



Exploration of Strategies and Learning Experience Process of Mompreneurs: Case Studies in the Halal Certification

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Abstract

This study aims to explore the strategies and learning experiences process of mompreneurs. The halal certification process was chosen as the point of this because the process of obtaining halal certification is a process that requires preparation and time. In addition, obtaining halal certification is a legality that is considered to reflect the needs of Muslims. This study uses a multi-case study methodology. Data were obtained through observation and interviews. Meanwhile, data triangulation was carried out by digital tracking. This study reveals that the learning experiences process of mompreneurs is utilizing programs from various government agencies to overcome cost challenges and build a network through which to obtain halal certification. Certification experience increases the mompreneur's ability in good production processes but does not directly impact sales. Mompreneurs' commitment is built on the motivation to protect the family heritage. In all cases, they did not apply a low-cost strategy, so they prioritized the sales channel for souvenir centers and did not take advantage of the online market because prices could not compete in the online market.

INTRODUCTION

Micro, small and medium enterprises (MSMEs) are synonymous with a central figure who does many things from production, and marketing to strategy formulation. The task of the central figure will be even more complex if the MSMEs are run by housewives. This complexity is because when mothers also run a business (read: mompreneurs), they must be able to balance their main duties as "mothers" and entrepreneurship. Studies related to mompreneurs (mothers) are interesting study and have been widely carried out with various cultural backgrounds. Research related to mompreneurs with a modern cultural background has been carried out in England (Ekinsmyth, 2013; Richomme-Huet & Vial, 2014), France (Landour, 2020; Richomme-Huet & Vial, 2014), Canada (Hudson Breen & Leung, 2020), and Italy (Cesaroni et al., 2018). There is also research that focuses on mompreneur and patriarchal culture, such as in Pakistan (Afshan et al., 2021; Mustafa et al., 2021), Bangladesh (Jaim, 2021) and Indonesia (Rafiki & Nasution, 2019; Rimawati et al., 2022). Interestingly, in a culture that is considered modern, such as Italy, there is still psychological friction for mompreneurs where the responsibility of 'taking care of the house' is the responsibility of the wife (Cesaroni et al., 2018).

The entrepreneurship process is a proactive learning process, in which each individual does not only focus on skill inventory but also psychologically on the life cycle that motivates an entrepreneur (Cope, 2005). This

process is called the "Learning Experiences Process", one of the approaches developed by Cope & Watts (2000) to explain the paradigm of entrepreneurship theory. Cope & Watts (2000) argues the entrepreneurial life cycle process is basically non-linear and disjointed. This is a feature of the learning experiences process in entrepreneurship, namely maximizing knowledge as a result of the experience of an event for business success (Cope, 2005; Cope & Watts, 2000). This study argues that the learning experiences process perspective is very suitable when applied to explain the life cycle of MSMEs mompreneurs because "mothers" are synonymous with a non-linear learning process in developing their businesses because of their obligations to their families.

Entrepreneurial motives between men and mothers can be very different (Alexandre-Leclair, 2014) because being a mompreneurship sometimes does not merely earn a living but also psycho-social factors such as self-esteem, a sense of accomplishment and empowerment (Aggarwal & Johal, 2021). Based on this, the success of mompreneurs is not solely assessed from a financial perspective (Abd Rani & Hashim, 2017) but also how to balance family interests and business progress (Aggarwal & Johal, 2021; Ayatakshi-Endow & Steele, 2021; Ekinsmyth, 2013; Hudson Breen & Leung, 2020; Richomme-Huet & Vial, 2014). Furthermore, Rimawati et al., (2022) found mutual assistance between the mompreneur's family members in running a business and household chores due to the awareness that all income received is a blessing (rejek) from Allah through the principle of halalan tayyiban.

