

IMPLEMENTATION OF THE OPOP PROGRAM IN ECONOMIC DEVELOPMENT AND ENTREPRENEURSHIP IN ISLAMIC BOARDING SCHOOLS

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ABSTRACT

The One Pesantren One Product (OPOP) program implemented at Pondok Pesantren Darul Falah Sukorejo aims to empower the pesantren's economy and foster entrepreneurship among students by developing and marketing unique products. This study employs a qualitative case study approach to assess the implementation and impact of the OPOP program at the pesantren, focusing on the production and marketing of Beras Pink (Pink Rice). Data were collected through semi-structured interviews, participatory observation, and document analysis. The results reveal that while the pesantren has made notable progress in product development and marketing, it still faces challenges such as limited production capacity, difficulty accessing broader markets, and a lack of digital marketing expertise. The absence of a well-trained managerial team hampers the ability to scale the business, and although community participation is strong, the higher pricing of the products compared to similar market offerings remains a barrier to wider market acceptance. The study emphasizes the need to strengthen managerial and digital marketing skills to fully leverage the potential of the OPOP program. These findings highlight the critical role of entrepreneurial education in pesantren, providing valuable insights into how OPOP can be optimized to empower pesantren communities, ensuring sustainability and broader impact in other pesantren contexts

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INTRODUCTIONS

Islamic boarding schools have an important role in the economic development of the people through sustainable economic empowerment, by instilling the spirit of entrepreneurship in students and providing intensive education in the field of economics (Mi'raj et al., 2023; Nunung Purwanti & Fitri Indriani, 2024; Rakhman, 2023;

Ulum et al., 2023). The One Pesantren One Product (OPOP) program aims to increase the economic independence of pesantren and students through the production and marketing of superior products of pesantren (Ali & Pratmaningsih, 2024; Muhyiddin et al., 2022; OPOP Jatim, 2021; TIM OPOP JATIM, 2022). The implementation of OPOP has shown positive impacts, such as increasing the economic independence of Islamic boarding schools in several regions such as West Java and East Java, as well as empowering Islamic boarding school communities through innovative economic ventures (Alipah & Hidayat, 2024). This program also encourages the management of UMKMs around Islamic boarding schools, which contributes to the financial independence of Islamic boarding schools and students, as well as having a positive impact on the local economy (Sa'adah & Rahman, 2024).

The One Pesantren One Product (OPOP) program has had a significant positive impact on the economic empowerment of Islamic boarding schools, such as in Jember which succeeded in improving economic welfare through innovative economic activities (Oktafia et al., 2024; PKKPBI ITS, 2022; Ulum et al., 2023) and in West Java which shows adaptive empowerment with the support of the provincial government (Ali & Pratmaningsih, 2024). Similar programs in Garut, Lamongan, and Jombang also increase the independence of students through the development of entrepreneurial skills (Amalia et al., 2024; Sucipto et al., 2024). Islamic boarding schools play an important role in the local and national economy by integrating entrepreneurship education that creates independent and competitive students (Sufyan et al., 2024). Involving students in business development through entrepreneurship education and training from an early age, as done at Ummul Ayman and Ulfiyah Progressive Islamic Boarding School, is very important to increase their economic independence and strengthen the economy of Islamic boarding schools (Rahmati et al., 2023; Rosyidah et al., 2024).

Previous research on the One Pesantren One Product (OPOP) program had several shortcomings, including the limitation of the research location focusing on regions such as East Java and West Java, with little attention to other areas (Alipah & Hidayat, 2024; Sholihah, 2022; Ulum et al., 2023). Many studies use a descriptive qualitative approach, which while providing in-depth insights, is insufficient to measure the quantitative impact of these programs (Muhyiddin et al., 2022). In addition, some studies only focus on certain aspects, such as UMKM management, without exploring the holistic impact on the entire pesantren economic ecosystem (Muhtadi et al., 2022; Sa'adah & Rahman, 2024). The lack of long-term impact evaluation is also a problem, as most studies focus on short- and medium-term outcomes. Further research is needed to explore the implementation of OPOP in understudied areas, use a more diverse methodological approach, and focus on long-term impact evaluation and the development of integrative models that combine various aspects of economic empowerment (Faisol et al., 2023).

