

THE INFLUENCE OF ENTREPRENEURIAL MINDSET TOWARD COMPETITIVE ADVANTAGE OF WEST JAVA NEW ENTREPRENEUR PROGRAM

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Abstract

West Java Province had been running a program to create 100.000 new entrepreneurs until 2018 and 300 new entrepreneurs had joined in 2014 under Department of Cooperative, Micro, Small and Medium Enterprise West Java Provincial Government, Indonesia. This research is descriptive and verificative in nature. Study involved a survey design with 75 entrepreneurs as sample based on simple random sampling. Data collection technique is library data, observation and questionnaire. Analysis data technique used is path analysis. Result shows entrepreneurial mindset on passionately seeking new opportunities, pursuing opportunities with enormous discipline aspect, pursuing only the very best opportunities, focusing on execution and engaging everyone's energy. Respondents see value is better compares to competitor but less in product diversity, monetary, time cost and energy cost. Entrepreneurial mindset influences competitive

advantage simultaneously. The dimension of pursuing opportunities with enormous discipline aspect has influence toward competitive advantage as well as pursuing only the very best opportunity.

Keywords: Entrepreneurial Mindset, Competitive Advantage, Enterprise, Opportunity

INTRODUCTION

West Java Provincial Government focuses on developing entrepreneurship to young generation because they contribute to the economy of this province. Yuyun Wirasasmita (2011) stated that basically, an entrepreneur is someone who is able to realize new opportunities into a business. A successful entrepreneur has roles as creator of new jobs for themselves and for others, creators of new income for themselves and for society, taxpayers which is required by the government for infrastructure development, education and health.

West Java Provincial Government setting up a program to create 100,000 new entrepreneurs to create a job opportunity in order to improve local economy. In order to guide this program, Governor release a governor regulation number 79 in 2015 about creating 100.000 new entrepreneur in West Java Province. This program had been launched on 14 March 2014. New entrepreneurs are from community and university students who have been selected as participants in this program and have business for 0-5 years.

West Java Department of Cooperative, Micro, Small and Medium Enterprises is responsible for running this program and targeted 3,000 new entrepreneurs every year. In 2014, this department provided training for 300 new entrepreneurs in salon industry, convection and culinary.

Participants passed administrative selection, interviews and business plan. The prerequisite is a resident of West Java provincial, aged 18-55 years, minimal passed elementary school, have a letter issued by village administration, which stated the relevant physical and spiritual health as well-behaved good, statements having a business continuity and business plan.

Training was given to new entrepreneurs for 5 days in Learning Center of West Java Department of Cooperative, Micro, Small and Medium Enterprises. This training was presented by academicians and businessmen and focused on entrepreneurship mindset, business and management. New entrepreneurs also got apprenticeship at Salon Una, Ina cookies and Batik Komar. New entrepreneurs got assistance from businessmen in developing business through

guidance, consultation, and advocacy in overcoming problems related to business development three months.

The purpose of training for entrepreneurs according to Ngek Brownhilder Neneh (2012) quoted by Rugtvedt, entrepreneurship education is considered as a lifelong learning process that encourages the development of personal qualities and skills to enable the learner to survive in the world of business. A positive relationship has been established between education and business creation. This establishment necessitates the need for entrepreneurship education to maximize returns to more technical training in the dominant informal sector perspective.

Based on observation, new entrepreneurs run and grow a business. Others do not continue business and choose work. Some new entrepreneurs are also having slow done in the business as well as low competitiveness. Interviewing Mr. Ahmad Rosyad, an instructor in this program stated that most of participants were not focusing in business development because they concentrate on capital.

Consequently, New Entrepreneur Program objectives have not been achieved in creating a business in order to improve the local economy. Secondly, the target creating 3000 new entrepreneur by West Java Department of Cooperative, Micro, Small and Medium Enterprises will not be achieved. Third, competitiveness is low to face the ASEAN free market which will be implemented on December 31, 2015.

