

PROSPECTS AND POTENTIAL FOR THE ESTABLISHMENT OF AGROMART AT THE JEMBER STATE POLYTECHNIC PSDKU SIDOARJO

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Article History

Received: February 22, 2025

Revised: March 30, 2025

Accepted: April 30, 2025

Abstract

Agromart is an effort to utilize local potential in Sidoarjo Regency as a form of Teaching Factory (TEFA) at the Jember State Polytechnic PSDKU Sidoarjo. Agromart is also a means of learning for students through activities in business processes, ranging from product planning, operational management, and marketing to financial management. This research aims to plan the development of the Agromart business at the Jember State Polytechnic PSDKU Sidoarjo. This study employs a quantitative descriptive approach, utilizing primary and secondary data sources. The analysis methods used in this study include the Business Model Canvas (BMC) and SWOT (Strengths, Weaknesses, Opportunities, and Threats) analyses. The study results show that Agromart business has product type and quality advantages. The products offered are quality items that emphasize the local wisdom of Sidoarjo Regency. The SWOT analysis results show that Agromart business is in quadrant one. This quadrant indicates that the business is in a position of strong internal strength and has excellent external opportunities. So, a suitable strategy is to use strength to take advantage of opportunities.

Keywords: Agromart, Sidoarjo, BMC, SWOT Analysis.

DOI:

10.46306/bbijbm.v5i1.115

Homepage:

<http://bbijbm.lppmbinabangsa.ac.id/index.php/home>

Citation:

Wulandari, S. A., Slamet, A.H.H., Brillyantina, S., Mutmainah, D. N., & Dhandy, R. (2025). Prospects And Potential for The Establishment of Agromart at The Jember State Polytechnic PSDKU Sidoarjo. *Bina Bangsa International Journal of Business and Management (BBIJBM)*, 5(1), 28-38. DOI: 10.46306/bbijbm.v1i1.3

I. Introduction

With the rapid development of technology, the challenge faced by various regions, particularly in developing countries, is how to foster sustainable and inclusive economic growth. In this increasingly competitive environment, regions must discover innovative ways to use existing resources, including local potential. Abdullah (2023) explained that the creative economy's potential promotes local economic growth. By leveraging local advantages, regions can optimize resources to create new economic opportunities and enhance regional competitiveness. Utilizing local uniqueness in product development innovation can generate higher added value to attract broader market interest (Mere et al., 2023)

Sidoarjo is one of the districts in the province of East Java and has abundant natural resources and enormous potential in agriculture, livestock, and fisheries. This diversity presents an opportunity to enhance the community's economy in Sidoarjo, particularly in agriculture and fisheries, by offering considerable potential for local product-based business innovation (Yuniningsih & Suhartini, 2017). Sidoarjo's tropical climate helps many agricultural products develop. Additionally, the fisheries sector in Sidoarjo possesses tremendous potential due to its location on the coast of the Java Sea, providing direct access to abundant marine resources. Furthermore, the large rivers flowing into the sea enhance the diversity of catches, which can further support the local economy (Hanifah et al., 2021).

However, despite their enormous potential, Sidoarjo's local products remain poorly known in the broader market. This is due to several factors, including a lack of understanding of effective marketing strategies, limitations in product innovation, and insufficient managerial skills training among local business actors. Furthermore, the diversity of local products in Sidoarjo requires more modern processing and packaging to compete in a broader market. For this reason, one viable solution is to establish Agromart, which will be part of the Teaching Factory (TEFA) at Jember State Polytechnic PSDKU Sidoarjo. This Agromart will focus on selling Sidoarjo snacks to introduce and promote local products to the broader community while also serving as a center for training and developing student business skills.

