

**Rancangan Bisnis Majalah Sekolah *Online* dengan *Business Model Canvas*
dan Evaluasi *Technology Acceptance Model***

Tesis

Diajukan Untuk Memenuhi Salah Satu Syarat Memperoleh
Gelar Magister manajemen Pada Program Studi Magister Manajemen
Konsentrasi Manajemen Kewirausahaan



Oleh:

Feby Anugrah Saputra

1707020

PROGRAM STUDI MANAJEMEN

SEKOLAH PASCA SARJANA

UNIVERSITAS PENDIDIKAN INDONESIA

2021

Feby Anugrah Saputra, 2021

**RANCANGAN BISNIS MAJALAH SEKOLAH ONLINE DENGAN BUSINESS MODEL CANVAS DAN
TECHNOLOGY ACCEPTANCE MODEL**

Universitas Pendidikan Indonesia | repository.upi.edu | perpustakaan.upi.edu

LEMBAR PENGESAHAN TESIS

Feby Anugrah Saputra

Rancangan Bisnis Majalah Sekolah *Online* dengan *Business Model Canvas* dan
Evaluasi *Technology Acceptance Model*

Pembimbing I



Dr. H. Mokh. Adib Sultan, ST, MT
NIP. 198103102009121002

Pembimbing II



Dr. Chairul Furqon, S.Sos, MM
NIP. 197206152003121009

Mengetahui,
Kepala Departemen Manajemen



Dr. Maya Sari, SE, MM
NIP. 197107052002012001

ABSTRAK

Feby Anugrah Saputra, Tesis, 2021, Rancangan Bisnis Majalah Sekolah *Online* dengan *Business Model Canvas* dan Evaluasi *Technology Acceptance Model*.

Abstrak: Penelitian ini dilatar belakangi oleh teknologi dan kewirausahaan, di mana teknologi ini berkembang sangat pesat sehingga setiap pengguna nya dapat merasakan kemudahan serta kegunaan dari berkembang nya teknologi ini. Di zaman sekarang banyak sekali bisnis yang berkembang dengan memanfaatkan teknologi sebagai alat bisnis mereka. *Startup* merupakan perusahaan rintisan yang bergerak dibidang teknologi, dari mulai belanja *online*, transportasi *online* hingga bermedia sosial dapat dilakukan di dalam *smartphone*. Namun ada juga pihak yang tidak bertanggung jawab yang menjadikan media sosial sebagai alat untuk kepentingan diri sendiri sehingga berakibat negatif bagi pengguna lain. Dengan demikian peneliti membuat sebuah rancangan bisnis media sosial berbentuk majalah sekolah *online* yang hanya dapat digunakan oleh pelajar atau siswa. Untuk menyelesaikan penelitian ini peneliti menggunakan pendekatan *plan, do, check, dan act* yang di mana pendekatan tersebut digunakan untuk memastikan kualitas secara utuh dari mulai pemasok hingga pelanggan dengan *grand theory business model canvas* dan *technology acceptance model*. Metode penelitian yang digunakan pun adalah kuantitatif deskriptif dengan desain penelitian *sequential exploratory* dimana data dikumpulkan secara kualitatif dan data kuantitatif digunakan untuk menjelaskan hubungan di antara kedua nya. Dalam hasil penelitian terdapat analisis kekuatan, kelemahan, peluang dan ancaman. Pemetaan dari kesembilan segmentasi *business model canvas* dan mengevaluasi kegunaan, kemudahan, sikap dan minat dari rancangan aplikasi majalah sekolah *online* dengan *technology acceptance model*. Kesimpulan setelah melakukan berbagai kajian dan uji coba terhadap *prototype* aplikasi majalah sekolah *online*, masih banyak kekurangan baik itu dalam kemudahan dalam pengoprasiannya dan penambahan fitur. Sehingga agar suatu bisnis aplikasi dapat berjalan baik, diperlukan kreativitas dan inovasi secara berkala agar aplikasi yang dibuat tidak tertinggal oleh kompetitor.

Kata Kunci : *Business Model Canvas, Technology Acceptance Model, Startup*

ABSTRACT

Feby Anugrah Saputra, Tesis 2021, *Online School Magazine Business Design with Business Model Canvas and Evaluation of Technology Acceptance Model*.

Abstract: This research is motivated by technology and entrepreneurship, where this technology is developing very rapidly so that every user can feel the convenience and usefulness of this technology development. In this day and age, many businesses are developing using technology as their business tool. Startups are technology startups, from online shopping, online transportation to social media, which can be done on a smartphone. However, there are also irresponsible parties who make social media a tool for their own interests so that it has negative consequences for other users. Thus the researcher made a social media business design in the form of an online school magazine that can only be used by students or students. To complete this research, the researchers used a plan, do, check, and act approach in which this approach was used to ensure complete quality from suppliers to customers with the grand theory business model canvas and the technology acceptance model. The research method used is also a descriptive quantitative with a sequential exploratory research design where data is collected qualitatively and quantitative data is used to explain the relationship between the two. In the research results there is an analysis of strengths, weaknesses, opportunities and threats. Mapping the nine business model canvas segments and evaluating the usability, ease, attitude and interest of the online school magazine application design with the technology acceptance model. The conclusion after conducting various studies and trials of the online school magazine application prototype, there are still many shortcomings, both in ease of operation and addition of features. So that in order for an application business to run well, creativity and innovation are needed periodically so that the application made is not left behind by competitors.