The competitive advantage is the key to successful for entrepreneurs in the face of competition with other businessmen amid the business environment changes so quickly. Entrepreneurs face competitive landscape. Hitt, dkk (2011) stated that the emergence of a global economy and technology, specifically rapid technological change, are the two primary drivers of hypercompetitive environments and the nature of today's competitive landscape.

The ASEAN region is projected to grow. Clanahan, et al (2014) stated that ASEAN region has been projected to grow to \$ 10 trillion by 2030. Economic growth in ASEAN countries is predicted to 10 trillion US dollars in 2030. Implementation of ASEAN Free Market will provide an opportunity to transfer five aspects free movement of goods, services, investment, skilled labour, and free flow of capital.

It is allegedly associated with an entrepreneurial mindset. McGrath and MacMillan in Hitt, et al. (2011) stated that entrepreneurial mindset values uncertainty in the marketplace and seek to continuously identify opportunities with the potential to lead to important.

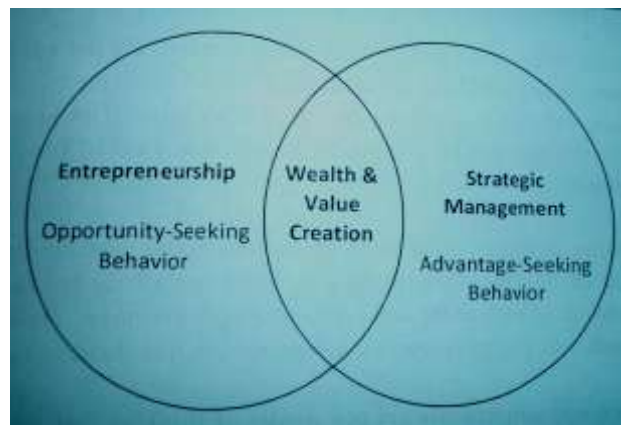
The opportunities provided by the government to new entrepreneurs are marketing through exhibition, business meeting, network, online businesses and financial access. New entrepreneurs do not follow the mentoring program, do not follow the seminar are not interested in following the exhibition.

Research objectives are to analyze entrepreneurial mindset, competitive advantage, the influence of entrepreneurial mindset toward competitive advantage of young entrepreneurial.

THEORETICAL FRAMEWORK

Many people criticized entrepreneurship. As per Barringer & Ireland (2010), one criticism of entrepreneurship, which is often repeated in the press, is that the majority of new businesses fail. It simply isn't true. The often used statistic that 9 of 10 businesses fail in their first few years is an exaggeration. According to Kuratko (2009), entrepreneurship and strategic management are both dynamic processes concerned with firm performance.

Figure 1: The Strategic Entrepreneurship Perspective



Source: Sumber Gundry and Kickul, 2007

Gundry and Kickdul (2007) Integration entrepreneurship and strategic management leads to an emergent framework for new venture formation and growth. Entrepreneurs face a changing business environment. Morris and Kuratko (2002) the contemporary business environment is characterised by increasing risk, decreased ability to forecast, and fluid industry boundaries that need an entrepreneurial mindset that must unlearn traditional management principles in order to minimise failure.

Hitt, Ireland & Hoskisson, (2011) Evidence suggests that successful entrepreneurs have an Entrepreneurial mindset. McGrath and MacMillan (2000) stated an entrepreneurial mindset denotes a way of thinking about business and its opportunities that capture the benefits of uncertainty. The initial concept was developed by McGrath and MacMillan about the entrepreneurial mindset is not limited to the way of thinking about entrepreneurship, but, McGrath and MacMillan (2000) These benefits (from uncertainty) are captured as individuals

search for and attempt to exploit high potential opportunities that are commonly associated with uncertain business environments.

