



Business Model Canvass Training to Achieve Competitive Advantage for MSMEs in SanBarto Paroki, Bekasi

Denta Felli Ananda*, Wawa Santoso, Irma Satya Indriyanti, Muwafick Hidayat, Denny Septa, Regi Muzio Ponziani

Trisakti School of Management, Jl. Kyai Tapa No. 20 Jakarta 11440, Indonesia

Article Information

Article history

Received: May 13, 2025

Revised: October 10, 2025

Accepted: October 29, 2025

Keywords: Business Model Canvas; Entrepreneurship; SME

Abstract

The right business model is very important to enhance business performance nowadays. This business model training, facilitated by the entrepreneurs' community under the auspices of the Catholic Church of St. Bartolomeus Paroki Taman Galaxy Bekasi, aims to raise awareness and utilize the application of the Business Model Canvas (BMC). The activity was carried out through material presentation, discussions, and question-and-answer sessions, as well as direct practice regarding the use and identification of BMC components. This activity was conducted directly in the Paroki Hall, with 62 participants from various business backgrounds, and took place from 9:00 a.m. to 2:00 p.m. smoothly. Thus, this activity is crucial for community members, as it equips them to apply the BMC framework in their respective businesses. A majority of respondents, almost 60%, find that this activity was useful, relevant, and applicable to their business. This activity will be followed by other relevant training materials, specifically on marketing concepts and digital marketing, in the next meeting session.

*Corresponding Author

© 2025 Some rights reserved

Denta Felli Ananda

E-mail: denta@stietrisakti.ac.id

INTRODUCTION

Despite the challenges posed by the Covid-19 pandemic, the MSMEs sector has proven resilient, continuing to grow and adapt. According to data from the Ministry of Cooperatives and Small and Medium Enterprises in 2021, MSMEs contribute 61.07% to the national Gross Domestic Product (GDP) of IDR 8,573.89 trillion (UKMGO Digital, 2021). Additionally, based on data from BPS, the number of micro and small industry companies and the labor force from 2020 to 2022 is presented in Table 1. Although the number of small businesses decreased from 300,099 units in 2020 to 206,605 units in 2021, the figure increased to 216,359 units in 2022. The same trend is also seen in the number of workers in the small industry sector. Meanwhile, for the micro business sector, the 3-year trend from 2020 to 2022 has shown continuous growth, despite challenges from the Covid-19 pandemic. This provides clear evidence that the MSMEs are one of the key pillars supporting the Indonesian economy.

Many factors influence the success of MSMEs in Indonesia. One of these is government support in the form of improving the quality of MSMEs' supporting infrastructure, such as the ease of obtaining a

Business License Number (NIB) through the OSS (Online Single Submission) system (Ginting et al., 2022; Billah et al., 2023; Komalasari et al., 2023). In addition, the natural character of MSMEs is that they quickly recover from downturns due to effective business processes that do not require multiple bureaucratic layers in decision-making (Anggadwita et al., 2021). Other factors that determine the success of MSMEs include human resources and networks, particularly in creating a digital ecosystem (Taan et al., 2023). This aligns with the potential of Indonesia's digital economy, which recorded a digital economic value of \$ 77 billion, making it the largest in Southeast Asia. This figure is significantly greater than Malaysia's, which reached only 21 billion USD in the same year. However, Malaysia has a better digital ecosystem. The number of entrepreneurs in Indonesia is still lower than in Singapore, with a percentage of 7%, Malaysia at 5%, Thailand at 4.5%, and Vietnam at 3.3% (UKMGO Digital, 2021). The number of Indonesian entrepreneurs, which was previously 1.6%, rose to 3.47 % of the population in 2021. This figure has broken the psychological limit of 2%, but has not yet met the criteria to become a developed country, which requires a figure of 12-14%.

