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## Modeling of a Business Incubator Program for Islamic Youth Organizations for the Development of Superior Rural Products

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<sup>1</sup>Mawi Khusni Albar, <sup>2</sup>Khairunnisa Dwinalida, <sup>3</sup>Yuliana  
Universitas Islam Negeri Prof. Saifuddin Zuhri Purwokerto, Jawa Tengah, Indonesia  
[mawikhusni@uinsaizu.ac.id](mailto:mawikhusni@uinsaizu.ac.id), [khairunnisadwinalida@uinsaizu.ac.id](mailto:khairunnisadwinalida@uinsaizu.ac.id)  
[yulianazth@gmail.com](mailto:yulianazth@gmail.com)

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DOI: <https://doi.org/10.56457/jimk.v11i2.476>

Received: December 2023

Accepted: December 2023

Published: December 2023

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### ABSTRACT

By raising research questions about What is an effective business incubator strategy in developing superior products in rural areas? and How effective is the Business Incubator Program Modeling for Islamic Youth Organizations for Developing Superior Rural Products in Cilacap Regency, this study focuses on looking at the effectiveness of business incubators as well as the role of Islamic youth organizations in cultivating village potential so that they are able to drive the economy of their region. A qualitative descriptive approach carried out for 3 months was chosen as a technique for obtaining data. Research was conducted in sub-districts/villages that have superior products that can be developed through business incubators implemented by Islamic youth organizations in the village under the guidance of the village/sub-district. Furthermore, in determining informants a purposive sampling technique was used. Primary data (Interviews and Observations) and secondary data (Documentation and Literature) were extracted from research subjects to answer research questions. Furthermore, to describe the findings of this research, Donald Van Metter and Carl Van Horn's model is used with six variables that influence policy performance to analyze the effectiveness of OKp. Field findings provide an illustration that in simple terms, business incubation that can be carried out by Islamic Youth Organizations is a community empowerment strategy. This strategy is considered effective, especially since youth organizations have strength, namely a mass base, as well as organizational skills. The business incubation model with a rural community empowerment strategy leads to the classic model, namely joint discussions, joint deliberations. This model is effective, besides being easy and affordable.

**Key words:** Islamic Youth Organization, business incubator.

### INTRODUCTION

The Covid-19 pandemic has affected almost all aspects of life in Indonesia, including Cilacap Regency. The impact of the pandemic can be seen in changes in policy and governance of health services, government, public services, the economy and other community activities. In the economic sector, economic actors are experiencing quite pronounced impacts from the crisis, starting from declining income, changes in market trends, and declining people's purchasing power.

Covid-19 has also destroyed almost all aspects of the economy. At least around 3-4

million people have lost their jobs, and potential unemployment is even predicted to reach around 4-5 million people. The lower levels of society, especially MSMEs, are the most affected, including Cilacap Regency. During the pandemic, the income of medium and small businesses experienced a decline, even a freefall.

BPS Cilacap (2021) noted that in January 2021 in Cilacap City there was inflation of 0.27 percent with a Consumer Price Index (CPI) of 104.53. This condition is lower than in December 2020, where inflation reached 0.35 percent with a CPI of 104.25. The results of the BPS Cilacap analysis show that inflation in



Cilacap was caused by rising prices, such as the consumer price index in the food, beverage and tobacco group of 0.73 percent. The same thing happened in the food and beverage/restaurant provision group at 0.29 percent and the health group at 0.22 percent. The main cause of inflation in Cilacap City is the increase in prices of tempeh, cayenne pepper, eggplant, raw tofu and long beans. The inflation rate for the calendar year January 2021 was 0.27 percent and the year-on-year inflation rate (January 2021 to January 2020) was 2.01 percent.

