Social Entrepreneurship Development Strategy

Abi Sopyan Febrianto[1], Rilla Khoirunnisa[2], Achmad Sudiro[2], Mintarti Rahayu[2]

1. Departement of Office Management Education, Universitas Pendidikan Indonesia,
   Jl. Dr. Setiabudi No.229, Isola, Kec. Sukasari, Kota Bandung, Jawa Barat 40154, Indonesia
2. Management Departement, Universitas Brawijaya, Jl. MT. Haryono 165 Malang 65145, Indonesia

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Corresponding author:
Abi Sopyan Febrianto
abisopyan@upi.edu

ABSTRACT

This study aimed to analyze the strategy of developing social entrepreneurship with the Social Impact Canvas method on Sahawood. This study used a qualitative method with a case study approach. Data collection method was done by using observation and interviews with four informants who were directly involved in the Sahawood business process. The Social Impact Canvas provides an overview of business development strategies contained in the components of anchor purpose; value prepositions; stakeholders; stakeholders relationship; channel; key activities; key resources; key partners; revenue streams; magnitude; costs; differentiation. The findings in this study indicate that the social value of Sahawood creates a strong brand story and becomes a strength in attracting consumers. As a social entrepreneurship, Sahawood was able to become a place for former addicts to change for the better and control the beneficiaries from using drugs again and committing criminal acts. Social Impact Canvas is not only describing business implementation but also highlighting social values and business uniqueness in social entrepreneurship. This study has implications for the development of Sahawood's future business strategy.

SARI PATI

Penelitian ini bertujuan menganalisis strategi pengembangan social entrepreneurship dengan metode Social Impact Canvas pada Sahawood. Penelitian ini menggunakan metode kualitatif dengan pendekatan studi kasus. Data diperoleh melalui observasi dan wawancara terhadap 4 informan yang terlibat langsung pada proses bisnis Sahawood. Social Impact Canvas memberikan gambaran strategi pengembangan bisnis yang tertuang dalam komponen anchor purpose; value prepositions; stakeholders; stakeholders relationship; channel; key activities; key resources; key partners; revenue streams; magnitude; costs; differentiation. Temuan dalam penelitian ini menunjukkan bahwa nilai sosial dari Sahawood menciptakan sebuah brand story yang kuat dalam menarik konsumen. Sebagai social entrepreneurship, Sahawood mampu menjadi wadah bagi para mantan pecandu untuk berubah menjadi lebih baik dan mengendalikan penerima manfaat untuk tidak kembali menggunakan narkoba serta melakukan tindakan kriminal. Social Impact Canvas tidak hanya menggambarkan implementasi bisnis namun juga menonjolkan nilai sosial serta keunikan bisnis pada social entrepreneurship. Penelitian ini berimplikasi pada pengembangan strategi bisnis Sahawood di masa depan.

INTRODUCTION

Drugs are a big threat to society and the country. Nowadays drug trafficking in Indonesia is increasingly rife after the rapid development of information technology. In dealing with this, the government and non-governmental organizations (NGOs) often provide counseling about the dangers of drugs to the community, outreach and rehabilitation for drug addicts. One NGO that runs outreach and rehabilitation of drug addicts is the Sadar Hati Foundation. In carrying out these activities, the foundation realizes that the problem of a drug addict does not stop after the addict is declared healed, further a former addict must face the stigma in the community. This stigma makes it difficult for former addicts to be accepted by society and get jobs. This raises new problems, such as former addicts going back to using drugs or committing other criminal acts.

In an effort to resolve the issue, the Sadar Hati Foundation established Sahawood, a business that aims to empower former drug addicts by opening employment opportunities and educating the public about the dangers of drugs. Sahawood manufactures wooden glasses made by former drug addicts, ex-convicts and people with HIV / AIDS. All products are made from waste wood and bamboo. Good quality and the uniqueness of this product makes Sahawood able to compete in the market and has been marketed to the UK, Australia and Switzerland (Sasongko, 2017).