The obligation to maintain 'halal' for Muslims is not only in earning income but also in using that income including food (what is consumed). Halal guarantee of a product that we buy if the product has received halal certification from a formal institution. The halal product process is a series of activities to ensure product halalness including the provision of materials, processing, storage, packaging, distribution, sales, and product presentation (<http://www.halal.go.id/beritalengkap/236> accessed on 13 December 2021). The institution with a strong duty to research, study, analyse and decide on products that are safe for consumption or use both from a health and sharia point of view in the territory of Indonesia is the Institute for the Assessment of Food, Drugs, and Cosmetics of the Indonesian Ulema Council (LPPOM MUI). The authority of the LPPOM MUI institution is not only to determine the halal status of products, but this institution also needs to empower and develop MSMEs on an ongoing basis regarding halal products (Lestari et al., 2021). This study argues that the process of obtaining halal certification for MSMEs is a form of learning experiences process. This is because to obtain halal certification, MSMEs must go through various challenges, such as costs, and information related to procedures and commitments (Giyanti et al., 2021). Previous research related to halal certification and food SMEs is divided into studies that focus on financial performance (Giyanti et al., 2021; Mohd Nawawi et al., 2019; Othman et al., 2017) and product assurance motivation that complies with sharia (Khan et al., 2022; Lestari et al., 2021; Tawil et al., 2015).

Halal certification for MSMEs in Indonesia is a real program for economic empowerment which has also been carried out to strengthen business processes and expand MSME access to productive resources from the MSME ministry. This program is part of the facilitation of access to business legality and MSME certification including *Pangan Industri Rumah Tangga* (PIRT) or known as Household Industry Food, BPOM Certificates (Drug and Food Control Agency), NIB (Business Identification Number), Halal certificates, registration of

Brand Rights (patent), food safety counselling, and a Trademark Distribution Permit (MD) for the high-risk product category. These programs are to make Indonesia a global halal industry market (Rusmana et al., 2021).

Previous research related to the learning experiences process of mompreneurs has been carried out by Afshan (2021). Afshan (2021) focuses on the learning experiences process of mompreneurs in a patriarchal culture and the incident of the covid 19 pandemic. The learning experiences process is actually not concentrated on an event but is dynamic and continuous throughout the entrepreneur's life (Cope, 2005). This study aims to explore the learning experiences process of mompreneurs in the process of obtaining halal certification for the products they produce. This is to get a more comprehensive picture regarding the learning experiences process of mompreneurs because the process of obtaining halal certification is a process that requires preparation and time. This research focuses on a mompreneur who processes herbs and marine preparations to describe products that are characterized by Indonesia's natural and cultural wealth.

The contribution of this research is uses the learning experience process mompreneurs are figures central to MSME in Islamic communities in Indonesia. The results of this research can expand the feminist literature which focuses on the learning experience process (Cope, 2005) by considering the social and cultural context (Jayasinghe et al., 2008). This research uses the learning experience process by considering the social and cultural context because mompreneurs are figures central to MSME, and can describe a unique learning process, especially in Islamic communities in Indonesia. Islam has a particular view regarding the position and responsibilities of women. Islamic values have become a culture in the daily lives of Indonesian people. Focusing on the process of obtaining halal certification for the products it produces is a form of legality to maintain Islamic values, namely guaranteeing that the food we consume meets sharia requirements.

The expected practical contribution so that the results of this research can be considered in the development of MSMEs, especially those managed by housewives. This is especially important in the Indonesian context because 57.6% (37 million out of a total of 64.2 million) of MSMEs in Indonesia are managed by women and one of the government's steps in developing this is through policies and programs to facilitate halal certification for MSMEs (<https://www.kominfo.go.id/content/detail/37795/pemerintah-dorong-umkm-perempuan-maksimalkan-potensi-lewat-digitalisasi-dan-sertifikasi-halal/0/news> accessed on 13 December 2022).

METHODS

The Learning Experiences Process is an approach developed by Cope & Watts (2000) to explain the paradigm of entrepreneurship theory. The learning experiences process views the entrepreneurial process as something dynamic during the journey of the entrepreneur and is not concentrated on certain events (Cope, 2005; Cope & Watts, 2000). The learning experiences process for entrepreneurs focuses on the business development process which does not only focus on how the initial factors are when starting a business (Cope, 2005).

This study aims to explore the process of obtaining halal certification for mompreneur products as a long journey that requires costs, and access to information related to procedures and commitments (Giyanti et al., 2021). It is hoped that this research can broaden understanding regarding the learning experiences process in mompreneurs that are specific in nature by considering the social and cultural context (Jayasinghe et al., 2008). The cultural and social context in this study is the support of the patriarchal community with an Islamic cultural background in Indonesia.

