

## The Relationship Between Entrepreneurial Knowledge And Business Development Purpose: Mediation Role Of Innovation

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### Abstrak

Penelitian ini bertujuan untuk menguji pengaruh langsung pengetahuan kewirausahaan terhadap perkembangan usaha pengrajin sepatu. Penelitian ini juga mengkaji inovasi dalam memediasi pengaruh tidak langsung pengetahuan kewirausahaan terhadap perkembangan usaha pengrajin sepatu. Jenis penelitian ini menggunakan metode kuantitatif. Menggunakan sumber data primer dengan menyebarkan kuesioner kepada 133 pengrajin sepatu di Kecamatan Ciomas Kabupaten Bogor. Penelitian ini menggunakan teknik analisis Structural Equation Model (SEM) dengan Partial Least Square (PLS). Hasil penelitian menunjukkan bahwa terdapat pengaruh positif dan signifikan pengetahuan kewirausahaan terhadap perkembangan usaha pengrajin sepatu secara langsung. Selanjutnya terdapat pula pengaruh tidak langsung yang positif dan signifikan pengetahuan kewirausahaan terhadap perkembangan usaha pengrajin sepatu melalui inovasi sebagai variabel mediasi.

**Kata Kunci:** Pengetahuan Wirausaha, Pengembangan Usaha, Inovasi, Pengrajin Sepatu.

### Abstract

*This research aims to examine the direct influence of entrepreneurial knowledge on the development of shoe craftsmen's businesses. This research also examines innovation in mediating the indirect influence of entrepreneurial knowledge on the development of shoe craftsmen's businesses. This type of research uses quantitative methods. Using primary data sources by distributing questionnaires to 133 shoe craftsmen in Ciomas District, Bogor Regency. This research uses the Structural Equation Model (SEM) analysis technique with Partial Least Square (PLS). The results of this research show that there is a positive and significant influence of entrepreneurial knowledge on the development of shoe craftsmen's businesses directly. Furthermore, there is also a positive and significant indirect influence of entrepreneurial knowledge on the development of shoe craftsmen's businesses through innovation as a mediating variable.*

**Keywords:** *Entrepreneurial Knowledge, Business Development, Innovation, Shoe Craftsman.*

### INTRODUCTION

One of the most important concerns of entrepreneurship is driving the socio-economic growth of the country. Here it cannot be denied that entrepreneurship can increase prosperity and competition between countries by providing many jobs, various needs and consumer services. With the development of globalization, entrepreneurship has become an important

concern in overcoming the problems of globalization and global economic competition from the perspective of creativity and innovation (Gohae, 2021).

Apart from knowledge about entrepreneurship, business owners must also be able to know about innovation and the ins and outs of the business they are running, thus having a character who has the knowledge and

talent of an entrepreneur, never gives up and has a strong creative spirit can expect the business being developed to run smoothly according to with a plan, then later you can increase the number of branches and distributors to strengthen business development, increase the value and image of the business, so that you can increase business income and create jobs for many people through the products sold and ensure that these products are truly in demand by the public (Suendro, 2010).

The shoe or footwear industry in Indonesia developed rapidly in the early 1980s, in line with the development of the Indonesian economy. At that time, the shoe or footwear industry had not shown positive development, but grew steadily from year to year (Irwan, 2013). To support this rapid development, the Ministry of Industry government formed the Indonesian Shoe Association (APRISINDO) in 1988, which brought together shoe manufacturers from the Jabodetabek, West Java and Central Java regions.

Indonesia is in fourth place producing 1,083 pairs of shoes or footwear with a market share of 4.9%. China is in first place producing more than 12,000 pairs of shoes or footwear with a market share reaching 54.1% (BPIPI Kemenperin, 2023). Followed by India which is in second place which produces 2,600 pairs of shoes or footwear with a market share of 11.7%. In last place is the Philippines which produces 188 pairs of shoes or footwear with a market share of 0.8%.

The domestic shoe or footwear industry can expand its capabilities on the global stage by making a variety of high quality and innovative products. Currently, the number of shoe or footwear industries in Indonesia is recorded at 18,687 business units, including 18,091 small scale business units, then 441 medium scale business units, and 155 large scale business

units. Of the tens of thousands of business units, labor absorption has reached 795,000 people (Kementerian Perindustrian Republik Indonesia, 2023).

