

Model Construction and Potential of Social Entrepreneurship in East NUSA Tenggara Province

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Abstract

Purpose: This study aims to 1) Identify and explore the concept of social entrepreneurship in NTT, 2) Explore communities and figures who carry out social entrepreneurship on Alor Island, Flores and Timor, and 3) Create social entrepreneurship models in the context of empowering local communities in NTT.

Research Methodology: This research is descriptive, verification and explanatory, where this research is descriptive because it describes or takes pictures of the variables under study. The method used in this research is a qualitative method. The sampling technique used was nonprobability sampling, be in the form of snowball sampling.

Finding: There are several forms of social entrepreneurship in East Nusa Tenggara. Based on the SWOT analysis and the IE matrix above, it can be said that social entrepreneurship in NTT is in the position of cell V. So the strategy used is defense and maintenance accompanied by market penetration and product development strategies. The empowerment-based social entrepreneur model in the context of NTT is a Hybrid model, where business organizations use business methods, but the end result is the creation of social value.

Limitations: This research was only conducted in several areas in East Nusa Tenggara so that the depiction of social entrepreneurs in this study does not fully describe the models and potentials of social entrepreneurs in East Nusa Tenggara.

Contribution: This research becomes scientific information for business management and entrepreneurship.

Keywords

Social Entrepreneurship, Model Construction, and Social Entrepreneurial Potential.

Introduction

Poverty is a major problem for almost all countries in the world. Not to mention developed countries also experience this gap. Poverty is the root of various socio-economic conflicts that develop in society. One of the causes of poverty is the lack of quality of human resources, in this case the inability of human resources to recognize and exploit potential from within and from their surroundings. In order to overcome these problems the Indonesian state undertakes effective collaboration between the use of existing resources, owners of capital, local communities and the government. The vision of the East Nusa Tenggara (NTT) provincial government is that NTT will rise to create a prosperous society with the mission of 1) realizing people's welfare, 2) developing tourism, 3) developing infrastructure, 4) improving the quality of human resources, and 5) realizing bureaucratic reform. The results of achieving the government's vision and mission in overcoming poverty can be seen from the Provincial Percentage of Poor People (percent) based on data from the NTT Provincial BPS for the last three years, namely: March 21.85%, September 21.38% (2017), March 21.35%, September 21.03% (2018); March 21.09%, September 20.62% (2019). This data shows a decrease in the number of poor people carried out by various parties. Basically, people are blessed with a myriad of abilities and abundant natural resources, but many of them do not have internal encouragement or support from their environment. This problem tried to be analyzed, given solutions, and even followed up by empowering the community.

East Nusa Tenggara (NTT) has many social communities and individuals who are engaged in innovation to alleviate poverty problems. As the world advances, industry demand increases, necessitating increasingly skilled human resources (Zulaikha et al., 2021). Those communities provide education, train, and mentor, and form social entrepreneurship with the main objective of empowering local communities. Many of them become influencers for local communities to make changes in their areas. Most of them are entrepreneurs who have personal funding sources with simple initial steps. These activities are vital since businesses face more challenges than ever before in producing sustainable economic value for consumers and obtaining a competitive edge (Ojiaku et al., 2020). This incident is in line with the statement by the Schwab Foundation (2008), a foundation that is engaged in

encouraging social entrepreneurship activities, their statement is "social entrepreneurship who creates and leads organizations to generate profits or not, which is intended as a catalyst for social change at the system level through new ideas, products, services, methodologies, and changes in attitude". Some well-known examples of social entrepreneurship in NTT include: Rumah Sejuta Mimpi, Alor Creative, Skol Mus, Du`Anyam, there are many more that are not exposed by print or electronic media.

Rumah Sejuta Mimpi provides opportunities and encouragement for children who have big dreams to study abroad by learning English for free. SkolMus is a community and social entrepreneurship with a vision to drive change through multimedia. Du`Anyam also empowers mothers and women in 20 villages in Flores who have the skills to weave and produce products to sell. Du'Anyam manufactures & distributes high quality and functional woven products that empower women, promote culture & improve health & wellness in Indonesia. Du'Anyam connects Local Wisdom & Resources with Markets, thus empowering Women through Economic Security. There are many others who are not exposed but educate and empower people in various aspects of life.

Broadly speaking, the diversity of social entrepreneurship needs to be analyzed, summarized and then introduced about the concept of social entrepreneurship in NTT without eliminating the peculiarities of social entrepreneurship. This research will also design a model of innovation ideas for social entrepreneurship, starting from planning to products reaching consumers that are suitable for application in NTT, so as to obtain a model that can generally be applied by social entrepreneurship in the context of NTT society. The approach used in this research is socio-economic science.

