

# Stakeholder Synergy as an Effort to Achieve Go Digital Independence for Culinary Msmes in Banyumas Regency

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## ABSTRACT

The presence of new media as part of technological development can make a significant contribution to the sustainable development communication system and the development of the local economic market in a region, especially for culinary SMEs in Banyumas Regency. Stakeholders as policymakers can encourage digital transformation for SMEs by optimizing their strategic role as facilitators through the formulation of policy or program communication strategies in digital independence. This study aims to examine and analyze the efforts of stakeholders in enhancing Go Digital independence for culinary SMEs in Banyumas Regency. Data collection was carried out using a qualitative descriptive study approach with data obtained through observation and in-depth interviews with informants. The research results explain that the economic market conditions of culinary MSMEs in Banyumas in 2026 are complex due to the influence of the economic needs of MSME actors and the challenges they face in achieving digital independence. Stakeholder synergy is formed because of the needs of MSME actors concerning digital transformation. Strengthening stakeholder synergy can be carried out through the formulation of marketing-based programs that are integrated according to the needs of MSMEs in the field. Collaborative support between MSME actors and stakeholders can be a key so that social marketing can run in accordance with the concept of sustainable development in realizing digital independence for culinary MSME actors in Banyumas Regency.

**Keywords:** synergy, stakeholders, digital independence, MSME actors.

## INTRODUCTION

The analysis of stakeholder roles in supporting Go Digital independence efforts is conducted as part of examining stakeholder influence and roles from a policy study perspective (Hidayat et al., 2019). Several studies have shown that stakeholder synergy is crucial in supporting the development of local economies. This becomes increasingly important considering the interconnected relationship between new media development and the economic sector. Referring to new media and synergy as challenges in achieving development communication goals for local economies, several obstacles may hinder this process, including cultural shifts, limited resources, inadequate technological infrastructure, and low digital literacy (Rosyadi, 2025). Other studies also indicate that some MSME actors have not optimally utilized digital tools, resulting in missed opportunities to enhance their competitiveness in the market (Mei et al., 2025).

From another perspective, it is interesting to examine the factors that can be used to analyze this condition. There are studies addressing internet infrastructure issues in Banyumas, which averages around 10 Mbps, as well as the low participation of relevant stakeholders. In fact, internet infrastructure can encourage the development and optimization of digital marketing, which can be further enhanced through such improvements. A study by Henny & Windyaningrum (2024) states that optimizing digital marketing can help MSMEs expand their market reach, increase sales, and strengthen the connection between customers and sellers. This can be implemented through the trend of AI utilization and digital-based marketing strategies that are relevant to MSME needs in transitioning toward digital independence.

The benefits of digitalization for MSMEs can actually support their overall performance; however, this has not been fully adopted by MSMEs in Indonesia (Amali et al., 2025). Several challenges contributing to this situation include limited use of digital technology, which results in MSMEs being unable to compete with other business actors (Artanto et al., 2022).

According to the Ministry of Cooperatives and SMEs (2023), MSMEs play an important role in supporting major government programs, including job creation and economic development. In 2023, MSMEs were able to absorb approximately 97 percent of the total workforce. One form of modernization and digitalization is the emergence of digital platforms such as Shopee, Tokopedia, and TikTok Shop, which have created new digital marketplaces. Meanwhile, data from the Ministry of Cooperatives and SMEs (2023) shows that only around 10 percent of total MSMEs have optimally adopted marketplaces. This indicates that most business actors are still in the early stages of digitalization or have not yet started the process at all.

Synergy is understood as the combination of various outputs that create better results, where synergy can only emerge through communication and coordination processes (Najiyat & Rahmat, 2011; Rahmawati et al., 2014). In this study, the researcher seeks to examine the communication and coordination patterns implemented by stakeholders toward MSME actors. Communication and coordination capabilities are essential functions of organizational effectiveness, ranging from preparation, organization, activity implementation, and control, all of which can generate synergy (Rahmaveda, 2017). Go Digital independence is part of a program that stakeholders can implement for MSMEs. In this context, synergy supports the success of the program because it reflects the extent of communication relationships between stakeholders and MSME actors. Furthermore, synergy is highly important in supporting MSME independence, as demonstrated in previous studies. Therefore, stakeholder roles become a vital component of the coordination patterns implemented. This research analyzes communication and coordination as key elements in creating synergy.

