

## Ariesta Bali Organic Cassava Flour Factory Establishment Plan for the Welfare of Wuasa Village Communities Based on Social Entrepreneurship



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**ABSTRACT:** The variety of natural resources that Indonesia owns are a resource that can be utilised as the foundational capital for Indonesian growth. Natural resources, when used wisely, may provide prosperity and harmony to humanity. An inventive attitude in the transformation of natural products into inventive goods results in a necessary economic activity. Processing organic cassava into Ariesta Bali cassava flour is a social entrepreneurship activity developed in the village of Wuasa, Central Sulawesi. The main objective of this social enterprise endeavor is to enhance the welfare of the people of Wuasa village, namely by increasing the economic income of farmers. The purpose of this study is to develop a business plan for the Ariesta Bali organic cassava flour factory that will be established in Wuasa village and to assess the economic and social implications of the business plan for the community's welfare. It is based on social entrepreneurship. The results of this study demonstrate that the business plan for Ariesta Bali's organic cassava flour meets the four investment feasibility criteria and advises the company's owner to implement the plan. Subsequent research reveals that this business plan has social and economic effects on the Wuasa village community's welfare, particularly with regard to the social entrepreneurship aspect.

**KEYWORDS:** cassava flour, social entrepreneurship, business plans, community welfare

### I. INTRODUCTION

The natural resources in Indonesia are in great supply. Many parties have not made full use of the plethora of natural resources that are accessible. Humans who contribute to the establishment of an economic system are needed in order to use these natural resources. On the other side, the utilization of labor or human resources can result in a number of issues, such as rising unemployment, the expanding labor force, the poor quality of work, poverty, and so forth. An activity with the appropriate business model is required, taking into account the social and economic difficulties in managing the available natural resources and the poor caliber of the current human resources. A business model based on social entrepreneurship attempts to boost community production through the mobilization of resources, both natural and human, all of which are capable of bringing about benefits and social change.

According to the Changes to the Central Sulawesi Provincial Medium-Term Development Plan for 2016–2021, which is in accordance with the 4th Regional Medium-Term Development Plan (RPJMD) for 2021–2025, the goal of the plan is to realize an advanced, peaceful, prosperous, and independent Central Sulawesi society through accelerated development in a variety of fields by placing an emphasis on the creation of a strong economic structure based on competitive advantage in a number of regions and supported by and competitive (Changes to the Central Sulawesi Provincial Medium Term Development Plan (RPJMD) for 2016–2021: 69), all of that can be accomplished by raising human resource productivity and managing natural resources properly, which can give a region a competitive edge by virtue of their availability as a given but also as a result of human endeavors. Encouragement of business growth and investment from domestic enterprises is also necessary in the context of enhancing the regional economy.

One of the seven communities in North Lore District are Wuasa Village. The other six are Alitupu Village, Bumi Banyusari Village, Dodolo Village, Kaduwaa Village, Sedoa Village, and Watumaeta Village. The Trans Sulawesi National Road connects Wuasa Village, which will have a land size of 113.11 km<sup>2</sup> and a population of 3,470 in 2022, to Palu, the provincial capital (BPS 2016, North Lore District in Figures 2016). Wuasa Village is surrounded by flat ground with the capacity to grow lowland rice, food crops, and plantation crops with very good soil fertility and drainage. It is situated in the Napu valley, Tambo Lore region, Poso Regency. This region is renowned for producing a wide range of agricultural goods, including rice, vegetables, and other food crops like sweet potatoes and cassava.

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Table 1. Agricultural potential data in the Tampo Lore area

No	Name of Commodity	Harvest Area (Ha)	Production (tons)	Productivity (tons/Ha)
1.	Paddy Field	2.420	8.741	3,61
2.	Paddy Land	30	62	2,08
3.	Corn	1.040	2.295	2,21
4.	Cassava	49	633	12,91
5.	Sweet potato	73	675	9,24
6.	Peanuts	9	10	1,13
7.	Mung Beans	15	11	0,72
8.	Soybeans	11	10	0,90

Source: District Agriculture Service, 2009 and Analysis of the KTM Tampo-Lore Team

Wuasa Village has potential land for cultivating cassava plants, but a number of existing cassava farmers are still in pre-prosperous conditions. Additionally, it is envisaged that creating a suitable business strategy that can be implemented effectively and efficiently for the welfare of farmers and the inhabitants of Wuasa village will be necessary.

This study's goal is to create a business strategy for the factory of Ariesta Bali organic cassava flour that will be built in Wuasa village. Determine the social impact of Ariesta Bali's organic cassava flour business plan to enhance the welfare of the inhabitants of Wuasa village in addition to determining whether the proposal to create an organic cassava flour factory is realistic by taking into account financial and non-financial variables.

## II. THEORETIC FOUNDATION

### A. Social Entrepreneurship

The phrase "social entrepreneurship" is taken from the term "entrepreneurship." A mash-up of two words: social, which implies community, and entrepreneurship, which means business. Simply put, a social entrepreneur is someone who understands social issues and uses entrepreneurship to effect social change, primarily in the areas of welfare, education, and health (Cukier & Trenholm, 2011). Next, Hulgard (2010) provides a more thorough definition of social entrepreneurship, which is the formation of social values through collaboration with people or a community organization engaging in a social innovation that usually involves an economic activity.

Social entrepreneurship is an extension of the basic concept of entrepreneurship, which has historically been acknowledged as an economic lever, particularly in the resolution of social problems (Patra and Nath, 2014). Social entrepreneurship is an exceptional combination of spirit, social mission, innovation, and perseverance, as seen in the corporate world (Sudaryani & Sadjad, 2012). Giving directly to the impoverished, according to Muhammad Yunus, has the effect of stunting them. As a solution to social entrepreneurship, an entrepreneurial spirit, inventive thinking, hard effort, willingness to take chances, and many other things must be combined with one purpose in mind: to help the community as much as possible (Wibowo & Nulhakim, 2015).

The notion of social entrepreneurship differs from other types of entrepreneurship in that traditional entrepreneurship is extremely profit-oriented, whereas social entrepreneurship comes with a mission to dedicate its firm to the benefit of the community. As a result, social entrepreneurship is also seen as a construction partner. According to Wibowo and Nulhakim (2015), social entrepreneurship is a community-based alternative that has a high probability of perfecting the development process.