Based on these thoughts, this study aims to 1) Identify and explore the concept of social entrepreneurship in NTT, 2) Explore communities and figures who carry out social entrepreneurship on Alor Island, Flores and Timor, and 3) Create a social entrepreneurship model in the context of community empowerment NTT local.

Literature Review

Basically, social science provides an understanding of the nature of humans as social beings. Suratman et al (2014) explain that social science is a series of knowledge about the most basic things that exist in human life as social beings, and social problems that manifest from it. Their goal of social science is defined as a science that fosters insight into the thinking and personality with respect to human attitudes and behavior in dealing with other humans towards the human being concerned.

In addition to providing insight into human thinking and personality, social science studies in more detail about human activities in living together. The activity in question is a pattern of thinking, behaving and behaving in establishing social relationships among others. With this simple understanding in the social science environment including anthropology, history, law, economics, politics, psychology, sociology and others (Abdulah, 2006).

Judging from the above definition of social science, the authors conclude that social science has a broad scope of the human person with each other; this science studies all interactions that occur and any impacts that occur because of these interactions. Every human being responds with their own mindset in various fields of life, so that social science becomes a reference in other fields of science.

1. Local Community Empowerment

Local community empowerment is often referred to in various terms. Edi Suharto (2010) mentions the term local community development. The effort to empower local communities is the existence of a demonstrated process to create social and economic progress for the community through active participation and community initiatives.

Tjiptiherijanto (1999) also thinks critically about the empowerment of local communities and explains that each community has creative, innovative, and productive abilities that must be accompanied by challenges and stimuli from both inside and outside then must be supported by a climate that allows potential reactions that exist. The leaders must carry out full support for all productive works of the local community that have economic value. Empowerment of local communities can be done by providing services that help overcome various problems of poverty, environmental degradation, education, natural disasters and war, drug abuse, disease outbreaks in order to form a prosperous local community towards civil society.

Another understanding of the empowerment of local communities is by utilizing available resources to overcome crisis problems at the local level (Crescent Team, 2003). There are concrete actions that they offer as a solution in empowering local communities, namely by developing local resources and developing local communities. This opinion is based on the belief that a local community has a specific internal mechanism (local specific) and can actually play a role in internal problems. The ability of the community to solve problems through empowering local communities is also explained by Dhewanto et al (2013) who acknowledge the competence and motivation of actors in the system to set and achieve goals.

Researchers get an understanding of local community empowerment which is basically a process of interaction between members of the local community facilitated by social workers either social organizations or individuals (academics, community leaders, or spiritual leaders) who have the goal of overcoming crisis problems in their area.

2. Economics

Economics is also synonymous with social science because social science is the study of humans. Economics focuses on how human behavior meets its needs, which to get it requires sacrifice because of limited or scarce availability. Thus the main study of economics only focuses its attention and analysis on goods and services that are useful and rare for humans (Liaily et al, 2013).

Opinions of economists such as Sandono Sukorno explain that economics analyzes costs, benefits, and improves the use of natural and human resources. Ari Sudarman gave an opinion that economics is a branch of social science that is concerned with the problem of how to use limited resources to satisfy various human needs. Seuherman Reyiah said that economics is the science of economics, one of the branches of science and the understanding of social phenomena that arise due to human actions in an effort to achieve prosperity.

In general, the notion of economics states that this science is a branch of social science that describes humans as social beings, but this discipline specifically describes the relationship between humans and other humans for the purpose of meeting their needs.

3. Entrepreneurship

Entrepreneurship is an economic activity that emphasizes entrepreneurs to have creative thinking skills and innovative behavior, which are then used as the basis for resources, driving force, goals, strategies, tips and processes in facing life's challenges (Asatina, 2015). Suparyanto (2013) more clearly states that entrepreneurship focuses its activities on looking for opportunities and using them to spend something that has added value.

The definition of entrepreneurship generally describes creative ideas with innovative steps in business ventures, but there are other definitions that Echdar (2013) tries to provide specifically. Entrepreneurship is ability in terms of creating business activities and the ability to create it requires continuous creativity and innovation to find something different from what has been there before, where creativity and innovation are ultimately able to

contribute to society at large. Every thought, step, and action is a business; even an entrepreneur's dream is an idea to be creative in finding and creating new businesses. The business environment is risky, particularly for entrepreneurs pursuing high-growth opportunities (Adiza, 2020). Based on the above understanding, it can be concluded that entrepreneurship is an entrepreneur's decision to form ideas and carry out his ideas with new discoveries as outlined in business ventures.