This business run by Sahawood is an implementation of social entrepreneurship. The term "social entrepreneurship" was coined by Bill Drayton in 1980 (Welsh and Krueger, 2012; Ebrashi, 2013; Prieto and Phipps, 2014; Mody et al., 2016). The concept of social entrepreneurship grew when Muhammad Yunus founded the Grameen Bank with the aim of helping a poor Bangladesh community into an entrepreneurship that was founded through "micro-credit" loans (Coker et al., 2017). This action had an enormous impact throughout the world, so that Muhammad Yunus was awarded the Nobel Peace Prize (Mody et al., 2016; Yunus et al., 2009; Coker et al., 2017; Boysen and Sahlberg, 2008).

Social entrepreneurship cannot be separated from the meaning of entrepreneurship itself. One of social entrepreneurship definition that is widely used today is the definition of Dees (2001) which is taken from the definition of several aspects of previous entrepreneurship. In short, a social entrepreneur according to Dees (2001) is a person who is able to adopt a mission to create and maintain social value (not only personal value); able to recognize and continue to look for new opportunities to achieve social goals; involves the process of developing sustainable innovation, adaptive and continues to learn; able to act with existing resources and be able to increase accountability to get the desired results.

Williams and Nadin (2011) stated that social entrepreneurship and conventional entrepreneurship have different and separate realms, but have the same logic. Lower middle-class people or living in rural areas tend to be more socially oriented, whereas middle class and above are relatively more profit oriented. This opinion was proven by Karanda and Toledano (2012) stated that in South Africa local social problems were linked and collaboration was carried out among community members to create social value on a small scale. Meanwhile, a large-scale social project in developed countries more often uses rhetoric. A type of business that was originally in the form of conventional entrepreneurship can change into social entrepreneurship, and vice versa (Williams and Nadin, 2011).

The business development strategy of an organization / company can be briefly described in the business model of the organization / company. One of business model that is widely used is the Business Model Canvas (BMC) made by Alexander Osterwalder and Yves Pigneur. As the business model develops, BMC has been developed by several parties because it is considered to have several weaknesses. One of them is Lean Canvas

by Maurya (2012). BMC is more focused on entrepreneurs and less appropriate for startups (Abdoun and Ibrahim, 2018). But this business model is also not appropriate if used for social entrepreneurship because it does not highlight the social value and the uniqueness of this business form.

Chou (2017) has implemented a social entrepreneurship plan using design thinking. But its use is limited to program planning, not to illustrate existing business models. Semcow and Morrison (2018) recommended to analyze Jorge Calderon's business model called Social Impact Canvas to be analyzed more deeply for the development of social entrepreneurship. This business model is considered to be used for profit, non-profit companies and mixed income models. Calderon (2015) created the Social Blueprint toolkit for building a field of social value integration that is driven by business, specifically the development of social enterprises. Social Impact Canvas is part of this toolkit to build a company's operations, programs, investment funds to new economic goals, for individuals and companies.

Nowadays, many practices and efforts to introduce social entrepreneurship to the community, this is because the impact of the development of social entrepreneurship is considered able to solve social and economic problems that occur in the community (Ebrashi, 2013). The practice of social entrepreneurship that continues to increase in various countries is not directly proportional to study on social entrepreneurship. Hoogendoorn (in Wibowo and Hulhaqim, 2015) states that research on social entrepreneurship is far less than practice and still focuses on the conceptual domain or the study of literature. Empirical studies of social entrepreneurship from 1991 to 2010 show that more than 50 per cent of research only focuses on conceptual issues (Granados et al., 2011). In addition, there is no appropriate business model in describing social enterprise development strategies. These two things are the gaps in this study. Therefore, this study aims to analyze the strategy of developing social entrepreneurship with the Social Impact Canvas method. We conduct this research to examine deeper the Sahawood social business development strategy which will later contribute to Sahawood in mapping future business strategies, because by analyzing a business using a business model is able to identify elements that need improvement (Solihah et al, 2014). This study also contributes to the academic literature on Social Impact Canvas and social entrepreneurship as well. The shortfall of study that explains about business system utilizing Social Impact Canvas makes this plan of action generally new and fills the gaps in the academic literature, so there is no comparison. Therefore, the results of this study are state of the art and novel. This study has suggestions for Sahawood's capacity to foster future business systems. Our findings show that Social Impact Canvas is not only describing business implementation but also highlighting social values and business uniqueness in social entrepreneurship.