Table 1. Number of micro and small industry companies and workforce 2020-2022 (Badan Pusat Statistik, 2024)

Year	Number of Business Units		Workforce People	
	Micro	Small	Micro	Small
2020	3.909.718	300.099	6.953.975	2.693.567
2021	3.956.083	206.605	7.304.554	1.804.743
2022	4.122.869	216.359	7.456.942	1.959.837

Some of the data above suggests that the potential for MSME development in Indonesia remains largely untapped. The government, through the Ministry of Finance, even targets that by 2024, at least 50% or around 50 million MSMEs have entered the digital ecosystem, so that assistance is needed to create a balanced digital ecosystem from MSMEs (UKMGO Digital, 2021), where, as of June 2022, as many as 19.5 million MSMEs have entered the digital ecosystem. From this, it will be evident that the increasing role of MSMEs in the economy is significantly influenced by their ability to identify key success factors and enhance the competitiveness of MSMEs (Hendrawan et al., 2022).

It is also worth noting that not all MSMEs in Indonesia are competitive. Many eventually go out of business due to their inability to overcome internal and external obstacles and challenges. Furthermore, the average quality of MSMEs in Indonesia remains below that of other developed countries (Haerana & Riskasari, 2022). Therefore, it is necessary to adopt a comprehensive approach that encompasses observing, analyzing, and predicting how businesses or companies achieve a competitive advantage (Varlina et al., 2023). An approach that can provide an alternative for MSMEs to achieve a competitive advantage is the Business Model Canvas (BMC) concept. BMC is a strategic management framework that is useful for defining and communicating ideas and concepts of a business quickly and easily through filling in nine blocks consisting of: unique value proposition, customer segment, channel, customer relationship, revenue stream, key activities, key resources, key partners, and cost structure (Osterwalder & Pigneur, 2010). Although the BMC is widely used across various business levels, its implementation in the field often faces challenges, particularly when there is a significant gap between theory and practice (Pepin et al., 2024). Another challenge in implementing the BMC for medium, small, and micro enterprises is adapting it to ensure business sustainability and ease of use, especially given the diverse backgrounds and contexts of these businesses. It is a concern for the government, business actors, and various related parties to reduce the problem gap and find solutions to achieve national goals.

With clear business goals and comprehensive methods, the government still needs support from various parties to achieve national goals in the field of entrepreneurship (UKMGO Digital, 2021). One effort that can be made is to ensure that entrepreneurs possess basic competencies and skills in leadership, supervision, social skills, and entrepreneurship (Caena & Redecker, 2019). To achieve this goal, collaboration between various stakeholders will be easier (Ngongo et al., 2023). A short-term solution for fostering collaboration between business actors and educational institutions, such as universities, is through Community Service activities under the Tri Dharma of Education. These activities allow areas of expertise and knowledge gained on campus to be shared with communities and other social groups (Mulyaniapi et al., 2023).

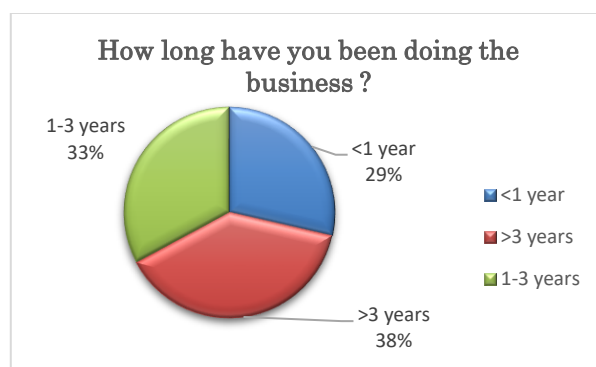


Fig. 1. Trainee's business

The social community groups partnering in the training program are MSME participants under the auspices of the Sanbarto People's Empowerment Outlet (GUYUB) of St. Bartholomew Paroki in Taman Galaxy, Bekasi. The partner representative who became the contact person for the service team was Mr. Wawa Santoso, as the chairman of the Guyub Daily Supervisory Board. The Guyub community is under the management of the Paroki Priest. Established in 2021, it currently has 123 active members with diverse business backgrounds. From the data collected prior to the activity, it was found that 38.7% of business actors have been running a business for more than three years, 29% have been running a business for between one and three years, and 32.3% have been running a business for less than one year (Fig. 1). It is also known that more than 81% of participants have businesses in the home culinary field, such as food, drinks, coffee stalls, snacks & cookies, distilled drinking water and fresh fruits. The rest are divided into various business fields, such as tableware 2%, property services 3%, air conditioning service 1%, tourism agent 2%, employment agency 1%, online shop reseller 2%, household appliances 2%, HR consultant 1%, ornamental plants 1%, electrical

appliance shop 1%, and event organizer services 2% (Fig. 2).