Departing from the data above, it certainly has a big impact on the population's economic system, especially at the rural level. Considering that the role and participation of youth today has not shown maximum results, when compared with youth in the pre- and post-independence era. Youth today are experiencing a worrying character crisis (Astuti, 2010). Imam Nahrowi (Minister of Youth and Sports) when giving his opening speech at the Asia-Africa Conference also revealed that the behavior patterns of youth are currently experiencing a character crisis, which will result in the failure of the nation's leadership relay and the spirit of leadership will only benefit a handful of people who think about hegemony and capitalism (Cahyono, 2015)

The potential of villages in Cilacap Regency is currently starting to emerge in line with the village SDGs program and optimization of village potential from the Ministry of Villages. However, the problem is that there are still several villages that have not been able to optimize this potential and there are even villages that have not been able to explore the village's potential. Cilacap Regency geographically consists of beaches and mountains (agro-maritime). The potential of large natural resources will be meaningless without economic value. This will actually reduce the value of both natural and human resources. It is this agro-maritime potential and innovation that should be elaborated in the technology space information. The role of youth organizations in rural areas is expected to be

able to develop and advance the village economy by emphasizing the development of superior products owned by the village through a business incubator system. Through this program, young people in villages have the potential to absorb their energy and thoughts to manage and advance superior products owned by their villages (SGR Thoib Soaloon et al., 2018).

There are many Islamic youth communities in Indonesia. Its network spread throughout Indonesia has great potential for developing business. That doesn't mean changing their goals. In fact, they do business development as a form of unity. Looking at several cases of state opposition, the reasons include economic factors. The existence of Muhammadiyah Youth, Ansor Nahdlatul Ulama Youth, Pancasila Youth, and others are part of the nation's diversity. Strengthening their existence are the youth who hold the nation's leadership relay and play a big role at this time. Several Muslim youth in Indonesia have initiated business incubators, one of which is in Cilacap Regency. Muhammadiyah Youth and Ansor Youth from Nahdlatul Ulama have started it.

Thus, the researcher wants to conduct research on the Effectiveness of Modeling the Business Incubator Program for Islamic Youth Organizations for the Development of Superior Rural Products in Cilacap Regency.

### **Business Incubator Overview**

An incubator is an institution that carries out coaching, service, mentoring, guidance and development activities in an effort to help start-up companies grow that are profitable and sustainable. Tenant is a person or group (maximum 3 people) who builds a new, growing, technology-based startup company that is undergoing an incubation process (Kementrian Ristekdikti, 2017).

A business incubator in terminology is an institution or institution that fosters and incubates new entrepreneurs, especially in a business approach. Systemically, a business incubator is a vehicle for the transformation of human resources who are not or less creative

and productive into innovative, creative, productive and cooperative or it could be said that a business incubator is the first step in creating entrepreneurs who have competitive and comparative advantages and have a vision and mission.(W. Gunadi, 2021).

A business incubator can also be interpreted as an institution that provides assistance and formation processes to new entrepreneurs or established entrepreneurs who are opening new paths. The aim is to help entrepreneurs develop business skills so they can thrive in society by providing services and support that help perfect their natural talents and abilities so they can develop their potential.(Dewi, 2017).

From this it can be seen that business incubators can be used as a link in the chain that connects entrepreneurs with institutions that offer the services and products needed for this development.

*USA National Business Incubation Association* in Septiana Ayu Estri Mahani states "A business incubator is an economic development tool designed to accelerate the growth and success of entrepreneurial companies through an array of business support resources and services. A business incubator's main goal is to produce successful full firms that will leave the program financially viable and freestanding".

According to (Darmawan, 2019), a business incubator is a program that provides sponsorship with the aim of accelerating the growth of a business. Furthermore, a business incubator is an organization designed to accelerate entrepreneurial growth and success through a set of business support resources and services that can include physical space, capital, coaching, public services, and network connections. This means that the business incubator makes efforts to mentor, coach, as well as provide network connections in order to guide new businesses into start-ups. Through business incubation, it is hoped that a business can develop faster, and last long, be strong and solid.

Business incubation is a process of coaching small businesses and/or developing new products carried out by business incubators in terms of providing business facilities and infrastructure, business development and management and technology support.(Mahani, 2015). Business incubators can at least provide answers to economic phenomena that have experienced turmoil due to the current pandemic.