Keywords: *Business Model Canvas, Technology Acceptance Model, Startup*

DAFTAR ISI

KATA PENGANTAR.....	i
UCAPAN TERIMA KASIH.....	ii
ABSTRAK	iii
ABSTRACT	iv
DAFTAR ISI.....	v
DAFTAR TABEL.....	ix
DAFTAR GAMBAR.....	x
BAB I	1
PENDAHULUAN.....	1
1.1 Latar Belakang Penelitian	1
1.2 Identifikasi Masalah.....	9
1.3 Rumusan Masalah	9
1.4 Tujuan Penelitian	10
1.5 Manfaat Penelitian	10
BAB II	12
2.1 Kewirausahaan	12
2.1.2 Kreativitas dalam Kewirausahaan	14
2.1.3 Inovasi dalam Kewirausahaan	16
2.1.4 Manajemen dalam Kewirausahaan	17
2.1.5 Studi Kelayakan Usaha	18
2.2 Startup dan Mobile Application.....	19
2.2.1 Startup	19
2.2.2 Mobile Application	21
2.3 Pendekatan <i>Plan, Do, Check dan Act (PDCA)</i>	21
2.4 Model Analisis SWOT.....	23
2.4.1 Analisis Lingkungan Internal	25
2.4.2 Analisis Lingkungan Eksternal	27
2.4.3 Matriks IE	28
2.4.4 Matriks SWOT.....	29
2.5 Bisnis Model Kanvas (<i>Business Model Canvas</i>)	30

2.6 TAM (Technology Acceptance Model).....	33
2.7 Pendapatan.....	36
2.8 Penelitian Terdahulu.....	37
2.9 Kerangka Pemikiran	42
BAB III.....	46
3.1 Objek Penelitian	46
3.1.1 Subjek Penelitian	46
3.2 Metode dan Desain Penelitian	46
3.2.1 Metode Penelitian	46
3.2.2 Desain Penelitian.....	46
3.3 Jenis dan Sumber Data	49
3.4 Populasi dan Sampel penelitian	49
3.4.1 Populasi.....	49
3.4.2 Sampel.....	50
3.5 Teknik Pengumpulan Data	51
3.5.1 Teknik Pengumpulan Data Kualitatif.....	51
3.5.2 Teknik Pengumpulan Data Kuantitatif	52
3.6 Instrumen Penelitian	53
3.7 Teknik Analisis Data	55
3.7.1 Teknik Analisis Data Kuantitatif	55
BAB IV	57
4.1 Rancangan Bisnis Aplikasi Majalah Sekolah <i>Online</i> (Masa ku)	57
4.2 Hasil dan Pembahasan	59
4.2.1 Plan (Perencanaan).....	59
4.3 Do (Mengerjakan)	84
4.4 Check (Uji Coba).....	85
4.4.1 Perceived Usefulness (Kegunaan).....	88
4.4.2 Perceived Ease of Use (Kemudahan Pengguna).....	92
4.4.3 Attitude Towar Using Technology (Sikap).....	96
4.4.4 Behavioral Intention Touse (Minat).....	99
4.4.5 Kritik dan Saran Responden	101
4.5 Act (Tindak Lanjut).....	102

4.5.1 Perbaikan Kekurangan pada Konstruk Kegunaan.....	103
4.5.2 Perbaikan Kekurangan pada Konstruk Kemudahan	106
BAB V.....	109
 5.1 Kesimpulan	109
 5.2 Saran.....	111
DAFTAR PUSTAKA	xi
DAFTAR ISTILAH	xxviii
RIWAYAT HIDUP	xxxiii
LAMPIRAN.....	xxxiv

DAFTAR BAGAN

Bagan 2.1 Kerangka Pemikiran.....	43
Bagan 3.1 Langkah Penelitian.....	45
Bagan 4.1 Matriks IE Aplikasi Majalah Sekolah <i>Online</i>	65

DAFTAR TABEL

Tabel 1.1 Aplikasi Mobile Application Social Media Buatan Indonesia.....	3
Tabel 2.1 Matriks IFAS.....	25
Tabel 2.2 Matriks EFAS.....	27
Tabel 2.3 Matriks SWOT	29
Tabel 2.4 Penelitian Terdahulu	36
Tabel 3.1 Jenis dan Sumber Data.....	47
Tabel 3.2 Data Populasi Siswa	48
Tabel 3.3 Instrumen Penelitian	53
Tabel 3.4 Skor Alternatif Jawaban.....	56
Tabel 4.1 Analisis Lingkungan Aplikasi Masa Ku	59
Tabel 4.2 Matriks IFAS Aplikasi Majalah Sekolah <i>Online</i>	63
Tabel 4.3 Matriks EFAS Aplikasi Majalah Sekolah <i>Online</i>	63
Tabel 4.4 Matriks SWOT Aplikasi Majalah Sekolah <i>Online</i>	66
Tabel 4.5 Data Responden Aplikasi Majalah Sekolah <i>Online</i>	81
Tabel 4.6 Tanggapan Responden Terhadap Kegunaan Aplikasi Majalah Sekolah <i>Online</i>	84
Tabel 4.7 Tanggapan Responden Terhadap Kemudahan Aplikasi Majalah Sekolah <i>Online</i>	87
Tabel 4.8 Tanggapan Responden Terhadap Sikap Aplikasi Majalah Sekolah <i>Online</i>	90
Tabel 4.9 Tanggapan Responden Terhadap Minat Aplikasi Majalah Sekolah <i>Online</i>	92
Tabel 4.10 Kritik dan Saran dari Responden Terhadap Aplikasi Majalah Sekolah <i>Online</i>	93
Tabel 4.11 Kekurangan Aplikasi Majalah Sekolah <i>Online</i> Pada Konstruk <i>Perceived Usefulness</i>	95
Tabel 4.12 Kekurangan Aplikasi Majalah Sekolah <i>Online</i> Pada Konstruk Ease of Use.....	98