As for how to exploit every opportunity McGrath and MacMillan's (2000) rapidly sense, act, and mobilize, even under highly uncertain conditions. Morris & Kuratko (2002) stated that the entrepreneurial mindset is one of belief in change and innovation while recognising and developing the capabilities to achieve such change. As per McGrath and MacMillan (2000) some characteristics of the entrepreneurial mindset to include:

1. Passionately seeking new opportunities;
2. Pursuing opportunities with enormous discipline;
3. Pursuing only the very best opportunities;
4. Focusing on execution; and
5. Engaging everyone's energy in their domain

Yuyun Wirasasmita (2011) state mental attitude and the ability to be possessed by entrepreneur composed of Characteristically visionary, creative and innovative, oriented to customer satisfaction, oriented to profit and growth, risk taker, spirited competition, quick response and fast motion and entrepreneurship as part of worship

Entrepreneurs need to harness the social capital of the business environment and cannot be separated from the entrepreneurial mindset. Social capital is a strategic asset for companies, especially companies which are built by entrepreneurs who are still micro, small and medium enterprises. Hitt, Ireland & Hoskisson (2011) Social capital is a critical asset for a firm. Amy B. Davis, Howard E. Aldrich (2000) Social capital – resources embedded in their social relations with others -- to obtain financing, expert advice, and other resources. Gundry and Kickul (2007) these resources include ideas, knowledge, information, opportunities, contacts and referral.

Entrepreneurs are required to implement the strategic management in order to achieve and maintain a competitive advantage. Fred R. David, (2011) Strategic management is all about gaining and maintaining competitive advantage.

David L. Goetsch (2006) whether the market is question is large of small, fundamental or discretionary, broad or niche, a prerequisite to gaining competitive advantage in the market is to provide superior value

Robert M Grant (2010) Business is about creating value. Value is the monetary worth of a product or asset. The purpose of business is, first, to create value for customers and, second, to extract some of that customer value in the form of profit, thereby creating value for the firm. Hitt, Ireland & Hoskisson (2011) market value is measured by a product's performance characteristics and by its attributes for which customers are willing to pay.

Business entrepreneurs certainly originated from micro and small enterprises. However, often people think that only big companies business. Mariotti & Clackin (2010) the public often thinks of business only in terms of “big” business --- companies. Most of the world businesses are small business.

Small and Medium Enterprises (SMEs) in Indonesia is regulated by Law number 20 of 2008. Criteria for Small and Medium Enterprises (SMEs):

1. Micro enterprise criteria: have a net worth of less than Rp. 50,000,000.00 not including land and buildings; or has annual sales of more than Rp. 300,000,000.00
2. Small enterprise criteria: have a net worth of more than Rp. 50,000,000.00 up to a maximum of Rp. 500,000,000.00 not including land and buildings; or has annual sales of more than Rp . 300,000,000.00 up to a maximum of Rp . 2,500,000,000.00.
3. Medium enterprise criteria: have a net worth of more than Rp. 500,000,000.00 up to a maximum of Rp. 10,000,000,000.00 not including land and buildings; or has annual sales of more than Rp. 2,500,000,000.00 up to a maximum of Rp. 50,000,000,000.00

This study will use the concept of micro and small scale. Entrepreneurial mindset becomes important in running a business entrepreneur as submitted by McGrath & Macmillan (2000) Organisations should focus on the entrepreneurial mindset when reviewing strategy because this is a way of thinking about the business that captures the benefits of uncertainty.

Hitt, dkk (2002) suggested that an entrepreneurial mindset is required for firms to compete successfully in the new competitive landscape through use of carefully selected and implemented entrepreneurial strategies.

