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JOURNAL OF ENTREPRENEURSHIP STUDIES

VOLUME. 1 NO. 2 2025

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Journal of Entrepreneurship Studies

Volume 1 | Number 2 | Desember 2025

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Journal of Entrepreneurship Studies

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AN ANALYSIS OF ENTREPRENEURIAL CHARACTERISTICS AND MARKETING STRATEGIES IN PROMOTING BUSINESS SUCCESS: A CASE STUDY OF THE CHIPS BUSINESS IN KADINDI VILLAGE

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ABSTRACT: This study aims to analyze entrepreneurial characteristics and marketing strategies in driving business success in the chip business in Kadindi Village, Dompu. The chip business is a form of economic activity engaged in the production and sale of snacks in the form of chips, made from basic ingredients such as cassava, banana, sweet potato, taro, and other ingredients. This type of research uses a descriptive method and a qualitative approach. Data collection was carried out through observation, in-depth interviews, and documentation. The existing data include the results of interviews with chip business actors in Kadindi Village. The focus of the study includes identifying entrepreneurial characteristics, evaluating marketing strategies, and obstacles to achieving business success. The results show that entrepreneurial characteristics, such as perseverance, motivation, hard work, self-confidence, and the courage to accept risks, have an important role in driving business success. In addition, a marketing mix-based marketing strategy (product, price, place, and promotion) has been implemented, although still on a small scale and limited to social media. The main obstacles faced include limited capital, limited market access, and competition. This study concludes that developing adaptive entrepreneurial characteristics and innovation in marketing strategies can increase the success of the chip business in Kadindi Village.

Keywords: Entrepreneurial Characteristics, Marketing Strategy.

ABSTRAK: Penelitian ini bertujuan untuk menganalisis karakteristik kewirausahaan dan strategi pemasaran dalam mendorong kesuksesan bisnis di usaha keripik di Desa Kadindi, Dompu. Usaha keripik merupakan bentuk kegiatan ekonomi yang bergerak di bidang produksi dan penjualan makanan ringan berupa keripik, yang terbuat dari bahan dasar seperti singkong, pisang, ubi jalar, talas, dan bahan lainnya. Jenis penelitian ini menggunakan metode deskriptif dan pendekatan kualitatif. Pengumpulan data dilakukan melalui observasi, wawancara mendalam, dan dokumentasi. Data yang ada meliputi hasil wawancara dengan pelaku usaha keripik di Desa Kadindi. Fokus penelitian meliputi

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identifikasi karakteristik kewirausahaan, evaluasi strategi pemasaran, dan hambatan dalam mencapai kesuksesan bisnis. Hasil penelitian menunjukkan bahwa karakteristik kewirausahaan, seperti ketekunan, motivasi, kerja keras, kepercayaan diri, dan keberanian mengambil risiko, memiliki peran penting dalam mendorong kesuksesan bisnis. Selain itu, strategi pemasaran berbasis bauran pemasaran (produk, harga, tempat, dan promosi) telah diterapkan, meskipun masih dalam skala kecil dan terbatas pada media sosial. Hambatan utama yang dihadapi meliputi keterbatasan modal, keterbatasan akses pasar, dan persaingan. Studi ini menyimpulkan bahwa pengembangan karakteristik kewirausahaan adaptif dan inovasi dalam strategi pemasaran dapat meningkatkan keberhasilan usaha keripik di Desa Kadindi.

Kata kunci: Karakteristik Kewirausahaan, Strategi Pemasaran

A. INTRODUCTION

Advancements in science and technology have significantly influenced various aspects of human life, including the economic sector and the business world. The growth and sustainability of business activities are largely determined by the knowledge, skills, and technological competence possessed by business actors. In order to achieve business success amid increasingly intense economic competition particularly for micro enterprises entrepreneurs are required to develop innovations and new breakthroughs, supported by strong entrepreneurial characteristics and appropriate marketing strategies to enhance competitiveness and meet market demands.

Entrepreneurial characteristics refer to a set of attitudes such as self-confidence, risk-taking, and leadership in managing a business. These characteristics are reflected through indicators including motivation, future orientation, leadership qualities, a wide business network, and creative responsiveness (Liantifa & Fiqri, 2019). Entrepreneurship demands strong mental resilience, the ability to make decisions and take risks, persistence, and determination. Entrepreneurs must also possess sensitivity, intuition, and sharp business acumen to penetrate highly competitive markets.

According to Sinaga (2016), entrepreneurial characteristics represent the traits and qualities that entrepreneurs must possess, such as confidence and optimism, task and result orientation, willingness to take risks and face challenges, leadership ability, adaptability, openness to criticism and suggestions, innovation, creativity, flexibility, and a future-oriented mindset. These characteristics influence business development,

including the need for achievement, willingness to take risks, self-confidence, and a strong desire to engage in business. Capital is also an essential component in supporting business activities.

Beyond entrepreneurial characteristics, marketing strategy is another crucial aspect of entrepreneurship. Whether consciously or not, every business actor employs certain business or marketing strategies in operating their enterprises. These strategies vary widely from simple approaches to more sophisticated ones depending on each entrepreneur's knowledge and experience (Riyanto, 2016).

A marketing strategy is a plan for implementing and controlling activities designed to stimulate and influence exchanges with the aim of achieving organizational goals. Its application typically involves several stages, including planning the marketing mix, which consists of four key elements: product, price, place, and promotion (Kotler & Amstrong, 2018). Through an effective marketing strategy, consumers are expected to experience satisfaction with purchased products whether in terms of taste, price, or other services. Consumers play an essential role in determining a company's success; without consumers, a business is destined to fail. Thus, businesses must be able to stimulate consumer interest, encouraging them to purchase the products offered.

Accordingly, marketing strategy plays a decisive role in the success of any business. The extent to which a company succeeds is strongly influenced by how effectively entrepreneurs design strategies to compete and attract consumers. Business success can be achieved through careful preparation, particularly by developing a well-structured business plan. A business plan serves as a guideline for all activities and allows businesses to measure the success of their performance.

Suryana (2018) states that indicators of business success include sales volume, profit, labor growth, and income. Therefore, achieving business success is closely tied to sales levels, pricing, and generated revenue. Success also requires strong entrepreneurial spirit and intellectual capability, including creativity and adaptability to technological developments.

The chip processing industry in Kadindi Village is one of several local businesses developed by the community. This sector holds promising economic potential and has attracted considerable attention from local residents and outsiders alike. Such local

business potential is expected to boost the economic well-being of both business actors and the wider community in Kadindi Village.

Initial observations indicate that chip businesses in Kadindi Village have not been managed optimally. Their products have not yet penetrated export markets and remain limited to local distribution. The income of chip entrepreneurs also fluctuates and is highly dependent on consumer demand. This suggests that the industry requires further development and optimization to support the village's economic activities.

Observations also revealed that chip products produced in Kadindi Village include cassava chips, banana chips, sweet potato chips, and taro chips. The increasing number of entrepreneurs in this sector indicates that the community has a strong entrepreneurial spirit. However, many still face limitations such as lack of capital and reliance on traditional marketing strategies, while only a few have begun to utilize technology for promotion on a small scale. A decline in production volume has also been observed, which directly affects business income. Therefore, new breakthroughs, uniqueness, more effective marketing strategies, and the active role of entrepreneurs including their characteristics and competencies are needed to achieve business goals. Based on these observations, the researcher is interested in examining the issue further under the title: "Analysis of Entrepreneurial Characteristics and Marketing Strategies in Supporting Business Success (A Study on Chip Businesses in Kadindi Village, Dompu)."

B. METHODS

This study utilized a descriptive qualitative research design aimed at obtaining a comprehensive understanding of entrepreneurial characteristics and marketing strategies that contribute to the success of chip businesses in Kadindi Village. The qualitative approach was chosen because it allows the researcher to explore phenomena naturally and deeply, particularly related to behaviors, experiences, and decision-making processes of local entrepreneurs. The study was conducted in Kadindi Village, Pekat District, Dompu Regency, an area known for its growing home-based chip industry. Five chip entrepreneurs were selected as key informants, considering their active roles in production, distribution, and marketing, as well as their experience in managing small-scale enterprises.

he researcher acted as the primary instrument, which is typical in qualitative research, enabling direct engagement with participants and contextual interpretation of field data. Three data collection techniques were employed: observation, interviews, and documentation. Participant observation was conducted to directly observe daily production activities, marketing practices, and business interactions, allowing the researcher to validate verbal information with real conditions. Semi-structured interviews were used to explore informants' perspectives regarding entrepreneurial characteristics, motivation, work discipline, marketing strategies, and challenges encountered. Documentation, including photographs, notes, and business-related documents, was collected to support and complement observational and interview data.

The study used two types of data sources: primary and secondary data. Primary data were derived from field observations and interviews with the five chip entrepreneurs, while secondary data consisted of relevant literature from books, journals, previous research, and online resources that support the theoretical basis of entrepreneurship and marketing. All collected data were analyzed using Miles and Huberman's interactive model, which includes four stages: data collection, data reduction, data display, and conclusion drawing. Data reduction was conducted to filter and simplify the information, data display was presented in descriptive narrative form, and conclusions were drawn based on recurring themes and relationships found during analysis.

To ensure data validity, several verification techniques were applied, including source triangulation by comparing information obtained from different informants, cross-checking interview results with observations, and confirming consistency across data types. Persistent observation was also conducted to obtain accurate, stable, and trustworthy information. Furthermore, the researcher referred to adequate theoretical sources to strengthen the interpretation and analytical process. Through these methodological steps, the study aimed to produce findings that are credible, rigorous, and capable of reflecting the actual conditions of entrepreneurial practices and marketing strategies among chip entrepreneurs in Kadindi Village (Bachri, 2010).

C. RESULTS AND DISCUSSION

A. Entrepreneurial Characteristics of Chip Entrepreneurs in Kadindi Village

The findings show that entrepreneurs in Kadindi Village exhibit strong entrepreneurial characteristics that significantly contribute to business

sustainability. Through interviews with five chip producers, several dominant traits emerged, including perseverance, motivation, hard work, self-confidence, and the courage to take risks. Entrepreneurs consistently emphasized the importance of persistence and emotional resilience when facing fluctuating sales, limited capital, and production constraints. Statements from informants revealed that they rely on discipline, prayer, and optimism in sustaining their businesses, demonstrating psychological readiness to navigate uncertain market conditions.

Motivation also emerged as a key factor influencing business continuity. Entrepreneurs reported that family support, economic needs, and customer appreciation serve as major sources of encouragement. The ability to maintain dedication and enthusiasm reflects a strong internal drive essential for micro-business development. Hard work was another notable trait, reflected in the producers' commitment to maintaining product quality, building customer networks, and managing operations manually with limited resources. Their willingness to endure long working hours and perform multiple tasks from selecting raw materials to packaging illustrates a high level of entrepreneurial initiative.

Self-confidence and optimism were equally evident among the entrepreneurs. They expressed strong belief in their capabilities and in the quality of their products, which reinforces their persistence in competing within local markets. Confidence also influenced their willingness to explore new opportunities, such as online marketing or collaboration with local sellers. Although external challenges exist, such as fluctuating demand and capital limitations, the internal strengths of these entrepreneurs serve as driving forces in sustaining their operations.