DAFTAR GAMBAR

Gambar 1.1 Data Pengguna Internet dengan Ponsel	2
Gambar 1.2 Data Pengguna Media Sosial di Indonesia.....	2
Gambar 1.3 Proyeksi Pengguna Internet di Indonesia pada Tahun 2017-2023	4
Gambar 1.4 Pendekatan PDCA.....	6
Gambar 2.1 Proses Enterpreneurial, Inovasi dan Kinerja Bisnis	13
Gambar 2.2 Swot Matrix.....	23
Gambar 2.3 Matriks IE.....	28
Gambar 2.4 Sembilan Element Model Bisnis Kanvas	30
Gambar 2.5 Technology Acceptance Model.....	32
Gambar 4.1 Logo Aplikasi majalah Sekolah Ku	56
Gambar 4.2 Bisnis Model Kanvas Aplikasi Majalah Sekolah <i>Online</i>	74
Gambar 4.3 Aplikasi Adobe XD	75
Gambar 4.4 User Interface Aplikasi Majalah Sekolah <i>Online</i>	76
Gambar 4.5 Desain Halaman Utama Aplikasi Majalah Sekolah Ku	77
Gambar 4.6 Desain User Interface Menu Login dan Sign Up	78
Gambar 4.7 Keseluruhan user interface Aplikasi Majalah Sekolah <i>Online</i>	80
Gambar 4.8 Desain <i>User Interface</i> Forum Diskusi Bebas.....	97

DAFTAR PUSTAKA

- A, Osterwalder & Y, Pigneur. (2010). *Business Model Canvas*, Self published.
- _____. (2010). *Business Model Generation*. Published Simultaneously in Canada
- A. Osterwalder, Y. Pigneur, A. Smith, and T. Movement. (2010). *You're holding a handbook for visionaries , game changers , and challengers striving to defy outmoded business models and design tomorrow's enterprises . It's a book for the ... written by co-created by designed by*, vol. 30, no. 5377.
- Abramowicz, W. (2015). *Business Information Systems :18th International Conference, BIS 2015 Pozna??, Poland, June 24-26, 2015 Proceedings. Lecture Notes in Business Information Processing*, 208(April). <https://doi.org/10.1007/978-3-319-19027-3>
- Adrian, B., (2002). *Overview of the mobile payments market 2002–2007*. Gartner. Research R-18-1818, 2002
- Afuah, A. and C. Tucci (2003). *Internet Business Models and Strategies*. Boston: McGraw Hill.
- Akdon. (2009). *Strategic Management for Educational Management (Manajemen Strategik untuk Manajemen Pendidikan)*. Bandung: Alfabeta.
- Ayan, S, Furqon, C, & Sultan, M.A. (2018). *Business Model Canvas Analisys on Cual Weaving Indusry*. The International Journal of Business. Fakultas Pendidikan Ekonomi dan Bisnis, Universitas Pendidikan Indonesia. DOI: <https://doi.org/10.17509/tjr.v1i2.14108>

- Astromskiene, A. dkk. (2014). *The Priorities of Young Rural Population Enterprise Activity.* Procedia - Social and Behavioral Sciences 156 (2014) 345 – 349. <https://doi:10.1016/j.sbspro.2014.11.200>
- Barnes, Stuart J., (2002). *The mobile commerce value chain: analysis and future developments.* International Journal of Information Management 22 (2), 91– 108. [https://doi.org/10.1016/S0268-4012\(01\)00047-0](https://doi.org/10.1016/S0268-4012(01)00047-0)
- Ballon, Pieter, Walravens, Nils, Spedalieri, Antonietta, Venezia, Claudio, (2008). *The reconfiguration of mobile service provision: towards platform business models.* In: Proceedings of the ICIN'08.
- Bangun, W. (2008). *Budaya Organisasi Dampaknya Pada Peningkatan Daya Saing Perusahaan.* Jurnal Manajemen Maranatha, 8(1), pp. 38-49. <https://doi.org/10.28932/jmm.v8i1.198>
- Barber, A.E., Wesson, M.J., Roberson, Q.M., Taylor, M.S., (1999). *A tale of two job markets: organizational size and its effects on hiring practices and job search behavior.* Person. Psychol. 52 (4), 841–868. <https://doi.org/10.1111/j.1744-6570.1999.tb00182.x>
- Bewley, W.L., Roberts, T.L., Schoit, D., & Verplank, W.L. (1983). *Human factors testing in the design of Xerox's 8010 "star" office workstation.* CHI '83 Human Factors in Computing Systems (Boston, December 12-15, 1983), ACM, New York, 72-77. <https://doi.org/10.1145/800045.801584>
- Blank, S. (2013). *Why the lean start-up changes everything.* Harvard Business Review, 91(5), 63–72.
- Bocken, N. & Snihur, Y. (2019). *Lean Startup and The Business Model: Experimenting for Novelty and Impact.* The

