



Synergy of Training and Assistance for Beginner Entrepreneurs among Graduates of Bunda Produktif Institut Ibu Profesional Sumatera Utara

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ABSTRACT

This study explores the synergy model of training and assistance for beginner entrepreneurs in the *Bunda Produktif* program by Institut Ibu Profesional Sumatera Utara. Using a qualitative approach, data were collected through in-depth interviews, observations, documentation, and focus group discussions. Thematic analysis was conducted using NVivo 15. Findings indicate that the program's success is driven by the synergy of community-based training, continuous assistance, and the use of digital platforms. The program effectively enhances participants' productivity, self-efficacy, and economic and social contributions. Key success factors include facilitator competence, community involvement, and digital access, while challenges include time management, financial independence, and limited post-program activities. The study recommends developing an adaptive, passion-based training and assistance model integrated with a digital monitoring system for sustainability and replication.

INTRODUCTION

Indonesia is the fourth most populous country in the world after China, India, and the United States. Data from the Central Statistics Agency (2024) records that the population of Indonesia in 2023 reached 278.6 million people, consisting of 140 million men and 138 million women. With the proportion of women reaching 49% of the total national population, this group has significant potential as human resources that can contribute to development, including through productive economic activities. However, the social construction that positions women only as housewives remains a challenge in the process of empowering women in Indonesia. Women are often considered to prefer domestic roles, even though they have higher education backgrounds, thus their potential in supporting family economies is less than optimal. In fact, women have the same opportunities to actively participate in the economic sector through entrepreneurial activities.

Based on data from the Ministry of Industry and the Ministry of Cooperatives and SMEs, the contribution of entrepreneurs to the national economy is still not ideal, including among women. Indonesia only has about 1.5% of micro-entrepreneurs compared to countries with large populations such as the United States, Singapore, or Malaysia, which have higher ratios (Hidayati et al., 2023). Women entrepreneurs play an important role not only in creating jobs for themselves and their surrounding environment but also in strengthening family economic resilience and accelerating local economic growth (Ulya, 2023; Uslu & Kedikli, 2019). Empowering women through community-based entrepreneurship training has become one of the relevant strategies, especially for housewives who have limited time and access to conventional training. The development of digital technology also opens new opportunities for more flexible and affordable online training (Manolova et al., 2020).

One of the community-based training and mentoring programs for women in Indonesia is Bunda Produktif, which has been organized by the Institut Ibu Profesional since 2020. This program utilizes the digital platform Hexagon City as an interactive online learning space based on passion that facilitates collaboration, skill development, and community-based entrepreneurial activities. Although this program has produced more than 1200 graduates nationally, the phenomenon in the field shows a disparity between training theory and business practices in the field. Some graduates are able to develop sustainable independent businesses, but others still face obstacles in aspects of marketing, capital, business management, and a lack of post-training mentoring. The results of the pre-research survey on Bunda Produktif graduates in North Sumatra, shows that of the nine respondents, only one person was actively entrepreneurial after the program ended. This phenomenon emphasizes the importance of evaluation of the training and mentoring model applied, as well as the synergy of these two components in supporting the success of beginner entrepreneurs, especially among women. Therefore, this research aims to explore and analyze the synergy of training and mentoring applied in the Productive Mother program and its impact on the success of graduates' businesses in the North Sumatra region.

LITERATURE REVIEW

Entrepreneurship and Beginner Entrepreneurs

Entrepreneurship is a dynamic process that involves identifying opportunities, managing risks, and innovating to create economic and social value (Hisrich et al., 2017). In Indonesia, entrepreneurship has become a strategic instrument in reducing unemployment and increasing family economic resilience, especially in the informal sector dominated by women (Kemenkop UKM, 2022). Beginner entrepreneurs, as individuals who are just starting a business, often face limitations in capital, managerial experience, and market access (Wulandari, 2013). Therefore, support in the form of training and mentoring becomes a crucial factor in helping them survive and grow in the early stages.

Entrepreneurship Training and Mentoring

Entrepreneurship training aims to enhance knowledge, technical skills, and managerial capacity of business actors. Several training models focus on developing specific competencies, such as business management, digital marketing, and business finance (Man et al., 2002). In addition to training, mentoring plays a significant role as a practical and contextual continuous learning mechanism (Dyer, 2001). Effective mentoring is carried out through intensive consultations, business simulations, case studies, and providing feedback on the practices of beginner entrepreneurs in the field (Mersha, 2017).

