

Islamic community-based business cooperation and sustainable development goals: a case of *pesantren* community in Indonesia

Case of
pesantren
community

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Abstract

Purpose – This study aims to discuss the model of community-based cooperation between *pesantren* businesses, using case study approach toward an Indonesian *pesantren* community.

Design/methodology/approach – The data in this research are gathered through in-depth interviews with *Hebitren* managements and forum group discussion with the stakeholders of the *Hebitren*, which includes *Hebitren* managements themselves, Bank Indonesia and several related ministries.

Findings – The results show that *pesantren* business cooperations in Indonesia is related in Sustainable Development Goals (SDGs). This cooperation model is expected to be able to contribute in the effort to accomplish SDGs, which include: no poverty (SDGs 1), quality education (SDGs 4) and partnership for the goals (SDGs 17).

Research limitations/implications – The models of *pesantren* business cooperation are not comprehensive because of the various characteristics of *pesantren* and its model business. Moreover, *Hebitren* is one of national forum for business *pesantren*. So, that the results are possibly applicable.

Practical implications – This research highlights the importance of *pesantren's* business unit cooperation management by improving the quality of human resources and business's infrastructures. This study is a new research model that comprehensively discusses the *pesantren* community as a form of economic and business development.

Originality/value – To the best of the authors' knowledge, this paper is the first model of inter-*pesantren* business unit network in a *pesantren* business community comprehensively.

Keywords *Pesantren*, *Hebitren*, Sustainable development goals

Paper type Research paper

Introduction

Pesantren as a modern institution/organization has been able to survive throughout the times with its self-sustainability, uniqueness and local wisdom in Indonesia. Data gathered from the Ministry of Religion in 2019 shows the total number of *pesantren* in Indonesia reached 25,938, with the total number of *santri* (student in *pesantren*) as much as 3,962,700. *Pesantren* has a characteristic as a traditional education institution. Some of the schools have chosen to modernize their education system, but there are still a lot of other schools that choose to preserve their traditional model and focus toward religious education (Alfurqan, 2020).



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In accordance with changes in circumstances as necessities grow further, it is a must for *pesantren* to be able to adapt with those rapid changes (Rofiaty, 2019). Those changes also affect the economic aspects of *pesantren*. *Pesantren* have always been profoundly and firmly holds the principle of self-sustainability, especially their religious leaders or often called as *kyai*; which is why a lot of *pesantren* have business units. These business units have significant contributions in the operational aspects for the continuity of *pesantren* (Nasrullah *et al.*, 2020). “One *pesantren*, one product” is one of the government’s programs to accelerate *pesantren* business unit growth.

In this era, Sustainable Development Goals (SDGs) become the objective of a policy taken by the policymakers. Islamic economics with its *maqashid syariah* has the same objectives in regard to the application of SDGs (Pickup *et al.*, 2018). Within this discussion, *pesantren* as the subject of Islamic economics development through religious community can be claimed as a supporting aspect in the effort to achieve SDGs through the benefits that they contributed.

Pesantren’s vast networks empower the effort to cooperate with each other. Some research suggests that community-based business has several powers, such as promoting entrepreneurship (Bakhrul *et al.*, 2017), reflecting local necessities (Parwez, 2017), maintaining the continuity of business and community (Miller *et al.*, 2010) and facilitating innovations (Mayasari and Chandra, 2020). The vastness of *pesantren* throughout Indonesia with their great quantity of resources should enable them to form some kind of network, which is capable of taking advantage of the opportunities they have toward economic self-sustainability, for the sake of achieving SDGs.

This research aims to uncover the economic potential of the cooperation model applied in *pesantren*, a community of several *pesantren* throughout Indonesia that have business units. Previous research which discussed *pesantren* have used the topic of education management model (Lahmi *et al.*, 2020; Latief and Anidah, 2021), entrepreneurship and internal business development (Ahwarumi and Sawarjuwono, 2017; Rofiaty, 2019; Zaki *et al.*, 2020) and *pesantren* leadership model (Uhbiyati, 2015). To the best of the authors’ knowledge, there has not been any study addressing the model of inter-*pesantren* business unit network in a *pesantren* business community comprehensively. One of reasons of the gap between potential and realization is lack of communication and synergy of business *pesantren* community.

