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Innovation of Digital Transformation Platform For Scales Up Leading Sectors Through PADIGO (Pasar Digital Indonesia) Towards Sociopreneurship Based Sustainable Development

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ABSTRACT

This study aims to analyze how the PADIGO (Pasar Digital Indonesia) application addresses challenges faced by key sectors in Indonesia—agriculture, plantations, livestock, and fisheries—in expanding market access, improving product quality, and achieving fair profits. Indonesia, as an agrarian and maritime country, holds great potential in these sectors, contributing 13.28% to the national GDP in 2021. Despite this, many local producers still struggle to market their products widely and equitably. Using a Research and Development (R&D) method with a 4D model (Define, Design, Develop, Disseminate), this study collects and analyzes data from primary and secondary sources. The PADIGO platform, with features such as Market, Connect, Payment, Logistic, Event, Real-Time Market, Forum, and Regulation, offers comprehensive solutions to these issues. The findings suggest that PADIGO helps enhance producers' access to broader markets, ensures fairer pricing, and supports sustainable economic growth through digital innovation that aligns with environmental sustainability and social welfare.

Penelitian ini bertujuan untuk menganalisis bagaimana aplikasi PADIGO (Pasar Digital Indonesia) mengatasi tantangan yang dihadapi sektor-sektor utama di Indonesia—pertanian, perkebunan, peternakan, dan perikanan—dalam memperluas akses pasar, meningkatkan kualitas produk, dan mencapai keuntungan yang adil. Indonesia sebagai negara agraris dan maritim memiliki potensi besar di sektor-sektor tersebut, yang menyumbang 13,28% terhadap PDB nasional pada tahun 2021. Namun, banyak produsen lokal masih menghadapi kesulitan dalam memasarkan produk secara luas dan merata. Penelitian ini menggunakan metode Research and Development (R&D) dengan pendekatan 4D (Define, Design, Develop, Disseminate), serta mengumpulkan dan menganalisis data dari sumber primer dan sekunder. Platform PADIGO dengan fitur Market, Connect, Payment, Logistic, Event, Real-Time Market, Forum, dan Regulation menawarkan solusi menyeluruh terhadap permasalahan tersebut. Hasil penelitian menunjukkan bahwa PADIGO membantu meningkatkan akses pasar, menjamin harga yang lebih adil, dan mendukung pertumbuhan ekonomi yang

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berkelanjutan melalui inovasi digital yang sejalan dengan keberlanjutan lingkungan dan kesejahteraan sosial.

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1. INTRODUCTION

As a marine and agrarian nation, Indonesia is rich in natural resources for plantations, livestock, agriculture, and fishing. These industries are essential to societal wellbeing, food security, and economic prosperity. Nonetheless, many farmers and fishermen continue to live below the poverty line, and their circumstances are frequently dire. The primary obstacles include inequitable profit distribution, restricted market access, and difficulty enhancing product quality. Due to a lack of information, training, and assistance, local manufacturers frequently struggle to market their goods at competitive pricing. These obstacles keep the maritime and agricultural industries from reaching their full potential and making greater contributions to the national economy.

The foundation of Indonesia's economy is the agriculture and fishing industries, which employ a sizable percentage of the labor force and contribute significantly to GDP. However, a number of obstacles impede the growth and well-being of Indonesian farmers and fishers. The primary problems that must be resolved are restricted market access, abrupt price swings, the predominance of middlemen, and a lack of information and technology. Due to their inability to sell their goods in local marketplaces at prices that are significantly lower than those of the national or international market, farmers and fishermen frequently earn very meager and erratic incomes. About 50% of Indonesian farmers, according to data from the Central Statistics Agency (BPS) in 2021, lack access to larger markets, which hinders their ability to maximize the value of their produce (Badan Pusat Statistik, 2021). Furthermore, a number of variables, including season, weather, and consumer demand, can cause price fluctuations for agricultural and fisheries products. For example, small-scale farmers suffered in 2022 when the price of dry-harvested rice fell by as much as 15% during the busiest harvest season.