Synergy of Training and Mentoring

The integration of training and mentoring is considered capable of providing a more significant impact on the success of beginner entrepreneurs (Kihara & Siringi, 2018). This synergy includes program continuity, relevance of materials to participants' needs, and support from digital-based communities. The effectiveness of this synergy can be measured through increases in business income, productivity, managerial competence, and participants' success in maintaining their businesses over a certain period (Patton, 2011).

Digital Business Incubation Model

In the context of digitalization, community-based virtual training and mentoring platforms, such as Hexagon City at the Institut Ibu Profesional, have the potential to become a model for passion-based social business incubation. This platform facilitates collaboration, digital marketing, and integrated gamification-based mentoring (Dees, 1998). This program effectively supports beginner women entrepreneurs in utilizing technology, developing businesses, and expanding business networks amid domestic limitations (Sari, 2024).

Factors of Success and Challenges

The success of training and mentoring programs is influenced by internal factors of participants such as motivation, self-efficacy, and skills, as well as external factors such as the quality of instructors, availability of facilities, and community support (Clutterbuck, 2014). Meanwhile, the main challenges that

often arise include low digital literacy, limited access to capital, and the gap between training materials and entrepreneurial practices in the field (Zimmerer in Suryana, 2014).

Synergy Model of Training and Mentoring for Beginner Entrepreneurs

Training and mentoring are two strategic components that complement each other in building the capacity of beginner entrepreneurs, especially women. The synergy between passion-based training, ongoing mentoring, and the utilization of community-based digital platforms is considered the most effective approach in the context of women's entrepreneurship in the digital era (Manolova et al., 2020). Training serves to equip participants with an entrepreneurial mindset, technical skills, and basic managerial abilities. Meanwhile, mentoring acts as a follow-up process that provides direct assistance in facing field problems, building business networks, and increasing the self-confidence of beginner entrepreneurs (Dessler, 2020). The combination of these two elements will be effective if supported by a digital community ecosystem that allows for interaction, experience sharing, collaboration, and online market access.

METHODOLOGY

This research uses a qualitative approach with a descriptive-analytical design. This method is chosen to deeply understand the phenomenon of synergy in training and mentoring for beginner entrepreneurs among graduates of the Bunda Produktif Institute of Professional Mothers. Qualitative research is conducted in a natural context, where the researcher plays a direct role as the main instrument, with theory utilized as an analytical tool to interpret field findings (Sugiyono, 2024). The descriptive-analytical approach is used to systematically describe and analyze the relationship between the training process, mentoring, and participants' experiences in starting a business, both individually and in groups. The focus of the research is directed to explore the experiences, strategies, and challenges faced by participants after the training program.

Location and Research Subjects

This research is conducted in North Sumatra Province. The selection of this location is based on the consideration that until this research was conducted, there had been no similar studies in the area that specifically examined the synergy of training and mentoring for beginner entrepreneurs based on women's communities. The research subjects consist of two categories of informants. The first category is called key informants, including the Initiator, Program Director, and Program Manager of the Bunda Produktif Institute of Professional Mothers, totaling 4 people. The second category is 17 main Informant. The main informant, namely graduates of the Bunda Produktif program Batch 1-3 in the regions of Medan, Deli Serdang, Binjai, Langkat, and Labuhan Batu Selatan.

Data Collection Techniques

Data collection was carried out using four main methods. First, Observation was conducted on curriculum documents, the design of the Hexagon City program, and the implementation of the Bunda Produktif lectures during the period 2020–2024. The next data collection was gathered from various documents in the form of secondary data such as training playbooks, sales reports, project passion distribution, and lecture archives. The third method was conducted through In-Depth Interviews with key and main informants, both face-to-face and online, to explore information related to the training process, mentoring, and the entrepreneurial experiences of participants. The last method was Focus Group Discussion (FGD) involving informants and external program observers to discuss perceptions, experiences, and joint evaluations of the program's implementation, as well as to serve as a data validation process.

Data Validity Testing

To ensure the validity and reliability of the data, this research applies triangulation techniques (Sugiyono, 2024) which include Method Triangulation that combines the results of observations, interviews, documentation, and FGDs to compare the validity of the data. The validity of the data can also be tested through Source Triangulation which examines the consistency of data from various categories of informants and supporting documents. Finally, the validity of the data can be tested from Theory Triangulation which reviews field findings with various relevant theories to broaden understanding and avoid analysis bias.