B. Marketing Strategies Implemented in Chip Businesses

The study found that chip entrepreneurs in Kadindi Village apply basic elements of the marketing mix (product, price, place, promotion), although mostly in simple and traditional forms. The product strategy focuses on producing chips from locally sourced ingredients such as cassava, banana, taro, and sweet potato. Entrepreneurs prioritize freshness, texture, and taste to satisfy consumer expectations. Despite limited technology, the manual production process contributes to the uniqueness and authenticity of the product.

The pricing strategy is set based on affordability and consumer purchasing power within the village and surrounding areas. Prices remain competitive compared to similar local products, enabling entrepreneurs to retain loyal customers. However, limited capital and fluctuating raw material costs sometimes hinder consistent pricing policies.

The distribution strategy relies heavily on direct selling within the village, local kiosks, traditional markets, and small-scale supply to neighboring areas. Most entrepreneurs operate without formal distribution channels, relying instead on personal networks, returning customers, and community demand. Geographic constraints and road accessibility influence distribution efficiency, especially for entrepreneurs located farther from main village routes.

Promotional strategies remain modest due to limited digital literacy and financial constraints. Entrepreneurs mainly use word-of-mouth promotion, personal recommendations, and simple online platforms such as WhatsApp and Facebook. Although social media use is still minimal, it shows potential for broader market reach if entrepreneurs receive proper training or support. The findings indicate that while promotional activities are basic, customer loyalty and product reputation remain strong due to consistent flavor and familiarity within the local community.

C. Business Challenges Faced by Chip Entrepreneurs

Chip entrepreneurs in Kadindi Village face several challenges that hinder business growth and scalability. The most prominent challenge is limited capital, which restricts entrepreneurs from purchasing equipment, improving packaging quality, or expanding production capacity. This financial limitation also affects their ability to access larger markets and adopt modern technologies. Many rely solely on household income or informal loans, resulting in unstable financial footing.

Another major challenge is market access, as most businesses operate only within local or nearby areas. The lack of established partnerships with retailers, limited transportation options, and absence of branding strategies reduce the potential to enter broader markets. Moreover, competition among similar chip businesses in neighboring villages also contributes to fluctuating sales, requiring entrepreneurs to differentiate their products further.

Additionally, operational challenges such as manual production processes, inconsistent supply of raw materials, and limited workforce primarily women working part-time affect production volume and consistency. These challenges reduce the efficiency and scalability of businesses, hindering their growth potential. Despite these constraints, entrepreneurs continue to persist due to their strong motivation and community support.

The results indicate a strong relationship between entrepreneurial characteristics and the success of chip enterprises in Kadindi Village. The perseverance and hard work demonstrated by the entrepreneurs enable them to remain resilient in the face of financial and operational obstacles. Their motivation and self-confidence contribute to product consistency and sustained customer satisfaction. When aligned with basic marketing strategies even in simplified forms these characteristics play a crucial role in maintaining business continuity.

However, despite their internal strengths, external limitations such as capital constraints, limited promotional skills, and narrow market coverage hinder business expansion. The reliance on traditional marketing methods, although effective locally, restricts their ability to compete at a wider scale. Combining their strong entrepreneurial spirit with improved marketing knowledge, digital literacy, and access to financial support would significantly enhance business sustainability.

Overall, the findings suggest that entrepreneurial characteristics are the primary internal driver of business success, while marketing strategies and structural challenges shape the extent of business growth. Strengthening both aspects could help accelerate the development of chip-based micro-enterprises in Kadindi Village.

D. CONCLUSION

This study concludes that strong entrepreneurial characteristics such as perseverance, motivation, hard work, optimism, and self-confidence play a crucial role in sustaining chip-based micro-businesses in Kadindi Village. These traits enable entrepreneurs to maintain product quality, build customer trust, and continue operating despite financial limitations, market fluctuations, and operational challenges. Basic marketing strategies applied by the entrepreneurs, including simple product differentiation, affordable

pricing, local distribution, and word-of-mouth promotion, also contribute to business continuity even though they remain traditional and limited in scope.

However, the findings also show that entrepreneurs face significant obstacles, including limited capital, restricted market access, minimal digital promotion, and reliance on manual production processes. These constraints hinder their ability to expand and compete beyond the local market. Therefore, enhancing entrepreneurial capacity through training, improving access to financial resources, and strengthening marketing skills especially in digital platforms is essential for supporting growth and long-term sustainability of chip businesses in Kadindi Village.

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ENTRIES: Journal of Entrepreneurship Studies
Vo,l , No.2 (Desember) 2025, ISSN: XXXX-XXXX
Page: 84-92

THE ROLE OF UIN MATARAM STUDENT COOPERATIVES IN IMPROVING THE ENTREPRENEURIAL SPIRIT OF STUDENTS (CASE STUDY OF UIN MATARAM KOPMA MEMBERS)

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ABSTRACT: This research is motivated by the role of the UIN Mataram Student Cooperative in fostering entrepreneurial spirit in students. Some students are eager to increase their income, but some possess skills they cannot develop. Others are starting from scratch but eager to join KOPMA (Student Cooperative) to learn the basics of becoming a good entrepreneur. Therefore, the researcher aims to examine: (1) the role of the student cooperative in fostering entrepreneurial spirit in students, and (2) the methods used by the student cooperative to foster entrepreneurial spirit in students. This research uses qualitative research. Sources were obtained from primary and secondary sources. Data collection techniques used were observation, interviews, and documentation. Data analysis employed descriptive qualitative analysis. The results of this study indicate that the role of the student cooperative and its methods in fostering entrepreneurial spirit can be very effective in helping students develop, particularly in processing materials properly and effectively, and in becoming good entrepreneurs by enhancing their spirituality, which adds value to their entrepreneurial endeavors..

Keywords: Student Cooperative, Entrepreneurial Spirit, Student Development

ABSTRAK: Penelitian ini dilatar belakangi tentang bagaimana peran dari Koperasi mahasiswa UIN Mataram dalam meningkatkan jiwa berwirausaha kepada mahasiswa yang dimana mahasiswa sangat ingin menambah penghasilan akan tetapi ada yang memiliki kemampuan akan tetapi tidak dapat di kembangkan, ada juga mahasiswa yang memulai dari nol namun sangat ingin bergabung menjadi anggota KOPMA agar mengetahui dasar-dasar bagaimana menjadi seorang wirausaha yang baik dan benar. Maka dari itu peneliti ingin meneliti: (1) bagaimana peran koperasi mahasiswa dalam meningkatkan jiwa berwirausaha kepada mahasiswa, (2) bagaimana metode koperasi mahasiswa dalam meningkatkan jiwa berwirausaha kepada mahasiswa. Jenis penelitian ini menggunakan kualitatif (fleld research). Sumber yang ditemukan berdasarkan primier dan sekunder, Teknik pengumpulan data yang digunakan adalah observasi, wawancara dan dokumentasi. Analisis data menggunakan analisis kualitatif deskriptif.

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Hasil penelitian ini menunjukkan bahwa dengan adanya peran koperasi mahasiswa dan metode koperasi mahasiswa dalam meningkatkan jiwa berwirausaha, dapat dan sangat efesien membantu mahasiswa untuk berkembang terutama cara mengolah bahan baik dan benar dan menjadi seorang wirausaha yang baik dengan meningkatkan jiwa spritual mereka sebagai nilai lebih dalam berwirausaha.

Kata Kunci: Koperasi Mahasiswa, Semangat Kewirausahaan, Pengembangan Mahasiswa

A. INTRODUCTION

One of the major challenges faced by the Indonesian education system both today and in the future is the increasing number of university graduates who are unable to apply their knowledge in real-life contexts. In the era of globalization, Indonesia must be prepared to compete with foreign workers entering the country. This situation demands an education system capable of producing high-quality human resources who are independent, employable, adaptable, competent, and equipped with life skills, including the ability to create their own employment opportunities. Education should therefore be closely aligned with the needs and potential of the society it serves (Soedjarto, 2000).

Unemployment in Indonesia is a long-standing and well-known issue, further intensified by the economic impacts of the COVID-19 pandemic. Entrepreneurship has become one of the strategic alternatives to strengthen Indonesia's economic structure. Unemployment is a complex, multidimensional problem caused by imbalances between the number of workers and available jobs, rapid technological change, limited education and skills, widespread poverty, and the public's preference for employment in prestigious companies rather than starting their own businesses. In fact, various economic opportunities especially in micro and small enterprises remain underutilized by the wider population (Yuyus & Bayu, 2010).

Entrepreneurship is widely recognized as an important driver for improving a nation's economy. An entrepreneur is someone who is willing to take calculated risks to create new business opportunities, generate employment, and contribute to economic growth. Entrepreneurial activities do not need to begin on a large scale; small businesses such as food sales, online shops, supply of raw materials, or service providers have the potential to grow and positively impact society and the nation. It is expected that the younger

generation, particularly university students, can develop entrepreneurial creativity and serve as agents of transformation for communities who lack the knowledge or confidence to start a business. However, Indonesia's entrepreneurial ratio remains low compared to other Asia-Pacific countries. With an international benchmark of 1 entrepreneur per 20 people, Indonesia still falls behind having only around 0.18% entrepreneurs in 2015, far below the 2% considered necessary for economic progress (Kurniati, 2018).

One way to foster entrepreneurial spirit among Indonesian youth is by strengthening the role of student cooperatives at universities. Student cooperatives serve as learning platforms where students can practice entrepreneurship based on the principles of kinship, openness, and voluntarism. As a form of business entity that supports national economic development, cooperatives play an essential role in meeting community needs and can be established within educational institutions. Student cooperatives contribute to daily campus activities and help develop students' economic awareness and responsibility by allowing them to participate directly as members and organizers.

The importance of cooperatives is reinforced in Law No. 25 of 1992, which defines a cooperative as a business entity consisting of individuals or legal cooperative bodies operating based on cooperative principles and the values of kinship and mutual assistance. In Islam, cooperatives are categorized as syirkah (partnership) that emphasizes collaboration, brotherhood, shared responsibility, and lawful business practices. This concept is supported by the Qur'anic injunction in Surah Al-Ma'idah verse 2, which encourages cooperation in goodness and piety and prohibits cooperation in wrongdoing.

In this context, student cooperatives (KOPMA) serve as a practical embodiment of the Qur'anic principle of mutually beneficial cooperation (Zaim, 2018). KOPMA provides students with opportunities to develop entrepreneurial interest, enhance business skills, and cultivate independence in generating income. Moreover, KOPMA fosters business-oriented qualities among students, reflected in its core values of creativity, productivity, and innovation. Based on these considerations, this study was conducted to examine "The Role of the Student Cooperative at UIN Mataram in Enhancing Entrepreneurial Spirit Among Students (A Case Study of KOPMA UIN Mataram Members)."

B. METHODS

This study employed a qualitative research approach because it aimed to explore field-based phenomena in a comprehensive, contextual, and systematic manner. A qualitative design was chosen to understand the complex and interrelated factors involved in the role of the Student Cooperative (KOPMA) at UIN Mataram in enhancing students' entrepreneurial spirit. The research was conducted at the Student Cooperative of UIN Mataram, located at Campus I on Jalan Pendidikan No. 35, Gomong, Mataram. The subjects of the study, referred to as informants in qualitative research, consisted of the cooperative director, supervisors, managers, and active members. Data were obtained through primary sources such as observations, interviews, and documentation related to KOPMA programs and activities and secondary sources, including books, laws, articles, and written documents relevant to cooperatives and entrepreneurship.