Business incubation is one of the most important mechanisms to help support startup companies for their survival and growth in a competitive business environment. A successful incubation process can produce stronger startups and SMEs which in turn will create more jobs and strengthen the country's economic growth(Munkongsujarit, 2016).

Laurence Hewick in(T. Gunadi, 2012)distinguish between the meanings of incubation and incubator, as follows:

1. Incubation is "the concept or nurturing qualifying entrepreneurs in managed workspaces called incubators".
2. Incubator is "a dedicated workspace (building) to support qualifying businesses with: mentorship, training, professional networking, and assistance in funding finances until the graduate and can survive in the competitive environment"

In Indonesia, business incubators emerged since 1992 at the initiative of the government, the Department of Cooperatives together with universities. Furthermore, in 1997, the Development of Entrepreneurship Culture in Higher Education was held, one of the activities of which was the New Entrepreneur Incubator (INWUB). In 1999, there were 24 incubators recorded, most of which were university programs (Bank Indonesia Credit Bureau research team). Of the hundreds of incubators that have been established, according to the Ministry of Cooperatives and UKM in 2004 there were only 56 incubator units throughout Indonesia, only a few were active. The factors that cause the lack of development of incubators in Indonesia are limitations in providing operational facilities which have an impact on

the low ability to absorb inwall tenants. Lack of model support from the start (seed capital) means that the incubator has not been handled professionally and many inwall tenants do not get an initial model even though their business is worthy of financing. And finally, there is a lack of government commitment and support and inconsistencies in developing incubators(Farhas et al., 2021).

Incubators in Indonesia are regulated in Presidential Decree Number 27 of 2013, with the aim of value added management of economic potential through science and technology (Technology Business Incubation / TBI). The activities take the form of a coaching, mentoring and development process provided by the Entrepreneurial Incubator to Incubation participants. The participants are technology-based start-up entrepreneurs (0-3 years) who are undergoing an incubation process (tenants, incubator clients, incubators). There are still few incubators in Indonesia. To date, there are 85 business incubators in Indonesia(Asmita, 2018).

### **Business Incubator Model**

There are several business incubator models that have been developed. According to Lacho, the incubation model is to build networking and negotiation strength, while the incubation model used by Kordnaeij et., al., is to develop a business strategy, determine the right time to open a business, as well as properly execute the business opportunity that is intended to be implemented.

Furthermore, the incubation model used by Ardhicvili is to bring out creativity and ability as well as an optimistic spirit in opening social networks, taking action, looking for partners, exploring one's abilities. The model developed by Ardhicvilli is more orderly, but too fundamental. Because this model starts from individual interpersonal relationships. The model developed by Neck and Mayer is to invite them to watch videos about business directly, while simultaneously cultivating a direct mindset about business concepts. One of the models discovered by Weidy Murtini is listening to success stories of business people or entrepreneurs.

The findings obtained by(Hamdani, 2013), is a continuous training model. Business incubators that are carried out with ongoing training are considered more effective and able to provide skills on an ongoing basis.

A study conducted by Modland Bank (1997) in Agus Dwi Atmoko (2021) states that there are four types of incubators. First, Technopoles incubator. Is part of an integrated project involving educational institutions, research and other organizations interested in creating regional economic growth. Second, sector-specific incubator. It is an incubator that aims to exploit local resources to develop new businesses in a particular sector in a more focused manner. Usually also called a cluster. Third, General incubator. This is an incubator that is oriented towards creating general businesses, although sometimes there is an emphasis on innovation. Fourth, Building businesses. Incubators whose aim is to create businesses by forming appropriate management teams to exploit specific business opportunities and selecting and nurturing them.

