

Jurnal Pemberdayaan Masyarakat Madani, 5 (1) 2021, 31 — 46

JURNAL PEMBERDAYAAN MASYARAKAT MADANI

http://journal.unj.ac.id/unj/index.php/jpm/index

Challenges, Opportunities, and Management of Entrepreneurship in the COVID-19 Pandemic for the Milenial Generation

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ARTICLE INFO

Article history:

Received: 13 November 2020 Accepted: 17 May 2021 Published: 1st July 2021

Keywords: Entrepreneur, Business management, Social media, COVID-19 pandemic.

ABSTRACT

The millennial generation is one of the generations that has entrepreneurial potential and capable using social media, especially in Covid 19 pandemic era. This potential has been utilized by the community but has not been optimal. There are lots of social media, if used maximally, can increase sales turnover. The purpose of this community service is to provide entrepreneurial insight into understanding the challenges, opportunities and business management (especially marketing management) for entrepreneurship through social media. This community service was carried out by means of a webinar with zoom meeting for economic education graduates belonging to the millennial generation with age range of 17-37 years of 15 people. The model used is empowerment with the method of delivering materials. Evaluation is carried out through knowledge tests and questionnaires on the use of social media as a promotional, the difficulties in marketing, capital and entrepreneurial operational costs. The participants' initial test results averaged 6.00 and the final test average 7.07, an increase of 0.27 with the low category. This increase was accompanied by the use of social media as one of the promotional media, the difficulties in marketing, capital, and entrepreneurial operational costs by 78.56%. In conclusion, this community service activity can provide basic knowledge and stimulate the millennial generation to use social media to be entrepreneurial.

How to cite: Mardetini, E., Barlian, I., Fatimah, S., & Hasmidyani, D. (2021). Challenges, Opportunities, and Management of Entrepreneurship in the COVID-19 Pandemic for the Milenial Generation. *Jurnal Pemberdayaan Masyarakat Madani (JPMM)*, 5(1), 31-46. https://doi.org/10.21009/10.21009/JPMM.005.1.03

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INTRODUCTION

The corona virus pandemic or better known as Covid-19, has really affected every aspect of human life. Not only in terms of health, but also affect social life and even economic life. One of the massive efforts made by the government to break the chain of spreading the virus is to require all people to stay at home and carry out social distancing. This causes the concept of space and motion to become narrower and more limited. This policy also has an impact on the industrial world, where business people must adapt and begin the transition in order to survive. So that the business world is also transformed because it is directly affected by the concept of social distancing.

Entrepreneurship is a creative and innovative ability that is used as tips, bases, resources, processes and struggles to create added value for goods and services carried out with the courage to face risks (Salahuddin et al, 2018: 4). Entrepreneurship is an activity that combines personal, financial and environmental resources. The world of entrepreneurship is starting to develop at this time, this can be seen from the large number of productive age human resources who are interested in the world of entrepreneurship. They begin to prepare themselves with knowledge and skills because having a lot of expertise and skills can open opportunities to become entrepreneurs for the millennial generation.

This millennial generation was born after the era of generation X, or to be precise in the 1980s to 2000s, so currently it has an age range of 17 to 37 years. In Indonesia, there are around 80 million people between the ages of 17 and 37. This number is very large and significant, covering 30 percent of the total population in Indonesia.

Millennials are very close to technology. The life of this generation cannot be separated from technology and the internet. This millennial generation was born when cellphones and social media began to appear in Indonesia. And this generation prefers to listen to music and hang out with their friends to socialize in cafes or meeting places that are considered comfortable for them. So it is not surprising that many cafes or other hangout places are crowded with young people as one of their social life.

