

Analyzing Social Entrepreneurship Business Models in MSMEs: Empowering the Underprivileged Through Marketing Mix and Human Resource Role

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ABSTRACT (10 pt)

This study analyzes the social entrepreneurship business model of the MSME "Es Teh Masa Kini" with a focus on the implementation of the marketing mix and the role of employing human resources from underprivileged communities. Social entrepreneurship is a business approach that not only aims for financial profit but also has a social objective to improve community welfare. The MSME "Es Teh Masa Kini" adopts this social business model by combining traditional marketing elements (product, price, place, promotion) with a social mission to empower the underprivileged as a form of human resource employment. This study employs a qualitative method with a case study approach. Data were collected through in-depth interviews with the MSME owner, field observations, and literature studies. The study concludes that the social entrepreneurship business model with the proper implementation of the marketing mix and the empowerment of the underprivileged as employees can be an effective strategy to achieve business sustainability and social goals. These findings are expected to serve as a reference model for other MSME practitioners in developing business models that are socially and economically oriented.

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1. INTRODUCTION

The social entrepreneurship business model has become a new trend among Micro, Small, and Medium Enterprises (MSMEs). This model combines a profit-oriented approach with social empowerment initiatives. However, it is not solely focused on generating financial profit; it also emphasizes efforts to create social value that positively impacts the broader community (Prasetyawan and Rohimat 2019). Social entrepreneurs establish and manage business projects, ranging from non-profit organizations to large-scale enterprises, all with a primary focus on achieving social objective (Rahim and Mohtar 2015). For MSME actors implementing the concept of social entrepreneurship, it becomes an intriguing subject for further exploration. These businesses operate on a micro scale, often generating only modest profits, with many even experiencing losses due to management errors.

The rapid growth of MSMEs in Indonesia compels them to strategize on how to compete effectively with other players to boost sales. In classic market competition strategies, it is essential to identify the product's position—whether it is a market entrant, market follower, market leader, or market niche player (Irawan, Wijaya M., and Sudjono 1996). One approach that can be taken is to develop a marketing mix strategy. Each element of the marketing mix—promotion, price, product, and place—requires its own tailored strategy. Business owners must implement effective marketing strategies to maintain their company's position amidst intense competition (Kotler & Armstrong, 2008).

One of the most rapidly growing Micro, Small, and Medium Enterprises (MSMEs) in Indonesia today is the beverage business. This is because beverages are a basic human necessity that must be fulfilled daily. Additionally, Indonesia's current hot weather significantly increases the probability of high iced tea sales (Hendra et al. 2024). The phenomenon of the viral iced tea business is growing rapidly. Iced tea sellers can easily be found along the roadside or in front of shop houses. In many cases, their selling locations are very close to one another, sometimes just a few dozen meters apart. This phenomenon presents a significant challenge for business owners as they strive to compete with similar competitors. To stay ahead, business owners must create innovations, exhibit creativity, and develop unique features in the products they offer (Saputra, Khaira, and Saputra 2023). Each iced tea seller undoubtedly has their own unique characteristics and distinct flavor profiles. These may stem from variations in the quality of tea used or differences in the brewing process. Such efforts are aimed at attracting consumers and encouraging them to make a purchase.

The research object is an MSME in the beverage sector branded as "Es Teh Masa Kini." This MSME offers affordable prices accessible to the general public. Its outlets are strategically located in densely populated areas, near schools, and along roadsides. The name "Es Teh Masa Kini" reflects a contemporary business trend. In addition to its main product, iced tea, it also offers a variety of other beverage options, such as tea series, milk series, coffee series, ice cream topping series, and ice cream bowls (Al-Malik 2024)

"Es Teh Masa Kini" is considered to embody a social entrepreneurship model in developing its business operations. This makes it an interesting subject for in-depth study. The social entrepreneurship model is a growing field and is increasingly featured in management literature. Social entrepreneurship not only focuses on business activities but also demonstrates concern for the surrounding environment (Gupta et al. 2020). Such initiatives empower communities or create positive social change through innovative business models that can be adopted by other entrepreneurs (García-Jurado, Pérez-Barea, and Nova 2021).