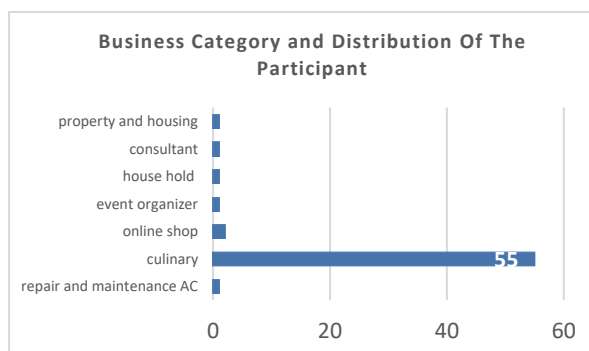


Fig. 2. Distribution of participants' businesses

Based on this information, representatives of the Guyub community management and the Community Research and Development Institute held an online preliminary meeting prior to the implementation of the activities to discuss the most urgent and necessary needs of the training participants. Based on the results of the initial survey of the demographic conditions of the participants, as well as the results of the discussion of suggestions and input from the daily management of the Guyub community, several things were noted, namely:

1. The main challenges faced by entrepreneurs in Guyub Communities are: short term production oriented especially in the food and beverage industry that prefer to focus on daily production, pricing strategies such as difficulties to differentiate price setting in online and offline platform, marketing problem in defining potential target market and retention of loyal customer, and lack of digital marketing skill and competency of business owners.
2. To address these challenges, the speaker suggested alternative solutions, such as weekly production scheduling (similar to frozen food) instead of just daily scheduling, setting prices that include shipping costs and advertising expenses that vary compared to offline platforms, and identifying potential and loyal target markets based on consumer analysis. All these alternative solutions were being analyzed together using BMC support. Meanwhile, to address the lack of digital marketing skills, the speaker recommended conducting a training session that focuses on digital marketing.
3. The first meeting will focus on understanding entrepreneurial concepts using the Business Model Canvas (BMC). The second meeting will be dedicated to general marketing strategy, the third will cover digital marketing, and the fourth will focus on basic financial management for MSMEs.

MATERIALS AND METHODS

The implementation was divided into three stages as follows. The first is the presentation and socialization of BMC material, the second is the question-and-answer discussion stage, and the third is the training stage, which involves completing BMC working papers. There are several ways to deliver material in a training, but the implementation must be tailored to the organization's specific conditions, culture, and structure, as well as its training needs (Rohayati & Wulandari, 2017).

At the first stage, which is the presentation and socialization stage, the team delivered the material using the lecture method. At the second stage, during the discussion and training phase, participants primarily discussed their real challenges and how BMC can address them. At the third stage, which involved training and practicing to complete the given worksheets with the 9 boxes of the BMC, participants were guided by the presenter. The use of appropriate methods and tools is expected to enhance the effectiveness of the training and ultimately increase the active participation of trainees (Yonarta et al., 2022).

It can be seen from the demographic distribution of participants that most have backgrounds in the food business, with businesses of varying ages. So, from the conditions and needs of participants who have mapped their needs and problems, it is appropriate to bring BMC material to deepen understanding, identification, and analysis of business actors in order to increase their competitive advantage.