Agromart, as part of TEFA, will provide opportunities for students to learn and be directly involved in business processes, ranging from product planning and operational management to marketing and financial management (Suryati et al., 2023). Students can practice the knowledge they gain in college by facing real-world challenges in managing local product-based businesses (Widiyanti, 2021). Additionally, Agromart is expected to positively impact the surrounding community's economy by providing opportunities for local micro, small, and medium enterprises (MSMEs) to be involved in the supply chain of culinary products. Agromart can serve as a platform that connects local producers with a broader market while assisting them in improving product quality and introducing their products to larger markets, both at regional and national levels (Fitriyani et al., 2022). By marketing local wisdom snack products, Agromart can help increase the income of small and medium enterprises (SMEs) in Sidoarjo. Furthermore, Agromart can attract the attention of tourists and people from outside the region to learn about and enjoy local products, thereby enhancing the competitiveness of Sidoarjo products in the broader market (Djuarni, 2023).

With this concept, it is hoped that Agromart will become a profitable business, contribute to strengthening the surrounding community's economy, and serve to introduce the cultural wealth and local products of Sidoarjo to a broader audience. Therefore, this study aims to examine the potential of Agromart as a learning platform and a business development model based on local products, as well as its impact on improving student skills and enhancing the economy of the Sidoarjo community. We can analyze this potential using tools like the Business Model Canvas (BMC) and SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis. The BMC will provide an overview of the important aspects to consider when establishing Agromart. At the same time, SWOT analysis will assist in identifying the strengths, weaknesses, opportunities, and threats that Agromart may encounter in its operations (Novitasari et al., 2025).

II. Literature Review

2.1. Business Model Canvas (BMC)

The Business Model Canvas (BMC) tool helps us understand the types of businesses that are currently operating or will operate. The BMC comprises nine elements: customer segments, value propositions, channels, customer relationships, revenue streams, key activities, key resources, key partnerships, and cost structure (Sepriyadi et al., 2023). According to the explanation of the nine elements contained in the canvas business model is as follows: 1) Customer segmentation involves differentiating groups of people or organizations to determine their goals, which enables a more focused approach to developing business strategies tailored to specific customer segments based on their characteristics, habits, and needs; 2) Value proposition refers to a collection of products and services that can be offered to meet customer needs and demands. The value proposition provides added value derived from various elements, including novelty, customization, design, brand, price, accessibility, and convenience; 3) Channels are how you deliver your product to consumers; 4) Revenue streams refer to the cash generated by the company from each source. This category includes transaction revenue, which comes from one-time customer payments, and recurring revenue, generated from ongoing customer payments; 5) Key resources are the main assets that the company uses to operate the business effectively; 6) Customer relationships are elements in which the company establishes bonds with its customers. To prevent customers from easily switching to other businesses due to poor relationships, the company must maintain strict and intensive oversight; 7) Key activities encompass all actions related to business productivity concerning a product, with the primary focus on creating a value proposition; 8) Key partnerships are defined as collaborative relationships between companies, where one acts as a supplier of raw or finished materials, while the other serves as a producer of raw materials and a seller of the finished products resulting from production, enabling both companies to reap benefits as stipulated in the partnership agreement; 9) Cost Structure: The last element, which is just as important as the preceding eight, pertains to the business financing structure. Efficient cost management enhances operational efficiency and minimizes the risk of loss. These

considerations also influence the appropriate value proposition for customers. Naturally, this final element necessitates the correct financial report.

