



Integrating Education and Entrepreneurship: Strategic Business Development at Pesantren in the Era of Digital Disruption

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ABSTRACT

This study aims to conduct an in-depth analysis of business development strategies carried out in various business units in the Pesantren Nurul Iman in this era of disruption. This study uses qualitative descriptive research methods, with data collection methods through observation, interviews, and document collection related to the focus of the research. Data analysis includes data reduction, display, and conclusion drawing/verification. The business development strategy of Pondok Pesantren Nurul Iman Parung Bogor follows four key steps aligned with their entrepreneurial practices. First, focus on business idea development by recycling waste to create new opportunities and generate revenue. Second, expand business scale by increasing machine capacity, workforce, and investment capital, as shown by the establishment of 26 business units. Third, expand business scope by opening new locations and developing different types of businesses, such as the Active Carbon and Nurul Iman Animation ventures. Lastly, they pursue expansion through partnerships, collaborating with PT. Asj Indonesia and the Ministry of Industry to create new business units. These strategies form the foundation of their business growth, emphasizing capacity building and diversification to ensure economic sustainability. This research highlights the potential of pesantren-based business models in encouraging economic sustainability by integrating entrepreneurial practices into pesantren operations. This research is also a reference to promote the development of policies supporting entrepreneurship education integration in faith-based educational institutions. The Nurul Iman Islamic Boarding School is a concrete example of how collaboration between academic institutions, the industrial sector, and the government can create an educational ecosystem oriented toward economic sustainability

ABSTRAK

Penelitian ini bertujuan untuk melakukan analisis mendalam terhadap strategi pengembangan bisnis yang dilakukan pada berbagai unit usaha di Pesantren Nurul Iman dalam era disrupsi. Penelitian ini menggunakan metode penelitian deskriptif kualitatif dengan metode pengumpulan data melalui observasi, wawancara, dan pengumpulan dokumen yang relevan dengan fokus penelitian. Analisis data meliputi reduksi data, penyajian data,

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dan penarikan kesimpulan/verifikasi. Strategi pengembangan bisnis Pondok Pesantren Nurul Iman Parung Bogor mengikuti empat langkah yang selaras dengan praktik kewirausahaan mereka. Pertama, berfokus pada pengembangan ide bisnis dengan mendaur ulang limbah untuk menciptakan peluang baru dan menghasilkan pendapatan. Kedua, mereka memperluas skala bisnis dengan meningkatkan kapasitas mesin, jumlah tenaga kerja, dan modal investasi, seperti yang terlihat dari pembentukan 26 unit usaha. Ketiga, memperluas cakupan bisnis dengan membuka lokasi baru dan mengembangkan jenis usaha yang berbeda, seperti bisnis Karbon Aktif dan Animasi Nurul Iman. Terakhir, melakukan ekspansi melalui kemitraan dengan PT. Asj Indonesia dan Kementerian Perindustrian untuk menciptakan unit bisnis baru. Strategi-strategi ini menjadi dasar pertumbuhan bisnis mereka dengan penekanan pada pengembangan kapasitas dan diversifikasi untuk memastikan keberlanjutan ekonomi. Penelitian ini menyoroti potensi model bisnis berbasis pesantren dalam mendorong keberlanjutan ekonomi dengan mengintegrasikan praktik kewirausahaan ke dalam operasional pesantren. Penelitian ini juga menjadi referensi untuk mendorong pengembangan kebijakan yang mendukung integrasi pendidikan kewirausahaan dalam lembaga pendidikan berbasis agama. Pesantren Nurul Iman menjadi contoh konkret bagaimana kolaborasi antara lembaga pendidikan, sektor industri, dan pemerintah dapat menciptakan ekosistem pendidikan yang berorientasi pada keberlanjutan ekonomi.

Introduction

The era of disruption has given rise to various fundamental changes that overhauled the order of people's lives. In the economic field, malls turned into e-commerce, manual transactions turned into virtual transactions, conventional currencies turned into e-money, and so on. (Muliawaty 2019). In the field of education, there has been a paradigm shift in teaching and learning behavior, such as face-to-face learning, which has changed to distance learning using digital platforms; learning resources no longer depend on books and teachers because students can access digital-based learning resources such as e-books, e-journals, e-news, e-libraries, and Youtube more quickly and cheaply. (Angelina et al., 2021; Maftuhah; Siti Nurhasanah, 2023)

In the era of disruption, the world of education, including boarding schools, is required to master technology to be able to survive and keep up with developments through 1 educational application that is mobile and responsive, a more personalized curriculum, unlimited content services, collaborative educational platforms, and free online courses and materials (Rahmawati 2018; Warda Maghfiroh Husein 2022; Maftuhah; Siti Nurhasanah, 2023). Pesantren has three main functions, namely, the function of education, the function of da'wah, and the function of community empowerment (UU No.18 Tahun 2019). Related to this function, pesantren achieve it in the community empowerment process by fostering independence in the economic sector. To realize this, pesantren need a strategy for developing their business (Jamaluddin 2012).

Strategy is the action that guides the decisions of top management and the resources of the company that realize it. In addition, the strategy also affects the organization's life in the long run, at least for five years. Therefore, the nature of strategy is future-oriented ((Diah Tuhfat Yoshida 2004; Rumelt. 2011). Bryson added that a strategy is a development strategy if it seeks to create a new, better future. The choice of this strategy can only be implemented if the support from the organization's external environment is adequate. He added that a formal planning system can guide the design of this strategy (Suwarsono Muhammad 2012).

Strategy development is an overarching effort requiring support from top leadership designed to improve organizational effectiveness and health through several intervention techniques applying knowledge derived from the behavioral sciences. Strategy development is a process that increases organizational effectiveness by integrating individual desires for the growth and development of organizational goals. In particular, this development process is an attempt to make various changes in a planned and directed manner that encompass a system throughout a certain period and by attempting to develop these changes related to the organization's mission (Gibson, J. L., Ivancevich, J. M., & Donnelly 2017; V. Kukartsev, E. Shutkina, K. Moiseeva 2022).

