



# Implications of empathize in the design thinking method on the value of entrepreneurship creativity (study on SMES in Depok City)

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## ABSTRACT

Entrepreneurship is simply associated with activity creating a business that has potential to financial benefits. Many of the business actors in Depok City set up businesses solely because want to gain financial benefits and don't understand the basic values of entrepreneurship, therefore this research aims to determine the impact of empathize method approach on entrepreneurial creativity value of entrepreneur participants in Depok City in 2020. This a quantitative research use descriptive approach, and a quasi-experimental method. Population in this study taken from New Entrepreneurial Participants in City of Depok for the 2020 Fiscal Year. Saturated sample of 75 participants used in this research. Based on the output, can be concluded that there are differences in creativity after using the empathy map approach. The results can contribute to the field of educational Entrepreneurship, related to the treatment given, namely the empathy approach, which can have an impact on entrepreneurial creativity. The Department of Cooperatives and Micro Enterprises for the City of Depok can focus their training by adding an empathetic approach or design thinking method to the participants to encourage them to see opportunities in a targeted and creative way in entrepreneurship so can improve their entrepreneurial skills and overcome unemployment.

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## INTRODUCTION

Simply put, entrepreneurial ability refers to the ability to start one's own business. (Kasmir, 2016). Entrepreneurship was initially thought that it could only be done through direct experience in the field and was a talent that existed from birth, which was possessed by certain people. But the reality is, if we dig deeper, we find that entrepreneurship includes more than just new ventures or businesses. But entrepreneurship contains scientific disciplines in terms of creating values that can be learned, useful in everyday life attitudes, and become a mentality and a strong basis for entrepreneurship.

Etymologically, entrepreneurship comes from the word wira and effort. Wira means opportunity, hero, superior human being, role model, virtuous, brave and noble character. Entrepreneurship is a technique for someone to identify new products, determine new production methods, set up operations to procure new products, manage operating capital, and market them (Rusdiana, 2014). Entrepreneurship has core values that are the mental characteristics of entrepreneurship and can be developed. The core values of entrepreneurship are independence, creativity, courage to take risks, action-oriented, leadership and hard work (KMENDIKNAS, 2010). Every entrepreneur must own and create existing entrepreneurial values. Not just making a business without creating and developing the value (Value) itself.

Emerging markets refer to countries only with some of the features of developed markets in industrialized countries. In such countries, social and industrial activities quickly grow, and they rapidly move toward industrialization (Tajpour et al, 2021). Since Iran's economy faces numerous challenges, SMEs should be sustainable in overcoming these challenges. SMEs in Iran are generally based on information management, use, analysis, and assessment to produce new products and services by commercializing novel and creative ideas. However, this can only be achieved if SMEs can internalize the entrepreneurial thinking process. This is because SMEs are reflections of entrepreneurial thinking based on a unique mindset. Entrepreneurs are differentiated from the employed managers as the former group starts the business with a creative mindset full of innovation, self-motivation, flexibility, evolution, and value creation. Entrepreneurs are not afraid of taking risks and they turn their visions into reality, as well (Lavoinne, 2022).

Suryana (2015) reveals entrepreneurship as a combination of creativity, innovation and courage to face risks that are carried out by working hard to form and maintain new businesses. From the statement above, it shows that there are so many basic values that are useful from entrepreneurship, one of the main values of entrepreneurship that is useful and can be developed is creative. Entrepreneurship as a scientific discipline should be applied in everyday life to help solve life's problems, especially in the economic and unemployment fields by promoting entrepreneurship programs.