2.2. SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis.

SWOT analysis is a method used to evaluate strengths, weaknesses, opportunities, and threats that can impact the success of an organization or project. In this case, the SWOT analysis of Agromart at the Jember State Polytechnic PSDKU Sidoarjo aims to explore its existing potential and identify internal and external factors that can influence its operations and sustainability (Slamet et al., 2025). For example, Agromart's strength may lie in its skilled human resources trained in agribusiness, while its weakness may stem from limited initial capital or inadequate infrastructure. Opportunities could arise from the increasing public interest in local products and organic farming. At the same time, threats may originate from competition with other markets or changes in government policies affecting the agricultural sector. SWOT analysis is a strategy analysis carried out systematically and used to formulate business strategies. Companies formulate SWOT analyses to optimize their strengths, internal opportunities, external threats, and weaknesses. Strengths are the success of organizational activities and resources that can be controlled. Opportunities are positive external environmental factors that have the potential to provide benefits. Organizations operating in the same industry usually benefit from the external environment. Weaknesses refer to inefficient organizational activities or a lack of resources. Threats are negative external environmental factors that can cause difficulties. Organizations in the same industry often feel inferior and vulnerable when faced with certain circumstances. The SWOT analysis approach is widely considered a fundamental technique that allows company leaders to identify and assess problems. A SWOT analysis's results can guide maintaining strengths and increasing revenue from existing opportunities by addressing weaknesses and avoiding dangers (Jannah et al., 2024).

III. Methodology

We conducted this research at Jember State Polytechnic PSDKU Sidoarjo to analyze the prospects and potential for establishing Agromart. The research employs a qualitative descriptive method that utilizes the Business Model Canvas (BMC) and SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis. The data used in this study includes both primary and secondary data. Primary data was obtained through questionnaires and interviews with experts and related parties based on research needs, while secondary data was sourced from various relevant sources. The sampling technique employs a purposive method, and the sample consists of five respondents, including academics, practitioners, and entrepreneurs (Pohan et al., 2022).

The BMC and SWOT approaches are essential for designing an effective and efficient strategy for establishing and operating Agromart. The BMC will assist in planning the overall business aspects of Agromart, including selecting target markets and developing the right value proposition. Meanwhile, the SWOT analysis provides in-depth insights into the potential and challenges that Agromart will face. By understanding these two aspects, we can maximize the opportunity to develop Agromart at the Jember State Polytechnic PSDKU Sidoarjo, creating a profitable market for farmers, the community, and students.

IV. Results and Discussion

4.1. Identification of business model elements at Agromart at Jember State Polytechnic PSDKU Sidoarjo

A business model is a structure used to describe how an organization creates, delivers, and captures value. In the context of Agromart, part of the *Teaching Factory* (TEFA) at the Jember State Polytechnic PSDKU Sidoarjo, the elements of this business model must be arranged in detail to illustrate how Agromart can function as a local product-based business and as a learning platform for students. The following are the results of analyzing nine key elements in the Business Model Canvas for Agromart:

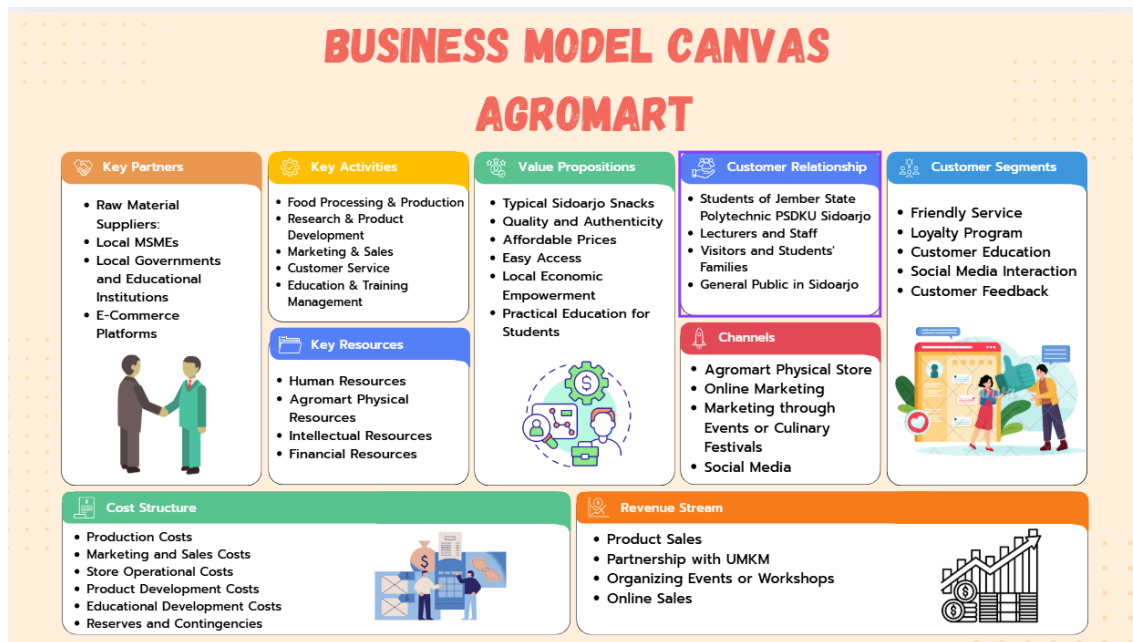


Figure 1. BMC Mapping from Agromat at the Jember State Polytechnic PSDKU Sidoarjo

The elements of Agromart's business model, along with explanations of each:

1. Key Partners

Key partners are the relationships that Agromart has built with external parties to run the business and support its operations. Agromart can invite the following partners to collaborate with Jember State Polytechnic PSDKU Sidoarjo:

- **Raw Material Suppliers:** Collaborations with raw material suppliers aim to ensure price stability and the availability of quality products.
- **Local MSMEs:** Partnerships with local MSMEs focus on supplying locally sourced culinary products for sale at Agromart, enhancing local economic empowerment, and fostering MSME business growth.
- **Local Governments and Educational Institutions:** Collaborating with local governments secures support for licensing, promotion, financing, and MSME development programs. Additionally, educational institutions can partner in researching and developing new products and provide skilled labor for Agromart through student internship programs.

- **E-Commerce Platform:** Partnering with e-commerce platforms expands the distribution of Agromart products and reaches a broader market. Utilizing e-commerce as a distribution channel enables consumers to access Agromart products quickly and easily.

2. Key Activities

Agromart must perform essential activities to operate its business model. Some of the activities that Agromart must undertake include:

- **Food Processing and Production:** Agromart produces snack products using local Sidoarjo raw materials.
- **Product Research and Development:** Agromart conducts research and development to create innovative Sidoarjo specialties. The process may involve creating new flavors, packaging, or variants of existing products.
- **Marketing and Sales:** Activities aimed at promoting and selling products, whether directly in physical stores or online.
- **Customer Service:** Agromart delivers excellent service to enhance customer loyalty and satisfaction.
- **Education and Training Management:** Agromart offers learning for students in business management, covering everything from marketing to operational management.

3. Key Resources

Key resources are the assets needed by Agromart to operate and create value. Agromart requires specific resources:

- **Human Resources:** a skilled and experienced workforce in culinary arts, marketing, and management. This group includes lecturers, students, and staff involved in the production and sales process.

- Agromart Physical Resources: assets that include production facilities and equipment used to make Sidoarjo's typical food. These encompass kitchens, cookware (stoves, ovens, etc.), packaging tools, and vehicles for distribution.
- Intellectual resources consist of knowledge and skills related to the manufacture of Sidoarjo specialties, which are vital for maintaining product quality and competitive advantage. This collection also includes the Agromart brand.
- Financial resources comprise funds used for daily operations, investments in product development, purchases of raw materials, financial support for business development, and profits obtained from product sales.

4. Value Proposition

A value proposition refers to the products or services offered by Agromart that meet customer needs. Some of Agromart's value propositions include:

- Sidoarjo Typical Snacks offers a range of unique products native to the Sidoarjo area, including crackers, tofu, and various other snacks.
- Quality and Authenticity: Ensure the quality and authenticity of products made from local ingredients.
- Affordable Pricing: Provides competitive and budget-friendly prices for students and the community.
- Ease of Access: A strategically positioned campus site enhances accessibility for students and staff.
- Local Economic Empowerment: Agromart offers a platform for local MSMEs to promote their products, enhancing market access and profit potential.
- Practical Education for Students: Jember State Polytechnic students can learn directly about business management, marketing, and operational management in a real-world context.