Data were collected using three main techniques: observation, interviews, and documentation. Observation was employed to understand the real conditions of the cooperative, including behaviors, interactions, and activities that might not be revealed during interviews. Interviews were conducted with KOPMA stakeholders to obtain detailed insights into cooperative management and its contribution to students' entrepreneurial development. Documentation supported the credibility of the findings through written materials such as reports, archives, and other relevant records. To ensure data validity, the study applied several strategies, including prolonged engagement in the field, peer debriefing, and triangulation of data sources. These techniques helped verify the consistency, accuracy, and reliability of the findings (Bungin, 2009).

Data analysis followed the interactive model of Miles and Huberman, consisting of data reduction, data display, and conclusion drawing. Data reduction involved selecting and focusing on essential information related to the role of KOPMA in entrepreneurship development. Data were then organized and displayed systematically to facilitate interpretation. Finally, conclusions were drawn through verification processes, comparing field findings with relevant theories and conducting member checks to ensure accuracy. This analytical process allowed the researcher to develop credible interpretations and comprehensive conclusions regarding the contribution of the Student Cooperative of UIN Mataram in fostering entrepreneurial spirit among students.

C. RESULTS & DISCUSSION

1. The Role of the Student Cooperative of UIN Mataram in Enhancing Entrepreneurial Spirit

The findings of this study reveal that the Student Cooperative (KOPMA) UIN Mataram plays a significant and multifaceted role in cultivating entrepreneurial values, attitudes, and competencies among its student members. KOPMA functions not merely as a student organization or a business unit, but as a structured learning environment that integrates character development, experiential learning, and collaborative practice all of which are essential elements in building entrepreneurial capacity.

a. Developing Confidence and Self-Efficacy

One of the most prominent roles of KOPMA is strengthening students' confidence and self-efficacy, both of which are fundamental determinants of entrepreneurial intention. Interview data indicate that many students, especially those who initially lacked communication skills or were hesitant to speak in public, gradually developed greater confidence through active participation in meetings, discussions, and organizational activities.

Members such as managers, treasurers, and committee leaders are routinely placed in situations that require decision-making, problem-solving, and interpersonal communication. These roles act as practical training grounds where students learn to lead, delegate, present ideas, and interact with various stakeholders. Through these engagements, students internalize an entrepreneurial mindset characterized by initiative, adaptability, and resilience.

b. Strengthening Character Values: Honesty, Responsibility, and Discipline

A strong entrepreneurial foundation requires ethical character. Within KOPMA, values such as honesty, responsibility, and discipline are built through daily operational duties. Members entrusted with financial management (e.g., cashiers, treasurers, and auditors) are required to handle money accurately and transparently. Those responsible for inventories must ensure proper documentation, maintenance, and accountability for cooperative assets.

Findings show that students develop a deeper sense of responsibility when they are given trust and autonomy to manage important tasks. This moral development enhances entrepreneurial readiness, as ethical conduct and reliability are critical to sustaining a business and building customer trust.

c. Promoting Teamwork and Collaborative Skills

Cooperative-based education naturally encourages teamwork. Members of KOPMA engage in group-based activities such as product creation, store management, marketing campaigns, and cooperative events. These interactions foster mutual trust, collective problem-solving, and shared responsibility.

Participants expressed that working in teams helped them understand the interdependence necessary in entrepreneurship, where collaboration with suppliers, customers, and business partners is often unavoidable. Through the cooperative's collaborative environment, students learn conflict management, negotiation, and coordination skills that align with industry expectations for entrepreneurial success.

d. Expanding Social Networks and Exposure to Diverse Experiences

KOPMA also serves as a platform for students to expand their social networks. Members interact with students from various departments, university staff, external partners, and local business actors. Interviews revealed that these social interactions provide valuable opportunities for knowledge exchange, mentorship, and potential future collaborations.

Such networking is essential in entrepreneurship, as broader social capital increases access to resources, information, and potential business opportunities.

2. Methods Used by KOPMA UIN Mataram to Enhance Entrepreneurial Skills

The study found that KOPMA UIN Mataram applies a combination of structured and experiential methods that significantly contribute to strengthening students' entrepreneurial skills. One of the primary methods used is the implementation of regular skill-based training, conducted twice each month, which introduces students to various types of product-based entrepreneurship. These training sessions cover activities such as creating flower bouquets, cultivating oyster mushrooms, producing brownies, and preparing cilok. The topics selected for

each training are determined through member voting, ensuring that the activities remain relevant to students' interests and market demands. This approach allows students to explore their creativity, understand the fundamentals of small-scale production, and evaluate the feasibility of potential business ideas.

Another essential method employed by KOPMA is experiential learning through direct involvement in cooperative business units. KOPMA manages several units, including a minimarket, printing services, catering services, and merchandise production. These units function as real-life learning laboratories where members can immediately practice entrepreneurial behaviors. Through daily participation, students become familiar with customer service, inventory management, financial administration, price determination, and basic marketing strategies. Observational data indicate that such hands-on involvement enables students to internalize business principles more effectively than through theoretical learning alone. This aligns with the experiential learning theory, which emphasizes the importance of direct practice in developing entrepreneurial competence.

In addition to internal training and operational experience, KOPMA enhances students' entrepreneurial insight through study tours and field visits. These study tours expose members to professional business environments where they can observe modern production processes, quality control systems, branding techniques, and distribution strategies. Many participants reported that these field experiences broadened their understanding of how larger enterprises operate and inspired them to adopt innovative approaches in their own entrepreneurial activities. The exposure to real-world business operations gives students a more comprehensive understanding of the entrepreneurial ecosystem beyond the campus setting.

KOPMA also collaborates with the Mataram City Cooperative Office to conduct formal cooperative management training. These programs introduce students to cooperative principles, business ethics, financial regulations, and the legal aspects of cooperative governance. This partnership enriches the students' knowledge by providing a structured framework that complements their practical experiences within the cooperative. Through this collaboration,

students gain insights into organizational governance and learn how to manage a cooperative in a manner consistent with professional standards.

Moreover, leadership and organizational development play a crucial role in cultivating entrepreneurial qualities among KOPMA members. Students are frequently appointed to leadership positions such as committee heads, activity coordinators, or unit managers. These roles require them to plan, coordinate, communicate, and make strategic decisions, all of which are essential entrepreneurial competencies. By assuming leadership responsibilities, students learn to navigate challenges, manage group dynamics, and take initiative skills that directly contribute to entrepreneurial readiness.

Overall, the methods implemented by KOPMA UIN Mataram demonstrate a holistic approach to entrepreneurial development. By combining practical skill training, real-world operational experience, structured cooperative education, and leadership opportunities, KOPMA succeeds in creating an environment where students can develop both the knowledge and the mindset necessary to engage in entrepreneurial activities. These findings highlight that the cooperative's strategies are not only effective but also highly relevant in preparing students for the competitive world of entrepreneurship.

D. CONCLUSION

Based on the research findings and discussion, it can be concluded that the Student Cooperative of UIN Mataram plays a significant role in enhancing students' entrepreneurial spirit. KOPMA serves as a developmental platform that instills key entrepreneurial values such as discipline, honesty, confidence, responsibility, teamwork, and communication skills. Through direct involvement in business units and organizational activities, students gain real-life experience that strengthens their entrepreneurial mindset.

Furthermore, the methods implemented by KOPMA—including product-based skill training, practical business activities, study tours, and cooperative management training are effective in broadening students' knowledge and abilities. These methods expose students to real business practices, stimulate creativity, and open opportunities for future entrepreneurship. Consequently, KOPMA contributes meaningfully to shaping students into independent, productive, and competitive young entrepreneurs.

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ENTRIES: Journal of Entrepreneurship Studies
Vo,l , No.2 (Desember) 2025, ISSN: XXXX-XXXX
Page: 93-100

THE INFLUENCE OF DIGITAL ECONOMY ON INCREASING TURNOVER OF MSMES IN MATARAM CITY WITH INTERNET UNDERSTANDING AS A MODERATING VARIABLE

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ABSTRACT: This study aims to determine whether there is an influence of the digital economy on increasing the turnover of MSMEs in Mataram City. By taking data from 100 MSMEs with a sample using the Random Sampling technique and processed using SPSS software version 26. The results of this study indicate that the digital economy has a significant effect on increasing the turnover of MSMEs in Mataram City. With the digital economy, business actors can expand the marketing of business products through online marketing such as e-commerce, and online payments. In addition, the digital economy can improve business efficiency, service and communication with customers. The digital economy also facilitates sales data collection and data analysis as a basis for product innovation that can directly increase business turnover. In addition, internet understanding moderates the relationship between the digital economy and increasing MSME turnover with the type of Quasi Moderation. With internet understanding, business actors can share information and knowledge so that they can increase the use of the digital economy such as the use of online marketing, e-commerce, access to market information. The use of the digital economy also really requires easy and affordable internet access.

Keywords: Digital Economy, MSME, Internet Literacy

ABSTRAK: Penelitian ini bertujuan untuk mengetahui apakah terdapat pengaruh ekonomi digital terhadap peningkatan omzet UMKM di Kota Mataram. Dengan mengambil data dari 100 UMKM dengan pengambilan sampel menggunakan teknik Random Sampling dan diolah menggunakan software SPSS versi 26. Hasil penelitian ini menunjukan bahwa ekonomi digital berpengaruh signifikan terhadap peningkatan omzet UMKM di Kota Mataram. Dengan adanya ekonomi digital, pelaku usaha dapat memperluas pemasaran produk usaha melalui pemasaran online seperti e-commerce, serta pembayaran online. Selain itu, ekonomi digital dapat meningkatkan efesiensi usaha,

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pelayanan serta komunikasi terhadap pelanggan. Ekonomi digital juga mempermudah pendataan penjualan serta analisis data sebagai dasar untuk inovasi produk yang secara langsung dapat meningkatkan omzet usaha. Selain itu, pemahaman internet memoderasi hubungan antara ekonomi digital terhadap peningkatan omzet UMKM dengan jenis Quasi Moderasi. Dengan adanya pemahaman internet, pelaku usaha dapat berbagi informasi serta pengetahuan sehingga dapat meningkatkan penggunaan ekonomi digital seperti penggunaan pemasaran online, e-commerce, akses terhadap informasi pasar. Penggunaan ekonomi digital juga sangat membutuhkan akses internet yang mudah dan murah.

Kata Kunci: Ekonomi Digital, UMKM, Literasi Internet

A. INTRODUCTION

Economics is one of the most essential aspects of human life, as it plays a central role in enabling individuals and societies to fulfill their daily needs and improve overall welfare. Through economic activities, resources are allocated, goods and services are produced, and income is generated to sustain livelihoods (Nasution & Munthe, 2025). The existence of a well-functioning economic system allows communities to manage financial activities effectively, ensuring continuity and stability in social and economic life. Therefore, economic development remains a key indicator of societal progress (Tok & Yesuf, 2022) (Tok & Yesuf, 2020).