Because middlemen offer direct and expedited access to markets, many farmers and fishermen are also compelled to sell their crops to them at extremely low prices (Agricultural and Fisheries Industry Report, 2020). Farmers and fishermen are disadvantaged by middlemen, who frequently give prices that are much below market rates while keeping huge profit margins. Another significant barrier to increasing productivity is the absence of access to market data, cutting-edge technology, and more productive farming or fishing methods. More than 60% of Indonesian farmers, according to a 2020 Ministry of Agriculture poll, do not have access to contemporary agricultural technology that could boost their output. Furthermore, the distribution of fisheries and agricultural products is costly and inefficient in some areas due to a lack of infrastructure (Ministry of Agriculture, 2020). The selling price and profitability of farmers and fishermen are strongly impacted by transportation expenses, which in certain regions might make up 30% of total production costs (Agricultural and Fisheries Research Journal, 2021).

Furthermore, these industries have continuously struggled to maximize the potential of their natural resources over time. Local producers, farmers, and fishers in particular frequently face challenges in expanding their market reach, enhancing the caliber of their goods, and ensuring equitable earnings. Producers often struggle to sell their goods at fair pricing due to limited market access. Another significant obstacle to the growth of these vital industries that support the nation's economic expansion is the unpredictability of acquiring the assistance, knowledge, and training required to enhance product quality and operational effectiveness.

The agriculture, plantation, livestock, and fisheries sectors play a significant role in Indonesia's economy. In 2021, the agricultural sector contributed around 13.28 percent to Gross Domestic Product (GDP), making it the second-largest sector after the manufacturing industry. Data from the Central Statistics Agency (BPS) shows that the GDP of the agricultural sector reached IDR 2.25 quadrillion in that year. Even amidst the pandemic, the agricultural sector remained resilient and became a key driver of national economic recovery. The plantation sub-sector, as a major potential within this sector, contributed around 3.94 percent to GDP in 2021, making it the largest contributor within the Agriculture, Livestock, Hunting, and Agricultural Services sector.

In the third quarter of 2021, data from the Central Statistics Agency (BPS) showed that the GDP of the fisheries sector reached IDR 115.17 trillion, contributing around 2.66 percent of Indonesia's total GDP of IDR 4,325.44 trillion. Although this was a decrease from the previous quarter (2.83 percent) and the third quarter of 2020 (2.73 percent), the fisheries sector still held the second position in terms of contribution to the national GDP in the Agriculture, Livestock, Hunting, and Agricultural Services sector, with a percentage of 10.96 percent.

The vast potential of this sector has driven the emergence of innovations in the form of digital applications to facilitate the sale of agricultural, fishery, and related products. Indonesia's digital economy potential is not only crucial for the growth of local businesses but also for the national economy as a whole (Sulistyowati et al., 2024). In this digital era, technology serves as a key solution to various challenges faced by these sectors. Technology enables better connectivity, easy financial transactions, and access to the information needed. Entrepreneurs generally have higher levels of creativity and innovation compared to non-entrepreneurs. Ideas that may not occur to others are often already part of an entrepreneur's thinking, and they have the ability to transform these innovations into market needs. The ideas and actions of an entrepreneur are always closely tied to the demands and responsibilities they bear (Sulistyowati, R. 2021). While many digital applications already exist, not all of them fully address the main challenges faced by local producers, farmers, fishermen, and communities, especially in terms of scalability.

