International Journal of Social Science, Educational, Economics, Agriculture Research and Technology (IJSET) | ISSN (e) : 2827-766X
Volumes 4 No. 12 (2025)

GREEN ENTREPRENEURSHIP DEVELOPMENT STRATEGY THROUGH SACK RECYCLING BUSINESS

Raden Putri Shafira Nur Chandra[1] , Ridlwan Muttaqin[2]
Program Studi Manajemen, Universitas Indonesia Membangun, Bandung, Indonesia
radenputrishafira@student.inaba.ac.id[1], ridlwan.muttaqin@inaba.ac.id[2]

Received	: 15 October 2025	Published	:20 January 2026
Revised	: 01 November 2025	DOI	:https://doi.org/10.54443/ijset.v4i12.1570
Accepted	: 25 November 2025	Publish Link	:https://www.ijset.org/index.php/ijset/index

Abstract

This study aims to analyze the strategy for developing green entrepreneurship through the sack recycling business at the Abadi DMA Depot. The research method used is a qualitative descriptive approach with SWOT analysis and Business Model Canvas (BMC) tools. SWOT analysis is used to determine the strengths, weaknesses, opportunities, and threats faced by the Abadi DMA Depot. Meanwhile, the Business Model Canvas helps in defining the main components of the business that must be improved in order to achieve sustainable growth. The results of the study indicate that the sack recycling business has good potential for development, supported by the availability of raw materials, production cost efficiency, and increasing public awareness of environmentally friendly products. However, this business also faces several obstacles, such as limited capital and a fairly high level of market competition. The results of the Business Model Canvas analysis indicate that the sack recycling business has a value proposition in the form of environmental benefits and economic value, so it is worthy of being developed as a green entrepreneurship with management and finance.

*Keywords:**Green Entrepreneurship, Sack Recycling, SWOT Analysis, Business Model Canvas***

Introduction

The development of entrepreneurship in the modern era requires business actors to focus not only on achieving economic profit but also on environmental sustainability. Green entrepreneurship is one strategic approach to addressing environmental issues, particularly those related to waste management.(Arianti & Muttaqin, 2025)The sack recycling business is a concrete example of green entrepreneurship, offering both economic potential and ecological contributions. However, in practice, recycling businesses still face various internal and external obstacles, such as limited capital, simple production technology, and high levels of market competition. Therefore, formulating an appropriate and structured business development strategy is necessary for sustainable business growth.(Schaltegger et al., 2016). The concept of disruptive marketing, as discussed in research on PT. Gojek Indonesia, demonstrates that a business's success is heavily influenced by its ability to innovate its business model, exploit market opportunities, and strategically manage resources. Implementing disruptive strategies has been proven to increase business growth, expand market share, and create sustainable competitive advantage.(Muttaqin, 2020). Furthermore, internal factors such as job satisfaction among business owners and employees also influence productivity and business sustainability. This approach aligns with the use of strategic analysis, which integrates internal and external business factors. The results of the strategic analysis then need to be implemented into a more applicable business framework through the Business Model Canvas (BMC).(Alcaf et al., 2025)A systematically designed sustainable business model can help business actors formulate value propositions, customer segments, and cost and revenue structures effectively. By adapting the principles of disruptive marketing, the use of SWOT and BMC analysis in this study is expected to produce a green entrepreneurship development strategy through an innovative, competitive, and sustainable sack recycling business at the Abadi DMA Depot.

Literature Review

2.1 Green Entrepreneurship

Green entrepreneurship is a form of entrepreneurship that integrates economic goals with environmental conservation efforts through innovation and sustainable resource management. This concept emphasizes the creation of economic value while reducing environmental impacts and improving social welfare. In the context of waste management, green entrepreneurship plays a role in transforming waste into value-added products that support sustainable development and sustainability-oriented business models.(Schaltegger et al., 2016).

2.2 Disruptive Marketing in Business Development

Disruptive marketing is a marketing strategy that focuses on business model innovation, the use of technology, and the creation of new value that differs from conventional marketing approaches.(Muttaqin, 2020)This study demonstrates that the implementation of disruptive marketing at PT. Gojek Indonesia can improve company performance through service innovation and adaptive marketing strategies. This disruptive marketing approach is relevant for green entrepreneurship, including the sack recycling business. Product innovation based on environmental benefits, value differentiation, and creative marketing strategies can increase product appeal and expand the market, thus supporting sustainable business development.