As we know, entrepreneurship programs are currently emerging, many people also carry out entrepreneurial activities, but unfortunately the values of entrepreneurship, such as creativity, cannot be realized properly and optimally. (Hidayat, 2018). Many people only took advantage of the program's moments to join in by starting a business not far from imitating big businesses, becoming resellers, buying franchise licenses, and taking advantage of and following viral things at that time without thinking about how to maintain a business with value. the creativity they have. They are not aware that by doing these things indirectly add to increasingly fierce business competition and the company's survival will not last long if it is not accompanied by entrepreneurial values such as creativity. It is undeniable that this has happened to New Entrepreneurs in 2020, Micro, Small and Medium Enterprises in Depok City, who are being assisted by the Department of Cooperatives and Micro Enterprises in Depok City in 2020. Based on the results of monitoring and evaluation data that has been conducted through in-depth interviews with one by one business actor, it is found that there are 45 people who have not reached the service assessment criteria, one of which is related to the value of creativity. This is evidenced by indicators of creativity according to the Depok mayor's regulation Number 18 of 2012 concerning Micro, Small and Medium Enterprises in the City of Depok. There are business actors whose business has not increased in terms of sales volume, many business actors complain that they are confused about how to sell and how to survive during the Covid-19 pandemic.

Creativity is very important in entrepreneurship and is needed in managing a business because the success of an entrepreneur lies in the attitude and ability to do business that is creative, has high morale and is able to keep up with the times that move very rapidly (Kasmere, 2016). Creativity is one of the keys to entrepreneurial success. A creative entrepreneur can see new opportunities and collaborate with existing ones, create new ideas and ideas or modify them to

survive and develop, see problems from another perspective and seek solutions by making them opportunities for the progress and success of their business (Adhiyastati, 2020).

Creativity is a process that can be developed and improved. Although the reality is that every human being has their own level of creativity. The ability and talent of creativity is the basis, while the existing knowledge and processes from the environment can influence the development of entrepreneurial creativity. Seeing creativity as a process that can be developed, of course a method is needed to develop creativity. There are a lot of methods, in previous journal research it was found that many methods were used, such as the brainstorming method, one of which was to develop creativity (Asni Harianti & Yolla Margaretha, 2014), therefore I took another approach as a research novelty, namely the empathize approach which is a stage of the Design Thinking. The empathize approach is one of the stages of the problem-solving approach in the design thinking method. According to Kelley and Brown in (Lazuardi & Sukoco, 2019), the design thinking method is a human-centered method of innovation taken to integrate the needs of people as users, technological possibilities, and requirements for business success. The design thinking method combines three elements, namely business (viability), people (desirability) and technology (feasibility) as material for consideration in creating ideas.

Design thinking combines appropriate technological capabilities by considering the wishes of users so that they can become business products and effective solutions to solve a problem. The developing literature on DT has also shown that each of these major models has its own "area of expertise" (Donaldson & Smith, 2017). This accounts for the fact that, while DT is about human-centered design, there are also environment-specific factors that play a role in its application. Some scholars differentiate these two aspects via the concepts strategic DT, which is all about the frame and processes, and designerly ways of knowing (DWK), which is more concerned with the mindset of the designers, such as their capacity for reflective thinking and abductive reasoning (Jamal et al, 2021). The DT ideation phase allows key stakeholders to come together in a single space, share their thoughts, and give feedback. It enables easy communication and collaboration, while other stages can be carried out independently by departments or teams. Prototyping was the second most frequently mentioned (by nine). However, the prototyping activities that were described by the respondents concerned the general prototyping (for testing) that was carried out by the prototyping or development teams. These prototypes were not part of ideation and exploration, but were using for functional and technical testing that yielded quantitative pass/fail reports rather than user-centered feedback (Kwon, Choi & Huang, 2021).

In addition, Kelley and Brown also said that there are several important aspects of design thinking that are in line with the times and times (Lazuardi & Sukoco, 2019). The essence of the design process is increasingly evolving, design is no longer just making products or applications that will sell well in the market but design is related to creating an idea that is oriented to the needs and desires of users. As for the stages in design thinking, it consists of five stages, namely empathize, define, ideate, prototype and test (Interaction Design Foundation, 2019). This empathize approach is the core of the design thinking method. The design thinking method is known as a very effective process in solving problems, this design thinking method combines the roots of problem solving from design by using deep empathize stages towards the user (user) to create creative value in uncovering user needs and creating solutions to existing problems (Woolery, 2019).