And in the current pandemic with all the sophistication of technology, the level of competition is also getting higher. Human quality and performance are also required to be higher. Today's generation must be able to adapt quickly, learn and become better to be able to solve every problem and be creative. If not, in the next few years our position will be replaced by robots or computer programs, making it difficult to compete in economic life. In an effort to keep from drowning in a big wave like a pandemic, the world needs someone who is able to provide strategic alternatives or input. This is perfect for the more tech-savvy millennial generation. Millennials are also skilled at navigating various applications to support sales, reporting and business decision information that is complete and in line with trending business needs. And one way that can be done to overcome the above problems is

to find other alternatives in entrepreneurship in order to support sales, where the millennial genera-

tion can make sales through social media which is certainly familiar to them.

Based on the results of interviews with five alumni of economic education who belong to the millen-

nial generation, it turns out that many of them do not yet have knowledge of the challenges, opportu-

nities and business management in entrepreneurship using social media. From the identification re-

sults, the problems can be formulated:

a. There are still many millennial generations who do not have knowledge about the challenges of

entrepreneurship.

b. There are still many millennial generations who do not have insight on how to use social media

appropriately to increase income as a form of entrepreneurial opportunities.

c. There are still many millennial generations of productive age who do not have insight into how to

manage their business properly (especially marketing management).

The main objectives of the Community Service activities regarding entrepreneurship development

for the millennial generation are:

a. Provide insight into entrepreneurial knowledge to the millennial generation about the challenges

of entrepreneurship.

b. Provide insightful knowledge to the millennial generation on how to use social media appropriate-

ly to increase income as a form of entrepreneurial opportunities.

c. Provide insightful knowledge to the millennial generation about how to manage their business ap-

propriately (especially marketing management).

Based on these objectives, this activity is expected to be beneficial for economic education graduates

who are classified as millennial generation, namely having knowledge of entrepreneurial challenges

so that they are able to turn challenges into business opportunities in their regions efficiently and ap-

propriately by utilizing social media as a form of marketing management.

LITERATURE REVIEW

Understanding of Entrepreneurship

Entrepreneurship is an activity to seek and create profits with creative ideas. Suwarso (2018) entre-

preneurship is the ability to look for opportunities to be able to create or find new things to get an

advantage. Entrepreneurship (Winarno, 2011: 11) is a combination of creativity, innovation and

courage to face risks by working hard to form and maintain new businesses.

From some of the experts above, there is a common understanding of entrepreneurship, namely an

effort to create new things with creativity and innovation, while the differences between the three

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experts are about the notion of entrepreneurship that entrepreneurship is to seek profit and produce work. So it can be concluded that entrepreneurship is the ability to create new things by taking advantage of opportunities with creativity and innovations to produce a new work or business for profit.

Entrepreneurial Challenges for Millennial Generation

Entrepreneurs must face many challenges, especially during the Covid 19 period, including:

1. Capital

Many of the UMKM believe that their companies will grow and be able to expand their marketing, but are constrained by limited capital. Even some of the UMKM are still untouched by the financial institutions (banks), so that many of the UMKM have taken the path to take advantage of microfinance institutions even though the burden and risks are quite heavy.

2. Poor distribution of goods and marketing

The lack of opportunities to distribute goods is also one of the challenges faced by UMKM. The reality in the field, UMKM who are dominated by the millennial generation only focus on the quality of goods production. So that sometimes the distribution becomes less focused and is placed on the umpteenth number. In fact, one of the problems faced by small businesses often faced by small businesses is inaccurate distribution and marketing. If we know about the right marketing techniques, UMKM business opportunities will grow even bigger.

3. Get and retain customers

The problem for UMKM for those who are just starting a business is getting customers. To get customers, we must be able to determine the market and prepare the right strategy to be able to compete with competitors. Not only that, another problem is how to retain customers. To retain customers can by building the trust and credibility of customers.

4. Financial management

Literally, having strong cash flow can get a business going. Because basically financial management is directly related to cash flow, mismanagement of cash flow will cause problems for the business. Not a few of the UMKM in Indonesia do not pay attention to business financial management. This of course results in financial management not working efficiently.