The provinces of North Sumatra to Bali are in first place with the number of shoe or footwear industries exceeding 100. Then in second place are the provinces of South Sumatra to West Nusa Tenggara with a total of 5 - 99 shoe or footwear industries. Finally, in third place are the provinces of Aceh to Southeast Sulawesi with the number of shoe or footwear industries below 5 industries (Vita Ayu, 2023).

One of the small and medium shoe shops which is a famous shoe or sandal center in the Bogor Regency area is located in the Ciomas District area. Small businesses in the Bogor area emerged in the Ciomas area around the 1920s. In the 1950s, there were only around 20 shoe business units, but they continued to grow rapidly. The development of this industry was marked by the establishment of a business form in the Persebo Forum (Bogor Shoe Company), and currently in 2023 there will be 303 business units.

Ciomas Village is still far behind Parakan Village, namely in seventh place with a total of 27 business units and a workforce of 133 people. There are still very few entrepreneurs engaged in the shoe or footwear industry in Ciomas Village. This shows that entrepreneurial knowledge and innovation are very important in entrepreneurship. Entrepreneurial knowledge and innovation are the main skills to take an individual or individual business to a higher level.

Before starting or pioneering a business, develop an entrepreneurial understanding of how to start or run a business, what strategies are needed to achieve success, and how to anticipate and overcome problems that arise. That's why it's important to gain entrepreneurial knowledge

that you can learn before starting a business. This knowledge can be in the form of concepts, ideas, attitudes and entrepreneurship in entrepreneurship (Misnawati, 2018).

Entrepreneurship is a creative and innovative skill to maintain business growth, identify opportunities that can create value, and continue to accept positive input and change. Experts' perspectives on innovation are the basis for differences in definitions of innovation. This research is about shoe craftsmen in Ciomas District. This research will provide recommendations for effective models to improve business development, as consideration and input for shoe managers and craftsmen.

**LITERATURE REVIEW**

**Business Development**

According to Ardiningrum et al. (2023) states that business activities can be started by establishing a business, establishing a collaboration, acquiring someone else's business, or through what is better known as a franchise. However, it is important to think about where the business will go. Therefore, development is needed to expand and keep it running smoothly. Business development requires support in various fields, including production or processing, marketing, human resources and technology.

Meanwhile, according to Hisyam & Handyastuti (2014), business development is part of the total activities carried out by the community in the fields of trade and industry to provide goods and services that meet the needs for maintenance and improvement of standards and quality of life. So, from the definition of business development from the opinion above, it can be concluded that business development is the task and process of creating analysis of potential growth opportunities as well as supporting and monitoring the implementation

of business growth opportunities, but does not include strategic decisions or implementation of opportunities for business growth.

Apart from that, there are various indicators of business development according to Alya Ilham Rizky et al. (2022) which consists of: increasing income namely to feel positive development can increase business income from operating results, increasing the number of customers namely by increasing the number of customers the number of products will also increase, increasing product quality namely increasing the results of product quality which will also increase number of consumers, increasing the quality of human resources namely by producing quality human resources.

According to Dwi et al. (2017) revealed that strategy is a tool in building goals within a company that is related to long-term goals, follow-up programs, and especially resource allocation. Here the business development strategy is divided into several parts, namely: product development strategy which can be carried out by a business in order to improve existing products, market development strategy which can be carried out with various considerations which will later achieve lower costs and various risks small, innovation strategy namely innovation expertise refers to product innovation that will develop new products to be better.

**Entrepreneurial Knowledge**

According to Sucipto et al. (2022) entrepreneurial knowledge is all forms of intellectual knowledge that a person obtains and possesses through entrepreneurship education and will later help him innovate and enter the field of entrepreneurship. From the opinion above regarding the meaning of entrepreneurial knowledge, it can be concluded that entrepreneurial knowledge is the knowledge

that a person has regarding entrepreneurship in creative and innovative concepts so that they can produce new products or goods.