One of the most important manifestations of economic activity within society is the presence of Micro, Small, and Medium Enterprises (MSMEs) (Irawan et al., 2023). MSMEs serve as a bridge for small-scale economic actors to participate in broader economic systems and are generally managed by individuals, groups, or business entities. In Indonesia, MSMEs are formally regulated under Law of the Republic of Indonesia No. 20 of 2008, which defines MSMEs based on specific criteria such as annual turnover, total assets, and the number of employees. Based on business scale, MSMEs are classified into micro, small, and medium enterprises.

The strategic role of MSMEs in the national economy is reflected in data released by the Coordinating Ministry for Economic Affairs of the Republic of Indonesia. According to Press Release HM.4.6/240/SET.M.EKON.3/5/2022, MSMEs account for approximately 99 percent of all business units in Indonesia. In addition, MSMEs contribute around 60.5

percent to the national Gross Domestic Product (GDP) and absorb 96.9 percent of the total national workforce. These figures indicate that MSMEs are the backbone of Indonesia's economic structure.

At the regional level, the position of MSMEs in Mataram City, the capital of West Nusa Tenggara Province, has shown significant development. Mataram City records the highest number of MSMEs compared to other regencies and cities within the province. This condition highlights the city's strategic role as a center of economic activity and MSME growth, making it a relevant location for examining MSME performance and development.

No	Regency/City	Business Classification			Total
		Micro	Small	Medium	
1	Kota Mataram	15,746	6,194	533	22,473
2	West Lombok	16,635	-	-	16,635
3	North Lombok	4,820	173	5	4,998
4	Central Lombok	309	11	3	323
5	East Lombok	14,356	6,390	284	21,030
6	West Sumbawa	7,780	49	-	7,829
7	Sumbawa	5,501	4	3	5,508
8	Dompu	2,261	5	4	2,270
9	Bima	11,610	-	-	11,610
10	Kota Bima	7,904	2,293	411	10,608
Total		86,922	15,119	1243	103,284

Source: Central Statistics Agency of West Nusa Tenggara (2021)

The distribution of MSMEs across West Nusa Tenggara Province is presented in **Table 1**, which illustrates the number of micro, small, and medium enterprises in each regency and city. The data show variations in MSME distribution, with Mataram City occupying the top position in total MSME numbers across all business classifications. This dominance reflects the city's economic vibrancy and its capacity to support diverse business activities.

Based on data from the Central Bureau of Statistics of West Nusa Tenggara Province for 2021, the total number of MSMEs in Mataram City reached 22,473 units. With such a substantial number, MSMEs in Mataram City contribute significantly to the local

economy, particularly through employment creation and income generation. The large MSME population also indicates strong potential for economic expansion if supported by appropriate strategies and technological adoption.

In line with technological advancement, MSMEs in Mataram City have increasingly begun to adopt the digital economy. The digital economy refers to economic activities conducted through virtual platforms where business operations are carried out, value is created and exchanged, transactions take place, and relationships among individuals are formed by utilizing internet networks as the primary medium (Hartman & Sifonis, 2000). The integration of digital technologies enables MSMEs to operate more efficiently and competitively in a rapidly evolving market environment (Syikin, 2020).

B. METHODS

This study employs a quantitative approach using a field survey with an associative research design to examine causal relationships among variables. The population consists of all micro, small, and medium enterprises (MSMEs) in Mataram City, totaling 22,473 business units based on data from the Central Bureau of Statistics. The sample size was determined using the Slovin formula with a 10% margin of error and a 90% confidence level, resulting in 100 respondents. Proportional random sampling was applied to ensure equal selection opportunities for all population members. The study was conducted over approximately three months, from July to September, involving selected MSMEs in Mataram City.

The dependent variable in this study is MSME turnover, while the independent variable is the digital economy, and the moderating variable is internet literacy. Data were collected through observation and a structured questionnaire using a five-point Likert scale. The research instruments were tested for validity using Pearson correlation and for reliability using Cronbach's Alpha, with a threshold value greater than 0.60. Data processing and statistical analysis were performed using SPSS Statistics version 26.

Data analysis techniques included descriptive statistical analysis, normality testing, and regression analysis. Simple linear regression was used to examine the effect of the digital economy on MSME turnover, while Moderated Regression Analysis (MRA) was applied to test the moderating role of internet literacy. Hypothesis testing was conducted using

the t-test at a 5% significance level, and the coefficient of determination (R^2) was used to assess the explanatory power of the regression model.

C. RESULTS & DISCUSSION

This study involved 100 MSME (Micro, Small, and Medium Enterprise) actors in Mataram City, selected using the proportional random sampling technique. Data were collected through questionnaires and analyzed using SPSS version 26. The validity test results indicate that all indicators of the digital economy, MSME turnover, and internet understanding variables have r-count values greater than the r-table value; therefore, all questionnaire items are considered valid. Furthermore, the reliability test shows that the Cronbach's Alpha values for all variables exceed 0.60, indicating that the research instruments are reliable and consistent.

The normality test using Z-skewness and Z-kurtosis values indicates that the data are normally distributed, thus meeting the assumptions required for regression analysis. The results of the simple linear regression analysis reveal that the digital economy has a positive and significant effect on MSME turnover in Mataram City. This is evidenced by a significance value of less than 0.05, leading to the acceptance of the first hypothesis (H1). These findings indicate that higher utilization of the digital economy is associated with increased MSME turnover.

Furthermore, the Moderated Regression Analysis (MRA) results show that the internet understanding variable has a significant effect on MSME turnover and is also significant in its interaction with the digital economy variable. The significance values of both the internet understanding variable and the interaction term (digital economy × internet understanding) are below 0.05. Therefore, internet understanding is proven to moderate the relationship between the digital economy and MSME turnover with a quasi-moderation type, resulting in the acceptance of the second hypothesis (H2).

The results of this study indicate that the digital economy plays a crucial role in increasing MSME turnover in Mataram City. The utilization of digital technologies, such as social media marketing, e-commerce platforms, and digital payment systems, enables MSME actors to reach broader markets without spatial and temporal limitations. This condition

enhances sales opportunities and operational efficiency, which ultimately leads to increased turnover. These findings are consistent with digital economy theory, which posits that digitalization can create efficiency, expand market access, and improve business competitiveness.

The findings of this study also reinforce previous research indicating that the digital economy has a positive and significant impact on MSME income or turnover. With the presence of the digital economy, MSME actors are no longer solely dependent on conventional marketing methods but can leverage various digital platforms for promotion, customer communication, and market demand analysis. This demonstrates that the digital economy has become a strategic factor in MSME development in the modern era.

Moreover, the results confirm that internet understanding functions as a moderating variable that strengthens the effect of the digital economy on MSME turnover. MSME actors with a higher level of internet understanding tend to be more capable of optimizing the use of digital technologies in their business activities. Internet understanding facilitates access to market information, learning digital marketing strategies, and adapting to technological changes. Consequently, the digital economy exerts a greater impact on turnover growth when supported by adequate internet understanding.

The type of moderation identified in this study is quasi-moderation, indicating that internet understanding not only acts as a moderating variable but also has a direct effect on MSME turnover. In other words, improvements in internet understanding can directly increase MSME turnover while simultaneously enhancing the effectiveness of digital economy utilization. These findings emphasize that MSME development requires not only access to digital technology but also the enhancement of human resource capacity in understanding and optimally using the internet.

Overall, the results of this study suggest that MSME development strategies in Mataram City should focus on strengthening digital economy utilization alongside improving MSME actors' internet understanding. Through this combination, MSMEs are expected to increase turnover, expand market reach, and enhance competitiveness in a sustainable manner.

D. CONCLUSION

This study examined the effect of the digital economy on MSME turnover in Mataram City, with internet understanding as a moderating variable. Based on the results of statistical analysis, the digital economy was found to have a positive and significant effect on MSME turnover. This indicates that the increasing use of digital technologies, such as social media marketing, e-commerce platforms, and digital payment systems contributes directly to higher sales performance and revenue growth among MSMEs.

Furthermore, this study confirms that internet understanding plays a significant moderating role in the relationship between the digital economy and MSME turnover. The results of the Moderated Regression Analysis indicate a quasi-moderation effect, meaning that internet understanding not only strengthens the influence of the digital economy on turnover but also has a direct positive impact on MSME performance. MSME actors with better internet understanding are more capable of optimizing digital tools, accessing market information, and adapting to technological changes, thereby achieving greater business outcomes.

Overall, the findings highlight that the successful implementation of the digital economy among MSMEs is not solely dependent on access to digital technology, but also on the capacity of human resources to understand and effectively utilize the internet. Strengthening both technological adoption and digital competencies is therefore essential to enhancing MSME competitiveness and sustainability.

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ENTRIES: Journal of Entrepreneurship Studies
Vo,l , No.2 (Desember) 2025, ISSN: XXXX-XXXX
Page: 101-112

UNIVERSITY MERCHANDISE AS A BRANDING STRATEGY AND STRENGTHENING THE ENTREPRENEURIAL ECOSYSTEM IN HIGHER EDUCATION

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ABSTRACT: This research aims to examine the strategic role of university merchandise in strengthening institutional identity and developing an entrepreneurial ecosystem in higher education. Thru a systematic literature review of various international and national studies published between 2010 and 2024, this research found that university merchandise has value beyond its economic function. University-branded products serve as symbols of pride, social identity, and a means of communicating the university's values to both the academic community and the public. The study results indicate that emotional factors such as a sense of belonging and institutional image have a strong influence on students' attitudes and purchase intentions toward university merchandise. Additionally, managing the merchandise unit can serve as an experiential learning tool that fosters students' managerial and entrepreneurial skills. By implementing sustainable business models like the Business Model Canvas, the university's merchandise unit also has the potential to become a non-academic revenue source that strengthens the institution's independence and reputation. This finding confirms that the development of official merchandise needs to be viewed as an integrated strategy between branding, learning, and entrepreneurship in realizing an entrepreneurial university.

Keywords: University Merchandise, Institutional Identity, Consumer Behavior, Entrepreneurship, University Branding

ABSTRAK: Penelitian ini bertujuan untuk mengkaji peran strategis merchandise universitas dalam memperkuat identitas institusional dan mengembangkan ekosistem kewirausahaan di pendidikan tinggi. Melalui tinjauan literatur sistematis dari berbagai studi internasional dan nasional yang diterbitkan antara tahun 2010 dan 2024, penelitian ini menemukan bahwa merchandise universitas memiliki nilai di luar fungsi ekonominya. Produk bermerek universitas berfungsi sebagai simbol kebanggaan, identitas sosial, dan sarana untuk mengkomunikasikan nilai-nilai universitas kepada komunitas akademik

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dan publik. Hasil penelitian menunjukkan bahwa faktor emosional seperti rasa memiliki dan citra institusional memiliki pengaruh kuat terhadap sikap dan niat pembelian mahasiswa terhadap merchandise universitas. Selain itu, pengelolaan unit merchandise dapat berfungsi sebagai alat pembelajaran pengalaman yang menumbuhkan keterampilan manajerial dan kewirausahaan mahasiswa. Dengan menerapkan model bisnis berkelanjutan seperti Business Model Canvas, unit merchandise universitas juga berpotensi menjadi sumber pendapatan non-akademik yang memperkuat kemandirian dan reputasi institusi. Temuan ini menegaskan bahwa pengembangan merchandise resmi perlu dilihat sebagai strategi terintegrasi antara branding, pembelajaran, dan kewirausahaan dalam mewujudkan universitas kewirausahaan.

