

BUSINESS MODEL AND CHARACTER OF SUCCESSFUL MILLENNIAL AGRIPRENEURS DURING THE COVID-19 PANDEMIC

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Abstract: In 2020, the Ministry of Agriculture released at least 100 millennial agripreneurs successfully overcoming the harmful effects of Covid-19. Successful-millennial agripreneurs during the Covid-19 pandemic can be an inspiration for all agricultural stakeholders. Therefore, the business model and character of millennial agripreneurs who successfully deal with the covid-19 outbreak must be explored, studied, and duplicated. This study aims to describe a successful business model developed by millennial agripreneurs during the covid-19 pandemic and the character of successful millennial agripreneurs in the era of the covid-19 pandemic. This study uses a descriptive research design with qualitative research methods. The subjects of this study were 163 successful millennial agripreneurs during the covid-19 pandemic. They were interviewed and published by online media from 2020 to 2021. One of them, the owner of Eptilu farm, was directly interviewed in September 2021. The reliable qualitative analysis showed that the kappa coefficients were 0.90 and 0.86 (> 0.75 is excellent agreement). The business models of successful millennial agripreneurs during the covid-19 pandemic are generally online-based, categorized as brick-and-click, marketplaces, and peer-to-peer fintech. Based on the business activity model, successful millennial agripreneurs focus on farming or animal husbandry activities and post-harvest or processed agricultural products on commodities, vegetables, and livestock. Furthermore, there are dominant characteristics possessed by successful millennial agripreneurs during the covid-19 pandemic: innovative, critical thinking, visionary, cooperative, enthusiastic, and willingness to learn and share.

Keywords: business activity model, business structure model, character, entrepreneurship, soft skills

Abstrak: Pada 2020, Kementerian Pertanian merilis sedikitnya 100 agripreneur milenial yang berhasil mengatasi dampak negatif COVID-19. Keberhasilan agripreneur milenial di era Covid-19 dapat menjadi pedoman dan inspirasi bagi seluruh pemangku kepentingan pertanian. Model bisnis dan karakter para agripreneur milenial sukses menghadapi wabah covid-19 sangat penting untuk diekspolarasi, dikaji dan diduplikasi. Tujuan penelitian ini adalah menguraikan model bisnis yang sukses dikembangkan para agripreneur milenial saat pandemi covid-19 dan mendiskripsikan karakter agripreneur milenial sukses di era pandemi covid-19. Penelitian ini menggunakan desain riset diskriptif dengan metode riset kualitatif. Subjek penelitian ini adalah 163 agripreneur milenial sukses di era Covid-19 yang dimuat dalam berita online. Analisis kualitatif realibel ditunjukkan koefisien kappa sebesar 0,90 dan 0,86 ($> 0,75$ excellent agreement). Model struktur bisnis para agripreneur milenial sukses saat pandemi covid-19 umumnya berbasis online yang dapat dikategorikan model bisnis brick and click, marketplace dan fintech peer-to-peer. Adapun berdasarkan model kegiatan bisnis para agripreneur milenial sukses fokus pada kegiatan budidaya tani atau ternak dan pasca panen atau olahan hasil pertanian dengan fokus pada komoditas buah, sayuran dan ternak. Selanjutnya, Terdapat tujuh karakter yg dominan dimiliki para agripreneur milenial sukses saat pandemi covid-19 yaitu inovatif, berpikir kritis, visioner, kooperatif, semangat, mau belajar dan mau berbagi.

Kata kunci: model kegiatan bisnis, model struktur bisnis, karakter, wirausaha, soft-skills

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INTRODUCTION

The agricultural sector in Indonesia was resilient during the COVID-19 pandemic. BPS (2021) data reported that the farm sector in the fourth quarter of 2020 still grew by 2.59% year on year (YoY) when other sectors sharply contracted. The agricultural sector has recorded a growth of 1.75%, while the trade, construction, and tourism industries have reported negative growth. The performance of agricultural exports in 2020 increased by 15.78% from the previous year, from IDR 390.16 trillion to IDR 451.77 trillion.

Even though, according to McKibbin and Fernando (2020), the Covid-19 pandemic has impacted Indonesian household consumption, especially household consumption of agricultural commodities, which is estimated to decrease by 8.29%. For consumers of food products, the inability to consume adequate healthy and nutritious foods can suppress the immune system and increase health risks, especially for the underprivileged and vulnerable communities. For producers of agricultural products, including farmers, the decline in food consumption due to the COVID-19 pandemic can affect farming and farmers' incomes.