This research uses the case study method because this research explores contemporary events (cases) without intervention (Yin, 2011). This study uses a multi-case design because it wants to provide a replication logic for the learning experience process for mompreneurs to develop their business. Mompreneurs who were selected as informants were mompreneurs who run MSME production of seafood and herbs. MSMEs that process marine and herbal products are businesses that are very characterized by Indonesia as an archipelagic country rich in marine products and an agricultural country rich in agricultural products. In addition, processed seafood and herbs are also products originating from the culture of Indonesia.

The initial step of data collection is case observation. Based on the observations that have been made, this study chose 2 cases as exploration. The first case is Mrs. Healthy, who runs an MSME that produces herbs made from rhizomes and other plant parts, which come from hereditary prescriptions of medical norms in Indonesia. The second case is Mrs. Tasty who processes seafood into petis and kerupuk. Petis is a kind of sauce or pastes derived from processed seafood that is preserved as a flavouring or food additive. kerupuk are complementary foods or snacks derived from seafood which can be in the form of fish, shrimp, or shellfish.

The specific similarities of our informants are that they already have halal certification, and get support from all family members, and the motivation of our two informants to become mompreneurs is not solely economic demands. Mrs. Healthy's husband is a civil servant and Mrs. Tasty's husband is a pond entrepreneur whose income is enough to meet the needs. This is interesting because although not because of economic demands, this research informant has a trigger to develop his business, to describe the learning experience process.



Figure 1. Image of Halal Certificate Application Submission Requirements

Source: Website of the Halal Product Assurance Organizing Body – BPJPH (<http://halal.go.id/layanan/sertifikasi>, accessed on 15 December 2022)

The collection process of this research data is using semi-structured interviews and observations on the normal activities of research informants. The interview was designed to explore the sequence of events until the informant received halal certification and what was done next in this regard. In addition, this research confirms the impact of halal certification on the business development of informants based on previous research (Giyanti et al., 2021; Lestari et al., 2021; Othman et al., 2017; Tawil et al., 2015). The discussion stage also pays attention to the Requirements for Submission of Halal Certificate Applications on the Website of the Halal Product Assurance Organizing Agency – BPJPH (Figure 1). This study triangulates data related to information relevant to tracing digital traces of matters relating to information from informants. Referring to Yin (2011), data search and confirmation can also be done by digital search.

RESULT AND DISCUSSION

Results

Mrs. Healthy started her business in 2014. Before producing jamu, Mrs. Healthy spent her free time tailoring clothes. Mrs. Healthy said that as long as she was a tailor, there was no significant effort to expand her business. Mrs. Healthy realized that this was due to a lack of 'passion'. Mrs. Healthy's herbal medicine business was started because she was curious about the ingredients of the medicine from the doctor, which her husband had to drink continuously because her husband had liver disease. This curiosity was triggered by the price of the drug which, according to Mrs. Healthy, was expensive. After opening the contents of her husband's medicine capsule, Mrs. Healthy recognized that the powder in the capsule smelled of ginger. From then on, Mrs. Healthy made temulawak herbal medicine for her husband's treatment. When shared with her neighbours, they liked the taste and benefits and started ordering. Furthermore, Mrs. Healthy was interested in increasing sales by selling sinom. At the time of the interview, Mrs. Healthy had produced 18 types of herbs in the form of drinks, powders, and even teas. According to Mrs. Healthy, since she was little she has often consumed herbal medicine made by her parents so that by producing herbal medicine she feels she is helping to maintain the health of others in a traditional way which has minimal side effects and has been proven to be passed down from generation to generation.

Mrs. Tasty has a different story from Mrs. Healthy. Mrs. Tasty's petis and kerupuk business is a hereditary business from her grandmother since 1965. Mrs. Tasty has continued the business since 2005. It was Mrs. Tasty who turned the business into a more modern one with innovations in variants, packaging, and permits. Mrs. Tasty feels responsible for keeping her business afloat and thriving to maintain the family legacy. The business development strategy through legality was obtained by Mrs. Tasty and Mrs. Healthy free of charge by utilizing socialization and training facilities from government institutions. These findings confirm the findings of Rafiki & Nasution (2019), that utilizing government programs can improve MSME business development and overcome one of the obstacles to halal certification faced by MSMEs, namely cost (Giyanti et al., 2021).

