

STRATEGIES FOR DEVELOPING WOMEN'S ENTREPRENEURSHIP-BASED DECISION FACTORS AND BUSINESS MODEL ANALYSIS

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ABSTRACT

Background: Women play a vital role in Indonesia's MSME sector, yet micro-scale food businesses in Bandung remain hindered by managerial limitations and resource constraints despite strong motivation and supportive policies. Understanding their entrepreneurial motives and business model patterns is therefore essential for improving business sustainability.

Purpose: This study examines the conditions, decision-making factors, and business models of women micro entrepreneurs in Bandung, and formulates development strategies based on their motives and business model characteristics.

Design/methodology/approach: Using a qualitative approach, this study employed purposive sampling, interviews, observations, and literature review. Data were analyzed using descriptive analysis, the Business Model Canvas, feedback grid, and SWOT.

Findings/Result: The study finds that women's micro-scale food enterprises in Bandung are shaped by personal and socio-economic motives, strengthened by unique value propositions but constrained by managerial and resource limitations, requiring integrated strategies in digitalization, capacity building, and ecosystem collaboration to support sustainable growth.

Conclusion: A holistic, ecosystem-based approach, integrating mindset strengthening, digital utilization, managerial improvement, and strategic collaboration is crucial for enhancing the sustainability of women's micro food enterprises.

Originality/value (state of the art): This study offers novelty by integrating entrepreneurial motives with BMC, feedback grid, and expert-validated SWOT to develop a context-specific strategy model for women's micro food businesses in Bandung.

Keywords: women entrepreneurship, micro-scale food business, entrepreneurial motives, Business Model Canvas (BMC), feedback grid, SWOT analysis

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INTRODUCTION

Economic growth has become a central issue and a priority in future development planning. One of the key aspects receiving considerable attention is entrepreneurial development. This is largely due to the entrepreneurial sector's experience in dealing with past economic crises, where the ability of businesses to survive was strongly influenced by their entrepreneurial resilience (Rizal et al. 2016). The entrepreneurial ecosystem is also an essential driver of economic growth. High-quality entrepreneurial ecosystems positively contribute to regional economic development, indicating that entrepreneurship plays a significant role in strengthening local economies (Content et al. 2020).

In Indonesia, Micro, Small, and Medium Enterprises (MSMEs) represent a crucial engine of economic growth. MSMEs expand employment opportunities, provide broader economic services, support income distribution, enhance economic growth, and contribute significantly to national development (Hastuti et al. 2020; Fajri 2021). Most MSMEs in Indonesia are household-scale businesses that absorb substantial labor. Data from the Ministry of Cooperatives and SMEs reported that there were 65.4 million MSMEs in 2019, employing up to 123.3 thousand workers, demonstrating their substantial contribution to reducing unemployment. As the population continues to grow, MSMEs have increasingly become a means of enhancing individual capabilities, fostering competitiveness, and creating new economic opportunities (Haryati 2023).

MSMEs in Indonesia have consistently demonstrated resilience, particularly during the 1998 economic crisis when their numbers continued to grow, underscoring their structural importance to national economic stability (Tambunan 2009; Suci 2017). In 2022, Indonesia recorded 8.71 million MSMEs, with West Java accounting for 1.49 million units, reflecting a strong regional concentration of entrepreneurial activity. Notably, women represent approximately 64 percent of MSME entrepreneurs, indicating that female participation is not marginal but structurally significant. In sectors such as trade and food processing, women-led enterprises contribute not only to household income but also to poverty reduction and sustainable economic growth

(Indiworo 2016; Mutmainah 2020). The dominance of female entrepreneurs in West Java suggests substantial untapped potential, highlighting the need for a deeper understanding of the factors shaping their business sustainability and development.

To maximize women's economic participation, the Indonesian government has implemented various gender mainstreaming initiatives and policies, including the ratification of CEDAW, the adoption of national gender mainstreaming strategies, and the promotion of economic training and job creation programs (Ekawarna et al. 2022). These policies align with SDG 5.5, which aims to ensure full and effective participation of women in economic decision-making (United Nations 2021). Women's equal participation is crucial given their nearly equal population proportion to men, with 49.46 percent of Indonesia's population being female (BPS 2022). Moreover, women-led MSMEs have historically shown strong resilience during multiple crises, including monetary, economic, food, and energy crises (Marthalina 2018).