This paper is arranged by presenting the concepts and studies about *pesantren* and their economic potential, then finding its relevance to the existing conditions in the field. Next, case study methodology is used to discuss the model of cooperation between *pesantren* businesses units that is able to be implemented in empowering the *pesantren* business community. Finally, theoretical and practical implications of this research will be discussed, with the consideration of its limitations and presenting the prospects from previous research.

Literature review

Pesantren entrepreneurship and sustainable development goals

Entrepreneurship concepts can be formed in various models, such as corporate entrepreneurship (Sakhdari, 2018), community-based entrepreneurship (Vlasov *et al.*, 2018) and religion-based entrepreneurship (Dana, 2009; Smith *et al.*, 2021). Islam as a religion has been linked with entrepreneurship from the historical perspective. The development of Islam is widely linked with trades (Ramadani *et al.*, 2015). Intrinsic relation transpires between cultures and Islamic values in the development of entrepreneurship and those religious values held by the entrepreneur become inputs in the development of the business (Ratten and Ramadani, 2017). Those inputs can take form as beliefs or products that are in

accordance with *syariah*. Islam teaches its believers to take part in business activities as a form of spiritual activity in living the life of spreading good deeds to other people (Ayob and Saiyed, 2020; Gümüşay, 2015).

Pesantren is an instrument, which represents Islamic institution, specifically in the line of education. At the present time, *pesantren* is not only focusing on the development of the education system but also in the development of business units. Several *pesantren* are involved in those efforts as a way to prepare their *santri* to face the socio-economic challenges in the future (Anggadwita and Dana, 2021). *Pesantren* in general have not yet been integrated into their business unit and also have limited income sources, which are mainly generated from the *santri*. To date, *pesantren* is directing their attention more toward *santri*'s education, which is why their education and economic management is still merged into one. Business incubator is required in managing and developing business to design the activities of *pesantren* business units (Ahwarumi and Sawarjuwono, 2017). Implementation of corporation cycle can also be done with the purpose of accelerating business development to make a greater contribution to the surrounding society (Anggadwita and Dana, 2021).

SDGs became a discussion in Indonesia marked by the policy taken in form of Peraturan Administrasi No. 59 Tahun 2017, which shows the government's effort to achieve SDGs initiated by the United Nation (Hudaefi, 2020). In Indonesia, quality development of education and entrepreneurship workshops is included in the strategy found in the SDGs roadmap (Ministry of National Development Planning, 2020). This point in the SDGs strategy is in tune with the implementation of entrepreneurship in *pesantren*, but there is little to be found about this discussion from previous research.

Pesantren business units community

Ministry of National Development Planning of The Republic Indonesia, K.P.P. (2019) stated that Bank Indonesia in 2019 has helped the economic empowerment of 134 *pesantren* in 31 cities throughout Indonesia with the growth average reaching 66.5% *pesantren* beneficiary annually. *Pesantren*-based economic power holds great prospects along with the vastness of *pesantren* throughout Indonesia, although it is not spread evenly as Java still dominates the number of *pesantren*, with the province of West Java holding the biggest number (8,410 *pesantren*).

Pesantren is known as a traditional institution designed to accommodate middle-class Moslems by providing a mixture of religious learning and international-standardized education (Hidayah, 2021). On the other hand, there are several *pesantren* that apply modern methods of education system and daily model, such as Gontor Modern Boarding School, which modernized their model of *pesantren* (Study, 2020). Each of every *pesantren* has an important role in islamic *da'wah*, either in the aspect of education system or people's socio-economics.

Pesantrens with their different backgrounds is capable of forming a unique community in the line of religiosity and education. Another interesting aspect of *pesantren* is that most of them are located in rural areas. Interactions between rural societies and global processes is often considered as a new phenomenon (Berkes and Davidson-hunt, 2007). Rural communities are considered to have great prospects in regard to their capabilities to be in charge of their local environments by harnessing its resources to develop the local economy (Berkes and Davidson-hunt, 2007).