## METHODOLOGY

The type of research used in this study employed a descriptive approach as part of a research process conducted comprehensively through the analysis of field data collection from the beginning to the end of the study (Hidayat, 2010). The researcher identified and explained the phenomena occurring in the field by analyzing the existing social symptoms and conditions. This study applied a qualitative approach as a form of scientific research aimed at revealing specific social conditions, described realistically through words and narratives based on research methods conducted in natural settings. This study utilized a descriptive qualitative research model as an approach to explore the meaning of social realities and theoretical assumption indicators within a specific research period (Mukhtar, 2013). According to Moleong (2012), qualitative research is a research approach that can be used to gain an understanding of social phenomena underlying the experiences of research subjects.

Descriptive qualitative research describes these phenomena through the use of language and words while also examining scientific methods occurring in the field. Qualitative research focuses on specific contexts and seeks to understand phenomena in a deeper and more comprehensive manner. The researcher employed the descriptive qualitative model as a framework to explain qualitative assumptions based on conditions currently occurring in the field. Descriptive qualitative research explains phenomena through the use of language and narratives while observing scientific processes taking place in the field. Qualitative research emphasizes specific contexts and attempts to understand phenomena more deeply. Therefore, the researcher used the descriptive qualitative model as a means to explain qualitative assumptions based on actual field conditions.

## RESULTS

### The Condition of Culinary MSMEs in Banyumas

Considering the development of the times, humans are increasingly encouraged to adapt alongside the digital world as part of modernization. This reflects how far perspectives on the digital world have been shaped by stakeholders toward culinary MSME actors in Banyumas. Furthermore, the researcher builds upon how stakeholder synergy is implemented among culinary MSME actors in Banyumas in order to encourage their

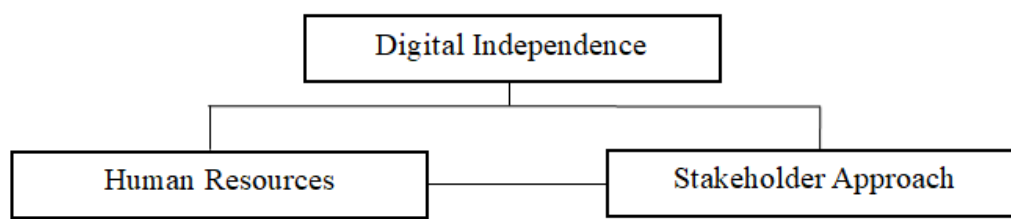
digital independence. The presence of various perspectives led the researcher to select informants from private stakeholders, government stakeholders, banking institutions, as well as culinary MSME actors in Banyumas, to support comprehensive field data collection. This allows the researcher to later reduce and analyze the data before drawing conclusions.

Eros Fabianto is the owner of the culinary business “ROBOKOP” in Purwokerto, Banyumas Regency. ROBOKOP, which offers food and beverages with a street food concept, has become one of the pioneering street food stalls in Purwokerto. Another informant is Erni Kuswardani, the owner of the bakery business “Monica Bakery” in Purwokerto, Banyumas Regency. She started her business in 1997 and continues to operate it today. Monica Bakery produces various types of dry bread packaged in plastic or cardboard boxes with diverse flavors. The production site remains located at Erni Kuswardani’s residence. According to her, the demand for bakery products in Banyumas remains relatively high each year.

### Culinary MSME Actors in Banyumas and Go Digital Independence

When culinary MSME actors in Banyumas are confronted with the need for digital independence, they recognize it as essential for expanding sales markets and supporting business transaction activities. However, they face several barriers in the digitalization process, one of which is the challenge of having adequate human resources.

Figure 1. Readiness Process for Digital Independence among MSME Actors in Banyumas



The figure above illustrates that two factors—human resources and stakeholder approaches—strongly influence synergy efforts between stakeholders and culinary MSME actors in Banyumas. This was directly conveyed by culinary MSME informants in Banyumas.