Despite their potential, women entrepreneurs still face numerous challenges, including limited resources, business management skills, confidence, risk-taking ability, and social support (Mohamad and Bakar 2017). Several studies identify significant obstacles to MSME growth in developing countries, such as limited access to finance, intense competition, energy costs, technology limitations, and inefficient production processes (Irijayanti and Azis 2012; Wang 2016; Dewi 2017). Additionally, many women entrepreneurs initiate businesses due to necessity or inherited business practices, often without formal planning or structured business models (Soputan et al. 2022).

Motivation plays a crucial role in women's entrepreneurial decisions (Purwanto et al. 2025). Motivations may stem from opportunity, necessity, or personal development. Strong intrinsic and extrinsic motivations contribute to women's ability to manage their businesses despite emotional and environmental challenges (Tambunan 2012; Nurlian et al. 2020; Dewi 2024). Motivation also influences market adaptation, distribution networks, and continuous learning efforts (Haryati 2023). However, many women prefer maintaining small-scale businesses due to low confidence, limited authority over assets, household responsibilities, and reluctance to expand operations.

Business sustainability is another major issue. Studies show that many women-owned businesses fail to survive beyond the first two to three years, known as the “valley of death” phenomenon (Montague 2017). This highlights the need for structured business models to improve resilience and long-term performance. The Business Model Canvas (BMC), consisting of nine key elements, is considered an effective tool for mapping, analyzing, and improving business performance and sustainability (Osterwolder dan Pigneur 2010). However, limited research integrates women’s entrepreneurial motivations with structured business model analysis to support sustainability, particularly within urban micro-enterprise contexts such as Bandung.

Given the high mortality rate of MSMEs, particularly within the first three years of operation, developing a structured and sustainable business model becomes essential for overcoming the valley of death and other constraints faced by women entrepreneurs. To address these challenges and respond to the identified research gap, this study employs a qualitative exploratory approach that integrates entrepreneurial motivation analysis with business model mapping using the Business Model Canvas framework. This approach enables the identification of strategic alignments and structural gaps that influence sustainability, forming the basis for context-specific development strategies for women-led micro enterprises.

Bandung City is significant in this context, as it has the highest number of women MSME entrepreneurs in West Java over the past five years (Diskuk Jabar 2024). As a major urban center, Bandung has a dynamic entrepreneurial ecosystem with unique characteristics, including informal operations, limited legal registration, slow business growth, and strong resilience despite constrained resources (Anwar 2016; Khurniawan et al. 2019).

Given the substantial role of women entrepreneurs, the persistent challenges they face, and the strategic importance of Bandung City, this study aims to formulate development strategies for women’s micro entrepreneurship. The research focuses on understanding the factors that influence entrepreneurial decisions, analyzing the business models employed by women entrepreneurs, and designing strategic recommendations to enhance women’s entrepreneurial growth and sustainability in Bandung.

METHODS

This study uses a qualitative approach to generate descriptive data and understand the phenomenon in depth. Qualitative methodology produces written or spoken descriptive information from observable behaviour (Sugiyono 2015). The approach seeks to explore participants’ perceptions, motivations, and actions holistically in a natural setting, emphasizing process rather than outcome (Fuad and Nugroho 2014).