2.3 SWOT Analysis as a Basis for Strategy Formulation

A SWOT analysis is a strategic analysis tool used to identify a business's internal strengths and weaknesses, as well as its external opportunities and threats. This analysis helps business owners formulate strategies that align with the company's actual conditions and the dynamics of the business environment. In the context of business development, a SWOT analysis serves as a basis for determining adaptive and sustainability-oriented strategies.(Khotimah et al., 2018).

2.4 Business Model Canvas (BMC)

The Business Model Canvas (BMC) is a business model framework that describes the relationships between business elements in an integrated manner, from value propositions to cost structures and revenue streams. A sustainable business model designed through the BMC enables business actors to develop innovative and competitive strategies.(Schaltegger et al., 2016).In this study, BMC is used to translate the results of the SWOT analysis into a green entrepreneurship development strategy through operational sack recycling business.

Research Method

This research uses a descriptive qualitative method with a case study approach to understand the green entrepreneurship development strategy through the sack waste recycling business at Depot Mujur Abadi. This approach was chosen because it allows researchers to delve deeply into the experiences, strategies, and business innovations implemented by business actors in addressing environmental and market dynamics, particularly those related to green entrepreneurship and the implementation of adaptive marketing strategies. Data collection was conducted through interviews and observations. Interviews were conducted with the owner and staff of Depot Mujur Abadi who are directly involved in business operations, guided by questions based on a SWOT analysis and the Business Model Canvas (BMC). Observations were conducted to obtain data related to production processes, operational activities, and interactions with customers. The data obtained was analyzed using SWOT to identify internal and external factors of the business, then integrated into the BMC framework to formulate a more applicable green entrepreneurship development strategy.(Mulyana & Muttaqin, 2024).

Findings and Discussions

4.1 SWOT Analysis

A SWOT analysis is the systematic identification of various factors to formulate a company's strategy. This analysis is based on logic that maximizes strengths and opportunities, while simultaneously minimizing weaknesses and threats. The strategic decision-making process is always linked to the development of a company's mission and objectives, while simultaneously minimizing weaknesses and threats. The strategic decision-making process is always linked to the development of a company's mission, objectives, strategies, and policies. Therefore, planning must analyze the factors (strengths, weaknesses, opportunities, and threats) in the current situation. Situational analysis. The most popular model for this situational analysis is the SWOT analysis.(Lestari & Muttaqin, 2024)

1) IFE — Internal Factor Evaluation (6–8 key factors)

Table 1 Internal Factor Evaluation

No	Internal Factors	Weight	Rating	Weighted Score
1	Availability of used sack supplies via local collection networks	0.14	4	0.56
2	Operating costs are relatively low	0.12	3	0.36
3	Sorting, cleaning and production skills	0.12	3	0.36
4	Strong local relationships with farmers/small industries	0.1	2	0.3
5	Limited capital for machine investment	0.15	2	0.3
6	Low brand/marketing	0.1	2	0.2
7	Reliance on manual labor & inefficient logistics	0.14	2	0.28
8	Environmental documentation & compliance is incomplete	0.13	2	0.26
Total		1		2.62

Based on the Internal Factor Evaluation (IFE) results, the sack recycling business achieved a total score of 2.62, indicating a relatively strong internal business environment. Key strengths in developing green entrepreneurship lie in the availability of used sacks through a network of local collectors, relatively low operational costs, and expertise in sorting, cleaning, and production. Furthermore, strong relationships with small businesses contribute to maintaining a sustainable supply chain and marketing environmentally friendly recycled products. However, the IFE analysis also identified several internal weaknesses that require serious attention in green entrepreneurship development strategies. Limited capital for machinery investment, reliance on manual labor, and suboptimal documentation and compliance with environmental standards present challenges to improving business efficiency and competitiveness. Therefore, a green entrepreneurship development strategy through the sack recycling business needs to be directed at strengthening internal capacity, increasing production efficiency, and implementing better environmental standards to ensure sustainable business growth and long-term competitiveness.