Islamic boarding schools also develop business development strategies as business people use information and telecommunications technology to run and support their business activities. The increasingly rapid movement and changes in the way of doing business towards digitalization force business people to adapt to follow these changes (Idah & Pinilih, 2020 ;).

However, despite these technological advancements, many Islamic boarding schools (pesantren) face challenges in effectively integrating these innovations into their business development strategies. While there is a general requirement for pesantren to master technology to remain competitive, there is limited research and practical frameworks to guide pesantren in adapting their business models to align with digital disruption. The traditional role of pesantren in community empowerment and economic development can be hindered by the lack of structured, technology-driven strategies. This gap highlights the need for tailored approaches that consider pesantren's unique characteristics and cultural values while incorporating modern digital solutions (Bryson's 2018; Gibson, J. L., Ivancevich, J. M., & Donnelly 2017).

Business development is the task and process of analytical preparation of potential growth opportunities, support, and monitoring the implementation of business growth opportunities. Still, it does not include strategic decisions and implementation of business growth opportunities. In business development activities, an entrepreneur generally develops these activities through the following stages: 1) Have a business idea; 2) Screening of business ideas/concepts; 3) Business Plan development; 4) Implementation of business plan and business control. (Brian R. Ford and Pruitt 2008)

Business Development is the task and process of analytical preparation of potential growth opportunities, support, and monitoring the implementation of business growth opportunities. Still, it does not include strategic decisions and performance of business growth opportunities. (Harmaizar 2003). According to Pollack, business development is "the process of creating long-term value for an organization through customers, markets, and relationships." He emphasized the importance of analyzing opportunities and building strategic relationships to support business growth but did not include direct strategic decision-making. (Pollack 2015)

Bocken et al.'s "Product Design and business model strategies for a circular economy" research shows significant relevance to business development theory, especially in business model innovation and product design strategies. This research emphasizes that business models are a key driver of innovation, where companies need to develop models that focus not only on the product but also on the way the product is marketed and the value generated from its use. Additionally, the challenges companies face in transitioning from linear to circular models are identified, providing insight into how companies can address those challenges through innovative strategies. The importance of having a clear vision or goal related to "circularity" is also emphasized, reflecting the principles in business development theory that emphasize a strategic vision

to achieve growth and sustainability. This research highlights systems thinking and company collaboration as key factors in attaining circular economy goals. It suggests a method to assess the sustainability of circular products and business models. It aligns with business development theory that emphasizes measuring performance and the impact of adopted strategies. Thus, the results of this research make a meaningful contribution to business development theory by offering frameworks and strategies that companies can adopt to innovate and adapt in the context of the circular economy. (Bocken et al., 2016 ;Bernd W. Wirtz, Adriano Pistoia, Sebastian Ullrich, 2016)

In line with this, business development involves several tasks or processes to grow the business. Business development can be done in several ways, including (Brian R. Ford and Pruitt 2008)

1) Business Scale Expansion

Some common ways to expand business scale include a) Increasing machine and labor capacity and additional capital for investment. When expanding production, an entrepreneur must take into account his marketing prospects.; b) Increase the type of goods or services produced. This type of development is good for lowering long-term costs while increasing economies of scale; c) Adding business locations elsewhere.

Business scale expansion must also consider several aspects: Capital and labor productivity, Fixed and variable costs, Average costs, and The most profitable production scale. When the business scale has grown at the highest point, the development of the business scale must be stopped. Instead, the business can be developed by increasing the company's scope.

2) Business Scope Expansion

Business scope expansion or business diversification is carried out by developing new types of businesses in new business areas and with new and varied types of products.

3) Expansion by Cooperation, Merger, and New Expansion

There are several types of companies in this way: a) Joint venture is a form of cooperation of several companies from different countries to realize a denser concentration of forces; b) Merger is the process of merging two companies into one company. One of these companies will remain under the same name, while the other will disappear, and the wealth will belong to the new company.

In the research of Daniele et al., there is a reference to business development theory related to business model innovation and how it can help overcome tensions related to hybridity. The research draws on a framework developed by Osterwalder and Pigneur, as well as Bocken et al., which includes the core elements of the business model, namely value proposition, value creation/delivery, and value capture. This theory analyses how the companies studied can develop business models that focus on financial returns and social and environmental impacts. In addition, this research also highlights the importance of understanding sectoral differences that can affect the business models used, as well as the challenges in balancing business growth with sustainability. (Matzembacher, Raudsaar, and Barcellos 2020)

Al Tawrawneh's research results show a significant relationship between entrepreneurial innovation, strategy, social capital management and business development. Implementing an effective entrepreneurial strategy can improve sustainable supply chain management, which contributes to the overall performance of

the business so that companies that adopt this strategy are more likely to grow sustainably. In addition, innovation in entrepreneurship, including creativity and the ability to take risks, plays a crucial role in the company's adaptation and growth in a competitive business environment. Social capital management, which includes networking, relationships, and knowledge exchange, also contributes to developing ventures, as organizations that manage social capital well can improve business performance through intense collaboration. This study confirms that integrating the three elements is essential for sustainable business development and improved business performance. (Al-tarawneh et al. 2024)

The integration of waste management and entrepreneurship in Islamic boarding schools is in line with the business development techniques described by Kustoro Budiarta and Ahmad Dudin. Pesantren can process organic waste into value-added products, such as compost or biogas, and inorganic waste into handicrafts. Increasing production capacity can be done by adding processing machines, training students in entrepreneurship, and utilizing appropriate technology. In addition, the distribution system can be expanded through digital marketing and cooperation with local business partners. This approach not only supports the economic development of Islamic boarding schools, but also equips students with entrepreneurial skills and environmental concerns. Through the use of waste as raw materials, pesantren can create sustainable businesses, expand business networks, and contribute to the development of a green economy, in line with business development principles that include increasing production, technology, and distribution networks (Kustoro Budiarta 2009 ; Ahmad Dudin 2013)

Pesantren Nurul Iman Parung in Bogor is one of the pesantren that has developed an attitude of independence in its students. This success made many guests and students visit for comparative studies of several entrepreneurial units in pesantren. The pesantren Nurul Iman Parung is one of the pesantren that has succeeded in building the independence of its students through various entrepreneurial units constructed in the area around the pesantren; this is in line with its slogan "free and quality education supported by entrepreneurship"(Prayitno 2016). Based on this, the researcher is interested in researching the business development carried out by Islamic boarding schools in developing the independence of students through business units in Islamic boarding schools so that from these business units, the Islamic boarding schools can be financially independent so that students who study there are free of charge.