METHODS

The method used is a qualitative method using case studies. Qualitative method is used to investigate more deeply in business development in Sahawood. Research data will be obtained through observations and semi-structural interviews with four informants who are directly involved in the business process, including; founder, coordinator of the operational field, coordinator of craftsmen and craftsman representatives. The informants were chosen because they are the result of the snowballing sampling. Snowballing is a sampling method used by interviewing initial participants to identify the other participants related in the study to obtain more comprehensive information (Crossman, 2019). The study was conducted at the Sahawood workshop located in the Sukun Sub-District of Malang City from February to July 2019.

The data obtained is recorded video, audio, photos and observation notes. The data obtained from

the interview consists of audio that will be made manuscripts and will be analyzed to find meaning and themes. detailed stages of data analysis are shown in Table 1. Data validity testing is done using triangulation techniques, namely checking the degree of trust in the findings of the study with several data collection techniques (Moleong, 2001). The similarity of informant data was compared between one and other, then a conclusion was drawn.

The absence of previous study that discusses strategies on social business using Social Impact

Canvas makes this business model relatively new to the academic literature. The Social Impact Canvas provides an overview of the company's main objectives in addition to making a profit, which is social impact. This goal is contained in the anchor purpose component, which describes the long-term commitment of a program / company. The Social Impact Canvas framework also consists of two main pillars namely business case and root strategy. The business case outlines the needs or opportunities that exist, while the root strategy outlines the operational elements needed by the company in achieving its objectives. In addition,

Table 1. Stage of Data Analysis

| Stages	Details
Data Reduction	At this stage, the interview results are re-filtering to obtain data with important information. The filtered data is coded, summarized and categorized based on important aspects of each issue studied.
Organizing Data	The stage of organizing data is done by processing the data resulting from the reduction. Data that have similarities are combined in certain categories in order to obtain key information. Then the intent of the informants can be identified by determining the meaning. The meaning will be described using a brief explanation in order to obtain a theme.
Interpretation	This stage includes the process of identifying patterns, trends and explanations at the conclusions that have been tested through detailed data. From the themes that have been found, will be interpreted in the discussion of propositions.
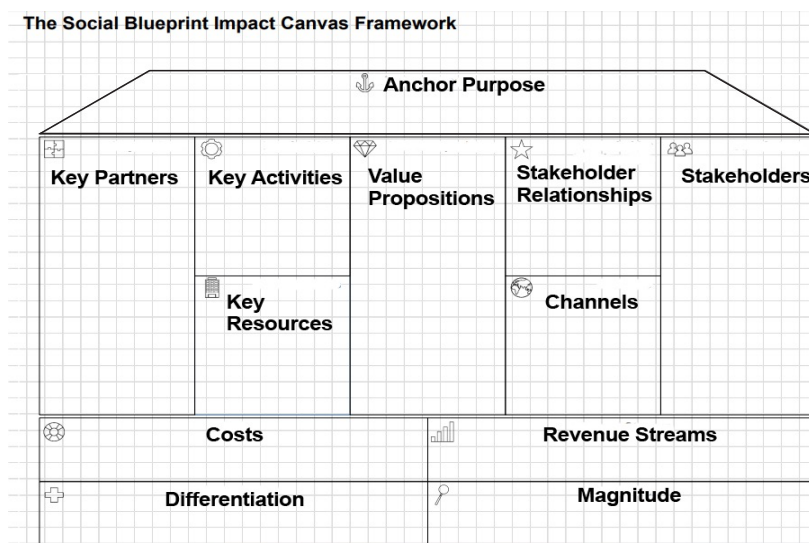
Figure 1. Framework of Social Impact Canvas (Calderon, 2015)

there is a magnitude component that allows the articulation of opportunities and describes the size of the business, as well as the differentiation component that provides a real picture of the uniqueness of the business.