Research on the implementation of the One Pesantren One Product (OPOP) program in the economic development of pesantren is very relevant, considering the important role of pesantren in the economic empowerment of the people. This program has proven effective in various regions such as East Java and West Java to increase the economic independence of Islamic boarding schools through the development of superior products of Islamic boarding schools (Ali & Pratmaningsih, 2024; Ulum et al., 2023). Government policies through the Islamic Boarding School Law No. 18 of 2019 emphasize the role of Islamic boarding schools as educational institutions and community empowerment, with OPOP as a strategic implementation to improve the economic welfare of students and the community around Islamic boarding schools (Undang-Undang Republik Indonesia Nomor 18 Tahun 2019 Tentang Pesantren, 2019). This research also answers the challenges faced by pesantren, especially during the Covid-19 pandemic, by showing how OPOP helps pesantren increase economic resilience and independence through pesantren-based businesses (Amalia et al., 2024; Faisol et al., 2023). In addition, this research highlights innovative approaches in managing UMKM in pesantren, such as santripreneur, pesantrenpreneur, and sociopreneur, which contribute to improving the economic welfare of students and the community around pesantren (Sa'adah & Rahman, 2024).

This research offers novelty by focusing on the implementation of the One Pesantren One Product (OPOP) program in Islamic boarding schools which has not been widely researched, providing a new perspective on how this program can encourage student entrepreneurship in practice. This study examines the impact of OPOP on the economic empowerment of Islamic boarding schools, with an emphasis on the development of superior products and the management of UMKM involving students as the main drivers. The purpose of this study is to analyze the implementation of OPOP in Islamic boarding schools, assess its impact on economic development and

entrepreneurship, and evaluate the level of student involvement in the program. This research also aims to provide recommendations for increasing the effectiveness of the OPOP program to be more optimal in increasing the economic independence of Islamic boarding schools and students, as well as strengthening its impact on the local and national economy.

RESEARCH METHOD

Types and Design of Research

This research uses a qualitative design with a case study approach (Albeladi, 2024; Basseches et al., 2024). This design allows researchers to explore a deep understanding of the implementation of the One Pesantren One Product (OPOP) program in economic development and entrepreneurship at the Darul Falah Ponorogo Islamic Boarding School. Data were collected through semi-structured interviews, participatory observations, and documentation related to Pink Rice cultivation activities in this pesantren. The qualitative approach was chosen because it can provide deeper insights related to social phenomena in Islamic boarding schools, such as the involvement of students in entrepreneurship and business management (Ma'arif et al., 2023; Walsh et al., 2021).



Figure 1: Pink Rice Products of Darul Falah Islamic Boarding School

Data Sources and Data

The data sources in this study involve the management of the Darul Falah Islamic Boarding School, students involved in the cultivation of Pink Rice, and the surrounding community who are part of the local market. Data was collected from in-depth interviews with Islamic boarding school administrators, several students directly involved in the cultivation and processing of Pink Rice Plants, as well as other parties involved in marketing and product development. Other data was obtained through field observations related to the cultivation, processing, and marketing process of Darul Falah.



Figure 2. Rice Planting Activities by Santri

Data Collection Techniques

a. Semi-Structured Interview

Interviews were conducted with boarding school administrators, students, and other related parties to get their views on the implementation of the OPOP program and its impact on the pesantren economy. This interview is designed to explore information about their experience in managing a business based on Pink Rice cultivation and the role of OPOP in facilitating product marketing.

b. Participatory Observation

The researcher is involved in daily activities in the pesantren, including the cultivation and processing process of Darul Falah, as well as marketing activities carried out by the pesantren. This observation aims to gain a direct understanding of the implementation of the OPOP program and its impact on the pesantren economy and student entrepreneurship.

c. Documentation

The researcher also collects data from related documents, such as reports on OPOP activities, marketing strategies carried out by Islamic boarding schools, and financial data related to the profits from Pink Rice cultivation.

Data Analysis

The data obtained from interviews and observations were analyzed with a thematic approach (Kierkegaard & Owen-Smith, 2021; Wiltshire & Ronkainen, 2021), where the researcher identified themes related to the management of Pink Rice, the role of students in entrepreneurship, the economic impact of the OPOP program, and the influence of marketing on business results. The analysis technique used is open coding to identify categories and subcategories of the interview data. The encoded data is then grouped into key themes relevant to the research objectives.