In previous research, business development strategies only focused on one business unit, as in Muhammad Afridhal's analysis, where his study showed that alternative methods could be applied in developing a business by improving production facilities, infrastructure, and human resources. (Muhammad 2017). Similar research was also conducted in Islamic boarding schools related to business development strategies, Islamic boarding school development strategies, and economic development strategies. Still, previous analysis was limited to more than one type of business developed .(Irfan & Roesminingsih, 2024 ;Zaini, 2014; Sugiarti, 2011; Syamsuri, 2020). However, there have not been many studies that comprehensively analyze business development strategies that involve product diversification and the development of several business units simultaneously, especially in the context of adaptation to the era of digital disruption. In addition, the available literature is still minimal in providing a strategic framework that integrates technology-based innovation with traditional Islamic boarding school values to support economic independence. This study also identifies gaps related to technology implementation in supporting the development of business units in Islamic boarding

schools, where many do not have structured guidelines to utilize technology effectively in their business models.

The novelty of this study is to examine the business development strategy carried out by the pesantren so that the business units in the pesantren continue to develop both in terms of business variance and times of the number of products so that the institution becomes a pilot Islamic boarding school for other cottages.

This study aims to examine and analyze the business development strategy carried out by the Nurul Iman Islamic Boarding School, with a focus on increasing product variety and business unit development so that this Islamic boarding school can become a pilot model for other Islamic boarding schools in achieving economic independence through technology-based innovation. The contribution of this research to science is to provide a new perspective on business development in Islamic boarding schools by combining technology-based innovation and traditional values. This research is also expected to be a reference in developing a strategic framework to support the economic independence of religious-based educational institutions in the era of disruption and provide practical insights for policymakers in designing sustainable pesantren economic development programs.

Methods

Pondok Pesantren Nurul Iman is important to highlight as a case study in business development strategy because it has successfully built economic independence through business units in agriculture, livestock, and trade that support the operations of over 15,000 students. The pesantren integrates religious education with entrepreneurship, equipping students with practical business skills while creating a sustainable business system. In addition to positively impacting the local economy by creating jobs, Nurul Iman also demonstrates the ability to expand its business beyond education, showing the potential of pesantren as both community empowerment institutions and players in larger markets. With a social business model focused on sustainability and welfare, Nurul Iman is an inspiring example for other pesantren to adopt creative and self-sufficient entrepreneurial strategies.

The research method used in the qualitative approach is using case studies. Case studies are intensively studying an individual or group of institutions considered to have or experienced a particular case. (Siti Nurhasanah; dkk 2022). The population in this study includes all individuals involved in educational, entrepreneurship, and business management activities at the Nurul Iman Islamic Boarding School, including 1) the head of the Islamic boarding school; 2) Teachers who supervise business units; 3) Students involved in the pesantren business unit; 4) Communities that interact directly with the pesantren (e.g., employees or local business partners). The sample is the part of the population that is taken for further research. Based on the method used, the sample of this study includes:

1. Head of the Islamic boarding school: Selected for the interview as a representative of a strategic leader who understands the vision, mission, and history of the Islamic boarding school entrepreneurship program.
2. Teachers who supervise business units: Selected for interviews because they have operational roles and direct supervision of business activities.

3. Students involved in business activities: Several students were selected as a sample for semi-structured interviews, representing practical experience in business management and entrepreneurial learning.

The sample withdrawal method used by Purposive Sampling is sample withdrawal with specific considerations. These considerations are based on the interests or objectives of the research. This method uses criteria that the researcher has selected when selecting samples. The sample selection criteria are divided into inclusion and exclusion criteria. The inclusion criteria are the sample criteria the researcher wants based on the research objectives. Meanwhile, the exclusion criterion is a unique criterion that causes prospective respondents who meet the inclusion criteria to be excluded from the research group for the possibility of use, where the researcher selects individuals who are considered to have relevant and significant information related to the focus of the research, These considerations are in the informants directly involved in business development strategies and integrating education with entrepreneurship at the Nurul Iman Islamic Boarding School. (Siti Nurhasanah; dkk 2022)

Data was collected over six months through interviews, observations, and document analysis.

1. The researchers conducted Semi-structured interviews with the head of the pesantren, the teacher overseeing the business unit, and students involved in business activities. Each interview lasted approximately 45-60 minutes, aiming to gather in-depth insights into the program's history, management practices, and its impact on integrating science and religion. Open-ended questions were used to encourage comprehensive and detailed responses.
2. The researchers performed participatory observations, actively engaging in the environment to understand the program's implementation. Key aspects observed included activities related to running the business unit (Siti Nurhasanah 2023a).

The data analysis method used in Miles and Huberman's opinion suggests that activities in qualitative data analysis are carried out interactively and occur continuously until complete so that the data is saturated. Activities in data analysis are data reduction, data display, and data conclusion drawing/verification. (Thalib 2022; Huda and Yani 2024; (Miles, M. B., Huberman, A. M., & Saldaña 2014). Test the validity of data on Islamic boarding schools' development strategy in entering the disruption era using triangulation and member checks in collecting field data.