One of the farmers who survive and thrive in this new normal era is millennial agriculture entrepreneurs (agripreneurs). During the covid-19 pandemic, millennial agripreneurs have succeeded in exporting. Gesang Mitro Waluyo from Bengkayang -West Kalimantan produces and exports vegetable and horticultural products to Malaysia. Kadek Surya from Tabanan Bali exports chocolate to various countries in Asia. Jatu Marwati from Lampung exports mangosteen to Europe. In addition, the agripreneurs expanded their business during the covid-19 pandemic. Sanny Gaddafi developed Pak Tani platform, Pri Menix Day developed a modern livestock platform, Santa Octa Susilo earned almost 1 billion in monthly turnover from 141 agriculture product variants, Rio Erlangga became a local fruit producer based on integrated farming management 4.0 from on-farm to off-farm.

Besides them, there are millennial agripreneurs still exist in the Covid-19 era. In 2020, the Ministry of Agriculture released at least 100 millennial agripreneurs had successfully overcome the adverse effects of

COVID-19. The success of millennial agripreneurs in the Covid-19 era can be a guide and inspiration for all agricultural stakeholders. Their business models and tips for success need to be duplicated for various other farmers, especially young farmers, to rise from the acute effects of covid-19 and increase competitiveness after the covid-19 pandemic. Therefore, the multiple business models and characters of millennial agripreneurs who successfully deal with the COVID-19 outbreak are urgent and essential to be explored and studied.

Researchers and practitioners have used the business model terminology to describe the systems and activities required to achieve strategic goals (Goyal et al. 2017). The system refers to business governance, while activity refers to the type of agribusiness activity. During the COVID-19 pandemic in Indonesia, successful business governance has adopted information technology. Mahriani (2020) revealed that the business model of Indonesian entrepreneurs during a pandemic is generally online. The business activity model during the pandemic can be seen based on the activities in each sub-sector. Rosita (2020) reported that the sub-sectors that survived the pandemic were food agriculture, livestock, plantations, and fisheries.

Furthermore, a character is the ability to access high information technology and be familiar with using computing devices owned by millennial agripreneurs. These characteristics are hard skills characters generally held by the millennial generation. However, in the COVID-19 pandemic, hard skills alone are not enough, and soft skills are needed. Therefore, even soft skills can be a dominant factor for successful millennial agripreneurs during the covid-19 pandemic. The soft skills of millennial agripreneurs are creative, confident, and critical (Ambarwati and Raharjo, 2018), having independence (Peramesti and Kusuma, 2018), the foresight to see opportunities (Hilmi, 2018), communication skills (Gupta et al. 2013), ability to build networks (Arafat et al. 2018), have achievement motivation and dare to take risks (Husna et al. 2018 and Utami et al. 2021). This study aims to describe a business model that has been successfully developed by millennial agripreneurs during the covid-19 pandemic and to explore the character of successful- millennial agripreneurs in the covid-19 pandemic era.

METHODS

This study is a descriptive research design to describe the characteristics of successful millennial agripreneurs during the COVID-19 pandemic. The research method uses a qualitative approach based on phenomenology.

The Source of data consists of primary and secondary data. The subjects of this study were 163 successful millennial agripreneurs during covid-19 pandemic. They were interviewed and published by online media from 2020 to 2021. One of them, the owner of Eptilu farm was directly interviewed in September 2021. The search of this study used keywords in Bahasa and English to encompass various national and international online media.

This study used content analysis. The analysis procedure includes the stages of data condensation, data presentation, and drawing conclusions or verification as follows:

- a. Data condensation. This phase consists of various procedures, including selection, focusing, abstracting, simplification, and data transformation.
 - Election (The data selection is made by providing an underline for each data relevant to the various characteristics of successful-millennial Agripreneurs in the Covid-19 era).
 - Focusing (At this stage, the researcher assigns a numerical code to each data on news transcripts in online media).
 - Abstraction (The data was collected until the focusing stage was evaluated, especially those related to the quality and adequacy of the data. For example, suppose the data showing the theme of the successful millennial agripreneurs character in the Covid-19 era is considered good, and the amount of data is sufficient. In that case, the information is used to answer the research objectives. The researcher repeated this abstraction process three times to ensure no scattered data or incorrect color markings according to the attributes of successful millennial agripreneurs characters in the covid-19 era. The researcher proceeds to the next stage after ensuring that this stage has been completed and that no data is scattered or mixed up with color marks. After that, the researcher proceeds to the next stage, namely the simplification and transformation stage).

