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The Role of the PRISMA 3.0 Program in Improving the Entrepreneurial Spirit: A Case Study of Banana Chip MSMEs in Pasawahan Village

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ABSTRACT

This study aims to explore the perceived role of the PRISMA 3.0 Program in enhancing entrepreneurial spirit among micro, small, and medium enterprises (MSMEs) producing banana chips in Pasawahan Village. The research adopts a qualitative approach using a case study design. Data were collected through in-depth interviews with 15 purposively selected MSME owners who participated in the PRISMA 3.0 Program in January and February 2023, supported by observations and secondary data analysis from program reports and related documentation and analysed thematically with NVivo. Thematic analysis produced five themes: limited marketing before mentoring, practical digital promotion, visible business identity, growing confidence and openness to new ideas, and mutual learning between students and business actors. Participants described how student mentoring, mainly the creation of Instagram accounts and business banners, helped them start simple digital promotion and clarify their business identity. They also reported greater confidence and willingness to try new marketing ideas, which represent the attitudinal side of entrepreneurial spirit. The findings rest on perceptions in a single village and do not establish a causal or economic effect. The implications of this study emphasize the importance of structured mentoring and community-based programs in fostering local entrepreneurship, especially in rural areas with limited resources. Future studies are recommended to examine the long-term impacts of PRISMA 3.0 and similar programs on MSME sustainability across different villages and regions.

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INTRODUCTION

Micro, small, and medium enterprises (MSMEs) are widely regarded as a backbone of both developed and developing economies. Worldwide, small and medium enterprises make up roughly nine in ten businesses and provide more than half of all jobs, and they are a major source of job creation and economic growth in developing countries (International Finance Corporation, 2024). Yet small firms in developing and rural settings often struggle to use digital tools such as social media marketing, because

adoption depends on technological, organizational, and environmental conditions that are unevenly available (Eze et al., 2021; Qalati et al., 2022). Rural entrepreneurship also appears to develop better when training and mentoring are delivered through local networks that include universities (Galvão et al., 2020). The global problem, therefore, is not only a shortage of capital but also a shortage of practical capabilities and confidence at the level of the individual business owner.

In recent years, the development of Micro, Small, and Medium Enterprises (MSMEs) in Indonesia has increasingly come into the spotlight, especially in the context of their contribution to the national economy. Data from the Central Statistics Agency (BPS) shows that in 2021, MSMEs contributed around 61.07% to the Gross Domestic Product (GDP) and absorbed 97% of the total workforce in Indonesia (BPS, 2021). However, despite having great potential, many MSMEs face various challenges, such as lack of access to capital, limited managerial knowledge, and low product innovation (Tambunan, 2012). In Pasawahan Village, one of the villages known for its banana chip products, this condition is very felt. Many MSME actors in this village are still unable to optimize their existing potential, so appropriate interventions are needed to increase their competitiveness. Interviews conducted for this study show that, before the program, marketing in the village was limited to direct sales to nearby customers and word of mouth, with little use of digital media or visual branding.

Previous empirical studies offer useful but partial evidence. Galvão et al. (2020) examined an entrepreneurship mentoring program in rural northern Portugal through a qualitative case study and found that collaboration between higher education institutions and local actors created an ecosystem that helped new entrepreneurs validate their businesses and helped existing firms become more competitive. Sutarti et al. (2024) studied lecturer mentoring for an MSME group in Bogor Regency, Indonesia, and reported that training, consultation, and market access support improved the ability of participants to manage their businesses independently. Nugroho et al. (2025) analysed a digital transformation program in a rural Indonesian village and found that targeted training improved the use of online marketing and the confidence of owners, although weak infrastructure, limited finance, and generational differences in mindset remained barriers.

The PRISMA 3.0 program is here as one of the solutions to answer the challenges faced by MSMEs in Pasawahan Village. This program is an initiative of the Politeknik Siber Cerdika Internasional (Poltek SCI) which aims to empower the community through collaboration between students and local residents. In its implementation, students not only play the role of participants, but also as agents of change who bring knowledge and innovation. Through this approach, it is hoped that there will be significant knowledge transfer, so that MSME actors in the village can develop their businesses more effectively and efficiently. In practice, PRISMA 3.0 works as a community service program in which students visit business actors, identify their

marketing needs, and provide hands on mentoring, including the creation of Instagram business accounts and the design of business banners as promotional media. The expected pathway is that practical mentoring builds concrete capabilities, such as simple digital promotion and a clearer business identity, and that these capabilities strengthen the confidence and openness to new ideas that characterise entrepreneurial spirit.