Discussion

Stories Building Brand Patents (Nature of Mompreneurs)

Both Mrs. Healthy and Mrs. Tasty have experienced changing brands. Initially, they branded their products based on history or family values. From the beginning, Tasty's products were sold without a brand because they were sold to traditional market traders. Then in 2009 the District Industry Office and the Village Government looked for typical Village businesses for training. It was from here that Mrs. Tasty got the network to develop her business. Under the guidance of the Industrial Service, in 2010, Mrs. Tasty obtained a patent copyright for the brand 'Qalam Akbar'. The Qalam Akbar brand is taken from the name of his son. While Mrs. Healthy's products were initially marketed under the Bude brand with the 354 logos. The 354 logo refers to the 3rd of the 5th month of 2014, the first time Mrs. Healthy received an order to buy herbal medicine from her neighbour. The Bude brand with the 354 logo does not yet have a brand patent copyright.

It turned out that Mrs. Tasty and Mrs. Healthy were both participants in the packaging and labelling training held by the Office of Manpower and Transmigration of East Java Province and BWPS (Surabaya Madura Regional Development Agency) in 2018. In this training, according to our two informants, there was special assistance related to building a brand that is not only an 'identity' but also with the aim of market expansion. On the advice of the training trainers, Ibu Tasty registered a new brand. Meanwhile, Ibu Healthy changed the Bude brand because she was considered to be less 'unique'.

The output of this training, Mrs. Tasty registered the brand 'Morachi' for crackers and 'Lamora' for petis. Morachi is inspired by the words 'Mo' and 'Chi'. 'Mo' is from the word Lamongan, the hometown of Ibu Tasty's husband, and 'Chi' is inspired by the snack brand Chiki. Meanwhile, 'Lamora' is a combination of words from Lamongan (from Mrs. Tasty's husband) and Madura (from Mrs. Siti Ammun). According to Mrs.

Tasty, the brand 'Qalam Akbar' is still used with the balance of being known by the market and the validity period of which is 15 years since it was stipulated. So, Mrs. Tasty's MSMEs have three brand patents.



Figure 2. Mrs Tasty's Products
Source: Processed Data (2023)

Mrs. Healthy also changed her brand to 'Natura' on the advice of experts during the training. The reason for this replacement is that the Bude brand is considered less unique because there are already many similar brands. This 'Natura' describes the natural ingredients of Mother Healthy's herbal products made from natural ingredients. The patent for the Natura brand was obtained by Mrs. Healthy in 2018. There have been many questions from her customers regarding this change. But because the majority of Ibu Healthy's sales come from direct selling, this can be explained well.



Figure 3. Mrs. Healthy's products
Source: Processed Data (2023)

The legality of Safety and Eligibility of Products

The *Pangan Industri Rumah Tangga* (PIRT) certificate is an effort to grow and develop food MSE with a quality system approach. This stage is the initial stage of MSME development before applying for halal certification (Badan Penyelenggara Jaminan Produk Halal, 2022). The PIRT certificate is a distribution permit for food and beverage products where the production facilities are integrated with the residence (Hidranto, 2024). PIRT certificate is a distribution permit for food and beverage products where the production facilities are integrated with the residence. PIRT certificate can be a guarantee of product safety, freshness, and personalization. With PIRT certificate, consumers can feel safer and more confident that the food they consume has met the established health standards.

Mrs. Tasty's and Mrs. Healthy's products have PIRT certificates. If Mrs. Tasty gets a PIRT certificate in 2018, Mrs. Healthy in 2016. The PIRT certificate is issued by the Regent/Mayor, through the Health Office. Home industry products that process packaged food made from processed dried meat; dried fish preparations; dried poultry preparations; vegetable preparations; processed coconut; flour and processed products thereof; oil and fat; jams, jellies, and the like; sugar, confectionery, and honey; dry coffee and tea; spice; herbs and

spices; powdered drinks; processed fruit products; processed seeds and tubers must have a PIRT certificate as legality that meets certain requirements and safety standards. Regarding the impact of PIRT ownership according to this research informant:

“The impact is big because I can also sell them to souvenir centres. Going to traditional markets is still the same as before, packed in ordinary plastic so as not to increase costs on the packaging, now branded ones with special packaging go to souvenir centres. My products are not only in the souvenir centre in Bangkalan (the city where Mrs. Tasty lives) but also in the souvenir centre in Juanda (nearest international airport) and Surabaya (provincial capital).”
Interview with Mrs. Tasty.