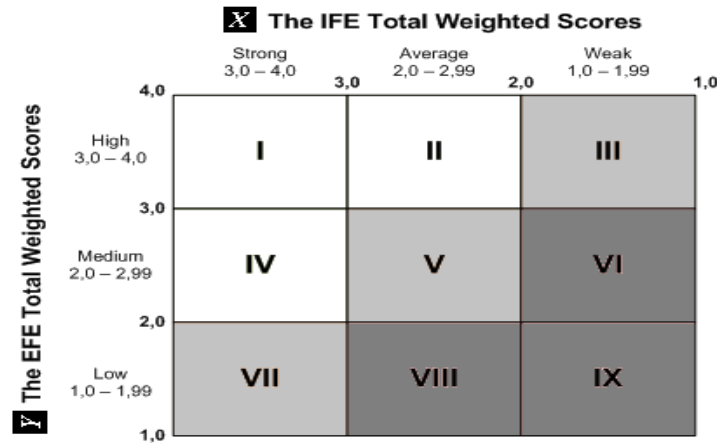
According to Joseph Alois Schumpeter, one of the economists who pioneered the idea of economic growth, entrepreneurs make a significant contribution to economic development by fostering innovation, employment, and wealth. The entrepreneur's business world will promote the growth of productive sectors. The more countries has entrepreneur, then the country's economic growth will grow higher. (Schumpeter, 1934). According to Santosa (2007) in Irma Paramita Sofia. (2015), Social entrepreneurship also contributed to economic development because it was able to generate both social and economic values, such as: (1) creating more jobs, (2) innovating and creating a new one against the production of goods or services required by society, (3) becoming social capital, (4) and welfare improvements (people's well-being). Social entrepreneurship is described as the development of social value in conjunction with members of civil society who engage in social innovation, which usually entails economic activity. Civil society, innovation, economic activity, and social value are the four primary components of social entrepreneurship (Hulgard, 2010:4).

### B. SWOT Analysis

Andrew popularized SWOT analysis in 1965. After examining the organization's internal and external elements, Andrew created a swot analysis with an objective in order for the company to develop a strategy. External elements include opportunities and threats, while internal factors include strengths and limitations. By weighing these elements, the strategy developed maximizes possible strengths and opportunities while reducing weaknesses and risks. (Sevкли et al., 2012).

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According to David (2009), the IFE (Internal Factor Evaluation) matrix is used to identify the company's strengths and shortcomings. While the EFE matrix (External Factor Evaluation) is used to identify the external factors of the firm. The IE (Internal-External) Matrix is a strategic management tool that is used to (1) examine working conditions and strategic business positions and (2) develop strategic business positions. The IE matrix is based on two fundamental dimensions, according to David (2009): the total score of IFE weights on the x-axis and the total score of EFE weights on the y-axis.



**Picture 1. IE Matrix**

Source: David, 2011

The Nine Quadrants Matrix IE (Internal External) are grouped into three main strategies, including:

1. Quadrants I, II and IV are called The Grow and Build Strategy.
  - a. Intensive strategy: the penetration of the market, market development and product development.
  - b. Vertical integration strategy:
    - Backward integration: taking over the supplier function.
    - forward integration: taking over the distributor function.
  - c. Horizontal integration strategy: Activities to expand the company by building in other locations, and increasing the variety of products and services.
2. Quadrants III, V and VII are called the Maintain and Maintain Strategy.
 

Stability approach: This strategy focuses not expanding goods, markets, or other company operations since the company tries to maximize efficiency in all areas to improve performance and profits.
3. Quadrants VI, VIII and IX are called Harvest and Divestment Strategies.
  - a. Conglomerate diversification strategy: adding new but unrelated products or services.
  - b. Concentric diversification strategy: adding new products or services that are still related.
  - c. Divestment strategy: selling a division or part of an organization.
  - d. Liquidation strategy: selling all of the company's assets separately for its tangible wealth.

According to Rangkuti (2004), SWOT analysis is separated into four major quadrants, each with its own set of tactics. The SWOT Analysis Cartesian Diagram and explanation are shown below:



**Picture 2. SWOT Analysis Cartesian Diagram**

Source: Rangkuti, 2008

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1. Quadrant 1 . Is a very profitable situation. The company has opportunities and strengths, so it can take advantage of existing opportunities. The strategy that must be applied in this condition is to support an aggressive growth policy (a growth-oriented strategy).
2. Quadrant 2. Despite facing various threats, this company still has internal strength. The strategy that must be applied is one that uses strength to take advantage of long-term opportunities by way of a diversification strategy (product or market).
3. Quadrant 3. The company faces enormous market opportunities, but on the other hand, the company faces several internal constraints/weaknesses. Business conditions in quadrant 3 are similar to question marks in the BCG matrix. The focus of this company's strategy is to minimize the company's internal problems so that it can seize good market opportunities.
4. Quadrant 4. Is a very unfavorable situation, the company is facing various internal threats and weaknesses.

The SWOT matrix, according to Rangkuti, is the technique used to gather the company's strategic aspects. This matrix may clearly show how the company's external opportunities and dangers can be adjusted to its internal strengths and shortcomings. This matrix can provide four distinct sets of strategic possibilities. ( Rangkuti, 2017).

<i>IFE</i>	<b>Strengths – S</b>	<b>Weaknesses – W</b>
<b>EFE</b>	<i>List Strengths</i>	<i>List Weaknesses</i>
<b>Opportunities – O</b>	<b>SO Strategies</b>	<b>WO Strategies</b>
<i>List Opportunities</i>	Use the company's internal strengths to take advantage of external opportunities	Correcting internal weaknesses by taking advantage of external opportunities
<b>Threats – T</b>	<b>ST Strategies</b>	<b>WT Strategies</b>
<i>List Threats</i>	Use the company's strengths to avoid external threats	Mitigate internal weaknesses and avoid external threats

**Picture 3. SWOT Matrix**

**Source:** SWOT Analysis Techniques for Examining Business Cases (Rangkuti,2017)

**C. Business Model Canvas**

The Business Model Canvas is a business model structure in the shape of a canvas made up of nine interconnected components. This model is used to explain, depict, assess, and modify a business model in order to achieve peak performance. 2014 (Osterwalder and Pigneur).

