Published by Management Departement FEB Universitas Kuningan

Indonesian Journal of Strategic Management

Journal homepage – https://ijsm.uniku.ac.id/pub/index

BUSINESS PLAN FROZEN MEAT SHOP KOTAK DAGING

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ARTICLE INFO

Keywords:
Business Plan; Timmons Model; Business Model Canvas; Feasibility Analysis; Innovation; Strategic Plan

JEL Classifiaction : G31;M10

ABSTRACT

The Central Statistics Agency (BPS) noted that gross domestic product (GDP) at constant prices from the food and beverage industry was IDR 206.9 trillion in the first quarter of 2023. This value grew 5.33% compared to the same period in the previous year (yoy) amounting to IDR 195.75 trillion. Plus developments and changes in people's lifestyles in Indonesia prefer practical, economical, fast, and delicious food. This shows that the growth of the food and beverage industry will continue to grow in the future. This research examines business planning and development opportunities based on aspects of the Timmons model of entrepreneurship, the Business Model Canvas, and aspects of business feasibility studies. The research method used is descriptive qualitative with observational data collection techniques. The operational variables used are based on the Timmons model criteria. By mapping the nine elements of BMC, a strategy was obtained that Frozen Meat Shop Kotak Daging provides premium, hygienic, and practical frozen meat by making it easy to get products through delivery services. The results of the research show that the investment for developing the Frozen Meat Shop Kotak Daging business is IDR. 195,985,000 using its funds. Positive NPV of Rp. 877,450,214, IRR 85.83%, NPM 38.87%, and investment payback period of 1 year and 6 months. These results show that the Frozen Meat Shop business development plan for the Kotak Daging is feasible because it can provide high potential profits

1. INTRODUCTION

With a population of 270.20 million people in 2023, Indonesia's economic growth remains high amidst the global economic slowdown. Data from the Central Statistics Agency (BPS, 2023) shows that Indonesia's economic growth in the second quarter of 2023 was recorded at 5.17%, which is an increase compared to growth in the previous quarter which was 5.04%. This high economic growth is reflected in the Business Field (LU). Where all Business Fields (LU) in the second quarter of 2023 recorded positive growth, mainly supported by the Processing Industry (4.89%), Wholesale and Retail Trade (5.52%), and Transportation and Warehousing (19.87%). The Indonesian economy is largely driven by increasing household consumption and one of the industries that is increasingly developing is the processing industry, especially the food and beverage industry sub-sector. The success of this industry can be attributed to changes in people's increasingly busy lifestyles, increasing awareness of food quality, and increasingly sophisticated food processing technology.

Based on figure 1. below, the Central Statistics Agency (BPS) noted that gross domestic product (GDP) at constant prices (ADHK) from the food and beverage industry (mamin) was IDR 206.19 trillion in the first quarter of 2023. This value grew 5.33% compared to the same period in the previous year (yoy) which amounted to IDR 195.75 trillion. This shows that the growth of the food and beverage industry will continue to grow in the future.



Figure 1. Food and Beverage Industry GDP
Source: BPS in Pratiwi, 2023

Apart from that, based on data collected by GAPMI (Indonesian Food and Beverage Entrepreneurs Association) that frozen food products have the potential for very large market opportunities in the future (Nuraliati et al., 2025). The development of business in the frozen food industry is in line with the growth of other food and beverage industries which are also increasing, quoted from the Indonesian Cold Chain Association (ARPI) 2022, stating that this industry has large market potential, where the market value of frozen food in 2020 will reach Rp 80 trillion and its value will increase by around IDR 95 trillion in 2021, and is projected to shoot up and could have a market value of up to IDR 200 trillion in 2025. According to Sanitianing in ukmindonesia.id (2022), it is revealed that there has been an increase in the frozen food processing industry, especially in meat by 10-15 percent. Porter's Five Forces analysis is a method for analyzing business development or the competitive environment which can provide an overview of the level of competition in the industry, especially the frozen meat industry in the city of Bandung (Jaya & Johan, 2025). This is an opportunity or potential, but this potential is also accompanied by awareness regarding the risks that exist or will occur in it. One of them, such as the rapid change in trends and uncertain market demand, is something that needs to be the main focus to find a solution.