4. Social Entrepreneurship

Activities in social entrepreneurship are different from business activities in general where an entrepreneur opens a new business or runs an existing business for the benefit of the business owner. The difference is in the focus where social entrepreneurship focuses more on creating capital and the social value that is built. Entrepreneurship in this field is very closely related to non-profit organizations, but companies are still looking for profits for capital to make positive changes in society (Dhewanto 2013).

Suparman (2012) tries to make research and see social entrepreneurship as a form of a new business model that is useful for empowering the surrounding community. The result of this effort is how the proposed ideas can have a good impact on society. Suparman said that social entrepreneurship is like someone who is saving in the long term because their business requires time and a long process to see results. Thus, business owners can assess the presence of conceptual flaws and make modifications to their business's operations (Hutamy et al., 2021).

The definition of social entrepreneurship according to experts almost agrees, one more opinion that explains entrepreneurship is Firdaus (2014). In the context of social entrepreneurship, the intended value is social value because social entrepreneurship emphasizes how to create innovative ideas or ideas in order to solve social problems.

Social entrepreneurship is an effort to use resources to run a business by adding social value to it. The purpose of social entrepreneurship is to bring about a change in impact for members in entrepreneurial activities while still looking for profits.

5. Preliminary Studies

Previous studies and the results they have achieved are used as the basis for this research reference: Masturin (2015) entitled Community Empowerment Model with Social Entrepreneur Approach (Analysis of Social Entrepreneurs' Character). Whereas previous research related to BCP which is the basis is Deden Suparman (2012) on Social-

Entrepreneurship Based on Community Organizations (Ormas) (Analysis Study on Ummah Economic Empowerment of Persis Social-Business Units, NU, and Muhammadiyah in Garut Regency).

Research Methodology

Based on the research objectives, this research is descriptive, verification and explanatory, where this research is descriptive because it describes or takes pictures of the variables under study. The method used in this research is a qualitative method. Population is an object or subject that has certain qualities and characteristics that the researcher determines to study and draw conclusions. The key informants in this study are communities and groups who are active in social entrepreneurship on the islands of Alor, Flores and Timor.

Samples in qualitative research are not named as respondents but as sources, participants, informants, friends and teachers in the study (Sugiyono, 2016). The sampling technique used is nonprobability sampling, be in the form of snowball sampling. Snowball sampling is a technique of determining a sample that is initially small in number, and then enlarges. It was like an old rolling snowball becoming big. In determining the sample, first one or two people were selected, but because these two people were incomplete with the data provided, it was necessary to find other people who were considered to know more and could complete the data provided by the two previous people.

The data collection techniques were descriptive observation and semi structured interviews. Descriptive observation according to Sugiyono (2016: 383), if the researcher enters a certain social situation as an object of research, the researcher makes a general and comprehensive exploration, describes what he sees, hears and feels. The semi-structured interview mechanism was used in this study because the questions were more open, in which the interviewee was asked for their opinions and ideas.

The analysis in this research is to use a SWOT analysis, where this method shows the profile and potential of social entrepreneurship in NTT by determining the combination of internal and external factors that exist. SWOT analysis compares internal factors, namely strength and weakness. External factors are opportunities and threats. Internal factors are entered into a matrix called the IFAS factor matrix (Internal Strategic Factor Analysis Summary). External factors are entered into a matrix called the external factor matrix or EFAS (External Strategic Factor Analysis Summary). Then after the internal and external strategy factor matrices are completed, the results are entered into a qualitative model, the SWOT matrix.

Results and Discussions

1. Social Entrepreneurship in East Nusa Tenggara

The phenomenon of the emergence of various social entrepreneurs in Indonesia is also being felt in East Nusa Tenggara. The emergence of various social entrepreneurs in NTT is a response to various kinds of socio-economic problems that exist in NTT. Pioneered by extraordinary business actors, various social entrepreneurial activities have had an impact on the surrounding environment. Not only impact economically and socially but also education, health and culture.