According to Eddy Soeryanto (2016), an entrepreneur or entrepreneur is someone who has a soul and skills (ability) that are creative and innovative, can create something new and different (ability to create the new and different), can start a business (start up), be able to do something new (creative), be able to look for opportunities (opportunity), must have the courage to bear risks (risk bearing) and be able to develop ideas and gather resources.

According to Suryana in Ramadhania (2018), there are several provisions for entrepreneurial or entrepreneurship knowledge that need to be possessed, namely: knowledge about the business being started which concerns how much an entrepreneur understands how to move his business, knowledge about roles and responsibilities namely knowledge or understanding an entrepreneur about how important a person's responsibilities are in entrepreneurship, knowledge about personality and personal abilities namely knowledge about recognizing the characteristics and skills that exist in oneself and others, and knowledge about management and business organization namely understanding the basic concepts of management.

**Innovation**

According to Everett M, Roger in Anang Firmansyah & Anita Roosmawarni (2019), innovation is an idea, thought or idea that a person or group accepts for something new or different and can be used in everyday life. From the definition of innovation above, it can be concluded that innovation is an idea, practical matter, method, product created by someone who is observed or as something new for a

person or group of people whose aim is to solve a particular problem.

The goal of innovation in general is a form of need that wants to be realized through the activity of constructing thoughts and translating them into real actions and real work in order to produce something that meets the desired expectations. Meanwhile, the specific goal of innovation depends on the entrepreneur's job profile in creating conditions that allow the economy to develop well (Anis Siti et al., 2021).

There are various types of innovation according to Septiadhi (2019), namely: product innovation is an innovation that leads to the product that will be offered, process innovation is an innovation that will change the order of the product manufacturing process, brand innovation is an innovation that will change the context in which the product or services you want to offer.

According to Titi Nifita & Tialonawamarni (2020), there are five characteristics that are very important in influencing the level of innovation adoption, namely: relative advantage is the level that shows an innovation is seen as better than the old product, compatibility or suitability is the level of conformity of the innovation with the values and individual experience, complexity or intricacy is the level of difficulty of something in innovation so that it can be used, divisibility or trialability is the level of an innovation that can be tried first little by little so that later it can speed up the work process, communicability is the level of ability of the results of using the innovation to be explained to others people so that it is easier for someone to see the results described

**RESEARCH METHODS**

This research uses a quantitative method which aims to provide knowledge by using data

in the form of numbers as a tool in finding information about what you want to know. Apart from that, the type of research carried out by researchers is descriptive research, namely using survey methods to obtain factual facts. In this article we introduce several reference results and theoretical studies based on previous researchers regarding the development of entrepreneurial knowledge resulting from innovation which is ultimately expected to encourage business development. It is hoped that this research method will be able to explain the entrepreneurial knowledge, innovation and business development of shoe craftsmen.

**RESULTS AND DISCUSSION**

**Results**

**Descriptive Analysis**

This research was conducted on 133 business managers or shoe craftsmen who filled out a questionnaire. Based on Table 4.1 above, it can be seen that the respondents in this study were more men, namely 82 shoe craftsmen (61.7%) and women, namely 51 shoe craftsmen (38.3%). In this study, there also tended to be more people who had been running a business for 3 to 4 years, namely 62 shoe craftsmen (46.6%). The fewest number of respondents were at the level of business experience of less than 1 year.

**Table 1**

*Characteristics of research respondents*

Category		Frequency	Percentage
Gender	Male	82	61,7%
	Female	51	38,3%
Length of Business	Less than 1 year	3	2,3%
	1 – 2 years	6	4,5%
	2 – 3 years	25	18,8%
	3 – 4 years	62	46,6%
	More than 4 years	37	27,8%

The purpose of descriptive variable data is to assess the completeness of descriptive data based on respondents' responses to each variable scale. The research results show three variables, namely entrepreneurial knowledge, innovation, and business development. The following is the calculation of respondents' responses to each variable as shown in Table 2.