In this study, entrepreneurial spirit is understood as a set of attitudes and dispositions that orient a business actor toward opportunity, innovation, and action under uncertainty, which is close to the concept of an entrepreneurial mindset (Daspit et al., 2023). Classic work places innovation and the exploitation of change at the centre of entrepreneurship (Drucker, 2007), and entrepreneurship is commonly described as a process of creating something of value while accepting the associated risks (Hisrich et al., 2017). Confidence in one's own ability to perform entrepreneurial tasks is one of the most studied antecedents of entrepreneurial action (Newman et al., 2019). Building on these ideas, the study links student mentoring and community empowerment to entrepreneurial capacity (digital promotion and business identity) and entrepreneurial attitude (confidence and openness to new ideas), which together form entrepreneurial spirit (Figure 1).

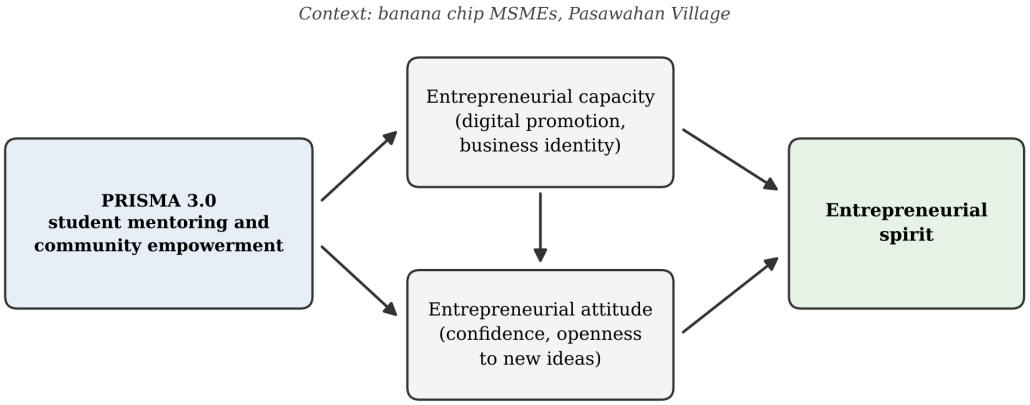


Figure 1. Conceptual framework of the study

The novelty of this research lies in the approach used in analyzing the perceived contribution of the PRISMA 3.0 Program. The three studies reviewed above concentrate on ecosystem effects, independent business management, or digital literacy, and none of them takes entrepreneurial spirit, meaning confidence, openness to innovation, and willingness to act, as its main object of analysis in a student led program in a village built around a single local product. Thus, it is hoped that this research can provide a new perspective on how community service programs can contribute to improving the entrepreneurial spirit at the local level. The research is also urgent because community service programs are usually reported through activities and outputs, while changes in the attitudes that keep a business moving after the program ends receive less attention.

The purpose of this study is to explore and analyze the role of the PRISMA 3.0 Program in increasing the entrepreneurial spirit among banana chip MSME actors in Pasawahan Village. This study also aims to identify the factors that affect the success of the program and its perceived influence on the capacity and competitiveness of MSMEs. Three research questions guide the analysis: (1) how do participants perceive the role of PRISMA 3.0 in strengthening their entrepreneurial spirit, (2) which factors contributed to the success of the program, and (3) how do participants perceive its influence on the capacity and competitiveness of their businesses? Thus, the results of this study are expected to provide useful recommendations for the development of similar programs in other regions.

The benefits of this research are very broad, both theoretically and practically. Theoretically, this research can contribute to the development of entrepreneurial science, especially in the context of community empowerment through community service programs. Practically, the results of this research are expected to be a reference for related parties, such as the government, academics, and MSME actors, in formulating more effective strategies to increase the competitiveness of MSMEs in rural areas. Specifically, the study offers a simple framework that connects mentoring and community empowerment to entrepreneurial capacity, entrepreneurial attitude, and entrepreneurial spirit, and it explores that framework in a rural case. Village governments and cooperatives and SME offices can use the findings to design mentoring packages that begin with simple, visible actions, universities can use them to design community service programs that aim at attitudes as well as skills, and MSME actors can use them to judge which low cost promotion activities are worth continuing.