Table 1. Data and Collection Sources

Data Type	Data Source	Data Collection Techniques
Interview	Administrators of Islamic Boarding Schools, Santri	Semi-Structured Interview
Participatory Observation	Santri, Pink Rice Business Manager	Direct Observation in the Field
Documentation	OPOP Activity Report	Documentation Studies

RESULTS AND DISCUSSION

Result

Regional Government Support for the OPOP Program at Darul Falah Sukorejo Islamic Boarding School

The support from the local government of Ponorogo Regency for the implementation of the OPOP Program at the Darul Falah Sukorejo Islamic Boarding School shows that there is an imbalance between expectations and reality. Although this program has received attention from the provincial government, the pesantren management revealed that support from the district government is still limited. The management of Pondok Darul Falah stated:

"Basically, it's difficult, in Ponorogo Regency, it feels like there is indeed a lack of attention related to the sustainability of entrepreneurship and cooperatives in Islamic Boarding Schools, so far there has been no assistance from the Regency government."

The head of the boarding school also added:

"We have more support from the Province, but the Regency Government has not paid special attention to the development of our business."

Although the provincial government provides assistance in the form of policies and mentoring programs, the district government still plays a small role in supporting the sustainability of this program. Previous research has shown that local government involvement in policy and funding is critical to community-based business development. Therefore, increased support from the district government is needed to encourage the continuation and success of the OPOP program in Islamic boarding schools.

Community Participation in Supporting and Marketing Islamic Boarding School Products

The participation of the local community, especially the guardians of students, is very important in supporting and marketing pesantren products. Although there are limitations in the local market's acceptance of more expensive products, the community still plays an active role. The management of Pondok Daruk Fakah explained:

"The community that can participate is from the guardians of the students, the guardians of the students support by buying fertilizer products from us, but there are not many of them. Because our fertilizer is indeed organic fertilizer, so maybe the price is still above the price of chemical fertilizers and subsidized fertilizers."

Students who are involved in the agricultural process act as agents to market products to their families. As conveyed by one of the students,

"Those of us who are involved in rice farming know very well what the results will be after using organic fertilizers. We market to our parents."

Table 2. Community Participation in Marketing Islamic Boarding School Products

Parties Involved	Forms of Participation	Impact on Product Sales
Wali Santri	Buying products	Increase local sales
Students	Promoting to families	Increased product demand
Local Community	Limited consumption	Limited sales

From the table, despite promotional efforts from students to their families, price challenges remain an obstacle in reaching the local market. Previous research has shown that higher prices compared to similar products can hinder local market acceptance. Therefore, strengthening education to the public about the benefits of pesantren products will be very helpful in increasing buying interest.

Infrastructure for Product Production and Distribution

The Darul Falah Sukorejo Islamic Boarding School has adequate infrastructure to support product production, packaging, and distribution activities. The management of Pondok Darul Falah stated:

"Alhamdulillah, there are no obstacles related to infrastructure in our Islamic Boarding School, everything is well available, including facilities, human resources, program assistants, and distribution."

The use of alumni who study at UPN Surabaya to help distribute products is also one of the strengths in expanding market reach.

"We rely on alumni who study in the agriculture department of UPN Surabaya to help market products, but we are not adequate for orders in very large quantities, in the future it will continue to be improved," said the management of Pondok Darul Falah.

Table 3. Infrastructure for Production and Distribution

Infrastructure Aspects	Availability	Obstacles Faced
Facilities and Infrastructure	Adequate	No obstacles
Human Resources	Enough	Limited trained manpower
Distribution Network	Intertwined (alumni)	Limited production capacity

This table shows that although the infrastructure is adequate, the management of limited production capacity is still an obstacle in reaching a wider market. This is in accordance with previous research which showed that limited production capacity can limit the potential for business development. Therefore, increasing production capacity must be a priority to meet existing demand.

Students involved in the production process also feel that this program not only provides technical skills but also opens up opportunities for wider entrepreneurship.

"We not only learn farming, but also how to manage products professionally. This opens up opportunities for us to be entrepreneurs after graduation," added the student.