The following are some examples of groups or individuals working in the world of social entrepreneurship in NTT:

i. Rumah Sejuta Mimpi (The House of a Million Dreams)

Rumah Sejuta Mimpi or “The house of a million dreams” was established on March 23, 2018 in Fatuboki Village, Taebenu District, Penfui Village, Kupang Province, East Nusa Tenggara on the basis of the dream of a nurse at the Naimata Mental Hospital, Kupang City, named Imaculata Bete. Imaculata said that Rumah Sejuta Mimpi was founded on the basis of his desire to provide learning facilities for children around his residence to access proper education such as learning English but were constrained by costs. It was given the name "The House of a million dreams" because it was based on the childhood experience of the Imaculata where the dreams of children who generally only wanted to be teachers, police and soldiers even though there were so many thousands of dreams that children could achieve because they originated from their dreams. Will be passionate about reaching that dream. The main objective of establishing Rumah Sejuta Mimpi is to motivate children and adolescents to learn English. Encourage them to dare to dream and achieve their dreams. But not only that, children were also given knowledge of self-care, bullying and renewable education related to adolescents and children. The number of children and adolescents studying at Rumah Sejuta Mimpi is around 80 people. However, this number is sometimes erratic because many children find it difficult to come to the “House of a Million Dreams”. According to Imaculata, the beginning of establishing Rumah Sejuta Mimpi only with used tires as a medium for children's play. However, as time went on, to meet the operational funds of the “House of a Million Dreams” started by selling bracelets and weaves from women around the location of “The House of A Million Dreams”. The proceeds from sales are divided for mothers and the rest is used for social activities "Home of a million dreams". Rumah Sejuta Mimpi gets support from many parties both from within and outside the country, such as the NTT Bank, the Turkish Car Powership, students, youth community,

and an overseas student from Taiwan who regularly visits the Million Dreams House to teach English and learn to weave.

ii. Village Owned Enterprise Au Wula, Detusosko Barat Village

Au Wula Village-Owned Enterprises (BUMDes) was the brainchild of the Head of West Detusoko village named Ferdinandus Nando. BUMDes Au Wula was formed since August 21, 2017 with 2 business units in the form of trade and tourism. This initiative emerged because there were several problems Nando encountered, namely: 1) the mindset / perspective of young people leaving the village, 2) graduate graduates are more interested in office work, 3) lack of networks, 4) difficulty accessing capital, 4) abundant commodities but minimal processing post-harvest, and 4) market uncertainty for agricultural products. Currently BUMDes Au Wula has two business units, namely Homestay Detusoko Ecotourism and Lepalio Café. Homestay is built to answer the needs of lodging facilities for tourists and the availability of toilets. Meanwhile, Lepalio Café is a business unit that sells various coffee-based products such as detusoko coffee, detusoko coffee bracelets and detusoko coffee parfung. In addition to selling coffee-based products, Lepalio Café also sells other products such as detusoko black rice and launched the Dapur Kita program to help sell farm produce for farmers who had difficulty during the Covid-19 pandemic. The BUMDes Au Wula itself has received several awards, namely the best BUMDes in the National Digital BUMDes event organized by the Ministry of Village PD TT RI and has become a role model for managing the national level BUMDes.

iii. Sayur Nusa

The Sayur Nusa business unit is a social entrepreneurship business unit that was founded in November 2019 by Mr. Dany Wetangterah and his wife. The Sayur Nusa business unit is located in Mr. Dany's own house, precisely behind the Keungan Building, Kupang City. Sayur Nusa itself is engaged in selling various types of vegetables such as mustard greens, sweet, spinach, broccoli, kale, and others. Not only vegetables, Sayur Nusa also provides various kinds of spices and fruits. All products sold are the produce of Mr. Dany's own garden and are marketed both by delivery and also in collaboration with supermarkets. Until now Sayur Nusa is still managed by Mr. Dany and his wife assisted by an employee. Sayur Nusa is planned to be a cooperative in the future. Mr. Dany as the founder acknowledged that Sayur Nusa's establishment was motivated by the Covid-19 pandemic which hindered the economic sector including the sale of farmers' garden products. In addition, the increasing need for healthy food during the pandemic also affected the founding of Sayur Nusa. Currently, Sayur Nusa under Mr. Gany has helped 18 farmers and 12 poor farmer

groups to market their crops through the Sayur Nusanya business. Even Mr. Dany has 22 assisted farmers located in Maulafa, Noesinas, Tarus, Batakte, Baumata and others.