Data Analysis

Data was analyzed using qualitative techniques based on the Miles and Huberman model (in Sugiyono, 2024), which consists of three stages: Data Reduction by filtering and simplifying data according to the research focus. Second, Data Presentation by organizing data in the form of narratives, tables, and diagrams to facilitate interpretation. Third, drawing Conclusions and Verification aimed at interpreting the data, identifying patterns of meaning, and continuously verifying conclusions. The entire analysis process was supported by NVivo software to facilitate coding, project map visualization, queries, and thematic analysis. The use of NVivo allows for the identification of data patterns that are more systematic and accurate, as well as strengthening the validity of the analysis (Robertson, 2010).

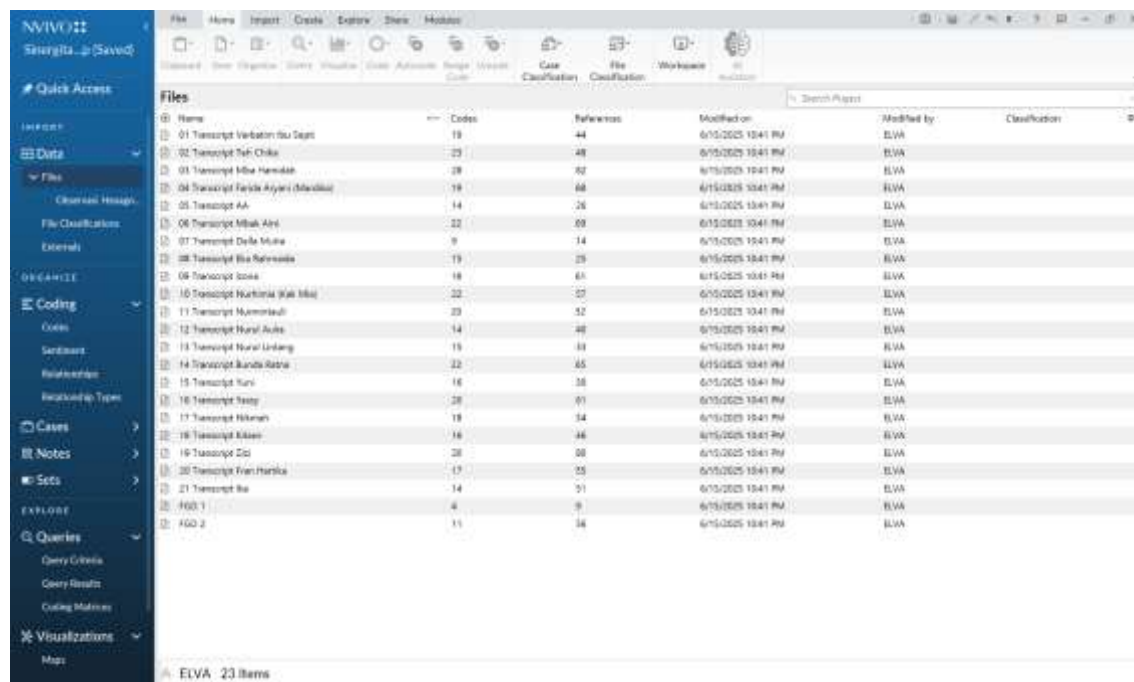
NVivo Model Framework Results

Based on the results of thematic coding analysis using NVivo 15 on interview, observation, and documentation data, key components were found in the synergy model of training and mentoring for beginner entrepreneurs in the Bunda Produktif program of the Institut Ibu Profesional. First, Passion-Based Training tailored to the interests and potential of participants, combined with digital entrepreneurship material, business planning, and simple financial management. Second, Continuous Mentoring which includes business mentoring, routine consultations, and peer support within the Hexagon City

community, both during training and post-program. Third, Collaborative Digital Platforms. The utilization of Hexagon City and Hexamarket as spaces for interaction, business incubation, promotion, and market network development and community entrepreneurship. The fourth presence of Strengthening Factors such as participant commitment, facilitator competence, availability of training facilities, and community support becomes factors that support the success of the program. NVivo also found Field Constraints including time management, self-efficacy, motivation to be productive, mismatch between training materials and business reality, limited access to capital, still low digital literacy, and weak post-program activities.