The nine main blocks consist of:

1. *Customer Segments*  
The customer segment building block defines the different groups of people or organizations as an enterprise aims to reach and serve. (Osterwalder dan Pigneur, 2012).
2. *Value Propositions*  
The value proposition block describes the bundle of products and services that create value for a specific customer segment. (Osterwalder dan Pigneur, 2012).
3. *Channels*  
The channel building block describes how a company communicates with its customer segments in order to deliver a value proposition. (Osterwalder dan Pigneur, 2012).
4. *Customer Relationship*  
Client connections are formed in the absence of a direct relationship between the company and the client, but the resulting products and services are acceptable and effective. (Clark, Osterwalder, & Pigneur, 2012).
5. *Revenue Streams*  
*Revenue streams* are building block represents the cash a company generates from each customer segment (costs must be deducted from revenues in order to create earnings or profit). (Osterwalder dan Pigneur, 2012).
6. *Key Resources*  
*The Key resources* building block describes the most important assets required to make a business model work. (Osterwalder dan Pigneur, 2012).
7. *Key Activities*  
The key activities building block describes the most important things a company needs to do in order to make its business model

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work. (Osterwalder & Pigneur, 2012).

### **8. Key Partnership**

Key partnership refer to the network of suppliers and partners that constitute a business model. Companies create partnerships and alliances to optimize their business models, reduce risk, or acquire resources key partnerships refer to the network of suppliers and partners that constitute a business model. Companies create partnerships and alliances to optimize their business models, reduce risk, or acquire resources (Osterwalder dan Pigneur, 2012).

### **9. Cost Structure**

The cost structure describes all the costs incurred in order for a company to operate. (Osterwalder & Pigneur, 2012).

## **D. Business Feasibility Study**

A business feasibility study, according to Sulyanto, is a study with the objective and purpose of determining if a business idea is possible or not to be implemented. An concept or a business idea is deemed to be worthy of further development if it can deliver more advantages to all parties (stakeholders) than the consequent negative impact. Sulyanto (2010) To get firm findings regarding whether or not a business proposal is feasible, an in-depth investigation on numerous components of a business feasibility study, including:

### **1. Aspect of the market and marketing.**

Market and marketing factors examine market potential and the techniques utilized to get products to consumers (Sulyanto, 2010). The market aspect is the first pole of the business environment model. (Umar, 2005). Learn about the following market aspects:

#### **a. Requests and proposals.**

Demand can be defined as the quantity of commodities required by consumers with varying purchasing power. (Umar, 2009). The number of commodities available in the market at various price levels is referred to as supply. (Umar, 2009).

#### **b. Strategy for marketing.**

The essence of strategic marketing is STP's modern marketing strategy. Market segmentation (segmentation), target market (targeting), and market positioning (positioning) are the three steps in the STP strategy idea. Keller and Kotler, 2012.

#### **c. The Marketing Mix.**

Marketing management, according to Umar (2009), will be divided into many marketing policies known as the marketing mix. The marketing mix can be implemented using the 7P analysis, which includes seven components: product, price, place, promotion, people, process, and physical evidence. Keller and Kotler (2008).

### **2. Aspect of Technical and operational.**

According to Sulyanto, some technical and technological issues that must be studied are strategic business location selection, optimal production scale determination, machine and equipment selection, layout determination, and technology selection. Sulyanto (2010).

### **3. Aspect of Legal.**

A feasibility study for a business typically begins with the legal element, though many do other areas as well. The legal aspect's objective is to investigate the legitimacy, completeness, and authenticity of the papers owned. (2012) (Kasmir and Jakfar). In general, the following papers will be evaluated in connection with this legal aspect:

#### **a. Business Entity Type.**

In Indonesia, common legal entities include Limited Liability Companies (PT), Limited Liability Companies (CV), cooperatives, foundations, Firma (Fa), and others.

#### **b. Self Proof.**

Identity Cards (KTP) are business owner identification cards provided by the local sub-district.

#### **c. Certificate of Company Registration.**

Every company operating in Indonesia must make a Company Registration Certificate (TDP) in accordance with their respective business fields.

#### **d. Tax Identification Number.**

The Taxpayer Identification Number is an important factor to consider. The NPWP arrangement occurs concurrently with the submission of a notary deed to the Ministry of Justice.

#### **e. Permits for Business.**

Trading permissions include Business Location Permit (SITU) and Trading Business License (SIUP).

### **4. Aspects of Management and Organization.**

Aspects of Management and Organization are quite important aspects to be analyzed for the feasibility of a business. (Kasmir and Jakfar, 2003). Analysis of aspects of management and human resources can be described as Job Analysis, namely analyzing the positions needed to complete certain jobs, including:



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- a. The process of identifying the requirements and qualifications needed to fill a position is known as job specification.
- b. Creating an organizational structure that outlines the levels of management, position positions, and accountability mechanisms.
- c. Job Description, that is, job descriptions that define the technical work of organization members who have certain jobs.
- d. Creating a compensation system that describes a comprehensive payroll structure for all employment positions based on structural and functional lines.
- e. Employee development system, which entails developing education and training plans to improve the skills, knowledge, productivity, and overall performance of employees.

### 5. Aspect of Financial.

According to Sulyanto, the financial aspect is the last aspect compiled in a business feasibility study preparation. This is because the study in the financial aspect relates to the previous aspects. The financial aspect can be used to answer questions about readiness to use capital to run a profitable business. (Sulyanto, 2010). Analysis of the feasibility of the financial aspects of business aims to study matters related to cash flow and sources of funds and financial projections, both income and expenses that may occur during the production and operational period of the planned project. (Rangkuti, 2012). The investment feasibility analysis on the financial aspect includes:

#### a. Method Non-Discounted Cash Flow.

Non-Discounted Cash Flow is a method of measuring the strength of a return on investment that does not take into account the time value of money. The Payback Period (PP) Method is employed, with the following general formula:

a - b

$$\text{Payback Period} = n + \frac{c - b}{\text{Annual Cash Flow}} \times 1 \text{ years}$$

c - b

#### b. Method Discounted Cash Flow.

Discounted Cash Flow is a way of determining the rate of return on investment in the future that considers the time value of money.