2. LITERATURE REVIEW

2.1 Entrepreneurship

Entrepreneurshipis the equivalent word for entrepreneurship in Indonesian and entrepreneuriat in French. According to Stephen P. Robbins and Mary Coulter (2018),Entrepreneurship is defined as a process that must

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be gone through by an individual or group who uses business or structured and organized media or means to pursue market opportunities in creating value that can meet their needs through new products or services.

2.2 Business and Business Plan

According to Pride, Hughes, and Kapoor (2014: 10), business is the organized effort of individuals to produce and sell, for profit, products (goods and services) that meet the needs of society. Meanwhile, according to Suryatama (2014: 1), business in economics is an organization that sells goods or services to consumers to gain profit or profits.

2.3 Management

Management according to Moonti in Kaniawati, et al (2021) is defined as the process of planning, organizing, leading and controlling various sources of organizational power to achieve goals effectively and efficiently. According to Sarinah and Mardalena (2017:8), there are four management functions, namely:

1. Operational Management
   Management activities are based on their function to produce products that comply with standards set based on consumer desires with efficient production techniques. Starting from selecting the production location to the final production produced in the production process.
2. Human Resource Management
   Management activities are based on their function to obtain the best human resources for the business they run and how these human resources can be maintained and continue to work together with the quality of work remaining or increasing.
3. Marketing Management
   Management activities based on their function essentially try to identify what consumers really need and how to fulfill it.
4. Financial management
   Management activities are based on their function which seeks to ensure that the business activities carried out achieve their objectives economically as measured by profit by planning where to obtain business financing and how capital can be allocated appropriately in the business activities carried out.

2.4 Design Thinking

Design thinkingis a design method that provides a solution-based approach to solving problems. Design thinking is very effective in solving complex problems by understanding human needs (Syahrial, et all, 2020).

There are stages in design thinking consisting of 5 (five) stages, namely:

1) Emphatize, at this stage, information search and empathetic understanding are carried out among potential users who are related to the problem to be solved.
2) Define, according to Kelley & Brown (2018), after gaining an empathetic understanding of the problem that has been obtained from the empathize stage in the form of needs, desires and other information, it is then analyzed to find problems that will be identified which will ultimately refer to determining ideas and business models.
3) Ideate, at this stage is the determination of solution ideas for the problems that have been determined at the define stage.
4) Prototype, Brown & Wyatt (2016), stated that the prototype stage is turning ideas into actual products and services which are then tested, iterated and improved.
5) Test, at this test stage, testing of products that have been created at the prototype stage is carried out. Product testing is carried out repeatedly to get feedback from customers in order to make better products and improve existing products.

2.5 Business Model Canvas (BMC)

Business Model Canvas(BMC) is a tool that can help companies assess the current business model and make comprehensive short-term and long-term plans for business activities that need to be improved in future business development and can evaluate elements related to the existing business model. done.

Business model canvas(BMC) is mapped based on nine key elements which include analysis of the company's internal and external strategies, which are mapped on one canvas page as in the following image.

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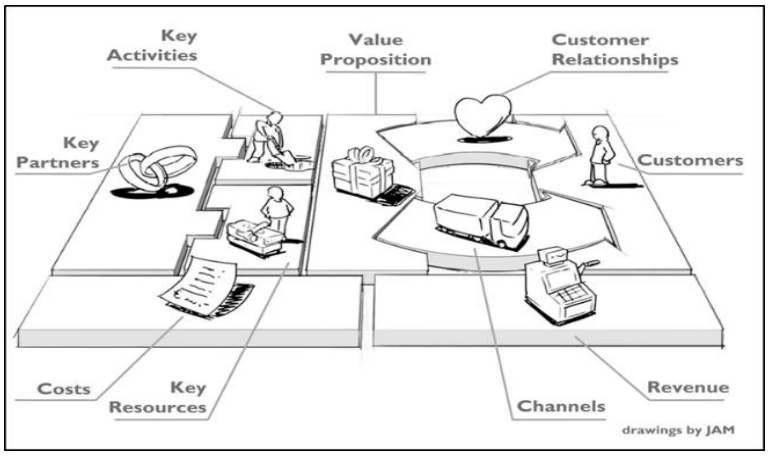


Figure 2. Business Model Canvas
Source : Adapted From "Business Model Generation"

2.6 Timmons Models

Timmons' model (Bygrave, 2007) describes the interaction of three key components that must be considered in starting a new business. These three components are opportunities, resources and an entrepreneurial team to build and develop a business. According to the Timmons framework model, business opportunities are created from unsolved needs or problems in the market. Resources include capital, skills, technology and access to networks or markets. Meanwhile, team entrepreneurship is the team's ability to manage risks and take advantage of existing opportunities.

