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## PELATIHAN WIRAUSAHA BARU DALAM PERSPEKTIF JALUR USAHA RINTISAN

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**Abstrak:** Pelatihan wirausaha mengalami berbagai tantangan dalam mendorong peserta didik untuk meluncurkan usaha rintisan. Penelitian ini menganalisis pelaksanaan pelatihan kewirausahaan ditinjau dari jalur usaha rintisan, yaitu cipta, sistem, dan tumbuh. Metode penelitian menggunakan Participatory Action Research (PAR). Penelitian dilakukan di Desa Sirnajaya, Kab. Bogor. Kegiatan penelitian dilaksanakan selama 1 tahun (Oktober 2022 sampai November 2023). Subjek penelitian ini merupakan Kelompok Sadar Wisata (Pokdarwis) Desa Sirnajaya dengan teknik purposive sampling. Hasil penelitian menunjukkan bahwa rancangan pelatihan kewirausahaan signifikan dalam meluncurkan usaha rintisan. Terhambatnya satu jalur usaha rintisan, yaitu peluncuran usaha rintisan pada tahap sistem akan mempengaruhi jalur selanjutnya. Kondisi ini stabil terjadi, bahkan kepada peserta didik yang telah menguasai kompetensi pada jalur setelahnya, yaitu strategi pertumbuhan usaha pada tahap tumbuh. Penelitian ini menunjukkan pula bahwa setiap tahap harus terintegrasi dengan prinsip pemberdayaan. Penelitian ini berkontribusi pada desain pelatihan kewirausahaan yang mempertimbangkan jalur usaha rintisan, pemberdayaan, dan kompetensi wirausaha.

**Kata-kata Kunci:** jalur usaha rintisan, pelatihan kewirausahaan, pemberdayaan, kompetensi wirausaha

## NASCENT ENTREPRENEURSHIP TRAINING FROM THE PERSPECTIVE OF STARTUP PATHWAYS

**Abstract:** *Entrepreneurship training faces various challenges that affect the success of launching startups. This research analyzes the implementation of entrepreneurship training in terms of startup pathways: create, system, and grow. The research method used Participatory Action Research (PAR). The study was conducted in Sirnajaya Village, Bogor from October 2022-November 2023. The population was Tourism Awareness Group and the sampling techniques used purposive sampling. The findings indicate that the entrepreneurship training design significantly contributed to the launch of startup ventures. Obstacle in one startup pathway will impact subsequent pathways. This condition persists, even affecting participants who have management competence in business growth strategies. The research also emphasizes the importance of integrating each stage with empowering principles. This study contributes to the entrepreneurship training design that consider startup pathways, empowerment, and entrepreneurial competencies.*

**Keywords:** *startup path, entrepreneurship training, empowerment, entrepreneurial competence*

### INTRODUCTION

Entrepreneurship is considered to be the main driver of the country's growth. This is because entrepreneurship is considered capable of creating new wealth, through job creation, and social change (Kadarusman, 2020).

Various policies and programs have

been carried out by the Indonesian government to increase startups as the forerunner of entrepreneurship. The 1,000 Indonesian Digital Startups program commanded by the Ministry of Communication and Information Technology (2019) or Entrepreneurial Skills Education (2015-2023) from the Ministry of Education, Culture, Research, and Technology, for

example, are two sustainable programs carried out by the Government. In addition, many companies and universities also organize entrepreneurship training in various places.

However, the number of Indonesian entrepreneurs is still much lower compared to other countries. The ratio of Indonesian entrepreneurs is recorded at around 3.1% of the entire population (Kadarusman, 2020). This figure is too low compared to neighboring countries, such as Singapore (7%), Malaysia (5%), and Thailand (4.5%).

Studies show that entrepreneurial training learners' decision to launch a startup is influenced by various things. First, related to the difficulty of entrepreneurship training preparing students to face the complexity and challenges of business (Mamun, 2016). Theoretical understanding of market opportunity identification is sometimes no longer relevant to rapidly changing business conditions (McVicar and Polidano, 2018).

Second, it relates to the internal of students, such as attitudes, past experiences, and personalities that greatly influence the decision to become a new entrepreneur (Konakli, 2015). Third, it has to do with time. Entrepreneurship training takes time to show its impact (Mets, Kozlinska and Raudsaar, 2017).