##### 1. Net Present Value (NPV).

The net present value (NPV) is defined as the difference between the current investment and the present value of the estimated future net results.

$$\text{NPV} = \sum \frac{C}{(1+i)^n} + \sum \frac{-C}{(1+i)^n}$$

##### 2. Profitability Index (PI).

In that both involve a present value calculation component, the PI analysis approach is quite similar to the NPV analysis method. The distinction is because in the NPV, the unit is a monetary value, whereas in the PI, it is an index.

PV of Benefit

$$\text{Profitability Index} = \frac{\text{PV of Benefit}}{\text{PV of Capital Cost}}$$

PV of Capital Cost

##### 3. Internal Rate of Return (IRR).

Internal Rate of Return (IRR) is defined as the interest rate that equates the current value of an investment with the predicted net results over the course of a firm.

$$\text{IRR} = i_1 + (i_2 - i_1) \times \frac{\text{NPV}_1}{(\text{NPV}_1 - \text{NPV}_2)} 100\%$$

### 6. Aspect of Social and Economic.

In particular, the socio-economic aspects have received less attention from project initiators and project feasibility study authors. However, in reality this aspect forms the basis of other aspects in determining the feasibility of an investment project. (Suratman, 2001).

#### a. Aspect of Sosial.

According to Kasmir & Jakfar (2012), the social impact of a project or investment includes:

1. Changes in the composition of the workforce, both the labor force participation rate and the unemployment rate.
2. Changes in public attitudes and perceptions of business plans and activities.

#### b. Aspect of Economic.

According to Kasmir and Jakfar (2012), in outline the impact from the economic aspect of a project or investment includes:

1. Improving the household economy by raising family income, changing livelihood patterns, providing a range of goods and services in the community, and creating job possibilities while reducing unemployment.
2. Improving the government's economy both locally and regionally, specifically through boosting job and business opportunities for the community, ensuring equitable income distribution, and establishing centers of economic growth in specific places.

Hisrich and Peters in their book Entrepreneurship states that a business plan is a written document prepared by an entrepreneur

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that describes all relevant internal and external elements regarding the company to start a business. The contents are often integrated plans involving marketing, capital, manufacturing and human resources. (Hisrich & Peters, 1995). Meanwhile, according to Richard L. Daft in his book *Management*, it is stated that a business plan is a document detailing business details prepared by an entrepreneur before opening a new business. (Daft, 2007). A business strategy is generally divided into the following sections: (1) Executive Summary, (2) Company, (3) Market Analysis, (4) Marketing, (5) Production / Operations, (6) Management and Organization, and (7) Finance are the sections to look at. 2013 (Ramelan).

### **E. The Influence of Social Entrepreneurship**

The change that occurs as a result of an activity is referred to as its impact. 2004 (Soemarwoto). General business aims such as sales targets and profit growth are not the only targets to be considered in the implementation of social entrepreneurship, but social impact achievement indicators must be evaluated and reported to all stakeholders (Haryanti et al., 2015).

Social change is the process of changing the system in society, which includes changes in the community's economic existence. This involves changes in livelihood, income, and even an increase in a higher standard of living. (2015) (Soekanto). Meanwhile, economic change is the process of continuously improving a region's economic position over a specific time period. Economic growth can also be defined as the process of growing an economy's production capacity, which results in increased income. 1994 (Djojohadikusumo).

Furthermore, the impact of social entrepreneurship activities is to bring wealth to the surrounding community, which is then quantified using a variety of measures such as: (1) Community income is derived from the income of the head of the household and the income of household members. (2) Housing-5 signs of proper housing, including roof type, walls, ownership status, floors, and floor area. (3) Family expenditures are prosperous if non-food expenditures account for 80% of income. (4) Education-Category education in welfare standards is required for a period of nine years. (5) Health - A state of physical, mental, and social well-being, as well as a socially and economically useful life.

## **III. RESEARCH METHODOLOGY**

Based on social entrepreneurship, this project investigates the development and implementation of organic cassava flour business activities for the benefit of the Wuasa village community. The scope of this research is a business feasibility assessment using the SWOT analysis approach and the Business Model Canvas for Social Enterprise (BMCSE) to develop an organic cassava flour mill in Wuasa village.

A combination method (mixed methods) with a descriptive approach was used for the investigation. This research is a research phase that combines two previously existing forms of research, namely qualitative research and quantitative research, the results of which will subsequently be expressed as a conclusion. The time and location of the research. The research was carried out at UD. Ariesta Bali and will take place from August to October 2022, including research sites in Mengwitani Village, Bali, and Wuasa Village, Central Sulawesi.

A concurrent transformative strategy is applied in this mixed method. This concurrent transformative technique collects quantitative and qualitative data at the same time and is based on a certain theoretical perspective. Creswell (2013). After collecting all of the necessary data, the following step is to process the current data so that conclusions can be derived from the analysis results. Quantitative data analysis techniques take the form of descriptive statistics, and quantitative data analysis techniques on financial elements are carried out utilizing SWOT analysis and business feasibility studies. While qualitative data analysis approaches comprise data collection, reduction, presentation, and conclusion formulation. The Business Model Canvas for Social Enterprise UD method was used to conduct qualitative data analysis approaches. Ariesta Bali, a business feasibility study on UD's non-financial components, and the impact (result) of social entrepreneurship activities.

## **IV. RESULT AND DISCUSSIONS**

### **A. Social Entrepreneurship**

Based on the author's findings, the form of social entrepreneurship UD. Ariesta Bali is carrying out economic activities such as organic cassava farming, crop productivity training, and the production of organic cassava flour. The following table explains a more extensive examination of Ariesta Bali's profile based on a study of elements of social entrepreneurship (Social Entrepreneurship) :

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Table 2. Ariesta Bali's Profile in Social Entrepreneurship Elements

<b>Social Entrepreneurship</b>	<b>UD. ARIESTA BALI</b>
<b>Social Value</b>	Providing job options for farmers with limited land for organic cassava cultivation through free land management Increase Knowledge and skill for cassava farmers which have directly good impact for quality and selling value of product Continuous development in the field of organics farming
<b>Civil Society</b>	25 cassava farmers in Wuasa Village
<b>Innovation</b>	Organic Farming System Partnership System with Farmers
<b>Economic Activity</b>	Organic Cassava Cultivation Harvest Productivity Training Production of Organic Cassava Flour

Source: The data is processed by the author

### B. SWOT Analysis

Internal strategic factors were studied using the Internal Factors Evaluation (IFE) matrix, while external strategic factors were analyzed using the External Factors Evaluation (EFE) matrix. Each internal and external component was assigned a weight and rating in the IFE and EFE study methodologies.