According to the decree of the Minister of State for Cooperatives and Small and Medium Enterprises of the Republic of Indonesia number 81.2/kep/M.UKM/VIII2002 it is divided into two. Namely in wall and out wall models. In wall is incubation where small entrepreneurs are being fostered, concentrated in a certain building or area and the incubator management provides various space rental and management consulting services. Meanwhile, out wall is incubation in which small entrepreneurs or prospective new entrepreneurs who are being coached are not placed in the building or area managed by the business incubator management team, but in their respective places of business and remain active in participating in the programmed coaching stages and sustainable(Agustina, 2011).

Based on type, business incubators can be divided into several types, including:

1. *Industrial Incubator*, is an incubator that receives support from non-profit institutions and the government which aims to create

- jobs and overcome the unemployment rate.
2. *University-related Incubator*, aims to commercialize competition, technology and KAHl from research results. In universities, incubators offer start-up companies to obtain computer laboratory services, libraries and university expertise services.
  3. *For Profit Property Development Incubators*, namely an incubator that provides offices, production sites and service facilities together. Several office facilities that support the company's image are shared and the incubator collects rental fees from the use of these facilities.
  4. *For Profit Investment Incubator*, this resembles venture capital and business angel companies, which occupy the same offices as the tenants (companies) they finance. This incubator has more attention to the tenant portfolio.
  5. *Corporate Venture Incubator*, is the most successful and fastest growing incubator. Established companies set up incubators to take over small companies and provide funding, expertise and even markets.

### **Functions and Objectives of Business Incubators**

As explained in the definitions of business incubation, basically the functions and objectives of business incubators include providing access to knowledge and capital assistance, expanding the business network of businesses being started, developing marketing strategies, mentoring and business training, introducing business ethics, managing investment management. (Widodo, 2020).

In general, business incubators have the aim of ensuring that a business can be run well and can develop well (Sinaga & Rivani, 2020). The more start-up businesses that are carried out through incubation, it is likely that the economic development will get better. So far, many start-up businesses have failed to develop because there was no assistance from the start. Often, capital assistance and mentoring are only provided for businesses that are already

running. One of the goals of a business incubator is to encourage the creation of various entrepreneurs so that they can develop well (Lutfiani et al., 2020).

The benefits of start-up founders who have participated in incubation activities include: First, get market access. Second, funding support from the incubator. Third, improve the company image. Fourth, increase company valuation. Fifth, obtain adequate business understanding. Sixth, focus on developing the start-up. Seventh, wider networking (Saputra, 2015).

### **Ansor Youth Business Incubation**

Since 2010, the Ansor Cilacap Youth Movement (GP) Branch Management (PC) has been trying to build entrepreneurial independence. At that time it was being chaired by Fathul Aminudin Aziz PC Ansor trying to develop several productive business units for its members. By collaborating with third parties, they opened eight business units. First, the Ansor Tronik business, which is a credit sales service unit which is spread across 24 PACs. Second, the BMT (Baitul Mal wat Tamil) business which is at PAC Majenang. Third, computer service units in PAC Majenang, Sampang and Cimanggis. Fourth, the car rental model production units are in two PACs, namely North Cilacap and Majenang. Fifth, by collaborating with breeders to join the goat farming unit in Cimanggu. Sixth, LPG gas sales production unit. Seventh, there is a construction business in Central Cilacap. Eighth, electronic business in PAC Sampang (Niam, 2009).

Imam Tobroni during the Shilaturahmi visit of the Chairman of PW GP Ansor Central Java in Kankemenang said that "The large number of Ansor members in Cilacap has great potential to increase the economic strength of the people, especially through increasing awareness of zakat, infaq and shodaqoh".

As stated (Suwandi, 2007), incubators are a tool to increase the

resilience of small businesses that are just growing and old businesses that require business resilience, especially in managerial and capital matters. Furthermore, the business incubation strategy carried out by GP. Anzor involves involving the local community in developing superior Cilumping coffee products. As stated by IH. Antasalam, as an Anzor Cadre for Cilacap Regency from Majenang who took part in planting Cilumping coffee trees. "Community residents are invited to come together and plant Cilumping coffee, the available land is approximately 300 hectares, community members plant and carry out maintenance."