Results and Discussion

Results

The data validity techniques that the researcher will carry out include: (Sugiyono, 2017; Moleong, 2021)

1. Credibility test. The credibility or confidence test of qualitative research data is carried out in several steps, including: a) Extension of observation; b) Increase perseverance; c) Triangulation; d) Analysis of negative cases; e) Using reference materials; f) Holding member checks
2. Dependability Test. The Dependability Test is conducted by conducting an

audit of the research process. After the researcher conducts field research, the data is processed at this audit stage. This dependability is carried out by the researcher with the guidance of the supervisor, who, as a whole, audits the researcher's activities with his research findings.

3. Confirmability Test. The confirmability test is similar to the dependability test so that this test can be performed simultaneously. Testing Confirmability means testing the results of research that has been conducted. This test is related to the process carried out so that the confirmability standard is met at this stage if the research has a process.

Pesantren Nurul Iman has a development program for the future of education and the development of buildings in the Pesantren environment. For education, this pesantren has a program to realize high-quality human resources in faith and holiness, mastering science and technology that is a place of life in the world, therefore holding courses outside formal education. Students are required to be able to master foreign languages, including Arabic, English, and Mandarin, for their provision later when they graduate. With initial capital like this, students are expected to be able to project world knowledge and the afterlife and be able to actualize it in society by preparing future leaders who master science and technology, have high fighting power, are creative, innovative, and remain on the foundation of strong faith and piety.

Therefore, the foundation strives to develop creativity and improve the knowledge and professionalism of education staff according to the development of the world of education that makes the Al Foundation Ashriyyah Nurul Iman a pilot lodge throughout Indonesia in the development of science and technology teaching and IMTAK for the education of other institutions. (Siti Nurhasanah 2023b)

The head of the Islamic boarding school, Syech al-Habib Saggaf bin Mahdi bin Sheikh Abi Bakr bin Salim, taught his students to master religious and general knowledge. In addition, he also taught that independent students do not depend on others and that students must be equipped with entrepreneurial skills. Because of this, several production units were established as a means of learning for students in their fields to be their provisions in the future. When entering the era of disruption, Nurul Iman Islamic Boarding School has carried out several business development strategies as follows:

1. Having a business idea

a) Waste Recycling

This Islamic boarding school has a motto, "Free and quality education funded by entrepreneurship." Since establishing the cottage in 1998, I have begun to think about business ideas to realize this motto. This business idea arose initially from students who were in charge of collecting waste in Islamic boarding schools and around the cottage environment because seeing a lot of garbage collected, it occurred to you to see the potential income if the waste was sold and recycled so that it could have a higher selling value and from this idea, a waste recycling plant was built in the pesantren.

b) Department Store

Nurul Iman Cooperative, currently called Nurul Iman Department Store, is a business field that was first established in the Islamic Boarding School. This business arose because of the desire of the students who wanted to provide snacks at the cottage. In 1999, the forerunner of Nurul Iman Department Store was established. Department stores supply the needs of students by providing various kinds of daily needs, including school supplies such as books and stationery and daily necessities such as MCK equipment, tableware, snacks, and so on.

c) Agriculture

Since its inception, the Pesantren has had 17 hectares of land. So, with that land, the Pesantren uses the land for agriculture business. Al-Ashriyyah Nurul Iman Agriculture, often also referred to as the Department of Agriculture Al-Ashriyyah Nurul Iman Islamic Boarding School (DEPTANI), was established in 2004. Pesantren can support their students from this farm with a staple food and vegetable supply.

d) Fisheries

Large areas of land in Pesantren are not only used for the agricultural sector but for the fisheries sector as well. This idea appeared in 2005. In total, 35 hectares of dams lie west of the Pesantren Al Ashriyyah Nurul Iman, but currently, only about 6 hectares are used for this fisheries sector.

e) Bakery

The idea for the business resurfaced when the results saw the considerable profits of waste recycling, and the lodge leader had the business idea to establish a bread-making factory in 2006. The bread produced can be for the needs of the students and more widely can be sold in the environment around the pesantren.

f) Studio Nurul Iman

The idea of this studio business was started from activities that Pesantren often hold. Where the activity requires documentation of each exercise. The students are provided with special training in the field of documentation. In 2006, Studio Nurul Iman was born, engaged in the business of photo printing, video shooting, photo editing, film editing, wedding shooting, and so on.

g) Tempeh Tofu Factory

2007, the idea arose to meet students' food needs for side dishes, so a tempeh tofu factory was built. At that time, the factory was inaugurated by the chairman of the People's Consultative Assembly of the Republic of Indonesia, M. Hidayat Nur Wahid.

h) "Nurul Iman Offset" Printing

To meet the need for books, magazines, lesson modules, LKS books, calendars, and others starting from elementary school to college levels, the idea emerged to make printing. So, in 2007, the cottage bought a sophisticated printing machine. The printing house was named "Nurul Iman Offset".

i) Nurul Iman Fashion

The lodge received the help of 13 units of Butterfly brand sewing machines. Because of this assistance, a business idea emerged, and finally, the Nurul Iman

fashion business unit was established in 2007. This business unit is engaged in services and production. In the benefits field, it accepts the manufacture of clothes, makeup, irons, and fashion style services for brides, while in fashion production, it makes pins, brooches, hair bands, and keychains.

j) Production of "Ointika" Drinking Water

Starting from the need for drinking water for students in the cottage, the leadership of the Pesantren had the idea to open a business unit that produces drinking water in 2007; in addition to the needs of the students, drinking water is also sold outside the cottage environment. Drinking water named "OINTIKA" comes from the Bima language (NTB), which means "beautiful water" and is treated through Reverse Osmosis technology, which has various benefits and advantages and can improve consumer health.

k) Nurul Iman Culinary

Nurul Iman Culinary was originally a course for students to develop knowledge beyond formal knowledge. However, the idea emerged to create a culinary business unit in 2011. This unit will support students' side dishes and the cottage's welfare by selling this culinary product.

l) Farm

Islamic boarding schools still have unused land, so the idea emerged to create a farm. The farm began in 2011 by constructing cowsheds and goats, with a total livestock of 83 goats and 19 cows, respectively. This farm was also built to help the welfare of the pesantren.

m) NIC Barbershop

They were starting from the donation of a donor who built a 6 x 5-meter building for a salon. In 2011, Nurul Iman Barbershop was established, which serves students for free. What was originally the idea of this business to meet the needs of students was developed to serve consumers other than students and the public, and the proceeds were used as income for the cottage.

n) Paving Block Nurul Iman

In addition to having a large land, the number of students also reaches 15,000 students from early childhood to university. Because of this, the cottage requires adequate facilities and infrastructure for the cottage environment. One of them is improving the infrastructure of cottage roads with paving blocks. From there came the idea to create its block paving business unit, even though it was still a manual way.