Table 3. IFE Matrix

KEY INTERNAL FACTORS	WEIGHT	RATING	WEIGHTED SCORE
<i>Strengths</i>			
1. <b>Have their own land</b>	<b>0.19</b>	4	<b>0.76</b>
2. High Technology Machine	0.05	2	0.10
3. Standardization of Raw Materials	0.10	3	0.30
4. Business Legality	0.05	3	0.15
5. Ecocert Organic Certification	0.14	4	0.56
			1.87
<i>Weaknesses</i>			
6. Quality of Human Resources	0.05	4	0.20
7. Machine Utility is not maximized	0.05	2	0.10
8. Promotion	0.10	3	0.30
9. Source of personal business capital	0.10	4	0.40
10. <b>Brand image in the local market</b>	<b>0.19</b>	4	<b>0.76</b>
			1.76
<b>Total</b>	<b>1</b>		<b>3.63</b>

Source: The data is processed by the author, 2022 December

Table 4. EFE Matrix

KEY EXTERNAL FACTORS	WEIGHT	RATING	WEIGHTED SCORE
<i>Opportunities</i>			
1. The world market for organic agricultural products	0.04	2	0.08
2. Global food diversification policy	0.12	4	0.48
3. Different types of consumers	0.12	3	0.36
4. <b>The export market demands is 20 tons per month</b>	<b>0.16</b>	4	<b>0.64</b>
5. Export tax free policy	0.08	4	0.32
			1.88

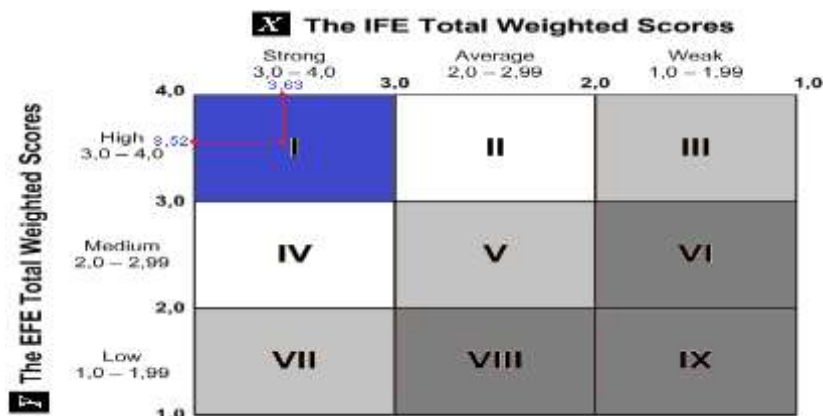


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<i>Threats</i>				
6.	<b>Similar Product Competition</b>	<b>0.16</b>	<b>4</b>	<b>0.64</b>
7.	The marketing reach is limited	0.12	4	0.48
8.	The harvest season is poorly managed	0.12	3	0.36
9.	Fuel prices increases	0.04	2	0.08
10.	The organic certification is lengthy	0.04	2	0.08
				1.64
<b>Total</b>		<b>1</b>		<b>3.52</b>

**Source:** The data is processed by the author, 2022 December

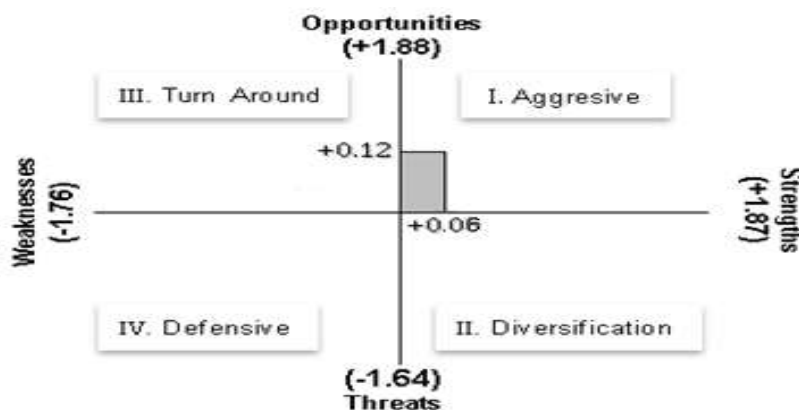
The results of calculations on the IFE and EFE matrices are utilized to create the IE matrix, allowing the business position of UD to be identified. Bali Ariesta. The IFE matrix has a total score of 3.63 on the x-axis and a total score of 3.52 on the y-axis. These results place UD Ariesta Bali in Quadrant I. This Quadrant I is called the Growth and Development strategy. In this position, it is possible for UD. Ariesta Bali carried out a backward integration strategy, namely by establishing its own company which plays a role in increasing control over supplier companies by taking over the supplier function.



**Picture 4. IE Matrix**

**Source:** The data is processed by the author, 2022 December

Cartesian graph The four fundamental components of a SWOT analysis are strengths, weaknesses, opportunities, and threats. The findings of decreasing internal and exterior elements are utilized to create a Cartesian Diagram for SWOT Analysis. The difference in total strengths and weaknesses on the x-axis is +0.06, and the difference in total opportunities and threats on the y-axis is +0.12. Cartesian Graph SWOT analysis at UD. Ariesta Bali is located on Kuadran I, which allows for the company to continue aggressive strategy for maximized resources (strengths) and opportunities (opportunities) in order to achieve greater success.