2) EFE — External Factor Evaluation (8 main factors)
Table 2 External Factor Evaluation

No	External Factors	Weight	Rating	Weighted Score
1	Increasing demand for environmentally friendly products	0.18	4	0.72
2	Policies/regulations support recycling	0.16	3	0.48
3	Collaboration opportunities with eco factories/brands	0.12	3	0.36
4	Regional export potential	0.1	2	0.2
5	Informal sector competition	0.14	2	0.28
6	Resin/raw material price volatility	0.12	2	0.24
7	Increase in logistics/fuel costs	0.1	2	0.2
8	Contamination risks & health regulations	0.08	21	0.06
Total		1		2.56

Based on the External Factor Evaluation (EFE) results, the sack recycling business received a total score of 2.56, indicating a fairly good response to external opportunities and threats. The greatest opportunities stem from increasing market demand for environmentally friendly products and government policies supporting the green economy and recycling. Furthermore, opportunities for collaboration with factories or brands promoting eco-friendly concepts and the potential for exporting recycled products are external factors that can be leveraged to encourage the sustainable development of green entrepreneurship. However, several external threats need to be addressed in business development strategies, such as competition from the informal sector, fluctuating raw material prices, and rising logistics and fuel costs. Contamination risks and health regulatory demands also pose challenges that must be effectively managed to ensure the business remains competitive and meets environmental standards. Therefore,

within the context of a green entrepreneurship development strategy through the sack recycling business, strategic steps are needed, including strengthening partnerships, enhancing supply chain efficiency, and improving regulatory compliance to optimize external opportunities and minimize threats.

3) TOWS Matrix — Operational & Tactical Strategy

Table 3 TOWS Matrix

	Opportunities	**Threats**
Strengths	SO : B2B collaboration with eco manufacturers & brands SO: Eco-labeled recycled products SO: Paid collection program	ST: Quality standardization & anti-contamination ST: Long-term supplier/buyer contracts ST: Local logistics optimization
Weaknesses	WO: Access to green finance/grants WO:Branding & Certification WO:Incremental modular automation	WT: Diversification of income WT: Regulatory compliance & documentation WT: Intra-connection with informal collectors

Based on the TOWS Matrix analysis, the sack recycling business's main strengths include abundant raw material availability, relatively low production costs, and a positive contribution to the environment. These strengths can be leveraged to capture the growing demand for environmentally friendly products through collaboration with industry and the development of eco-friendly products as part of a green entrepreneurship strategy. This also indicates that the sack recycling business has strengths in abundant raw material availability, relatively low production costs, and a positive contribution to the environment.(Tanhati, 2015). Business opportunities are supported by increasing public awareness of environmentally friendly products and growing market demand. On the other hand, internal weaknesses such as limited capital, low branding, and reliance on manual labor need to be addressed through defensive and adaptive strategies, such as optimizing production processes, improving compliance with environmental regulations, and strengthening partnerships. By implementing SO, WO, ST, and WT strategies in an integrated manner, the sack recycling business has the potential for sustainable growth and increased competitiveness in the development of green entrepreneurship.

4.2 Business Model Canvas

This Business Model Canvas can be used as an effort to improve strategy
development that will be designed to develop recycling businesses.
The results of the SWOT analysis will be developed in the Business Model Canvas mapping.

Table 4 Business Model Canvas

<table>
<tr><td>Key Partners</td><td>Key Activities</td><td>Value Propositions</td><td>Customer Relationship</td><td>Customer Segments</td></tr>
<tr><td rowspan="3">1. Waste Supplier
2. Online Platform 3. E-commerce business actors</td><td>1. Waste Collection
2. Waste Management Services
3. Types of recycled products 4. Efficiency of waste processing and quality of services</td><td rowspan="3">1. Waste Supplier
2. Online Platform 3. E-commerce business actors</td><td>1. Communication with customers 2. Customer service</td><td rowspan="3">1. Customer Type
2. Customer Needs.
3. Need for recycled products, waste management services</td></tr>
<tr><td>Key Resources</td><td>Channel</td></tr>
<tr><td>1. Human resources
2. Technology</td><td>1. Marketing Channels (Social Media, Cooperation with distributors)</td></tr>
<tr><td colspan="3">Cost Structure</td><td colspan="2">Revenue Streams</td></tr>
<tr><td colspan="3">1. Operational Costs (Waste Collection Costs, Waste Management Costs)</td><td colspan="2">1. Source of income from sales of recycled waste products</td></tr>
</table>

The Business Model Canvas mapping shows that the business's primary value proposition lies in economical and environmentally friendly recycled products, with customer segments encompassing both industry players and the general public. The discussion shows that the success of developing green entrepreneurship through the sack recycling business is highly dependent on the integration of production, marketing, financial, and human resource management strategies, as supported by research.(Ramadhani et al., 2022).

