

IMPLEMENTATION OF FIELD LINE OPERATIONAL STRATEGIES AND MECHANISMS IN BUSINESS MANAGEMENT FOR INCREASING ACCEPTOR FAMILY INCOME (UPPKA) IN THE CITY OF BANDUNG

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ABSTRACT

The implementation of the acceptor family income increase business program (UPPKA) in the city of Bandung is a strategic effort to strengthen economic resilience and encourage family independence through the development of community-based business groups. This program is implemented systematically through four main stages, namely the collection of acceptor data in a measurable manner to ensure the accuracy of the target; implementation of periodic coaching and mentoring to improve family business skills and capacity; the implementation of a periodic reporting system to monitor the progress of the business; as well as the implementation of routine coordination between group management, cadres, and related agencies. The method used in the implementation of this activity is training and assistance so that it is right on target in implementing procedures and techniques for the program that has been determined. The results show that various activities such as business management training, technical assistance in the field, preparation of business reports, and cross-sector coordination have effectively increased family income, expanded business networks, and fostered entrepreneurial spirit. This success makes UPPKA a relevant model of sustainable family empowerment to be replicated in other regions with appropriate local adjustments.

Keywords: UPPKA; family empowerment; field assistance; periodic reporting; program coordination.

INTRODUCTION

The family is the main foundation in building a healthy, strong, and prosperous society. Family resilience, which includes social, economic, and psychological aspects, is one of the important indicators in improving the quality of life of the community as a whole. Realizing the importance of the role of the family, the Indonesian government has developed various

strategic programs that aim to empower families, one of which is through efforts to increase acceptor family income (UPPKA). The city of Bandung is known as **the city of "Paris van Java"**, has cool temperatures in the highlands (± 768 m above sea level), as well as a climate that supports the passion for art, culinary, and creativity, with the total area of the city of Bandung being around 167.67 km² with a population density of $\approx 15,000$ people/km²,

placing it as the second most populous city in Indonesia after Jakarta. As of June 2025, the estimated population of Bandung will reach around 2.758 million people, growing by around 1.62% from the previous year with the number of sub-districts of 30 sub-districts and the number of sub-districts of 151 sub-districts. (*Quality of Life in Bandung* , 2025), (*World Population Review*, 2025). According to BPS data in 2023, the population of the city of Bandung is around 2,506,603 with 1,259,236 males (50.2%) and 1,247,367 females (49.2%), with the number of productive females between the ages of 15 and 64 years old being 879,195 (70.5%) of the female population, so the potential for acceptor families is very large so that it requires good management and governance in order to improve the quality of human resources in the city of Bandung.

Table 1. Number of Population of Bandung City by Gender Year 2023

Age Group	Resident of Bandung City by Age Group and Gender Year 2023		
	Male	Female	Total
0 – 4	91,478	87,842	179,320
5 – 9	90,967	87,238	178,205
10 – 14	94,143	89,465	183,608
15 – 19	102,936	97,094	200,030
20 – 24	104,518	102,112	206,630
25 – 29	101,712	100,864	202,576
30 – 34	98,939	96,291	195,230
35 – 39	96,151	91,974	188,125
40 – 44	97,216	92,732	189,948
45 – 49	91,481	89,183	180,664
50 – 54	79,473	79,913	159,386

55 – 59	68,582	71,182	139,764
60 – 64	54,232	57,850	112,082
65 – 69	40,620	44,631	85,251
70 – 74	26,609	30,665	57,274
75 +	20,179	28,331	48,510
Total	1.259.236	1.247.367	2.506.603