**Picture 5. SWOT Analysis Cartesian Diagram**

**Source:** The data is processed by the author, 2022 December

The following SWOT Matrix depicts several alternative business strategies for UD. Ariesta Bali :

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**Table 5. SWOT Matrix**

<i>IFE</i>          <i>EFE</i>	<b>Strengths – S</b> (1,87)	<b>Weaknesses – W</b> (1,76)
	S <sub>1</sub> <b>Have their own land</b>	W <sub>1</sub> Human Resources Quality
	S <sub>2</sub> High technology of machine	W <sub>2</sub> The utility of machine is not maximized
	S <sub>3</sub> Standardization of raw materials	W <sub>3</sub> Promotion
	S <sub>4</sub> Legality of Business	W <sub>4</sub> Sources of personal business capital
	S <sub>5</sub> Ecocert Organic Certification	W <sub>5</sub> <b>Brand image in the local market</b>
<b>Opportunities – O</b> (1,88)	<b>SO Strategies</b>	<b>WO Strategies</b>
O <sub>1</sub> The world market for organic agricultural products	<b>(VERTICAL INTEGRATION STRATEGIES)</b> SO <sub>1</sub> Established a factory for producing organic cassava flour (S <sub>1</sub> , S <sub>2</sub> , S <sub>3</sub> , S <sub>4</sub> , S <sub>5</sub> , O <sub>1</sub> , O <sub>2</sub> , O <sub>3</sub> , O <sub>4</sub> , O <sub>5</sub> ) SO <sub>2</sub> Take over supplier function (S <sub>1</sub> , O <sub>4</sub> )	<b>(INTENSIVE STRATEGIES)</b> WO <sub>1</sub> Development Product (W <sub>2</sub> , W <sub>5</sub> , O <sub>1</sub> , O <sub>2</sub> , O <sub>3</sub> ) WO <sub>2</sub> Development Market (W <sub>2</sub> , W <sub>3</sub> , W <sub>5</sub> , O <sub>3</sub> )
O <sub>2</sub> Global food diversification policy		
O <sub>3</sub> Different types of consumers		
O <sub>4</sub> <b>The export market demands is 20 tons per month</b>		
O <sub>5</sub> Export tax free policy		
<b>Threats – T</b> (1,64)	<b>ST Strategies</b>	<b>WT Strategies</b>
T <sub>1</sub> <b>Similar Product Competition</b>	<b>(DIVERSIFICATION STRATEGIES)</b> ST <sub>1</sub> Unrelated new product additions (S <sub>1</sub> , S <sub>2</sub> , S <sub>3</sub> , S <sub>4</sub> , S <sub>5</sub> , T <sub>1</sub> )	<b>(DIVERSIFICATION STRATEGIES)</b> WT <sub>1</sub> Related new product additions (W <sub>2</sub> , W <sub>5</sub> , T <sub>1</sub> )
T <sub>2</sub> The marketing reach is limited		
T <sub>3</sub> The harvest season is poorly managed		
T <sub>4</sub> Fuel prices increases		
T <sub>5</sub> The organic certification is lengthy		

**Source:** The data is processed by the author, 2022 December

The decision stage is the stage in which the best alternative strategy from the SWOT matrix analysis is chosen. The results of Ariesta Bali's SWOT matrix analysis at UD yielded six different strategies: (1) Construct a factory that produces organic cassava flour-SO<sub>1</sub>. (2) Assuming responsibility for the supplier function-SO<sub>2</sub>. (3) Product development-WO<sub>1</sub>. (4) Market expansion-WO<sub>2</sub>. (5) The addition of new products that are unrelated-ST<sub>1</sub>. (6) The addition of new products that are related-WT<sub>1</sub>.

**Table 6. SWOT Analysis Alternate Sequence**

Priority	Strategy	Weigh t Value
I	Strength-Opportunity (SO)	3,75
II	Strength-Threats (ST)	0,23
III	Weaknesses-Opportunity (WO)	0,12
IV	Weaknesses-Threats (WT)	-3,40

**Source:** The data is processed by the author, 2022 December

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According to the findings of the analysis, the best SO strategy for the company to pursue at this moment is "establishing its own organic cassava flour manufacturing factory" (SO-1) by "taking over the supplier function" (SO-2).

## C. Business Model Canvas for Social Enterprise

The SWOT analysis and interview results were incorporated into the parts of the Business Model Canvas for Social Enterprise at this stage of analysis. The Business Model Canvas employs nine aspects to aid in identification: client groups, value propositions, channels, customer relationships, revenue streams, key resources, key activities, important partnerships, and cost structure. There are 4 additional components: mission, social innovation, community reinvestment, impact, and measurement.