**Table 2**

*Results of descriptive statistical analysis*

Variable	N	Min	Max	Mean	Median	Std D
Entrepreneurial Knowledge	133	26	50	42,48	41	5,891
Innovation	133	40	55	48,81	52	5,612
Business Development	133	37	45	38,76	34	4,699

*Note. Std D = standard deviation, N = total*

**Validity and Reliability**

An indicator is declared valid if the outer loadings value is  $\geq 0.70$ . The higher the value obtained, the higher the level of validity. Based on the outer path coefficient output, indicators that have outer loading values below 0.7 will be deleted or dropped from the model. The detail statistical output is provided in Table 3.

**Table 3**

*Outer loading results on convergent validity*

Indicator	Innovation (INO)	Entrepreneurial Knowledge (PB)	Business Development (PU)	Information
INO 1	0,822			Accepted
INO 10	0,757			Accepted
INO 3	0,818			Accepted
INO 5	0,805			Accepted
INO 6	0,740			Accepted
INO 8	0,762			Accepted
PB 2		0,782		Accepted
PB 4		0,849		Accepted
PB 8		0,831		Accepted
PB 9		0,825		Accepted
PU 2			0,831	Accepted
PU 3			0,836	Accepted
PU 6			0,871	Accepted
PU 9			0,826	Accepted

The results of data processing using SmartPLS version 4.0 are shown in table 3 meets the convergent validity criteria because it has an external factor value greater than threshold > 0.70. This result is in accordance with the instruction calculations criteria, then all variables can be used for hypothesis testing. Then the result of the average variance extracted (AVE) analysis is explained in detail in Table 4.

**Table 4**

*Average variance extracted*

Variable	Average Variance Extracted (AVE)
Innovation	0,616
Entrepreneurial Knowledge	0,676
Business Development	0,708

As shown in Table 4, it can be seen that the AVE value for the entrepreneurial knowledge variable is 0.676, innovation is 0.616, and business development is 0.708. This value is greater than 0.50, so it can be concluded that all indicators in this research are valid or meet the requirements for good convergent validity. It is said to be reliable and very satisfactory if the construct has a composite reliability value > 0.60 and Cronbach's alpha must be > 0.70 (see Table 5).

**Table 5**

*Composite reliability*

Variable	Cronbach's Alpha	Composite Reliability	Information
Innovation	0,876	0,889	Reliable
Entrepreneurial Knowledge	0,840	0,842	Reliable
Business Development	0,862	0,863	Reliable

**Table 6**

*Variance Inflation Factor (VIF)*

Variable	Innovation	Entrepreneurial Knowledge	Business Development
Innovation	1,000		1,714
Entrepreneurial Knowledge		1,000	1,714
Business Development			1,000

As shown in Table 6, it can be explained that all indicators of innovation, entrepreneurial knowledge and business development variables have VIF values < 5.00, so there is no multicollinearity problem in the research model.

**Table 7**

*R-square test results (R<sup>2</sup>)*

Variable	R-Square
Innovation	0,416
Business Development	0,644

As shown in Table 7, the ability of the entrepreneurial knowledge variable to explain innovation is 0.416 or 41.6%. These results indicate that entrepreneurial knowledge influences innovation by 41.6%. Meanwhile, the ability of the entrepreneurial knowledge and innovation variables to explain business development is 0.644 or 64.4%. These results indicate that entrepreneurial knowledge and

innovation can influence business development by 64.4%.

**Table 8**  
*Effect size test results (f<sup>2</sup>)*

Variable	f <sup>2</sup>
Innovation -> Business Development	0,184
Entrepreneurial Knowledge -> Innovation	0,714
Entrepreneurial Knowledge -> Business Development	0,487

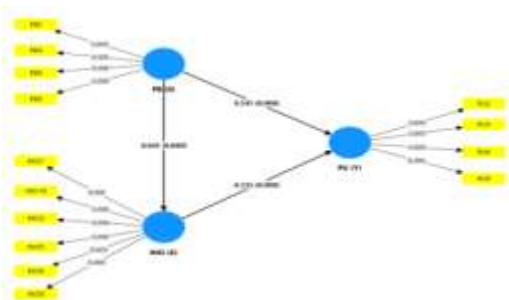
As shown in Table 8, it can be seen that the influence of innovation on business development is 0.184, including the medium influence category, the influence of entrepreneurial knowledge on innovation is 0.714, including the large influence category, and the influence of entrepreneurial knowledge on business development is 0.487, including the large influence category.