Source: BPS Bandung, 2025

The UPPKA program is one of the government's efforts that are integrated in the family development program to strengthen family economic independence, especially for families participating in the Family Planning (KB) program. Through the establishment of the UPPKA group, the government hopes to provide opportunities for families to manage productive businesses that are able to increase income and encourage welfare. Thus, UPPKA not only functions as an economic forum, but also as a medium for strengthening social solidarity, skill development, and forming competitive families. In the city of Bandung, the implementation of UPPKA is an important part of the family-based community economic empowerment strategy, several types of businesses that have been running in the UPPKA group in the city of Bandung are local food & culinary processing businesses such as banana chips, dragon fruit chips, banana sales, cheese stick cakes, rangginang and others, then handicrafts and creative products as well as service businesses and micro-trade, this can increase the

strengthening of family resilience and reduce the economic burden of households through sustainable productive businesses, So the role of the Bandung City Population Control and Family Planning Office (DPPKB) is needed as the implementing agency, plays a role in fostering, facilitating, and monitoring the activities of the UPPKA group spread across various villages. Through various skills training, providing access to capital, and business product exhibitions, the

UPPKA group in the city of Bandung is expected to be able to become a driving force for the family economy and improve the quality of life of its members. According to BPS data from the city of Bandung in 2020 the number of active family planning participants who use the contraceptive model have the potential to be fostered from the beginning in order to overcome stunting, as well as improve the quality of life of the people of Bandung.

Table 2. Active family planning participants by Contraceptive Method in the city of Bandung Year 2020

<i>Number of Family Control Program Members by Contraception Method by Sub District in Bandung Municipality , 2020</i>									
<i>Sub district</i>	<i>PUS</i>	<i>IUD</i>	<i>MOW</i>	<i>MOP</i>	<i>CONDOM</i>	<i>IMPLAN</i>	<i>INJECTION</i>	<i>PILLS</i>	<i>Sum Participants Active KB</i>
Bandung Kulon	2 971	1 005	148	7	138	91	1 087	495	2 971
Babakan Ciparay	6 519	3 657	308	83	266	131	1 255	819	6 519
Bojongloa Kaler	17 725	6 642	338	10	921	809	4 550	4 455	17 725
Bojongloa Kidul	10 144	2 543	157	12	102	249	6 223	858	10 144
Astanaanyar	14 388	4 653	377	6	317	250	6 709	2 076	14 388
Regol	14 027	4 587	1 144	12	303	340	6 041	1 600	14 027
Lengkong	5 540	2 352	225	3	226	219	1 940	575	5 540
Bandung Kidul	8 473	1 995	297	19	219	242	4 154	1 547	8 473
Buah Batu	3 775	1 167	69	9	64	86	1 822	558	3 775
Rancasari	4 782	1 978	159	2	253	152	1 664	574	4 782
Gedebage	8 464	3 171	527	102	235	192	2 754	1 483	8 464
Cibiru	8 133	2 074	224	33	192	324	4 610	676	8 133
Panyileukan	9 810	3 161	417	19	220	246	3 969	1 778	9 810
Ujungberung	7 799	2 944	155	11	346	93	3 085	1 165	7 799
Cinambo	7 780	2 469	237	12	358	195	3 122	1 387	7 780
Arcamanik	11 764	3 509	173	21	202	222	6 323	1 314	11 764
Antapani	8 250	3 176	170	31	242	120	3 586	925	8 250
Mandalajati	7 100	2 072	121	8	321	155	3 124	1 299	7 100
Kiaracondong	9 830	4 816	393	48	338	196	3 350	689	9 830
Batununggal	13 794	4 297	286	19	272	146	6 753	2 021	13 794
Sumur Bandung	6 737	1 497	250	6	139	591	3 273	981	6 737
Andir	14 542	5 853	459	65	257	254	4 603	3 051	14 542
Cicendo	13 517	3 900	262	33	152	340	5 959	2 871	13 517
Bandung Wetan	17 756	7 165	2 433	722	568	222	4 080	2 566	17 756
Cibeunying Kidul	6 961	2 715	272	26	91	239	2 727	891	6 961
Cibeunying Kaler	3 909	1 005	459	14	74	117	852	586	3 107
Coblong	11 160	3 073	553	5	332	255	4 755	2 187	11 160
Sukajadi	12 484	4 640	1 218	23	692	304	4 313	1 294	12 484
Sukasari	7 238	2 357	197	14	132	150	2 981	1 407	7 238
Cidadap	14 098	3 657	1 113	21	471	340	5 939	2 557	14 098
Kota Bandung	289.470	98.130	13.141	1.396	8.443	7.270	115.603	44.685	288 668

Source : BPS Bandung, 2025

The implementation of UPPKA in the city of Bandung has a strong legal foundation both from national regulations and regional policies. Some of the important regulations that are referenced

in the management of UPPKA include Law Number 52 of 2009, Presidential Regulation Number 62 of 2010 concerning the National Population and Family Planning Agency (BKKBN),

BKKBN Regulation Number 21 of 2014, as well as the Bandung Mayor Regulation and other regional technical regulations that support the implementation of family resilience and welfare programs at the local level.