3. RESEARCH METHODS

This research uses a descriptive qualitative approach. According to Moloeng (2018) Qualitative research is research that aims to understand phenomena about what is experienced by participants such as behavior, perceptions, motivations, actions and so on with the aim of describing the conditions of phenomena that occur in the field.

This analysis uses primary data and secondary data, where primary data is obtained by interviews, observations, questionnaires. Meanwhile, secondary data is data obtained from other supporting data in the form of journals, articles, research reports, books and other sources.

The operational variables used in this research refer to the assessment criteria of The Timmons' Model (2012).

Table 1. Timmons Model Criteria Assessment

Variables	Criteria	Indicator	
		High Potential	**Low Potency**
Markets and Related Matters	Consumer Needs and Desires	Identified	Not identified
	Consumer	Affordable And Accepting Products	No or difficult to reach
	Capital Return Time	<1 Year	>3 Years
	Value-added	IRR 40%+	IRR <20%
	Market Growth Rate	20%	<20%
	Gross Profit Rate	>40%	<20%
Competitive advantage	Fixed Costs and Variable Costs	Tall	Low
	Level of Cost Price Control	Tall	Low
	Network	Spacious And Strong	Narrow
Value Creation and Realization Issues	Profit After Tax	10-15% Or More	<5%
	Positive Cash Flow Times	<2 Years	>3 Years
	Rate of Return	40-70% Or More	<20%

Source: Spinelli & Adams (2012)

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4. RESULT AND DISCUSSION

4.1 Design Thinking

Empathize, at this stage Frozen Meat Shop Kotak Daging tries to understand what the community is feeling and capture what their wants and needs are through observation and interviews with customers. The current phenomenon is that people are unable to find time to shop for food, especially meat, at the market due to busy schedules and busy daily routines, such as working, taking care of the house and so on. Then it is added that people's consumption patterns and lifestyles tend to change, which is marked by increasing awareness of the quality of nutritious, hygienic and practical food. In this way, this becomes a problem faced by customers to be able to easily get quality, hygienic and practical meat without having to go to the market. Define, based on the phenomena that have been obtained at the empathize stage, we can conclude that the important point in this problem is "how is access to easily obtain food ingredients, especially meat that is premium, hygienic and practical?" In this way, the understanding of the define process is continued into the ideate process.Program *Delivery Service.*

Ideate, a brainstorming process is carried out to get as many solution ideas as possible, and can categorize these ideas into Desirability, Feasibility and Viability groups. From the many ideas above and considering the product, our team decided to take 1 (one) idea that we felt met the three criteria, namely opening a frozen meat shop that produces frozen meat products. Prototype, we try to make a simple prototype in the form of a sketch of the location and product that will be made.