Kata Kunci: Merchandise Universitas, Identitas Institusional, Perilaku Konsumen, Kewirausahaan, Branding Universitas

A. INTRODUCTION

In the last two decades, colleges and universities in various countries have undergone a significant paradigm shift from being mere educational institutions to institutions focused on innovation, entrepreneurship, and economic sustainability. This shift aligns with the concept of the Entrepreneurial University proposed by Etzkowitz (2008) and Clark (1998), which positions universities as the driving force of innovation thru synergy between academia, industry, and society. Within this framework, universities not only function as producers of knowledge but also as creators of value capable of converting their academic resources into products, services, and economic activities that benefit society. One concrete manifestation of this spirit is the emergence of university business initiatives that integrate educational, branding, and entrepreneurial aspects thru the management of university merchandise products.

University merchandise products – such as t-shirts, jackets, mugs, hats, or tote bags with the university logo – now serve not only as promotional tools but have also evolved into strategic instruments for building institutional image, strengthening a sense of belonging, and fostering an entrepreneurial culture within the academic environment (Tong, 2014; Phillips, Roundtree, & Kim, 2014). Recent studies show that university merchandise has strong symbolic and emotional dimensions. It serves as a medium for expressing the social identity of students, alumni, and the general public who feel connected to the university's values (Lee & Park, 2018; Hardin, Childs, & Simpson, 2023). This

phenomenon cannot be separated from Social Identity Theory, which explains that individuals tend to express their membership and pride in a particular group thru visual symbols such as institutional logos or colors (Tajfel & Turner, 1979).

Globally, the university-licensed merchandise market has grown into a multi-billion dollar industry. Data from the Collegiate Licensing Company (CLC) show that the market value of university-licensed products in the United States reaches over 4.6 billion USD per year with a growth rate of approximately eight percent, with the apparel category dominating up to 60 percent of total sales (Tong, 2014). These products are not only consumed by current students, but also by alumni, staff, university sports fans, and even the general public who want to show their affiliation and pride in a particular university. More than just an economic transaction, purchasing university merchandise reflects the emotional and psychological connection between individuals and the institution, making the merchandise a form of symbolic loyalty.

Various studies show that the motivation to purchase university merchandise is not solely driven by functional needs, but also by psychological, social, and emotional drives. Phillips, Roundtree, and Kim (2014) found that support for the university sports team was a more dominant factor than academic or religious motivation in driving merchandise purchasing decisions. This finding is supported by Lee and Park (2018), who explain that perceptions of university prestige and students' level of identification with their alma mater directly influence perceived value and the intention to purchase university-licensed products. In other words, university merchandise serves as an effective means of strengthening the emotional attachment and collective pride of the academic community.

Beside psychological aspects, product design and quality are also important factors in determining the appeal of merchandise. Hardin, Childs, and Simpson (2023) found that students tend to have diverse preferences for merchandise products, ranging from classic-vintage styles to more modern and chic designs. This variation in preferences indicates that merchandise design strategies must be tailored to the characteristics and cultural identity of the university community in order to create a strong emotional resonance. This is where the role of creative branding and design innovation becomes important as a differentiating element that strengthens the university's image in the public eye (Keller, 2003; Schmitt, 1999).

In the Indonesian context, the development of university merchandise is starting to be seen at various major universities. Some universities have established official business units to manage their official merchandise product lines, strengthening institutional identity while also opening up business opportunities for students. For example, ITB Press, which since 2022 has been developing the Bandung Institute of Technology's merchandise line as a strategy to expand its market base and increase student engagement. Rasyida and Aprianingsih's (2024) research found that students' sense of belonging and the quality of product design significantly influence positive attitudes and the intention to purchase ITB Press merchandise. On the other hand, UB Merch, owned by Brawijaya University, serves as a best practice example in managing an official university store with an integrative concept. Production and distribution activities for merchandise involve students from various faculties, allowing them to directly hone their design, digital marketing, and operational management skills. This model demonstrates how universities can create a learning ecosystem that simultaneously connects academic, creative, and entrepreneurial aspects.

Strategically, the existence of university merchandise provides multidimensional benefits for higher education institutions. From a branding perspective, merchandise products serve as a symbolic communication medium that expands the university's visibility and reputation in the public sphere (Chapleo, 2011). From an educational standpoint, managing university merchandise becomes a means of experiential learning where students can practice entrepreneurial skills, collaboration, and product innovation (Kolb, 1984; Neck & Greene, 2011). Meanwhile, from an economic perspective, the merchandise business unit can contribute to the university's non-academic revenue and serve as an alternative funding source supporting institutional sustainability (Audretsch, 2014). This approach aligns with the entrepreneurial campus trend in various countries, where universities develop commercial ventures that remain consistent with their academic and social values (Carayannis & Campbell, 2012).

Nevertheless, academic studies on university merchandise in Indonesia are still relatively limited. Most previous research has focused on consumer behavior aspects and psychological factors in foreign contexts (Tong, 2014; Phillips et al., 2014; Lee & Park, 2018), while research linking merchandise to university branding strategies, entrepreneurial learning, and university business sustainability is still rare. This gap is

important to bridge so that the development of university merchandise in Indonesia is not only sales-oriented, but also becomes an integral part of the university's entrepreneurial mission.

Based on this background, this article attempts to synthesize the literature findings related to the role of university merchandise in strengthening institutional image and building an entrepreneurial ecosystem in higher education. By referencing various international studies and best practices of universities in Indonesia, this paper is expected to provide conceptual and practical perspectives on how campus merchandise can be strategically developed as a means of learning, innovation, and sustainability for universities in the era of entrepreneurial education.

B. METHODS

This study employs a systematic literature review (SLR) approach to critically examine various scientific publications discussing the role of university merchandise in the context of institutional branding and entrepreneurship. A literature search was conducted thru the Scopus, ScienceDirect, and Google Scholar databases using a combination of keywords such as "university merchandise," "branding," "entrepreneurial university," and "student purchase intention." The selected articles met the following criteria: (1) published between 2010 and 2024, (2) available in full text, (3) relevant to the context of university merchandise, institutional identity, consumer behavior, or entrepreneurial learning, and (4) published in reputable national or international journals.

From the initial search results, 45 articles were obtained, and after a relevance and duplication-based screening process, 15 primary publications were selected for thematic analysis. The analysis was conducted by reviewing the patterns of concepts, key variables, and the relationships between empirical findings, resulting in three main themes:

1) University merchandise as a symbol of institutional identity and pride,
2) Student consumer behavior and the factors influencing it, and
3) The role of university merchandise as a means of entrepreneurship education and sustainable business model development.

C. RESULTS AND DISCUSSION

The results of this literature review indicate that university merchandise plays a strategic role in four main dimensions: (1) forming institutional identity and image, (2) influencing student purchasing behavior and motivation, (3) serving as a means of entrepreneurship education, and (4) its potential as a sustainable business model within the university environment.

First, from the dimension of institutional identity and image, it was found that university merchandise products serve as representative symbols that strengthen the emotional bond between the academic community and the university. The study by Hardin, Childs, and Simpson (2023) shows that university attributes such as logos and colors are not just promotional tools, but also forms of student pride and social affiliation expression. Similar findings by Lee and Park (2018) indicate that perceived university prestige directly influences perceived value and purchase intention for university-licensed products. In other words, the higher the university's prestige in the eyes of students, the higher their tendency to buy university merchandise.

Second, from the dimension of student purchasing behavior and motivation, it was found that the decision to buy merchandise is not solely rational, but also emotional and social. Tong's (2014) and Phillips, Roundtree, and Kim's (2014) research identified that the main motivations for students to purchase university merchandise are to affirm their self-identity, show pride in the institution, and strengthen their sense of belonging. Meanwhile, research in Indonesia by Rasyida and Aprianingsih (2024) shows that students' sense of belonging to ITB plays a significant role in shaping positive attitudes and purchase intentions toward ITB Press merchandise products. Product esthetic factors such as design, color, and style have also been shown to influence purchase preferences (Hardin et al., 2023).

Third, the study results show that managing university merchandise has significant pedagogical value in entrepreneurship education. Based on experiential learning theory (Kolb, 1984), real-world activities in product design, production, and marketing can enhance students' business skills thru direct experience. This model has been implemented in various universities, such as Brawijaya University thru UB Merch, which makes the merchandise unit a laboratory for student entrepreneurship. This approach

not only hones practical skills but also fosters an innovative spirit and an entrepreneurial mindset (Neck & Greene, 2011).

Fourth, from a business model and sustainability perspective, the literature indicates that universities that professionally manage merchandise units can achieve significant economic benefits. Megová and Pálka (2018) show that applying the Business Model Canvas in a university setting is effective in designing a business system that is efficient, transparent, and adaptable to the needs of the student market. Elements such as value propositions, distribution channels, customer relationships, and revenue streams can be adapted to the characteristics of universities. In Indonesia, this approach can support the strengthening of the entrepreneurial ecosystem and open up opportunities for collaboration with the local creative industry.

Overall, the results of the literature synthesis confirm that university merchandise plays a multidimensional and interconnected role: a symbol of identity, a tool for communicating values, a medium for entrepreneurship learning, and a source of sustainable income. These four dimensions are then analyzed in more depth in the following discussion section.

Merchandise as a Representation of Institutional Identity

The study results indicate that university merchandise plays a symbolic role in strengthening university identity and fostering a sense of belonging among students and alumni. Based on Social Identity Theory (Tajfel & Turner, 1979), individuals associate themselves with specific social groups to gain identity and self-esteem. In this context, university attributes such as t-shirts, jackets, or tote bags with the university logo serve as a medium for social identification and expressing loyalty.

Hardin et al.'s (2023) research shows that students tend to associate merchandise with emotional values such as pride and nostalgia. These products serve as a means for students to affirm their membership in the university community and bring academic memories to life. This phenomenon demonstrates how university merchandise functions not only as a product but also as a symbolic narrative representing institutional values such as intellectualism, integrity, and community.

Similar practices are evident in UB Merch from Brawijaya University and ITB Press Merchandise, which utilize product design to highlight their university's character. For instance, t-shirt designs featuring university taglines or philosophies not only strengthen visual identity but also extend branding reach to the wider community. Thus, university merchandise serves as a silent ambassador for the institution's reputation.

Dynamics of Student Behavior and Motivation in Merchandise Purchase

From the synthesis results, student consumer behavior toward university merchandise shows a complexity between psychological, social, and esthetic factors. Based on the Value-Attitude-Behavior model (Keller, 2003), perceived value shapes positive attitudes toward a product and influences purchase intention. Students buy merchandise not solely for the product's function, but also for its symbolic meaning and emotional association with the university (Tong, 2014; Phillips et al., 2014).

Rasyida and Aprianingsih's (2024) research confirms that a sense of belonging is a primary determinant of students' attitudes and purchase intentions toward university products. The higher the students' emotional attachment to the university, the greater their tendency to purchase and use official merchandise products. Hardin et al. (2023) also identified a shift in modern students' design preferences toward minimalist, vintage, or streetwear styles, which are more representative of self-expression. This suggests that university merchandise should be designed with student trends and lifestyles in mind, as they are the primary target market.