RESULTS AND DISCUSSION

Sadar Hati Foundation is a Non-Governmental Organization (NGO) which is engaged in the problem of drug addicts and the issue of HIV / AIDS. The aim of this foundation is to reduce the spread of HIV / AIDS in Malang, especially those caused by the use of injection drugs (IDUs). One of the steps taken is to carry out the Harm Reduction program, which is to reduce the impact of injecting drug use given the impact caused mainly on health or other risks. The foundation also runs programs for drug addict communities, providing assistance, health assistance, rehabilitation, building referral systems and providing education to the community.

The problems faced by these addicts encourage the Sadar Hati Foundation to create organizational independence and help ex-addicts by opening jobs with the aim of improving the economy in the community of drug addicts and ex-convicts. The name Sahawood can represent that the products produced in this business are made from wood and made by the Sadar Hati Foundation (Saha) which was established in September 2015.

Through Sahawood, a former drug addict is able to work and be independent. This can be seen in the slogan used, namely "Opponent with Work". Until now, Sahawood continues to innovate on new products such as watches and eco-friendly cutlery made of wood and bamboo. In addition to empowering ex-addicts, HIV / AIDS sufferers and ex-convicts, Sahawood also sets aside 5 per cent to 10 per cent of sales profits to help educate children in the environment of drug addicts.

Analysis of Social Impact Canvas

Data analysis was performed using the Social Impact Canvas method to find out the organization and business systems in depth. The discussion will be grouped on a predetermined theme and in accordance with the Social Impact Canvas component.

Anchor Purpose

The anchor purpose component is the foundation of social entrepreneurship which explains the business goals, vision and mission. Not only has the aim of maximizing profits, social entrepreneurship is also encouraged to create social value (Austin et al., 2006).

Sahawood was formed on the basis of a desire to solve social problems, one of which was to reduce unemployment, especially in the community of drug addicts and ex-convicts. Through Sahawood, it is hoped that former addicts and prisoners can improve their skills and confidence. Sahawood's slogan "Opponent with Work" means the ex-addict's attempt to fight narcotics with a positive thing, such as creating a quality work and has a sale value.

Sahawood seeks to become an educational medium for the wider community, especially about the dangers of narcotics as an effort to reduce the risk of drug use. Sahawood's role is an effort to create Sahawood's vision of "See the Future" which means that Sahawood beneficiaries are ex-drug addicts, ex-convicts and drug addicts can see a better future, apart from a dark past.

Value Propositions

At first Sahawood brought environmental issues, where the material used in making eyeglasses was used wood or furniture waste and workshop waste, but this was less of an attraction for customers. Customers are more interested in the unique wood materials used, such as teak, mahogany and sonokeling. Sahawood also continues to innovate to create products with a variety of styles, not just one type of wood. Innovations with plywood are also being developed by attaching several types of wood into a new style.

Sahawood offers order custom eyeglasses for suitable sizes as well as requests for making positive or negative lens glasses. The lens used by Sahawood uses polarized or polarized polycarbonate lenses that are able to reflect light and are safe to use, this lens has been certified European (Certificate Europe).

Stakeholders

The first stakeholder aspect of Sahawood is customers who show their target market. In general, Sahawood's target market is the middle and upper economic community, both nationally and globally. The large number of people in Indonesia and the growing middle class is a large target market. The characteristics of foreign tourists who often take vacations and wear glasses are also an opportunity for Sahawood to be able to compete in the global market. Sahawood's identity as a social entrepreneurship is a global attraction for buying. This higher level of global market concern can be attributed to research conducted by Karanda and Toledano (2012) that in many developed countries social enterprises use rhetoric to attract customers. Sahawood products are mostly made for unisex, so there are no product model specifications based on gender, while the target customer based on age is 20 to 40 years. However Sahawood can accept custom orders, consumers can order glasses with models, frame sizes and lenses in accordance with the wishes of the customer.