The study utilized both primary and secondary data sources. Primary data were collected from ten women micro-scale food entrepreneurs and six experts. The selection of participants was conducted using non-probability purposive sampling (Sugiyono 2015). The population of women micro-scale entrepreneurs in Bandung is relatively large, as indicated by secondary data from UMKM Juara (2019-2023), which shows that the number of women entrepreneurs reaches 558 in Bandung City (Diskuk Jabar 2024). However, this study employs a qualitative approach that emphasizes depth of understanding rather than generalization. Therefore, ten women entrepreneurs and six experts were selected based on the predefined criteria and their ability to provide rich and relevant information. The selected participants were considered sufficient to achieve data saturation. The criteria for women entrepreneurs were aligned with PP No. 7/2021, which regulates the facilitation, protection, and empowerment of micro, small, and medium enterprises (MSMEs) in Indonesia, including: (1) operating as micro-enterprises, (2) business age of at least three years, and (3) operating in the food sector. Expert informants were selected based on the following criteria adapted from (Haryati 2023): Expert informants consisted of two categories. First, academics holding at least a doctoral degree with demonstrated expertise and in-depth understanding of women’s entrepreneurship literature. Second, practitioners defined as women entrepreneurs in the food sector in Bandung City who have independently managed their businesses for at least ten years and are classified as small-scale enterprises. These experts were selected to provide both theoretical and practical perspectives in validating strategic recommendations. Secondary data were obtained from scientific journals, books, government reports, BPS statistics, official documents from relevant agencies, and previous research related to women’s entrepreneurship and MSME development.

Data collection was conducted over six months, starting in August 2024, at participants' business locations or mutually agreed venues. Data were collected using the following techniques:

1. **Preliminary Survey:** identifying qualified subjects through key informants and government data.
2. **Literature Study:** reviewing scientific publications and reports related to women's entrepreneurship.
3. **Semi-structured Interviews:** conducted with participants to explore business conditions, decision factors, and BMC elements, and with experts to inform strategy formulation.
4. **Participant Observation:** observing business operations, products, facilities, and activities at participants' locations.

Data analysis was conducted in several systematic stages. First, qualitative data obtained from interviews and observations were transcribed, coded, categorized, and synthesized to identify recurring themes and patterns related to business condition and entrepreneurial motivation (Sugiyono 2015). Second, business structures were mapped using the Business Model Canvas framework to analyze the nine key elements of each enterprise (Osterwalder 2010). Third, the feedback grid method was applied to systematically evaluate the current condition of women-led enterprises by categorizing findings into aspects that function effectively, emerging questions, areas requiring improvement, and potential ideas for future development (Osann et al. 2020). This reflective assessment informed the subsequent stage of SWOT analysis, which was used to formulate strategic development recommendations. The findings were presented in both narrative and visual forms to enhance analytical clarity and relevance (David and David 2017).

Figure 1 illustrates the research framework of the study. The framework begins with the current condition of women's entrepreneurship, highlighting the increasing growth of MSMEs and the rising participation of women micro-entrepreneurs. It then identifies key issues, including limited business upscaling, low business quality, unclear business models, and the valley of death phenomenon. The analysis stage integrates entrepreneurial motivation, Business Model Canvas (BMC), feedback grid evaluation, and SWOT analysis. The process ultimately leads to strategic business development recommendations aimed at strengthening women-led microenterprises.

RESULTS

General Overview of Women's Entrepreneurship in Bandung City

The findings show that women's entrepreneurship in Bandung is predominantly concentrated in the micro-scale food sector. All participants are owners who also perform operational roles, meaning they handle production, marketing, and basic management themselves. Business structures are generally simple: basic bookkeeping, informal management, and limited formalization; only two firms reported clear job descriptions for employees.

Most participants finance their businesses from personal funds, while some use KUR loans. However, many prefer to avoid external financing due to perceived repayment risk. Production patterns are largely pre-order (to reduce waste for perishable products), whereas businesses with more durable products or stable demand operate daily production.