Seeing that there is a relationship between the empathize approach and the value of entrepreneurial creativity, and based on this background, the researcher is interested in conducting research related to "Implications of Empathize in the Design Thinking Method for the Value of Entrepreneurial Creativity (Study on UMKM in Depok City)". This research was conducted to new entrepreneurial participants, micro, small and medium enterprises in Depok City who were assisted by the Office of Cooperatives and Micro Enterprises. This research was conducted with the aim of knowing the impact of the empathize approach on the entrepreneurial creativity value of new entrepreneur participants in 2020 in Depok City. Are there differences and changes to the value of

entrepreneurial creativity before getting to know the empathize approach and also after getting to know the empathize approach.

Creativity according to Zimmerman (1996) is the ability to develop ideas and find new ways to solve problems, problems, and find opportunities. Creativity is the result of thoughts and ideas. There is a long series of processes that must be done and passed before the idea becomes a masterpiece. The series includes fixation (binding/consolidation), formulation of ideas, preparation of plans, and concrete action programs that must be carried out in accordance with the plans that have been prepared to realize the idea. (Zimmerer 1996, Suryana 2006, Rusdiana 2018). From some of the definitions above, it can be concluded that creativity has the meaning of creating something that originally did not exist. Creativity comes from working together with the present to improve on the past in new ways. Creativity replaces something with something simpler and better.

The characteristics of creativity according to Nurlaily in Ahmad Susanto (2017) are divided into two, namely aptitude and non-aptitude. The characteristics of Creative Thinking Ability in aptitude consist of creative thinking skills, flexible thinking skills (flexible), original thinking skills, elaborating skills and evaluating skills. Meanwhile (Non-Aptitude) consists of curiosity, feeling challenged by diversity and mutual respect.

According to Budiningsih (2014), empathy comes from the word *pathos* (in Greek) which means deep feelings. Empathy in terms is defined as the ability to recognize, understand the situation of other people as that person understands and conveys that understanding to him, to appreciate the feelings of other people and to be able to see external circumstances according to that person's pattern of reference, to feel the feelings of other people with verbal expressions and behavior, and communicate that understanding to others. (Hansen 1982: Arkhuff, 2004; Asri Budiningsih, 2004). From some of the definitions above, the researcher can conclude that empathy is a person's ability to recognize, have perceptions, and feel the feelings of other people accompanied by expressions and actions.

In increasing the value of entrepreneurship, empathize is used as an approach or tool that is arranged into an empathy map. The Empathy Map is a tool and method for getting to know the target audience (users) in order to align the business strategy and value proposition with the wants, needs, goals and feelings of customers. In general, an empathy map makes stakeholders think about the user (customer) and not the product to be made. The Empathy Map model is generally composed of 6 elements. These elements are related to one another. Each of these elements has its own questions that are directly related to the user (customer).

## RESEARCH METHOD

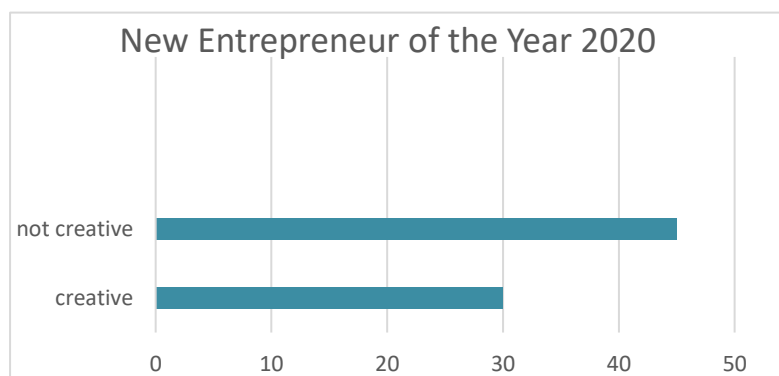
This study uses a quantitative descriptive approach, the method used is a quasi-experimental (quasi experiment) to determine the effect of treatment (treatment). The purpose of this study is that researchers can describe the effect of the empathize approach in increasing entrepreneurial creativity for new entrepreneurs in the city of Depok. The population in this study are New Entrepreneurs in Depok City for the 2020 Fiscal Year with a total of 75 participants.

The sample determination method used is the non-probability sampling method, namely the saturated sample. The data collection instrument used is in the form of an entrepreneurial creativity test kit. The test that will be given is in the form of an initial test (pretest) and a final test (posttest) in the form of a questionnaire regarding entrepreneurial creativity. The pretest is given before the treatment aims to find out the initial score before the treatment (treatment). While the posttest was given after treatment to find out the increase in creativity of new entrepreneurial participants after being given treatment, so that a gain was found, namely the difference between the pretest score and the posttest score.