With the direct involvement of students in production and distribution activities, the OPOP program not only supports the economic growth of the pesantren but also builds a strong entrepreneurial spirit among the students.

Grant Fund Management

The management of grant funds from OPOP is going quite well, but the pesantren management realizes that the limitation of a competent managerial team is the main challenge. The leadership of Pondok Darul Falah stated:

"We already have a party in charge of managing the grant funds well, so if asked to be accountable for the use of grant funds, we are also ready."

However, they also expressed the need for a more trained managerial team to expand the market.

"We do not have the capacity to further develop products beyond the existing reach," said the management of Pondok Darul Falah.

Table 4. Grant Fund Management

Aspects of Fund Management	Availability	Obstacles Faced
Grant Fund Management	Adequate	Limitations of the managerial team
Transparency and Accountability	Awake	No obstacles

Use of Funds for Development	Enough	Need a stronger marketing team
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Although the management of grant funds has been going well, the lack of a managerial team that is able to manage and develop products is the main obstacle in achieving a wider target market. Therefore, investment in managerial training and marketing is crucial.

Management Readiness in Managing and Marketing Products

The management at the Darul Falah Islamic Boarding School is quite ready to manage and market products. The leadership of Pondok Darul Falah revealed:

"We have done our best in managing and promoting superior products of Islamic boarding schools. We already have a well-trained and experienced management team in the field of marketing and product management."

They also actively participate in exhibitions organized by OPOP to promote pesantren products.

"We participate in various local and national product exhibitions to introduce our products," added the management of Pondok Darul Falah.

However, despite the marketing efforts made by the management, they still face challenges in reaching a wider market. The leader of Pondok Darul Falah explained,

"We have done our best in promoting the product, but there are still challenges in terms of reaching a wider market."

Table 5. Management Readiness in Marketing Products

Management Aspects	Readiness	Obstacles Faced
Marketing Management	Good	Limited market access
Managerial Expertise	Adequate	Distribution network limitations
Marketing Strategy	Active (Exhibition)	Need for digital marketing improvement

This table shows that although management has good readiness in managing and marketing products, there needs to be a strengthening in terms of market access and wider use of digital marketing to achieve maximum results.

Students who are involved in the product marketing process also give their views on their involvement. As conveyed by one of the students involved in the promotion of rice and fertilizer products:

"We are involved in marketing pesantren products to family and friends outside the pesantren. We learn firsthand how to explain the benefits of a product to others. I feel this gives me valuable experience in entrepreneurship."

Limitations of Technical Skills and Human Resources

The limitation of technical skills among students and pesantren staff is an obstacle in the implementation of the OPOP Program. The management of Pondok Darul Falah stated:

"Our school tries to provide the best, from OPOP it does provide many seminars and training, but it is not specific to each product. We focus on agriculture, especially pink rice, so we bring in experts in these fields to train our students, from sowing seeds to planting and harvesting."

The Pondok Leader also added:

"One of the limitations we face is the limitation of technical skills among staff and students. Despite the high spirit and enthusiasm, skills in the fields of information technology, digital marketing, and business management still need to be improved."

Students involved in agricultural training programs also feel great benefits, but realize the importance of developing skills outside of agriculture. As conveyed by one of the students who was directly involved in the production:

"I have gained a lot of knowledge about good farming methods, from planting to harvesting. However, we also feel the need to learn how to market our products more widely, such as through the internet or other digital platforms."

Another student who also participated in product management said:

"We were taught how to farm well, but we also needed training on product marketing through social media and how to create an effective business strategy."

This highlights the need to improve marketing and managerial skills for students involved in the management of pesantren products.

Table 6. Limitations of Technical Skills

Skill Aspects	Availability	Obstacles Faced
Agricultural Skills	Adequate	Need technical improvement
Marketing Skills	Limited	Digital skills lack
Managerial Skills	Adequate	Need a bigger team

This table illustrates that although skills in agriculture are quite good, there is still a lot of room to improve technical skills in marketing and managerial fields. Therefore, further skill development in this area is essential for the long-term success of OPOP programs.

Discussion

The One Pesantren One Product (OPOP) program implemented at the Darul Falah Sukorejo Ponorogo Islamic Boarding School is a real implementation of the pesantren economic empowerment efforts which aims to increase economic independence through the development of superior pesantren products. Based on the results of this study, several challenges and successes related to the implementation of the OPOP program in the pesantren were revealed.