- Simplification and transformation (After the abstraction step, data were simplified and transformed through rigorous selection, data classification, and brief description).
- b. Data presentation (The presentation of the data makes it easy to see the whole picture or a particular part of the character of a successful millennial agripreneur in the Covid-19 era).
- c. Drawing conclusions or verification (Verification of qualitative research data occurs continuously throughout the study. Since entering the field and during the data collection process, the researcher analyzes and searches for the meaning of the words collected. The researcher looks for patterns, themes, relationships, and things that appear to be poured into tentative conclusions).

The validity of this study used triangulation and determining the reliability through the Kappa statistical test. In addition, the data analysis process uses NVIVO, software for qualitative data analysis. This application facilitates recording, transcribing, coding, and analysing textual and graphic data.

RESULTS

One of the most significant agricultural development challenges this century is the succession of farmers. According to Sumaryanto et al. (2015), most millennials who are also the children of farmers do not want to farm and choose to work outside the agricultural sector. This situation is caused by the view that the farm sector cannot provide income guarantees and future certainty. This view comes from the younger generation and their parents, who work as farmers. Setiyanto (2015) predicted that the growth trend of youth involvement in the agricultural sector would slow down, further exacerbating aging farmers.

The current data confirmed that the number of old farmers is more dominant than young farmers. Indonesian farmers are dominated by generation X and the baby boom generation (Andrea et al. 2016). The 2015-2017 period saw a decline millennial generation in the agricultural sector by 8% per year. These facts illustrated the declining interest of the millennial generation in working in the agricultural sector (BPS, 2018).

The millennial generation composition in the agricultural sector decreased due to internal and external factors. The internal factor, the millennial generation, considers that agricultural businesses are not prestigious and cannot provide future guarantees (Arviante et al. 2019). Therefore, many rural millennial generations migrate to urban areas to find jobs outside the agricultural sector. The external factor is the fragmentation of agricultural land due to the inheritance system. Saptana et al. (2018) revealed that fragmented land makes the uneconomical scale. Subsequently, the land is sold and converted to non-agriculture. The limited access of the millennial generation to land makes them leave the agricultural sector (White, 2012).

The Ministry of PPPA and BPS (2018) also report that the Indonesian millennial generation has low entrepreneurial interest and prefers to work as employees or laborers. On the other hand, developing the agricultural sector requires a high entrepreneurial spirit because agricultural business is a type of business that is strongly influenced by uncertainty and is prone to risk. Therefore, adopting information technology is critical to overcoming risk and uncertainty in agribusiness (Zheng et al. 2018; Duan et al. 2020). In addition, the millennial generation has good access to the internet. According to Deal et al. (2010), this generation has an advantage in mastering information technology. In addition, millennials can become the leading players and young agricultural entrepreneurs adaptive to digital technology.

The Business Model of Successful Millennial Agripreneurs During The Covid-19 Pandemic

The Business Model Component

The business model component was explored using the business model canvas developed by Osterwalder and Pigneur (2012). 163 successful-millennial agripreneur during the covid-19 pandemic are presented below (Figure 1):

1. Consumer segment: Successful-Millennial agripreneur have customers with similar needs and problems but vary by segment. Consumers need similar agricultural products but vary in the type and quantity of orders and desired quality. Based on the treatment of each different market segment. They manage consumer market or B2C (Business to Consumer) and resale or B2B (Business to Business) markets that typically cater to restaurants and traditional markets. The treatment of each market segment is different for the process offers, orders, and packaging, while for quantity and quality, consumer products choose according to their own needs.
2. Value proposition: For the marketplace and brick-and-click, millennial agripreneurs provide fresh, high-quality, hygienic, and attractively packaged agricultural products. For peer-to-peer financial technology, they offered profitable investment and borrowing packets.