Additionally, the study results show that merchandise is not only consumed by active students, but also by alumni and the general public who have an emotional connection to the university. This means that university-branded products have the potential to build an intergenerational emotional community that strengthens university loyalty and image in the long run.

Merchandise as a Medium for Entrepreneurship Learning

Beside its symbolic and emotional roles, university merchandise also serves as a strategic vehicle for experiential learning. Kolb (1984) explains that concrete experience is the foundation for the formation of new knowledge. In the context of entrepreneurial education, student involvement in merchandise management provides an opportunity

for hands-on learning about production management, digital marketing, and customer service.

The model applied to UB Merch at Brawijaya University demonstrates the successful integration of economic activities and learning. Students are involved in the entire business process, from design ideas to online sales strategies. This experience fosters a strong entrepreneurial mindset, aligning with Neck and Greene's (2011) view that effective entrepreneurial learning should be practice-based and collaborative.

This approach also reinforces the spirit of the Entrepreneurial University (Etzkowitz, 2008), where universities serve as a hub for innovation and entrepreneurial incubation. By leveraging merchandise potential, universities can build a university business ecosystem that connects students, faculty, and industry partners within a mutually supportive value chain.

Merchandise as a Business Model and a Pillar of University Sustainability

The study results indicate that the management of university merchandise can be developed into a sustainable business model that supports the university's financial independence. The application of the Business Model Canvas (Osterwalder & Pigneur, 2010) has proven effective in helping universities design a systematic business structure. Megová and Pálka (2018) show that this approach allows universities to identify customer segments (students, alumni, the public), formulate value propositions (university identity products), and build effective distribution channels both online and offline.

Beside providing economic benefits, the merchandise unit can also be directed toward a social enterprise model by considering social and environmental sustainability aspects. Some universities abroad have begun implementing the concept of green merchandise, which involves producing environmentally friendly goods using recycled materials or minimal waste processes. This concept has the potential to be applied in Indonesia to support the green campus agenda and sustainable entrepreneurship.

If managed professionally, university merchandise can be a pillar supporting the institution's reputation and financial sustainability. Furthermore, the success of this model can inspire the development of other university-based businesses focused on innovation, economic independence, and social responsibility.

Academic and Practical Implications

Academically, these findings enrich the discourse on the integration between institutional identity and entrepreneurship education. University merchandise is no longer seen simply as a promotional tool, but as part of a learning strategy and a way to strengthen entrepreneurial culture within the university. Practically speaking, universities need to build an official merchandise management system that is integrated with the curriculum, involves students from various disciplines, and applies the principles of sustainability and design innovation.

Implementing this concept can also strengthen university branding, increase the pride of the academic community, and create creative business opportunities for students. In the long run, university merchandise can become an icon reflecting the reputation of a modern university that is creative, independent, and globally competitive.

Figure 1. Conceptual Framework of the Role of University Merchandise in Strengthening Branding and the Entrepreneurial Ecosystem

Based on the literature synthesis and previous discussion results, the role of university merchandise can be understood more comprehensively thru a conceptual framework. This framework summarizes the relationship between institutional identity, student engagement, consumption behavior, and the entrepreneurial learning process, which ultimately contributes to the development of a sustainable university business model. The relationship is visualized in Figure 1 above.

This conceptual framework affirms that university merchandise has a multidimensional function: as a symbol of university identity, as a factor influencing student attitudes and

behaviors, as an experiential learning medium, and as an economic pillar supporting university independence. By integrating these four dimensions, universities can leverage merchandise not only to strengthen institutional image but also to foster a sustainable entrepreneurial culture.

D. CONCLUSION

This study shows that university merchandise plays an important role in strengthening institutional identity, building emotional attachment among the academic community, and supporting the development of the university's entrepreneurial ecosystem. University-branded products not only serve as a promotional medium but also as a symbol of pride, social identity, and a representation of the university's values.

Additionally, managing merchandise provides educational value as it can serve as a means of experiential learning, fostering students' managerial skills and entrepreneurial spirit. If managed with sustainable and innovative business principles, university merchandise units can also become a source of non-academic revenue that strengthens the university's independence.

Thus, the development of official merchandise should be an integral part of the branding and entrepreneurial strategy of modern universities. Moving forward, empirical research is needed to assess the social, economic, and educational impact of university merchandise management in Indonesia.

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ENTRIES: Journal of Entrepreneurship Studies
Vo,l , No.2 (Desember) 2025, ISSN: XXXX-XXXX
Page: 113-130

INTEGRATING ARTIFICIAL INTELLIGENCE INTO ENTREPRENEURIAL STRATEGIES: OPPORTUNITIES AND CHALLENGES

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ABSTRACT: The rapid advancement of Artificial Intelligence (AI) has created both unprecedented opportunities and pressing challenges for entrepreneurs, making its integration into business strategy a topic of growing urgency and relevance. This study aims to investigate how AI is incorporated into entrepreneurial strategies, the opportunities it generates, and the challenges it imposes, with particular attention to small and medium-sized enterprises (SMEs) and startups. Employing a qualitative library research design, the study draws on peer-reviewed journals, academic books, and industry reports published in the last decade. Using content analysis, the literature was categorized into two main themes opportunities and challenges and synthesized into a conceptual framework. The findings reveal that AI fosters innovation, efficiency, and market expansion through personalization, predictive analytics, and scalable business models, but entrepreneurs face significant barriers, including high implementation costs, skills shortages, regulatory uncertainty, and ethical dilemmas. The study contributes theoretically by integrating Dynamic Capabilities, Entrepreneurial Orientation, and technology acceptance models (TAM/UTAUT) to explain AI adoption in entrepreneurship. Practically, it offers guidance for entrepreneurs to maximize AI-driven opportunities while mitigating risks. The study acknowledges limitations inherent in library research and recommends empirical studies, such as surveys or case analyses, to validate and extend the proposed framework.
Keywords: Artificial Intelligence, Entrepreneurship, Entrepreneurial Strategy, Opportunities, Challenges

ABSTRAK: Kemajuan pesat Kecerdasan Buatan (AI) telah menciptakan peluang yang belum pernah terjadi sebelumnya dan tantangan mendesak bagi para pengusaha, menjadikan integrasinya ke dalam strategi bisnis sebagai topik yang semakin mendesak dan relevan. Studi ini bertujuan untuk menyelidiki bagaimana AI diintegrasikan ke dalam strategi kewirausahaan, peluang yang dihasilkannya, dan tantangan yang ditimbulkannya, dengan perhatian khusus pada usaha kecil dan menengah (UKM) dan perusahaan rintisan. Dengan menggunakan desain penelitian pustaka kualitatif, studi ini mengacu pada jurnal yang ditinjau sejawat, buku-buku akademis, dan laporan industri

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yang diterbitkan dalam dekade terakhir. Dengan menggunakan analisis konten, literatur dikategorikan ke dalam dua tema utama: peluang dan tantangan, dan disintesis ke dalam kerangka konseptual. Temuan menunjukkan bahwa AI mendorong inovasi, efisiensi, dan ekspansi pasar melalui personalisasi, analitik prediktif, dan model bisnis yang dapat diskalakan, tetapi para pengusaha menghadapi hambatan signifikan, termasuk biaya implementasi yang tinggi, kekurangan keterampilan, ketidakpastian regulasi, dan dilema etika. Studi ini memberikan kontribusi teoritis dengan mengintegrasikan Kapabilitas Dinamis, Orientasi Kewirausahaan, dan model penerimaan teknologi (TAM/UTAUT) untuk menjelaskan adopsi AI dalam kewirausahaan. Secara praktis, penelitian ini menawarkan panduan bagi para pengusaha untuk memaksimalkan peluang yang didorong oleh AI sekaligus meminimalkan risiko. Studi ini mengakui keterbatasan yang melekat pada penelitian pustaka dan merekomendasikan studi empiris, seperti survei atau analisis kasus, untuk memvalidasi dan memperluas kerangka kerja yang diusulkan.

Kata kunci: Kecerdasan Buatan, Kewirausahaan, Strategi Kewirausahaan, Peluang, Tantangan

A. INTRODUCTION

The rapid advancement of Artificial Intelligence (AI) has generated profound implications for entrepreneurship. AI is no longer confined to operational functions but is increasingly regarded as a disruptive force capable of transforming business models, product innovation, and competitive strategies. Within this context, AI provides entrepreneurs with opportunities to enhance efficiency, expand market reach, and strengthen global competitiveness (Favour Oluwadamilare Usman et al., 2024).

Despite this potential, the adoption of AI in entrepreneurial practice remains complex and challenging. While many studies emphasize AI's transformative opportunities, obstacles such as limited resources, organizational resistance, and ethical concerns remain significant barriers. This is particularly true for small and medium-sized enterprises (SMEs) and startups, which often struggle with financial and technological constraints in implementing advanced digital tools (Etemad, 2024). As such, there is a pressing need to examine the dual dimensions of opportunities and challenges in AI integration within entrepreneurial strategies.

The literature increasingly highlights that AI should not be understood merely as a technological instrument but as a strategic enabler. Applications of AI in identifying new market opportunities, optimizing decision-making processes, and stimulating disruptive innovation are reshaping entrepreneurial strategy in fundamental ways (Alshurideh et

al., 2024). Accordingly, AI has become a cornerstone for entrepreneurs seeking to sustain long-term competitive advantage in rapidly evolving markets.

Nevertheless, most scholarly work on AI tends to focus on large firms equipped with advanced technological capacities, while research on SMEs and startups remains relatively underdeveloped. This imbalance is problematic, as SMEs and startups play a pivotal role in economic ecosystems but face unique vulnerabilities in adopting AI technologies (Güner Gültekin et al., 2025). Addressing this gap is essential to ensure that insights into AI adoption are relevant across diverse entrepreneurial contexts.

Another critical observation from existing literature is its bias toward opportunities rather than challenges. While research often highlights AI's ability to enhance innovation and efficiency, discussions of risks such as algorithmic bias, ethical dilemmas, and unintended social consequences are relatively scarce (Sophocleous, 2025). This lack of balance risks overestimating the benefits of AI while underestimating the complexity of its integration into entrepreneurial strategies.

Furthermore, the discourse on AI in entrepreneurship has often been technologically deterministic, overlooking the organizational and strategic adaptations necessary for effective implementation. Scholars argue that AI adoption involves not only technical integration but also transformations in creativity, decision-making, and organizational design (Townsend & Hunt, 2019). Therefore, entrepreneurship research must expand beyond the technical dimension to examine AI's strategic and managerial implications.

In response to these gaps, this study is guided by the following research questions: (1) How is AI integrated into entrepreneurial strategies according to the existing literature? (2) What opportunities does AI offer for entrepreneurship? and (3) What challenges do entrepreneurs face in adopting AI? These questions provide a framework for systematically examining the complex relationship between AI and entrepreneurial strategy.

The aim of this research is to conduct a literature-based investigation into the integration of AI into entrepreneurial strategies, with a particular focus on identifying emerging opportunities and challenges. By synthesizing prior studies, this paper seeks to contribute to the academic discourse on technology-driven entrepreneurship and provide practical insights for entrepreneurs navigating the digital era (Bickley et al., 2025).