Although the formation of a homogenic group can be challenging in the effort of advancing the activities of the business (Parwez, 2017). A system of community formation can reduce the risks in management, build broader networks and improve technological

knowledge (Morrison *et al.*, 2017). These aspects can empower the related business by improving awareness of local environments, improving social capital, supporting the education and organization efforts toward the community (Vlasov *et al.*, 2018), along with the organization continuity (Giovannini, 2012). *Pesantren*'s vast networks and resources come with their potential to take advantage of the opportunities that they come across. Regional boundaries are not needed in the works of social and culture networks, far-reaching throughout the regions similar to global businesses (L. Dana and Wright, 2003).

Methodology

This research uses qualitative methodology by case study approach in aim to explain the cooperative model that can be formed between *pesantren* business units. According to Yin (2009), a qualitative approach is one that uses data in form of written or oral information, phenomenon, knowledge or research projects with descriptive characteristics. To be consistent with the design of case study, three sources of data are used for the triangulation purposes: interviews with the policy makers, documentations and direct observations. Interviews are the main source of data in this research. The main respondents are the chief of Hebitren and its members through forum group discussion (FGD) to form a model, supported by secondary sources derived from documentations and website information. Questionnaires are open-ended questions. The interviewers get an opportunity to develop a rapport with the participants. Therefore, this study interviewed the chairman of Hebitren, treasurer of the organization and administrators of *pesantrens*. Respondents in FGD used more administrators of *pesantrens* to acquire more knowledge and information about business model of *pesantren*.

This research uses the determined object as it is, without any manipulation from the researchers. Thus, when the researcher is entering, being inside and exiting the object, it stays in the original condition. The case study method used in this research presents the object as the explanatory aspect of who, what, when, where and how (Woodside, 2017). Case study is a type of social research, which includes experiments, surveys, histories and archive analysis, such as economic models or statistics (Yin, 2009).

The questions asked in the interview are derived from the process of literature review, which discusses the models of business development through cooperation. Three stages of analysis are used in this research that consists of: data condensation, data presentation and conclusion/verification. The first stage is finding limitations, which become the challenges faced by *pesantren* business units. The next stage is presenting data gathered from interviews and FGD into a model that will be analyzed. The final stage is forming the conclusion based on the results.

Result

Issues in pesantren business management

Initiatives from Bank Indonesia for the betterment of microeconomics encompass the dimension of Islamic finance, which then also reach the business aspects. Awareness of the opportunities held in the Moslem niche markets triggers the emergence of *pesantren* business units. *Pesantren* that already have business units then initiates a nation-scale cooperation to accommodate business cycles from raw materials to finished products. Hebitren is formed as a platform for *pesantren* community to take advantage of those opportunities.

Hebitren is an initiative of business cooperation, involving 110 *pesantren* throughout Indonesia. External partners involved in Hebitren come from various backgrounds including the Ministry of Religion, Ministry of Industries, Banks and Universities. There are

various models of businesses run by *pesantren*, such as *pesantren* cooperatives, minimarkets or trades, farms and fisheries, garments, services, culinary businesses and process industries. The majority of those businesses have not yet been properly organized nor managed.

One of the strengths *pesantren* have is vast economic resources to manage and to develop the *pesantren* (Saprudin, 2017). However, those resources have not yet been managed to the fullest because of various complications, such as the merge of education and business management, higher focus toward education and traditional style of business management. The main characteristic of *pesantren* is the central role of *kyai*. Most *pesantren* place *kyai* as the leader in the works of *pesantren* business units, aside from their important role in education. It is more efficient in regard to management works to separate the business aspect and the education aspect, all the while the *kyai* withheld their central role in the businesses. *Kyai*, with their charismatic quality are capable to become the ideal leader amongst others (Suradi and Surahman, 2019), so their central role is still needed even if there is a separate head in the business management. Some *pesantren* are not putting the proper effort to prepare their *santri* as competent businessmen for the time they have graduated. This is one of the reasons why the entrepreneurship ecosystem in *pesantren* has not yet fully formed nor integrated. Preparing the *santri* with business knowledge and competence can instill the potential to be self-sufficient after they graduate. *The Da'wah* mission can be done more independently supported by the economic self-sufficiency of the graduates (Figure 1).