- International Institute for Industrial Environmental Economics (IIIEE), Lund University,
<https://doi.org/10.1016/j.lrp.2019.06.002>
- Boedianto, L. P, & Harjanti, D. (2015). *Strategi Pengembangan Bisnis Pada Depot Selaris dengan Pendekatan Busniness Model Canvas*. AGORA Vol. 3, no. 2.
- Brunner, M & Wolfartsberger, J. (2020). *Virtual Reality enriched Business Model Canvas Building Blocks for enhancing Customer Retention*. International Conference on Industry 4.0 and Smart Manufacturing (ISM 2019)
<https://doi.org/10.1016/j.promfg.2020.02.062>
- Buellingen, Franz, Woerter, Martin, (2004). *Development perspectives, firm strategies and applications in mobile commerce*. Journal of Business Research 57 (12), 1402–1408. Mobility and Markets: Emerging Outlines of M-Commerce. [https://doi.org/10.1016/S0148-2963\(02\)00429-0](https://doi.org/10.1016/S0148-2963(02)00429-0)
- Cardon, M.S., Stevens, C.E., (2004). *Managing human resources in small organizations: what do we know?* Hum. Resour. Manag. Rev. 14 (3), 295–323.
<https://doi.org/10.1016/j.hrmr.2004.06.001>
- Carroll, G.R., Hannan, M.T., (2000). *Why corporate demography matters: policy implications of organizational diversity*. Calif. Manag. Rev. 42 (3), 148–163.
<https://doi.org/10.2307/41166046>
- Chesbrough, H., (2010). *Business model innovation: opportunities and barriers*. Long. Range Plan. 43 (2e3), 354e363.
- Coulthard, M. (2007). *The Role of Entrepreneurial Orientation on Firm Performance and The Potential Influence of Relational Dynamism*. Deperatment of Management Working Paper series. *Journal of Global Business and Technology*, 3,29-39.

- Creswell, J. (2015). *Riset Perencanaan, Pelaksanaan, dan Evaluasi Riset Kualitatif & Kuantitatif*. Edisi Kelima. (M. Drs.Helly Prajitno Soetjipto, Trans.) Yogyakarta: Pustaka Pelajar
- David, Fred. R. (2010). *Manajemen Strategis Konsep*, Buku 1 Edisi 12 Jakarta Salemba Empat.
- _____. (2012). *Strategic Management. Manajemen Strategis Konsep*. Salmba Empat. Bandung
- Davis, F. D, (1985). *A Technology Acceptance Model for Empirically Testing New End-User Information Systems: Theory and Results*. submitted to the sloan school of management in partial fulfillment of the requirements for the degree of massachusetts institute of technology
- De Reuver, Mark., Haaker, Timber., (2009). *Designing viable business models for context-aware mobile services*. Telematics and Informatics 26 (3), 240–248
<https://doi.org/10.1016/j.tele.2008.11.002>
- Departemen Pendidikan dan Kebudayaan, (2008). *Kamus Besar Bahasa Indonesia*.
- Dewi, A. P, dkk. (2013). *Analisis Pengendalian Kualitas dengan Pendekatan P.D.C.A (PLAN-DO-CHECH-ACT) Berdasarkan Standar Minimal Pelayanan Rumah Sakit Pada RSUD Dr. Adhyatama Semarang (Studi Kasus Pada Instalasi Radiologi)*. DIPONEGORO JOURNAL OF SOCIAL AND POLITIC Tahun 2013, Hal. 1-12
- Dudin, Mihail and Kucuri, Georgij and Fedorova, Irina and Dzusova, Svetlana and Namitulina, Anzhela, (2015). *The Innovative Business Model Canvas in the System of Effective Budgeting Asian Social Science*. - Vol. 11, No 7. - P. 290-

- 296, 2015, Available at SSRN: <https://ssrn.com/abstract=2581565>
- Duncan, R.B. (1972). *Characteristics of Organizational Environments and Perceived Environmental Uncertainty*. *Administrative Science Quarterly*, Vol. 17.
- Ensley, M.D., Hmieleski, K.M., Pearce, C.L., (2006a). *The importance of vertical and shared leadership within new venture top management teams: implications for the performance of startups*. *Leader. Q.* 17 (3), 217–231. <https://doi.org/10.1016/j.lequa.2006.02.002>
- Ensley, M.D., Pearce, C.L., Hmieleski, K.M., (2006b). *The moderating effect of environmental dynamism on the relationship between entrepreneur leadership behavior and new venture performance*. *J. Bus. Ventur.* 21 (2), 243–263. <https://doi.org/10.1016/j.jbusvent.2005.04.006>
- Faller, C., & Feldmüller, D. (2015). *Industry 4.0 learning factory for regional SMEs*. *Procedia CIRP*, 32(Clf), 88–91. <https://doi.org/10.1016/j.procir.2015.02.117>
- Fatimah, F.N.D, (2020). *Teknik Analisis SWOT Pedoman menyusun strategi yang efektif dan efisien serta cara mengelola kekuatan dan ancaman*. Penerbit ANAK HEBAT INDONESIA, Yogyakarya
- Patricia, W. & Sultan, M.A, (2019). *Implementasi Bisnis Model Kanvas dalam Perancangan Manajemen Bisnis Aplikasi Jaskost*. Jurnal Ilmu Manajemen & Bisnis. Sekolah Pascasarjana Universitas Pendidikan Indonesia.
- Fitzroy, P., dan Hulbert, J. (2005). *Strategy Management: Creating Value in Turbulent Times*. Jhon Wiley.
- Furqon, C. Sultan, M.A & Wijaya, F. (2019). *Business Development of Coffe Farmers Group Using Triple Layered*