Several regions in Indonesia that have a coffee commodity base are Nangroe Aceh Darusalam, South Sumatra, Bengkulu, Lampung, East Java, Bali, West Nusa Tenggara, East Nusa Tenggara. Based on BPS data, the development of community coffee in 2014-2016 has decreased every year. In 2014 it was around 612.87 thousand tons, in 2015 it was 602.16 thousand tons, or a decrease of 1.7%. Furthermore, it also decreased by 0.01% compared to the previous year. If seen by province, South Sumatra reached 110.39 thousand tons or around 18.8%.

In Cilumping village there is one collecting trader. These are traders who buy and store produce from farmers, then distribute it back to other traders. Collecting traders get robusta coffee by buying from robusta coffee farmers in Cilumping Village as much as 40 to 50 tons per harvest. Coffee is purchased from farmers at an average price of IDR 19,000-20,000 and bought in cash. After that, pack it in a burlap sack. Large traders will buy it as industrial consumers. Buyers of Robusta coffee from collectors to farmers by visiting the farmers directly. Collecting traders only have capital to purchase jute sacks of IDR 3,000 per piece. Based on research conducted by Haidilia Maharani and Anah Furyanah, the results show that the first marketing channel

(Farmers - Collector Traders - Industrial Consumers) is lower than the second marketing channel (Farmers - Collector Traders - Wholesalers - Industrial Consumers)(Selby & Baroh, 2021).

In terms of strategy, business incubation looks effective if it involves the local community. Dayeuhluhur is one of the areas in Cilacap district which is the gateway to the western province of Central Java. The hilly land is considered suitable for use as a plantation.

Dayeuhluhur is the forerunner to the establishment of Cilacap Regency which has 4 districts, namely Majenang District which has 494 people. Dayeuhluhur District has an area of 196 pal, Penggadingan District has an area of 494 pal or 741 km<sup>2</sup>, and Jeruk Legi District has an area of 434 pal or 651 km<sup>2</sup>. Cilacap Regency has a topography in the form of lowlands and beaches. Located at position 7°45'30 South Latitude and 109°3'33 East Longitude. During the Dutch colonial period, a program of culturing stelsel such as cocoa, cloves and coffee was implemented. In accordance with the ambition of the Dutch East Indies government to increase the efficiency of transporting agricultural products from the interior of Banyumas to the Port of Cilacap which will then be exported to Europe. Before shipping via Cilacap, coffee commodities from the Dayeuhluhur area were transported via Kalipucang and then taken to Batavia. However, to save money and avoid transportation failures, it was diverted to Cilacap. The Dutch East Indies government tried hard to fill the state treasury of the Kingdom of the Netherlands which had been completely drained due to the Diponegoro War (1825-1830) and the Belgian War (1830-1831), so the idea arose to implement a policy of forced cultivation. This forced cultivation system was initiated by Johannes Van De Bosch(Permana, 2015).

Eli Suherli said that market demand is quite large but farmers have not been able to meet export demand in a sustainable manner. Because the harvest period is generally only in May-June. Farid Maruf, Secretary of Cilacap Regency 2018 is trying to promote Cilumping coffee as an export commodity. However, the requirements must be European Union certified and the product always available (Cilacap, 2018). Furthermore, IH Antasalam said, "So far, Cilumping coffee has been able to produce 150 tons per year. This figure is still not able to meet export demand in a sustainable manner." Apart from that, the strategy used is to dare to appear. Cilumping Coffee was initially completely unknown to the wider community. Still inferior to other coffees. For example Lampung Coffee, Temanggung Coffee, Aceh Coffee, and others. However, on one occasion, Kopi Cilumping dared to take part in an event in Europe, specifically in Hamburg, Germany in 2019.

Starting from this expo, Cilumping Coffee attracted the attention of coffee fans in Europe. The "wani thas-thes" strategy implemented has proven to be able to make Cilumping Coffee more widely known to the public. Business incubation with a community empowerment strategy is a wise path. This means that with this strategy, land is not controlled by individuals. Of course, more than that, active community involvement can improve the economy.