The data analysis technique used is descriptive analysis, normality test and hypothesis testing. Descriptive analysis was used to describe the differences in pretest and posttest results. The hypothesis test used is the independent sample t test with the normality test previously carried out.

## RESULTS AND DISCUSSIONS

From a total of 75 participants, all participants have taken the first step (start) to set up a business. The steps they take in the process of setting up a business are nothing but trying new things, imitating existing businesses accompanied by modifications, becoming resellers of other people's products and not infrequently some also buy business franchise licenses. From these things, it can be seen that the low value of creativity possessed by new entrepreneurial participants in small and medium micro businesses in Depok City, which is under the guidance of the Department of Cooperatives and Micro Enterprises in Depok City. From the above statement it is explained that the creativity of the community, especially new entrepreneurial participants, is still low in carrying out entrepreneurial activities.



**Figure 1.** Graph of the Development of New Entrepreneurs in the City of Depok

**Source:** Data on Monitoring and Evaluation of New Entrepreneurs in the City of Depok, Office of Cooperatives and Micro Enterprises in the City of Depok (2020)

This can be seen from the behavior of most of the new entrepreneurial participants who are passionate about starting a business but are not accompanied by the value of creativity, so that the sustainability of their businesses does not last long. Low creativity in entrepreneurship can occur because they do not really understand the importance of the core values of entrepreneurship, they only make efforts to seek financial gain alone, so that their business is not accompanied by core entrepreneurial values such as creativity. As a result, this will lead to competition and end in entrepreneurial failure. Therefore, core entrepreneurial values such as creativity are very important in entrepreneurship.

This research was conducted in 3 sub-districts in Depok City with a total sample of 75 people, starting with the pretest process and then delivering material in the form of an online and offline Empathy Map and closing with the posttest process. The pretest and posttest questions totaled 48 questions and were given in 1 day of research implementation, which was conducted on Tuesday, December 19 2022 online and offline. The results of the pretest and posttest were obtained based on an assessment using a test kit filled in by new entrepreneur participants in Depok City in 2020. The results obtained for the pretest and posttest were as follows:

**Table 1.** Statistical Analysis

	N	Min.	Max	Mean	Std. Deviation
Pre-Test	75	20	90	41.86	10.218
Post-Test	75	50	100	60.99	12.443

Source: data processed by SPS (2022)

Based on the table above, it can be seen that the Depok City New Entrepreneurial Participants who took part in the empathy map approach learning activities totaled 75 participants,

of which 35 people were entrepreneurs in the food and beverage or culinary sector, 20 were entrepreneurs in the craft and clothing industry sector, the remaining 15 people were engaged in the beauty services sector and 5 transportation services sector. During the pre-test, the pre-test score obtained had an average value of 41.86 with a minimum value of 20, a maximum value of 90 and a standard deviation value of 10.218. The post-test score has an average value of 60.99 with a minimum value of 50, a maximum value of 100 and a standard deviation value of 12.433.

#### Normality Test and Hypothesis Test

##### Normality test

The Normality test was carried out to find out whether the research data is normally distributed, normal data is an absolute necessity before carrying out parametric statistical analysis (paired sample t test and independent sample t test if the data is normal) and (Wilcoxon test and Mann Whitney test if the data is not normal) . In parametric statistics, there are 2 types of normality tests that are often used, namely the Kolmogorov-Smirnov test and the Shapiro-Wilk test.

**Table 2.** Normality Test

		Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
Hasil	Pre Test	.055	75	.310 <sup>*</sup>	.985	75	.655
	Post Test	.063	75	.414 <sup>*</sup>	.980	75	.412

Source: data processed by SPSS (2022)

From the significance value of the Kolmogorov-Smirnov test for the pretest, a significance value of 0.310 was obtained, meaning  $> 0.05$  and for the Shapiro-Wilk test for the pretest, a significance value of 0.655 was obtained, meaning  $> 0.05$ . The significance value of the Kolmogorov-Smirnov test for the posttest obtained a significance value of 0.414 meaning  $> 0.05$  and for the Shapiro-Wilk test for the posttest obtained a significance value of 0.412 meaning  $> 0.05$ .