B. METHODS

This study adopts a qualitative research design using a library research approach. Library research allows for the systematic collection, analysis, and synthesis of secondary data from scholarly sources such as peer-reviewed journals, academic books, and industry reports (Creswell & Creswell, 2017). This approach is particularly suitable for exploring Artificial Intelligence (AI) integration in entrepreneurial strategies, where empirical fieldwork remains limited and conceptual clarity is needed (Uriarte et al., 2025).

The data sources of this study consist of international and national peer-reviewed journals, academic books, and credible industry reports published within the last five to ten years. This timeframe ensures that the reviewed material reflects the latest developments in AI technologies and entrepreneurial practices. In line with established systematic review practices, only peer-reviewed publications and high-quality reports were included to guarantee the rigor and reliability of the analysis (Chen et al., 2024).

A content analysis technique was employed to analyze the collected literature (Chiarini, 2012). Content analysis enables researchers to identify recurring patterns, themes, and concepts across diverse studies. By applying this method, the research systematically categorized the literature into two overarching themes: *opportunities* and *challenges* of AI integration in entrepreneurship. This thematic categorization follows methodological guidance in entrepreneurship and AI literature reviews (Roundy & Asllani, 2024).

The analytical procedure began with categorization, where key findings were grouped into themes reflecting opportunities (e.g., personalization, predictive analytics, efficiency) and challenges (e.g., costs, skills gaps, regulation, ethics). Following categorization, a comparative analysis was conducted to identify similarities and differences in findings across studies. This step enhanced the robustness of the analysis by ensuring that conclusions were not drawn from isolated cases but from collective patterns in the literature (Siddiqui et al., 2024). Next, a synthesis process was undertaken to integrate the findings into a conceptual framework. The synthesis emphasized how opportunities and challenges coexist in the integration of AI into entrepreneurial strategies and highlighted potential trade-offs entrepreneurs face. Such synthesis is essential for moving beyond fragmented insights toward a comprehensive understanding of AI's role in entrepreneurship (Giuggioli & Pellegrini, 2022).

Finally, methodological rigor was ensured by triangulating findings across multiple sources and adopting transparent procedures in literature selection and analysis. The use of established guidelines for content and bibliometric analysis further strengthened the methodological validity of this research (Klarin, 2024). This structured methodological approach provides a robust foundation for exploring the opportunities and challenges of AI in entrepreneurial strategy.

C. RESULTS AND DISCUSSION

AI in Entrepreneurial Strategies

The literature consistently identifies AI as a transformative force reshaping entrepreneurial strategies by enhancing decision-making, innovation, and competitiveness. AI integration is not limited to automating operational tasks but extends to redefining business models and strategic orientations. For instance, studies emphasize how AI augments entrepreneurial creativity and capability in technology-based ventures, enabling startups to balance innovation with resource constraints (Majorana et al., 2025). This highlights a pattern where AI becomes embedded as both a functional tool and a strategic enabler in entrepreneurship.

Patterns of AI integration are also visible in entrepreneurial education and capacity-building contexts. Research shows that student entrepreneurs equipped with AI tools exhibit higher marketing performance and stronger dynamic capabilities. This suggests that entrepreneurial strategies increasingly rely on digital competence as a foundational skill, with AI serving as an accelerator of opportunity recognition and exploitation (Gong et al., 2025). Thus, education and training environments play a critical role in shaping how entrepreneurs integrate AI strategically.

Another recurring theme is AI's role in consumer behavior analysis and market adaptation. Entrepreneurs leverage AI to detect hidden patterns, predict demand fluctuations, and design personalized marketing strategies. This strategic use of AI allows firms to align products and services with evolving consumer expectations, thereby increasing market responsiveness and competitive advantage (Favour Oluwadamilare

Usman et al., 2024). This reflects a broader pattern where AI fosters customer-centric strategies across entrepreneurial ecosystems.

At the strategic management level, integration of AI is framed as a core axis of competitive strategy. Entrepreneurs adopt AI not simply as an add-on but as a foundational component of business strategy, enabling predictive insights, process optimization, and real-time decision support. Literature indicates that effective AI adoption requires alignment between business objectives and technological capabilities to ensure sustainable integration (Alet, 2023). This underscores a pattern where strategic alignment emerges as a precondition for successful AI-driven entrepreneurship.

AI integration also manifests in the transformation of entrepreneurial business models. Entrepreneurs are using AI to redesign ventures, create digital-first models, and pursue disruptive innovation in traditional industries. These transformations are not merely technological but involve shifts in organizational culture, resource allocation, and value creation processes (Fang, 2023). Thus, AI functions as a catalyst for both incremental improvements and radical strategic shifts in entrepreneurial practice.

Finally, integration patterns reveal a move toward hybrid approaches that combine AI with human creativity and judgment. Studies suggest that entrepreneurs who effectively synthesize AI-driven insights with human expertise achieve greater adaptability and resilience in uncertain markets (Truong et al., 2023). This hybridization represents an emerging pattern where AI is neither replacing human entrepreneurship nor functioning in isolation but becoming interwoven with entrepreneurial strategy as a complementary capability.

Opportunities from AI in Entrepreneurship

The literature highlights that AI offers entrepreneurs substantial opportunities to innovate and capture new business value. AI technologies facilitate advanced data analytics, enabling firms to identify unmet consumer needs, optimize operations, and create scalable digital solutions. Uriarte and Baier-Fuentes (2025) emphasize that AI-driven tools are not only reshaping existing businesses but also creating entirely new entrepreneurial ventures by expanding the boundaries of innovation (Uriarte et al., 2025). This indicates a pattern where AI acts as both a catalyst and platform for new opportunity creation.

One of the most widely recognized opportunities is AI's ability to enhance sustainable entrepreneurship. Bickley, Macintyre, and Torgler (2025) illustrate how AI, combined with big data, supports environmentally conscious business models by improving efficiency and minimizing waste (Bickley et al., 2025). This highlights a shift toward not only profit-driven but also purpose-driven entrepreneurship, where AI becomes an enabler of sustainable innovation and responsible market engagement.

AI also offers opportunities in entrepreneurship education, preparing future entrepreneurs with digital capabilities. Chen et al. (2024) demonstrate that embedding AI into entrepreneurship curricula enhances learners' ability to recognize entrepreneurial opportunities and fosters digital-oriented ventures (Chen et al., 2024). This signals that entrepreneurial strategies increasingly depend on competencies in AI literacy, positioning education as a key opportunity space for shaping entrepreneurial ecosystems.

From a business value perspective, Enholm, Papagiannidis, and Mikalef (2022) highlight AI's ability to create measurable value in terms of customer experience, productivity, and market expansion (Enholm et al., 2022). Entrepreneurs can deploy AI to personalize services, predict customer behavior, and scale ventures internationally. This opportunity reflects the transition of AI from a support function to a central strategic driver in entrepreneurship.

In addition, AI enables opportunities for systematic opportunity recognition. Giuggioli and Pellegrini (2023) argue that AI enhances entrepreneurs' ability to sense emerging trends, anticipate disruptions, and innovate within uncertain markets (Giuggioli & Pellegrini, 2022). Such findings underscore AI's role as an entrepreneurial enabler that strengthens foresight and reduces risk in decision-making processes.

Finally, AI offers pathways for integrating sustainability, efficiency, and innovation into business models. Toniolo et al. (2020) highlight that AI-driven tools foster sustainable business models by balancing profitability with environmental and social goals (Toniolo et al., 2020). Similarly, Obschonka and Audretsch (2020) argue that AI, combined with big data, marks a new era for entrepreneurship where digital intelligence fuels growth and inclusivity (Obschonka & Audretsch, 2020). This positions AI not only as a technological tool but as a transformative force shaping the entrepreneurial future.

Author(s), Year	Focus	Key Findings
(Uriarte et al., 2025)	AI technologies & entrepreneurship	AI creates new ventures and expands entrepreneurial innovation.
(Bickley et al., 2025)	AI & sustainable entrepreneurship	AI supports eco-friendly models and improves efficiency.
(Chen et al., 2024)	AI in entrepreneurship education	AI enhances learners' entrepreneurial opportunity recognition.
(Enholm et al., 2022)	AI and business value	AI boosts customer experience, productivity, and scalability.
(Giuggioli & Pellegrini, 2022)	AI as entrepreneurial enabler	AI enhances foresight, trend recognition, and market agility.
(Toniolo et al., 2020)	Sustainable business models & AI	AI enables balance of profitability with sustainability goals.
(Obschonka & Audretsch, 2020)	AI and big data in entrepreneurship	AI and big data mark a new era of inclusive entrepreneurship.

Challenges in AI Integration for Entrepreneurship

The first challenge identified across literature is the high cost of implementation. Small firms and startups often lack the capital to invest in sophisticated AI systems, data infrastructure, and ongoing maintenance. Research shows that while AI adoption can lower operational costs in the long run, the upfront financial burden is prohibitive for many entrepreneurs (Wright & Schultz, 2018). This imbalance widens the digital divide, giving established corporations disproportionate advantages in leveraging AI.

The second challenge concerns the shortage of digital and technical skills. Entrepreneurs frequently struggle to recruit or train employees with expertise in machine learning, data science, and algorithmic design. Koski and Husso (2018) emphasize that the demand for

advanced AI skills surpasses supply, creating barriers for SMEs to integrate AI into their business strategies (Weber et al., 2024). This skills gap restricts innovative potential and limits the scalability of AI-driven ventures.

Regulatory uncertainty is another critical barrier. Entrepreneurs operate in environments where AI regulations evolve unevenly across regions, leading to compliance challenges and legal risks. Scholars argue that existing governance frameworks are fragmented and lack clarity regarding accountability, intellectual property, and data privacy (Abuzaid & Alsbou, 2024). Such uncertainty discourages small ventures from investing in AI-driven strategies due to fears of future regulatory burdens.

Beyond costs and regulation, ethical dilemmas pose further challenges. Issues such as algorithmic bias, surveillance, and transparency undermine trust in AI applications. Du and Xie (2021) highlight paradoxes in consumer markets, where AI enables personalization but simultaneously risks exploitation of sensitive data (Du & Xie, 2021). For entrepreneurs, mismanaging these dilemmas can lead to reputational damage and loss of consumer confidence.

Moreover, legal frameworks around AI remain underdeveloped in many countries. Scholars point to a lack of standardized international regulations for AI applications in labor markets, healthcare, and finance (Andreeva et al., 2019). This regulatory vacuum forces entrepreneurs to navigate ambiguous legal contexts, increasing the risks associated with AI-based ventures.

Finally, challenges extend to the social and institutional dimensions of entrepreneurship. Revko and Galushka (2025) demonstrate that social entrepreneurs adopting AI face not only technical and legal issues but also difficulties aligning social objectives with profit motives (Revko & Galushka, 2025). These findings underscore that AI integration is not only a technological hurdle but also a strategic and societal balancing act for entrepreneurs.

Framework Proposal: Opportunities and Challenges

Synthesizing the literature reveals that AI creates a dual role in entrepreneurship: as both an opportunity generator and a source of challenges. Entrepreneurs adopt AI for personalization, predictive analytics, and efficiency, yet simultaneously encounter costs,

skills shortages, and regulatory risks. This paradox positions AI as a double-edged sword in entrepreneurial strategy (Cath, 2018).