iv. Horticultural Agriculture and Freshwater Fish Cultivation

The Horticultural Agriculture and Freshwater Fish farming business units are business units founded by Pastor Jefri Wattileo et al (along with several GMIT pastors). The year of the establishment of Horticultural agriculture was from 2017 while for freshwater fish in Fatububut TTS (Timor Tengah Selatan) since 2013. The location of his freshwater fisheries and agriculture business is in his church in Fatububut TTS (South Central Timor). For the area of Kupang city, there is also a branch of his farming business, precisely in Oepoi, Kupang city and the garden becomes a model garden for training for farmers. The products produced include various kinds of vegetables and fruit that are produced from agricultural gardens located at Oepoi such as chilies, tomatoes, eggplant, bitter melon, cucumbers, melons and tubers such as onions. The fisheries sector, such as tombro carp and nilla fish, are located in Fatububut, TTS (Timor Tengah Selatan). Meanwhile, the Kupang City area is trying to cultivate catfish. But is studying the maintenance and marketing system. The reason Pastor Jefri Watileo, who founded horticultural farming and freshwater cultivation to help improve the welfare of his church congregation.

v. Kali Kembar Wairklau Farm Farmer Group

The Kali Kembar Wairklau Farm Farmer Group is a farmer group located at Jalan Wairklau, RT / RW 04/010, Madawat Village, Alok District, Sikka Regency, Maumere - Flores - East Nusa Tenggara. This group was founded in 2010 with a history of its early formation was to raise awareness among farmers in Sikka Maumere and the lack of awareness from the community to use the remaining vacant land. People in Sikka-Maumere are also less interested in becoming farmers because for them being a farmer is hard work and requires a lot of capital. The Kali Kembar Wairklau Farm farmer group, which originally had 20 members, was chaired by Gaspar Bao. Gaspar Bao has a junior high school education only background. The head of the Kali Kembar Wairklau Farm farmer group always strives to provide farmers with an understanding of the importance of being an organization or group and always motivating its members to remain passionate about being successful farmers. In 2020, the Kali Kembar Wairklau Farm farmer group under the leadership of Gaspar Bao has grown and has 60 members. The Kali Kembar Wairklau Farm farmer group produces composite maize. Composite corn is also known as local maize. The Kali Kembar Wairklau Farm farmer group chose composite corn because it has a short age, is resistant to pests and can be planted repeatedly so that it does not cause farmer dependence. With the increase in

corn farming, the Kali Kembar Wairklau Farm farmer group has opened another type of business, namely Kampung Chicken Farming. With abundant maize yields and good quality maize, the free-range chicken farm of the Wairklau Twin River farmer groups can develop rapidly. The location of corn farming of the Kali Kembar Wairklau Farm farmer group was originally in Kolisia B Village, Magepanda District - Sikka. However, with the increasing demand from consumers, the Kali Kembar Wairklau Farm farmer group has added a farming location in Boru Village, Podor Hamlet, Wulanggitan District, East Flores. Meanwhile, the location of the native chicken farm of the Kali Kembar Wairklau Farm farmer group is located at Jln. Wairklau, Rt / Rw 04/010, Madawat Village, Alok District, Sikka Regency, Maumere - Flores - East Nusa Tenggara. Every month, the Kali Kembar Wairklau Farm Farmers Group sells 200 chickens, but for the sale of native chicken eggs it is uncertain the amount marketed because some are sold but there are also eggs that are prepared to become seeds. For corn yields, especially in the rainy season, the Kali Kembar Wairklau Farm Farmer Group can produce 8-10 tons per harvest. Meanwhile, during the dry season, the Kali Kembar Wairklau Farm Farmers Group carry out planting in preparation for the seeds to welcome the rainy season which can produce 5 - 7 tons per harvest. In order to keep growing, the Kali Kembar Wairklau Farm Farmer Group needs capital. Capital is obtained from a loan on behalf of the Chairman by making a KUR loan at BRI Bank. From the various efforts done, in 2013, the Kali Kembar Wairklau Farm farmer group became the National Champion as an exemplary farmer group. Currently, the Kali Kembar Wairklau Farm Farmer Group also has social partners, namely the Department of Agriculture, Prisma (Australian Government Program to Help Farmers) and the Regional Development Planning Agency.

vi. Papalele

The system and application called “Papalele” which was founded in 2018 is based on the cultural context of East Nusa Tenggara, where people buy vegetables or products from farmers and sell them back to end customers. The initial idea was founded by Papalele because there was no distribution channel that could help the farmers to sell the products they produced to the target market. "Papalele" was developed with an on line system and application to support the distribution of local farmers' products, especially women farmers in East Nusa Tenggara, which currently has 18 members. The products marketed by “Papalele” are organic, woven and livestock vegetables. So that the products produced by women farmers in East Nusa Tenggara can be sold not only in the NTT market but also nationally, the "Papalele" product can be found on online media, namely Facebook, Instagram, Tokopedia and also at exhibitions held in NTT Province and on economic-based activities. The “Papalele” market segment is the middle to upper income segment. Because