##### Hypothesis testing

The hypothesis test used is the independent sample t test used to determine whether there is a difference in the average of two single samples. An important requirement in the independent sample t test is that the data is normally distributed. From the results of the normality test analysis, it was obtained that the research data were normally distributed. The independent test sample t test in this study is used to answer the formulation of the problem whether there are differences in the creativity of the Depok City New Entrepreneur participants in 2020 using an empathy map approach. Depok Year 2020.

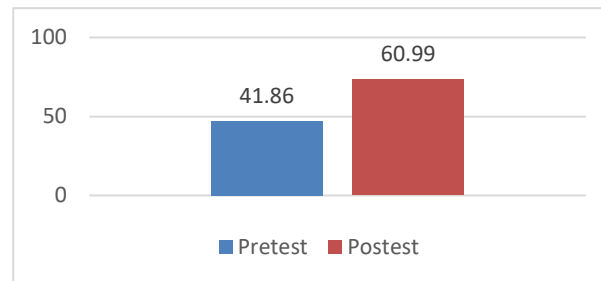
**Table 3.** Independent Sample t test

	t	df	Sig (2 Tailed)
Pre-Test	10.433	75	.000
Post-Test	16.461	75	.000

Source: data processed by SPSS (2022)

Based on the output above, a Sig (2-tailed) value of 0.000  $< 0.05$  is obtained, so it can be concluded that there is a difference in Creativity after the Emphaty Map approach is carried out for New Entrepreneurial Participants in Depok City in 2020.

The average results for the creativity value of Depok City New Entrepreneur Participants in 2020 have increased after the online and offline submission of the empathy map approach which was held on December 19, 2022. The following is Figure 2 which shows a comparison of the pretest and posttest values of the City New Entrepreneur Entrepreneur Participants' creativity Depok Year 2020.



**Figure 2.** Comparison Pretest and Posttest Scores  
Source: processed data (2022)

Based on Figure 2, it can be seen that the pretest value is 41.86 while the posttest value is 60.99 which means that there is an increase in creativity value of 19.13 after the provision of an empathy map approach for New Entrepreneurial Participants in Depok City in 2020. The highest increase in creativity is 10% located in the 2020 Depok City WUB participants in the food and beverage or culinary sector, then a 4% increase in beauty services, a 3% increase in creativity in the craft and clothing WUB sector and the lowest was 2.13% in the transportation services sector.

The material provided consists of an empathy map approach which consists of several indicators, namely see, hear, think and feel, say and do, pain and gains. All Depok City New Entrepreneur participants who took part in this material experienced an increase in all creativity indicators because all participants received the same learning time allocation, which consisted of 1 lesson hour and 1 meeting. According to research entitled "Effective Learning", the best time for delivering education is within 1-2 hours of lessons using the method of delivering learning activities (Herlina, 2017)

Submission of the empathy map approach online and offline to increase entrepreneurial creativity is one of the media for conveying the right approach. Jennifer Leigh Brown stated that the delivery method of the empathy map approach consists of indicators of see, hear, think and feel, say and do, pain and gains (Brown, 2018). The existence of an empathy map approach has the potential to increase creativity in a targeted manner. By increasing entrepreneurial creativity it will have a good impact on business continuity and sustainability and can increase the impact of existing entrepreneurship programs to overcome unemployment.

In essence, it is better to give an empathy map approach as early as possible both for various genders and various other demographics so that the results will be more effective and on target. Effective education is education that helps bridge the gap between knowledge, intentions and actions to be taken until finally achieving the ultimate goal of education, namely welfare. (Wrag, 2012).

The high level of entrepreneurial creativity is indeed easier to increase along with the increase in information, knowledge and knowledge related to entrepreneurial creativity. Evidenced by the provision of material during the learning activities, the level of entrepreneurial creativity of the Depok City New Entrepreneurial participants in 2020 has increased. Positive changes in the level of entrepreneurial creativity are important, researchers have also been interested in whether increased knowledge leads to changes in perceptions of well-being in the form of financial benefits and confidence in one's entrepreneurship and business continuity. Perceived financial well-being and entrepreneurial success refers to an individual's subjective assessment of their personal financial condition, which focuses on perceptions and feelings about their financial situation instead of income or other assets (Prawitz & Cohart, 2016).