“With PIRT, my products can enter the souvenir centre in Surabaya, the PataXX rest area from Malang to Madiun. If there are a lot of them, there are also my resellers at the hospital (speech of laughter and joy). Yes, medical staff, doctors, and nurses buy my products, then at Mie BosXXX (one of the franchise shops). Apart from that, I can also enter modern markets such as the HyXXXmart in Plaza Bangkalan.” Interview with Mrs. Healthy.

Furthermore, Mrs. Healthy explained that there had been a new policy since 2020 regarding the legality certification of liquid products sold in the modern market, no longer having PIRT certificates but having BPOM certificates. Special requirements for products to obtain a BPOM certificate include the production site being separate from residential buildings and the equipment using automatic machines. This policy change has motivated Ibu Healthy in expanding her business by saving little by little to create a production site separate from the family's kitchen.

“Thank God, at the last socialization there was information that one could have a residential address but must have their own production kitchen, not allowed to mix with household kitchens. Finally, I am currently in the process of renovating (sambal indicates the part of the house that is being renovated).” Interview with Mrs. Healthy.

Mrs. Tasty actually has a production site that is separate from the family kitchen, but when we confirmed her BPOM certification, she replied that she had tried to apply but had problems:

“If BPOM had not yet... it was complicated... there was a time but it was right. One of the conditions is to have an NPWP, the mother doesn't have one, and the husband doesn't have one either, then we try to take care of the NPWP using my husband's name, the NPWP has been made, but... I can't register because the quota is over. Then the next year it was offered again, and there was a new requirement to use the NIB, my mother does not have either, so that's it...”
Interview with Mrs. Tasty.

Mrs. Healthy and Mrs. Tasty have the same views regarding product legality, namely expanding the market. The special experience experienced by Mrs. Healthy namely changes in government policy regarding permits for the circulation of liquid consumer goods which require BPOM certification has had a huge impact on marketing. Fulfilling the requirements to apply for BPOM certification could not be immediately carried out by our research informants with various obstacles, namely, Mrs. Tasty was constrained by the administration and Mrs. Healthy was constrained by the production layout. Although Mrs. Tasty's obstacles were classified as being able to be overcome immediately, time became an obstacle. Mrs. Tasty was unable to apply for assistance from government agencies because the program had ended because her quota was limited.

Halal Certification and Business Development Breakthrough for Mompreneurs

The experience of applying for a PIRT certificate was very useful for Mrs. Tasty and Mrs. Healthy in applying for halal certification, especially during the audit stage of raw materials and product processing. Ab Talib et al.,(2017)] argue that Halal certification is a type of resource to achieve sustainable competitive advantage. Law No. 33 of 2014 concerning the Guarantee of Halal Products is a regulation that requires a halal certification for all products distributed and traded in Indonesia. Initially, halal certification was valid for 2 years, then changed to four years based on the Decree of the Indonesian Ulema Council (MUI) according to Number Kep-49/DHN-MUI/V/2021 Concerning Changes to the Validity Period of Halal Decrees. Mrs. Tasty has obtained halal certification since 2014. So that Mrs. Tasty has extended the validity period in 2016, 2018, and 2020.

Mrs. Tasty always takes advantage of government programs, both in obtaining and extending halal certificates even though they are from different agencies. According to Mrs. Tasty, a government agency cannot provide the same facility even though the time is different for one MSME unless until the deadline no other MSMEs can access the facility. The network that was built by participating in various pieces of training opened access to information for Mrs. Tasty in obtaining halal certification facilities at various agencies. A social network is one of the important things in the development of MSMEs in Indonesia (Sumarsono et al., 2021). Whereas Mrs. Healthy first received halal certification in 2019 through the Small and Medium Industry (IKM) network.