RESULTS AND DISCUSSION

The discussion session tries to identify the main problem that was discussed at the early sessions of the activity, which is :

1. Presentation and socialization of BMC regarding its unique value proposition, customer segment, channel, and customer relationship by Mr. Wawa Santoso, followed by a 30-minute Q&A session. Presentation of BMC that focuses on optimizing production timing to fit most businesses within the community (food and beverage), analyzing and calculating the best pricing strategy for online and offline platforms, which includes additional costs such as delivery fees and handling fees on online platforms (Fig. 3). This session also includes a discussion and analysis of potential and loyal customers from some audience segments, using BMC Canvas to market segment and position each segment for the best possible strategy. This topic was conducted by Mr. Wawa Santoso, Mrs. Denta Felli Ananda, and student representatives who run businesses, including Tjung Fanny (Begawan Parfume) and Vina (Agate Gift), followed by a 30-minute question-and-answer

session. This discussion session is critically important because it addresses the primary concern of the participants, which is directly relevant to the topic and materials presented (Fig. 4).



Fig. 3. BMC material presentation



Fig.4. Discussion and training working paper

2. The following session is a group exercise, filled with each box of BMC, guided by Irma Satya, Deny Septa, and Muwafick Hidayat. This session also concluded with a 60-minute closing session, followed by 15 minutes of questions and answers (Fig. 5).



Fig. 5. BMC discussion

In the first session activities, participants' needs were also mapped with the material presented, namely that to achieve a competitive advantage, the entrepreneurs within the community can first identify problems using BMC. It aligns with the benefits of BMC on MSMEs' business development, as

previously researched by [Santoso et al. \(2024\)](#). Training related to entrepreneurial topics such as BMC is proven to increase entrepreneurial competence among business actors, increase awareness of the importance of entrepreneurship, and the effectiveness of entrepreneurial activities ([Ho et al., 2018](#)). By working on their respective BMC working papers, participants receive guidance on measuring entrepreneurial orientation and business mapping, ensuring that the strategic choices made support the creation of competitive advantages ([Bolton & Lane, 2012](#)).

Table 2. Identification of partner problems and solutions that can be taken from the service material

No	Partner Issues	Solutions Offered
1.	There are still many business actors who are oriented to the short term (daily)	Discussion and identification of BMC in each box, unique value proposition, customer relationship, and customer segment
2.	Less able to define product uniqueness compared to similar products	Discussion and identification of BMC for each unique value proposition box
3.	Difficulty determining the right cost pricing strategy	Discussion and identification of the BMC's cost structure and revenue streams for each box.
4.	Shortage of production labour and capital	Discussion and identification of BMC for each key resource box (human resources and capital) and revenue stream.
5.	Lack of competence in running digital marketing	Discussion and identification of BMC for each channel box, key partner, customer segment, and customer relationship.
6.	Difficulty identifying potential target markets	Discussion and identification of BMC for each channel box, customer segment, and customer relationship
7.	Determine the type of service to loyal customers.	Discussion and identification of BMC for each customer relationship box and customer segment

In the second session, where the BMC material presentation included examples from entrepreneurial students, it received very good

attention with many questions and discussions from the participants. It is in accordance with research by Hebles et al. (2019), which states that the development of entrepreneurial behavior can be started from participating in programs and projects that have methodologies and direct practical experience in entrepreneurship activities. This activity tries to provide solutions to solve participants' problems (Table 2).

The activity went smoothly until the end of the event, and the participants followed with enthusiasm. In the final session after the training, participants were asked to complete an activity evaluation form, which yielded the following results. From a total of 62 participants, including those from the Organizing Committee and the Paroki Council, 56 participants completed the questionnaire and answered questions related to the training material and the implementation of the activity. It is evident that most participants perceived the benefits of BMC training. The material provided was relevant to business development, and they planned to implement and follow up on the identification of their respective BMC working papers (Fig. 6 and Table 3).

Additionally, they were satisfied with the service activities. Participant feedback is collected in an open-ended question format to provide more space for training participants to convey their reactions and the impact of the training they participated in. This finding aligns with the research by van der Winden et al. (2023), which suggests that feedback from and among participants can enhance understanding of knowledge by sharing experiences and best practices.