Obstacles in carrying out the programs that have been prepared by the Bandung City Population Control and Family Planning Office (DPPKB) include weak managerial capacity in administration and financial reporting, low level of active participation of group members, limited access to capital sources, and lack of optimal use of technology in business development and product marketing. In addition, cross-sector support and program sustainability are also important concerns in ensuring the effectiveness of UPPKA implementation. So that there is a social gap and inequality between UPPKA groups and raises concerns about the long-term sustainability of the program as well as the risk of failure of micro businesses that are not ready to compete, so that it requires the implementation of strategies and the implementation of good operational mechanisms in order to achieve all the objectives of the program that have been set. In line with research from (Nazneen et al., 2023) related to

community empowerment in the KB Village program through several aspects, namely enabling, empowering, and protecting in SWOT analysis.

In achieving the goals of the UPPKA (Acceptor Family Income Improvement Business) program, namely improving family welfare through strengthening group-based productive economic businesses and forming independent, prosperous, and competitive families. (UU No.52, 2009), (PerPres No.62, 2010), (Peraturan BKKBN No.21, 2014), requires a good strategic plan so that the goal of improving welfare and competitiveness can be achieved.

The implementation of strategic management must carry out a process or arrange activities and decision-making that has a fundamental and comprehensive nature, accompanied by procedural rules in its implementation, formed by the highest management and implemented by all parts of an organization (Timpal et al., 2021), Strategy is the science and art of using the ability to share resources and the environment effectively the best, there are four important elements in the definition of strategy, namely: ability, resources, environment and goals, these four elements are so harmoniously and beautifully united that several alternative

options emerge which are then evaluated and taken the best, then the results are announced explicitly as a guideline for tactics which then descend on the environment Operational.

IMPLEMENTATION METHOD

The stages in community service activities carried out in the Implementation of Field Operational Strategies and Mechanisms in Business Management to Increase Acceptor Family Income (UPPKA) in the City of Bandung are to coordinate with government officials in the sub-district of the city of Bandung, then approach the community in the sub-district and sub-district by providing explanations and assistance about the development of the potential of the acceptors in each sub-district and sub-district, Strengthening activities include:

Strategy Coordination UPPKA

At this stage, we coordinate with the local government and stakeholders related to the UPPKA program in the city of Bandung and explain the importance of blindly a plan and program as well as the implementation of strategies from various experts, according to (Andrew D. J., 2015) The first stage is the formulation of the following conditional decisions that determine the actions that must be carried

out to face every situation that may occur in the future, the second stage is the termination that includes decision-making related to all the potentials that are possessed, the third stage is the implementation which includes the implementation of the existing strategy by using all the potential. the ability to achieve goals, and the fourth stage is the assessment at this stage of research on what has been done in the next stages.

It can be said that at the stage of implementing or implementing a company strategy and making it into an operational activity, that is, a stage can be carried out if the company already has a goal, has motivation for employees, has a strategic distribution of resources, has policy plans, these things have been compiled and formulated so that they can be carried out in the form of an action . It also includes the development of existing information systems, improvements in sportsmanship, improvement of marketing measures, improvements in the field of budget, building organizational structures to be effective, and the existence of a relationship between workers' compensation and the performance of their organization, according to Yatminiwati in (Sampe et al., 2023).

According to (Kaplan, 2001), Many factors that affect the implementation of the strategy include Vision and strategy are not actionable, strategy is not connected to the company's resource allocation and strategy is not connected to departmental teams and individuals. Then the factors that affect the effectiveness of strategy implementation are organizational culture, organizational structure, readiness of human resources and the application of information systems and technology.