"Papalele" is a social entrepreneur, the social program run by "Papalele" takes 30% of the profit generated and is used to support NTT female farmers who are members of the "Papalele" to be able to help their economy and provide climate information to farmers. in order to adapt to their planting period.

vii. Sekolah MUSA

"SkolMus" is a community and is a form of social entrepreneur with a vision to encourage change through multi media. Initially, "SkolMus" was called Sekolah MUSA, which means Multi Media School for All, which was formed and preceded by the concerns of several young people in Kupang City regarding the difficulty of access to multimedia learning for residents, especially young people in Kupang City. In May 2011 the idea was sparked to build a joint learning community by opening a "sharing class" which teaches multimedia knowledge, namely photography, videography, graphic design and creative writing with lecturers and volunteer photography practitioners in Kupang City. Since then "SkolMus" has developed into a multimedia school and is involved in various workshops, training and annual activities, such as the Kupang City Traces Photo Exhibition, Matahati Photo Exhibition, viewing photo exhibition, recording, telling, vestive of Kupang films (Road to XXI Fil Festival, InDocs, Documentary Workshop, Playing For Change, Kupang Bagarak, Teaching Rote, Kitong, Lakoat, Kujawas). In 2014 "Skolmus" then transformed into a social entrepreneur by creating and running a social enterprise that focuses on multimedia training services and social documentation. "SkolMus" is also trusted in trainings, monitoring and social documentation projects such as "Me and Kotaku (in collaboration with the Pannaforo Institute), Workshop and Photo Exhibition" Parampu Pung Carita", supporting the film project" Siko "(working together with the Kupang Film community) and the process of documenting knowledge and making the book "Semau Beta" with PIKUL and GEF. As a form of social movement, "Skolmus" holds an annual class which this year reaches its 7th batch, namely the Youth Photo Class, the "KetongBisa" Photography Class and the Second Chance Academy (Multimedia-Based Young Entrepreneur Incubation). On 2 October 2018, the "SkolMus" annual meeting was transformed with a major change, namely a change in the name and logo which was originally named SekolahMUSA to become "SkolMus" or Multimedia for all. "SkolMus" defines itself as a social entrepreneur with a business unit called "SkolMus Enterprise" which runs multimedia services and social documentation. As proof of commitment as a social entrepreneur, "SkolMus" provides 51% or more than half of the profit obtained from the "SkolMus Enterprise" business unit for investing in "SkolMus" social projects, namely Annual Class, Workshop, Charity and others.

viii. Geographical Indication Protection Society (MPIG) Flores Bajawa Arabica Coffee

The Geographical Indication Protection Society (MPIG) Flores Bajawa Arabica Coffee is an institution that represents the Bajawa people who inhabit an area on the island of Flores that grows on the basis of a common vision and mission to carry out, maintain the production and quality of Flores Bajawa Arabica coffee products as well as to propose protection of rights Intellectual Property (IPR) for products produced by people in this region as products that are protected by geographic indications so that it is expected to increase competitiveness in the global market. On 26 May 2009 in Bajawa, the “Flores Bajawa Arabica Coffee Protection Society (MPIG)” was officially agreed to be established. The establishment of the institution was then registered with the Notary Office in Ngada Regency, No. 4 Dated 15 August 2011. The Flores Bajawa Arabica Coffee MPIG in Ngada District remains inclusive, that is, local organizations based in the region can join this organization as long as the members are Arabica coffee producers or processors and that they have met all the rules listed in the Book of Requirements for Geographical Indications of Flores Bajawa Arabica Coffee. The coffee produced by MPIG itself has reached the international coffee market. The distinctive taste of the coffee produced has made Bajawa Arabica coffee one of the world's premium quality coffees.