Pesantren involved in Hebitren have various models of businesses, such as *pesantren* cooperatives (*koperasi*), minimarkets or trades, farms and fisheries, garments, services, culinary businesses and process industries. These businesses were established by *pesantren* to improve their self-sufficiency and to afford operational costs. For example, revenues from *pesantren*-owned markets would be used for *pesantren*-related purposes. *Pesantren* Sidogiri, in East Java, is one example of successful *pesantren* in developing business through its *koperasi*. *Pesantren* Sidogiri's *koperasi* has several business units including packaged drinking water branded as *santri*, Basmalah convenience store, which has several branches in various cities, and Agro *koperasi*, which focuses on the line of farming such as rice millings. Another exemplary *pesantren* can be found in West Java. *Pesantren* Nurul Iman managed several businesses such as *Konveksi Al Ashriyyah* Nurul Iman in the line of garments, a bread factory, a soap factory, fisheries, farms and plantations.

Hebitren managements with their various business units have reached 11 regions throughout Indonesia. Not all *pesantren* involved in Hebitren have advanced business units to the same degree as *pesantren* Sidogiri and *Al Ashriyyah*. There are five classifications of *pesantren* business units. The first one is start-up business, which includes micro-scale

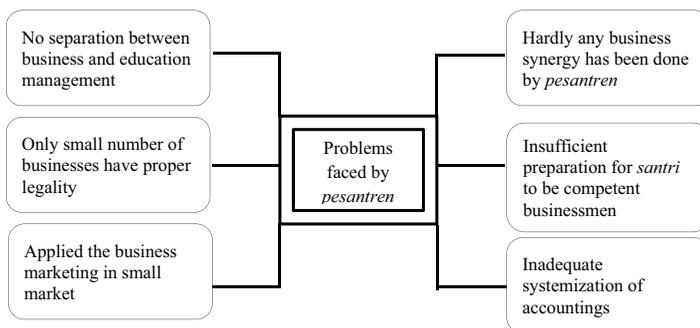


Figure 1.
Issues in *pesantren*
business unit
management

pesantren businesses (net assets of Rp50mn or US\$3,500, and maximum omzet of Rp300mn or US\$20,900), with less than two years of operation. Second, unorganized business, which includes small-scale *pesantren* businesses (net assets of Rp50–500mn or US\$3,500–34,900, and annual omzet of Rp300mn – Rp2.5bn or US\$20,900–174,150), with two to three years of operation and not yet capable of making contribution toward *pesantren*. Third, surviving and stable business, which includes mid-scale *pesantren* businesses (net assets of Rp500mn–10bn or US\$34,900–697,000, and annual omzet of Rp2.5bn–50bn or US\$20,900–3,484,000), with four to five years of operation and capable of making contribution toward *pesantren* operational costs as much as 10–25%. Fourth, growing and developing business, which includes large-scale *pesantren* businesses (net assets of Rp10bn, and annual omzet of over Rp50bn or US\$3,484,000), with over five years of operation and capable of making contribution toward *pesantren* operational costs as much as over 25%. Lastly, the fifth one is self-sufficient businesses, which are capable of funding the whole *pesantren* operational costs and freeing all the facilities, albeit *pesantren* still receive donations (in form of *infaq*, *shadaqah* and *waqaf*).