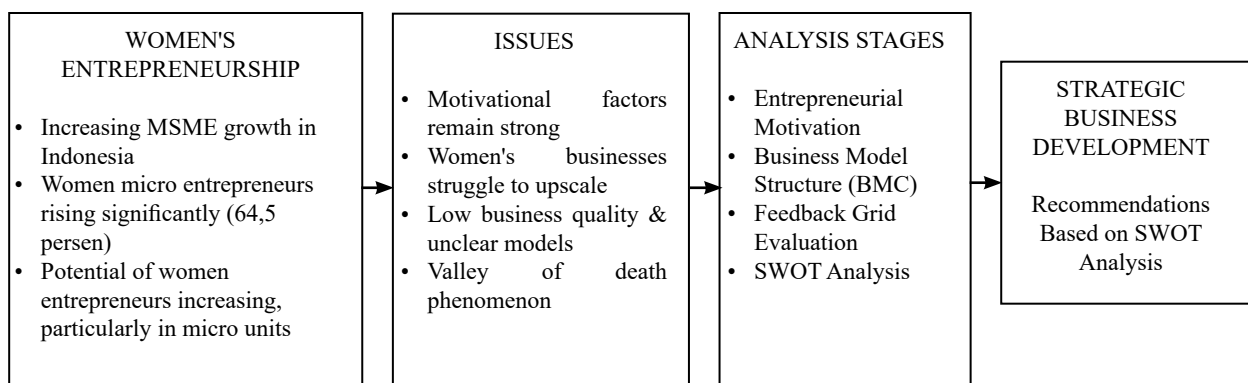


Figure 1. Research framework of women's entrepreneurship analysis for strategic business development

Marketing relies heavily on digital platforms (Instagram, WhatsApp, TikTok), resellers/droppers, and some offline channels (physical shops, consignments). Family support, especially from husbands, functions as an important enabler and an informal decision-making check. Participants view their businesses not only as income sources but also as means of self-actualization, creativity, and local social contribution (e.g., small job creation).

Factors Influencing Women's Decision to Become Entrepreneurs

Motivation is the driving force that encourages individuals to engage in certain activities or business efforts to achieve their objectives (Yuliani 2021). Participants identified drivers that fall into internal and external categories. Internal factors: the desire to achieve financial independence; the desire to help improve the family's economic condition; a strong interest in engaging in business activities; the desire to turn hobbies or skills into a source of income.

These internal motives reflect a personal push toward improving household welfare and self-realization; several participants reported evolving from hobbyists to main-income earners. External factors: encouragement from family and the social environment; the existence of market demand for the products offered; the existence of an established family business and family expectations to continue it; increasing economic needs of the household; insufficient income from salaried employment.

Interaction between internal motivation and external conditions shapes a deliberative decision to start and sustain micro-businesses, family legitimacy and observable market demand reinforce entrepreneurial choices.

These findings are supported by research showing that seven motivational groups drive women to become entrepreneurs; Family Oriented, Family Background and Friends, Income Stability, Hobby and Facility Support, Public Existence, Challenges and Risks, and Physical Limitation with the Family Oriented factor emerging as the most dominant, reflecting motivations such as balancing business and household duties, having more time with family, creating job opportunities for family members, and pursuing the potential for greater profit (Setiawati and Kartini 2018).

Business Models of Women Entrepreneurs in Bandung City (BMC summary)

Mapping the ten food micro-businesses using the Business Model Canvas reveals common strengths and weaknesses. Septiani et al. (2024) found that Value Proposition, Customer Segments, and Customer Relationships emerge as the most influential BMC components shaping performance. Consistent with these findings, the analysis of women-led micro food enterprises in Bandung shows several notable strengths across these key elements, including:

Strengths:

- Value propositions: distinctive products, attractive variants, affordable pricing, or durable/frozen items.
- Customer segments: mass market plus B2B (resellers, events) and niche groups.
- Customer relationships: highly personal, direct communication via WhatsApp/social media, free samples, and close after-sales.
- Key activities: focused on production, owner-led quality control, and basic marketing.
- Social capital: active community networks (UMKM, PKK), loyal customers, and reseller networks.

Weaknesses:

- Limited formal management and documentation.
- Channels often restricted to WhatsApp or organic social media; underuse of structured e-commerce and paid digital promotion.
- Lack of customer retention programs or measurable loyalty systems.
- Heavy owner dependence for production and sales.
- Limited working capital and constrained capacity to scale production.

Key observations

- Emotional closeness to customers and product-market fit are core competitive assets.
- Main barriers to scaling are weak customer relationship systems, limited access to finance, and underdeveloped managerial skills.
- Business variations exist (e.g., active reselling networks, durable product lines, unique local specialties), but the recurring gaps are similar across participants.