- Business Model Canvas.* J. Bus, Econ. Riview 4(4) 63-170 (2019).
- Funk, Jeffrey L., (2009). *The emerging value network in the mobile phone industry: the case of japan and its implications for the rest of the world.* Telecommunications Policy 33 (1–2), 4–18. <https://doi.org/10.1016/j.telpol.2008.09.002>
- Garza-Reyes, J. A. dkk. (2018). A *PDCA-based approach to Environmental Value Stream Mapping (E-VSM).* Journal of Cleaner Production, 180, 335 348. doi:10.1016/j.jclepro.2018.01.121
- Ginzberg, M.J. (1981). *Early diagnosis of MIS implementation failure: Promising results and unanswered questions.* Management Science, 27, 459-478. <https://doi.org/10.1287/mnsc.27.4.459>
- Griffin, Ricky W., & Ebert, Ronald J. (2007). *Business essentials,* Jilid 1, Edisi Kedelapan. Jakarta: Erlangga
- Gunawan, D,S. (2015). *Analisis Lingkungan Eksternal dan Internal dalam Menyusun Strategi Perusahaan.* Jurnal admininstrasi bisnis <https://doi.org/10.21776/ub.profit.2015.009.01.3>
- Gupta, V., MacMillan, I.C., Surie, G., (2004). *Entrepreneurial leadership: developing and measuring a cross-cultural construct.* J. Bus. Ventur. 19 (2), 241–260. [https://doi.org/10.1016/S0883-9026\(03\)00040-5](https://doi.org/10.1016/S0883-9026(03)00040-5)
- Hadiyati, E. (2011). *Kreativitas dan Inovasi Berpengaruh Terhadap Kewirausahaan Kecil.* Jurnal Manajemen dan Kewirausahaan. <https://doi.org/10.9744/jmk.13.1.8-16>
- _____. (2012). *Kreativitas dan Inovasi Pengaruhnya Terhadap Pemasaran Kewirausahaan Pada Usaha Kecil.*

- Asian Jorunal of Innovation and Enterpreneurship.
<https://doi.org/10.20885/ajie.vol1.iss3.art1>
- Hanik, U & Mas'ud, M.I. (2019). *Perencanaan Inovasi Pengembangan Agrowisata Bukit Flora dengan Pendekatan Bisnis Model Kanvas.* Journal Knowledge Industrial Engineering DOI: <https://doi.org/10.35891/jkie.v6i3.2088>
- Heizer, Jay & Barry, Render. (2011). *Manajemen Operasi.* Edisi Sembilan. Buku Dua. Diterjemahkan oleh Chriswan Sungkono. Jakarta: Salemba Empat.
- _____. (2017). *Principles of Operations Management: Sustainability and Supply Chain Management (Global Edition).* ISBN: 9781292153018
- Herawati, N. dkk. (2019). *Penerapan Bisnis Model Kanvas dalam Penentuan Rencana Manajemen Usaha Kedelai Edamame Goreng.* Jurnal Agroteknologi Vol. 13 No. 01 (2019) DOI: <https://doi.org/10.19184/j-agt.v13i01.8554>
- Hery dan Lekok, W. (2012). *Akuntansi Keuangan Menengah.* Jakarta Bumi Aksara.
- Hermawan, A dan Pravitasari, R.J, (2017). *Business Model Canvas Kanvas Model Bisnis.* Artikel Akselerasi.id dalam Academia.edu
- Holzer, A., & Ondrus, J. (2011). *Mobile application market: A developer's perspective.* *Telematics and Informatics,* 28(1), 22–31. doi:10.1016/j.tele.2010.05.006
- Husnan,Suad. (1995), *Manajemen Keuangan Teori Penerapan,* Edisi 3, Yogyakarta: BPFE.
- Irawan, A & Mulyadi, H. (2016). *Pengaruh Keterampilan Wirausaha Terhadap Keberhasilan Usaha.* Journal of Business Management and Enterpreneurship Education. Vol 1. Universitas Pendidikan Indonesia.

- Ives, B., Olson, M.H., & Baroudi, J.J. (1983). *The measurement of user information satisfaction*. Communications of the ACM, 26, 785-793. <https://doi.org/10.1145/358413.358430>
- Joyce, A., & Paquin, R. L. (2016). *The triple layered business model canvas: A tool to design more sustainable business models*. *Journal of Cleaner Production*, 135, 1474–1486. doi:10.1016/j.jclepro.2016.06.067
- Kamm, J.B., Shuman, J.C., Seeger, J.A., Nurick, A.J., (1990). *Entrepreneurial teams in new venture creation: a research agenda*. *Enterpren. Theor. Pract.* 14 (4), 7–17. <https://doi.org/10.1177/104225879001400403>
- Kasmir. (2006). *Kewirausahaan*. Jakarta: Rajawali Pers.
- Kasmir, & Jakfar. (2003). *Studi Kelayakan Bisnis*. Jakarta: Predana Media Group.
- Keh, H, Tat. Dkk. (2007). *The Effect of Entrepreneurial Orientation and Marketing Information on The Performance of SMEs*. *Journal of Business Venturing* 22 (2007) 592–611. Doi: 10.1016/j.jbusvent.2006.05.003
- Kempster, S., Cope, J., (2010). *Learning to lead in the entrepreneurial context*. *Int. J. Entrepren. Behav. Res.* 16 (1), 5–34. <https://doi.org/10.1108/13552551011020054>
- Kerr, S., Jermier, J.M., (1978). *Substitutes for leadership: their meaning and measurement*. *Organ. Behav. Hum. Perform.* 22 (3), 375–403.
- Khairuni, N. (2016). *Dampak Positif dan Negatif Sosial Media Terhadap Pendidikan Akhlak Anak*. *Jurnal Edukasi Media Kajian Bimbingan Konseling* <http://dx.doi.org/10.22373/je.v2i1.693>
- Khairunisa, dkk. (2019). *Strategi Pengembangan Pengelolaan Pasar Oleh Perusahaan Daerah Pasar Pakuan Jaya*:

- Pendekatan Bisnis Model Kanvas. Jurnal Aplikasi Manajemen dan Bisnis, 5(3), 501.
<https://doi.org/10.17358/jabm.5.3.501>
- Kuratko D.F, & Hodgetts R.M, (2004). *Entreprenuership Theory, Process and Practice*, 6th ed., South-Western, Mason, Ohio.
- Kurniasari, R & Kartikasari, D. (2018). *Penerapan Model Bisnis Kanvas Terhadap Bisnis Jasa Angkut Penumpang pada PT International Golden Shipping*. JOURNAL OF APPLIED MANAGERIAL ACCOUNTING
- DOI: <https://doi.org/10.30871/jama.v2i1.631>
- Kurniawan, D.A, & Abidin, M.Z, (2019). *Strategi Pengembangan Wisata Kampoeng Durian Desa Ngrogung Kecamatan Ngebel Ponorogo melalui Analisis Matrik IFAS Dan EFAS*. Al Tijarah: Vol. 5 No. 2, Desember 2019 (93-103) p-ISSN: 2460-4089 e-ISSN: 2528-2948.
- Larsen, P. & A. Lewis. (2007). *How Award Winning SMEs Manage The Barriers to Innovation*. Journal Creativity and Innovation Management, page: 141-151.
<https://doi.org/10.1111/j.1467-8691.2007.00428.x>
- Learned, Christensen, dkk (2004). *Pengambilan Keputusan Stratejik* Jakarta:PT Gramedia Widiasarana Indonesia.
- Leiber, T. (2017). *Computational Social Science and Big Data: A Quick SWOT Analysis.” In Berechenbarkeit der Welt? Philosophie und Wissenschaft im Zeitalter von Big Data [Computability of the World? Philosophy and Science in the Age of Big Data]*, edited by Joerg Wernecke, Wolfgang Pietsch, and Maximilian Ott, 287–301. Berlin: Springer. doi : 10.1007/978-3-658-12153-2_14
- Leiber, T., Stensaker, B., & Harvey, L. C. (2018). *Bridging theory and practice of impact evaluation of quality management in*

- higher education institutions: a SWOT analysis.* European Journal of Higher Education, 8(3), 351–365. doi:10.1080/21568235.2018.1474782
- Lucas, H.C. (1981). *An experimental investigation of the use of computer-based graphics in decision making.* Management Science, 27, 757-768.
<https://doi.org/10.1287/mnsc.27.7.757>
- Magers, C.S. (1983). *An experimental evaluation of on-line help for nonprogrammers.* CHI '83 Human Factors in Computing Systems (Boston, December 12-15, 1983), ACM, New York, 277-281. <https://doi.org/10.1145/800045.801626>
- Maitland, Carleen F., Bauer, Johannes M., Westerveld, Rudi, (2002). *The European market for mobile data: evolving value chains and industry structures.* Telecommunications Policy 26 (9–10), 485–504 [https://doi.org/10.1016/S0308-5961\(02\)00028-9](https://doi.org/10.1016/S0308-5961(02)00028-9)
- Marbun, B.N. (2003). *Kamus Manajemen.* Jakarta. Pustaka Sinar Harapan.
- Maulana, H. (2020). *Siswi SMP Jual Diri Rp. 500.000,- demi Kuota Internet, Begini Penjelasan KPPAD Kepri.* Kompas.com di akses pada [16 Januari 2021]
- Müller, J. M., Buliga, O., & Voigt, K. I. (2018). *Fortune favors the prepared: How SMEs approach business model innovations in Industry 4.0.* Technological Forecasting and Social Change, (December 2017), 0–1. <https://doi.org/10.1016/j.techfore.2017.12.019>
- Miller, L.H. (1977). A study in man-machine interaction. National Computer Conference, 409-421.
<https://doi.org/10.1145/1499402.1499475>

- Moen, R & Norman, C. (2006). *Evolution of the PDCA Cycle*. Quality Progress, 2006 Citeseer.
- Nisak, Z. (2013). *Analisis SWOT Untuk Menentukan Strategi Kompetitif*. Juenal Ekbis dalam Academia.edu.
- Ommani, A, R. (2011). *Strengths, weaknesses, opportunities and threats (SWOT) analysis for farming system businesses management: Case of wheat farmers of Shadervan District, Shoushtar Township, Iran*. African Journal of Business Management Vol. 5(22), pp. 9448-9454
<https://doi.org/10.5897/AJBM.9000528>
- Ouimet, P., Zarutskie, R., (2014). *Who works for startups? The relation between firm age, employee age, and growth*. J. Financ. Econ. 112 (3), 386–407.
<https://doi.org/10.1016/j.jfineco.2014.03.003>
- Park, E., Baek, S., Ohm, J., & Chang, H. J. (2014). *Determinants of player acceptance of mobile social network games: An application of extended technology acceptance model*. Telematics and Informatics, 31(1), 3–15. doi:10.1016/j.tele.2013.07.001
- Patricia, W. (2019). *Implementasi Perancangan Bisnis Aplikasi Jakost Berbasis Mobile Application*. Tesis Manajemen, Universitas Pendidikan Indonesia.
- Poller, M.F. & Garter, S.K. (1983). *A comparative study of modeled and modeless text editing by experienced editor users*. CHI'83 Human Factors in Computing Systems (Boston, December 12-15, 1983), ACM, New York, 166-170.
<https://doi.org/10.1145/800045.801603>
- Pragojo, D. I. (2015). *The strategic fit between innovation strategies and business environment in delivering business*