The second aspect of the stakeholder component is beneficiaries, namely former drug addicts, ex-convicts and people with HIV / AIDS. A former addict who can be a beneficiary / craftsman at Sahawood is a junkie who has been clear, meaning he has never used drugs. In prison, prisoners are given the skills to manage wood, so that it is in accordance with the skills of craftsmen in Sahawood. Someone who has used drugs, especially injecting drugs, is very susceptible to contracting the HIV / AIDS virus, therefore this person with HIV / AIDS is also a beneficiary of Sahawood. The beneficiary group works as craftsmen in making Sahawood products.

Sahawood products use packaging tubes made of bamboo and woven fabric made by mothers of poor urban communities in Surabaya. Directly, this group has benefited from the sale of Sahawood products and is a beneficiary.

Stakeholder Relationships

Sahawood products are unique and are still rare in the market, Sahawood offers a 1 year warranty after purchasing the product, as well as product damage service the following year. This is Sahawood's effort so that customers feel comfortable and trusting Sahawood.

As a social enterprise employing former drug addicts, there is a difference with employing the general public. One problem is the poor work ethic. Sahawood has a different work system, which is a flexible work system, flexible working hours and a piece rate or daily payment system. In the face of craftsmen who are lazy to work, they are also responsible for their duties, coordinator of craftsman tried to build a system of trust and kinship with craftsmen to be more compact in working together. The craftsmen feel comfortable with the system built by Sahawood. The workshop is not only used as a place to work, but also gathering fellow craftsmen or fellow craftsmen. Craftsmen also often stay at the workshop.

Channels

At the beginning of the establishment of Sahawood, the strategy adopted to introduce products and get customers was through partners, friends and foundation partnerships. The value of existing social entrepreneurship products becomes more value, so word of mouth spreads faster. Promotion is also carried out by building partnerships with several institutions such as the National Narcotics Agency (BNN), Malang City Cooperative Office, MSME Office and others.

Sahawood is also widely covered by print media, television media and online news portals, this coverage has made Sahawood more widely known.

Sahawood uses social media to promote, provide product catalogs and education to the public, namely Facebook and Instagram. The trend of selling products on the marketplace has also been tried by Sahawood like Lazada and Bukalapak, but this strategy is less effective.

The issue of social entrepreneurship stole the attention of many parties, many institutions that hold training activities, competitions or exhibitions to develop social entrepreneurship in Indonesia. Some of the activities and competitions Sahawood has participated in are DBS Bank, East Java Bank, Dompet Dhuafa, Bekraf, Wismilak, BNN. BNN once brought Sahawood products to be exhibited in Switzerland. Currently Sahawood also cooperates with the Mercure Hotel Surabaya, where Sahawood is given space to display products for free.

Key Activities

Activities undertaken by Sahawood before empowering former drug addicts are included in the rehabilitation system carried out by the Sadar Hati Foundation. Through vocational activities in the rehabilitation system, addicts are trained to make wooden glasses. Sahawood also gives outreach, offers to former addicts through their community to be able to join Sahawood.

The process of making wooden glasses is a complex and complex work. The quality of wooden glasses continues to be improved, one of the stages of making wooden glasses is the finishing process. Finishing is a process so that the product looks very smooth and neat. This process in making wood or watches requires a mixture of materials with different functions. After Sahawood's success with eyewear products, wooden watches began to be developed. In making watches, craftsmen learn new things, namely precision machining installation. How to install a watch machine is done by watching a simple video through the Youtube channel and discussing fellow craftsmen. Sahawood has also developed cutlery products since the beginning of this year. The characteristics

of spoons and forks that are thin and have curvature and finishing materials so food grade is a new challenge for Sahawood. Based on observations during the research process, this product development stage begins with a discussion of the design to be made, the search for some existing wood-based cutlery. The methods of manufacture and materials needed were also discussed among all informants in this study. Craftsmen will learn the making of both the video and other references. In business development, Sahawood is actively seeking information and attending business training that is suitable and is able to support business operations. Some of the training Sahawood has participated in include Google business, website usage, British Council and other training. Sahawood product promotion is carried out with several types of activities such as promotion on social media, building partnerships with other institutions or businesses and exhibitions. Promotion for retail customers is done through social media Instagram and Facebook. Building partnerships is carried out with private institutions, business owners and the government, such as BNN, DBS Bank, Office of Cooperatives and SMEs, Bambusee and others.

