain wider access to marketing, increase the use of digital technology, and encourage changes in business patterns from conventional systems to digital systems. In addition, E-Peken also shows the role of local governments as facilitators in empowering the local economy through technology-based innovation.

However, the effectiveness of the program still needs to be improved because there are several obstacles, such as limited digital literacy, technical constraints on

applications, uneven access by business actors, and lack of public awareness as users or consumers. Therefore, strengthening the program needs to be carried out through increasing digital training, periodic mentoring, improving application features, wider promotion, cooperation with various parties, and continuous program evaluation. With this strengthening, E-Peken is expected to become a more effective, inclusive, and sustainable instrument for empowering MSMEs in supporting the economic improvement of the people of Surabaya.

5. Closing

Based on the results of the analysis, the E-Peken program developed by the Surabaya City Government is a digital innovation that plays a positive role in supporting the empowerment of MSMEs. This program helps MSME actors expand their marketing reach, increase digital market access, and encourage changes in business patterns from conventional systems to technology-based systems.

Judging from the POAC management function, the E-Peken program has been implemented through the planning, organizing, implementation, and supervision stages. The government has provided a digital platform, involved various parties, and monitored user activities and transactions. However, the implementation of the program still faces several obstacles, such as low digital literacy among some MSME actors, limited internet access, technical constraints on the platform, and lack of consistency in the use of E-Peken by business actors.

The Surabaya City Government is advised to increase training and assistance for MSME actors so that the use of E-Peken is more optimal. In addition, it is necessary to improve platform features, strengthen internet infrastructure, and evaluate programs regularly. MSME actors are also expected to be more active and consistent in using E-Peken as a digital marketing medium. Further research can add primary data through interviews,

observations, or surveys to make the results of the study more in-depth.

References

- Akbhari, I., & Prathama, A. (2023). Inovasi aplikasi E-Peken: Optimalisasi potensi UMKM Kota Surabaya. *NeoRespublica: Jurnal Ilmu Pemerintahan*, 4(2), 396–409. <https://doi.org/10.52423/neoresjurnal.v4i2.90>
- Ayu, S. S., & Nawawi, Z. M. (2023). Penerapan *planning, organizing, actuating, and controlling* (POAC) dalam manajemen bisnis Islam. *Jurnal Ekonomi, Bisnis dan Manajemen*, 3(1), 51–68. <https://doi.org/10.58192/ebismen.v3i1.1733>
- Cahyadi, L. C. R., Suryantari, E. P., & Murti, A. A. G. K. (2023). Analisis faktor kesiapan digital dalam melakukan adopsi digital pada UMKM. *Jurnal Akuntansi Profesi*, 14(2), 354–364. <https://doi.org/10.23887/jap.v14i02.65519>
- Creswell, J. W., & Poth, C. N. (2018). *Qualitative inquiry and research design: Choosing among five approaches* (4th ed.). SAGE Publications.
- Dindaputri, Z. N., & Pertiwi, V. I. (2024). Efektivitas program E-Peken dalam memberdayakan UMKM Kota Surabaya. *Hudan Lin Naas: Jurnal Ilmu Sosial dan Humaniora*, 5(2), 153–166. <https://doi.org/10.28944/hudanlinnaas.v5i2.1645>
- Hasnida, H., & Azhari, H. (2024). Fungsi manajemen George Robert Terry dalam pandangan Islam. *Alashriyyah*, 10(2), 191–202. <https://doi.org/10.53038/alashriyyah.v10i2.207>
- Hayati, S., Wiani, I., Nana, D. B., Hidayat, R., & Ikaningtyas, M. (2024). Perencanaan dan pengembangan bisnis UMKM menuju era digital melalui platform E-Peken di Kota Surabaya. *MERDEKA: Jurnal Ilmiah Multidisiplin*, 1(4), 1–11.