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p) PE (Public Entertainment)

Starting from a student who gathered his colleagues with talent in the field of

music so that a team of hair marawis was formed, and more and more students had musical expertise in other types of music over time. And in the end, this gave rise to the business idea to create PE (Public Entertainment), which presents gambus orchestras, hajis marawis, Arabian bands, hadroh, sound system rentals, and stage rentals.

q) UBK soap Nurul Iman

This business unit was born because of holding soap-making training for students, and in the end, students could produce various types of soap independently. This business unit was born in 2016 and has been able to issue 4 types of products, including bath soap (SabNI) with two variants, namely original and scrub liquid detergent (RinasNI) and dish soap (Anilight).

r) Biogas Nurul Iman

The idea of this business originated from the large amount of animal manure on the farm. Because the number of students in the cottage reached 15,000, not including the teachers, the idea emerged to utilize animal and human waste by making environmentally friendly biogas. With this biogas, the internal needs of the cottage can be fulfilled without having to buy more LPG gas. This biogas also supplies gas to the culinary business unit.

s) Anisa (Al Ashriyyah Nurul Iman Salon)

This business idea began due to donors who held makeup and body care training for several students with expertise in the beauty field. From there this salon business unit was established in 2017. The donor also provided salon equipment for makeup and treatment

t) Nurul Iman Ice Cream

This business unit was inaugurated in 2017; the initial idea was to meet the food needs of students so as not to buy it outside the cottage. At the beginning of production, there were only three flavor variances: chocolate, strawberry, and vanilla. They were producing 8000 cups per day.

u) Umrah and Hajj Travel

The beginning of the emergence of this business idea was due to facilitating the wishes of the ustad / ustazah, who desired to perform Hajj and Umrah. So, since 2022, Umrah and Hajj Travel have been born in the Islamic boarding school environment.

Pesantren Nurul Iman has shown significant success in its business development strategy by utilizing innovative business ideas relevant to its community's needs. The above data analysis shows that the methods used include: 1) Utilization of Owned Resources; Pesantren utilizes the potential of internal resources, such as large land, animal manure, and students, as a productive workforce. For example, waste recycling utilizes organic and inorganic waste to increase added value through recycling. Agriculture and livestock: Large areas of land are used for agriculture, fisheries, and livestock to support the needs of students and generate income. Biogas production: Utilization of livestock waste as an environmentally friendly energy source that reduces dependence on LPG. 2) Business Diversification: Islamic boarding schools diversify their businesses by developing various

business sectors, ranging from agriculture and manufacturing to services. This diversification not only increases the income of the pesantren but also provides entrepreneurship training for students. Food industry: Bakery, tofu-tempeh, and ice cream production. 3) Innovation Based on Local Needs: Each business idea is based on the needs of the pesantren environment, such as the need for snacks among students, which encourages the establishment of the Nurul Iman Department Store. The production of "Ointika" drinking water arises from the need for quality. The manufacture of paving blocks starts from the need for adequate road infrastructure. 4) Empowerment of Santri through Entrepreneurship: Islamic boarding schools integrate religious education with entrepreneurship training to equip students with practical skills. This strengthens the pesantren's social mission of creating independent students.

Nurul Iman Islamic Boarding School has integrated relevant educational and entrepreneurial theories with contemporary educational approaches and entrepreneurial models based on innovation and community capacity building. One of the academic theories applied is a more modern Entrepreneurship Education Theory from Alain, which emphasizes entrepreneurial development through experiential learning. (Alain 2013). At the Nurul Iman Islamic Boarding School, students acquire theories and are directly involved in the entrepreneurial process, including product innovations such as UBK soap and Ointika drinking water. Alain stated that entrepreneurship is about creating businesses and opportunities through innovation, which aligns with the practice in this pesantren. This pesantren provides in-depth experiential learning by providing students with hands-on experience in managing a business.

2. Business Scale Expansion

Pesantren have implemented their business ideas and continue developing business development strategies by expanding business scale. As Brian R. Ford & Pruitt said, the steps that can be done are to:

a) Increase the capacity of machinery and human resources and additional capital for investment. For several business units running, extra machine and labor capacity are carried out as in business units. Iman Offset then added production equipment by purchasing machines and pin-making materials for approximately Rp. 2,000,000.00 and tools and materials for making KTM and ID cards for around Rp. 300,000 and others.

Green House is adding to the newly used technology in the agricultural business unit, which specializes in growing chilies and focuses on exporting abroad to the United States. In the paving block business unit, since 2013, a new modern machine has been added to produce more paving blocks so that in one day, the business unit can produce 1000 paving blocks per day with maintained quality.

b) Increase the type of goods or services produced. This type of development is good for lowering long-term costs while increasing economies of scale. Pesantren added the types of goods delivered at the Nurul Iman Bread Factory by producing donuts. Although this factory is still classified as a middle-level (Home Industrial), in one day, the Nurul Iman Bread Factory is effective in processing raw materials, as much as 24 bales of dough for making bread, while producing donuts, it is effective in processing raw materials as much as 14 bales of dough. In the tofu and tempeh factory business

unit in 2010, the idea emerged to produce soy milk to help meet students' needs, using the same raw materials as tofu and tempeh.