This also happened in entrepreneurship training activities in Sirnajaya Village, Bogor Regency, West Java. This activity was entitled "Pokdarwis Youth Skills Training for Tourism Village Managers". The activity is carried out in 2022-2023 which is a periodic training with the aim of improving the skills of village youth in making merchandise in Sirnajaya Village. As a village that has been designated as a tourist village, merchandise attracts visitors as well as can open up new business opportunities and increase income.

The target of the training is the youth who manage the Tourism Village. The participants formed a business group whose activities began with merchandise t-shirt screen printing training with the activities in Table 1.

Table 1. Pokdarwis Youth Training Activities for Tourism Village Managers

Implementation of activities	Implementation Date	Activities
1	2/11/2022	Training Orientation
2	14/11/2022	Screen Printing Design Practice

Implementation of activities	Implementation Date	Activities
3	23/11/2022	Screen Printing Practices
4	30/05/2023	Merch Marketing Strategy
5	31/05/2023	Merchandise Business Development
6	20/07/2023	Basic Screen Printing Practices
7	21/07/2023	Screen Printing Practices on T-shirts
8	26/11/2023	MVP launch

All materials regarding screen printing and marketing skills have been carried out in 7 (seven) meetings. The training was conducted by academics from the Community Education Study Program, Jakarta State University. The participants also had village facilitators as entrepreneurial mentors from industry, one of which was from YBM PLN. In addition, the village government has Village-Owned Enterprises (BUMDES) to support policies, capital, and guidance. Finally, media publications through social media have long been carried out to support various activities in Sirnajaya Village.

Conceptually, the collaboration carried out to increase entrepreneurship in Sirnajaya Village has been based on the pentahelix concept. Various parties and generations are interrelated to encourage entrepreneurial interest through entrepreneurship education, business incubation houses, and business licensing regulations (Halibas, Sibayan and Maata, 2017). Youth are positioned as agents of social change. Finally, open access to various supporting sectors, such as finance, physical infrastructure and technology, training and capacity building, research and development, information sharing and communication, and availability of raw materials.

However, until October 2023, the Tourism Awareness Group (Pokdarwis) has not launched a startup business regarding t-shirt merchandise. Tools and materials for making t-shirt merchandise were not used at all. This shows, although the knowledge, skills, and attitudes of participants increased and were declared competent to make t-shirt merchandise, it was not in line with their decision to start a business in this field.

Judging from the startup path (Muñiz-

Avila, Silveyra-Leon and Segarra-Perez, considered to support entrepreneurship trainees to launch their first business startup. The first stage deals with creating activities. In this stage, potential ideas are explored by identifying needs or problems. From the identification of these needs or problems, an analysis of approaches is carried out to achieve needs or solve known problems. Finally, form a group that has similar interests.

The second stage, related to compiling a system, either software or hardware to achieve goals or in other words configuration. At this stage, there are three activities, namely business opportunities, project design, and launching business start-ups.

The first activity is to look for business opportunities. Existing business opportunities must be directly related to existing needs or problems. That is, business opportunities can solve specific needs or problems of the group. In addition, business opportunities can be achieved by groups with their capabilities. That is, business opportunities are carried out by groups, not from outside parties.

Next is the design of the project with the creation of a business model. In this activity, the group launched a protoripe product and tested it in the market on a small scale (Minimum Viable Product / MVP) (Jain, 2019). This product was launched into a limited market both in terms of geography and market space. When this MVP has been used by a number of customers, feedback and input are carried out to find out the product level. This feedback is a space to make improvements in terms of product quality and price, as well as customer behavior towards the product. MVP is used because it is related to market demand and financial strategies in production.

Last but not least is the launch of a startup. If the MVP has been declared feasible to be produced larger with various improvements, then the product can be marketed more widely. The cooperation of the pentahelix and the group will be greater to achieve the desired goal. Each aspect of the pentahelix strives to support the success of the product launched in its own capacity.