Key Partners (collaboration with farmers and investors)	Key activities (assisted partner farmers)	Value proposition (provide fresh, high-quality, hygienic, and attractively packaged)	Customer Relationships (pro-active)	Customer Segment (Consumer's needs are similar but different in quantity and quality)
	Key Resources (Capital venture and crowd-funding, millennial talent & IT infrastructure)		Channels (Direct transaction primarily online)	
Cost Structure (Minimize expenses to provide a reasonable price)			Revenue Streams (share profit buying and selling activity)	

Figure 1. A business model canvas of successful-millennial agripreneurs during the covid-19 pandemic

3. Channel: successful-millennial entrepreneurs have short transaction and distribution channels and hold the direct transaction primarily online. This approach is more efficient and effective due to minimizing actors in the supply chain, cost-efficiently, straightforward requirements, and direct transactions between buyer and seller or investor and borrower.
4. Customer Relationship: In ordering products, the company establishes self-service where the company provides information for consumers to be able to place an order on the website, wherein the consumer chooses the desired product, quantity, and place of delivery, and is also given information on how to pay. Meanwhile, to help consumers if they have problems, both in ordering or wanting to provide feedback about the products offered, the company provides a call center, which means the company applies for personal assistance.
5. Key Resources: Generally, successful-Millennial agripreneur got capital did not start with debt but with the capital venture and crowd-funding. They also developed a secure IT infrastructure. For human capital, they recruited innovative millennial talent and particular field experts.
6. Key Activities: They assisted partner farmers in mitigating risk production and operations. This mitigation participation assures successful their business.
7. Key partnership: Successful-millennial entrepreneurs usually collaborate with farmers to provide agricultural products for end consumers and investors to get funding.
8. Revenue Streams: Successful-Millennial agripreneurs used conventional and sharia methods to share profit from buying activity to the farmers and selling activity to the consumers.
9. Cost structure: Successful-millennial entrepreneurs adopted a cost-driven where the company minimizes expenses to provide reasonable prices for farmers and consumers.

The Business Model Type

The COVID-19 pandemic has become a new era. Interactions between individuals and groups always have to keep a distance, avoid crowds or physical contact, and purchase online. This change certainly impacts the structure of a business model suitable to be developed by prospective entrepreneurs or entrepreneurs, including millennial entrepreneurs who

will start or are already working in the agricultural sector.

Agripreneurs were successful during the pandemic because they utilized online transactions to reach farmers and processors (Reardon et al. 2021; Hutapea and Simatupang, 2020). For farmers, online transactions increase added value. According to Huang (2020), the price at the farm level through online transactions is much higher than through offline transactions because farmers bear the extra logistics and marketing costs.

Guo et al. (2021) stated that online transactions have significantly contributed to preventing the spread of covid-19 and ensuring food supply for the community. In addition, Chang and Meyerhoefer (2020) reported that during COVID-19 in 2020, online transactions of food products in Taiwan increased by 5.7%, with the number of customers growing by 4.9%. They also reported that the variety of products sold on digital media increased during the pandemic, especially whole grains, fresh fruit and vegetables, and frozen foods.

According to Hillen's report (2020), at the beginning of the COVID-19 pandemic, the online demand for food products increased by 71% in Indonesia. Permani et al. (2020) also reported that transactions for agricultural products through online systems increased the agripreneurs income by up to 90% in August 2020. Generally, millennials utilize online platforms for their agri-food business (Permani et al. 2020).

The types of successful business models developed by millennial agripreneurs during the COVID-19 pandemic are as follows:

1. Brick-and-click. The brick-and-click business model is a business transaction model carried out online (website or social media) and offline (shops). The online sales model via the Instagram platform by @sayurorganikmerbabu allows the marketing expansion outside Java Island.
2. Online Marketplace. An online marketplace is a business model where one party provides a large-scale online platform filled with various products from many sellers. For example, there are "tanihub", which was founded by Pamitra Winnetka, "agromaret," which was initiated by Setia Darmawan Afandi, "Petani" platform created by Sanny Gaddafi, and "Eden farm" developed by David Setyadi Gunawan.