2. SWOT Analysis

Internal aspects are used to talk about weaknesses and weaknesses that are important. Data and information on internal aspects were obtained by interviewing sources that they thought influenced social entrepreneurship in East Nusa Tenggara. Here are the internal aspects.

i. Strength

- a. Dynamic organizational configuration
- b. Quality leadership
- c. Allows social entrepreneurship and social responsibility
- d. Motivation makes a difference

ii. Weaknesses

- a. Size and scalability limitations
- b. Inherent strategy rigidity
- c. Limited capital ownership
- d. Differences in goals and objectives

Meanwhile, the external aspect is used to identify opportunities and threats that are considered important. Data on the cultural aspects were obtained by interviewing informants. The following are external aspects that are considered to influence the potential for social entrepreneurship in East Nusa Tenggara.

i. Opportunities

- a. Increased interest in social entrepreneurship
- b. Facilitating the environment
- c. Blurring sector boundaries
- d. There is community involvement

ii. Threats

- a. Unfavorable legal and tax framework
- b. Uncertainty of sources of funds and forecasting
- c. Possible mission drift
- d. Accountability demands

Based on the internal and external factors described above, the IFAS and EFAS tables are prepared as follows:

IFAS

INTERNAL FACTORS		VALUE	RATING	SCORE
		Average	Rata-rata	
Strength	Dynamic organizational configuration	0.143	4.1	0.591
	Quality leadership	0.137	3.6	0.498
	Allows social entrepreneurship and social responsibility	0.144	3.9	0.562
	Motivation makes a difference	0.131	4.0	0.519
Weakness	Size and scalability limitations	0.130	1.3	0.176
	Inherent strategy rigidity	0.086	1.7	0.145
	Limited capital ownership	0.143	1.1	0.161
	Differences in goals and objectives	0.085	1.7	0.143
Total				2.793

EFAS

EXTERNAL FACTORS		VALUE	RATING	SCORE
		Average	Average	
Opportunity	Increased interest in social entrepreneurship	0.142	4.2	0.593
	Facilitating the environment	0.121	4.0	0.482
	Blurring sector boundaries	0.101	3.4	0.347
	There is community involvement	0.161	4.5	0.723
Threats	Unfavorable legal and tax framework	0.092	1.9	0.172
	Uncertainty of sources of funds and forecasting	0.161	1.3	0.201
	Possible mission drift	0.105	1.5	0.157
	Accountability demands	0.119	1.5	0.178
Total				2.853

Information:

Value	Description
> 0.20	Very Strong
0.11 - 0.20	above average strength
0.06 - 0.10	Average strength
0.01 - 0.05	Strength below average

Rating Description

4	The response is superior
3	The response is above average
2	The response is average
1	The response is poor

Based on the internal aspects (strengths and weaknesses) and external aspects (opportunities and threats) that have been discussed previously, the following strategies can be formulated.

SWOT matrix

IFAS	<p>Strength:</p> <ol style="list-style-type: none"> 1. Dynamic organizational configuration 2. Quality leadership 3. Allows social entrepreneurship and social responsibility 4. Motivation makes a difference 	<p>Weakness:</p> <ol style="list-style-type: none"> 1. Size and scalability limitations 2. Inherent strategy rigidity 3. Limited capital ownership 4. Differences in goals and objectives
EFAS	<p>SO Strategy</p> <ol style="list-style-type: none"> 1. Cultivate entrepreneurial spirit in society 2. Increase business innovation and improve the quality of social entrepreneurs 3. Empowering all existing resources and can be developed 4. Inviting various parties to support social entrepreneurs 	<p>WO Strategy</p> <ol style="list-style-type: none"> 1. Increase the size of the business and business network by empowering the community 2. Doing strategic innovation based on resources and the environment 3. Doing capital work together with various parties 4. Formulating and determining sustainable business goals
<p>Opportunities:</p> <ol style="list-style-type: none"> 1. Increased interest in social entrepreneurship 2. Facilitating the environment 3. Blurring sector boundaries 4. There is community involvement 	<p>Threats:</p> <ol style="list-style-type: none"> 1. Unfavorable legal and tax framework 2. Uncertainty of sources of funds and forecasting 3. Possible mission drift 4. Accountability demands 	<p>ST Strategy</p> <ol style="list-style-type: none"> 1. Approach the government or legal practitioners regarding business regulations 2. Conduct business funding cooperation 3. Formulation of long-term goals with quality leadership 4. Strive for accountable business performance
		<p>WT Strategy</p> <ol style="list-style-type: none"> 1. Carrying out various forms of cooperation in the fields of funding, marketing, distribution and innovation 2. Peumusan goals and ideals of a sustainable business 3. Designing a more flexible business strategy 4. Committed to showing the best business performance and having a positive impact on many parties

The next step is to formulate a strategy. To formulate the next strategy, a match is made to the IE matrix (Fred R. David, 2002). This matrix is based on two key dimensions, namely IFAS on the X-axis and EFAS on the Y-axis.