The third stage, related to growth. At this stage, an evaluation of products on a business scale is carried out. Operational and production standards will be fundamental things to have. In addition, various strategies were also developed to increase capital, capacity, and sales. In the concept of

2019), there are three stages that must be empowerment, training success indicators have been met (Sumodiningrat and Adhi, 2009), namely 1) easy to accept, 2) manageable, 3) provide income, 4) can be preserved, and 5) can be developed.

Table 2. Startup Line

Stages	Step
Create	Extracting potential ideas Identify needs or problems Strategies and approaches
System	Business opportunities Project design Business start-up launch
Grow	Operational standards Production standards Business growth strategy

Source: (Muñiz-Avila, Silveyra-Leon and Segarra-Perez, 2019)

This startup path can be a step in implementing entrepreneurial training. This path is not only related to improving entrepreneurial knowledge and skills, but participants and organizers go through the process of creating new businesses with real conditions.

Therefore, this study analyzes the implementation of the Pokdarwis Youth Skills of Tourism Village Managers from the perspective of the startup path. This research contributes to translating activities carried out at the stage of the startup path. From this picture, it can be seen that the next steps can be taken so that the group that has been formed is able to launch a startup. Research can contribute as recommendations for entrepreneurship training designs with startup competencies for participants.

## RESEARCH METHODS

The research method used is Participatory Action Research (PAR). This method was chosen because it is able to express the views and mindsets of trainees without the control or manipulation of researchers. Participants are able to make decisions in all aspects of the study. In qualitative research, PAR is considered as a democratic, fair, and liberating method for research subjects (MacDonald, 2012).

The research was conducted in Sirnajaya Village, Sukamakmur District, Bogor Regency. Research activities are carried out for 1 (one) year, starting from October 2022 to November 2023. The subject of this study was the Tourism Awareness Group (Pokdarwis) of Sirnajaya

Village. Sampling is based on purposive sampling which is the most effective and robust type of non-Sample selection becomes fundamental for the quality of the collected data. Therefore, the sample in this study was determined with the following criteria: 1) attending the Pokdarwis Youth Skills Training for Tourism Village Managers, 2) playing an active role in being part of Pokdarwis, 3) having an interest in developing t-shirt merchandise.

Based on these criteria, the number of respondents for this study was Pokdarwis youth who attended the training as many as 6 people and 1 administrator of BUMDES Sirnajaya Village.

The instrument in this study, is the researcher himself through observation and interview guidelines. These interview guidelines are intended to supplement the data and compare with data that has been found through observations. Data is obtained in 3 (three) ways, namely:

#### 1. Observation

In qualitative research, observations are utilized optimally. This technique is carried out by direct observation. The results of observations are recorded in situations related to knowledge proposional. Observation allows the disappearance of the researcher's doubts on the data obtained. As well as their capacity, researchers are able to understand complex situations and become a very useful tool if interview techniques are not possible (Moleong, L. 2013).

#### 2. Interview

Interviews are used to obtain the construction of events, organizations, feelings, motivations, demands, caring and others unanimity; reconstruct such sphericities as experienced in the past; projecting roundness as expected to be experienced in the future; verify, modify and expand information obtained from others, both human and nonhuman (triangulation); and verifying, altering and extending constructs developed by researchers as member checking (Moleong, L. 2013).

Structured interviews were used in this study through a list of questions or interview guidelines. The tools used in collecting data through this interview are notebooks, and cameras.

#### 3. Field Notes

The data obtained is then analyzed, which is the process of finding and systematically compiling data obtained from interviews, field notes, and documentation, by organizing data into categories, describing it

probability sampling when tested against random probability samples (Dolores and Tongco, 2007).

into units, synthesizing, arranging into patterns, choosing which ones are important and which ones will be learned, and making conclusions so that they are easily understood by oneself and others (Sugiyono, 2009).

Data analysis in this study was carried out during the process in the field along with data collection.

## RESULTS AND DISCUSSION

### Result

In the startup path, the competencies to be achieved are integrated with every step taken. The analysis is carried out as follows:

#### 1. Create

##### a. Extracting potential ideas

Sirnajaya Village has been designated as a tourist village in Bogor, West Java. Its location with the main destination in the peak area which is always crowded with visitors, allows new areas to be opened as tourist destinations. However, infrastructure facilities that support tourism activities are not widely available. One of them is the absence of tourist area merchandise that can be purchased by tourists. Tourism village managers have not realized the economic opportunity from the sale of typical Sirnajaya Village merchandise. The pentahelix device that is already available has the potential to create Sirnajaya Village merchandise.