RESEARCH METHOD

This study used a qualitative research design with a case study approach. This design was chosen because it provided an in-depth understanding of the dynamics of entrepreneurship in the context of banana chip MSMEs in Pasawahan Village. The case study approach allowed the researcher to explore the experiences and perspectives of business actors holistically, thereby providing a clearer picture of the impact of the PRISMA 3.0 Program on their entrepreneurial spirit (Yin, 2018). The case is bounded as the banana chip MSME actors of Pasawahan Village who took part in the PRISMA 3.0 Program, and it was examined through several sources of evidence, which is a defining feature of qualitative case study research (Creswell & Poth, 2018).

The data sources in this study consisted of primary and secondary data. Primary data were obtained through in-depth interviews with banana chip MSME actors, while secondary data were obtained from documents related to the PRISMA 3.0 Program and MSME development reports in Pasawahan Village. Approximately 50 banana chip MSME actors were registered in the village, and participants were recruited from this group. The sampling technique used was purposive sampling (Sugiyono, 2019), in which the researcher selected 15 business actors who were considered able to provide

rich information based on specific criteria, such as business duration and involvement in the PRISMA 3.0 Program. The number of participants was not intended for statistical generalisation. All 15 participants had taken part in PRISMA 3.0 activities, so the findings reflect their own experiences of the program and are not a comparison with non participants.

The research instruments used for data collection were semi-structured interviews and observations. The semi-structured interviews were designed to explore information related to the experiences of business actors in participating in the PRISMA 3.0 Program and its perceived influence on their entrepreneurial spirit. Before being used, the interview guide was piloted with five business actors who were not included among the participants, to check the clarity and order of the questions, and it was refined after this trial. The interview guide covered four areas: marketing practices before mentoring, the activities received through the program, perceived changes in confidence and openness to new ideas, and factors that helped or hindered the program. Interviews were audio recorded with permission and transcribed verbatim, and quotations reported below were translated into English by the authors. Observation focused on the production and sales area, the display of products, the use of banners and online accounts, and the interaction between owners and customers, and it was recorded in field notes that were later coded together with the interview transcripts.

The data collection procedure was carried out in several stages. First, the researcher identified and mapped banana chip MSME actors in Pasawahan Village. Next, the researcher contacted the selected business actors to schedule interviews. The interviews were conducted at their respective business locations over a period of two months, from January to February 2023. In addition, observations were conducted to gain an understanding of the business context and the interactions between the business actors and their surrounding environment. These activities were conducted to obtain more comprehensive data and support the findings from the interviews. Interviews, observations, and program documents were treated as three sources of evidence so that findings could be cross checked.

For data analysis, this study used thematic analysis. Data obtained from the interviews and observations were organized and categorized into themes relevant to the research objectives. The analysis process was conducted using NVivo software, which was used to store and organise the data, to apply and retrieve codes across participants, and to compare coded segments, while the interpretation of codes and themes was carried out by the researchers (Dhakal, 2022). The results of the thematic analysis were expected to provide in-depth insights into how the PRISMA 3.0 Program contributed to improving the entrepreneurial spirit of banana chip MSME actors in Pasawahan Village. The analysis followed the phases of thematic analysis (Braun & Clarke, 2021): familiarisation with the transcripts and field notes, generation of initial codes, searching for themes, reviewing themes against the coded data, defining and naming themes, and writing up. Coding was open at first and was then grouped into

broader categories (Miles et al., 2014), and the resulting themes were checked against the research objectives.

Trustworthiness was addressed through the criteria of credibility, transferability, dependability, and confirmability (Lincoln & Guba, 1985; Nowell et al., 2017). Credibility was supported by triangulating interviews, observations, and program documents and by returning a summary of the findings to participants for checking (Candela, 2019). Transferability was supported by a detailed description of the setting and the program so that readers can judge whether the findings apply to other villages. Dependability and confirmability were supported by keeping an audit trail of coding decisions in NVivo and by discussing the themes among the authors (Miles et al., 2014).