Operational Mechanism Procedure

Then help create and establish operational structures and procedures for the local government so that it can help create logistical conditions and social relations to support collaborative action for change. Participation in this process can help groups develop the actual infrastructure to get the job done and also build the level of "relational capacity" necessary to work together, share power, minimize differences, and value diversity (Aldhaeri et al., 2020). Such clarity and formality help create a stable structure and operating procedures for strategic actions.

Establishing operational mechanisms is very important as the basis for a person to do various things in the organization, some things that must be

considered in establishing the operational mechanism of an organization are first, the organization has a bylaws, then the second organization has documents that summarize the responsibilities and procedures of the organization including protocols and rules for decision-making, information sharing, conflict resolution, and financial policy, that the three groups use and regularly review operational procedures and make necessary changes, that these four groups hold regular and consistent meetings at all appropriate levels, that there are clear methods and protocols for communication within the organization at various levels, that the six organizations document and record the activities of the organization appropriately, that the seven groups have adequate access to technologies include communication technology and computer equipment and software, and the eight groups have an appropriate working environment and sufficient resources to support the group's operations (Community Tool Box, 2025).

RESULTS AND DISCUSSION

UPPKA Operational Activities

Training in improving skills and business management is a strategic component in the Acceptor Family Income Improvement Business (UPPKA)

program organized by the Bandung City BKKBN so that the level of active participation of group members is not low, the initial process of forming a good group is by collecting data from age background, educational background, family income, etc. in research (Fuady et al., 2023), The main objective of this training is to improve members' ability to manage a family-based small business. Develop production skills in accordance with local potential, encourage the economic independence of family planning acceptors. This training is an important foundation for the UPPKA group's business to run sustainably, competitively, and make a real contribution to increasing family income. Some of the trainings that can be done are Production Skills Training for snack processing, handicrafts, sewing, horticultural cultivation, and small livestock businesses, then conduct management and business management training on the basics of entrepreneurship and simple business financial records. As well as conducting marketing and digitalization training on conventional and digital product marketing strategies, introduction to marketing through social media and e-commerce as well as UPPKA product packaging design and branding training.

In order to increase success in achieving the goals of the UPPKA program in addition to training, it must be supported in access to capital and business assistance connection to capital sources such as Kur, cooperatives, Baznas, or corporate CSR, then strengthening group institutions with transparent and accountable reporting so that they are trusted by external partners, marketing and market access, facilitation of participation in local product exhibitions, bazaars, and expos. cooperation with local retailers or souvenir shops to sell UPPKA products. By looking at the results of superior products that can be encouraged to become products that can compete and be sold to the community in line with increasing the capacity and quality of UPPKA cadres and managers. The next activity is to monitor and evaluate the business development and resilience of group members' families carried out by UPPKA managers and institutions related to the development of UPPKA group human resources. This is in line with research from (Sa'adah & Sukmana, 2025), (Sibarani et al., 2023).



Figure 1. Provision of Corporate CSR assistance, assistance and training for P3MK and KPM in Pasir Impun Village.

Implementation Strategy

In the process of implementing the strategy, UPPKA managers and the government as well as stakeholders should take a participatory approach, namely the community and acceptors are involved from planning to program implementation by identifying business needs and potential, planning business activities and training, and implementing business programs collectively. Monitoring, evaluation, and decision-making (Lewis et al., 2022).

Institutional strengthening is very important by forming and fostering UPPKA groups to be independent and sustainable. The establishment and institutional development of UPPKA systematically at the sub-district and sub-

district levels. Capacity building group management such as administrative recordkeeping, financial management, and business planning. Encourage UPPKA groups to have business legality (such as Business Identification Number/NIB) in order to be able to access formal capital and a wider market. Cultivate a cadre of mobilizers who are trained and able to become internal facilitators in the group (Maleke et al., 2022).