Hypotheses

H1: Entrepreneurial mindset has influence to competitive advantage

H2: Passionately seeking new opportunities has influence toward competitive advantage

H3: Pursuing opportunities with enormous discipline has influence toward competitive advantage

H4: Pursuing only the very best opportunities has influence toward competitive advantage

H5: Focusing on execution has influence toward competitive advantage

H6: Engaging everyone’s energy in their domain has influence toward competitive advantage

RESEARCH METHOD

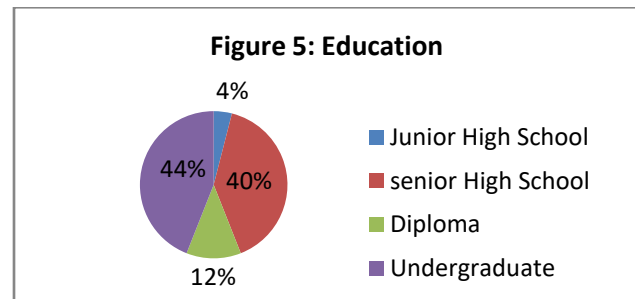
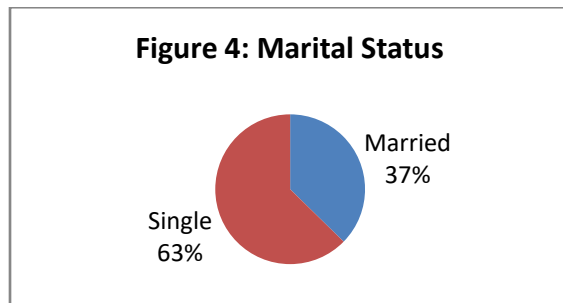
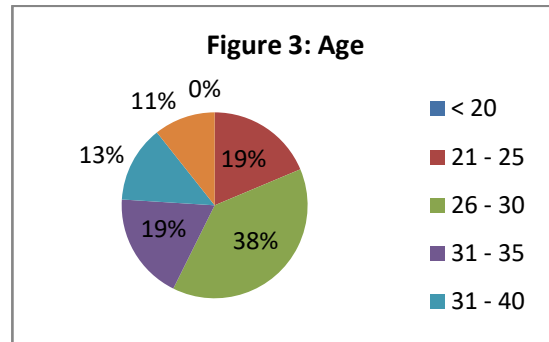
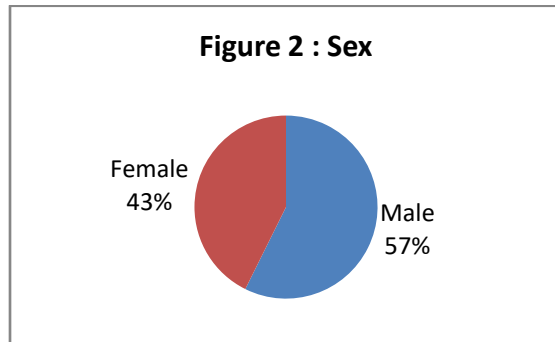
This research is descriptive and verificative with descriptive survey and explanatory with simple random sampling. Analysis unit is 300 new entrepreneurs who had taken West Java new entrepreneur program and 75 entrepreneurs as sample. Validity rate is over 0,3 and reliability is

.8965. Data collection technique is library data, observation and questioner. Analysis data technique used is path analysis.

ANALYSIS AND RESULTS

Respondent Profiles

There are 75 new entrepreneurs who participated in the research. Respondents profiles is below