Apart from being a supplier of student needs, Nurul Iman Department Store also adds services by serving money storage in savings, which in turn is helpful in purchase transactions. Not only that, but Nurul Iman Department Store also provides basic food needs specifically intended for asatidz councilors who are married. Of all the operational activities running, Nurul Iman Department Store gets a monthly turnover of ± IDR 240,000,000.00.

In the UBK business unit, Nurul Iman Soap also adds to its products by producing shampoo.

The Ice Cream business unit increased the number of variances to 6 flavors with the addition of three other flavors, namely taro, green tea,

c) Add business locations elsewhere.

The business unit in the cottage was originally only to meet the daily needs of the students because the tuition fees and fees in the free cottage for the students were not charged anything when studying there. So, to increase the income of the cottage, several business units were opened in different locations supported by the community around the cottage and anyone who needed it. For NIC Barbershop business units, Umrah Travel and Hajj and cottage Product Outlets are also opened outside the Islamic boarding school environment, facilitating the surrounding community who want to take advantage of the products and services offered.

Scaling a business can provide many benefits, including improved operational efficiency, better access to a broader market, and the potential to increase revenue and profitability. With a grander scale, companies can take advantage of economies of scale, which allows them to reduce cost per unit and increase competitiveness. Additionally, scaling up a business can create more jobs, encourage innovation, and increase investment in research and development. (Ser et al. 2014)

In addition, the concept of Social Entrepreneurship Theory developed in the latest literature, as explained by Mair and Marti, introduces that social entrepreneurship does not only focus on economic benefits but also on social and environmental impacts. Nurul Iman Islamic Boarding School actively implements social entrepreneurship by utilizing waste in biogas and producing products that benefit the surrounding community economically, such as tempeh products and Umrah services. This reflects the principle proposed by Mair and Marti, which is that social entrepreneurship aims to create social value that directly impacts the community. (Mair and Marti 2019)

3. Expansion of Business Scope

Business scope expansion or business diversification is carried out by developing new types of businesses in new business areas and with new and varied types of products. The agricultural business unit produces corn rice made from Nurul Iman Rice (BERNI). To meet the production needs of BERNI, a Corn Milling Business Unit was built in Nurul Iman. Using modern technology, Nurul Iman Corn Mill can grind 700 kg of corn daily. With this machine, milled corn can be broken into several parts. In the following process, it is filtered with a filter machine to separate quality corn and corn pulp that cannot be consumed. These selected corns are the raw materials for making BERNI.

While corn pulp itself can be used for fish feed (pellets) and animal feed.

In addition to corn milling, the agricultural business unit also diversified by establishing Nurul Iman Organic Enzyme (NEO), a liquid organic fertilizer that can fertilize the soil and restore nutrients as before. This organic fertilizer is made from selected natural ingredients, such as brown sugar, vegetables, and fruits. In addition, crop yields can increase by using Nurul Iman Organic Enzymes (NEO). Besides being used in agriculture, Nurul Iman Organic Enzymes (NEO) can also be used for various needs. Nurul Iman Organic Enzyme (NEO) uses a mixture of dishwashing soap, air freshener, disinfectant, and floor-mopping liquid.

Expanding business scope can provide various benefits for business actors in multiple sectors. Business diversification allows individuals or companies to explore new opportunities, which can increase revenue and reduce the risk of dependence on a single source of income. By adopting a diversification strategy, businesses can develop new products or services, enter different markets, and utilize innovative technologies to improve operational efficiency. In addition, expanding business scope also helps business actors to adapt to changing market conditions and policies, thereby creating a more flexible and sustainable business model. Overall, diversification and expansion of business scope contribute to economic resilience and growth, both for individuals and communities as a whole. (Morris, Henley, and Dowell 2017)

4. Expansion by Cooperation, Merger, and New Expansion.

The lodge's business development strategy, among others, is to cooperate.

1) Activated Carbon

The Islamic boarding school expanded by collaborating with PT. ASJ INDONESIA, a company from Japan. By establishing Nurul Iman Carbon Active (NICA) in 2015. Active carbon can be produced from various materials, including animals, plants, coconut shells, hazelnut skins, palm shells, and coal. In the production process, carbon active goes through several stages. First is the burning step, which continues with the charcoal grinding process. This business unit uses advanced technology for its machines.

2) Nurul Iman Animation

This business unit was formed due to cooperation with the Ministry of Industry of the Republic of Indonesia (Kemenperin) in the field of creative industries, which was born thanks to the collaboration between the Al Ashriyyah Nurul Iman Islamic Boarding School and the Ministry of Industry of the Republic of Indonesia (Kemenperin), namely to develop and increase the economic independence of pesantren. This collaboration is manifested in animation training and the assistance of 20 computer units. The activity, conducted in just three days, was accompanied by reliable animator tutors from Isokativ, a community of animators from Surabaya. December 10, 2017, was the beginning of its formation.

3) Mie Barakat Nurul Iman

The head of the lodge at that time, Umi Waheeda, had the idea to open a noodle factory business unit, so to make it happen, a collaboration was carried out with PT. Sriboga. Since 2018, a Noodle factory has been established, managed by female students. The noodle factory can produce one quintal of noodles, including straight

noodles, martabak variances, and spring roll skins.