Some of the feedback, in the form of open-ended sentences, was provided by participants regarding the implementation of activities, including open-ended questions. From the open question in the questionnaire, we find that almost every one of the 56 respondents was satisfied with the activity. Positive feedback indicates that the material was delivered clearly and understandably, that it was relevant to the participants' businesses, that it

included a variety of real examples, that the delivery method used work sheets to allow participants to immediately apply BMC to their businesses, that it added insight and network to develop markets and partners, and that it included information about digital marketing and community networks.

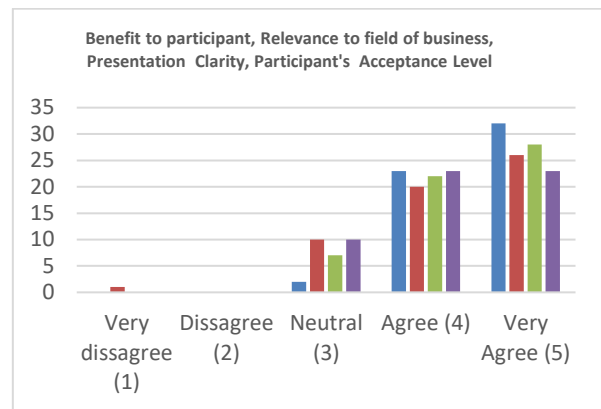


Fig. 6. Results of community service activity evaluation

Some participants who attended college also found the materials insightful, as not every major, especially those in technical and natural science-based programs on their campus, delivers entrepreneur-related knowledge. There was also a participant whose business has been running for more than two decades and find this activity insightful since he got new insight about how packaging could shift customer's buying decision, besides the unique value proposition from the product itself.

During the Q&A session, a few participants who had identified the BMC components in their business discussed some challenges in accurately identifying the metric. Some issues we have addressed are highly related to cost, revenue, and pricing strategy. Specifically, those who distribute their product through the marketplace inherit high advertising and commission fees. Consequently, the seller has to set

Table 3. Recapitulation of Feedback from Participants

Description*	Question			
	BMC training is beneficial to the business being run	Relevance of BMC to the business being run	Planning to apply BMC to your business	Participant satisfaction level at BMC socialization
STS (1)	0	1	0	0
TS (2)	0	0	0	0
N (3)	2	10	7	10
S (4)	23	20	22	23
SS (5)	32	26	28	23

STS = strongly disagree; TS = disagree; N = neutral; S = agree; SS = strongly agree

different prices for direct offline sales and the marketplace. To this participant, we recommended a pricing strategy solution that gives merchants a light but continuous profit margin by encouraging repeat orders from their buyers.

Other evaluations on how BMC can help overcome capital hurdles, we suggested a solution by joining a community that revolves around funding support with low interest within the church. Another issue that has been addressed and evaluated is the challenge of communicating a distinctive value proposition to those within the culinary food and beverage industry. This is particularly challenging due to the hypercompetitive nature of the industry, with numerous competitors, and customers can readily locate substitutes. We suggest offering a complimentary product variety, fostering service and relationships with customers after the sale, and utilizing alternative media to cultivate long-term relationships with the buyer.

The training revealed that 55 participants felt satisfied and found the training helpful, 46 participants felt the benefit of the activity and found it relevant to their business, and 50 participants plan to apply the details of BMC to their business. There was a high demand for the discussion session, but due to time constraints, the discussion was limited to only four people.

CONCLUSION

The conclusion of this community service from STIE Trisakti for MSME in Guyub Community of St. Bartholomew Paroki Taman Galaxy Bekasi, is that BMC training can be used as an alternative solution to address challenges and expand business. Due to the high level of participation in the Q&A session, there was only one piece of feedback stating that the length of the training was insufficient because participants had requested a longer discussion session, yet had to take turns with other participants. A recommended follow-up is to proceed with the next training session before December 2025, as discussed in the initial agenda, focusing on post materials related to BMC, from which the discussion mainly discusses marketing and digital marketing training for the entrepreneur in the Guyub community.