Women's entrepreneurship in micro-scale food businesses is driven by varied economic and personal

motives that shape their role in MSME development. The integration of entrepreneurial motives with the Business Model Canvas (BMC), supported by a feedback grid, provides a structured reflection on what worked, what could be improved, emerging questions, and potential ideas within women-led micro business practices. This approach demonstrates how motivations align with business strategies and offers a basis for developing more adaptive interventions to support the growth of women-led micro enterprises. The feedback grid summarizes these insights and is presented in Table 1.

The feedback grid analysis of entrepreneurial motivation and business model practices among women-led micro food enterprises in Bandung City reveals a combination of strong operational foundations and persistent structural gaps. Key strengths include a well-aligned value proposition targeting women and family segments, personalized customer relationships through

social media and messaging platforms, strong internal motivation supported by family encouragement, active community networks, and efficient cost management. However, several areas require improvement, particularly informal management practices, limited documentation, weak managerial and financial literacy, constrained access to formal financing, heavy owner dependence, and the absence of structured customer retention systems and long-term growth strategies. The analysis also highlights a significant capacity gap between market potential and operational capability, as limited production capacity, lack of standardized procedures, and underutilized digital marketing strategies hinder business scalability. Overall, while women-led micro enterprises demonstrate resilience and market relevance, strategic support in managerial strengthening, digital optimization, and financing access is essential to enhance sustainable growth and enable business upgrading.

Table 1. Feedback grid analysis of entrepreneurial motivation and business model practices of women-led micro food enterprises in Bandung City

What Worked	What Could Be Improved
<ul style="list-style-type: none"> The products offered match market needs, especially women and family segments (strong Value Proposition). Customer relationships are maintained personally through social media and WhatsApp (strong Customer Relationship). Women start businesses due to internal motivation: independence, family support, or self-expression (strong Internal Factors). Social networks and communities strongly support word-of-mouth marketing. Women's sensitivity to customer needs creates quality products and customer loyalty. Women are careful with cost calculations, maintaining affordable price structures (efficient Cost Structure). 	<ul style="list-style-type: none"> Many businesses are still informal and undocumented (not all have clear Key Resources & Cost Structure). Difficulty accessing capital and limited experience in taking business risks (limited Funding Channels). Minimal training and formal knowledge about business management (low Business Literacy). Difficulty balancing household responsibilities and business tasks leads to role overload. Long-term business vision is not yet developed; many operate reactively without expansion plans.
Questions	Ideas
<ul style="list-style-type: none"> How can family roles be integrated into business management to avoid role overload? What strategies are effective for increasing women's willingness to take business risks? How can accessible financing schemes be expanded for micro women entrepreneurs? Is there a community-based business incubation model that can support women collectively? 	<ul style="list-style-type: none"> Develop integrated business management training aligned with women's community activities. Establish cooperatives or women's business groups to strengthen Key Partners and collective financing. Utilize digital platforms for efficient bookkeeping and marketing. Build a continuous women-led mentoring ecosystem rather than one-way training programs. Develop new product variants from direct customer insight to encourage repeat orders

Strategies for Developing Women’s Micro Entrepreneurship in Bandung City

The development strategies for women’s micro-scale entrepreneurship in Bandung City were formulated by integrating findings on entrepreneurial motives and business model mapping using the Business Model Canvas (BMC). This integration provides a concise overview of the factors shaping women’s business decisions and the operational structures

of their enterprises. Through descriptive analysis and a feedback grid, key strengths, weaknesses, opportunities, and threats were identified, forming the basis for strategy formulation. The SWOT analysis was developed by combining field findings with insights from expert interviews involving practitioners in the food sector and academics in entrepreneurship. The resulting SWOT framework, validated by these experts, is presented in Table 2.