The management can form a partnership pattern, namely cooperation with external parties or institutions that support the development and welfare of the acceptors in the UPPKA group by involving the sub-districts, related agencies, PKK, and the private sector to support activities by means of local governments, sub-districts, cooperative offices, and social services for regulatory support, training, and access to capital. Then the PKK mobilization team accompanies and as a mobilizer and coach of the UPPKA group in the community. Financial institutions such as banks and cooperatives to facilitate business capital loans by assessing the feasibility of products and services produced by acceptors and UPPKA groups. Support for the private sector and industry players to

assist and open market access, entrepreneurship training, and raw material provision. And universities and NGOs can help in strengthening technical capacity and digitizing businesses (Rahayuwati et al., 2025). Several Training and Workshop activities were carried out in preparation for a strategic plan for quality family villages.



Figure 2. of the workshop on the preparation of the Quality Family Village Strategic Plan.



Figure 3. of UPPKA Family Resilience Operational Activities Pasir Impun Village

Field Line Operational Mechanism

Some of the obstacles in the implementation of UPPKA activities in the city of Bandung are weak managerial capacity in administration and financial reporting, as well as the lack of optimal use of technology in business development and product marketing. In addition, cross-sector support and program sustainability are also important concerns in ensuring the effectiveness of the implementation of UPPKA, so it requires an integrated and structured operational mechanism so that the program can run effectively, on target, and provide a sustainable impact on families in need. This operational mechanism is a guide for cadres, field officer s, and group

administrators in carrying out activities at the field level (Rochimat et al., 2023)

The following are the stages of the operational mechanism of the field line that is implemented, namely: (1). Data collection and identification of target families, namely data collection and identification of target families, is a crucial first step in the operational mechanism. This process is carried out by means of field surveys, namely cadres and officers make direct visits to areas where there are potentially underprivileged families, then conduct interviews and family observations to find out socio-economic conditions, needs, and business potentials that can be developed and analyze data to determine which families most need program intervention. The purpose of this stage is to ensure that the UPPKA program in the city of Bandung is given to families who really need it, as well as those who have the readiness and commitment to participate in coaching (2). After the family goals are set, regular coaching and assistance are carried out which include, providing skills training related to production skills, business management, and simple financial management, then technical assistance, namely actively monitoring business development, providing solutions to the

obstacles faced, as well as providing motivation and moral support to the fostered families and periodically monitoring the evaluation of business development and independence family economics at agreed time intervals (e.g. monthly or quarterly). (3) The Reporting System is an important part of program control and evaluation. The mechanism includes periodic reporting in every activity, business development, and constraints recorded and reported periodically by cadres or group administrators. It has a standard reporting format prepared by the relevant agencies to facilitate data processing and analysis at the sub-district or city level. Conduct data transparency by compiling accurate and transparent reports as the basis for decision-making and follow-up policies (Anjeli & Ratnasari, 2024).

The final goal in the implementation of the strategy and operational mechanism of the field line is to increase the income of acceptor families, encourage economic independence and strengthen family resilience in terms of economic, social, and health, so that the level of prosperity is achieved and solves various problems related to stunting, education, and high social inequality. (Lestari et al., 2024).

Several activities were carried out to find out the socio-economic conditions, needs, and potential businesses that can be developed and analyzed data to determine which families most need program intervention.



Figure 4. Training and Skill Improvement of Acceptors in Cigending and Mekarjaya Village

CONCLUSION

The implementation of the UPPKA activity strategy in the city of Bandung proves that programs that are carried out in a planned and coordinated manner are able to provide real benefits for improving the welfare of beneficiary families. The process that begins with accurate data collection, accompanied by continuous coaching and mentoring, and supported by a regular reporting system is an important foundation for the success of activities. In addition, routine and well-

established coordination between group administrators, cadres, field officers, and related agencies plays a major role in overcoming various obstacles in the field and maintaining the continuity of the program.

The operational mechanism of the UPPKA field line in the city of Bandung is designed to ensure that each stage of activities runs well, is monitored, and can be evaluated periodically. Through targeted data collection, continuous coaching, standardized reporting systems, and effective coordination, this program is expected to have a real impact on improving family welfare and building economic independence at the community level.

This study is limited to the Bandung City area and has not explored quantitative data in depth. Therefore, future research is recommended to cover a wider area and combine quantitative and qualitative methods to make the results more holistic and representative.

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