For the X axis there are three scores, namely:

1. Score 4.0-3.0: strong internal position
2. Score 2.99-2.0: average internal position
3. Score 1.99-1.0: weak internal position

For the Y axis in the same way, namely:

1. Score 4.0-3.0: strong external position
2. Score 2.99-2.0: average external position
3. Score 1.99-1.0: external position is weak

The IE matrix is divided into 3 main sections which have different strategic implications. Divisions II, IV, or I can be called growth or development, suitable strategies are incentive strategies such as market penetration, market development, and product development. Divisions III, V, or VII can use a defense and maintenance strategy. Market penetration and product development can also be used for this division. Divisions that enter cells VI, VIII, or IX are harvest or divestment. The most successful businesses are those in the cell I position.

Based on previous IFAS and EFAS calculations, it is known that Social Entrepreneurship has a total value of 2,793 on internal factors and a total value of 2,853 on external factors. Then the IE matrix is as follows.

IE Matrix

		Total IFAS score		
		Strong 4,0-3,0 4,0	Average 2,99-2,0 3,0	Weak 1,99-1,0 2,0
Total EFAS score	High 4,0-3,0 3,0	Cell I	Cell II	Cell III
	Intermediate 2,99-2,0 2,0	Cell IV	Cell V	Cell VI
	Low 1,99-1,0 1,0	Cell VII	Cell VIII	Cell IX

Based on the IE matrix above, it can be said that social entrepreneurship in NTT is in the position of cell V. So the strategy used is defense and maintenance along with market penetration and product development strategies.

3. Social Entrepreneurship Model in the Context of Local Community Empowerment in East Nusa Tenggara

Osterwalder & Pigneur (2010) defines a business model as a basic overview of how organizations create and deliver value. The business model shows how to think about how a company makes money. The business model and the form of the organization greatly influence the company's ability to grow and develop in a sustainable manner. In the business world, sustainability entails remaining relevant and competitive in an ever-changing corporate environment (Chinedu et al., 2020). As with any business in general, the opportunities that social entrepreneurship has must be supported by a business model that makes sense and is realistic. A social entrepreneur can create a new business model where this model will improve the performance of social entrepreneurs.

A social enterprise must be built as a strong and integrated network and connections with business knowledge where they can find value individually and together as a whole as an ecosystem. Social entrepreneurship is considered to have a "hive" (hive) if the organization can rely on cooperation in the environment they are in and collaborate intensively with stakeholders. Information obtained from customers regarding changes that occur in the market can be interpreted as a dynamic signal for social entrepreneurship, where actors or the social entrepreneurship community must retrieve and process this information efficiently so that it can lead to the social value they want to create. This process is described as a metafilter. Regarding business methods, social entrepreneurship creates hybrid organizations that use business methods, but the end result is social value creation (Winarto, 2008).

Winarto's statement is an outline of a social entrepreneurship. Social entrepreneurship is not only doing business but also provides benefits to the surrounding environment by empowering the community, preserving nature, and helping children's education. Based on Winarto's opinion, it can be said that the right social entrepreneur model for the East Nusa Tenggara region is Hybrid, which is a business organization that in addition to conducting business activities also creates social value. This is because the NTT region is an area that needs to be empowered by its people. In addition, the available resources are also sufficient, but to be able to manage existing resources, the community is still not capable enough. Therefore, the appropriate social entrepreneurial model in the context of empowerment in

NTT is a hybrid model that carries out business efforts at the same time empowers existing resources.

Conclusion

Based on the results of the research and discussion that has been carried out by the author, the writer will draw general conclusions from the descriptions of the previous chapters, as follows:

1. There are several forms of social entrepreneurship in East Nusa Tenggara and in this study there are eight social entrepreneurs who are the object of research. Each of them has their own business activities such as agriculture, plantation, tourism, education, to technology and transportation.
2. Based on the SWOT analysis and the IE matrix above, it can be said that social entrepreneurship in NTT is in the position of cell V. So the strategy used is defense and maintenance accompanied by market penetration and product development strategies. This shows that social entrepreneurs in NTT are still in the development stage.
3. The empowerment-based social entrepreneur model in the context of NTT is a Hybrid model, namely business organizations using business methods, but the end result is social value creation.

Limitation and Study Forward

This research was only conducted in several areas in East Nusa Tenggara so that the depiction of social entrepreneurs in this study does not fully describe the models and potentials of social entrepreneurs in East Nusa Tenggara. For further researchers, they can conduct research on a broader scale using a census or survey method so that all social entrepreneurs in NTT can be studied in depth.

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