Support from the local government of Ponorogo Regency for the OPOP program at the Darul Falah Islamic Boarding School is still limited, despite receiving attention from the provincial government. Previous research has shown that local government involvement in policy and funding is critical to the sustainability of Islamic boarding school entrepreneurship programs (Al-Qahtani et al., 2022; Asnawan, 2023). Despite policies and assistance from the provincial government, support from the district government is still lacking, so it is important for local governments to strengthen support in terms of policies and funding so that the OPOP program can run optimally. The OPOP program in several regions such as West Java and East Java has proven to have a positive impact, especially in the

economic empowerment of Islamic boarding schools and the development of superior products (Ali & Pratmaningsih, 2024; Muhyiddin et al., 2022). The disparity in support between district and provincial governments needs to be addressed immediately to increase the effectiveness of the program at the local level. Community participation, especially guardians of students, has an important role in marketing pesantren products, although price challenges remain the main obstacle in reaching the local market. This study found that even though the price of pesantren products is higher than similar products in the market, the community still plays an active role in buying and supporting pesantren products, which strengthens the local economy and encourages the sustainability of pesantren entrepreneurship programs.

Students who are involved in marketing products to their families also make an important contribution in introducing pesantren products. This provides opportunities for students to develop their entrepreneurial skills. The economic empowerment of Islamic boarding schools not only focuses on product management but also integrates entrepreneurship education to students through real activities. However, the challenge of more expensive prices compared to other products remains an obstacle in reaching a wider market. Therefore, strengthening education to the public about the advantages of pesantren products and the health benefits contained in them needs to continue to be carried out to increase people's buying interest (Hanafi et al., 2021; Handayani et al., 2022).

Darul Falah Islamic Boarding School has adequate infrastructure to support product production, packaging, and distribution, but limited production capacity is a major obstacle in reaching a larger market, in line with findings that limited production capacity can limit the business development potential of pesantren (Ariatin et al., 2023; Hernita et al., 2021). The OPOP programme not only develops technical skills in agriculture, but also provides entrepreneurial opportunities for santri. Despite the good management of OPOP funds, pesantren managers admit that the lack of a trained managerial team limits product development and market expansion. This shows that good fund management must be supported by a competent managerial team to optimise existing potential. The management at Darul Falah is quite ready to market the products, with active participation in various exhibitions. However, the main challenge faced is limited market access and digital marketing. The involvement of santri in product marketing, as expressed by one santri, 'We are involved in marketing pesantren products to family and friends outside the pesantren,' shows the importance of entrepreneurship education. To reach a wider market, digital marketing skills need to be improved through intensive training. Limited technical skills, especially in the areas of digital marketing and managerial skills, are an obstacle that must be addressed immediately. The development of off-farm skills is critical to the long-term success of the OPOP programme.

CONCLUSION

The implementation of the One Pesantren One Product (OPOP) program at the Darul Falah Sukorejo Islamic Boarding School has shown promising results in empowering the pesantren economy and fostering entrepreneurship among students. Although the existing infrastructure is adequate, the program faces challenges related to limited production capacity, which hinders its ability to reach a wider market. Support from local governments is still inadequate, so it is important for local governments to strengthen their commitment in terms of policies and funding to ensure the continuity of the OPOP program in Islamic boarding schools. Community involvement, especially parents of students, plays an important role in promoting and purchasing pesantren products.

However, the challenge of higher prices compared to similar products in the market remains an obstacle in achieving wider market acceptance. Therefore, continuous education about the benefits of pesantren products is very important to increase public interest and demand. In addition, although OPOP fund management is already good, the lack of a trained managerial team limits the potential for product development and market expansion. This shows the need to invest in managerial training and marketing to optimize the effective use of OPOP funds. The program also has an important role in integrating entrepreneurship education, not only by developing agricultural skills, but also by equipping students with marketing and business management skills. The OPOP program, as a whole, has a positive impact on the pesantren economy and the entrepreneurial skills of students. However, for sustainable success, focus must be given on increasing production capacity, digital marketing skills, and managerial strengthening so that the program's potential can be optimized and its sustainability is guaranteed in the long term.

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