The development of digital infrastructure, such as last-mile and middle-mile infrastructure, as well as the development of gigabit technology and machine learning, is key to improving market access and increasing productivity across various economic sectors. In this context, Jakarta Smart City has partnered with the Ministry of Communication and Information Technology (Kemenkominfo) to train digital talents and develop a startup ecosystem. The role of Data Scientists is critical as they ensure that data supported by technology is processed optimally to generate innovative solutions. Additionally, Kemenkominfo has launched the Indonesia Digital Vision 2045 (VID2045) as a strategic policy recommendation for national digital planning and development. VID2045 focuses on the development of superior human resources, universal digital infrastructure, and the management of digital data trust/security. During this launch, Kemenkominfo opened opportunities for various sectors, including manufacturing, agriculture, and services, to strengthen Indonesia's competitiveness in the global market and support quality distance education. To accelerate digital transformation, Indonesia also needs to prioritize the development of universal, affordable, and effective broadband networks. Countries such as Australia, Singapore, Thailand, and Malaysia can serve as benchmarks for formulating policy recommendations for national digital transformation.

Based on the issues presented, the author proudly implements the idea under the title "PADIGO (Pasar Digital Indonesia)". In this context, the presence of the PADIGO (Pasar Digital Indonesia) application becomes a significant innovative step. This application is designed to create an ecosystem that supports agriculture, livestock, plantations, and fisheries in a sustainable, inclusive, and efficient manner. By offering digitalization services, branding, and business planning through the application, PADIGO is essential for local producers to enhance their visibility and competitiveness in the increasingly evolving digital economy. This aligns with the Sustainable Development Goals (SDGs) set by the United Nations, particularly those related to poverty alleviation, sustainable economic growth, innovation, reducing inequalities, and sustainable urban development.

Digitalization of Business

Business digitalization is a method of creating or marketing products by utilizing Information Technology (IT) through web platforms or applications. The concept of business digitalization has been widely adopted by entrepreneurs through the implementation of ecommerce and digital marketing strategies. E-commerce, as an online sales application or online shopping platform, has become one of the popular forms of digital marketing today (Puspitawati et al., 2023).

Digital Economy

The advancement of the industrial sector driven by digital technology has a positive impact on the economic growth of a country, known as the digital economy (Puslitbang Aptika and IKP Ministry of Communication and Information, 2019). In simple terms, the digital economy refers to economic activities that rely on the use of digital data, the internet, as well as information and communication technology (International Monetary Fund, 2018). In Indonesia, the digital economy is a promising sector for further development and has become an important part of efforts to accelerate economic growth (Abubakar & Handayani, 2022).

Sustainable Development Goals (SDGs)

The Sustainable Development Goals (SDGs) are a global agenda designed to be achieved by 2030 and were approved by all Member States of the United Nations (UN) in 2015. This agenda serves as a shared guide to achieving peace and prosperity for people and the planet, both now and in the future (Nations, n.d.). The PADIGO (Pasar Digital Indonesia) platform supports the achievement of the SDGs by focusing on several key areas, namely: (1) Poverty eradication; (2) Decent work and economic growth; (3) Industry, innovation, and infrastructure development; (4) Reduction of inequalities; and (5) Sustainable cities and settlements.

Green Economy

Green economy is a concept that emphasizes the balance between economic growth, social well-being, and environmental protection. According to UNEP (United Nations Environment Programme) in 2021, a green economy is one that enhances human well-being and social equality while significantly reducing environmental risks and ecological scarcity. A green economy must support sustainable development that is fair, promote community well-being, and protect and restore ecosystems.

Sociopreneur

A concept that blends commercial principles with social impact is called sociopreneurship or social entrepreneurship. A sociopreneur is a person who looks for ways to solve social problems while making money, according to Dees (1998). In addition to making money, they want to produce social benefit. The founder of Grameen Bank, Yunus (2007), also highlighted the need of social entrepreneurs in developing creative answers to poverty and other societal issues. In the meantime, Mair and Marti (2006) emphasized that sociopreneurs include social goals into their business plans in order to achieve long-term social change through solutions based on the market. In order to balance profit and purpose, sociopreneurship combines business savvy with a strong dedication to solving social issues.