Literature Review

Entrepreneurship aimed at creating a positive social impact on society is known as social entrepreneurship. Social entrepreneurs strive to balance economic profit with positive societal impact. Social entrepreneurship is often associated with a dual mission: running a business and pursuing social objectives (Rahim and Mohtar 2015). These entrepreneurs employ innovative and solution-oriented approaches to address social issues, poverty, humanitarian challenges, and even those rooted in religious values. Their focus extends beyond financial gain to creating social and environmental virtue (Rohimat 2020).

According to Iskandar et al., (2023), one solution to addressing social issues in Indonesia's Muslim communities is to build a social entrepreneurship ecosystem that fosters collaboration and innovation. Social entrepreneurship is a business activity that remains profit-oriented while ensuring the involvement of the surrounding community in its operations. In this study, the form of social entrepreneurship is reflected in the recruitment of human resources from the local community near the MSME's location, who are then provided with training to enhance their competencies. Iskandar et al., (2023), also suggest that social entrepreneurship can be implemented as a driving force for corporate social responsibility (CSR) initiatives.

In the study by Ekopriyono & Darmanto (2020), several MSME actors implemented the concept of social entrepreneurship by collaborating with various stakeholders supporting MSMEs. They undertook various efforts, including empowering local communities through entrepreneurial skill training. For instance, these skills were developed through women's organizations, study groups, and community networks. The study emphasizes that a successful business is not solely about financial profit but also about making a positive contribution to society and the environment.

Aligned with other research findings, Yatminiwati et al., (2022) stated that the concept of social entrepreneurship has been applied through community empowerment by implementing training programs developed by MSME actors. The study found that the social entrepreneurship approach has the potential to create a social impact and foster a sense of ownership among beneficiaries of the programs implemented.

Similarly, this study is particularly intriguing as it focuses on exploring the social entrepreneurship business model in the context of the MSME "Es Teh Masa Kini." The

approach combines elements of the marketing mix—such as product, price, place, and promotion—to create an effective and efficient marketing strategy. Additionally, this research highlights the involvement of human resources from underprivileged groups (kaum dhuafa) in business operations, providing economic empowerment opportunities for economically and socially disadvantaged communities. Thus, this study not only contributes to the business and marketing literature but also offers practical solutions to social issues through innovations in social business. This implementation is expected to produce a sustainable business model and generate a positive impact on the broader community.

2. METHOD (12 pt)

The research method used in this journal adopts a qualitative approach with descriptive analysis to explore and examine the implementation of marketing strategies and human resource management based on the empowerment of underprivileged groups at the UMKM “Es Teh Masa Kini.” This study utilizes the marketing mix theory as a foundation to analyze the marketing elements applied by the business, namely product, price, place, and promotion, in efforts to attract customers and maintain competitiveness in the market. Additionally, this research also uses the concept of empowerment for the underprivileged in human resource management, focusing on the recruitment process of employees from marginalized groups, such as young people who dropped out of school and orphans, and how the training and mentoring programs provided can improve the quality and performance of these employees. Data were collected through in-depth interviews with the owner and employees, as well as direct observations at various outlets of “Es Teh Masa Kini,” to gain a comprehensive understanding of the implementation of these two concepts in everyday business practices.

3. RESULTS AND DISCUSSION

"Es Teh Masa Kini" is a Micro, Small, and Medium Enterprise (MSME) established by Sugi Al Malik in November 2023. The main outlet is located on Jl. Cilangkap, Kec. Tapos, Depok, West Java. The founder of this MSME saw a significant opportunity in the popularity and virality of iced tea businesses and decided to create a beverage business under the brand "Es Teh Masa Kini." The goal is to provide fresh iced tea drinks to meet the ever-evolving market demand (Al-Malik 2024).

"Es Teh Masa Kini" offers a variety of fresh and innovative iced tea beverages. In addition to the original iced tea, this outlet has adopted a product innovation model by providing a range of flavors to cater to diverse consumer tastes. Popular variants include tea series, fruit series, coffee series, milk series, topping ice cream series, and ice cream bowls. This trend continues to grow as consumers seek new experiences in enjoying beverages, prompting modern beverage businesses to innovate and introduce increasingly diverse and creative flavor options (Al-Malik 2024).