3. Fintech peer-to-peer. Ejiogu et al. (2022) reported that the biggest challenge for agricultural entrepreneurs was still limited access to finance. The fintech business model provides a solution to the financial problem in the agricultural sector. Fintech peer-to-peer focuses on funding in lending and borrowing services for investment in the agricultural sector. This business model is an agricultural fintech company registered with the financial services authority (OJK). The parties involved in the agricultural fintech peer-to-peer landing include investors, lenders, fintech companies, and farmers or borrowers. For example, "iGrow" was started by Andreas Sanjaya, who graduated in 2007, "Tanifund" was improved by "Tanihub" Marketplace, "Crowde" was founded by Yohanes Sugih-tononugroho and Muhammad Risyad Ganis. In 2018, Forbes announced the Crowde founders as the 30 most influential 30-year-olds in Asia.

Business Activity Model

The COVID-19 pandemic had a significant impact on the type of agribusiness model and the appropriate agricultural business activities models during the pandemic, thereby increasing added value and profits. Various areas are the focus of business for successful-millennial agripreneurs based on e-commerce in the covid-19 pandemic era (Figure 2).

- a. The system of Agribusiness. Successful-millennial agripreneurs cultivate crops or livestock and innovate in post-harvest processing of their cultivation products into value-added products. Kristono and Nadapdap (2019) explained that motivation, experience, and customer orientation determine how farmers can develop cultivation and post-harvest businesses. Based on the perspective of the agribusiness system, there are successful millennial farmers in the era of the COVID-19 pandemic, as illustrated below.
1. *On-farm*. During the covid-19 pandemic, millennial farmers were successful in farming or livestock cultivation as reported as follows:

"The Corona Virus pandemic period has no negative effect on mushroom cultivation business, even demand increased, especially online purchasing" (Burhanul Abror, millennial agripreneur of eastern mushroom cultivation from Sumenep, Madura, East Java)

2. *Off-farm*. Millennial farmers also manage post-harvest and develop processed products as described below.

"During this COVID-19 pandemic, I succeeded in cultivating healthy and organic melons. Even, I have succeeded in utilizing melons with low economic value (small size, defects but not damaged) into processed products with a high economic value such as lunkhead, syrup, jam, and melon juice under the brand of Napote Fruit." (Mahfudz, millennial farmer from Sampang).

"I processed peanuts into *pecel* seasoning. Then, I utilized online marketing strategies and cash on delivery (COD) through the Djontor application in the Sampang Regency area." (Ichwan, peanut farmer from Sampang Regency)

- b. The sub-sector of Agribusiness. Millennials still attach importance agribusiness sector (Addo (2018); Magagula and Tsvakirai (2020). Moreover, millennials consider income and profit levels in choosing agribusiness commodities (Arvianti et al. 2019; Oktaviani et al. 2017). In the COVID-19 pandemic, millennial agripreneurs chose food and agricultural products sequentially fruit and vegetables, livestock, processed foods, staples, rhizomes, coffee, and cocoa, as shown in Figure 3. This qualitative analysis is reliable, indicated by the value Kappa coefficient of 0.9 (> 0.75 excellent agreement).

Cultivation Millennial Farmers covid 2020 Post-harvest

Figure 2. Millennial agripreneurs activities during the covid-19 pandemic



Figure 3. The sectors of agribusiness that were held by successful-millennial agripreneurs during the covid-19 pandemic

For millennial agripreneurs, there are two primary sub-sectors of agribusiness that are profitable during the COVID-19 pandemic, as described below:

1. Fruits and Vegetables. Millennial farmers have successfully carried out vegetable and organic plant businesses during the COVID-19 pandemic, including the following:

“During the Covid-19 pandemic, my turnover increased by 50%. Previously, my monthly turnover obtained was Rp. 60 million. During this pandemic, it rose to Rp. 90 million. Activities during the pandemic went well, and there was an increase in sales transactions.” (Dyah Rahmawati WN, founder of Abang Sayur Organic Malang City, East Java).

2. Livestock. As illustrated below, livestock agribusiness is also the choice of successful millennial agripreneurs in the pandemic era.

“ During this pandemic, UD Al Fatih cultivated around 3,000 sheep with a fantastic sales turnover. Delivery of sheep is carried out weekly to Bali Island by 15-30 heads. They also delivered 200 sheep per week to Riau, Kuningan, Jakarta and Lamongan” (Fatih, owner of UD Al Fatih)

“iCow Indonesia is a service provider, providing solutions to the difficulties of obtaining land and cage rentals for “iCow hotels” for urban people who want to raise livestock and meet the needs of farmers outside the capital city. iCow is also a provider of animal feed, processed beef rendang, Qurban savings, sales of pure pasteurized milk, agroedutourism, and training in agriculture and animal husbandry”, (Pri Menix Dey, Founder of icow Indonesia).