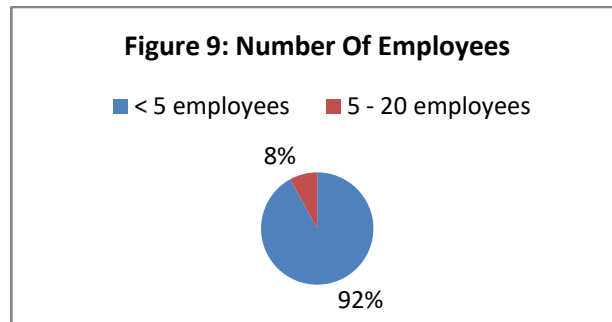
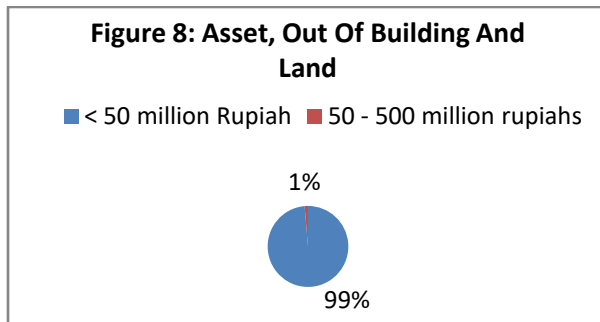
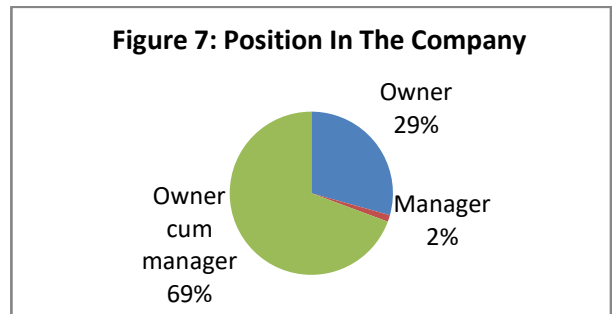
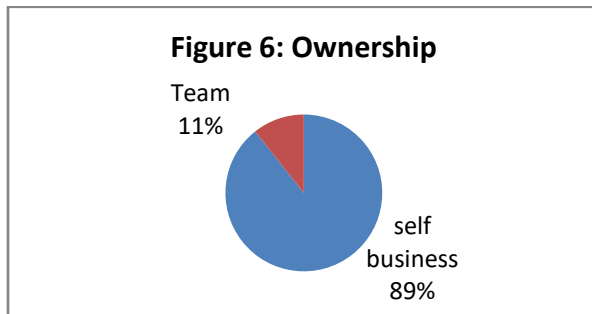


57 % of respondent is male and the rest is female. It indicates entrepreneurs who join New Entrepreneurs Program are male. In the classroom were also shown participants of training that most of them were male. Majority of respondent is around 26-30 years old that is shown by 38% of respondent. It indicates most of participants are young entrepreneurs. Participants have creative business in the businesses.

63% % of respondents are single and the rest is married. Most of participants develop their business before getting married. Participants can focus on the business while they are single compares to married. 40% of participants are senior high school and it shows that they need more knowledge and skill in the business and management. Lack of knowledge and skill have caused participants should increased their knowledge.

Business Profiles

Profile of business is indicated below



Most of respondents have their own business. 89% of respondents said that the business is owned by themselves. Respondents said business is started by their own capital and will not be shared to others. 11 % of respondents said that the business has been set up together with family, friends.

69% of respondent's position is as an owner and manager. Entrepreneur runs the business as owner in the daily business activity. They see the business should be run by them at the beginning of the business. Only 29% is as owner only and 2 % as manager. It is indicated by the business is owned with family or friends.

Most of asset of entrepreneur is less than Rp. 50.000.000. Based on law number 20 tahun 2008 about micro, small and medium enterprise, this business scale is micro. There are 99% of respondent with micro scale business. Other is small business.

92% of respondents have less than 5 employees in running business. Daily activity of business is executed by them and supported by some employees.

Responds to Entrepreneurial Mindset

Passionately Seeking New Opportunities

Respondents gave respond to questioners about passionately seeking new opportunity as below.

Table 1: Passionately Seeking New Opportunities

Nr	Indicators	Average	Remarks
1	Passion to join business training	3,85	Passionate
2	Passion to join internship	3,48	Passionate
3	Passion to join coaching and mentoring	3,8	Passionate
4	Passion to apply promotional activities	4,24	Very passionate
5	Passion to take financial access	3,93	Passionate
6	Passion to take media access	4,22	Very passionate
7	Passion to join business seminars	3,96	Passionate
8	Creativity to see opportunity	3,88	Creative

Respondents feel passionate on joining business training, internship, coaching and mentoring, financial access as well as business seminars. Those new opportunities are giving by government as well as banking and companies. They do very passionate on applying promotional activity and take media access. Finally, they feel very creative to see an opportunity.