- performance. Journal of Production Economics,*
<http://dx.doi.org/10.1016/j.ijpe.2015.07.037>
- Prihantoro, R. (2012). *Konsep pengendalian mutu.* Bandung: Rosda Karya.
- Promer, L. (2020). *Exploring the future of startup leadership development.* Journal of Business Venturing Insights.
<https://doi.org/10.1016/j.jbvi.2020.e00200>
- Purnama, R.P.A. (2014). *Analisis Pengaruh Modal, Tenaga Kerja, Lama Usaha, dan Teknologi Proses Produksi terhadap Produksi Kerajinan Kendang Jimbe di Kota Blitar,* Tesis Universitas Brawijaya, Malang.
 SKR/FE/2014/20/051401003
- Rahmayani, I. (2019). *Menkominfo Rudiantara Kejar E-Commerce Indonesia.* Kominfo.go.id
- Rahmayati, HM. (2015). *Analisis Swot dalam Menentukan Strategi Pemasaran Udang Beku PT.Mustika Mina Nusa Aurora Tarakan, Kalimantan Utara.* Jurnal Galung Tropika, DOI:
<http://dx.doi.org/10.31850/jgt.v4i1.28>
- Ramadhan, B. (2020). *Data Internet di Indonesia dan Perilakunya Tahun 2020.* Teknoia.com
- Ramdhani, H.E. (2015). *Starupreneur Menjadi Enterpreneur Starup.* Penebar Plus. Jakarta.
- Rangkuti, F. (1998). *Analisis SWOT Teknik Membedah Kasus Bisnis.* PT Gramedia Pustaka Utama: Jakarta
- _____. (2004). *Analisis SWOT Teknik Membedah Kasus Bisnis.* Jakarta : PT. Gramedia.
- _____. (2008). *The Power of Brands,* Cetakan Ketiga. Jakarta: Gramedia Pustaka Utama.
- _____. (2009). *Analisis SWOT Teknik Membedah kasus Bisnis.* Gramedia pustaka Utama, Jakarta.

- Riduwan dan Akdon. (2009). *Rumus dan Data dalam Analisis Statistika*. Bandung: Alfabeta.
- Ries, Erick. (2011). *The lean startup: How today's entrepreneurs use continuous innovation to create radically successful businesses*. Crown Books.
- _____. (2017). *The Startup Way: How Modern Companies Use Entrepreneurial Management to Transform Culture & Drive Long-Term Growth*. Currency New York.
- Richard L. Daft, (2010). *Era Baru Manajemen*. Edward Tanujaya Edisi 9, Salemba Empat.
- Riyantini, R. (2017). *Pendekatan PDCA dalam Kegiatan Pemantauan Pengendalian Mutu di Lembaga Kursus dan Pelatihan*. Jurnal Ilmiah Visi, 12(2), 143 - 153. <https://doi.org/10.21009/JIV.1202.7>
- Rosdianto, H. dkk. (2017). *Implementasi Model Pembelajaran POE (Predict Observe Explain) untuk Meningkatkan Pemahaman Konsep Siswa Pada Materi Hukum Newton*. <https://10.17605/OSF.IO/TV928>
- Royan, F.M, (2014). *Bisnis Model Kanvas Distributor(Memetakan Kinterja Optimal Distributor dan 30 Kesalahan yang di Lakukan)*. PT. Gramedia Pustaka Utama.
- Rusdiana. (2013). *Kewirausahaan Teori dan Praktik*. Bandung, CV Pustaka Setia.
- Saing, B. dkk. (2020). *Marketing Strategy using SWOT and QSPM Methods*. International Journal of Recent Technology and Engineering. ISSN: 2277-3978, vol-8.
- Sam. (2013). *Apa itu Konvergen dan Divergen*. Di akses dalam situs Informasi Bisnis Indonesia Ibizia.com pada [15 september 2020]

- Sangadji, E. M & Sopiah. (2010). *Metodologi penelitian: pendekatan praktis dalam penelitian*. ANDI Yogyakarta
- Sarnawi, B. & Iqbal, M. (2018). *Kewirausahaan*. UB Press. Malang
- Saura, J.R. (2019). *Detecting Indicators for Startup Business Success: Sentiment Analysis Using Text Data Mining*, Sustainability Journal <https://doi.org/10.3390/su11030917>
- Schultz, R.L. & Slevin, D.P. (1975). In Schultz, R.L. & Slevin, D.P. (Eds.) *Implementing operations research/ management science*. New York: American Elsevier, 153-182.
- Schewe, C.D. (1976). *The management information system user: An exploratory behavioral analysis*. Academy of Management Journal, 19, 577-590. <https://doi.org/10.5465/255792>
- Setyorini, H, dkk (2016). *Marketing Strategy Analysis Using SWOT Matrix and QSPM (Case Study: WS Restaurant Soekarno Hatta Malang)*. Jurnal Teknologi dan Manajemen Agroindustri <https://doi.org/10.21776/ub.industria.2016.005.01.6>
- Sholikhah, A. (2016). *Statistik Deskriptif dalam Penelitian Kualitatif*. Komunika: Jurnal Dakwah dan Komunikasi, Faculty of Da'wah IAIN Purwokerto <https://doi.org/10.24090/komunika>
- Singh, J.V., Tucker, D.J., House, R.J., (1986). *Organizational legitimacy and the liability of newness*. Adm. Sci. Q. 31 (2), 171–193. DOI: 10.2307/2392787
- Sikumbang, A. (2019). *Inovasi Teknologi, Kunci Sukses Bisnis Logistik di Era Digital*. Di akses dalam situs www.kompasiana.com pada [16 september 2020]