Dukala et al (2023) state that organizations are highly interested in improving performance through DT. Indeed, there is some evidence for this method's effectiveness; however, these data are fragmented and scarce. Previous DT research has tended to focus on the specific parts of the process (e.g., using personas, generating ideas, prototyping, and testing) rather than the effectiveness of the

approach. For example, Skogstad and Leifer (2011) designed a study with teams consisting of Stanford University students who tackle industry-posed problems over the course of 7 months and were working to develop fully functional product prototypes of their solutions. They found that teams gained key insights efficiently through learning by doing (prototyping) rather than through theoretical pondering (or planning) of the merits of an idea. The other part of the DT process—interactions between team members were measured by Sonalkar et al. (2016) They showed that the utility of solutions was positively correlated with dialogues, the occurrence of humor and short yes-and-no responses. The aim of this stage is to redefine the challenge faced by the design team in such a way that it relates to the knowledge obtained during the Empathize stage. Ideate: The goal of this stage is to generate as many ideas as possible that can respond to the challenge defined in the Define stage. Prototype: The goal of the stage is to build a tangible prototype that can be interacted with. Test: The purpose of this stage is to obtain feedback from users on the prototyped solution.

Verganti (2021) various descriptions of design thinking, sometimes containing conflicting guidelines, can be an obstacle to the effective application of this approach. A lack of uniformity and discretion are obstacles to introducing this type of activity to companies due to unpredictability. A major advantage of the DT Method is its clear structure, which is in accordance with the latest literature suggesting that complex and insufficiently defined problems require more systematic paradigms.

## CONCLUSION

Based on the background, the formulation of the problem, the research objectives, the results of data processing and the discussion of the results of the research that has been carried out, the following conclusions are obtained: The entrepreneurial creativity of UMKM in Depok City is included in the unfavorable category. This is shown by the results of the average creativity score obtained from the response of Depok City MSMEs regarding e-commerce training. Of the 75 MSMEs whose creativity was evaluated based on Depok mayor's regulation Number 18 of 2012 concerning Micro, Small and Medium Enterprises in Depok City, 45 of them were declared not creative in entrepreneurship because they were still reluctant to try new things, imitate existing businesses accompanied by modifications, become a reseller of other people's products and buy a business franchise license. There is a difference in the value of the entrepreneurial creativity of the New Entrepreneurial Entrepreneurs in the City of Depok in 2020 after being given material on the empathy map approach based on the pretest and posttest scores given to the New Entrepreneurs in the City of Depok in 2020.

Increasing the value of creativity after participating in the WUB (New Entrepreneurial Entrepreneur) program in Depok City in 2020 makes added value for achieving the work targets of the Depok City Cooperatives and Micro Enterprises Office, the implementation of the WUB program in Depok City in 2020 can be stated to be quite good as evidenced by increased improvements the creativity of SMEs in Depok City. Evaluation of the implementation of the policy is that not all WUB participants are enthusiastic about participating in the training program, describing the program as having to be evaluated in terms of delivery media, training materials and the method of delivering the material by the facilitator. For science, adding insight into the existence of a new entrepreneurial model that can be formed through empathy variables, generates entrepreneurial creativity through design thinking with empathy determinant variables. For SMEs, through design thinking, more specifically, empathy can be built as capital for improving performance and entrepreneurial creativity, for longer business continuity, dealing with competition and increasing income. Entrepreneurial creativity is needed from all managerial aspects, especially marketing where being the spearhead of being creative and different is important.

The aforementioned steps permeate and influence each other and can be repeated. DT is not a straightforward path to the best solution; rather, it is a series of steps back and forward. One of the model's potential flaws is that it does not define which activities should be used during the workshops to achieve optimal benefits. Various users proceed with DT differently, and it remains

uncertain which practices increase the effectiveness of this approach and which have no impact. For example, one practice commonly.

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