The diversity of businesses and powers owned by *pesantren* can be developed further through cooperation or partnership (SDGs 14). Cooperation-based business partnership can induce positive influences toward business innovations (Bagdoniue and Zilione, 2015; Ernawati and Hamid, 2019). Cooperation between *pesantren* businesses can be arranged in the form of fulfilling raw materials needed for production and *pesantren* necessities, along with transferring technology for the development of the businesses. Cooperation between *pesantren* businesses have not yet been optimized, albeit there are some initiatives. The “Santri” packaged drinking water produced by *Pesantren* Sidogiri has been distributed to various *pesantren*. In East Java, 17 *pesantren*, which are also members of Hebitren, have formed a *koperasi* to initiate cooperation between *pesantren* businesses.

Hebitren business cooperation model

This business replica, which involves several *pesantren* members of Hebitren, has stakeholders with their respective roles. External stakeholders, consisting of Bank Indonesia, Ministry of Industries, Ministry of Religion, along with Ministry of Cooperatives and small medium enterprises (SMEs) have the role of constructing sustainable regulations. The arrangement of *pesantren* potentials mapping using technical support provided by the Ministry of Industries helps in the creation of a pilot project involving *pesantren* businesses. Ministry of Industries also provides accompaniment in viability and feasibility study of various *pesantren* businesses.

Pesantren is a religion-based institution, which is hierarchically under the authority of the Ministry of Religion. In this *pesantren* business replica model, the synergy between Ministry of Religion and Bank Indonesia can provide valuable technical support in the accompaniment of *pesantren* business pilot project. *Pesantren* potentials map arranged with the Ministry of Industries is developed to become the pilot project, under the supervision from each stakeholder, which then creates an standard operating procedure (SOP) business line bundle. The SOP is then implemented in *pesantren* business units in accordance with the objective of achieving *pesantren* economic self-sustainability.

KH. Abdul Hamid Wahid, the financial manager of Hebitren, explained that reconciliation and benchmarking are carried out periodically to measure the consolidation that has been done. Annual event is held to gather *pesantren* business units and discuss all the dynamics from various aspects, such as science, culture, civilization and trades. The concept of Hebitren aims to accommodate *pesantren* businesses growth toward large-scale industry and to take advantage of products digitalization to increase their value and sellings. *Pesantren* business units are placed as the subject of these objectives. Furthermore,

pesantren's focus toward Moslem community economic activities, in particular, can be regarded as a form of SDGs 1 implementation, which is no poverty. *Pesantren* business activities cannot be separated from the role of SMEs as stakeholders, which substantiate the implementation of corporatization development for the SMEs. Members of Hebitren also have vast, connected networks involving alumni, sympathizers, *santri* and many more.

Inter-*pesantren* business units also create the supply and demand aspects in regard to their own necessities. This formation of supply and demand aspects is aided by support systems from policymakers in accordance with the scale of this project, which spread throughout the nation, especially in regard to the regulations required in the cooperation between *pesantren* business units. The proposed model of *pesantren* business units cooperation can be seen as shown below:

Figure 2 shows that the products created as the result of *pesantren* business units cooperation can fulfill the needs of the *pesantren* and the demands from the locals. In general, supply and demand can also be formed using local commodities produced by the respective *pesantren* business units. For example, *Pesantren* Al-Anshor in Ambon has a featured product, Ambon eucalyptus oil, which is a local commodity. This product has been distributed to several *pesantren* minimarkets in Java, such as Basmalah minimarket, owned by *Pesantren* Sidogiri. There is a great demand for eucalyptus oil in Java, either from *pesantren* or locals which also may run SMEs.

The government institutions have a strategic role in the proposed model of cooperation between *pesantren* businesses. The implementation of market expansion strategies can be carried out more efficiently with the assistance from the Ministry of Trades along with the Ministry of *Koperasi* and SMEs. The majority of *pesantren* business units are not large-scale businesses; therefore, it is prospective to put effort in scaling-up strategies, along with the development of the SMEs. Furthermore, Bank Indonesia, as one of the initiators of Hebitren, can have a role in channeling and business matching, as financing is also one of the sectors that a lot of *pesantren* business units are involved in. *Pesantren* as a religious institution also capable of being the pioneer in spreading the awareness of halal industries. Accompanied with Ministry of Religion assistance, legally produced processed commodities can achieve halal and safe certifications (SDGs 17).