The Character of Successful-Millennial Agripreneurs During The Covid-19 Pandemic

The millennial generation is a productive resource with creative ideas that can open various types of businesses to produce products and services based on local wisdom. During the COVID-19 pandemic, millennial agripreneurs have improved their business performance. Even millennial agripreneurs had captured a new market prospect during the COVID-19 pandemic. This condition shows several characteristics possessed by successful-millennial agripreneurs in the Covid-19 era; innovative, critical thinking, visionary, cooperative, high spirit, willingness to learn, and sharing (Figure 4). The qualitative analysis is reliable because the kappa coefficient is 0.86 (0.75 excellent agreement).

During the covid-19 pandemic, successful-millennial agripreneurs have high soft skills. The top seven critical success factors for millennial agripreneurs belong to the soft skills category. Holmberg-Wright and Hribar (2016) stated that soft skills are crucial for business growth and success.

The primary soft skill character of successful-millennial agripreneurs is innovative. This finding aligns with Purnomo's (2017) statement that successful entrepreneurs have innovative character. The same statement from Block et al. (2017), creative attitudes and efforts are essential personal characteristics for entrepreneurs. In addition, Leyden (2016) revealed that innovative character differentiates between entrepreneurs and other business people.

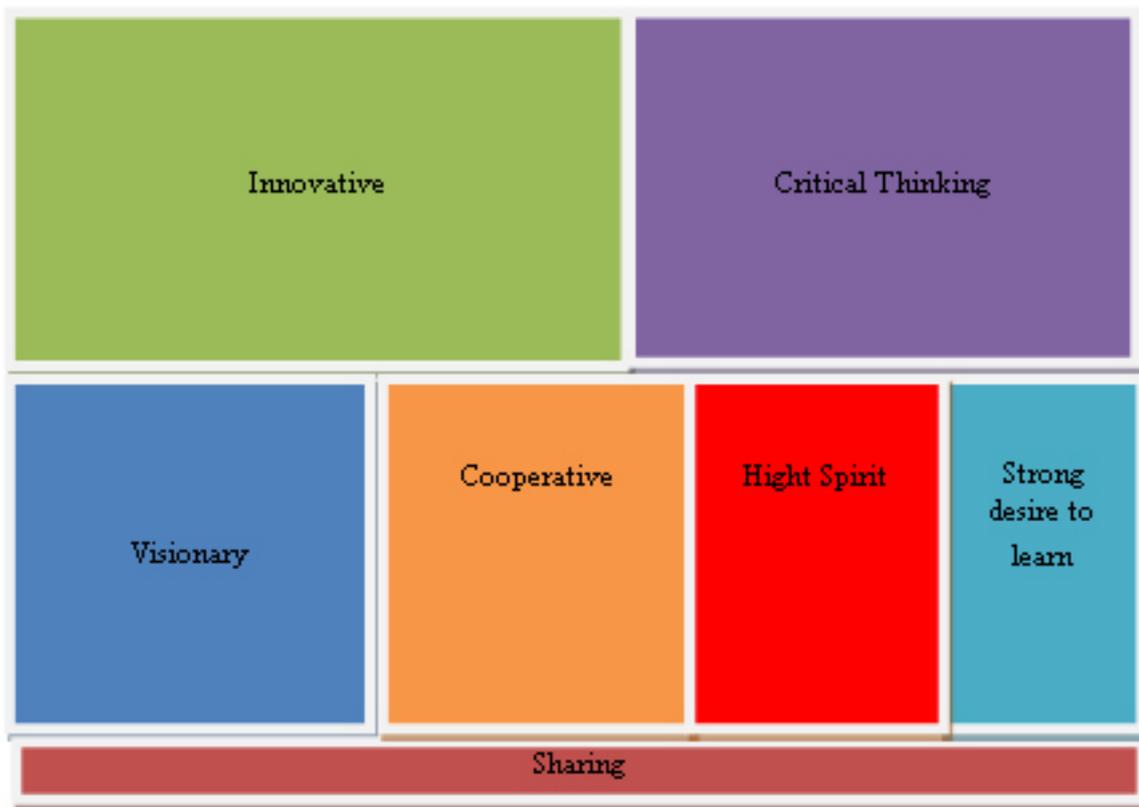


Figure 4. The character of successful-millennial agripreneurs during the covid-19 pandemic

The second character, Successful-millennial agripreneurs have critical thinking. Tem et al. (2020) reported that critical thinking and problem-solving skills are essential for entrepreneurs to develop competitiveness and productivity. Furthermore, Eggers et al. (2017) added that positive thinking significantly affects creativity and innovation. According to Sarooghi et al. (2015), generally, it is believed that creativity enhances innovative activities.