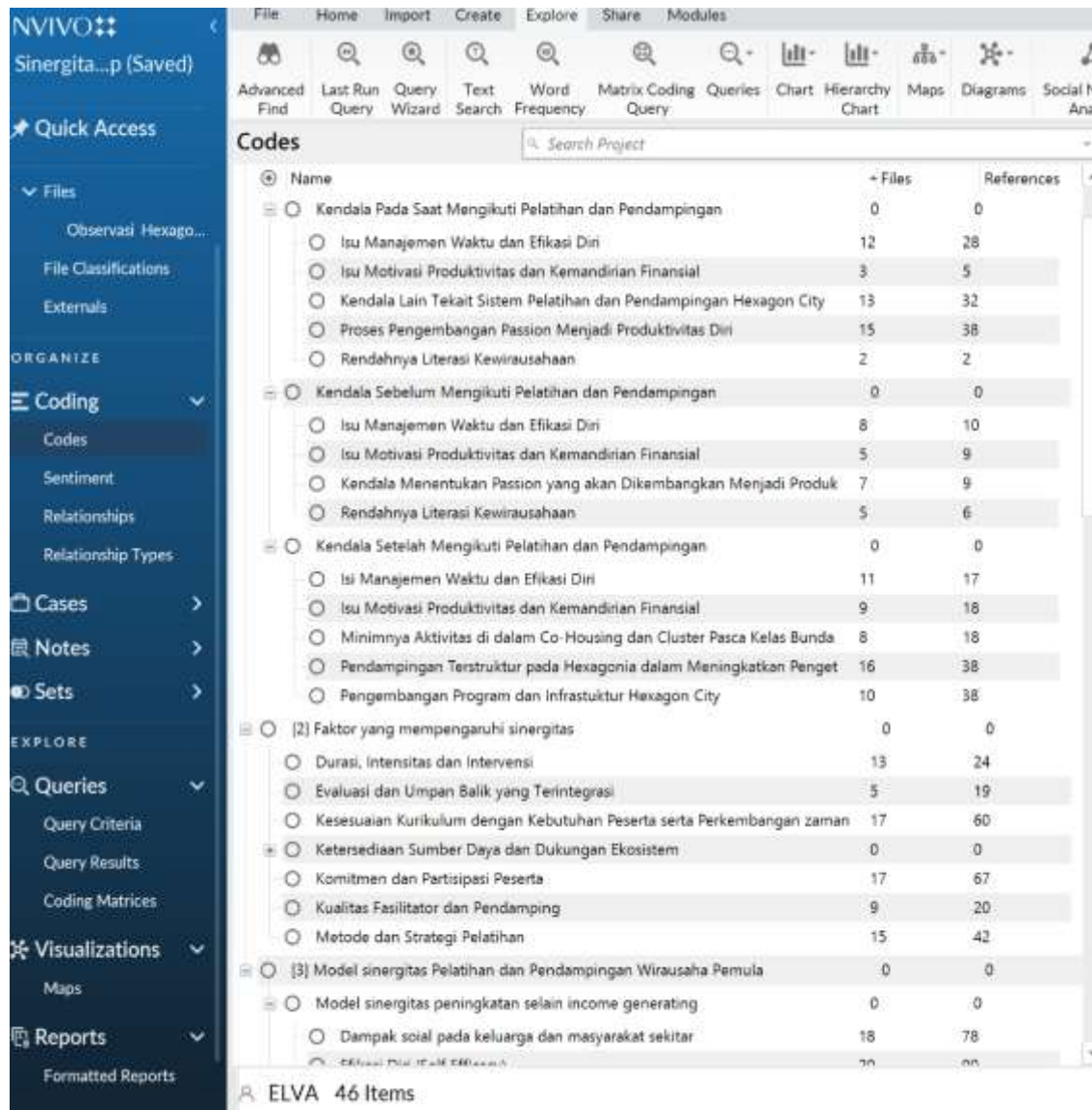
Implications of the Model

This synergy model is expected to serve as a reference for community-based women's empowerment institutions in other regions. The integration of passion-based training, continuous mentoring, and collaborative digital platforms has proven to increase business productivity, self-efficacy, and women's economic contributions at the family and community levels.