Inefficient financial management will create problems. One of the problems faced with financial matters is that there are financial outlays that are greater than income. That means the business won't generate sufficient revenue from customers.

The solution to UMKM problems regarding financial management is how UMKM can manage finances as best as possible. One of them is by doing financial bookkeeping to find out the business cash flow.

5. Permission

Clear legal entity ownership is only owned by a handful of UMKM. The majority of UMKM's also experience challenges in the field of knowledge regarding aspects of legality and licensing, including requirements up to how the process is carried out in the process of processing them. Regulates licensing for Micro and Small Businesses, UMKM only need to take care of a disturbance permit (HO) and a building construction permit (IMB). And some business permits that may be required such as:

- a. Business Place Permit (SITU),
- b. Company Registration Sign (TDP),
- c. Industrial Business License (IUI), and
- d. Industrial Registry Number (TDI).

6. Bookkeeping is still manual

Bookkeeping is included in financial management which is one of the cores of business success. The difficulty in calculating turnover, gross profit, and net profit is because manual bookkeeping often hinders UMKM's from being able to grow and scale up their business. Even though it seems orderly, bookkeeping for business is important, because it is with accounting data that a company can measure its success and plan its future strategy.

7. Time management

Basically, time management is a time problem faced by many UMKM. The solution to this problem is by making a list of things to do "To Do List". This will make it easier for UMKM owners who work multitaskers in managing time.

8. Online marketing

In addition to the very limited distribution of goods, online marketing methods are still a challenge for UMKM. Lack of knowledge, up to adaptation to the internet and technological developments experienced by UMKM, who are predominantly dominated by the millennial generation, are challenges and problems that must be helped.

In online marketing, the role of social media is needed so that it can overcome marketing problems by utilizing social media. Marketing through social media cannot be instant, it takes a long time to get results. But we can't take the time to focus on social media because you have lots of other tasks to take care of. From scheduling and publishing multiple posts, managing and engaging with potential audiences, analyzing target audiences, finding influencers and generating business leads to a highly efficient customer success team.

From some of these interrelated challenges, it can be concluded that to bridge UMKM to be able to grow and develop both in business and in marketing, a synergy and collaboration is needed from the government, community, media, industry to academia.

Entrepreneurial Opportunities for the Millenial Generation in the Covid 19 Pandemic Era

In the pandemic condition is not only a challenge for young entrepreneurs, but it can also open up many opportunities and hopes for entrepreneurs from the millennial generation to create new business opportunities. There are relevant sectors whose business is actually improving, such as the health sector, e-commerce, to fast moving consumer goods (FMGC) such as medicines, electronic goods, food products and packaged drinks. Moreover, FMCG products that were previously sold via offline, now have to switch their distribution online. Several products began to adapt in e-commerce to sales their products, which turned out to be a significant increase.

Some business opportunities that can be maximized from the outbreak of the Covid-19 include:

- 1. Appear of New Online Business Opportunities (E-Business)
 - With advances in technology and information that occur, the opportunities to build a large online business will be increasingly possible. Because over time, technology will develop. And this of course can be used as an innovation to develop a bigger business. Among the business opportunities in the 4.0 Industrial Revolution era, among others, are online buying and selling businesses and on-demand services (such as the Gofood and Gosend applications).
- 2. Reducing Production Costs and Operating Costs
- 3. Easier Communication and Monitoring Process between Employees

To build a large company, of course it needs to be supported by a solid team or employees. And with this online media, access between employees is getting easier. In fact, this will also be useful in monitoring the performance of employees. For example, using the zoom application, youmeetme, cloudx and etc.

4. Marketing is Increasingly Unlimited

In a business, of course, marketing techniques are the most mandatory things to do. Where with marketing, there are more and more product enthusiasts. With the existence of technology in the form of online media, marketing is certainly easier. For example, currently social media such as TikTok, Instagram, Facebook, Twitter and WhatsApp have been used by almost everyone, of course this can be used as an opportunity to market the products being sold.