The third character is a visionary, successful-millennial agripreneurs who have a vision. Agrawal (2017) defined a visionary entrepreneur as someone with the vision, courage, and ability to establish a company for their and public interests. Visionary character is associated with leadership, and the characteristic of a leader is to have a vision that can guide in managing the company. Therefore, leadership is closely related to entrepreneurs (Allo, 2019).

Another characteristic of successful millennial agripreneurs during a pandemic is cooperative or having the ability to cooperate. Wankmuller and Reiner (2020) stated that cooperation is the basis for collaboration. Collaboration has several characteristics; a high level of commitment, trust, and information sharing (Soosay

and Hyland 2015). They have cooperated, coordinated, and collaborated with various actors and stakeholders along their agribusiness value chain.

Successful-millennial agripreneurs during the pandemic also have a high spirit, and it is the attitude of those who do not give up in the pandemic disaster. Utomo (2020) explained that entrepreneurs have a high spirit to develop and maintain their businesses. Indarto and Santoso (2020) added that entrepreneurs of productive age have an unyielding spirit to develop their businesses.

Furthermore, successful-millennial agripreneurs during the pandemic have a strong desire to learn. They learned to improve their attitude, knowledge, and skills. Budiati et al. (2012) stated that successful entrepreneurs always want to update their knowledge and skills. Timotius (2022) also explained that knowledge significantly contributed to entrepreneurial intention. In addition, Their motivation to learn can manage their business more professionally (Mukti and Kusumo, 2021). They are also willing to learn from failure. A failure while running the company of millennial agripreneurs can trigger the learning process for them (Mukti and Kusumo, 2021).

Finally, Millennial agripreneurs want to share. Generally, they claim to have experienced the negative impact of the pandemic, but they care about others who are experiencing a more severe impact. For Muslim Millennial agripreneurs, sharing with others is required to clean up their property. One of the programs provides installment relief for farmers as borrowers for millennial agricultural fintech companies.

Managerial Implications

This study could inspire unsuccessful-millennial agripreneurs. For the business model component, successful-millennial agripreneurs need partners for collaboration, and there has an opportunity for unsuccessful-millennial agripreneurs to develop collaboration with them. For example, they become suppliers or distributors from successful-millennial agripreneurs. They also could improve collaborative innovation. According to Najavi-tavani et al. (2018) collaborative innovation refers to the different firm interactions covering the suppliers, distributors, competitors, consumers and other stakeholders to create a broader product, improve distribution, increase manufacturing flexibility, and comply with the regulation. In addition, Unsuccessful-millennial agripreneurs should utilize online marketing, provide attractive products, and enhance pro-active customer relationships.

For the business model type, they also could adopt the brick-and-click, online marketplace, and fintech peer-to-peer. For the business activity model, they could develop integrated farming from on-farm to off-farm in the horticultural and livestock sector. Finally, for the character, they must have dominant characters: innovative, critical thinking, visionary, cooperative, enthusiastic, and willing to learn and share.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

The business models of successful-millennial agripreneurs during the COVID-19 pandemic are generally online-based, categorized as brick-and-click business models, marketplaces, and peer-to-peer fintech. Based on the business activity model, successful millennial agripreneurs focus on farming, livestock cultivation, and post-harvest or processed

agricultural products focusing on fruit, vegetable, and livestock commodities. Furthermore, there are seven dominant characters possessed by successful-millennial agripreneurs during the covid-19 pandemic: innovative, critical thinking, visionary, collaborative, enthusiastic, willing to learn, and willing to share.

Recommendations

Furthermore, this study recommends that entrepreneurship development programs focus on developing soft skills. The study of model business could explore referring to the model business innovation in the Future. The study of model business also could investigate the sustainable model business of the agripreneurs.

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