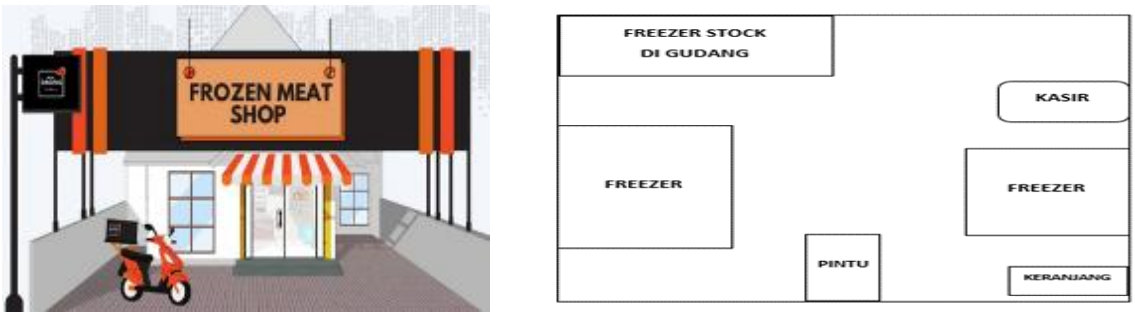


Figure 3. Store Prototype, Layout and Products Frozen Meat Shop Kotak Daging

Test, at this stage, try out the prototype stage to get feedback regarding the solution created. By introducing a frozen meat shop by providing premium, hygienic, practical frozen meat offered under the name "Kotak Daging, providing convenience in getting frozen meat, offering products through offline and online stores, distributing directly using the "Kotak Daging Motor", and accepting suggestions as well as input regarding products and services.

Business Model Canvas (BMC)

In collecting and formulating data regarding the business model, the canvas which is mapped through the nine existing elements with presentation in the form of important points will be very precise and effective in supporting the process of business activities carried out.

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<table>
<tr>
<td rowspan="2"><u>Key Partners</u>

1. Suppliers meat.
2. Supplier spackaging
3. Labeling supplier
4. Distributor or shipping agent</td>
<td><u>Key Activities</u>

1. Selection of quality meat, production and packaging of frozen meat products
2. Customer service and order handling
3. Inventory and distribution management
4. Promotion and marketing via social media and e-commerce</td>
<td rowspan="2"><u>ValuePropositions</u>

1. Providing various types of premium, hygienic and practical frozen meat.
2. Ease of getting products with delivery service</td>
<td><u>Customers Relationships</u>

1. Responsive and friendly service
2. Personal service via social media and e-commerce
3. Loyalty program</td>
<td rowspan="2"><u>Customers Segments</u>

1. Housewives (Housewives)
2. Student/Students
3. Entrepreneur/ MSMEs</td>
</tr>
<tr>
<td><u>Key Resources</u>
1. Company assets (meat sources, storage and processing facilities, equipment)
2. Employee
3. Financial assets</td>
<td><u>Channels</u>
1. Physical Store
2. Social media
3. Ecommerce
4. Entrepreneuror MSMEs</td>
</tr>
<tr>
<td colspan="3"><u>Cost Structures</u>
1. Fixed costs
- Employee salary

2. Variable costs
- Raw Material Costs
- Electricity and water costs
- Promotion and Marketing Costs
- Operating costs</td>
<td colspan="2"><u>Revenue Streams</u>
1. Direct or online product sales
2. Gift packages or hampers
3. Extra shipping or service fees</td>
</tr>
</table>

Figure 4. Business Model Canvas
Source: Processed by Researchers, 2023

Timmons Models

According to Timmons & Spinelli (2008), the shape, size and depth of business opportunities, the condition of company and team resources, are as follows:

1. Business opportunities
   Indonesia's economic growth remains high amidst the global economic slowdown. It is known that data from the Central Statistics Agency (BPS, 2023) shows that Indonesia's economic growth in the second quarter of 2023 was recorded at 5.17% compared to growth in the previous quarter which was 5.04%. The Indonesian economy is largely driven by increasing household consumption and one of the industries that is increasingly developing is the processing industry, especially the food and beverage industry sub-sector. Thus, it can be concluded that there is a potential opportunity to establish or open a frozen meat shop in Bandung City.
2. Resource
   The resources owned by Frozen The main resources owned by Frozen Meat Shop Kotak Daging are in the form of tangible and intangible resources. The physical resources owned by the company include buildings or shops, motorbikes and equipment, and refrigeration machines. Human resources such as

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employees involved in business processes and capital used for the entire business. All existing resources are utilized optimally by the company so as to create high effectiveness values.

3. Management Team
   The recruitment system implemented is not optimal, because until now the job descriptions received by employees are still not appropriate. Even though this happens, so far employees and owners have been able to form a solid team, complement each other, and work together as good partners to achieve the company's goals together.