Key Resources

In the Sahawood production process, the main components needed are machinery, wood materials and other supporting equipment. The machines used include trip, knob, ring, iron, wood cutting, scroll saw, jigsaw, dompleng, circular saw, dremel, laser and bending. Small tools used are cutter, blades, screwdrivers and so on.

Some materials needed by Sahawood include eyeglass lenses, wood, eyeglass hinges, watch machines, wood sealers and wood fillers. Some types of wood used for Sahawood products are mahogany, teak, ebony and sonokeling. The wood is obtained from furniture waste in the area around Malang. The new media material that Sahawood needs right now is bamboo for cutlery products. The eyeglasses hinges used used materials from motorcycle chains, but over time these hinges were

less flexible and easy to rust, so factory hinges were used specifically for glasses.

Key Partners

Sahawood has formed partnerships with several other institutions or businesses for business development and market expansion. Some Sahawood partners are the Mercure Hotel Surabaya, Bambusee, BNN, Dompet Dhuafa. Bambusee is a handmade eyewear brand from England. Bambusee already has several outlets in Bali and the United Kingdom. Bambusee products are also marketed through websites globally. The Bambusee and Sahawood collaboration is a collaboration brand.

Sahawood cooperates with BNN in the form of purchasing Sahawood products for exhibitions inside and outside the country, internal use of BNN and souvenirs for BNN guests. Several times Sahawood was also a guest speaker in BNN activities. Temporary cooperation was also carried out with the East Java Province UKM Office in the form of product promotions, where Sahawood products were exhibited at the East Java Province UKM Office gallery at Juanda Airport. Currently, Sahawood also works with Mercure Surabaya Hotel, as a form of CSR activities, Mercure Hotel provides space for SMEs to showcase their products.

Revenue Streams

Sahawood has transaction and sustainable income. Revenue from transaction is obtained at one time payment by the customer. This income is the largest income obtained by Sahawood through social media, partnerships or exhibitions. Sahawood sustained income when working with Bambusee. Sahawood entered into a cooperation contract with Bambusee and conducted a collaboration brand, where in one lens there are two Bambusee and Sahawood brands.

Magnitude

A very strong business brand story and product quality that is constantly being improved makes Sahawood able to compete in the global market. In the domestic market, middle and upper economic community that continues to grow is also an opportunity and Sahawood market target that continues to grow.

Nowadays, fashion trends are increasingly varied and growing, people are increasingly fond of appearing attractive and unique. The desire to exist on social media has also increased along with the increasing use of social media, especially in Indonesia. This phenomenon is an opportunity to expand the Sahawood market, especially in the segmentation of women in the hijabers group.

Public awareness of the environment, especially the reduction in the use of plastic waste, especially single use plastic, is increasing. The campaign to reduce plastic waste is also increasingly widespread, with some restaurants also not providing single use plastic tableware. This is an opportunity for Sahawood to make wood-based cutlery products. In February 2019, Sahawood tried to develop cutlery products such as straws, spoons and forks made from bamboo.

Costs

Some of the fixed cost elements needed by Sahawood during the production period are the initial costs of production, namely machinery and equipment which later become business assets. During the production period, maintenance costs will also be a large enough expense for Sahawood. In the post-production period or operational costs, Sahawood expenses are mostly made for product promotion. This form of promotion is in the form of partnerships in several cities such as Bali and Jakarta, sending employees for business training and the cost of advertising on social media on Facebook and Instagram.

In the variable cost element, the largest cost is spent on employee expenditure. In Sahawood the payroll system of the craftsmen is done by a wholesale system. Sahawood provides the craftsmen with high wages, so that the craftsmen feel comfortable

to work. Another element in fixed cost is the purchase of materials or disposable materials for the manufacture of products such as wood, eyeglass lenses, watch machines, materials for finishing products and so on.