- 5. Transaction Process Becomes Easier
 - The current phenomenon, everything a person prefers to be online. Even various kinds of online payment options make the transaction process easier because you don't need to use cash or through a bank (mbanking).
- 6. Business opportunities in the health sector in the context of preventing Covid-19
 - The existence of social distancing and physical distancing rules is a step and business opportunity in the health sector, including the increasing demand for medicines both for hospitals and the need for pharmacists, producing disinfectant fluids, hand sanitizers, making masks with various models and various kinds of materials, manufacturing PPE or personal protective equip-

ment, medical gloves. In this business it is not possible to do it face to face, but it is carried out through an online business.

7. Provider of tools in the field of learning methods

The outbreak of the corona virus also has an impact on the world of education, from basic education to college education. If schools or colleges, both public and private, do not implement elearning, learning to students or students will automatically be hampered. So that for companies engaged in IT, this is a business opportunity in providing equipment to support online learning.

Entrepreneurship utilizing Social Media

The current condition of Covid19 is a challenge that needs to be faced together by honing creativity to turn it into an opportunity. From the normalcy of remote work systems to a more comprehensive digital shift, the outbreak has changed the way businesses are run. These transformational effects are not momentary, these changes are important and will last.

The current Transformation effect is an opportunity for UMKM to embrace digital marketing in order to survive the crisis. As traditional marketing strategies get stuck due to the pandemic, businesses are required to move quickly to embrace digital marketing and change the way they attract and engage customers and clients. As people stay indoors and malls and streets quiet there has been a shift to spaces where businesses and customers interact less physically and use online channels more frequently.

Digital service providers noted a surge in organizations looking to create new websites or update existing ones, create social media campaigns, and launch new e-commerce channels. Organizations that transform quickly and more comprehensively are those that are more likely to survive than those that are resistant to change.

Some of the changing phases of entrepreneurship that match the 'new normal'.

- a. The Age of Webinars
- b. Increased use of data analysis

In the digital age, data analytics has always been a value proposition. As organizations increase their digital presence, the importance of creating useful databases continues to increase. As more and more people spend longer time on social media, their chances of seeing ads on such platforms or connecting with content marketing blogs are greater. Tracking consumer behavior patterns, tracking online traffic patterns, analyzing which content retains customers, and separating which products attract customers are important elements of data analysis that more organizations need to use to increase their online sales.

c. Content is King

Businesses should focus on expanding their social media presence by creating smart and engag-

ing content. However, it is important to understand that content distributed on social media

should not be promotional in nature as it can kill consumer interest. Your content must be

knowledge and awareness based. It should engage consumers emotionally through stories that

grab human attention rather than overtly promoting your product.

Developing the interests and talents of millennial generation entrepreneurship by motivating

them with various materials and true stories of young entrepreneurial figures who have success-

fully used social media for business success. In today's business world, many millennials have

started online businesses using social media marketing media. The key to successful business

communication is what kind of media can make it easier to promote the product or service to be

sold. Social media is the main reference for millennial generation who need small capital to ad-

vertise goods and services.

As long as internet facilities support, social media can be used optimally. As a media that can be

accessed by many people, social media can be used to create a business promotion strategy free of

charge for advertising. In addition, the creativity of human resources must also be good at packag-

ing products and services when promoted on social media.

MATERIAL AND METHOD

Target Audience

The target audience of this activity is graduates of economic education who are classified as millennial

generation with an age range of 17 to 37 years. The sampling technique used was purposive sampling.

The sample was taken as many as 15 people who already have businesses but have not maximized the

use of social media.