Name	Codes	References	Modified on	Modified by	Classification
01 Transcript Verbatim Ibu Sani	19	44	6/15/2025 10:41 PM	ELVA	
02 Transcript Teh Chika	23	48	6/15/2025 10:41 PM	ELVA	
03 Transcript Ibu Harnada	28	52	6/15/2025 10:41 PM	ELVA	
04 Transcript Farida Ayuni (Mawaddah)	19	68	6/15/2025 10:41 PM	ELVA	
05 Transcript Aki	14	26	6/15/2025 10:41 PM	ELVA	
06 Transcript Mbak Aini	22	69	6/15/2025 10:41 PM	ELVA	
07 Transcript Dika Muna	9	14	6/15/2025 10:41 PM	ELVA	
08 Transcript Bina Refrenada	19	29	6/15/2025 10:41 PM	ELVA	
09 Transcript Irena	18	61	6/15/2025 10:41 PM	ELVA	
10 Transcript Nurkima (Wak Iliak)	22	57	6/15/2025 10:41 PM	ELVA	
11 Transcript Murniandauli	23	52	6/15/2025 10:41 PM	ELVA	
12 Transcript Nurul Aulia	14	48	6/15/2025 10:41 PM	ELVA	
13 Transcript Nurul Umbar	15	53	6/15/2025 10:41 PM	ELVA	
14 Transcript Bunda Ratna	22	65	6/15/2025 10:41 PM	ELVA	
15 Transcript Yuni	16	38	6/15/2025 10:41 PM	ELVA	
16 Transcript Rany	28	61	6/15/2025 10:41 PM	ELVA	
17 Transcript Hikmah	19	54	6/15/2025 10:41 PM	ELVA	
18 Transcript Kiki	16	46	6/15/2025 10:41 PM	ELVA	
19 Transcript Zita	28	58	6/15/2025 10:41 PM	ELVA	
20 Transcript Irena Harbika	17	35	6/15/2025 10:41 PM	ELVA	
21 Transcript Rini	14	21	6/15/2025 10:41 PM	ELVA	
FGO 1	4	9	6/15/2025 10:41 PM	ELVA	
FGO 2	11	34	6/15/2025 10:41 PM	ELVA	

Figure 1. Verbatim Transcript File from informants and FGD.



Name	Files	References
Kendala Pada Saat Mengikuti Pelatihan dan Pendampingan	0	0
Isu Manajemen Waktu dan Efikasi Diri	12	28
Isu Motivasi Produktivitas dan Kemandirian Finansial	3	5
Kendala Lain Tekait Sistem Pelatihan dan Pendampingan Hexagon City	13	32
Proses Pengembangan Passion Menjadi Produktivitas Diri	15	38
Rendahnya Literasi Kewirausahaan	2	2
Kendala Sebelum Mengikuti Pelatihan dan Pendampingan	0	0
Isu Manajemen Waktu dan Efikasi Diri	8	10
Isu Motivasi Produktivitas dan Kemandirian Finansial	5	9
Kendala Menentukan Passion yang akan Dikembangkan Menjadi Produk	7	9
Rendahnya Literasi Kewirausahaan	5	6
Kendala Setelah Mengikuti Pelatihan dan Pendampingan	0	0
Isi Manajemen Waktu dan Efikasi Diri	11	17
Isu Motivasi Produktivitas dan Kemandirian Finansial	9	18
Minimnya Aktivitas di dalam Co-Housing dan Cluster Pasca Kelas Bunda	8	18
Pendampingan Terstruktur pada Hexagonia dalam Meningkatkan Penget	16	38
Pengembangan Program dan Infrastruktur Hexagon City	10	38
(2) Faktor yang mempengaruhi sinergitas	0	0
Durasi, Intensitas dan Intervensi	13	24
Evaluasi dan Umpan Balik yang Terintegrasi	5	19
Kesesuaian Kurikulum dengan Kebutuhan Peserta serta Perkembangan zaman	17	60
Ketersediaan Sumber Daya dan Dukungan Ekosistem	0	0
Komitmen dan Partisipasi Peserta	17	67
Kualitas Fasilitator dan Pendamping	9	20
Metode dan Strategi Pelatihan	15	42
(3) Model sinergitas Pelatihan dan Pendampingan Wirausaha Pemula	0	0
Model sinergitas peningkatan selain income generating	0	0
Dampak sosial pada keluarga dan masyarakat sekitar	18	78
Efikasi Diri dan Efficacy	77	88

ELVA 46 Items

Figure 2. Operationalization Process of Coding Nvivo 15

RESEARCH RESULTS

This research found that the synergy of training and mentoring for beginner entrepreneurs in the Bunda Produktif environment of the Institut Ibu Profesional of North Sumatra is effectively carried out through the support of the Hexagon City community ecosystem.

The implementation of the program is supported by a digital platform, adaptive curriculum, competent facilitators, and a sustainable mentoring system.

The factors influencing this synergy include the availability of resources and support from Hexagon City, Regional IP, and family. The quality of facilitators and mentors. The duration, intensity, and methods of training. The suitability of the curriculum with the needs of participants. The commitment and participation of participants. Integrated evaluation and feedback.