Based on this exploratory research, Mrs. Tasty and Mrs. Healthy are both members of the East Java IKM forum. They are members of IKM because of the networking they have built while participating in various training programs from the government. IKM is part of Mrs. Tasty and Mrs. Healthy's network to obtain information and facilities related to halal certification by the East Java Industrial Service.

There are different things related to this halal certification for the products of Mrs. Tasty and Mrs. Healthy. Because Mrs. Tasty's product is processed seafood, only one PIRT and the halal certificate number are needed, as follows the explanation for Mrs. Tasty:

“My products are one PIRT and are halal because the ingredients are the same, processed seafood. Even though the products recognize as one PIRT and halal, the lab tests are individual. I don't understand why it's like that, maybe it's because the ingredients are the same but the processing is different.”

As for Mrs. Healthy's products, even though they are of the same brand, each type of product must have its halal certificate. This is due to the different materials and processing of each product. With 18 types of products, Mrs. Healthy obtains halal certificates in stages and from different agencies, as follows from Mrs. Healthy's explanation:

“When it was facilitated by the East Java Industry Service through the IKM, submitted 10 passed 8. Then I submitted this again through the Trunojoyo Madura University Halal Centre for 4 products, still in the process. Then the remaining 6, wait while preparing for an audit of the process and looking for which agencies have a halal program. I'm looking for a free one (smiling).”

The certification experience provided Mrs. Tasty and Mrs. Healthy with an understanding of how to audit the production process. According to them, everything was inspected, not only the raw materials but how to make them, the equipment, and how clean they were. This is a learning experience process from MSME good manufacturing as revealed by Lestari et al., (2021). Regarding the impact of this halal certification, there are sales, along with the answers from Mrs. Tasty and Mrs. Healthy:

“Hopefully with this halal certification it can enter the modern market, it said that, if it is halal, it can enter the modern market. However, after asking here and there, it turns out that the modern market system does not pay immediately, for example, in Indomaret, it is no later than 45 days from the time the goods arrive, and then they are paid for. If that's the case, I've already turned in the capital, bro. Businesses like mine have to keep on turning around.” Interview with Mrs. Tasty.

“Actually, halal certification for herbal drinks like me for sales doesn't seem to have much of an impact. Because the view is that herbs are definitely halal, except maybe where the ingredients come from, different from herbal medicine, the basic ingredients are spices and sugar. At least the buyer's response is cool, ma'am, that there is already a halal system, like that... but because our legality is complete, it makes me confident to take my product further forward.” Interview with Mrs. Healthy.

The impact of halal certification on the business of Mrs. Tasty and Mrs. Healthy is still improving the production process and has not directly affected sales as found by Giyanti et al., (2021). This is indicated because the majority of people are Muslim, and there is a belief that food made by Muslims will come from halal ingredients, as revealed by Khan et al., (2022) that there is a general perception among food consumers in a majority society. Muslims, that everything available to them is halal.



Figure 4. Picture of Number of Sales of Bu Endah's Herbal Products on the Marketplace
 Source: Processed Data (2023)

We conducted a digital search related to the Bu Tasty and Bu Sehat businesses, such as the findings of the Sarisda & Hayati (2024) marketing channel, which utilizes the marketplace. We found that Mrs. Tasty's product marketing had been done through Facebook but not through the marketplace. Mrs. Tasty did not sell through the marketplace because she did not understand and there was no family who could help. For Mrs. Healthy, we found that she has already made sales at the marketplace. When we confirmed this with Mrs. Healthy we found something interesting, here's what Mrs. Healthy explained:

“I am indeed at ShopXXX (mentioning one of the marketplace names). But it's not that many online sales, right if it's online, it's a war price. Even though from the start my product was quite expensive because I really paid attention to the quality of my ingredients, for example, my ‘galangal’ is made from Madura ‘galangal’, and even though the price is more expensive but

the spiciness is different. Then for liquid products, the packaging uses new packaging, not used recycled mineral water bottles. In the beginning, the buyers said it was expensive, but when they found out, it felt like they would look for me again. It's different if I sell it at the souvenir centre, one outlet per month can be 200 pcs, once an order, you don't need to check your phone often.”