<https://doi.org/10.62017/merdeka.v1i4.995>

- Iksan, M., Heryati, Y., & Arsyad, M. (2025). *Implementation policy agriculture sustainability and its impact to local economy in the District Tobadak Regency Mamuju Middle*. *INCOME Journal of Economics Development*, 5(2), 321–332. <https://doi.org/10.54065/ijed.5.2.2025.495>
- Jeka, F., Samsu, Indriyani, T., & Asrulla. (2024). Penerapan fungsi-fungsi manajemen dalam pengembangan lembaga pendidikan Islam. *Jurnal Genta Mulia*, 15(1), 189–197. <https://doi.org/10.61290/gm.v15i1.803>
- Kementerian Koordinator Bidang Perekonomian Republik Indonesia. (2022, March 31). *Menko Airlangga: Pemerintah terus mendorong penguatan fondasi ekonomi dengan menetapkan transformasi digital UMKM sebagai salah satu prioritas*.
- Miles, M. B., Huberman, A. M., & Saldaña, J. (2019). *Qualitative data analysis: A methods sourcebook* (4th ed.). SAGE Publications.
- Nizar, E. I., Alves, V. M., Willyanto, A., Aisyah, F. A., & Nawangsari, E. R. (2025). Partisipasi masyarakat dalam penggunaan aplikasi E-Peken di Sentra Wisata Kuliner Semolowaru Kota Surabaya. *El-Mujtama: Jurnal Pengabdian Masyarakat*, 5(2), 206–214. <https://doi.org/10.47467/elmutjama.v5i2.6474>
- Nurhikmah, N. (2024). Educational management functions: Planning, organizing, actuating, controlling. *INTIHA: Islamic Education Journal*, 1(2), 82–91. <https://doi.org/10.58988/intiha.v1i2.293>
- Pemerintah Kota Surabaya. (2022, February 17). *Transaksi di aplikasi Peken Surabaya capai Rp 3,34 miliar*.
- Pemerintah Kota Surabaya. (2023, March 12). *UMKM Surabaya bangkit, Wali Kota Eri gandeng desainer hingga wajibkan ASN gunakan produk UMKM!*.
- Prabowo, M. N. D., & Gamaputra, G. (2023). Strategi pemberdayaan usaha mikro kecil menengah melalui aplikasi E-Peken pada Dinas Koperasi Usaha Kecil dan Menengah dan Perdagangan Kota Surabaya. *Jurnal Inovasi Administrasi Negara Terapan*, 1(1), 137–150.
- Syaputra, A. R., Rahmadanik, D., & Ilman, G. M. (2025). Optimalisasi program E-Peken dalam pemberdayaan masyarakat untuk meningkatkan produktivitas UMKM di Kota Surabaya. *Public Sphere Review*, 4(1), 94–107. <https://doi.org/10.30649/psr.v4i1.172>
- Setiawan, T., Susetyo, D. P., & Pranajaya, E. (2021). Edukasi literasi digital: Pendampingan transformasi digital pelaku UMKM Sukabumi Pakidulan. *J-ABDI: Jurnal Pengabdian kepada Masyarakat*, 1(7), 1599–1606. <https://doi.org/10.53625/jabdi.v1i7.692>
- Wakhidah, R. N., Widyawati, W., & Pramono, S. (2024). Analisis kebijakan penggunaan E-Peken sebagai optimalisasi pemberdayaan UMKM di Kelurahan Kedungdoro Kota Surabaya. *Soetomo Administrasi Publik*, 2(1), 165–178.
- Wijayanti, N., & Wicaksana, F. A. (2023). Implementasi fungsi manajemen George R. Terry dalam meningkatkan mutu lembaga pendidikan. *Jurnal Cerdik: Jurnal Pendidikan dan Pengajaran*, 3(1), 30–43. <https://doi.org/10.21776/ub.jcerdik.2023.003.01.04>
- Yusmalina, A. E., & Dharmawan, A. (2023). Komunikasi pemasaran produk usaha mikro kecil menengah (UMKM) pada aplikasi E-Peken di Surabaya. *The Commecium*, 6(3), 62–71. <https://doi.org/10.26740/tc.v6i3.52259>