2. METHODS

The research and development approach, or R&D, is used in this work. Research and development (R&D), according to Sugiyono (quoted in Sapitri & Bentri, 2020), is the process of creating product categories and evaluating how well these products work with the goal of doing R&D to create new products or enhance current ones. In contrast, research and development (R&D) is an exploratory stage that includes both the implementation of R&D and testing a product in a particular field, according to Zakariah & Afrin (as cited in Safira et al., 2021). According to the definitions given above, the research and development method, or R&D, is the process of testing a product in a certain field in order to create new products or enhance ones that already exist.

The development approach employed in this study is based on the 4D model (Define, Design, Develop, and Disseminate), which was developed by Thiagarajan in 1974. The theoretical underpinnings of the current issue and methodical considerations led to the choice of this model. This 4D model is better suited for creating an application-based tool that makes use of e-commerce media and is utilized by regional manufacturers in Indonesia's top industries.



Figure 1. Research framework

This development research classifies test subjects into two categories: subjects for material and media testing, and subjects for small group and field testing, which are suitable for application to students. Material testing ensures that the PADIGO product complies with applicable regulations and standards. Meanwhile, media testing ensures that media such as

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graphic designs, websites, and audiovisual content meet established quality standards. This helps prevent poor performance and technical errors. In line with this, Panjaitan et al. (2020) state that media testing ensures that layout, font type, size, color, and background are properly arranged. Media testing is also used to evaluate the effectiveness of various marketing campaigns, such as online advertisements, social media, and email campaigns, helping PADIGO allocate marketing funds effectively.

According to Winarno (2009:74) in Ernawati (2017), evaluation in the form of material testing or the main content in multimedia development refers to determining whether the content structure and material presented in the product align with the desired outcomes. Ariyani & Wangid (2016) emphasize that field testing is conducted as a final basis for revising the product to be developed.

1. Expert Testing Subjects

Expert testing includes material experts and media experts. The material expert is a psychologist who assesses whether the content within the application aligns with the identified issues of local producers, particularly in the context of digital entrepreneurship. The media expert is a professional with expertise in media, specifically in applications used by local producers as a platform to address digital entrepreneurship needs.

2. Small Group and Field Testing Subjects

The subjects for small group and field testing in this development research are local producers in Indonesia's leading sectors, located in Sidoarjo.

The data collection techniques consist of primary and secondary data. Primary data refers to information obtained directly from primary sources (Pramiyati et al., 2017), while secondary data is derived from documents through appropriate and credible entities (Arif et al., 2017). Observation serves as a source of primary data. Conversely, secondary data includes descriptions of the research location and references from previous studies to strengthen the analysis and discussion.

The primary method for collecting data involves analyzing existing market applications and websites within the relevant field. Secondary data is gathered through various sources, including academic journals (Google Scholar, Scopus, Indonesian publication indexes, and national scientific journal databases) and other relevant references, such as official government platforms like DataIndonesia.id. This study introduces the development of the PADIGO (Pasar Digital Indonesia) application, which utilizes e-commerce as a platform to empower local producers in adopting business digitalization. The research emphasizes the design and testing of the conceptualized idea, involving evaluations by material and media experts, and assessing the application's quality based on expert reviews.

There are two types of data collected: primary and secondary. Information gathered directly from primary sources is referred to as primary data (Pramiyati et al., 2017), whereas secondary data is gleaned from documents via relevant and reliable sources (Arif et al., 2017). One source of primary data is observation. On the other hand, secondary data supports the analysis and discussion by providing references from earlier studies and descriptions of the research site. The main way to gather data is by looking at market applications and websites in the sector. Resources including journal literature (Google Scholar, Scopus, Indonesian publishing indexes, and Indonesian scientific journal databases) and pertinent references, such as official government websites (DataIndonesia.id), are used for secondary data

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collecting procedures. In order to build local producers that comprehend business digitalization, this study uses e-commerce media to develop the PADIGO (Pasar Digital Indonesia) application. The study focuses on how media and material specialists design and test the author's imagined idea, as well as how expert evaluations are used to gauge the application's quality.