Business Plan

A General Description Of The Company

Frozen Meat Shop Kotak Daging is an industrial sector that operates in the distribution and sale of frozen meat products. Frozen Meat Shop Kotak Daging is a business that was established in 2022, which provides various cuts of meat, including filets, thigh cuts, ground beef, bones, offal and other processed meats. Frozen Meat is a meat product that has been frozen at a temperature ranging from -18˚C or lower. Freezing is an efficient way to maintain the freshness of meat and extend its storage period.



Figure 5. Logos and Frozen Meat Shop Kotak Daging Products
Source: Document, 2023

Vision

Become a frozen meat entrepreneur who contributes to improving the nation's nutrition, through the distribution of food ingredients and quality services.

Mission

Providing quality, practical, nutritious and hygienic animal protein-based food products at affordable and competitive prices, provide friendly and responsive service, building a marketing network that allows various groups of people to enjoy products from Frozen Meat Shop Kotak Meat, building a company and having a solid financial structure, a reasonable profit structure so that the company can grow and develop, integrating technology and automation in production processes to increase efficiency and productivity, to be a pioneer in socially and environmentally responsible business practices, prioritizing sustainability, environmental awareness and positive contributions to local communities.

Business Environment Analysis

- Macro External Environmental Analysis, several factors influence the macro external environment, namely Political Factors, Economic, Social, Technological, Environmental and Legal Factors.
- Micro External Environmental Analysis, several important factors influence the business environment, such as Competitors, Suppliers, Customers and Channels.

SWOT analysis

SWOT analysis is a way to identify external factors systematically to formulate company strategy, and looks at the internal and external factors that help the strengths, weaknesses, opportunities and threats for Frozen Meat Shop Kotak Meat, which are mapped based on IFAS and EFAS, as follows :

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Table 2. Internal Strategic Factors Analysis Summary (IFAS) Frozen Meat Shop Kotak Daging

STRATEGIC FACTORS	WEIGHT	RATINGS	SCORE
STRENGTH			
Quality products and without preservatives.	0.14	4.5	0.63
Easy to reach location	0.12	4	0.48
Minimarket and self service store concept	0.10	3	0.30
Delivery service	0.14	3	0.42
			1.83
WEAKNESS			
Less aggressive marketing.	0.15	2	0.42
Limited human and financial resources to develop the business.	0.13	2.5	0.325
A trademark that is not widely known.	0.10	2	0.20
Does not yet have BPOM and Halal certificates	0.12	3	0.36
			1,185
TOTAL	**1.00**		**3,015**

Source: Processed by Researchers, 2023

Table 3. External Strategic Factors Analysis Summary (EFAS) Frozen Meat Shop Kotak Daging

STRATEGIC FACTORS	WEIGHT	RATINGS	SCORE
OPPORTUNITIES			
Still wide market share	0.15	4	0.60
Lifestyle changes	0.15	3	0.45
Development of digital marketing and distribution	0.13	4	0.52
Increasing market demand	0.10	3	0.30
			1.87
THREATS			
Many competitors	0.15	2	0.30
Unstable raw material prices	0.10	2.5	0.25
Competition with frozen food	0.12	3	0.36
Distribution of products outside the city is risky	0.10	3	0.30
			1.21
TOTAL	**1**		**3.08**

Source: Processed by Researchers, 2023

The values of the Internal Strategic Factor Analysis Summary (IFAS) and External Strategic Factor Analysis Summary (EFAS) are created as coordinates to determine the strategy that will be carried out by the company. From the results of the IFAS and EFAS calculations, the following results were obtained:

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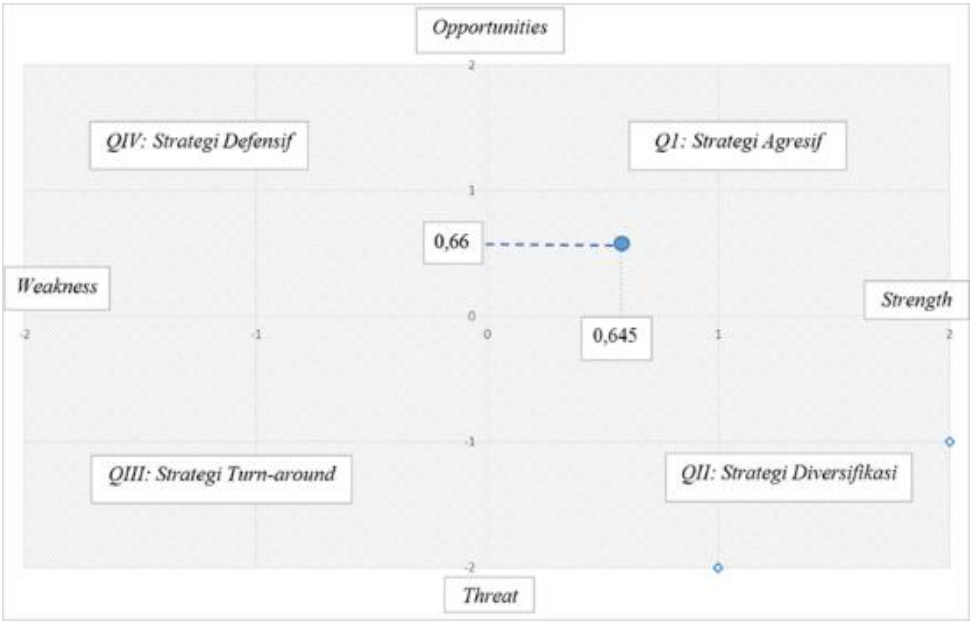


Figure 6. Portfolio Analysis SWOT Diagram Frozen Meat Shop Kotak Daging
Source: Processed by Researchers, 2023

Based on the SWOT matrix above, Frozen Meat Shop Kotak Daging is in quadrant I (Possible Aggressive Strategy) supporting an aggressive strategy or growth strategy.

Analysis of Marketing Aspects

a) Segmenting, Targeting, Positioning (STP). Based on the age chosen by Frozen Meat Shop Kotak Daging as segmentation, namely men and women aged 16-45 years with a monthly income of approximately IDR 2,000,000, it is considered relevant for the upper middle class, because it is a standard income from the activities or work carried out.
b) Positioning owned by Frozen Meat Shop Kotak Daging to build a strong company image through the tagline "the mainstay of family frozen meat". The Frozen Meat Shop Kotak Daging positions itself as a place to find the meat products that families need by offering quality, hygienic and convenient products.
c) Marketing Mix
The products offered by Frozen Meat Shop Kotak Daging are various kinds of beef products such as upper thigh meat, soup meat, rendang meat, various beef slices, various steaks, offal, and other processed meat which have good quality and competitive prices in the market at affordable prices. Offered starting from IDR 35,000 – IDR 135,000 per 500 grams to 1 kilogram. Frozen Meat Shop Kotak Daging is in the Panyileukan Comp. Block G4 No. 6, Panyileukan, Bandung City, West Java, Indonesia 40614.
d) Service Quality, quality of service from the Frozen Meat Shop Kotak Daging is certainly very important to be able to retain customers and build a positive image. The following are some of the service qualities that Frozen Meat Shop Kotak Daging provides to customers by providing good product selection and handling, creative, good and safe packaging, efficient and safe delivery services, providing convenience in transactions and responsive service, as well as provide loyalty programs and discounts.
e) Frozen Meat Shop Kotak Daging sells through online stores via digital platforms such as social media (Instagram and WhatsApp), e-commerce, other applications (Grabfood, Shopeefood and Gofood), as well as offline stores.

Operational Aspect Analysis

1) Quality Management is very important in the Frozen Meat Shop Kotak Daging business to ensure that the products sold and offered are of high quality, which starts with selecting trusted suppliers and ensuring that the meat raw materials have passed strict safety and quality standards. Then ensure that the meat products sold and offered are without preservatives and are in good condition so that they are

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safe for consumption and meet food safety standards. In addition, effective quality management will help in building Frozen Meat Shop's reputation as a provider of high quality and safe products. This can also increase customer trust and support long-term business growth.

2) Digitalization of Business Process, the digitalization of business processes carried out by Frozen Meat Shop Kotak Daging is integrating systems such as an inventory management system by adopting computerized software to be able to monitor and manage frozen meat inventory more efficiently, using an automated system to process customer orders, and utilizing technology. tracking and software related to monitoring the distribution of frozen meat products from the warehouse to the customer.