So far, Cilumping Coffee is still producing, however, it is often constrained by production capacity. Production still fluctuates, this is due to many factors, the main ones being weather, pests and capital. If pests attack, of course it will reduce the amount of harvest. Weather conditions cannot be denied, currently weather conditions are unpredictable. So what you do is read carefully the natural phenomena that occur (Kiswati, 2016).

The community is the backbone in incubating the business being run. Other obstacles that need to be addressed are ongoing mentoring and training. Trida Gunadi said that mentoring and training is carried out using participatory methods, both structured and unstructured, in accordance with scheduled activities and those that occur spontaneously in the community. This is possible because while the program is running, the management team or mentors must be and live in the community, so that the incubation process can run well (T. Gunadi, 2012).

The community empowerment model business incubation strategy must be mutually transparent (Aji et al., 2023). The weakness of this strategy is that the community is not unified, or bored in carrying out daily activities. These symptoms will make business development difficult. Networks that have been built must be maintained as well as possible. All of this requires unity, if there is a disagreement, the solution is to carry out good deliberation.

### **Muhammadiyah Youth Business Incubation**

As for the Muhammadiyah Youth, the business incubation carried out is not much different from that carried out by GP Anzor, namely involving the community, however, the entry point is through the mosque management. Of course, the mosque is an easier entrance. Even though it is based on the same, namely involving the community, the entrance is softer (Kemenag, 2021).

It is proven, as stated by Sugeng, a Muhammadiyah Youth figure in Majenang District, Mulyasari Village who initiated the formation of a waste bank for cultivating maggots, "Mosque congregations are involved in depositing the rubbish at home, the number of mosque congregations is not large, but once transported it can arrive. one truck within 3-4 days."

The incubation of the maggot cultivation business started from a waste

bank. Hard waste, such as plastic, bottles, paper is separated from wet waste such as used vegetables, food, and the like. As far as Sugeng was concerned, the business flowed easily during the formation process. This means that the idea of forming and realizing it is so easy without any significant complications. The community, especially the mosque congregation, received it well.

Interestingly, it was initially formed without any capital at all. The public is only invited to always deposit household waste in any form. As time goes by, several waste processing components can be purchased from the sale of this waste. Sugeng said that so far there has been no good and neat management. Sugeng only relies on belief, trash that has no value, is used for the good of society.

Sugeng's business incubation comes purely from independent learning. Either learn via the internet, YouTube, or share with parties working in the same field. So for three years of existence, there was absolutely no assistance from any party. Likewise, the efforts made have not received supporting funding from any party. Just this year, the department, through the village, is looking at starting a waste bank/maggot cultivation business being carried out.

Of course problems occur here and there. The main obstacle is equipment, apart from that, funds, and also stakeholders. The existing equipment so far was obtained from previous savings. Once collected, then procure the required equipment. Equipment is the main support in waste banking/maggot cultivation. The increasing amount of automatic waste requires a large space, as well as appropriate waste processing. However, as waste increases, equipment is insufficient.

### CONCLUSION

In simple terms, business incubation that can be carried out by Islamic Youth Organizations is a community empowerment strategy. This strategy is

considered effective, especially since youth organizations have strength, namely a mass base, as well as organizational skills. The model used by Muhammadiyah Youth is softer because it goes through a relatively safe entrance, namely the mosque congregation. Of course, this entrance makes it easier, at the level of directing the public.

Differences in entrances made by GP. Ansor and Muhammadiyah Youth are interesting findings. However, it has the same problem, namely funding. Apart from financial constraints, there are elementary constraints, stakeholders. However, a business that is being developed, especially incubating, is expected to be able to have an economic impact in the long term.

The business incubation model with a rural community empowerment strategy leads to the classic model, namely joint discussions, joint deliberations. This model is effective, besides being easy and affordable.

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