This study's data analysis methods include collecting data from testing and literature research, which serve as the theoretical basis for analysis. A literature review is a method for gathering references or information on a certain subject from a variety of sources, including books, journals, the internet, and other collections (Novelni & Sukma, 2021). In the hierarchy of evidence, the literature review is ranked highest, suggesting that it is a technique for looking at or approaching a specific problem (Cahyono et al., 2019). This paper makes use of the data analysis techniques listed below.

1. Data Collection: After the data has been collected, it is analyzed to determine which aspects are most pertinent to the subject under discussion.

2. Data Reduction and Analysis: The goal of this process is to reduce, categorize, arrange, and guide the data so that conclusions can be made.

3. Drawing Conclusions: Addressing the research questions is the aim. The final testing results, expert validation results, and user evaluations will all be thoroughly explained at the end.

3. RESULTS AND DISCUSSION

PADIGO (Pasar Digital Indonesia) is an innovative platform aimed at connecting key sectors in Indonesia, such as agriculture, livestock, plantations, and fisheries, to harness the nation's natural resources. This application is designed to empower local producers, farmers, fishermen, and the broader community, with a focus on welfare and achieving the 2030 Sustainable Development Goals (SDGs).

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Figure 2. PADIGO (Pasar Digital Indonesia) Digital Platform

Based on its conceptual design, PADIGO (Pasar Digital Indonesia) is predicted to provide services and facilitators for empowerment that are relevant to the needs of communities, fishermen, farmers, and entrepreneurs in key sectors to optimize their potential, provide real-time market information that aligns with needs, and expand marketing reach.

The PADIGO platform also offers digitalization services, branding, and business planning applications to scale up micro, small, and medium enterprises (MSMEs) in Indonesia's digital economy. This application includes 8 features, which are as follows.

1. Market

The main feature (in the form of a digital marketplace) includes sector options such as agriculture, livestock, plantations, and fisheries, equipped with a product and location search

feature. This allows users to search for products from these sectors based on product type or geographic location. It also serves as a platform where farmers/fishermen can sell their harvests to a wide range of regions across Indonesia. There are specific categories for each type of goods being traded; for example, fruits are classified according to their quality.

2. Connect

PADIGO collaborates with the government and private partners to ensure sustainable supply, effective regulation, and comprehensive support. In addition, this feature allows other entities such as private companies, communities, or organizations to propose collaborations to create programs that align with the platform's goals.

3. Payment

This application supports various digital payment methods such as GoPay, OVO, DANA, LinkAja, and bank transfers to facilitate transactions.

4. Logistic

The integrated shipping service allows users to purchase products from other regions and use the integrated delivery service to have the products shipped to their residence.

5. Event

It contains information on online/offline activities related to effective and sustainable practices in agriculture, livestock, plantations, and fisheries, as well as online/offline training programs that users can participate in.

6. Real-time market

Users can access information on market prices, product trends, and demand to make better-informed decisions.

7. Forum

There is a designated person in each region who assists the community in using this application and provides technical support. Regular meetings will also be held to continuously improve and develop the platform in order to achieve its goals.

8. Regulation

It contains regulations for using the platform and is also aligned with government policies. The presence of these policies is expected to maintain user comfort and minimize violations.

To realize PADIGO (Pasar Digital Indonesia), the following stages are required.

1) Research and Analysis Stage.

This stage is carried out to gather data on the needs and desires of the community, farmers, fishermen, and business actors in the key sectors of agriculture, livestock, plantations, and fisheries. It aims to identify problems and needs emerging in Indonesia's primary sectors, such as agriculture, livestock, plantations, and fisheries. Through thorough analysis and interviews with stakeholders, it is expected to enhance understanding of the challenges faced by local producers and determine what the community and market require.