##### b. Identify needs/problems

Sirnajaya Village needs to have original merchandise produced by its community through pentahelix optimization.

##### c. Strategy/approach

Organizing training by academics, business assistance by village facilitators from industry, capital and policy through BUMDES, and publications through the media.

#### 2. System

##### a. Business opportunities

Pentahelix collaboration is carried out by designing the most

feasible solution by considering existing resources. Furthermore,

b. Project design

Initial product creation or MVP on November 26, 2023. Products were sold at the Jakarta State University Community Education exhibition. MVP is sold at Rp. 65,000 for t-shirts and Rp. 35,000 for bags.

MVP was not sold commercially, but managed to become a marketing medium. Products are considered to have brand, design, and value advantages. However, the product needs to be improved in quality, including the design and neatness of screen printing.

c. Start-up launch

The mutual implementation of the MVP has not yet been carried out. Some limitations were found, such as the interest of pokdarwis to continue the merchandise business decreased. This is in line with no more companions from the industry since July 2023. Therefore, the launch of a startup cannot be done yet.

3. Grow

Marketing materials and merchandise business development have been delivered as a business growth strategy. It's just that the implementation of marketing skills and business development cannot be implemented because ready-to-sell products are not yet available. This has an impact on the absence of the need to create operational and product standards.

This analysis is written on an observation sheet on Youth Skills Training for Tourism Village Management Pokdarwis based on startup lines shown in Table 3.

Table 3. Results of Observations on the Implementation of Pokdarwis Youth Skills Training for Tourism Village Managers Based on Pathways Startups

Stages	Step	Implementation
Create	1. Extracting potential ideas	✓

carry out training and form pokdarwis.

Stages	Step	Implementation
	2. Identify needs or problems	✓
	3. Strategies and approaches	✓
System	1. Business opportunities	✓
	2. Project design	✓
	3. Business start-up launch	x
Grow	1. Operational standards	x
	2. Production standards	x
	3. Business growth strategy	x

**Discussion**

In the startup path, the creation stage and system are related to entrepreneurial competence. While the last stage, namely growing, is related to management competence (Muñiz-Avila, Silveyra-Leon and Segarra-Perez, 2019). This condition has implications for the profile indicators of entrepreneurial training students.

In the first and second stages, students are expected to have a number of entrepreneurial skills, namely:

1. Ability to identify opportunities,
2. Evaluate opportunities based on risk assessment and business vision, and
3. Optimizing opportunities through ideas, product innovation, and added value.

At the growing stage, Participants has:

1. Strategic skills, such as resource development acquisition, business plan preparation, strategy implementation, goal setting, and management style,
2. Management skills, such as planning, business operations, finance and budgeting skills, marketing skills, monitoring, and management system development.
3. Business knowledge and experience, such as having business experience, knowing the industry and market
4. Leadership and motivation, such as leadership skills, delegation, teamwork,

- and mobility
5. Human resource management, including organizational culture, recruitment skills, employee development, employee performance management
  6. Social skills, such as interpersonal, customer portfolio management, communication skills, and negotiation

## CONCLUSION

Business start-ups are one of the indicators of the success of entrepreneurship training. Unfortunately, not all entrepreneurship training is able to encourage students to launch their first startup. Various inhibiting factors, both internal and external, affect the creation of business start-ups.

The right entrepreneurship training design is crucial. Viewed from the perspective of the startup path, the Pokdarwis Youth Skills Training for Closing Tourism Village Management has not fulfilled the system stage, namely the launch of a startup. This affects the third stage, namely operational standards, production standards, and development strategies.

The study found that obstruction of one path affects the next. This is not affected by the condition of participants who have known the development strategy including marketing skills and product development. In addition, this study found that in each stage must be integrated with the principle of empowerment for learners, so that it does not depend on outsiders. This research contributes to the design of entrepreneurship training that considers startup pathways, empowerment, and entrepreneurial competencies.

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