The proposed conceptual framework situates AI at the center of entrepreneurial decision-making, connecting opportunities and challenges through dynamic feedback loops. Opportunities such as market expansion and sustainability drive adoption, while challenges such as ethics and regulation act as constraints. This balance influences whether AI integration leads to competitive advantage or failure (Xue & Pang, 2022).

Within this model, resources and capabilities moderate outcomes. Entrepreneurs with access to capital, skilled labor, and supportive ecosystems are more likely to harness opportunities, whereas under-resourced ventures struggle with the barriers. Thus, the framework highlights the role of institutional and ecosystem-level support in shaping AI's impact on entrepreneurship (Andreeva et al., 2019).

The framework also integrates ethical governance as a cross-cutting factor. By embedding responsible AI principles fairness, accountability, and transparency entrepreneurs can mitigate risks while sustaining consumer trust. Research stresses that ethical governance is not an optional add-on but a strategic imperative for long-term AI-enabled entrepreneurship (Du & Xie, 2021).

Additionally, the framework recognizes the temporal dimension of AI adoption. Initial adoption is challenge-heavy due to costs and uncertainties, but over time, as regulations mature and skills diffuse, opportunities become more accessible. This perspective encourages viewing AI adoption as an evolutionary process rather than a static outcome (O'Sullivan et al., 2019).

Ultimately, the framework proposes that AI integration in entrepreneurial strategies is best understood as a dialectical process, where opportunities and challenges continuously interact. Entrepreneurs who navigate this tension effectively are positioned to create sustainable competitive advantages, while those who fail to balance the dualities risk inefficiency or collapse (Abuzaid & Alsbou, 2024).

The findings of this study underscore the importance of Dynamic Capabilities (DC) in integrating AI into entrepreneurial strategies. DC theory emphasizes the ability of firms to sense opportunities, seize them, and reconfigure resources for sustained competitiveness. AI strengthens sensing through predictive analytics and big data while

enhancing seizing by enabling rapid decision-making. However, resource reconfiguration requires substantial investment in digital infrastructure and talent, often a barrier for SMEs (Ge & Zhao, 2022). This suggests that AI amplifies DC, but firms must address capability gaps to leverage it fully.

Entrepreneurial Orientation (EO) theory further contextualizes the findings. EO is characterized by innovativeness, proactiveness, and risk-taking, all of which align with AI adoption. Research demonstrates that organizations with strong EO are more likely to integrate AI effectively, using it as a tool for disruptive innovation and competitive differentiation (Rikhamba, 2024). Yet, the challenge lies in balancing risk-taking with responsible adoption, especially given regulatory and ethical uncertainties. This highlights EO as both an enabler and a risk factor in AI-driven entrepreneurship.

The Technology Acceptance Model (TAM) and Unified Theory of Acceptance and Use of Technology (UTAUT) provide additional insights into adoption behavior. Perceived usefulness and ease of use, central to TAM, strongly influence entrepreneurs' willingness to adopt AI. UTAUT extends this by incorporating social influence and facilitating conditions (Fetaji, 2023). Findings reveal that entrepreneurs adopt AI not only for operational benefits but also due to ecosystem pressures and support systems. Thus, adoption is shaped by both individual perceptions and broader institutional contexts.

Moreover, studies show that entrepreneurial self-efficacy mediates AI adoption by reinforcing confidence in technology-driven strategies. Ahmad et al. (2024) highlight that family-owned businesses adopt AI when leaders perceive themselves as digitally competent and strategically agile (Ahmad et al., 2024). This reinforces the interplay between UTAUT constructs and EO, demonstrating that self-belief and orientation toward innovation significantly influence technology integration.

Compared to prior literature, this study contributes by synthesizing opportunities and challenges within a single framework. While earlier studies emphasized either the benefits of AI adoption (Upadhyay et al., 2021) or the risks (Cath, 2018), this research integrates both dimensions. By applying DC, EO, and TAM/UTAUT lenses, the findings provide a more nuanced understanding of how entrepreneurs navigate the paradoxical nature of AI adoption. This dual perspective offers a theoretical advancement in the discourse on digital entrepreneurship.

The study also highlights the evolving role of entrepreneurial ecosystems in mediating AI adoption. Prior research often focused on firm-level factors, but this analysis underscores the importance of institutional support, regulatory clarity, and ecosystem collaboration. As Najarian and Hejazinia (2025) argue, acceptance models must incorporate ecosystem-level variables to reflect the realities of startup adoption environments (Najarian, 2025). This contribution extends TAM/UTAUT frameworks beyond individual perceptions to collective adoption contexts.

Practically, the findings suggest that entrepreneurs should adopt a strategic ambidexterity approach: exploiting AI for efficiency and customer engagement while exploring new markets through innovation. Aligning AI adoption with EO ensures that firms remain proactive and innovative, while DC capabilities help navigate uncertainty. However, entrepreneurs must also invest in ethical AI practices and governance structures to mitigate reputational risks (Duong et al., 2024). This balance between opportunity maximization and challenge mitigation defines long-term competitiveness.

Entrepreneurs should also prioritize building digital capabilities within their teams. Training and education programs can bridge skill gaps, while collaborations with universities and technology providers can provide access to AI resources otherwise unavailable to SMEs. As Rahimi and Oh (2024) argue, adapting TAM and UTAUT for entrepreneurial settings requires attention to contextual enablers, such as training, infrastructure, and regulatory incentives (Rahimi & Oh, 2024). Thus, practical adoption strategies must extend beyond individual entrepreneurs to include organizational and ecosystem-level interventions.

Finally, the implications of this study are twofold. For academia, it offers a multidimensional theoretical framework connecting DC, EO, and TAM/UTAUT to explain AI adoption in entrepreneurship. For practice, it provides actionable insights for entrepreneurs to align strategies with both opportunities and challenges. By framing AI as both an enabler and a disruptor, this study encourages entrepreneurs to adopt reflective, adaptable strategies that sustain competitiveness in an AI-driven economy (Kukanja, 2024).

D. CONCLUSION

This study set out to examine how Artificial Intelligence (AI) is integrated into entrepreneurial strategies, what opportunities it creates, and which challenges it poses. The findings show that AI plays a dual role: it enables entrepreneurs to personalize services, enhance predictive analytics, and scale into new markets, while simultaneously imposing challenges related to costs, skill shortages, regulatory uncertainty, and ethical concerns. In answering the research questions, the study highlights AI as both a catalyst for innovation and a disruptor requiring careful strategic adaptation.

Theoretically, this research contributes by linking Dynamic Capabilities, Entrepreneurial Orientation, and TAM/UTAUT frameworks to the adoption of AI in entrepreneurship. This multi-theoretical integration expands prior literature, which often emphasized either the technical or managerial aspects of AI adoption in isolation. By synthesizing opportunities and challenges within one conceptual framework, the study offers a more balanced and comprehensive understanding of AI's strategic role in entrepreneurship.

From a practical perspective, the study provides guidance for entrepreneurs on how to align AI adoption with innovation strategies while mitigating risks. Specifically, entrepreneurs should adopt ambidextrous strategies: exploiting AI for efficiency while exploring new value propositions. Building digital skills, fostering organizational learning, and embedding ethical governance are critical to ensuring sustainable AI adoption. These insights are particularly relevant for SMEs and startups operating under resource constraints.

Despite these contributions, the study has limitations. As a library-based research, it relies exclusively on secondary data drawn from existing literature. While this approach provides theoretical depth, it cannot capture real-time dynamics or contextual nuances of AI adoption across industries and geographies. The insights are therefore limited by the availability and scope of prior studies.

Future research should extend this work through empirical investigations, such as surveys of entrepreneurs or case studies of startups implementing AI solutions. Such approaches would validate and enrich the conceptual framework proposed here, providing more actionable insights into how entrepreneurs actually navigate opportunities and challenges in practice. Comparative studies across industries and regions could also illuminate contextual factors shaping AI adoption.

In conclusion, AI presents a paradox for entrepreneurs: it is both an unprecedented source of opportunity and a complex challenge requiring strategic agility, ethical foresight, and institutional support. Entrepreneurs who can balance these dualities stand to gain significant competitive advantage, while future research can help clarify the pathways to achieving such balance in diverse entrepreneurial contexts.

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What is the purpose of the study? Why are you conducting the study? The main section of an article should start with an introductory section, which provides more details about the paper's purposes, motivation, research methods, and findings. The introduction should be relatively nontechnical, yet clear enough for an informed reader to understand the manuscript's contribution. This paper used in-note in referencing articles with APA 7th style. You could write it as follows (Rido, 2023). For reference with more than three authors could be like (Wibawa et al., 2024). The use of a reference tool, such as Mendeley or Zotero, is highly recommended. It is strongly advised to utilize a reference tool like Mendeley or Zotero and You have to type across the manuscript with Cambria 12pt, single-spaced, indented, and justified.

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Name of theory here
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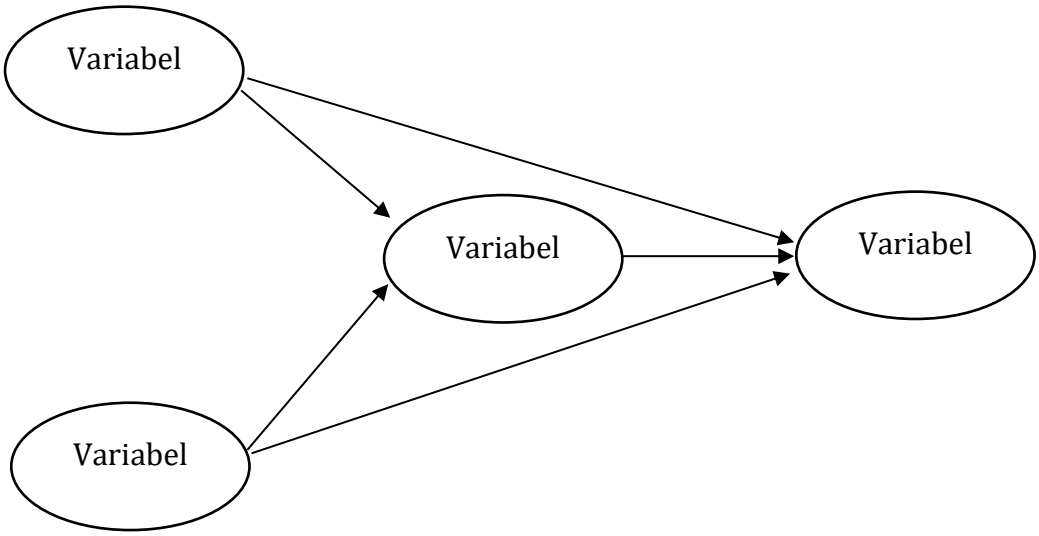

Figure 1. Conceptual Framework; Centered; Cambria 10 pt

Methods

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Variabel	R-square	Q-square
Entrepeneurship	0,876	0,678
Entrepeneurship	0, 732	0,567

Entrepeneurship	0, 986	0,877

Source: processed data

Discusssion

The discussion section should not merely restate the findings reported in the result section or report additional findings that have not been discussed earlier in the article. The focus should instead be on highlighting the broader implications of the study's findings and relating these to previous research. Make sure that the conclusions you reach follow logically from and are substantiated by the evidence presented in your study.

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