Activity Model

The activity model carried out is empowerment. The activity method used is the method of delivering

material, the community service team presents entrepreneurship material by utilizing social media

through webinars given to the target audience. In addition, the target audience will be actively invited

to discuss and ask questions about various matters concerning their perceptions of challenges, opportu-

nities and business management (especially marketing management) in entrepreneurship. Thus, in ad-

dition to lectures and discussions, a questionnaire will also be given via google form, to find out how

much they know about challenges, opportunities and marketing management for entrepreneurship

through social media.

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Evaluation

Evaluation activities are carried out directly during pre-training, training and after training which include:

- 1. Pre-training, namely reviewing the sample's initial knowledge regarding the level of understanding of challenges, opportunities and business management (marketing) for entrepreneurship through social media that is owned by giving a pretest of 10 multiple choice questions to find out the initial understanding using google form.
- 2. Training, at this stage, monitoring of the development of sample understanding regarding the level of understanding of challenges, opportunities and business management (marketing) for entrepreneurship through social media is carried out from activeness in discussions and questions and answers via the chat column in zoom.
- 3. Post training, namely reviewing knowledge after training regarding the level of understanding of challenges, opportunities and business management (marketing) for entrepreneurship by utilizing owned social media which is carried out by providing a posttest using google form.

The increase that occurs from initial knowledge to final knowledge is calculated by the g factor formula (N-Gain) with the Hake formula (1999):

$$g = \frac{S_{post} - S_{pre}}{S_{maks} - S_{pre}}$$

Information:

S_{post}: Final test score

S_{pre:}: Initial test score

S_{maks}: Maximum score

The criteria for the gain level are as follows:

Tabel 1. Gain Level Category

Limitation	Category		
g > 0.70	High		
$0.30 \le g \ge 0.70$	Average		
g < 0,30	Low		

In addition, a questionnaire was given to find out business identity, use of social media as a promotional media, and to find out the difficulties of marketing, capital, and operational costs for millennial generation entrepreneurship as many as 15 statements.

The questionnaire distributed using a Likert scale with 4 answer choices, namely strongly agree (4),

agree (3), disagree (2), and strongly disagree (1). This Likert scale is used as a criterion for the use of social media as a promotional medium, as well as difficulties in marketing, capital, and operational costs for millennial generation entrepreneurship.

With the calculation of the final score using the formula:

Score Obtained
Maximum Score x100%

Table 2. Score and criteria

Score	Criteria		
0% – 20 %	very weak		
21% – 40%	Weak		
41% – 60%	Enough		
61% – 80%	Strong		
81% – 100%	Very Strong		

RESULT AND DISCUSSION

Most of the participants are engaged in the fashion and food and beverage business. From the results of observations and interviews through the WhatsApp application, many samples still have not made maximum use of social media to promote their products.

This activity is carried out based on the request of the economic education graduates association to promote entrepreneurship, because the facts in the field show that there are still many entrepreneurial potentials of sample belonging to the millennial generation that have not been maximally honed. This makes it very possible for lecturers of economic education at FKIP Sriwijaya University to hold entrepreneurship training by utilizing social media. After conducting a needs analysis, the service team designs service activities that will be carried out.

Community service activities are carried out on Saturdays until Sundays, October 31 - November 1, 2020 using the zoom cloud meeting. This activity was attended by 15 graduates of economic education who are still classified as millennial generation and one guest resource person who is an entrepreneur who has used social media as one of his promotional media. The stage of this activity includes introductions from the community service team, remarks from the head of community service, followed by training and discussion activities.

As for things that are done to train samples on entrepreneurship, namely:

1. This activity begins with giving a preliminary test to the sample to find out the initial knowledge of

entrepreneurship which includes material challenges, opportunities and business management (especially marketing management) for entrepreneurship through social media.

- 2. The service team conveyed material about what entrepreneurship is, challenges, opportunities, and business management for entrepreneurship through their social media, so that participants have an idea of how to make the most of social media to increase sales turnover.
- 3. Conducting a question and answer discussion, the participants look very enthusiastic in asking questions about entrepreneurship. In the discussion activities, it can be seen that they have a high desire to know about entrepreneurship by utilizing social media.
- 4. Providing the final test on entrepreneurship.