The business model of "Es Teh Masa Kini" is intriguing and merits deeper exploration as part of MSMEs that focus on development and recognize the importance of innovation in marketing strategies. In this context, MSMEs can achieve their business objectives by optimizing the combination of product, price, place, and promotion using the marketing mix concept. "Es Teh Masa Kini" also innovates by applying a marketing mix strategy and incorporating human resource management based on social entrepreneurship in its business operations.

Analysis of Product Innovation and Variations

The product innovation of "Es Teh Masa Kini" involves creating beverages based on tea and ice cream, along with offering a variety of flavors such as tea series, fruit series, coffee series, milk series, topping ice cream series, and ice cream bowls. Over 20 flavor variations are available for consumers to choose from, allowing them to select their preferred option. This range goes beyond just selling tea, as the menu also includes ice cream choices for customers who may want something different (Al-Malik 2024).

Product variation allows companies to differentiate themselves from competitors by offering unique features, functions, or designs. This strategy helps businesses reach a broader market segment and enhances consumer purchasing decisions. The variety of products makes them more appealing to consumers, who are attracted to unique and diverse options (Putri & Rohimat, 2023). By offering a wide array of products, businesses can capture a larger customer base with varying preferences, which can lead to increased sales, as different products appeal to different market segments. Product variation also encourages innovation in developing new products and improving existing ones. To remain relevant in a competitive market and meet the evolving needs of consumers, businesses must continuously innovate (Lestari and Novitaningtyas 2021).

Product variation refers to products that have different designs or types, either from others or from the production of factories. It is not a new concept in marketing activities (Peburiyanti and Sabran 2022). Product variation also represents a range of goods offered to consumers, differing in size, price, and design, with the quantity of products often contributing to a greater appeal for consumers (Firdiansyah and Prawoto 2021). The more products offered, the more attractive they become due to the diversity they present (Ramadhina 2022). Numerous studies indicate that product variation influences purchasing decisions. In other words, the better the product variation offered, the more likely consumers are to make a purchase (Kojongian, Tumbel, and Walangitan 2022).

The competitive advantage of "Es Teh Masa Kini" lies in offering a wide range of flavor options, using high-quality tea as a base, and employing pure sugar without any additives, all at affordable prices. This provides customer satisfaction while meeting the latest trends in the local market. However, maintaining this innovation is crucial, as it could pose a threat if competitors replicate the model. Data analysis from the field reveals that product innovation has significantly boosted sales. "Es Teh Masa Kini" sells 150-200 cups per day, generating a daily revenue of around 700,000 IDR (S. Al-Malik, personal communication, May 2024).

Price and Discount Analysis

Pricing is a critical aspect for UMKM (Micro, Small, and Medium Enterprises) business owners, as it plays a key role in consumer purchasing decisions (Putri & Rohimat, 2023). Theoretically, higher prices tend to decrease consumer purchase intentions, leading to a drop in sales. Conversely, lower prices attract more consumers, which can boost sales (Maruli, Anigomang, and Maro 2022).

Considering the cost of raw materials and calculating the cost of goods sold, "Es Teh Masa Kini" has successfully set competitive prices compared to other similar outlets. The pricing strategy ensures that prices are neither too high nor too low, aligning with market standards (S. Al-Malik, personal communication, May 2024). For instance, the regular iced tea is priced at IDR 2,000, making it the cheapest compared to competitors. The jumbo iced tea costs IDR 4,000, which matches the market average. Prices for other variants like fruit series start at IDR 10,000, coffee series from IDR 13,500, milk series between IDR 10,000 and IDR 13,500, while the ice cream topping series starts from IDR 15,000, and the ice cream bowl is priced from IDR 10,000. If raw material costs rise, "Es Teh Masa Kini" implements price adjustments to maintain product quality and taste (S. Al-Malik, personal communication, May 2024). This regular pricing strategy is common among many businesses and UMKMs.

Another strategic approach adopted by "Es Teh Masa Kini" is based on the social entrepreneurship model, offering a special discount on Fridays. This is believed to be linked to the significance of Friday for Muslims, a day considered full of blessings, ideal for charity and giving (Rohimat 2018). The discount is applied to jumbo iced tea cups, reducing the price from IDR 4,000 to IDR 2,000 on Fridays. This discount aims to attract more customers, retain existing ones, and help boost sales (S. Al-Malik, personal communication, May 2024).