The business development strategy of Pondok Pesantren Al Ashriyyah Nurul Iman through collaboration, cooperation, and expansion reflects the findings of Benitez, Ray, and Henseler's research, which emphasizes the importance of the ability to respond to opportunities quickly and strategically and integrate resources effectively to create synergies and increase business value—the collaboration between the pesantren and PT. ASJ Indonesia, in building Nurul Iman Carbon Active (NICA), utilizes advanced technology to process local materials into high-value activated carbon products. At the same time, the collaboration with the Indonesian Ministry of Industry in establishing Nurul Iman Animation shows the ability to respond to opportunities in the creative economy through training and equipment support. In addition, the Barakat Nurul Iman Noodle factory was opened in collaboration with PT. Sriboga demonstrated the ability of pesantren to integrate local resources with external partner technology to create competitive products. This overall initiative reflects the implementation of dynamic capabilities and strategic alignment, supporting Islamic boarding schools' sustainability and economic independence. (Jose Benitez, Gautam Ray 2018)

Discussion

Syech al-Habib Saggaf's approach to educating his students not to depend on others and to develop entrepreneurial skills is very relevant to the Entrepreneurial Effectuation theory developed by (Saravathy 2001). Effectuation emphasizes that entrepreneurs must start from their resources and build a strategy based on interaction with their environment. In the context of pesantren, this approach can be applied by encouraging students to develop their businesses based on local potential and available resources and strengthening their adaptability in changing situations. Research by (Suwendi 2020) shows that the pesantren Nurul Iman takes the initiative to support students in developing their businesses through training and mentoring. It reflects the principle of Effectuation, where entrepreneurs utilize existing resources to grow their business. These findings reinforce the argument that the pesantren environment, with the proper support, can be a solid basis for entrepreneurial learning.

Research at the pesantren Nurul Iman, as revealed by (Hassan, Riaz & Tan n.d.), shows that integrating entrepreneurship education into the curriculum has equipped students with practical skills, building confidence and independence. This aligns with our research findings that emphasize the importance of real-life experiences in entrepreneurial learning. By integrating entrepreneurship in the educational curriculum and providing business units managed by students, this pesantren produces graduates who have expertise in the field of religion and entrepreneurship. This model reinforces the argument that practice-based entrepreneurship education in the pesantren environment is a practical approach to empower students to be ready to face a dynamic and competitive world of work.

The pesantren Nurul Iman aims to produce quality human resources who master science and technology (IPTEK) and faith and piety (IMTAK). This is in line with the theory of (Barro, Robert J. & Lee 2021), which emphasizes the importance of developing human

capital to support long-term economic growth. Non-formal education programs, such as mastery of foreign languages (Arabic, English, Mandarin), are an effort by pesantren to strengthen the human capital of their students. The development of human resources by the Nurul Iman Islamic Boarding School requires mastery of foreign languages such as Arabic, English, and Mandarin. This is a strategic step in facing globalization and the digital era. As outlined by (Fauziah, N., & Rahman 2023), mastery of foreign languages is one of the primary keys in preparing a competitive workforce at the global level. This mastery also aligns with the need to access more scientific knowledge and the latest technology, most of which are available in foreign languages.

The educational model applied by the pesantren Nurul Iman combines religious learning and general science and develops entrepreneurial skills, according to the World Economic Forum his report highlights that education in the era of the Industrial Revolution 4.0 must prepare students to become innovators and job creators (Forum 2020), as Nurul Iman Islamic Boarding School does with its business programs, such as Nurul Iman Studio, Bread Factory, and Livestock Business.

The pesantren Nurul Iman waste recycling initiative and organic fertilizer production are committed to environmental sustainability and are related to Islamic teachings on leadership (caliphate) on earth. These efforts also align with the principles of social entrepreneurship, which emphasizes using business strategies to solve environmental and social problems.

Pesantren Nurul Iman has adopted various independent economic strategies to fund educational activities and strengthen financial independence. Initiatives such as the Waste Recycling Business and Paving Block reflect how pesantren can play an economic role in the era of disruption, according to Ghazali's research which highlights the challenges and economic opportunities of pesantren in the era of disruption. This model shows that pesantren is an educational institution and a socio-economic center. (Ghazali 2022).

Pesantren Nurul Iman combines formal education with entrepreneurship training. Entrepreneurship in modern education is often seen as an effective way to improve independent skills and prepare students for work (Setiawan, H., Rahman, F., & Zulkarnain 2023; Murtadlo and Basri 2022). This pesantren has taken a strategic step by focusing on an educational curriculum that is not only on religious science but also science and technology, as well as applicable skills training such as managing independent businesses in various sectors (agriculture, fisheries, production of goods, and services).

The business development strategy of the Nurul Iman Islamic Boarding School, based on business ideas, shows success in utilizing local potential, creating business diversification, and building economic independence. This model improves the welfare of Islamic boarding schools and inspires other Islamic boarding schools to integrate education, entrepreneurship, and community empowerment. It can strengthen the success of this approach, emphasizing the importance of innovation and community empowerment in social business strategies. A similar study was conducted by Suwendi, who said that pesantren who adopt a social entrepreneurship approach can create economic independence by utilizing local potential. This study found that pesantren who

develop community-based businesses can improve the welfare of students and become a model for community economic empowerment. (Suwendi 2020)

Nurul Iman Islamic Boarding School has succeeded in developing its business scale through three main strategies: increasing production capacity, diversifying products, and expanding business locations. By investing in modern machinery, such as in the paving block unit, which is now capable of producing 1,000 paving blocks per day, as well as the adoption of new technology in the Green House for export-oriented chilli agribusiness, the pesantren has increased efficiency and competitiveness. Product diversification is also carried out by adding new business lines, such as the production of doughnuts at the Bread Factory and soy milk in the tofu-tempeh unit, which at the same time utilizes raw materials optimally. In addition, location expansion, such as the opening of the NIC Barbershop and product outlets outside the cottage, expands market access and creates new revenue opportunities. These steps align with Ford & Pruitt and (Ser et al. 2014) theories, who emphasized that business scale development through capacity building, diversification, and expansion can improve efficiency, profitability, and competitiveness while creating a positive economic impact for the surrounding community.

Entrepreneurship-based learning at the pesantren Nurul Iman through various business units (such as the Tempe Tahu Factory, Culinary Unit, and Nurul Iman Department Store) shows the role of Islamic boarding schools in developing innovative social entrepreneurship, according to the theory of (Hassan, Riaz & Tan n.d.). They emphasized that pesantren can be a center for innovation and community development, with a business model that contributes to the welfare of students and the surrounding community.