Table 2. SWOT matrix for strategic development of women-led micro food enterprises in Bandung City

	<p>Strength (S)</p> <ul style="list-style-type: none"> • Strong internal motivation (financial independence, interest in business, self-actualization). • Positive personal characteristics, including perseverance, accuracy, patience, commitment, and multitasking ability. • Personal approach to customers, creating customer loyalty and effective Customer Relationship management. • Unique and relevant product Value Propositions that match market needs. • Strong social capital, including community networks and family support. • Direct control over product quality, ensuring customer trust and maintaining consistent standards. 	<p>Weakness (W)</p> <ul style="list-style-type: none"> • Weak business planning and long-term strategic orientation. • Limited managerial capability and strategic decision-making skills. • Difficulty delegating tasks, which hinders effective development of Key Activities. • Unstable business mindset and high susceptibility to trends. • Low financial literacy, including weak separation of personal and business finances and inadequate cash-flow planning.
<p>Opportunities (O)</p> <ul style="list-style-type: none"> • Opportunities to increase household income. • A strong and collaborative MSME community ecosystem. • A large, stable, and continuously growing food-business market in Bandung City. • Government regulations supporting MSME development (e.g., PP No. 7/2021). • Increasing access to financing through KUR, microfinance institutions, fintech, and women-empowerment programs. • Wider digital marketing access to reach broader markets. 	<p>SO Strategies</p> <ul style="list-style-type: none"> • Strengthening entrepreneurial mindset by revisiting initial motives and developing commitment to long-term entrepreneurship (S1, S2, O1, O3). • Utilizing social media and e-commerce to expand market reach and increase sales (S4, O3, O6). • Implementing continuous product innovation to improve differentiation and branding (S3, S5, S6, O2, O6). • Leveraging government support and financing access for business development (S6, O5, O6). 	<p>WO Strategies</p> <ul style="list-style-type: none"> • Setting simple and measurable business targets (W2, W4, O1). • Joining structured business mentoring programs to strengthen planning and long-term strategic orientation (W1, O2, O3, O4). • Processing business legality to improve legal protection and competitiveness (W1, O4, O5). • Creating simple work systems to reduce dependence on the owner for daily operations (W3, O1). • Improving financial literacy and its practical implementation (W5, O5).
<p>Threats (T)</p> <ul style="list-style-type: none"> • High competition in the food-business market in Bandung. • Competitors offering higher quality and more innovative products. • Rapid technological changes requiring quick adaptation. • Challenges in shifting business mindset and adapting to new business practices. 	<p>ST Strategies</p> <ul style="list-style-type: none"> • Product differentiation through personal customer engagement and market analysis (S3, S4, T1, T2). • Building strategic collaboration with business actors and communities (S5, T4). 	<p>WT Strategies</p> <ul style="list-style-type: none"> • Setting product boundaries to avoid excessive diversification driven by market pressure (W1, W4, T1, T2). • Strengthening coordination between government and educational institutions for MSME capacity-building programs (W2, W5, T3).

The SO strategies leverage women entrepreneurs' internal strengths such as strong motivation, customer closeness, product uniqueness, and social support to capitalize on external opportunities like the growing food market, digital marketing access, and government-backed financing. These strategies emphasize strengthening entrepreneurial mindset, expanding digital presence, continuous product innovation, and utilizing policy support to enhance business growth (Nurlian et al. 2020; Haryati 2023). Strengthening entrepreneurial mindset, expanding digital presence, continuous product innovation, and utilizing policy support are therefore essential for enhancing business growth in the micro food sector.

The WO strategies address internal weaknesses by maximizing available opportunities. Limited planning, managerial skills, and financial literacy can be improved through structured mentoring, measurable goal setting, legal formalization, simple work systems, and the use of accessible financing programs. Evidence from previous studies shows that many women entrepreneurs lack management skills, business documentation, and legal compliance, which hinder growth and scaling (Dewi 2017; Soputan et al. 2022). Structured capacity-building and formalization processes help micro women entrepreneurs transition from informal operations to more professional and sustainable business practices (Khurniawan et al. 2019; Suryanto dan Junaidi 2022)

The ST strategies use existing strengths such as strong customer relationships, product quality, and social capital to mitigate external threats like intense competition and rapid technological changes. Women's relational strengths, multitasking ability, and customer empathy create a natural advantage in maintaining loyal customer bases and adapting value propositions (Indiwo 2016; Mutmainah 2020). Product differentiation through personal customer engagement and collaboration with other entrepreneurs and communities strengthens competitive advantage and resilience in dynamic markets.