MISSION: Increasing farmers' economic income through organic cassava farming activities and training				
IMPLEMENTATION		VALUE	MARKET	
KEY ALLIES (KEY PARTNERS)	KEY ACTIVITIES	VALUE PROPOSITION	CUSTOMER RELATIONSHIP	CUSTOMER SEGMENTS
<b>COMMERCIAL</b> <ul style="list-style-type: none"> <li>Cooperation</li> <li>Distribution agent (PT. Profil Mitra Abadi)</li> <li>Local market (market)</li> <li>Agricultural Extension and Business Economic Development Agency, Ministry of Agriculture</li> </ul>	<b>COMMERCIAL</b> <ul style="list-style-type: none"> <li>Collection of organic cassava for the availability of raw materials (supply chain), using a partnership system with farmers</li> <li>Developing organic cassava flour management</li> </ul>	<b>COMMERCIAL</b> <ul style="list-style-type: none"> <li>Organic and quality products</li> <li>Social value products</li> <li>Wheat flour complementary products at economic prices</li> <li>Organic low, high fiber, low glycemic index, and rich in nutrients, adopt healthy lifestyle</li> </ul>	<b>COMMERCIAL</b> <ul style="list-style-type: none"> <li>Business to business</li> <li>Product Warranty</li> <li>Cash On Delivery, with the payment method (the in Board (POB) Shipping Point</li> </ul>	<b>COMMERCIAL</b> <ul style="list-style-type: none"> <li>Production of organic cassava flour to meet the needs of PT. Profil Mitra Abadi</li> </ul>
	<b>IMPACT</b> <ul style="list-style-type: none"> <li>Community participation activities in organic cassava cultivation, make organic cassava farmer as business partner in maintaining the availability of raw materials (supply chain)</li> </ul>	<b>IMPACT</b> <ul style="list-style-type: none"> <li>Organic products, quality and social value (social value) work for people who have been unemployed for a long time</li> </ul>	<b>IMPACT</b> <ul style="list-style-type: none"> <li>Layanan profit dan layanan</li> <li>Dampak jangka panjang (pelanggan)</li> </ul>	
	<b>KEY RESOURCES</b> <ul style="list-style-type: none"> <li>Human Resource (farmer &amp; farmer processor)</li> <li>Customer needs and organic equipment</li> <li>Agricultural land and tending</li> <li>Equipment of Production (digger machine, trayer, other)</li> <li>EU Organic Certificate (EU ISO 1400), HACCP and ISO 9001 Certification, GAP Certification</li> </ul>	<b>SOCIAL INNOVATION</b> <ul style="list-style-type: none"> <li>Cutting the cassava production chain for the welfare of farmers with the concept of fair-price &amp; fair-trade</li> </ul>	<b>CHANNELS</b> <ul style="list-style-type: none"> <li>All products will be purchased and marketed by PT. Profil Mitra Abadi</li> </ul>	<b>IMPACT</b> <ul style="list-style-type: none"> <li>Micro entrepreneur</li> <li>Providing jobs for farmers and the community</li> </ul>
<b>IMPACT</b> <ul style="list-style-type: none"> <li>Business partners support jobs for farmers</li> <li>Social enterprise network</li> <li>Social innovation</li> </ul>			<b>COMMERCIAL</b> <ul style="list-style-type: none"> <li>Establish social enterprise network</li> </ul>	
<b>COST OF DELIVERY (COST STRUCTURE)</b>		<b>FINANCE</b>		<b>REVENUE STREAMS</b>
<b>COMMERCIAL</b> <ul style="list-style-type: none"> <li>Working capital for maintenance and management of agriculture</li> <li>Fixed overhead costs</li> <li>Other operational costs</li> </ul>		<b>COMMUNITY REINVESTMENT</b> <ul style="list-style-type: none"> <li>Develop organic farming knowledge and skills for farmers</li> <li>Partial scholarship program for outstanding farmer children</li> </ul>	<b>COMMERCIAL</b> <ul style="list-style-type: none"> <li>Sale of flour in a large scale</li> <li>Sale of cassava flour waste as animal feed</li> </ul>	
<b>IMPACT</b> <ul style="list-style-type: none"> <li>Participation and support costs:                             <ol style="list-style-type: none"> <li>Staff</li> <li>Productivity</li> <li>Building</li> <li>Wah</li> </ol> </li> <li>Infrastructure costs</li> <li>Impact assessment costs</li> </ul>			<b>IMPACT</b> <ul style="list-style-type: none"> <li>Participation and support fund</li> <li>Transparency</li> <li>Duration (Corporate Social Responsibility)</li> </ul>	
<b>IMPACT &amp; MEASUREMENT: The welfare of the people of Wuasa village, increasing the economic income of cassava farmers</b>				

Picture 6. Business Model Canvas for Social Enterprise

Source: Adaptation of Business Model Canvas (Osterwalder dan Pigneur, 2012) & Social BMC (Social Enterprise Institute, 2018), Processed by the author 2022

In preparing the business model development, UD. Ariesta Bali introduced four primary element blocks to the Business Model Canvas for Social Enterprise, including (1) Mission - increasing farmers' economic income through organic cassava farming activities and training; (2) Social Innovation - converting cassava farmers into business partners by shortening the cassava product production chain for the benefit of farmers using the fair-price & fair-trade idea; (3) Community Reinvestment- management of Ariesta Bali's business revenues for: (a) agricultural skill and knowledge development for farmers and (b) Partial scholarship program for excellent farmer children; (4) Impact & Measurement- before the company was created in Wuasa village, the people's lives may have been more prosperous, specifically by raising farmer income.

## D. Business Feasibility Study Analysis

**I) Market and Marketing Strategy:** UD. Ariesta Bali has a monthly export market of 20 tons to the United States. To answer this requirement, UD. Ariesta Bali does not compete with other cassava flour firms; the market is clear, namely to meet PT. Eternal Partner Profile market demand. Ariesta Bali's marketing strategy is carried out based on the 7P analysis according to Kotler which consists of: (1) Product, Ariesta Bali's cassava flour product. (2) Price, the selling price of 25 kg cassava flour is IDR 395,000. (3) Promotion, produced by UD. Ariesta Bali was purchased and marketed directly by PT. Eternal Partner Profile. (4) Placement, B2B (Business to Business service) model. (5) People, cassava farmers as business partners of Ariesta Bali. (6) Process, every stage of Ariesta Bali's production process always pays attention to the best things for consumer satisfaction (7) Physical Evidence, the existence of factories, offices, logos, to the packaging and contents of the products offered.

**II) Operations and Technical Strategy:** The factory will be built around the investor's cassava planting region, which covers an area of 5,000 ha. Ariesta Bali will manage a cassava planting area of 100 hectares / 1,000,000 m<sup>2</sup>, and the factory will be erected on this site with a building area of 3,000 m<sup>2</sup>. The stages of the Ariesta Bali cassava flour production process are carried out by fermentation, which is then separated into three stages: (1) raw material preparation and processing, (2) fermentation, and (3) product processing.

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**III) Legal Strategy:** Ariesta Bali's cassava flour mill in Poso area is a part of UD's business development. Ariesta Bali, as a result, requires a new permit for the new location by addressing SITU (Business Location Permit) issues and taking into account the addition of a block (address) in Ariesta Bali's business location to changes in the individual company's TDP (Company Registration Certificate).

**IV) Organization and Management Strategy:** Aspects of management developed in the pursuit of company objectives, such as planning, organizing, implementing, and controlling. UD. Ariesta Bali's organizational structure in the organic cassava flour business unit in Wuasa village is divided into four levels: (1) leaders, (2) managers, (3) supervisors, (4) employees, and casual daily laborers. There are a total of 25 employees.

**V) Aspect of Financial:** This business plan's financial aspect is focused on the need for production costs for processed organic cassava flour products, where the financial aspect must be able to show the potential of funds owned and the need for external funds needed in the form of calculating business cash flow projections, which can be briefly presented as follows.