ACKNOWLEDGEMENTS

The authors would like to express their sincere gratitude to all of the speakers from STIE Trisakti for generously sharing their valuable time, insights, and expertise during the activity. Appreciation is also extended to Dewan Pengurus Harian Paroki and all participants from Guyub Community in Paroki Santo Bartolomeus Bekasi for their active engagement and

enthusiasm, which greatly contributed to the success and meaningful impact of this activity.

REFERENCES

- Anggadwita, G., Putri, R. Y., & Martini, E. (2021). Technology Capabilities and Innovation Ambidexterity Impact on MSMEs Business Resilience during Covid-19 Pandemic in Bandar Lampung. *2nd Asia Pacific International Conference on Industrial Engineering and Operations Management*, 1267–1277. <https://doi.org/10.46254/AP02.20210223>
- Badan Pusat Statistik. (2024). *Statistics Indonesia 2024*. <https://www.bps.go.id/id/publication/2024/02/28/c1bacde03256343b2bf769b0/statistik-indonesia-2024.html>
- Billah, M., Julianne, Kirana Aurelia Maharani, M., Yulianita, N. R., Krisvinus, Reynaldi Pasariibu, P., & Arrofiq, W. (2023). Pendampingan Dan Pembuatan Izin Berusaha Melalui Aplikasi Online Single Submission Bagi Pelaku UMKM Di Desa Nglebak. *Jurnal Pengabdian Masyarakat Indonesia*, 2(2), 46–52. <https://doi.org/10.55606/jpmi.v2i2.1839>
- Bolton, D. L., & Lane, M. D. (2012). Individual entrepreneurial orientation: development of a measurement instrument. *Education + Training*, 54(2/3), 219–233. <https://doi.org/10.1108/00400911211210314>
- Caena, F., & Redecker, C. (2019). Aligning teacher competence frameworks to 21st century challenges: The case for the European Digital Competence Framework for Educators (Digcompedu). *European Journal of Education*, 54(3), 356–369. <https://doi.org/10.1111/ejed.12345>
- Ginting, A. H., Bahroni, R., & Rumbekwan, M. (2022). Implementasi Kebijakan Pelayanan Perizinan Usaha Mikro Kecil Berbasis OSS RBA di Kabupaten Situbondo Provinsi Jawa Timur. *Jurnal Ilmiah Wahana Bhakti Praja*, 12(1), 71–85. <https://doi.org/10.33701/jwbp.v12i1.2486>
- Haerana, H., & Riskasari, R. (2022). Literasi Digital dalam Pelayanan Publik. *Wikrama Parahita: Jurnal Pengabdian Masyarakat*, 6(2), 131–137. <https://doi.org/10.30656/jpmwp.v6i2.4052>
- Hebles, M., Llanos-Contreras, O., & Yáñez-Álvarez-de-Eulate, C. (2019). Evolución percibida de la competencia para emprender a partir de la implementación de un programa de formación de competencias en emprendimiento e innovación. *REOP - Revista Española de Orientación y Psicopedagogía*, 30(1), 9. <https://doi.org/10.5944/reop.vol.30.num.1.2019.25191>
- Hendrawan, I., Widiyanti, Y., Muhami, M., Akbar, R., Rasyid, M. K., Jauhari, K., & Rahman, A. Z. (2022). Implementasi MBKM dalam Meningkatkan Kualitas Produk Makanan “Tek Noeni” dan Minuman Kesehatan “Saina Quantum Nusantara” Di Kota Tangerang Selatan. *Dedikasi: Jurnal Pengabdian Kepada Masyarakat*, 1(2), 95–105. <https://doi.org/10.53276/dedikasi.v1i2.14>
- Ho, M.-H. R., Uy, M. A., Kang, B. N. Y., & Chan, K.-Y. (2018). Impact of Entrepreneurship Training on Entrepreneurial Efficacy and Alertness among Adolescent Youth. *Frontiers in Education*, 3. <https://doi.org/10.3389/educ.2018.00013>
- Komalasari, H., Rosikhu, M., Putri, D. A., Nalurita, I., Saufika, A. E., Maharani, H., & Cahyadi, I. (2023). Pendampingan