The diversification of businesses and the expansion of business scope carried out by Nurul Iman Islamic Boarding School reflect innovative and sustainable strategies that align with the theory of (Morris, Henley, and Dowell 2017)) about increasing income and reducing risk by exploring new markets. By establishing a modern corn milling unit that produces Nurul Iman Rice (BERNI) and utilizes its waste as animal feed, as well as creating a multifunctional liquid organic fertilizer Nurul Iman Organic Enzyme (NEO), the pesantren demonstrates operational efficiency and relevant market adaptation, as recommended by Kotler & Keller (2016). This strategy also reflects the principle of economies of scope according to Ford & Pruitt, where a single resource produces various products of economic value. These measures strengthen competitiveness, increase economies of scale, and positively impact society, making Nurul Iman Islamic Boarding School a resilient and innovative social and environment-based business model.

The business expansion strategy carried out by pesantren Nurul Iman, such as increasing product variety and expanding the business beyond the Islamic boarding school, is a step that reflects innovation and diversification in modern business models. Pesantren Nurul Iman's business expansion strategy, particularly its diversification and product variety increase, mirrors broader trends observed in other Islamic boarding schools. This strategy emphasizes economic empowerment through business units that align with the halal value chain and community development. Some pesantrens have successfully implemented similar models by diversifying into sectors like agriculture, retail, and food processing. These strategies also foster economic independence, often

supported by student labor and partnerships with local businesses, which contribute to reducing unemployment and poverty in the surrounding areas. (Kurniawan, R., & Lionardo 2020; Mu'awwanah, U., Mardiyah, A., & Utami 2021; Muhyiddin, D. S., Ahmad, N., Suhartini, A., Ahyani, H., & Mutmainah 2022)

Pesantren Nurul Iman has implemented a business diversification strategy in the disruptive era by expanding business types and locations. (Brian R. Ford, J. M. B. dan P. T. 2008) mentioned that organizations need to increase capacity, diversify products, and expand market networks in developing large-scale businesses, which the Nurul Iman Islamic Boarding School clearly implements. Innovations such as biogas and organic enzymes businesses show that this pesantren can adapt to environmental demands and optimally use local resources. In addition, with collaboration in animation and the creative industry, this pesantren has also begun to enter the digital economy sector, which is relevant to the Creative Economy theory initiated by (Howkins 2013).

Based on the findings (Jose Benitez, Gautam Ray 2018) and (Teece 2016), the success of business development through cooperation and mergers is highly dependent on the implementation of dynamic capabilities, which include the ability to recognize strategic opportunities, take innovative steps, and integrate resources effectively. In the context of Al Ashriyyah Nurul Iman Islamic Boarding School, collaboration with partners such as PT is essential. ASJ Indonesia, the Indonesian Ministry of Industry, and PT. Sriboga demonstrated the ability of pesantren to identify market opportunities, such as activated carbon technology, creative economy, and food industry, and realize these potentials through the integration of internal and external resources. In line with Wilden's opinion, (Wilden, R., Devinney, T. M., & Dowling 2016) this successful integration creates business value through strategic alignment between the pesantren's economic empowerment goals and partners' capabilities in providing technology, training, and market access. In addition, Nurul Iman's collaboration with companies such as PT ASJ Indonesia to produce activated carbon and animation with the Ministry of Industry shows a partnership-based development strategy. This is relevant to the shared value theory introduced by (Porter & Kramer 2011) which shows that companies can create economic value while providing social benefits to society.

Conclusion

Based on the discussion, the business development strategy of Pondok Pesantren Nurul Iman Parung Bogor consists of four main steps, which are in line with the information about their entrepreneurial practices. The first strategy, business idea development, is evident in the pesantren's efforts to recycle waste to create new business opportunities and generate revenue. The second strategy, business scale expansion, is implemented by increasing machine capacity and workforce and adding investment capital to enlarge the existing business units. This is reinforced by the fact that they have established around 26 business units and continue to expand their operational capacity. The third strategy, business scope expansion, is reflected in the opening of new business locations and the development of new types of businesses in different areas, such as the development of the Active Carbon business and Nurul Iman Animation. Lastly, the fourth strategy, expansion through partnerships with various parties, is also highly relevant to the data showing the pesantren's collaboration with PT. Asj Indonesia and the Ministry of Industry of the Republic of Indonesia to establish new business units. Thus, these four

strategies have proven to be the primary foundation in developing businesses at Pesantren Nurul Iman, from the ideation phase to expansion through partnerships, focusing on capacity building and business diversification to support the economic sustainability of pesantren.

The findings suggest that pesantren-based entrepreneurial strategies can serve as effective models for fostering economic sustainability in similar institutions. These strategies underline the importance of integrating innovative practices, such as recycling and technology, to create economic opportunities. For policymakers and stakeholders, this study highlights the value of supporting educational institutions in building partnerships with industry and government entities. Additionally, the study emphasizes the dual role of pesantren businesses in fostering economic growth and providing hands-on entrepreneurial education for students.

By empowering students with practical management and innovation skills through active participation in these business units, pesantren can contribute to workforce readiness and community development. These implications underline the necessity for further investments and research into the intersection of entrepreneurship and education in pesantren to maximize their social and economic impact.

The findings of this research also have the potential to significantly contribute to literature and knowledge in social entrepreneurship, education management, and community-based economic development. The innovative approach adopted by Nurul Iman Islamic Boarding School can be a valuable case study in understanding how traditional educational institutions can transform into economic empowerment and entrepreneurship centres. In addition, this research can enrich the academic discourse on business development strategies in the educational environment, especially in the context of Islamic boarding schools, and open up opportunities to build models that can be replicated in other institutions with similar characteristics.

For future research, it is suggested to conduct an effectiveness analysis of the business development strategies to evaluate revenue growth, operational efficiency, and social impact. Additionally, investigating the impact of entrepreneurship on students' independence and life skills could provide valuable insights into how participation in these business units influences management skills, leadership, and innovation among students. By exploring these areas, future research can offer a deeper understanding of how to enhance entrepreneurial strategies within Pesantren, providing greater benefits to the community and society at large.

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