This strategy has proven effective, with Friday sales significantly surpassing those on other days. This increase in sales contributes to higher revenue and profit, while also providing the owner with a sense of social satisfaction. The owner feels they are contributing to charity by allocating part of the profits to help others, earning the intangible benefit of "charitable rewards" through their social entrepreneurship model.

Business Location Analysis

A key aspect of the marketing mix strategy employed by "Es Teh Masa Kini" is the selection of a strategic business location. The first outlet is located on Jl. Cilangkap, Kec. Tapos, Depok, a very strategic location. According to the owner, S. Al-Malik (2024), this location was chosen because it is situated on a busy main road, making it easily accessible to a wide range of customers, from children and teenagers to adults. Theoretically, the selection of a strategic selling location greatly influences sales, aligning with the targeted market segment (Senggetang, Mandey, and Moniharapon 2019). The resources required for business operations, such as labor, raw materials, infrastructure, and other support services, can be influenced by the location. Choosing a strategic location facilitates easier access to these resources (Senggetang et al. 2019).

In addition, "Es Teh Masa Kini" has expanded to five other outlets located in various areas. The first outlet is on Jl. Cilangkap, Tapos, Depok, located along a main road in a densely populated residential area. The second outlet is located on Jl. Raya Tapos, Tapos, Depok; the third outlet is on Jl. H. Nawawi, Cibinong, Bogor; the fourth outlet is on Jl. Raya BBM,

Cilodong, Depok; the fifth outlet is located on Jl. Setu Jatijajar, Jatijajar, Depok; and the sixth outlet is on Jl. Banjaran Pucung, Cilangkap, Tapos, Depok. All of these outlets are strategically positioned along main roads, making them easily accessible (S. Al-Malik, personal communication, May 2024). Expanding to other strategic locations is a wise decision for UMKM, as it allows for market expansion, attracting new customers and increasing sales significantly (Sulistiyani, Pratama, and Setiyanto 2020).

Strategic location also plays a significant role in consumer purchasing decisions (Tania, Hermawan, and Izzuddin 2022). Overall, "Es Teh Masa Kini" has strategically chosen accessible locations, which greatly ease the purchasing process for customers. The selection of a business location is a crucial factor in influencing purchasing decisions. For many consumers, convenience is a key consideration when choosing where to buy, with proximity to their residence being an important factor. Comfort and accessibility also play a significant role in consumers' decisions to make a purchase (Maruli et al. 2022).

Promotional Strategy Analysis

The owner of "Es Teh Masa Kini" employs a variety of promotional strategies to quickly introduce their products to the public. By following current beverage trends, "Es Teh Masa Kini" has positioned itself for rapid growth. Promotion is a marketing activity aimed at introducing a product to potential consumers (Prastiwi and Rohimat 2020). This involves explaining the advantages and uniqueness of a product with the hope of attracting consumers to make a purchase. Promotional activities significantly influence purchasing decisions; the more effective the promotion, the higher the likelihood of increased sales (Kojongian et al. 2022).

One of the promotional strategies employed by "Es Teh Masa Kini" is word-of-mouth marketing. This strategy is considered effective and efficient because it involves information shared by customers who have previously purchased the product and were satisfied with the variety, price, discounts, location, and service they received. These customers then voluntarily spread the word to friends, colleagues, or family. A factor that strengthens the word-of-mouth content for this outlet is the Friday discount promotion, which has gone "viral" among consumers.

Another effective promotional strategy is offering discounts on various products each month. For example, this month there is a discount on the tea series, and next month the milk series will be promoted with a discount. These monthly product promotions are communicated via banners displayed in front of each "Es Teh Masa Kini" outlet. In addition, the business promotes through social media, using WhatsApp groups, WhatsApp status updates, and Instagram (S. Al-Malik, personal communication, May 2024).

However, overall, the promotional strategy employed by "Es Teh Masa Kini" is still considered underdeveloped and lacking creativity. For instance, the business has yet to fully utilize digital media for promotional strategies, despite having an Instagram account. The content for digital marketing has not been maximized, and other social media platforms are not utilized, meaning that when searched online, there is limited supporting data for the outlet's growth. This indicates a missed opportunity to engage more effectively with potential customers through digital marketing.