### Human Resources

Achieving digital independence is neither easy nor instant. It requires commitment, including the provision of adequate teams or human resources to support digital transformation processes. Erni, as one of the bakery MSME actors in Banyumas, explained that her business still faces limitations in having a team capable of supporting digitalization processes. On the other hand, some culinary MSME actors in Banyumas have already prepared human resources to support digital transformation. Eros, for example, already has a team that supports digital processes. The researcher’s analysis indicates that human resource factors can support MSME actors in achieving digital independence in several ways. First, the operation of marketplaces or e-commerce platforms as media supporting MSME digital independence. Second, digital marketing activities such as content management and social media advertising require capable human resource management. Third, the rapidly changing digital environment forces culinary MSME actors in Banyumas Regency to continuously adapt to digital and market needs. Finally, digital operational management, including sales systems and inventory management, must be carried out systematically.

### Stakeholder Approach to Digitalization

The process toward digital independence requires stakeholder involvement, as it relates to how important and relevant it is for culinary MSME actors in Banyumas to transform into the digital era. Several culinary MSME actors in Banyumas Regency have felt assisted by the presence of digital payment systems such as QRIS and digital financial recording features, which are part of banking stakeholders’ programs. Banking stakeholders, through Bank Mandiri Sokaraja Banyumas, have directly engaged with culinary MSME actors in Banyumas to provide support and facilitate digitalization programs.

## Stakeholders in Banyumas Regency

Stakeholders are actors and policymakers who operate based on specific environmental conditions. Policies related to digital independence are currently a key assumption in which both buyer and seller behavior can be supported through digital platforms. A strong stakeholder position determines the sustainability of an organization or, in this study, MSMEs. The stronger the role of stakeholders, the greater the ability of MSMEs to adapt to stakeholder-driven policies. The researcher collected data from two key stakeholders who have important and strategic roles in promoting digital independence in Banyumas Regency

### Government Stakeholders: Department of Manpower, Cooperatives, and MSMEs of Banyumas Regency

As a government stakeholder responsible for supporting the local economic system, particularly within the MSME sector, the Department of Manpower, Cooperatives, and MSMEs plays an important role in fostering digital independence. The MSME division within the department contributes to synergy-building efforts in digital independence. The department's role aligns with its primary functions and activities, such as organizing digital MSME training and seminars. As a facilitator, the department is responsible for improving MSME actors' capabilities through digital programs. This can be achieved through digital literacy initiatives, including the use of social media, e-commerce, and digital payment systems. Such assistance can later be integrated with banking stakeholders to collectively realize digital independence. The role of the agency in promoting digital independence for culinary MSME actors in Banyumas Regency is in line with its main functions and activities. This can be implemented directly through programs such as MSME digital training and seminars.

The Department of Manpower, Cooperatives, and SMEs of Banyumas Regency acts as a facilitator with responsibility for improving the capacity of MSME actors through the digital programs it develops. This can be carried out by strengthening digital literacy among culinary MSME actors in Banyumas, such as the use of social media, e-commerce platforms, and other digital systems including digital payment services. This assistance can later be integrated and collaborated with other stakeholders, such as banking institutions, to jointly support the realization of digital independence

### Banking Stakeholders: Bank Mandiri Sokaraja Branch, Banyumas Regency

Banking stakeholders act as government partners supporting MSME financial activities as investors and creditors. One example is Bank Mandiri Sokaraja Branch in Banyumas Regency. Several banking roles in supporting MSME digitalization include providing digital-based financing services such as People's Business Credit (KUR) or digital loans for culinary MSMEs requiring financial support; offering digital banking operational services that allow MSMEs to conduct cashless transactions, digital business management, and operational support; and providing digital payment services such as QRIS and EDC systems for practical payment processing. Additionally, banks support local governments in promoting digital literacy, both in financial systems and other digital needs, through training and socialization programs for culinary MSME actors in Banyumas Regency.

Banking units do not only perform their financial functions, but can also act as strategic partners for culinary MSME actors in Banyumas Regency in promoting digital independence. This approach must be based on data regarding areas that are still lagging behind in digital literacy. Therefore, banking stakeholders collaborate with government stakeholders as providers and supporters of digital literacy services for culinary MSME actors in Banyumas.