This training and mentoring program contributes to the improvement of self-efficacy, family income, and the social role of women in the family and community environment.

Data analysis also found two synergy models applied, namely the Income Generating Model, which focuses on strengthening the capacity of beginner entrepreneurs to increase income, and the Sustainable Model, which emphasizes the continuity of the Hexagon City virtual community-based program and a sustainable evaluation system.

Based on the research results, the main constraints faced by participants are divided into three phases, namely the pre-training phase, such as low entrepreneurial literacy, lack of motivation, and time management issues. In the training phase, participants experience difficulties in determining the type of business, problems in determining funds to develop their passion, and limitations in online mentoring. Constraints are also faced by participants of Bunda Produktif post-training, such as minimal follow-up activities, dependence on instructors, and weak mapping of business potential.



Figure 3: Hierarchy Chart Coding Nvivo 15

DISCUSSION

The results of this study reinforce the concept that the synergy of structured, relevant, and community-based training and mentoring has a real impact on female beginner entrepreneurs. This finding is in line with the study by Kihara and Siringi (2018), which states that effective training can improve technical competencies and structured mentoring can enhance the competitiveness of beginner businesses. The results of this study are reflected in

the NVivo project map, which maps the close relationship between the variables of increased self-efficacy, income generating, social impact, and improvements in the training and mentoring system on the success of graduates of Bunda Produktif Institute of Professional Mothers.