Conclusion

This research shows that the development of green entrepreneurship through the sack recycling business at the Abadi DMA Depot has strong potential for sustainable development. The SWOT analysis reveals that the business's main strengths lie in the abundant availability of waste raw materials, relatively low operational costs, and positive contributions to the environment. On the other hand, limited capital, low branding, and reliance on manual processes remain weaknesses that require strategic attention. External factors also indicate significant opportunities, particularly the increasing demand for environmentally friendly products and government policy support for the green economy, although they still face the threat of competition and fluctuating logistics costs. The integration of the SWOT analysis results into the TOWS Matrix and Business Model Canvas (BMC) provides a more operational overview of the business development strategy. The BMC mapping shows that the main value proposition of the sack recycling business lies in the combination of economic value and environmental benefits of the product. The formulated development strategy includes strengthening partnerships with suppliers and industry players, eco-friendly product innovation, and increasing the efficiency of production and distribution processes. This approach is in line with the principles of disruptive marketing which emphasize business model innovation and value differentiation as sources of competitive advantage. Overall, this study concludes that the green entrepreneurship development strategy through the sack recycling business is feasible to be implemented by strengthening aspects of management, marketing, finance, and compliance with environmental regulations. The findings of this study provide academic contributions in the development of a green entrepreneurship model based on SWOT analysis and Business Model Canvas, as well as practical contributions for recycling business actors in designing innovative, competitive, and sustainable business strategies amid market dynamics and demands for environmental sustainability.

REFERENCES

Alcaf, A.F., Muttaqin, R., Karamang, E., Management, P., Management and Business, F., & Building, UI (2025). This work is distributed under a Creative Commons Attribution 4.0 International License. ANALYSIS OF VALUE PROPOSITION CANVAS (VPC) ON CUSTOMER SATISFACTION (CASE STUDY OF OMOCHI.BDG BUSINESS IN BANDUNG CITY). Journal of Information System, Applied, Management, Accounting and Research. Issue Period, 9(3), 1175–1186. https://doi.org/10.52362/jisamar.v9i3.1981

Arianti, Y., & Muttaqin, R. (2025). GREEN BUSINESS CANVAS: KIOSCHEBIBIT'S ENTREPRENEURIAL STRATEGY IN PLANT SEEDLING SUPPLY. Jurnal Dinamika Ekonomi Syariah, 12(2), 559–571. http://ejurnal.iaipd-nganjuk.ac.id/index.php/es/index

Khotimah, K., Arifin, R., & Slamet, AR (2018). SWOT analysis as a basis for formulating a marketing strategy for a male egg-laying chicken business at UD. Jaya Abadi in Robyong Village, Pakis District, Malang Regency. E-JRM: Electronic Journal of Management Research, 7(01).

Lestari, F., & Muttaqin, R. (2024). Formulation of Business Development Strategy Through SWOT Approach and Business Model Canvas (Case Study on MSMEs in Padamulya Village). International Journal of Finance Research, 5(3), 480–494. https://doi.org/10.47747/ijfr.v5i3.2103

Mulyana, A., & Muttaqin, R. (2024). Formulation of Business Development Strategy Design for Sundanese Cuisine MSME Warung Nasi Teh Imas Using SWOT Analysis and Business Model Canvas. JEMSI (Journal of Economics, Management, and Accounting), 10(6), 3219–3227. https://doi.org/10.35870/jemsi.v10i6.3325

Muttaqin, R. (2020). Disruptive marketing analysis in a startup company (PT. Gojek Indonesia). Journal of Business Management Studies, 9(2), 101. https://doi.org/10.24036/jkmb.10981400

Ramadhani, RA, Muwafaq, BS, Jannah, MM, & Taryana, A. (2022). Designing a business model for bioplastic-based products using the business model canvas and empathy map. Journal of Technopreneurship on Economics and Business Review, 3(2), 97–109.

Schaltegger, S., Lüdeke-Freund, F., & Hansen, E. G. (2016). Business models for sustainability: A co-evolutionary analysis of sustainable entrepreneurship, innovation, and transformation. Organization & environment, 29(3), 264–289.

Tanhati, A. (2015). Proposed Company Strategy Using the QSPM Method: A Case Study of a Textile Waste Recycling Company in Bandung. Bina Ekonomi, 19(2), 115–132.