Table 1. Functional Analysis of Stakeholders and MSME Needs

| No. | Stakeholder                                                               | MSME Needs                                | Stakeholder Application Review                                                                                                                                 |
|-----|---------------------------------------------------------------------------|-------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1   | Government Stakeholders through the Department of Manpower, Cooperatives, | Assistance and training regarding digital | Government stakeholders can act as facilitators for other stakeholders such as banks and conduct mentoring activities through digital independence training or |

|   |                                                                                                      |                                                                                                     |                                                                                                                                                                                  |
|---|------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|   | and MSMEs of Banyumas Regency                                                                        | independence, both technical and non-technical                                                      | seminars for culinary MSMEs in Banyumas Regency                                                                                                                                  |
| 2 | Banking Stakeholders through the Department of Manpower, Cooperatives, and MSMEs of Banyumas Regency | Financial support and digital system implementation covering operational and transaction activities | Banking stakeholders can provide digitally transformed financial assistance that facilitates online MSME operations, including digital product recording and transaction systems |

### Economic Market Conditions of MSMEs in Banyumas

The local economic market conditions for culinary MSME actors in Banyumas are generally in a transition phase from conventional systems toward digital systems. This shift begins with how culinary MSME actors in Banyumas initially conduct their business activities. One example of this transition is the change in payment systems from conventional cash-based transactions to digital payments such as QRIS. However, some MSME actors have not fully implemented comprehensive digital transformation. This reflects the actual field conditions, where culinary MSMEs in Banyumas have not yet fully achieved digital independence. This situation has become one of the factors considered by stakeholders in observing the development of the local economic market in Banyumas. This growth serves as a basis for stakeholders to design policies or programs aimed at fulfilling the needs of culinary MSME actors in Banyumas, particularly in their transition toward digital independence. The uneven nature of digital transformation can be explained through several points as follows:

- Some culinary MSME actors in Banyumas stated that digitalization has not been fully adopted due to the uneven level of digital literacy among MSME actors. There is a significant gap in digital literacy between one MSME actor and another. The researcher concludes that there has not yet been optimal utilization of various digital media by MSME actors. This is especially evident among MSME generations that are not yet fully familiar with the functional optimization of digital systems.
- Differences in business scale between micro and medium enterprises. Some culinary MSMEs in Banyumas are still individually managed without a team, resulting in limited human resources and capital. This differs from medium-scale enterprises that already have structured teams and readiness for digital transformation. In contrast, micro businesses often face challenges due to limited time and workforce required to optimize digital processes in the local economic market.
- Differences in business objectives among MSME actors. Some culinary MSME actors in Banyumas believe that offline selling is already sufficient, while others feel the need to adopt digital transformation.

The use of e-commerce platforms, such as ShopeeFood, represents one form of digital independence implemented by culinary MSME actors in Banyumas to expand their market reach. The utilization of e-commerce continues to develop in line with the needs of MSME actors, including its use as a communication medium. Not only for selling products, “Robokop” also utilizes Instagram social media as a bridge between buyers and sellers. This platform is considered effective in optimizing operational aspects, as feedback such as suggestions and complaints can be directly conveyed through the “Robokop” Instagram account.

### Stakeholder Synergy in the Economic Market Conditions of MSMEs in Banyumas

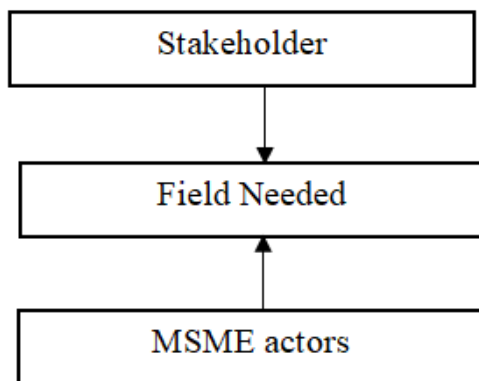
In supporting digital independence for culinary MSME actors in Banyumas, several stakeholders, through the work programs of their respective institutions, have established forms of collaboration in the form of joint programs. On one hand, these efforts are intended to increase public purchasing power, while on the other hand, they also respond to the ongoing digital transformation era, including digital transaction systems used by consumers when purchasing products from culinary MSMEs in Banyumas Regency. Each program implemented requires the involvement of other stakeholders as part of the policy development process in order to address the actual needs of MSME actors. These existing needs are then assessed as important considerations for policymakers in designing policies for culinary MSME actors in Banyumas Regency. As stated during interviews

with government stakeholders from the Banyumas MSME Office, collaboration has been carried out with banking stakeholders, particularly Bank BKK Purwokerto, to support financial independence programs in the form of KUR (People's Business Credit)