Human Resource Management Based on Empowerment

The business model of "Es Teh Masa Kini" incorporates a social entrepreneurship approach in its human resource management, particularly by recruiting employees from disadvantaged backgrounds, such as those from low-income families, school dropouts, and orphans. The business provides these individuals with training and mentorship, giving them equal access to business resources and inclusive career development opportunities.

Human resources are a critical factor for any organization or business, making employee development a priority. Proper training and development are essential to enhance the knowledge, skills, and abilities of employees (Rohimat 2023). For employees, particularly those from disadvantaged backgrounds and low educational levels, training is especially beneficial. This training helps them improve their abilities and apply them in their work (Cahya et al. 2021).

"Es Teh Masa Kini" implements a one-week training program for new hires to equip them with the skills needed for their roles. Previous studies indicate a significant relationship between human resources and organizational performance (Nurchayanti and Rusitasari 2022). Through training, employees are prepared to meet job expectations and improve their performance in the workplace.

In recruitment, "Es Teh Masa Kini" is also committed to supporting the local community by hiring individuals who are less fortunate and in need of work. The business recruits employees based on humanitarian concerns and social responsibility. Among the employees, three are school dropouts, and one is an orphan (S. Al-Malik, personal communication, May 2024).

Field research revealed employees such as Saviena, 19, from Tapos, Depok, who dropped out of school due to financial constraints. Intan, 18, from Cilangkap, Tapos, Depok, faced similar financial challenges, while Viona, also 19 and from Cimpaen, could not continue her education due to the lack of funds. Suci, 20, from Cilangkap, is an orphan and must work to support herself (S. Al-Malik, personal communication, May 2024).

Social issues such as poverty and human welfare have motivated various companies to adopt business models driven by social impact (Rohimat, 2023). "Es Teh Masa Kini" embodies this social entrepreneurship model by hiring employees in need and focusing on humanitarian efforts. The company has 14 employees across all outlets, with four from disadvantaged backgrounds who have received training before starting their jobs.

Additionally, as part of its social entrepreneurship model, "Es Teh Masa Kini" engages in local community activities. A portion of the sales is donated to provide basic necessities, such as food packages, for the less fortunate, widows, and orphans in the surrounding area (Al-Malik, personal communication, May 2024).

The business model employed by this UMKM (Micro, Small, and Medium Enterprise) necessitates ongoing evaluation and development programs. This includes applying performance indicators to measure the social impact and overall business performance. The business owner should conduct regular evaluations to assess the effectiveness of the marketing mix strategies that have been implemented. Additionally, it is essential to ensure the quality

of training provided to employees, particularly those from disadvantaged backgrounds, and to measure its impact on their lives.

In the context of sustainable development, the UMKM owner must continue to innovate and refine programs and business strategies based on feedback from employees, customers, and partners. By doing so, the business can remain relevant and responsive to changing needs and opportunities.

Social entrepreneurship in UMKM addresses significant socio-economic problems by discovering new ways to create solutions. Social entrepreneurs often tackle challenges in creative, innovative, effective, efficient, and sustainable ways. In driving social change, social entrepreneurs play a pivotal role, particularly in supporting positive social transformations. The social entrepreneurship model encourages others to become part of a broader, more inclusive movement for change.

By continuously monitoring performance, gathering feedback, and adapting strategies, the UMKM can ensure both social and business success, creating a positive impact on both the local community and its employees, while also achieving sustainable growth in a competitive market.

4. CONCLUSION

The social entrepreneurship model adopted by "Es Teh Masa Kini" effectively combines business strategies with social impact by addressing local socio-economic challenges. By prioritizing high-quality products, competitive pricing, strategic locations, and effective promotional strategies, this business not only thrives economically but also empowers marginalized communities. The approach of giving disadvantaged individuals access to employment and development opportunities is a powerful solution to poverty and social inequality. This model demonstrates how businesses can be a force for positive social change while ensuring long-term economic sustainability. It provides valuable insights for other UMKMs to adapt and implement similar strategies for broader community development and business success.

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