Differentiation

Sahawood builds product branding by combining the functional value of glasses and watches as accessories and emotional value as products made by former drug addicts. Stories tend to influence customers through narrative information provided by a brand (Sun, 2012). Deighton and Kornfeld (2009) also state that stories provide an emotional connection to a brand to customers.

Brand story raised by Sahawood is empowering ex-drug addicts, ex-convicts and people with HIV / AIDS. Sahawood's net profits of 5 per cent to 10 per cent are also donated to children's education programs in the family of addicts or people with HIV / AIDS. Sahawood differentiation is also highlighted in the types of Sahawood products. Sahawood uses types of addictive substances for glasses and types of liquor for watches

MANAGERIAL IMPLICATION

This study aims to analyze the strategy of developing social entrepreneurship with the Social Impact Canvas method. This research is important to be carried out to examine deeper the Sahawood social business development strategy which will later contribute to Sahawood's ability to map future business strategies as well as the academic literature on Social Impact Canvas. Our findings show that the social value of Sahawood creates a strong brand story and becomes a strength in attracting consumers. As a social entrepreneurship, Sahawood is able to become a place for former addicts to change for the better and control the beneficiaries from using drugs again and committing criminal acts. Social Impact Canvas is not only able to describe business implementation but also highlights social values and business uniqueness in social entrepreneurship.

This study adopts Semcow and Morrison (2018) which recommends analyzing Jorge Calderon's business model called Social Impact Canvas. That is because Social Impact Canvas is able to describe business implementation, especially in social entrepreneurship. The absence of previous study that discusses business strategy using Social Impact Canvas makes this business model relatively new and fills the gaps in the academic literature. We cannot compare with the results of previous studies both on social and conventional business objects, so the results of this study are state of the art and novel. This study has implications for Sahawood's ability to develop future business strategies.

Future study could develop literature on Social Impact Canvas on various types of businesses. Comparing with results on social entrepreneurship and conventional entrepreneurship is interesting.

CONCLUSION

Social Impact Canvas is able to describe the Sahawood business development strategy through its components, including (1) anchor purpose: economic improvement in the community of former drug addicts and prison groups, (2) value prepositions: the uniqueness of wood materials, European standard lenses, custom glasses, (3) stakeholders: customers, both national and global, as well as beneficiaries, namely former drug addicts, ex-convicts, people with HIV / AIDS and poor urban communities, (4) stakeholders relationship: 1-year warranty and service to customers and flexible / piece rate systems for beneficiaries, (5) channels: word of mouth, social media, outlets, collaboration with various parties and media coverage, (6) key activities: socialization, testing of new products, manufacturing, product development, promotion and development of human resources, (7) key resources: production machinery and equipment, wood, watch machinery and hinges, (8) key partners: BNN, Bambusee, East Java UKM Office and Mercure Hotel Surabaya, (9) revenue streams: product sales and collaboration brand (10) magnitude: middle to upper economic community

growth, fashion trends and environmental issues, (11) costs: machinery and equipment, production materials, employee expenditure, maintenance, promotion and training costs, (12) differentiation: brand story, social value and naming of product types.

By referring to all components that have been described, it is concluded that Social Impact Canvas is able to describe business implementation, especially in social entrepreneurship. In addition, the Social Impact Canvas is also capable to highlight the social value of a business as outlined in the stakeholder relationship, stakeholder and differentiation components as well as the business uniqueness of the value prepositions and differentiation components.

We make a limitation of the study so that the study conducted does not go out of its original purpose and is more focused on the management theory used. This study aims to determine the organization's business development strategy, more specifically is social entrepreneurship. Considering the breadth of meaning and theory of business development strategies, therefore we used the Social Impact Canvas method. This business model able to describe the company's strategy, by following the framework, the study could be more directed and focused. This study only focuses on one case, namely Sahawood to adjust to the theory used and for more in-depth research on the phenomenon of social entrepreneurship. ∎

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