Human Resources Aspects

Frozen Meat Shop Kotak Daging has a simple organizational structure with low departmentalization, little formalization and centralized authority and decision making in one person, namely the owner. In the recruitment process for prospective employees at the Frozen Meat Shop Kotak Daging sourced from internal or local people, through advertising brochures created and distributed online or on social media such as on Instagram and Bandung City job vacancy information and through Word of Mouth. and then proceed to the administrative selection stage and conduct interviews. After going through the recruitment and selection stages, the selected employees will be provided with training first. Employee training and development in the form of on the job training and off the job training. With compensation determined jointly with employees, it is IDR 2,000,000 as well as bonuses and other benefits.The digitalization of Human Resources Aspects carried out by Frozen Meat Shop Kotak Daging is carrying out online recruitment and recruitment, and conflict management through digital.

Financial Aspect Analysis

The business carried out is in the form of MSMEs which set up a frozen meat shop in Bandung City. This financial analysis is set for the next 5 (five) years with the assumption that it can present the condition of the business being run. The capital required for the Frozen Meat Shop Kotak Daging business is estimated at IDR 195,985,000 which is projected over a period of 1 year 6 months. It is hoped that within this time period Frozen Meat Shop Kotak Daging business activities will be able to return the investment capital invested. Based on the calculation table above, it can be seen that the investment made to run a business and open a Frozen Meat Shop Kotak Daging can be classified as a profitable investment. This is because the net profit value (NPV>0) has a positive value of IDR 877,450,214, the resulting Internal Rate of Return also exceeds the discount factor (interest rate assumed to apply) which is 85.83 percent. The return on investment also occurs in 1.63 years, which means this investment takes 1 year and 6 months. Frozen Meat Shop Kotak Daging digitizes its financial aspects by using digital financial applications and digital payment processing both via bank transfer and via QRIS.

5. CONCLUSION

Based on the data and results of business planning research carried out by Frozen Meat Shop Kotak Daging which includes several aspects, conclusions can be drawn from the discussion, namely:

1. Profile and current business conditions of Frozen Meat Shop Kotak Daging by analyzing the company's external and internal environment. Based on the Environmental Aspect, the growth of the food and beverage industry provides convenience in licensing for MSMEs from the government, then fluctuating inflation and changes in consumption patterns, lifestyles and people's busy lives also cause the Frozen Meat Shop Kotak Daging business to have to face market uncertainty in terms of demand and prices of raw materials. In the marketing aspect, along with the development of the times and the convenience of technological advances, digital marketing has become an important part of everyone's life to be able to see references to food, drink and processed food trends that attract customers to buy these products. Therefore, with a strategy of intensively utilizing digital marketing, this can create a promotional effect and reach a wide market, making it easier to offer products and build a brand image. In the Operational Aspect, by maximizing product quality and production costs it is hoped that we can provide optimal service. This is a strategy that Frozen Meat Shop Kotak Daging relies on for long-term sustainable business growth. Then in the Human Resources Aspect, which is in accordance with the needs of the Frozen Meat Shop Kotak Daging to recruit quality human resources in the fields of marketing, operations and finance. In carrying out its business activities, Frozen Meat Shop Kotak Daging provides human resources with a predetermined number and qualifications, where employees will be given training regarding the work, they do so that they can run as expected. In the financial aspect, if we look at the calculation results, it shows that Frozen Meat Shop Kotak

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Daging has a high profit as seen from the net profit of 38.87 percent, as well as an NPV>0 has a positive value which means that Frozen Meat Shop Kotak Daging can be classified as an investment, Internal Rate of Return also exceeds the discount factor (the interest rate that is assumed to apply) where the result is 85.83 percent, and the payback period for the total investment is IDR 195,985,000, this investment only takes 1 year 6 months to return investment funds that have been invested, these results are still included in the medium category for the level of return on investment.

2. Based on the Timmons model analysis, it shows that Frozen Meat Shop Kotak Daging has good strength but there is still a lot that needs to be improved in facing external threats. In the analysis of success, it is possible to use the Timmons model and Business Model Canvas in planning the Frozen Meat Shop Kotak Daging business is feasible and has a big chance of success in the market.

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