It indicates respondents have entrepreneurial mindset on passionately seeking new opportunities. And they very passionately apply promotional activity and media access because this social capital is very expensive. Government offers exhibition to participants and invited to join business talk show at television and radio.

Pursuing Opportunities with Enormous Discipline

Pursuing opportunities with enormous discipline is responded below

Table 2: Pursuing Opportunities with Enormous Discipline

Nr	Indicators	Average	Remarks
1	Clearance of business vision	4,27	Clear
2	Orientation to business growth	4,05	Oriented
3	Implementing training material in the business	3,87	Implement
4	Competitiveness of taking an opportunity	4	Competitive

New entrepreneurs responded on the clearance of business vision very clear. They feel business vision should be clear and it was taught by instructors and coaches as well as mentor. They also have business growth oriented and implement training in the business. Respondents develop their competitiveness in applying every opportunity.

Pursuing only the Very Best Opportunities

Pursuing only the very best opportunities is responded by responded below

Table 3: Pursuing only the Very Best Opportunities

Nr	Indicators	Average	Remarks
1	Realistic in decision making	3.84	Realistic
2	Logic in decision making	3.613	Logic
3	Decision making fast	3.24	Fast enough

Respondents have realistic in decision making as well as logical thinking is used to make decision. Unfortunately, in the process of making decision, respondents are fast enough. Sometimes new entrepreneur are in emotional condition that drives them make decision fast enough. Based on education background and respondents age, it can be seen that new entrepreneurs have lack of knowledge and skill about business and decision making.

Focusing on Execution

Execution is responded by new entrepreneurs below

Table 4: Focusing on Execution

Nr	Indicators	Average	Remarks
1	Action fast	3.39	Fast enough
2	Flexibility in action	3.52	Flexible
3	Proactive in action based on an opportunity	3.78	Proactive
4	Customer oriented	4.04	Customer oriented
5	Innovation in seeing an opportunity	3.70	Innovative

New entrepreneurs are fast enough in their action to take an opportunity from environment. But, they are flexible and proactive in the action. Others have customer oriented. Finally, they have an innovation to see an opportunity

Engaging everyone's Energy in their Domain

Respondents gave respond to engaging everyone's energy in their domain below

Table 5: Engaging everyone's energy in their domain

Nr	Indicators	Average	Remarks
1	Individual capability improvement	3.76	Improve
2	Resources mobilization in taking an opportunity	3.92	Mobilization

Respondents improve their individual capability and mobilize resources in taking every opportunity from environments. New entrepreneurs keep learning to improve their capability to run business by attending seminars and training programs.

Responds to Competitive Advantage

Respondents response to competitive advantage of their business compares to competitors can be seen below

Table 6: Responds to Competitive Advantage

Nr	Indicator	Average	Remarks
1	Product quality compares to competitors	3.85	Quality
2	Service quality compares to competitors	3.62	Quality
3	Diversity of products	3.28	Diverse enough
4	Uniqueness of products	3.66	Unique
5	Friendliness to customers	4.04	Friendly
6	Product image	3.62	good
7	Monetary cost to buy product	2.77	Expensive enough
8	Time cost to buy products	2.29	Longer enough
9	Energy cost to get product	2.8	Big enough
10	Convenience provided to consumers	3.64	Convenience
11	Comfort provided to consumers when buying a product	3.84	Comfort

Respondents see their products have better quality to their customers compares to competitors as well as service given to customers. Product uniqueness and product image are supposed unique and good image. Employees serve customers friendliness and convenience is offered to customers as well as comfort while customers buy the products.

Unfortunately, product diversity is supposed not diverse yet. Besides, products are supposed by customers expensive enough. Time cost is also supposed longer and customers have to sacrifice bigger energy cost to get the products.