- Pembuatan NIB untuk Kelegalitasan Usaha UMK Syahrini Snack di Lombok Tengah melalui OSS. *Scientific Journal of Community Service and Innovation*, 1(3), 357–362. <https://doi.org/10.57248/jilpi.v1i3.88>
- Mulyaniapi, T., Johar Permana, Soemarto, & Diding Nurdin. (2023). Increasing Organizational Capabilities of PAUD Units Through the Digital Leadership Seminar. *Dinamisia: Journal of Community Service*, 7(5). <https://doi.org/10.31849/dinamisia.v7i5.16003>
- Ngongo, K. P., Yape Kii, W., Kami, K., Adelfin Lede, Y., Kerans, G., Rosari Garung, E., Umbu Kaleka, Y., & Doni Kleden, K. (2023). Leadership Management Training to Improve the Competence of School Principals. 7(Desember), 1733–1743. <https://doi.org/10.31849/dinamisia.v7i6.16929>
- Osterwalder, A., & Pigneur, Y. (2010). *Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers*. <https://books.google.co.id/books?id=L3TnC7ZAWAsC&newbks>
- Pepin, M., Tremblay, M., Audebrand, L. K., & Chassé, S. (2024). The responsible business model canvas: designing and assessing a sustainable business modeling tool for students and start-up entrepreneurs. *International Journal of Sustainability in Higher Education*, 25(3), 514–538. <https://doi.org/10.1108/IJSHE-01-2023-0008>
- Rohayati, Y., & Wulandari, S. (2017). Training needs analysis for MSMEs: how to improve training effectiveness. *IOP Conference Series: Materials Science and Engineering*, 277(1), 12030. <https://doi.org/10.1088/1757-899X/277/1/012030>
- Santoso, W., Ananda, D. F., Pusvikasari, N., & Sutrisno, N. (2024). Digital Marketing Training for MSMEs in Arnoldus Jansen Paroki, Bekasi. *Jurnal Abdimas Bina Bangsa*, 5(1), 365–371. <https://doi.org/10.46306/jabb.v5i1.868>
- Taan, H., Mardin, H., & Mustaqimah, N. (2023). Implementation of Digital Marketing E-Commerce in Innovative Products of Processed Squid as a Business Opportunity in Lamu Village. *Jurnal Pemberdayaan Masyarakat Madani (JPMM)*, 7(1), 66–81. <https://doi.org/10.21009/JPMM.007.1.07>
- UKMGO Digital. (2021). *Ri Kejar 30 Juta UKM Go Digital Hingga 2024*. <https://www.ukmgo.id/web/ri-kejar-30-juta-ukm-go-digital-hingga-2024/>
- van der Winden, D., van Dijk, N., Visser, M. R. M., & Bont, J. (2023). Walking the line between assessment, improvement and learning: a qualitative study on opportunities and risks of incorporating peer discussion of audit and feedback within quality improvement in general practice. *BMJ Open*, 13(1), e066793. <https://doi.org/10.1136/bmjopen-2022-066793>
- Varlina, V., Made Yani, N. L., & Candra Oktaviani Maha Dewi, G. A. K. (2023). Analisis Pemanfaatan Media Sosial Dan Mega Influencer Terhadap Pemilihan Brand Sebuah Produk. *Eligible: Journal of Social Sciences*, 2(1), 193–208. <https://doi.org/10.53276/eligible.v2i1.57>
- Yonarta, D., Syaifudin, M., Mukti, R. C., Tanbiyaskur, T., Rarassari, M. A., Sari, D. W., & Jambak, M. I. (2022). Pendampingan Produksi Ikan Patin Melalui Pemanfaatan Saprolegnia Zero System di Desa Tanjung Pering. *Kumawula: Jurnal Pengabdian Kepada Masyarakat*, 5(2), 332. <https://doi.org/10.24198/kumawula.v5i2.37190>