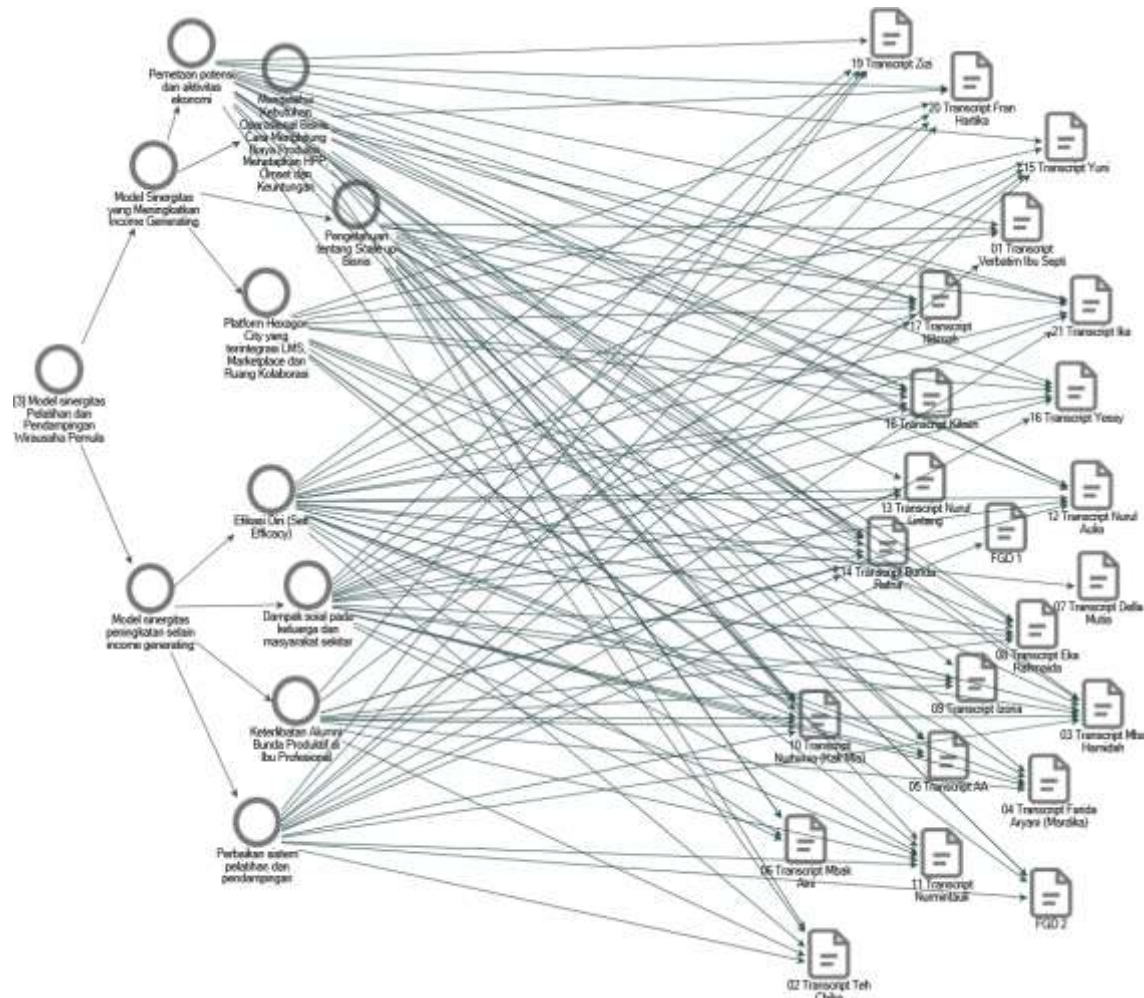


Figure 4. Synergy Model of Training and Mentoring NVivo 15

Synergy of Training and Mentoring as a Determinant of Self-Efficacy

Based on the coding map, the category of Self-Efficacy becomes an important node that is directly connected to various informants as well as the training themes based on the Hexagon City platform, income schemes, and social impact. This is in line with Bandura's theory (1997) that self-efficacy acts as a mediator between training and entrepreneurial behavior. Community-based online training like Hexagon City has proven capable of increasing participants' confidence in making business decisions and overcoming business obstacles.

Dual Synergy Model: Income Generating and Sustainable Project

The NVivo map reveals two synergy models, namely the Income Generating Model, which leads to an increase in participants' capacity to understand production cost management, cost of goods sold (COGS), and profit projections. The second model is the Sustainable Model, which focuses on

business sustainability through the Hexagon City virtual ecosystem, collaboration among alumni, and post-training mentoring. These findings fill a research gap that previously had not integrated the concept of income-based entrepreneurship with community-based sustainability within a single training synergy scheme. Kihara and Siringi (2018) indeed discuss the effects of training and mentoring, but have not explored a dual model like this.

Gap Program: Training Material versus Field Challenges

Although the program shows positive results, the NVivo project map also reveals outlier data from several informants regarding the gap between training material and business reality. Participants face obstacles in mapping business potential, determining business models, and accessing markets. This indicates that the personalization of training material based on individual needs is still minimal. The andragogy principle, which should be based on the needs and experiences of participants (Knowles, 1980), has not been optimally applied.

Strength of the Hexagon City Virtual Incubator

From the visualization of the project map, the strong connection between the Hexagon City platform and various indicators of entrepreneurial success (income, self-efficacy, social impact) confirms that this digital ecosystem serves as an effective social incubator. This aligns with the concept of a virtual community-based incubator (Alonso & Bressan, 2021), which states that virtual incubators can be a strategic tool in supporting women entrepreneurs in areas with limited access to formal business.

Theoretical and Practical Implications

Theoretically, this research expands the framework of synergy in entrepreneurship training by incorporating the dual model dimension and the role of virtual communities as supporting factors for business sustainability. Practically, the results of this research can serve as a reference for managers of digital-based women's communities to build training programs that are responsive, adaptive, and based on individual needs, while also bridging the gap between training material and field conditions.



Figure 5. NVivo 15 Word Cloud

The visualization of the word cloud in this research provides an overview of the frequency of key words that appeared in the conversations of informants during the interview process and Focus Group Discussion (FGD). Based on the word cloud image, there are several words with dominant frequency such as "productive," "mother."

“Researcher,” “informant,” “training,” “mentoring,” “hexagon,” “business,” and “following.” The dominance of the word “productive” indicates that productivity is a central concept in this program, not only understood as the activity of producing goods or services but also as a representation of the identity of women members of the Institut Ibu Profesional who are active, creative, and empowered in public and domestic spaces.

This aligns with the concept of entrepreneurial self-efficacy (Bandura, 1997) which states that productivity can be an indicator of increased individual confidence in carrying out entrepreneurial activities. The emergence of the word “mother” affirms the subject of the research, namely women who play the role of mothers and members of the Productive Mother community. This position is important because it shows the socio-cultural context of the training and mentoring program that is community-based for women, different from conventional business incubator models that are generally formal and institutional.

This is in line with Alonso & Bressan (2021) regarding the advantages of community-based incubators in empowering women through digital spaces and social networks. The terms “training” and “mentoring” appear with high frequency, reflecting that these two activities are the foundation of the process of forming the competencies of beginner entrepreneurs. In a qualitative context, the frequency of these words is not merely a quantity of occurrence but also shows that training and mentoring become the most meaningful experiences for the informants, both in building business knowledge and self-confidence in entrepreneurship.