### Stakeholder Communication and Coordination

Communication and coordination processes implemented through stakeholder programs have generally functioned properly, although there is still room for greater optimization. Banking stakeholders stated that there is still a need for platforms or guidelines to support communication and coordination among stakeholders to better identify the market needs of culinary MSME actors in Banyumas.

Figure 2. Stakeholder Communication and Coordination Process among MSME Actors in Banyumas

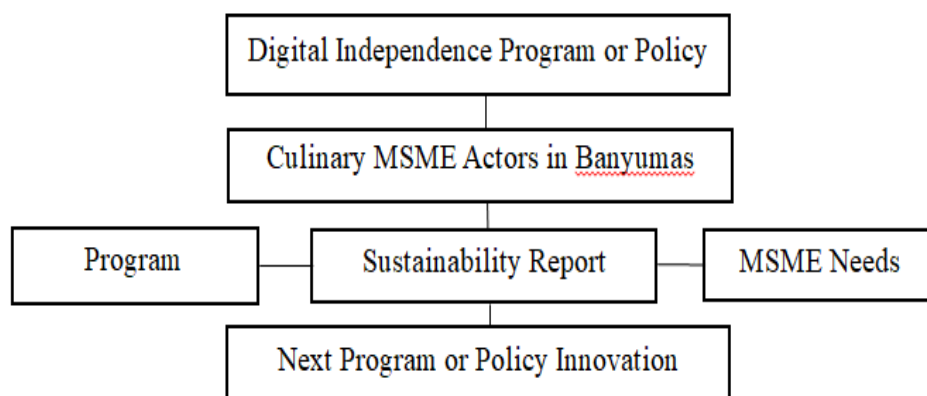


From the perspective of culinary MSME actors in Banyumas Regency, many feel assisted by stakeholders' proactive communication and coordination efforts in addressing field needs. Banking stakeholder representatives explained that this "door-to-door" approach creates opportunities for discussions regarding the actual needs of culinary MSMEs in Banyumas. Eros, as one culinary MSME actor, also emphasized this benefit.

### Sustainability Report

A sustainability report is an important pattern when stakeholders implement policies and programs in the field. This process can also be interpreted as an evaluation of policies and programs that have been carried out. Evaluation forms differ according to stakeholder needs and contexts. Government stakeholders explained that digital independence programs for culinary MSMEs in Banyumas Regency, such as socialization activities and training, vary in quantity each year depending on field conditions and available data. Financial policy programs are generally conducted annually. Through sustainability reports, government stakeholders evaluate the weaknesses and strengths of each policy or program implemented. This process also serves as a benchmark for measuring the impact of programs on culinary MSME actors in Banyumas.

Figure 3. Sustainability Report Process of the Digital Independence Program



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## Stakeholder Roles

Referring to Stakeholder Theory, stakeholders function as supporting factors determining the extent to which policies achieve their intended targets. Through digital independence policies and programs, stakeholders as regulators and facilitators can collaborate across government sectors in Banyumas. Their role extends beyond merely providing assistance to MSMEs; it also includes empowerment efforts that encourage culinary MSME actors in Banyumas Regency to adapt and compete in digital markets. Stakeholders act as agents of digital independence by responding to the evolving needs of society. Building Go Digital transformation does not solely focus on infrastructure development but also on improving MSME actors' knowledge and stakeholder involvement in digital independence development programs. Stakeholder roles in realizing digital independence represent a communication planning process aimed at achieving developmental objectives. The role of stakeholders as agents of digital independence for culinary MSME actors in Banyumas Regency continues to develop in response to various societal needs.