The Influence of Entrepreneurial Mindset toward Business Competitive Advantage

To test Hypothesis, F test is used to analyze 75 questioners by using SPSS 19

Table 7: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	8.679	5	1.736	30.074	.000(a)
	Residual	3.982	69	.058		
	Total	12.661	74			

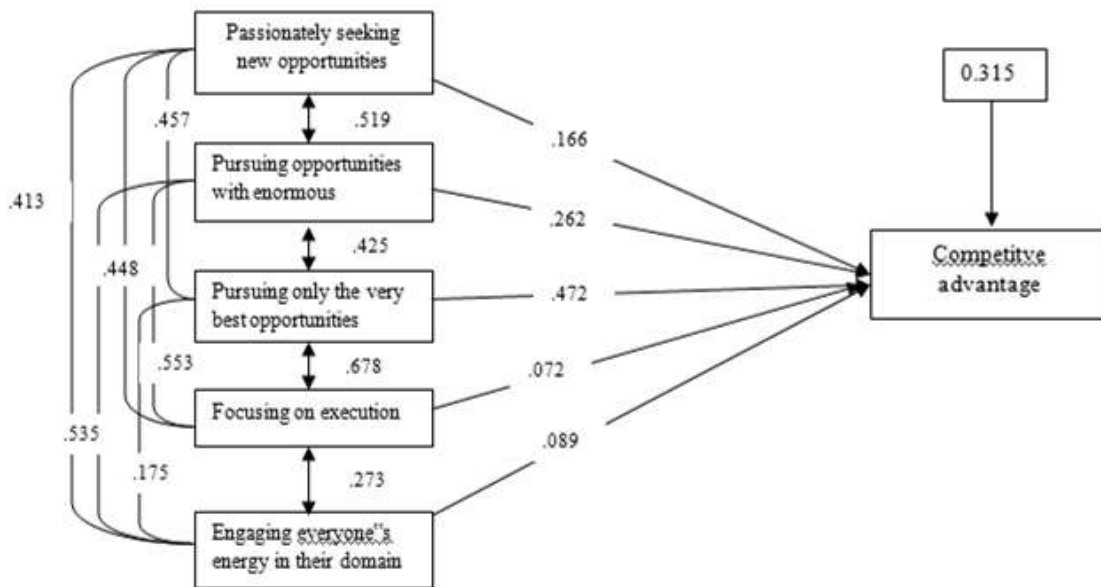
a Predictors: (Constant), X5, X3, X1, X2, X4

b Dependent Variable: Y

Based on the table above, it appears that the significance level of the F test is under 0.05 H_0 is rejected and H_1 is accepted. Entrepreneurial mindset has influence toward competitive

advantage simultaneously. It indicates entrepreneurial mindset which consists of passionately seeking new opportunities, pursuing opportunities with enormous discipline, pursuing only the very best opportunities, focusing on execution and engaging everyone's energy in their domain influence competitive advantage.

Figure 10: Tested Model



Value of the influence of entrepreneurial mindset toward competitive advantage simultaneously is below

Table 10: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.828(a)	.685	.663	.24024

a Predictors: (Constant), X5, X3, X1, X2, X4

The influence of entrepreneurial mindset toward competitive advantage simultaneously is 0,685 or 68,5% and the rest 31,5% is influenced by other factors not under this research. Entrepreneurial mindset which consists of passionately seeking new opportunities, pursuing opportunities with enormous discipline, pursuing only the very best opportunities, focusing on execution and engaging everyone's energy in their domain influence competitive advantage 68,5%.