**Table 9**  
*Effect size mediation statistics upsilon (v)*

Indirect Effect	Upsilon Statistic (v)	Information
Entrepreneurial Knowledge -> Innovation -> Business Development	$(0,645)^2 \times (0,335)^2 = 0,046$	Low influence

As shown in Figure 1, the path coefficient value is known and based on Table 9, it can be concluded that the role of innovation in mediating the indirect influence of entrepreneurial knowledge on business development is a small influence.

**Figure 1**  
*Model structure with mediation variables*



Hypothesis testing in this research can be done by looking at the p values and t statistics

obtained through the bootstrapping method in Smartpls 4. Measurement of direct influence can be seen through the path coefficient table and measurement of mediating influence can be seen through specific indirect effects. In this study, the error rate was 5%, so the t-statistic was > 1.96. Testing the significance of the hypothesis in this research can be assessed using the significance criterion p value ≤ 0.05.

**Table 10**  
*Testing the direct relationship hypothesis*

Variable	Original sample	Sample mean	Standard deviation (STDEV)	T statistics ( O /STDEV)	P values
Innovation -> Business Development	0,335	0,333	0,070	4,790	0,000
Entrepreneurial Knowledge -> Innovation	0,645	0,651	0,050	12,876	0,000
Entrepreneurial Knowledge -> Business Development (V)	0,545	0,548	0,076	7,146	0,000

As shown in Table 10, can show a matrix of SmartPLS 4.0 output results related to significance tests on hypotheses that have a direct effect.

**Table 11**  
*Testing the specific indirect effect*

Variable	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O /STDEV)	P values
Entrepreneurial Knowledge -> Innovation -> Business Development	0,216	0,217	0,051	4,240	0,000

As shown in Table 11, can show a matrix of SmartPLS 4.0 output results related to significance tests on hypotheses that have an indirect effect (mediation effect).

### The Influence of Entrepreneurial Knowledge on the Development of Shoe Craftsmen's Businesses

This research is in line with research conducted by Irnasari Asina et al. (2021) which states that entrepreneurial knowledge has a positive and significant effect on business development. This research confirms that the

higher the level of entrepreneurial knowledge, the greater the guarantee and encouragement of business development. On the other hand, if entrepreneurial knowledge is low, business development will also decrease. This is in line with the positive or high perception given by shoe craftsmen in Ciomas District, Bogor Regency regarding entrepreneurial knowledge and business development.

According to Nasution (2022) that to maintain a business, someone must create new ideas that will turn opportunities into something profitable. Therefore, shoe craftsmen must be able to have new ideas for innovation in their products. If this innovation is improved it will stimulate increased development of their business.

The results of data analysis found that there was a significant positive influence of entrepreneurial knowledge on the development of shoe craftsmen's businesses directly. Based on the calculation results, the path coefficient value was found to be positive at 0.545 with t-statistics  $7.146 > 1.96$  and p-values  $0.000 < 0.05$ . So, it can be concluded that entrepreneurial knowledge has a significant positive influence on business development directly at 0.545.

*Proposition 1: There is a positive impact of Entrepreneurial Knowledge on Business Development.*

### **The Influence of Entrepreneurial Knowledge on Innovation**

This research is in line with research conducted by Hidayat et al. (2023) which states that entrepreneurial knowledge has a positive and significant effect on product innovation. This research confirms that a high level of entrepreneurial knowledge will encourage higher innovation. Conversely, if

entrepreneurial knowledge is low, innovation will also decrease.

Based on research results, shoe craftsmen in Ciomas District, Bogor Regency, show that entrepreneurial knowledge can influence the level of innovation. One of the things that really influences innovation is that the better the level of knowledge and experience, the greater the innovation (Khedhaouria & Ribiere, 2013).

The results of data analysis found that there is a significant positive influence of entrepreneurial knowledge on innovation. Based on the calculation results, the path coefficient value was found to be positive at 0.645 with a t-statistic of  $12.876 > 1.96$  and p-values of  $0.000 < 0.05$ . So, it can be concluded that entrepreneurial knowledge has a significant positive influence on innovation directly at 0.645.