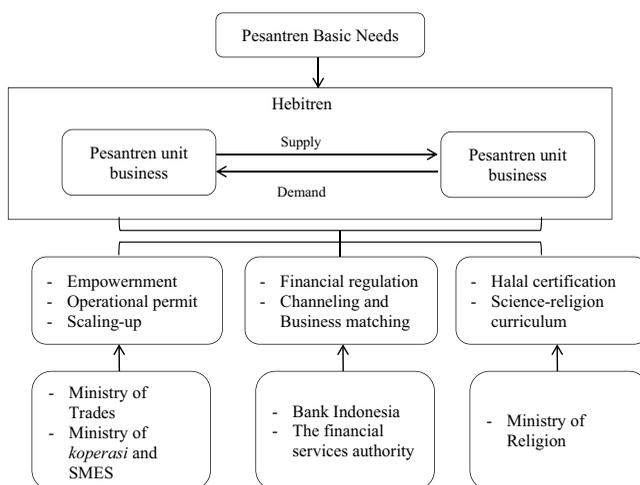


Figure 2.
Hebitren stakeholders
cooperation model

Hebitren is also a form of *pesantren* businesses holding from various regional holdings. *Pesantren* involved in this business forum will be the ones that supervise and carry out the operations of *pesantren* holdings on a national scale. The association between national-scale *pesantren* holdings and *pesantren* businesses is coordinated through regional-scale *pesantren* holdings.

In the establishment of *pesantren* business unit cooperation holdings, there is a need for an institution, which produces output that accommodates the common necessities of *pesantren* businesses. The unification of inter-*pesantren* businesses economic powers is in accordance with the purpose of business synergy and *pesantren* education quality improvement. This improvement is hoped to develop a higher quality of Islamic human resources (SDGs 4). Furthermore, in macro-scale, the establishment of *pesantren* businesses holdings followed by the output of higher quality Islamic human resources will lead to positive and significant contributions toward the people's and nation's self-sustainability, which eventually in the long term will also lead to the establishment of Islamic civilization as *rahmatan lil' alamin*.

Discussion

Based on the gathered findings related to *pesantren* businesses cooperation, there is a lack of written claims regarding the implementation of SDGs. Nonetheless, there are new insights regarding the implementation of SDGs through comprehensive observation of Hebitren activities, Islamic cooperatives financing activities toward SMEs, various sectors of partnerships between inter-*pesantren* businesses along with other stakeholders and human resources quality development through religious and entrepreneurship education. These findings can be discussed with reference to SDGs in Indonesia. Table 1 shows the correlation between *pesantren* business cooperation implementations and SDGs.

The results from this research is shown as a cooperation concept between *pesantren* businesses initiated by Hebitren as a national-scale business community, which implements the effort toward economic self-sustainability. This implementation that has been done in *pesantren* is presented by the entrepreneurship education toward *santri* (Ayob and Saiyed,

No.	<i>Pesantren</i> business cooperation implementations	SDGs
1	Entrepreneurship education quality improvement for <i>santri</i> in the line of business management	Quality education (SDGs 4)
2	Creating jobs through <i>pesantren</i> business units	No poverty (SDGs 1)
3	Some <i>pesantren</i> businesses work in the line of micro-finance that aims for the development of SMEs	No poverty (SDGs 1)
4	Technology transfer in the management of <i>pesantren</i> businesses units	Quality education (SDGs 4)
5	The creation of supply and demand between <i>pesantren</i> businesses on a national scale for the purpose of market expansion	Partnership for the goals (SDGs 17)
6	The integration of diverse stakeholders to reach the cooperation goals	Partnership for the goals (SDGs 17)
7	Creating solid, sustainable institution of <i>pesantren</i> business	Peace, justice and strong institutions (SDGs 16)

Table 1.
Pesantren business cooperation implementations and SDGs

2020; Purwanto, 2020; Zaki *et al.*, 2020), which then applied in the management of *pesantren* business units. It is expected from this application to lead toward the establishment of a *pesantren* business incubator that is capable of contributing to global economic value by promoting Moslem entrepreneurs (Ahwarumi and Sawarjuwono, 2017). This empowerment of *pesantren* business units is in accordance with the effort toward *pesantren* self-sustainability.