The role of stakeholders in building go-digital transformation is not solely focused on infrastructure development, but also on how culinary MSME actors themselves can progress in terms of knowledge, capability, and stakeholder involvement in digital independence development programs. The role of stakeholders in realizing digital independence constitutes a series of communication planning processes aimed at achieving development goals, particularly in terms of phased and sectoral development. From the perspective of stakeholders' roles within strategic communication management for development, the process begins with planning aimed at improving public welfare. The implementation of strategic communication management can function effectively when it involves the community as the target of development socialization programs, both in sustainable stages and across sectors. In essence, the role of stakeholders in realizing digital independence involves institutional activities directed toward culinary MSME actors in Banyumas based on the primary functions of management processes: planning, organizing, directing, and controlling (Yusuf & Ridwan, 2018)

## Key Stakeholders

Key stakeholders are those with high authority and influence over digital independence policies and programs for MSMEs. These stakeholders include:

- Department of Manpower, Cooperatives, and MSMEs of Banyumas Regency
- Banyumas Regency Government
- Village and District Governments in Banyumas Regency
- Regional Development Planning Agency (BAPPEDA) of Banyumas Regency

Their roles include organizing training, seminars, and facilitation programs for digital transformation, as well as establishing synergy with other stakeholders in designing digital independence policies and programs.

## Primary Stakeholders

Primary stakeholders are directly affected by and involved in digital independence programs initiated by key stakeholders. These include:

- Culinary MSME actors in Banyumas Regency (ROBOKOP and Monica Bakery)
- Culinary MSME communities in Banyumas Regency
- Consumers

Their roles include acting as the main recipients of digital independence programs, users of digital technology, and beneficiaries of stakeholder policies and programs.

## Secondary Stakeholders

Secondary stakeholders support the broader ecosystem of digital independence programs. These include:

- Media institutions in Banyumas Regency
- Academic institutions in Banyumas Regency

Their roles include disseminating digital literacy information, conducting research and innovation related to MSME digital transformation, and assisting other stakeholders in supporting MSME digital independence.

## Private Stakeholders

Private stakeholders collaborate with key and primary stakeholders in supporting the MSME digital ecosystem. These include:

- Banking institutions in Banyumas Regency
- Digital platforms

Their roles include spreading digital literacy information, developing technological ecosystems through QRIS and EDC payment systems, collaborating with government stakeholders to support local economies through digital financial assistance, and providing digital sales access for culinary MSMEs in Banyumas Regency

## Stakeholder Mapping (Power vs. Interest)

### High Power – High Interest

- Department of Manpower, Cooperatives, and MSMEs of Banyumas Regency
- Banyumas Regency Government
- Banking institutions in Banyumas Regency

Strategy: Establish synergy through collaboration and coordination with other stakeholders in developing digital independence policies and programs for MSMEs.

### High Power – Low Interest

- Regional Development Planning Agency (BAPPEDA) of Banyumas Regency

Strategy: Conduct advocacy and reporting regarding digital independence policies and programs for MSMEs.

### Low Power – High Interest

- Culinary MSME actors in Banyumas Regency
- Culinary MSME communities in Banyumas Regency

Strategy: Participate in training and mentoring programs provided through stakeholder policies and programs for MSME digital independence.

### Low Power – Low Interest

- Media institutions in Banyumas Regency

Strategy: Support the publication of information regarding digital independence policies and programs.

Table 2. Stakeholder Mapping

| Stakeholder                                                         | Category  | Power  | Interest | Role              |
|---------------------------------------------------------------------|-----------|--------|----------|-------------------|
| Department of Manpower, Cooperatives, and MSMEs of Banyumas Regency | Key       | High   | High     | Regulator         |
| Banyumas Regency Government                                         | Key       | High   | High     | Policy Maker      |
| BAPPEDA of Banyumas Regency                                         | Key       | High   | Medium   | Planning          |
| Culinary MSME actors in Banyumas Regency                            | Primary   | Low    | High     | Main Actors       |
| Culinary MSME Communities in Banyumas Regency                       | Primary   | Low    | High     | Supporters        |
| Banking Institutions in Banyumas Regency                            | Private   | High   | High     | Financial Support |
| Digital Platforms                                                   | Private   | High   | High     | Marketplace       |
| Academic Institutions in Banyumas Regency                           | Secondary | Medium | Medium   | Education         |
| Media Institutions in Banyumas Regency                              | Secondary | Medium | Medium   | Publication       |