Description	Year		
	1	2	3
a. Cash inflow	8.392.000.000	10.857.179.600	18.952.039.800
b. Cash outflow	6.306.020.400	3.173.119.400	3.328.425.400
c. Cash netflow (a – b)	2.085.979.600	7.684.060.200	15.623.614.400
d. Initial cash balance	4.600.000.000	6.685.979.600	14.370.039.800
e. Ending cash balance (c + d)	6.685.979.600	14.370.039.800	29.993.654.200

Picture 7. Ariesta Bali Cash Flow Stream

The results of the investment analysis through the UD business feasibility study. Ariesta Bali on the financial aspect is feasible, as presented in the following table:

Table 7. Results of a Business Analysis on the Financial Market

Tools of Analysis	Result of Analysis	Indicator	Final Results
Payback Period (PBP)	1 year 8 months 1 day	± 4 years	Feasible
Net Present Value (NPV)	Rp. 1.618.141.959	(+) positive	Feasible
Profitability Index (PI)	1,35	< 1	Feasible
Internal Rate of Return (IRR)	13,74%	5%	Feasible

(1) The results of the UD payback period computation. Ariesta Bali will be fully operational in 1 year, 8 months, and 1 day. (2) The NPV computation yields a positive outcome of Rp. 1,618,141,959. (3) The PI from UD. Ariesta Bali is 1.35, which makes it feasible to run because the PI is greater than 1. (4) The IRR is 13.74%, which is higher than the current interest rate (5%).

**VI) Aspect Social and Economic :** The goal of this social and economic aspect analysis is to obtain a comprehensive picture of the beneficial impacts on social and economic aspects that will result directly from the planned building of a cassava flour mill in Wuasa village. According to the findings of the interviews, UD. Ariesta Bali's social entrepreneurship operations in Wuasa village not only emphasize earnings but also have a positive impact on the surrounding community in social and economic dimensions, as demonstrated in the table below:

Table 8. Business Feasibility Analysis Results on Social and Economic Aspects

Analysis	Result of Analysis
Aspect of Social	Creating job opportunities and reducing unemployment Improving a better standard of living
Aspect of Economic	Increase workers' and farmers' incomes Increase household income Expanding other business sectors

## **Ariesta Bali Organic Cassava Flour Factory Establishment Plan for the Welfare of Wuasa Village Communities Based on Social Entrepreneurship**

### **E. The Influence of Social Entrepreneurship**

The influence of the University of Delaware's social entrepreneurship efforts. Ariesta Bali's mission is to promote wealth to the local community, which will be measured using a variety of measures. The findings of an impact analysis of UD social entrepreneurship. The following are the welfare indices for Ariesta Bali :

1. People's income in Wuasa village has increased and become more evenly divided as a result of housewives working as casual daily laborers, young people working in industries as employees, and fathers becoming cassava growers.
2. Farmers may take their children to school, ensuring that no more youngsters in the Wuasa Village community drop out due to financial constraints.
3. Nutritional food consumption can be met, allowing each family member to live a more productive and healthier lifestyle.

Furthermore, the business proposal for an organic cassava flour plant based on social entrepreneurship in Wuasa village has the potential to positively benefit Indonesia's economic development. This is due to the role it performs in bringing up new commercial activities in a societal economic activity.

### **V. CONCLUSION**

Based on the findings of the author's research and analysis at UD. Ariesta Bali, the authors can conclude that the influence felt by the Wuasa village community is consistent with the elements of social entrepreneurship. Based on the results of the SWOT analysis, it was determined that the best S-O strategy for UD. Ariesta Bali to pursue at this moment is "establishing its own organic cassava flour manufacturing factory" (SO-1) by "taking over the supplier function" (SO-2).

UD. Ariesta Bali uses the Business Model Canvas for Social Enterprise to prepare for business model creation. The social business model incorporates four major component blocks: Mission, Social Innovation, Community Reinvestment, Impact, and Measurement.

Based on the findings of a business feasibility study analysis of market and marketing aspects, technical and operational aspects, legal aspects, management and organizational aspects as a whole, a functional strategic business plan for the establishment of an Ariesta Bali organic cassava flour factory in Wuasa village can be developed. Based on the financial (financial) and socio-economic (non-financial) components, it is possible to conclude that UD's business strategy. Ariesta Bali by establishing an organic cassava flour factory and taking over the supplier function is feasible and has a positive impact on the surrounding community.

The influence of the University of Delaware's social entrepreneurship efforts. Ariesta Bali's purpose is to promote wealth to the surrounding community, namely by raising and more equal income for the residents of Wuasa village, because housewives can work as casual daily laborers and young people can work as employees in industries. dan bapak-bapak menjadi petani singkong, The farmers can then send their children to school, ensuring that no more children in the Wuasa village community drop out due to a lack of educational resources, and the community can consume enough nutritional food to ensure that every family member lives a more productive and healthy life. Furthermore, the business plan for an organic cassava flour factory based on social entrepreneurship in the village of Wuasa contributes to Indonesian economic development by playing a role in the creation of new business activities in an economic activity, particularly for economic development in the village of Wuasa, Central Sulawesi.

### **IMPLICATION**

The social entrepreneurship-based business proposal for an organic cassava flour plant is very likely to be implemented. This can be observed in the provision of land, financial and human resources, the encouragement of social innovation, the possibilities available, the presence of beneficiaries, and the financial feasibility. As a result, an organic cassava flour social enterprise can have an impact on community welfare, particularly the welfare of the residents of Wuasa village, with adequate business planning.

### **RESEARCH RESTRICTIONS**

Organic cassava growing is a long-term activity that takes at least eight months in one harvest cycle, so the authors were unable to analyze the success or benefits of social entrepreneurship activities for the inhabitants of Wuasa village specifically in this study.

### **SUGGESTIONS**

Among the suggestions that the author can make are the following:

1. UD. Ariesta Bali needs to prepare more human resources, in this case organic cassava farmers who are knowledgeable and skilled in organic cassava cultivation.
2. UD. Ariesta Bali must implement a millennial youth empowerment program in Wuasa village, with one of the activities mentioned being digital marketing training.
3. UD. Ariesta Bali must implement an extensive mentoring program, which includes partnering with local governments and relevant organizations to provide training and business capital help for the development of processed organic cassava products and other derivative enterprises.



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