Giving questionnaires to find out business identity, use of social media as a promotional, and to find out marketing difficulties, capital, and operational costs in entrepreneurship for webinar participants.

Test Data Analysis

This activity can be said to be quite successful if it is seen from the enthusiasm of the participants in seeking information about challenges, opportunities and business management for entrepreneurship through their social media. In addition, it can be seen from the results of the analysis of the test scores for understanding challenges, opportunities and business management for entrepreneurship through social media. Which can be seen in the following table:

Table 3.Test results on understanding the challenges, opportunities, and business management for entrepreneurship through social media

Test	N	Amount	Average	N MIN	N MAX
Early	15	90	6,00	2	8
Ended	15	106	7,07	3	9

From table 3, it can be seen that the average value of the final test is higher than the average score obtained by participants on the initial test, namely by a difference of 1.07. This indicates that there has been an increase in the participants' understanding of the material challenges, opportunities and business management (especially marketing management) for entrepreneurship through their social media. To find out how much the increase in the participants' initial understanding to the final understanding is calculated using the Gain formula, the recap of which can be seen in the following table:

Table 4.N-Gain understanding the challenges, opportunities, and business management (marketing) for entrepreneurship through social media

N Amount	Amount	Average	Criteria		
	Amount		L	M	Н
15	3,98	0,27	8	6	1

Information:

N: Number of participants

L: Low M: Medium H: High

From the gain calculation, it is known that the average gain value in understanding challenges, opportunities and business management for entrepreneurship through social media is 0.27 which is included in the low category. In addition, from the results of the analysis per improvement criteria, it is known that 53.33% of participants are still in the low category of improvement, 40% are in the medium category and the remaining 6.67% are in the high category. The gain score per individual can be seen in the following diagram:

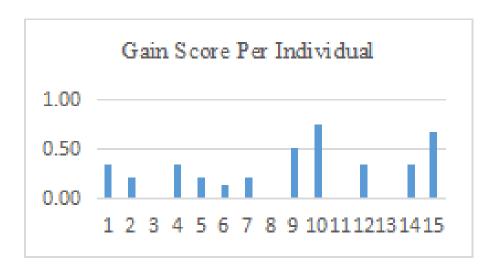


Diagram 1.
Gain value per individual understanding of challenges, opportunities, and business management for entrepreneurship through social media

From diagram 1, it can be seen that the increase that occurred from each participant varied greatly from no increase, low increase, moderate increase and some even experienced high increase.

Questionnaire Data Analysis

The questionnaire given to participants is a questionnaire used to find out business identity, the use of social media as a promotional media, as well as marketing difficulties, capital, and millennial generation entrepreneurial operating costs. The questionnaire consists of 2 indicators which are described in 15 statements via google form. This questionnaire was given at the beginning of the community service meeting. The statements contained in the questionnaire consisted of ten positive statements, namely numbers 1, 6, 8, 9, 10, 11, 12, 13, 14, and 15. Meanwhile, negative statements were found in numbers 2, 3, 4, 5 and 7. From the data obtained, it can be concluded in table 5.

Table 5.Utilization of social media as a promotional, difficulties in marketing, capital, and operational costs for millennial generation entrepreneurship

CTATE MENT	Criteria				Т-4-1
STATE-MENT	SS	S	TS	STS	Total
1	10	4	1	0	15
2	0	5	8	2	15
3	2	6	7	0	15
4	3	12	0	0	15
5	2	6	6	1	15
6	2	11	2	0	15
7	1	3	11	0	15
8	4	10	1	0	15
9	2	12	1	0	15
10	3	6	4	2	15
11	12	3	0	0	15
12	11	4	0	0	15
13	13	2	0	0	15
14	8	7	0	0	15
15	9	6	0	0	15
TOTAL				225	

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Information:

SS: Strongly agree

S: Agree

TS: disagree

STS: Strongly disagree

From table 5, it can be seen that the participants' opinions on the statements in the questionnaire varied

widely. In the first statement, 37% of participants strongly agreed that creating jobs is better than look-

ing for work and 30% of participants thought they disagreed with the second statement that entrepre-

neurship requires large capital and it is difficult to get capital assistance.