This study followed the principles of research ethics. Participation was voluntary, participants gave informed consent before each interview, and their names and business identities were anonymised with codes (P1 to P15].

RESULT AND DISCUSSION

The results of the study indicate that participants perceived the PRISMA 3.0 Program as contributing to the strengthening of the entrepreneurial spirit of banana chip MSME actors in Pasawahan Village, especially through simple assistance that is practical and easy to apply. Practice-based assistance is considered more suitable for village-scale MSMEs because it can be directly applied in daily business activities, in line with evidence that university mentoring strengthens the ability of MSMEs to manage their businesses independently (Sutarti et al., 2024). One form of mentoring carried out by students in this program is to assist MSME actors in creating Instagram social media accounts and designing business banners as a promotional medium. The analysis of the interviews, observations, and program documents produced five themes, which are summarised in Table 1 and discussed below.

Table 1. Themes, codes, and evidence from the analysis

Theme	Main codes	Summary of evidence	Link to entrepreneurial spirit
1. Limited marketing before mentoring	Direct sales; word of mouth; no online channel	Before mentoring, marketing was limited to direct sales to customers around the village and word of mouth communication.	Starting point: limited orientation toward new market opportunities
2. Practical digital promotion	Instagram account; product photos; price information; business location	After accounts were created, owners began to upload product photos, state prices, and introduce the business location.	Entrepreneurial capacity: basic digital promotion

Theme	Main codes	Summary of evidence	Link to entrepreneurial spirit
3. Visible business identity	Business banner; clear product type; visibility to passers by	Banners clarified the type of products sold and increased visibility for consumers passing the production site.	Entrepreneurial capacity: business identity
4. Growing confidence and openness to new ideas	Confidence; openness; less hesitation to try simple marketing strategies	Participants felt more confident and described being more open to new ideas and less hesitant to try simple marketing strategies.	Entrepreneurial attitude: confidence and openness
5. Mutual learning between students and business actors	Two way learning; adjusted solutions; readiness of MSMEs	Students not only transferred knowledge but also adjusted solutions to the conditions and readiness of each business.	Success factor: adaptation and collaboration

Source: Data Procesed

Theme 1. Limited marketing before mentoring. Based on the results of in-depth interviews, participants described that before mentoring was carried out, marketing activities were still limited to direct sales to customers around the village and relied on word-of-mouth communication. This condition is in line with evidence that the adoption of digital marketing by small firms in developing countries depends on technological, organizational, and environmental conditions that rural enterprises often lack (Eze et al., 2021; Qalati et al., 2022).

Theme 2. Practical digital promotion. After having an Instagram account, MSME actors begin to get to know simple digital promotion concepts, such as uploading product photos, providing price information, and introducing business locations. This shows that digital marketing literacy can be gradually improved according to the ability of business actors (Nugroho et al., 2025). This change should be read as a basic first step and not as advanced digital marketing, because participants moved from relying on word of mouth to using one online channel for simple product communication.

Theme 3. Visible business identity. In addition to social media, the creation of business banners was also perceived by participants to strengthen the identity of their businesses. Banners help clarify the type of products sold and increase business visibility for consumers who pass around the production site. A clear visual identity of the business may increase consumer confidence in MSME products, although this study captured the views of business actors and did not measure consumer responses.

Theme 4. Growing confidence and openness to new ideas. In terms of entrepreneurial spirit, participants felt that this mentoring encouraged growth in their confidence in developing their business. Participants described becoming more open to new ideas and less hesitant to try simple marketing strategies. This finding is in line with research showing that mentoring programs in rural territories help

entrepreneurs build and validate their businesses (Galvão et al., 2020) and with the view that confidence in one's own ability is a key antecedent of entrepreneurial action (Newman et al., 2019).

Theme 5. Mutual learning between students and business actors. The PRISMA 3.0 Program acts as a two-way learning facility, where students not only transfer knowledge, but also adjust solutions to the conditions and readiness of MSMEs. This approach is relevant in the context of Pasawahan Village because it is able to encourage the strengthening of entrepreneurship in a realistic manner, although lasting results are likely to depend on continued mentoring and support (Nugroho et al., 2025).