Based on our exploration, Mrs. Tasty and Mrs. Healthy optimize their sales network through souvenir centers and food outlets. This is due to limited resources in managing online marketing and uncompetitive prices in the online market. Our finding supports Rudiantin (2023) that MSMEs are more familiar with social media than marketplaces.

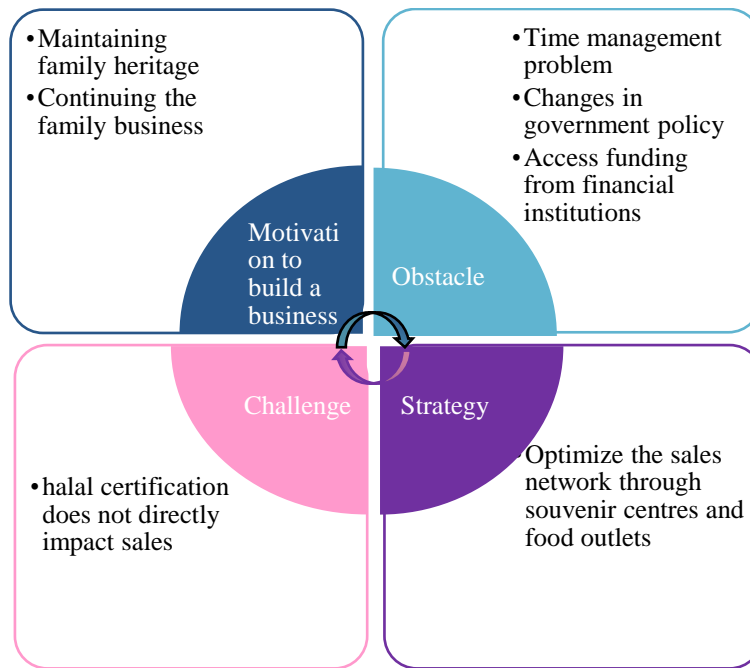


Figure 5. Learning Process of The Mompreneurs to Build Business (In Case Obtain Halal Certification)

Source: Authors (2024)

CONCLUSION

MSMEs are identical to a central figure who performs almost all tasks in their business, this will be even more complex when the central figure is a mother. Our informants are mompreneurs of MSME actors who live in a patriarchal and Muslim-majority society. This study chose the case of mompreneurs who received family support in order to get an overview of the learning experience process which is more focused on how our informants develop their business through halal certification.

Mompreneurs in this study can overcome the cost challenges of obtaining halal certification by utilizing programs from various government agencies. Meanwhile, to overcome challenges related to procedures related to halal certification, this research informant overcomes them by building a network through the training they have attended. Mompreneurs in this study have a strong commitment to developing their business, especially in obtaining halal certification because they are motivated by the reason of maintaining family heritage, one of which is by making herbal medicine to maintain health whose recipes are passed down from generation to generation while others are by continuing the family business.

The problem faced by Mompreneurs in this study in obtaining halal certification is a time management problem even though they have received family support. Because as a central figure for MSMEs, the

momprenneur is responsible for administrative matters as well as for business development plans. Changes in government policy regarding the legality of product circulation have had an impact on sales because they cannot respond quickly. There is reluctance on the part of mompreneurs to access funding from financial institutions such as banks.

Certification experience increases the mompreneur's ability in good production processes but does not directly impact sales. This is because there is a general perception in Muslim-majority societies that everything that is available to them is halal, so they do not need legality. The informants of this research optimize the sales network through souvenir centres and food outlets and do not optimize the online market network. This is due to limited resources and uncompetitive prices in the online market.

This research has limitations because it has not explored further the value chain built by mompreneurs in maintaining the availability of raw materials, labor, and marketing. This is important because our findings regarding the superiority of our informants are maintaining product quality so that they do not carry out a low-cost strategy. In addition, this research informant optimizes sales to souvenir centres rather than online sales. Future research is expected to fill this gap so that it does not only focus on business development through online markets.

The results of this research are expected to be a consideration for the government in formulating policies and programs to empower mompreneurs such as providing a platform for building social networking, not focusing on developing online marketing and accessibility of special capital. This specialty is due to differences in entrepreneurial motives and psycho-social factors between men and mothers.

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