## DISCUSSION

Stakeholder synergy in efforts to achieve digital independence in Banyumas Regency has not yet been fully optimized. This is caused by several factors that can be used as benchmarks in assessing whether MSME actors are capable of transforming toward digital independence, particularly in terms of financial factors and digital literacy factors. Digital readiness among MSME actors often creates gaps or disparities, as not all business actors are at the same level in adopting digital technology. Therefore, several indicators of success that stakeholders can evaluate in promoting MSME digital independence include establishing intensive communication, providing continuous assistance for digital transformation to MSME actors, and fostering the integration of digital independence programs

### Forms of Collaboration

The purpose of collaboration is to create a mutually supportive ecosystem as a continuation of stakeholder roles. Forms of collaboration between government and banking stakeholders in building digital independence for culinary MSMEs in Banyumas include digital training, digital seminars, and financial programs such as People's Business Credit (KUR). The KUR program has also undergone digital transformation in terms of information accessibility and application procedures. Culinary MSME actors can now apply for KUR through specific digital services provided by banking institutions in collaboration with government agencies.

### Synergy Patterns among Stakeholders

Stakeholders collaborate in designing digital independence policies and programs, such as cooperation between the Department of Manpower, Cooperatives, and MSMEs of Banyumas Regency and banking institutions in providing financial assistance through People's Business Credit programs. Banking stakeholders emphasized that collaboration is not limited to one stakeholder but also considers the social conditions of MSMEs to ensure that financial activities align with banking functions.

### The Impact of Synergy on MSME Actors

Several impacts have been experienced by culinary MSME actors in Banyumas as a result of the synergy established by stakeholders toward culinary MSMEs in Banyumas Regency, including the following: If culinary

MSME actors in Banyumas Regency do not possess commitment or readiness toward digital transformation, then the impact of digitalization has not yet become dominant compared to its socio-economic impacts. However, if culinary MSME actors in Banyumas Regency are prepared to transform toward digital independence, stakeholder synergy will certainly generate significant positive impacts. The government stakeholder through the Department of Manpower, Cooperatives, and SMEs of Banyumas Regency stated that the impact of this synergy depends on the perspective and commitment of culinary MSME actors in Banyumas in responding to and adapting to digital transformation

## CONCLUSION

The socio-economic conditions of culinary MSMEs in Banyumas in 2026 are highly complex and diverse, largely shaped by the needs of MSME actors. Social conditions reveal how MSMEs emerge as mechanisms for employment creation, while economic conditions drive culinary MSME actors in Banyumas Regency to engage in business activities. The readiness of culinary MSME actors in Banyumas to achieve digital independence is influenced by their commitment, including digital literacy understanding and the availability of human resources capable of supporting digital transformation. Government and banking stakeholders have continuously implemented policies and programs aimed at promoting both financial and digital independence for culinary MSMEs in Banyumas.

The synergy process among stakeholders in designing policies and programs is driven by the actual needs of culinary MSME actors, whether in the form of financial support or digitalization initiatives. However, obstacles to achieving digital independence remain, particularly among MSME actors who have yet to recognize the potential of digitalization and those lacking adequate human resources to carry out digital transformation. The researcher offers several recommendations based on the explanation of the social conditions observed in the field, including:

- Stakeholders should adopt approaches that pay closer attention to the actual needs of culinary MSME actors in Banyumas regarding digital independence, particularly those with short-term impacts. For example, socialization programs or training activities should be conducted directly in locations or areas where culinary MSMEs in Banyumas have not widely adopted digital technologies.
- Culinary MSME actors in Banyumas need to better prepare themselves for digital transformation, both in terms of human resource readiness and adequate digital literacy.
- More intensive and widespread training programs and seminars on digital independence are needed so that more culinary MSME actors in Banyumas Regency can identify and position themselves within the digital transformation process, considering the large and diverse number of culinary MSMEs in the region.

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