A central question is whether these themes show entrepreneurial spirit or only better marketing skills. The evidence supports a distinction between the two. Instagram accounts and banners are marketing capabilities, whereas openness to new ideas, willingness to try new promotion methods, and growing confidence are attitudinal changes. Using the definition adopted in the Introduction (Daspit et al., 2023), the attitudinal changes represent entrepreneurial spirit, and the marketing activities are the practical means through which they were stimulated. A small and visible success, such as a first account or a first banner, can give owners an experience of mastery that supports confidence and a willingness to experiment (Newman et al., 2019). Marketing assistance therefore acted as an entry point to entrepreneurial attitudes and not as a substitute for them.

In relation to the second objective, three factors appeared to support the program. The first is practicality: assistance was simple and could be applied directly in daily business activities. The second is adaptation: students adjusted their solutions to the readiness of each business, which is the mutual learning described in Theme 5. The third is collaboration between students and local residents, which is the foundation of the program. These factors are consistent with the finding that collaboration between higher education institutions and local actors is a basis for rural entrepreneurship support (Galvão et al., 2020).

In relation to the third objective, participants linked the program to better capacity in simple digital promotion and a clearer business identity, and they perceived that these changes made their businesses more visible, which is a first step toward competitiveness. This study did not collect data on sales, profit, or market share, so no claim is made about economic performance. The findings also differ in scope from studies that report broader effects, such as the formation of an entrepreneurial ecosystem (Galvão et al., 2020) or improvements in the independent management of the business (Sutarti et al., 2024). The present study shows changes in marketing practice and attitude at the level of individual owners, and it did not examine barriers such as infrastructure and finance that were identified elsewhere (Nugroho et al., 2025). Table 2 links the research objectives to the themes and key findings.

Table 2. Research objectives, related themes, and key findings

Research objective	Related themes	Key finding
1. Role of PRISMA 3.0 in entrepreneurial spirit	Themes 2, 3, and 4	Participants perceived practical mentoring as contributing to confidence, openness to new ideas, and willingness to try simple marketing strategies.
2. Factors contributing to program success	Themes 1 and 5	Practicality of assistance, adaptation to the readiness of each business, and collaboration between students and residents.
3. Perceived influence on capacity and competitiveness	Themes 2 and 3	Basic digital promotion and a clearer business identity increased business visibility. No sales or income data were collected.

Source: Data Processed

Because the data are self reported and come from participants of the program, social desirability may have made positive accounts more likely. This risk was reduced, though not removed, by triangulating interviews with observations and program documents (Nowell et al., 2017). The results also suggest that community service programs may sequence their activities so that simple, visible tasks come first and are followed by activities that deepen managerial skills, an interpretation that should be tested in further research.

CONCLUSION

Participants perceived the PRISMA 3.0 Program as contributing to a stronger entrepreneurial spirit among banana chip MSME actors in Pasawahan Village. Through practical mentoring, especially the creation of Instagram accounts and business banners, participants began to use simple digital promotion and to present a clearer business identity. In addition, participation in the program was also associated with greater confidence and openness to new ideas, which are the attitudinal core of entrepreneurial spirit.

In answer to the research objectives, the role of PRISMA 3.0 was perceived as that of a practical, student led mentoring program that started entrepreneurial change through simple and visible actions. The factors that supported its success were practicality, adaptation to the readiness of each business, and collaboration between students and residents. Its perceived influence on capacity and competitiveness lies in basic digital promotion and a clearer business identity, which increased business visibility. Theoretically, the study supports a framework in which mentoring builds capabilities that, through experience of mastery, shape entrepreneurial attitudes. Practically, village governments, cooperatives and SME offices, and universities can design mentoring that begins with simple, visible tasks and then moves to managerial skills.

The study has limitations. It covers one village, involved 15 participants, took place over a short period of two months, and had no baseline data, and the findings rest

on self reported perceptions. For these reasons, the results describe the studied case, should not be generalised to other villages or programs, and do not establish a causal or economic effect of PRISMA 3.0. Future research should use a longitudinal design to follow the long term impact, collect sales and income data alongside perceptions, include non participating MSMEs for comparison, and replicate the study in other villages and regions.

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