- Stinchcombe, A.L., (1965). *Social structure and organizations*”. In: March, J.G. (Ed.), *Handbook of Organizations*. Routledge, New York, NY, pp. 142–193.
- Sukirno, S. (2006). *Teori Pengantar Mikro Ekonomi*. Rajagrafindo Persada. Jakarta.
- Sugianto, C. L & Hongdiyanto, C. (2017). *Perumusan Strategi Pemasaran Menggunakan Metode QSPM pada Bisnis Sambal noesantara*. Jurnal manajemen dan Strat-Up Bisnis. Vol 2, no.1
- Sugiyono. (2013). *Metode Penelitian Pendidikan pendekatan Kuantitatif, Kualitatif dan R&D*. Alfabeta: Bandung.
- Sunarya, A. dkk. (2011). *Kewirausahaan Pengelolaan dan Pengembangan Entrepreneurship, IT-Preneurship, Kewirausahaan, di Bidang Teknologi Informasi Teori dan Praktik Pengelolaan Kewirausahaan di lengkapi dengan Kasus*. ANDI, Yogyakarta
- Suryana, (2003). *Kewirausahaan, Pedoman Praktis, Kiat dan Proses Menuju Sukses*, Edisi Revisi, Penerbit: Salemba Empat, Jakarta.
- Suryana, Y & Bayu, K. (2011). *Kewirausahaan Pendekatan Karakteristik Wirausaha Sukses*. Edisi Pertama Cetakan Ke-2. Jakarta Prenada Media Group.
- Thakur, S.P., (1999). *Size of investment, opportunity choice and human resources in new venture growth: some typologies*. J. Bus. Ventur. 14 (3), 283–309.
[https://doi.org/10.1016/S0883-9026\(98\)00002-0](https://doi.org/10.1016/S0883-9026(98)00002-0)
- Trishartanto, P. dkk. (2018). *Analisis Efek-Ifas dikaitkan dengan Regulasi Industri Pengiriman via Airfreight pada PT. Angkasa Pura Logistik Cabang Semarang*. Vol 4, no 4 Journal of Management. ISSN : 2502-7689

- Tsalgatidou, Aphrodite, Pitoura, Evaggelia, (2001). *Business models and transactions in mobile electronic commerce: requirements and properties.* Computer Networks 37 (2), 221–236. Electronic Business Systems. [https://doi.org/10.1016/S1389-1286\(01\)00216-X](https://doi.org/10.1016/S1389-1286(01)00216-X)
- Vecchio, R.P., (2003). *Entrepreneurship and leadership: common trends and common threads.* Hum. Resour. Manag. Rev. 13 (2), 303–327. [https://doi.org/10.1016/S1053-4822\(03\)00019-6](https://doi.org/10.1016/S1053-4822(03)00019-6)
- Wiedeler, C., Kammerlander, N., (2019). *Learning the ropes of entrepreneurship: understanding internal corporate venturing for family firms from an entrepreneurial learning perspective.* Rev. Managerial Sci. forthcoming. <https://doi.org/10.1007/s11846-019-00354-3>
- Wiratmadja, I. I., Govindaraju, R., & Athari, N. (2012). *The development of mobile internet technology acceptance model.* 2012 IEEE International Conference on Management of Innovation & Technology (ICMIT). doi:10.1109/icmit.2012.6225836
- Winarso, Bambang. (2019). *5 Pilihan Software PC untuk membuat Aplikasi Android.* Dikutip dalam situs Trikinet.com, di akses pada 7 November 2020.
- Wulandari, A. (2009). *Pengaruh Lingkungan Eksternal Dan Lingkungan Internal Terhadap Orientasi Wirausaha Dalam Upaya Meningkatkan Kinerja Perusahaan.* Jurnal Pengembangan Wiraswasta VOL. 11 NO. 2: 142 – 152
- Yin, Robert, K. (2006). *Mixed Methods Research: Are the Methods Genuinely Integrated or Merely Parallel?.* RESEARCH IN THE SCHOOLS A nationally refereed journal sponsored by

the Mid-South Educational Research Association and the University of North Florida

- Yuan, H. (2013). *A SWOT analysis of successful construction waste management*. *Journal of Cleaner Production*, 39, 1–8. doi:10.1016/j.jclepro.2012.08.016
- Zaltman, G. (1986). *The Confidence Gap: Business, Labor, and Government in The Public Mind* By Seymour Martin Lipset and William Schneider. New York: The Free Press, 1983, 434 pages
<https://doi.org/10.1177/002224298605000114>
- Zimmerer. (1996). *Entrepreneur and New Venture Formation*. New Jersey: Prentice Hall international Inc.