5. Customer Segments:

Customer segments consist of groups of individuals or organizations that Agromart aims to reach with its products or services. In this context, Agromart targets several customer segments:

- Students at the Jember State Polytechnic PSDKU Sidoarjo: The primary target is students seeking practical and affordable snacks.
- Lecturers and Staff: They may also be customers looking for snacks during breaks.
- Visitors and Student Families: Families visiting might be interested in purchasing typical food.
- Sidoarjo Community: The local community is eager to try Sidoarjo's specialties.

6. Channels

Channels are how Agromart connects products with customers. Agromart has access to various distribution channels:

- Agromart Physical Store: Agromart will establish a physical outlet in the Jember State Polytechnic area of PSDKU Sidoarjo, which can serve as a sales center for local culinary products.
- Online Marketing: Utilizing e-commerce platforms or social media to sell products via the official Agromart website or other popular marketplaces in Indonesia and internationally.
- Marketing through Events or Culinary Festivals: Agromart can engage in culinary events or local festivals to introduce and sell products directly to visitors.
- Social media: Leveraging social media for promotion and customer interaction

7. Customer Relationships

Customer relationships refer to the interactions that Agromart conducts to maintain and enhance customer loyalty. Agromart can employ various strategies to foster positive customer relationships:

- **Friendly Service:** Offer friendly and personalized service to customers by explaining local products and highlighting the uniqueness of each snack sold, thereby fostering a positive experience.
- **Loyalty Program:** Provide discounts or free products for customers who regularly shop or buy in bulk, aiming to enhance purchase frequency.
- **Customer Education:** Utilize brochures or special Agromart events to inform and educate customers about Sidoarjo's local products and their production processes.
- **Interaction Through social media:** Agromart can regularly engage with customers via social media to share information about new products, promotions, and upcoming events.
- **Customer Feedback:** Gather insights from customers to enhance products and services.

8. Revenue Streams

Revenue streams are how Agromart generates income from the products and services it offers. Agromart can produce revenue from various sources:

- **Product Sales:** Agromart's primary income is derived from selling Sidoarjo's traditional snack products, such as shrimp crackers, fish skewers, and other snacks.
- **Partnerships with MSMEs:** Agromart can earn revenue through commissions or profit margins from products sold by local MSMEs that collaborate with them.
- **Event or Workshop Organization:** Agromart can organize culinary events, entrepreneurial training, or workshops for students and the community, which can create additional income.

- Online Sales: In addition to retail sales, Agromart can also market products online, reaching a wider audience.

9. Cost Structure

Cost structure refers to the expenses required to operate Agromart. The primary costs that Agromart will incur include:

- Production Cost: The cost for processing and manufacturing snacks.
- Marketing and Sales Costs: Costs associated with the promotion, advertising, and distribution of products.
- Store Operating Expenses: The cost of running a physical store, including rent, utilities, and employee salaries.
- Product Development Cost: The cost of developing a new recipe or product that suits market tastes and product trials
- Educational Development Costs: Costs incurred for student learning and training activities in business management.
- Reserves and Contingencies: Funds set aside to deal with emergency situations or unexpected costs that may arise during operations.

4.2. SWOT Analysis of Agromart Jember State Polytechnic PSDKU Jember

SWOT analysis (strengths, weaknesses, opportunities, threats) is valuable for evaluating the prospects and potential of establishing a business like Agromart, which plans to sell Sidoarjo snacks at Jember State Polytechnic PSDKU Sidoarjo. We conducted a SWOT analysis, considering both external and internal factors to identify elements that support and hinder this effort. These factors stem from the company's resources as well as external opportunities and challenges.