The Influence of Entrepreneurial Mindset toward Business Competitive Advantage Partially

Table 11: Coefficient

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.171	.328		.521	.604
	X1	.178	.091	.166	1.944	.056
	X2	.192	.070	.262	2.747	.008
	X3	.343	.069	.472	4.968	.000
	X4	.070	.098	.072	.714	.478
	X5	.072	.067	.089	1.080	.284

a Dependent Variable: Y

Based on above table, summary of hypothesis is below

Table 12: Hypotheses testing summary

Hypothesis	Significance	Hypothesis	Influence		
			Direct	Indirect	Total
Hypothesis 2	0.056	H ₀ is accepted, H ₁ is rejected	0.03	0.07	0.1
Hypothesis 3	0.008	H ₀ is rejected, H ₁ is accepted	0.07	0.1	0.17
Hypothesis 4	0.000	H ₀ is rejected, H ₁ is accepted	0.22	0.12	0.34
Hypothesis 5	0.478	H ₀ is accepted, H ₁ is rejected	0.01	0.04	0.05
Hypothesis 6	0.284	H ₀ is accepted, H ₁ is rejected	0.01	0.03	0.04
Total Influence					0.68

Hypothesis 2 is passionately seeking new opportunities has no influence toward competitive advantage with only 10%. Hypothesis 3 is pursuing opportunities with enormous discipline has influence toward competitive advantage with 17%. Hypothesis 4 is pursuing only the very best opportunities has influence toward competitive advantage with 34%. Hypothesis 5 is focusing on execution has no influence toward competitive advantage with 5%. Hypothesis 6 is engaging everyone's energy in their domain has no influence toward competitive advantage with only 4%

It indicates among dimension of entrepreneurial mindset, there are only two dimension have influence toward competitive advantage namely pursuing opportunities with enormous discipline and pursuing only the very best opportunities.

Pursuing opportunities with enormous discipline is indicated by clearance of business vision, have business growth oriented and implement training contents in the business as well as develop their competitiveness in applying every opportunity. Pursuing only the very best

opportunity has the biggest influence to competitive advantage with realistic as well as logical thinking is used to make decision.

CONCLUSION

1. Entrepreneurial mindset on the dimension of passionately seeking new opportunities is responded by feeling passionate on joining business training, internship, coaching and mentoring, financial access as well as business seminars. They do very passionate on applying promotional activity and take media access. Finally, they feel very creative to see an opportunity. On the Pursuing opportunities with enormous discipline aspect, Respondent gave respond on the clearance of business vision as very clear, have business growth oriented and implement training contents in the business besides develop their competitiveness in applying every opportunity. Pursuing only the very best opportunities; Respondents have realistic in decision making as well as logical thinking is used to make decision. Unfortunately, in the process of making decision, respondents are fast enough. Based on their education background and respondents age, it can be seen that they have lack of knowledge and skill about business and decision making. Focusing on execution, respondents are fast enough in their action to apply an opportunity from environment. But, they are flexible and proactive in the action. Others are the have customer oriented. Finally, they have an innovation to see an opportunity to engaging everyone's energy in their domain Respondents improve their individual capability and mobilize resources in applying every opportunity from environments.
2. Responds to competitive advantage: Respondent see their products have quality to their customer compares to competitors as well as service given to customers. Product uniqueness and product image are supposed unique and good image. Employees serve customers friendliness and convenience is offered to customers as well as comfort while customers buy the products. Unfortunately, product diversity is supposed not diverse yet. Besides, products are supposed by customers expensive enough. Time cost is also supposed longer and customers have to sacrifice bigger energy cost to get the products.
3. Entrepreneurial mindset influences competitive advantage simultaneously with 68,5%. Unfortunately, not all dimension of entrepreneurial mindset influence competitive advantage. Passionately seeking new opportunities, focusing on execution and engaging everyone's energy in their domain have no influence toward competitive advantage. The pursuing opportunities with enormous discipline aspect have influence toward competitive advantage as well as Pursuing only the very best opportunity. It is indicated by clearance of business vision, have business growth oriented and implement training contents in the

business as well as develop their competitiveness in applying every opportunity. While pursuing only the very best opportunity has the biggest influence to competitive advantage with realistic as well as logical thinking is used to make decision.

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