The problem analysis within the application is conducted through literature studies to identify common issues that need to be addressed. The next stage involves the development or design of the media based on the analysis results. Additionally, the application

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development is also driven by the lack of information available to the public regarding investment. In this stage, we conducted interviews with farmers, fishermen, and local producers in the Mojokerto and Sidoarjo areas, as well as demonstrated the application. In this survey, we received positive responses regarding the implementation of the PADIGO digital platform. Below is documentation of the PADIGO digital platform demonstration.

The development of the PADIGO application is carried out through a SWOT analysis using the IFAS (Internal Strategic Factor Analysis Summary) matrix to identify the internal strengths and weaknesses of the platform, as well as the EFAS (External Strategic Factor Analysis Summary) matrix to assess the external opportunities and threats.

IFAS (Internal Strategic Factor Analysis Summary)							
	Strength		Weakness				
1.	Supporting SDGs and social empowerment.	1.	Possibility of errors or maintenance.				
2.	The media is created with an attractive design using a	2.	Lack of awareness among entrepreneurs about				
	visual approach that prioritizes elements such as		technology.				
	typography, color, and layout.	3.	Requires internet access for use.				
3.	Wide accessibility and cross-sector collaboration.						
4.	Providing an engaging experience for business actors.						
5.	Enabling usage processes that are not limited by space						
	and time.						

Table 1. IFAS Matrix Analysis

Table 2. EFAS Matrix Analysis

EFAS (External Strategic Analysis Summary)						
Opportunities			Treat			
1.	Indonesia is a developing country.	1.	There is potential competition with similar platforms.			
2.	Technological advancement in the 21st century.	2.	Opportunities to establish the core value of the			
3.	Many people have businesses but have not gone digital		platform.			
	yet.					

In implementing PADIGO (Pasar Digital Indonesia), there needs to be collaboration with parties who have a comprehensive strategy. To maximize and support the successful execution of the PADIGO platform development program, it is essential to involve parties that contribute to the development of the PADIGO program, including the government, investors, the creative economy agency, SMEs, and the community.

2) User Interface and Desain User Experience phase

This phase includes the creation of the User Interface and User Experience (UI/UX) design for all PADIGO features using the Canva software, based on the Elements of User Experience approach. The goal is to produce an engaging design that aligns with the current state of society, while facilitating communication between users.

In the implementation process, a socialization campaign is carried out to ensure that the public, farmers, fishermen, and other stakeholders understand and adopt the application. Active collaboration with the government, private partners, and communities is also undertaken to maximize the positive impact that PADIGO can generate. Thus, this implementation phase aims to create effective solutions and provide real value to key sectors in Indonesia.

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Figure 3. PADIGO UI/UX

In its implementation, the PADIGO digital platform requires position management and responsibilities as follows.

No.	Position	Role
1.	Chief Executive Officer (CEO)	Serves as the leader of PADIGO and is responsible for the overall management.
2.	Chief Technology Officer (CTO)	Responsible for the management and development of the PADIGO application.
3.	Chief Marketing Officer (CMO)	Responsible for market research and marketing strategies of PADIGO.

 Table 3. Human Resources Position Distribution

Source: Author's work

5. CONCLUSION

From the above description, it can be concluded that the presence of PADIGO is an innovative breakthrough in the form of an application used as a branding solution for businesses in Indonesia. PADIGO (Pasar Digital Indonesia) is an innovative platform aimed at connecting key sectors in Indonesia, such as agriculture, livestock, plantations, and fisheries, in order to utilize the country's rich natural resources. The PADIGO application contains various features such as Market, Connect, Payment, Logistic, Event, Real-Time Market, Forum, and Regulation, which will continue to be adjusted, including the addition of interactive features. In the long term, this platform is expected to be accessible through a website and downloadable via the App Store and Play Store on smartphones. Gradually, PADIGO will be available in various languages to serve local and international communities. Furthermore, PADIGO will collaborate with the Ministry of Creative Economy and business actors across Indonesia in its development.

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