We utilized the paired comparison weighting method to analyze internal and external factors. After applying the IFE and EFE weights, we determined the weighted score. This score helps identify Agromart's position at the Jember State Polytechnic PSDKU Jember within the IE Matrix quadrant and informs the best recommendations for it. Tables 1 and 2 display the weighting of the IFE and EFE matrix.

Table 1. IFE (Internal Factor Evaluation) Matrix

Internal Strategy Factors		Weight	Rating	Score
Strength Factor				
1	Selling unique local products from Sidoarjo	0,13	4	0,52
2	Have potential market potential (students and local communities)	0,12	4	0,48
3	Getting support from the Jember State Polytechnic as a place for PBL	0,11	4	0,44
4	Partnerships with local MSMEs in Sidoarjo	0,10	3	0,3
5	Affordable price and ready to consume	0,09	3	0,27
Total		0,55		2,01
Weakness Factors				
1	Limited human resources (HR)	0,11	4	0,44
2	Limited capital	0,09	4	0,36
3	Lack of managerial knowledge	0,07	3	0,21
4	Weak branding	0,1	4	0,4
5	Limited business scale	0,08	2	0,16
Total		0,45		-1,57
	Weighted score	1		0,44

Table 2. EFE (External Factor Evaluation) Matrix

External Strategy Factors		Weight	Rating	Score
Opportunities Factors				
1	Increasing Students' Interest in Entrepreneurship	0,12	4	0,48
2	A Growing Local Souvenir Market	0,1	3	0,3
3	Collaboration with Local MSMEs	0,08	4	0,32
4	Technological Advancements and Digital Marketing	0,11	4	0,44
5	Government Support for MSMEs	0,09	3	0,27
Total		0,5		1,81

Threat Factors				
1	Competition with shops or stalls around campus	0,12	4	0,48
2	Fluctuations in raw material prices	0,11	3	0,33
3	Lack of consumer awareness of local products	0,09	2	0,18
4	Changing market tastes	0,09	3	0,27
5	Limited infrastructure and wider market access	0,09	3	0,27
Total		0,5		-1,53
Weighted Score		1		0,28



Figure 2. IFE and EFE Matrix Quadrants

According to the IFE and EFE matrix calculation results, the IFE score is 0.44, and the EFE score is 0.28 in quadrant one. This quadrant indicates that the business has strong internal strengths and significant external opportunities. Therefore, the optimal strategy is to leverage these strengths to capitalize on the opportunities. The strategy recommendations provided are progressive (Figure 2). The most effective strategy applied is SO (Table 3). The following business development strategies are available for implementation:

1. Students and local communities (O2, S2) prefer contemporary products. Focus on value-added items such as healthy snacks, local instant meals, or modern traditional beverages. Employ a co-creation approach with students to generate new product ideas.
2. Optimizing students' roles in Agromart product production and marketing activities (O1, S3): We aim to engage students from various majors at PSDKU Sidoarjo in internship programs or real business projects (PBL) to enhance their multidisciplinary skills.
3. Always innovate and maintain the quality of marketed products (S1, O2, O4): Form a student team for quality control and integrate technologies like QR codes on packaging to ensure transparency in materials and production processes.
4. Increasing partnerships with government agencies and MSMEs (O5, S4): Build a community of Agromart partners through regular training sessions or collaborative seminars.
5. Implement an MOU system for product suppliers at Agromart to keep product prices affordable (O3, S5): Create a flexible medium-term contract system that includes standards for quality and price to ensure product quality and availability.