The third statement, it is known that 26% of participants expressed their disagreement that they had

difficulty distributing products during a pandemic. Whereas in the fourth statement 44% of participants

agreed that the participants' knowledge of the licensing process was still limited.

In the fifth statement, 22% of participants thought that they agreed that bookkeeping made by entrepre-

neurs was still manual due to lack of knowledge. 11 out of 15 participants chose to agree with the sixth

statement, namely that participants need to have appropriate time management in managing their busi-

ness.

The seventh statement shows that 11 participants argue that they disagree if the knowledge about

online marketing of entrepreneurial products is still low. Meanwhile 37% of participants argued in the

eighth statement that they agreed that the Covid19 pandemic would create new business opportunities

for participants as millennial generation entrepreneurs. From the results of data analysis, it can be seen

that 12 participants or 44% of participants agree with the ninth statement that in the digital era it can

reduce sales operational costs. Meanwhile, in the tenth statement, 22% of participants agreed that the

pandemic conditions made it easier to transact and promote. From the results of data analysis, it can be

seen that 12 participants or 44% of participants agree with the ninth statement that in the digital era it

can reduce sales operational costs. Meanwhile, in the tenth statement, 22% of participants agreed that

the pandemic conditions made it easier to transact and promote.

Furthermore, in the eleventh statement that 44% of participants strongly agree that social media makes

it easier to provide product information to customers and makes it easier to continue interacting with

potential customers. And 41% strongly agree in the twelfth statement that promotion on social media

can increase sales volume and product popularity.

In the thirteenth statement 48% of participants strongly agree that promotional costs using social media

are relatively cheaper than other promotional media. And 30% of participants strongly agree that pro-

motion through social media makes it easier to determine the targeted market and easily provides accu-

rate information about products in the fourteenth statement. And in the last statement 9 participants or

33% think strongly that the hashtag feature (#) on social media makes it easier for traders to promote

their products.

The results of the overall questionnaire data analysis also show that the use of social media as a promo-

tional medium, as well as difficulties in marketing, capital, and operational costs for millennial genera-

tion entrepreneurship are in the strong category. This can be seen from the results of questionnaire data

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analysis which shows that the use of social media as a promotional medium, as well as difficulties in marketing, capital, and operational costs for millennial generation entrepreneurship are 78.56%. Obtained from:

Final Score =
$$\frac{\text{Score is obtained}}{\text{Maximum Score}} \times 100\% = \frac{707}{900} \times 100\% = 78,56\%$$

CONCLUSION AND RECOMMENDATION

Conclusion

Community service which is carried out by webinars is carried out with an empowerment model and method of delivering material, which can provide knowledge about the understanding of challenges, opportunities and business management (especially marketing management) for entrepreneurship through social media. This can be seen from the increase in the results of understanding tests regarding the understanding of challenges, opportunities and business management for entrepreneurship through social media owned by 0.27 in the low category, which is supported by the use of social media as one of the promotional media, the marketing difficulties, capital, and operational costs for millennial generation entrepreneurship that are classified as strong, namely 78.56%.

Recommendation

The knowledge provided through this service activity is the initial capital in developing entrepreneurship by utilizing social media so that in the end, graduates of economic education who are classified as the millennial generation can develop the potential in their area to increase income turnover. In addition, this activity is the initial stage for empowering graduates of economic education who are classified as millennial generation to develop entrepreneurship by utilizing social media as a means of promotion.

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