A far-reaching concept of economic cooperation is a key to economic growth and development (Kayadibi, 2015). *Pesantren* instructs their *santri* to be of service to the locals in the development of their economy (Pohl, 2012). Hebitren forms the community as a platform of information exchanges, transactions and cooperations either in the aspect of production or consumption between *pesantren* businesses. *Pesantren* holdings entwine the cooperation and mutual assistance in the aspect of both production and distribution of each *pesantren* businesses, respectively. Various synergy activities are carried out on regional and national scale. The formation of national-scale *pesantren* business units requires the respective businesses to be established. Therefore, the issue in the business management that has not yet been integrated with each respective *pesantren* businesses have to be solved first. On the other hand, the separation between *pesantren* business and management also needs to be done. Both problems have to be tackled to develop the business management to be more professional and self-sufficient.

Organizing economic activities into the classifications of a business field is also important to establish the unity of concepts, definitions and classifications of the respective business field. Based on the research results, it is found that the main problem in the classification effort is the lack of synergy, the problematic human resources and the businesses' legality. According to Anggadwita and Dana (2021), entrepreneurship activities in *pesantren* are facing problems that can be divided into three aspects, which are human resources, technology and management issues. Business synergy can lead to the activities of information and technology transfers. Putting forth the strategies in technology transfers can improve the management capabilities for innovations (Al-Hakim and Hassan, 2013).

Hebitren collaborates with SMEs partners and large-scale businesses to create a business ecosystem amidst the competitiveness of this digital era. These collaborations with business partners, including suppliers, employees and locals are important so that the business ecosystem is properly maintained (Anggadwita and Dana, 2021). The utilization of virtual markets as a form of transaction digitalization provides convenience in the collaboration between *pesantren* partners and SMEs. By implementing the utilization of digital platforms, SMEs can reap benefits in regard to management strategies and technology utilization (Alzahrani, 2019).

Conclusion

This research focuses on the model of *pesantren* businesses cooperation through Hebitren holdings. The formation of *pesantren* businesses cooperation initiated by Bank Indonesia through Hebitren accommodates all *pesantren* that own businesses to develop their units more extensively toward economic self-sustainability, albeit not all *pesantren* members of Hebitren have advanced systems in their business management. Products, information and technology transfer between *pesantren* businesses is established through Hebitren in effort to develop innovations and to adapt with the technology-based challenges in the future.

This concept of cooperation between *pesantren* businesses also involves SMEs and locals, which creates entrepreneurship ecosystems both internally and externally. *Pesantren* businesses can successfully achieve the goals in entrepreneurship with the assistance from their Hebitren partners. Partners involvement can stimulate the improvement of human

resources quality. Religious culture in *pesantren* motivates the entrepreneurship activities by implementing equality between all of the stakeholders (Anggadwita and Dana, 2021).

There are some discussion prospects for future research that can be gathered from this article. Research in regard of *pesantren* economics is very limited, as the majority of *pesantren* discussions is in the aspect of education model. This research proposes a concept of economic and entrepreneurship development model based on *pesantren* community. Several practical implementations derived from this research can be applied in SMEs community, religious-organization community and policymakers associated with *pesantren* businesses. Business cooperation involving religious-stakeholders, businessmen and locals may have material and spiritual contributions.

There are some limitations in this research. Cultural characteristics and diverse *pesantren* businesses cannot be equalized into one model, so there is a need to classify the regions and the sectors. *Hebitren* is a new *pesantren* business units cooperation community, which in turn makes this research a new concept. A recommendation for future research is to discuss qualitative and quantitative models for every sector or region within the reach of *pesantren* businesses, that will add more literature, which discuss *pesantren*-based economic and entrepreneurship.

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