This reinforces the findings of the synergy of training and mentoring in the Income Generating and Sustainable model. Meanwhile, the emergence of the word “Hexagon” emphasizes the strategic role of the Hexagon City platform as a digital medium that not only functions as an online learning space but also as a virtual market, collaboration space, and social media for alumni communities.

The dual role of Hexagon City as an educational, incubation, and marketing space proves that digital technology is effectively used as a driver of women entrepreneurs based in virtual communities, in line with the study results of Rahman & Mulyana (2022) regarding virtual incubators in the informal sector for women. Interestingly, the words “researcher” and “informant,” which are also dominant, indicate active interaction between research participants and researchers.

This reflects that in a qualitative approach, the dialogic relationship between researchers and informants becomes an important instrument in building the social meanings hidden behind the phenomena being studied (Creswell, 2013). This proves that this research successfully established interpersonal relationships that allow for in-depth data exploration.

Academic and Practical Implications

Academically, this word cloud proves that community-based digital training and mentoring not only build technical competencies but also shape social and cultural identities that are productive among women. Practically, these findings serve as a basis for expanding the use of Hexagon City as a model of a community-based virtual incubator that can be replicated in other women’s communities in Indonesia.

CONCLUSION

This research concludes that the synergy between training and mentoring in the Bunda Produktif program of the Institut Ibu Profesional of North Sumatra has proven effective in supporting the development of female beginner entrepreneurs. The success of this synergy is formed by an integrated digital community ecosystem, a responsive training curriculum, facilitator competencies, and a sustainable and adaptive mentoring system.

The main factors influencing the creation of this synergy include the availability of community resources, the quality of facilitators and mentors, the duration and methods of training, the relevance of the curriculum to participants’ needs, the level of active participation of participants, and an integrated and participatory evaluation system. This research also successfully identified two models of synergy in training and mentoring, namely the Income Generating Model, which focuses on increasing business capacity to support individual and family income. The second model is the Community-Based Sustainable Model, which emphasizes business continuity through collaboration and mentoring based on the virtual community of Hexagon City.

However, this research also found several challenges faced by beginner entrepreneurs, including low entrepreneurial literacy, fluctuating motivation, limited time management, and minimal post-training business activities and

mapping. These findings emphasize the importance of a more personal, adaptive training and mentoring approach based on the individual needs of participants.

RECOMMENDATIONS

Based on the results of this qualitative research, recommendations that can be proposed for the development of future programs include revising the CH (Cluster Hexagon) category scheme to be more structured based on the business interests (passion) and sub-passions of participants to ensure alignment with individual entrepreneurial profiles. The HIMA of the Institut Ibu Profesional of North Sumatra can facilitate advanced training programs and post-training mentoring managed by the regional community of North Sumatra, to support the sustainability of participants' businesses. This advanced post-training program and mentoring is expected to encourage the formation of collective business projects based on local potential among Bunda Produktif alumni to strengthen business networks and the economic value of the community.

A gradual mentoring system and paid mentorship can also be implemented to enhance commitment, mentor availability, and the sustainability of mentoring. In addition, periodic mapping of alumni products and businesses, as well as data-based training needs analysis to identify potential and skill gaps, can also be conducted so that this program can develop Hexagon City as a virtual business incubator based on a productive community integrated with LMS, marketplace, and online collaboration spaces.

Hexagon City as a platform for online training can increase the intensity and frequency of digital module-based training that can be accessed flexibly according to the time and needs of participants. Another thing that can be done is to enhance the capacity of facilitators through the latest entrepreneurship training and digital competencies so that the quality of training is more responsive to current business dynamics.

Based on the results of research and discussion on the needs for structured training and mentoring, Bunda Produktif Institut Ibu Profesional can conduct periodic monitoring and evaluation of the business development of its graduates to ensure business sustainability as well as the economic and social impacts generated. Implementing personal assessments of participants from the beginning of the program to design training and mentoring that suits the profile and specific needs of each individual is something that should be done so that the impact of the training and mentoring that will be developed can remain targeted.

The synergy model of training and mentoring for entrepreneurs with Hexagon City as a virtual incubator can be replicated to other housewife communities as an effort for women's economic empowerment nationally based on digital communities.

ADVANCED RESEARCH

Based on these findings, further study is recommended to examine the long-term impact of community-based digital ecosystems on the sustainability of women-led businesses. Future research could also explore the effectiveness of

personalized and adaptive mentoring approaches tailored to varying levels of entrepreneurial literacy and motivation. In addition, investigating strategies to enhance post-training engagement and business mapping activities may provide valuable insights for improving the continuity and scalability of similar programs in diverse community settings.

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