The WT strategies focus on minimizing vulnerabilities to avoid risks arising from external threats. Key actions include setting product boundaries to prevent unfocused diversification and strengthening coordination between government and educational institutions to improve training, financial literacy, and managerial capacity. These actions reflect broader findings showing that

many women-led micro enterprises suffer from weak long-term planning, risk aversion, and limited business literacy, which restrict their growth potential (Mohamad and Bakar 2017). Strengthening institutional collaboration and focusing product lines help stabilize operations and support long-term adaptability in competitive environments.

Implication Managerial

The managerial implications derived from this study are grounded in the mapping of women's entrepreneurial motives, the evaluation of their business models through the Business Model Canvas, and the SWOT analysis of micro-scale food enterprises in Bandung City. The findings indicate that women entrepreneurs possess substantial growth potential supported by strong internal motivation, positive customer relationships, and adaptive flexibility in managing their businesses. However, this potential has not been fully realized due to several structural and managerial constraints, including limited business literacy, weak long-term planning, undocumented or informal work systems, and suboptimal utilization of digital technology and formal financing.

Given the active MSME ecosystem, supportive government policies, availability of microfinance schemes, and the stable and competitive food market in Bandung, strategic managerial recommendations are needed to help women entrepreneurs strengthen their business capacity. Therefore, the managerial implications of this study emphasize the importance of enhancing individual competencies, improving internal management systems, maximizing external opportunities, and fostering synergy with stakeholders. These implications serve as practical and context-specific guidelines to support the sustainable development of women's micro-scale enterprises.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

The study reveals that women's micro-scale food entrepreneurship in Bandung City is characterized by the dual role of women as both owners and primary operators of their businesses, supported by strong family involvement in strategic decision-making. These enterprises are typically financed through personal

capital, managed with simple operational systems, and tend to avoid external financing risks. Production activities commonly follow a pre-order model, while digital marketing plays a central role in reaching customers and maintaining personal relationships. Women view entrepreneurship as a means to improve family welfare, achieve self-actualization, and express creativity, with notable strengths in precision, multitasking, and relational skills. However, limited managerial literacy, underdeveloped long-term business orientation, and risk aversion remain key challenges to business growth.

Women's decisions to engage in entrepreneurship are shaped by a combination of internal and external factors. Internal drivers include the desire to achieve financial independence, the need to improve household economic conditions, a strong interest in engaging in business activities, and the desire to turn hobbies or skills into a source of income. External influences include encouragement from family and the social environment, the existence of market demand, the presence of an established family business along with expectations for its continuity, increasing economic needs of the household, and insufficient income from salaried employment. These interacting factors indicate that entrepreneurial decisions are shaped by personal motivations and socio-economic conditions that encourage women to run micro-scale food businesses.

The business model analysis demonstrates that women entrepreneurs possess strong value propositions and key activities centered on quality control and digital promotion. Although their market segments are diverse, weaknesses remain in customer relationship management, limited distribution channels, and constraints in key resources such as capital and labor. This suggests that while the value offered aligns with market needs, business models require strengthening in customer management, channel expansion, and internal capacity building to support sustainable growth.

The integrated SWOT analysis produces thirteen strategic recommendations, including strengthening entrepreneurial mindset, leveraging digital platforms, promoting continuous product innovation and branding, optimizing government support and financing, defining measurable business targets, enhancing managerial competence through structured mentoring, securing business legality, establishing simple work systems, improving financial literacy,

differentiating products through market analysis, fostering strategic collaborations with communities and fellow entrepreneurs, setting product boundaries to avoid excessive diversification, and reinforcing coordination between government and educational institutions. Collectively, these strategies underscore the need for a holistic and ecosystem-based approach to advancing women's micro-scale entrepreneurship in Bandung City.

Recommendations

Future research should examine capacity-building models for women entrepreneurs in sectors beyond food businesses, assess the effectiveness of managerial mentoring, financial literacy, and digital marketing interventions, and explore the roles of government policies, community ecosystems, and educational institutions in strengthening women's micro-enterprise development.

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