*Proposition 2: There is a positive impact of Entrepreneurial Knowledge on Innovation.*

### **The Influence of Innovation on the Development of Shoe Craftsmen's Business**

The results of this research are in line with research by Wahyuni et al. (2016) which states that innovation has a positive and significant effect on business development. This research confirms that a high level of innovation will encourage higher business development. Conversely, if the level of innovation is low, business development will also decrease. This is in line with the positive or high perception given by shoe craftsmen in Ciomas District, Bogor Regency towards innovation and business development.

Business development will be successful if there is innovation in the business product. Business development accompanied by innovation by presenting high quality products will make the business sector develop well (Yully Christiana et al., 2014). This research



also shows that encouraging people to be innovative increases motivation. Business managers can also create intrinsic motivation by encouraging shoe craftsmen to think innovatively. In this way, shoe craftsmen can be pressured and motivated to be innovative so that it can have a good impact on business development.

The results of data analysis found that there was a significant positive influence of innovation on the development of shoe craftsmen's businesses. Based on the calculation results, the path coefficient value was found to be positive at 0.335 with t-statistics  $4.790 > 1.96$  and p-values  $0.000 < 0.05$ . So, it can be concluded that innovation has a significant positive influence on business development directly of 0.335.

*Proposition 3: There is a positive impact of Innovation on Business Development.*

### **The Influence of Entrepreneurial Knowledge on Business Development Shoe Craftsmen's are mediated by Innovation**

The results of this research are in line with the research of Fatmasari et al. (2021) which states that entrepreneurial knowledge can influence business success and business development. These findings suggest that innovation may be a mediating factor in how entrepreneurial knowledge influences business outcomes. However, there is a need for further research to understand in depth these mediation processes and how innovation specifically contributes to the achievement of enterprise development.

Research related to the mediating role of innovation in the relationship between entrepreneurial knowledge and business development shows promising directions. Understanding how innovation acts as a bridge between entrepreneurial knowledge and

business outcomes can provide valuable insight into developing more effective efforts to achieve success in the competitive business world. The results of data analysis found that there was a significant positive influence of entrepreneurial knowledge on the development of shoe craftsmen's businesses mediated by innovation. Based on the results of calculating the specific indirect effect value, a positive path coefficient value of 0.216 was obtained with a t-statistic of  $4.240 > 1.96$  and p-values of  $0.000 < 0.05$ . So, it can be concluded that entrepreneurial knowledge has a significant positive influence on business development with innovation mediation of 0.216.

*Proposition 4: There is a positive impact of Entrepreneurial Knowledge on Business Development mediated by Innovation.*

### **CONCLUSION AND ECOMMENDATION**

After several studies and test results have been carried out in the previous discussion related to this research entitled The Influence of Entrepreneurial Knowledge on the Development of Shoe Craft Businesses Mediated by Innovation, several things can be concluded as follows:

1. There is a significant direct influence of entrepreneurial knowledge on the business development of shoe craftsmen in Ciomas District, Bogor Regency, amounting to 0.545. This influence can be interpreted, namely that the higher the level of entrepreneurial knowledge, the higher the level of business development.
2. There is a significant direct influence of entrepreneurial knowledge on innovation of 0.645. This influence can be interpreted, namely the higher the level of entrepreneurial knowledge, the higher the level of innovation.

3. There is a significant direct influence of innovation on business development of 0.335. This influence can be interpreted, namely the higher the level of innovation, the higher the level of business development.
4. There is a significant influence of entrepreneurial knowledge on business development with innovation mediation of 0.216. This influence can be interpreted, namely, that the higher the level of entrepreneurial knowledge will encourage the level of innovation which increases business development.

Shoe craftsmen should be able to have new ideas for innovation in their products for the development of their products and businesses, produce various products that suit consumers' lifestyles so that business continuity is maintained, and continue to try how to have high quality in their products. So that in the future it will not be left behind in the world of footwear industry and can compete with other countries.

The government and policy makers can provide training and courses for shoe craftsmen regarding the science of entrepreneurship as a form of helping shoe craftsmen gain a better understanding, provide facilities that reach out to support the performance of shoe craftsmen so they can produce quality shoe products, and provide training business strategy and developing shoe craftsmen so they can manage their business well.

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