Table 3. SWOT Matrix

INTERNAL	STRENGTH(S): 1. Selling unique local products from Sidoarjo 2. Have potential market potential (students and local communities) 3. Getting support from the Jember State Polytechnic as a place for PBL	WEAKNESS (W): 1. Limited human resources (HR) 2. Limited capital 3. Lack of managerial knowledge 4. Weak branding 5. Limited business scale
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EXTERNAL	- Partnerships with local MSMEs in Sidoarjo - Affordable price and ready to consume	
OPPORTUNITY (O): - Increasing Students' Interest in Entrepreneurship - A Growing Local Souvenir Market - Collaboration with Local MSMEs - Technological Advancements and Digital Marketing - Government Support for MSMEs	STRATEGY (SO): - Providing contemporary products that are preferred by students and the local community (O2, S2) - Optimizing the role of students in Agromart product production and marketing activities (O1, S3) - Always innovate and maintain the quality of the products marketed (S1, O2, O4) - Increasing partnerships with government agencies and MSMEs (O5, S4) - Implementing an MOU system for product suppliers in Agromart so that product prices remain affordable (O3, S5)	STRATEGY (WO): - Attractive offers attract SMEs to entrust their products to Agromart (O1, W1) - Applying conditions with MoU to several products at Agromart (O2, O3, W1) - Include the Agromart team in the entrepreneurship training program (W3, O5) - Optimizing the use of social media for Agromart product branding (O4, W4)

THREAT (T):	STRATEGY (ST):	STRATEGY (WT):
1. Competition with shops or stalls around campus 2. Fluctuations in raw material prices 3. Lack of consumer awareness of local products 4. Changing market tastes 5. Limited infrastructure and wider market access	1. Emphasizing products with different characteristics (T1, S1) 2. Implementing an MOU system with raw material provider partners (T2, S4) 3. Educate regularly to increase consumer knowledge and interest (T3, S2) 4. Always innovate through products sold and services (T4, S5) 5. Optimizing student activities in the form of PBL, PMW, PKM with the output of entrepreneurship product exhibitions (T5, S3)	1. Offers attract MSMEs to deposit products at Agromart (T1, W2) 2. Attractive price offers for MSMEs for the purchase of raw materials (T2, W2) 3. Optimize product marketing through social media (T3, W4) 4. Attract potential investors with a sales revenue sharing system (T5, S5)

Based on the SWOT analysis above, here are some recommended strategies for Agromart Polytechnic Negeri Jember PSKDU Sidoarjo:

1. Product Development Strategy

- Develop a wider range of new products, such as healthy snacks or exciting flavor innovations. These offerings can attract more consumers and fulfill the needs of diverse markets.

- Conduct market research to understand consumer preferences and adapt products to current trends.

2. Digital Marketing Strategy

- Enhance online presence via social media and official websites. Using platforms like Instagram and Facebook to promote our products and connect with our customers.
- Collaborating with local influencers to promote products and enhance brand awareness.

3. Collaboration Strategy

- Cooperate with e-commerce platforms to expand market reach. Such partnerships can help reach consumers outside Sidoarjo and increase sales.
- Agromart is collaborating with local restaurants or cafes to sell its products as an additional menu item.

4. Production Capacity Enhancement Strategy

- Invest in more efficient production equipment to improve product capacity and quality.
- Train employees to enhance their skills in production processes and quality management.

5. Market Responsiveness Strategy

- Develop a system that responds to evolving consumer preferences and market trends.
- Conduct regular surveys to gather feedback from consumers and adjust products accordingly.

V. Conclusion

Based on the research conducted, BMC analysis results were obtained for nine elements in the development of Agromart. BMC's analysis indicates that the Agromart business has advantages in the types and quality of products it offers. The products provided are high-quality, emphasizing the local wisdom of Sidoarjo Regency. Additionally, the development of Agromart serves as a practical educational medium for students at the Jember State Polytechnic. The results of the SWOT analysis indicate

that the Agromart business falls within quadrant one. This quadrant signifies that the business possesses strong internal strengths and substantial external opportunities. Therefore, a suitable strategy is to leverage these strengths to capitalize on opportunities. Strategies that can be applied include offering contemporary products favored by students and the local community, optimizing student involvement in the production and marketing of Agromart products, consistently innovating and maintaining the quality of marketed products, enhancing partnerships with government agencies and MSMEs, and implementing an MOU system for product suppliers at Agromart to keep product prices affordable.

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