



## Social Entrepreneurship Canvas Business Model to Improve Family Welfare: A Case Study of the Culinary Business of “Special Fried Quail” at Purwareja Klampok Banjarnegara

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### **Abstract**

This study aimed to develop an entrepreneurial canvas model through evaluating the nine components of the canvas business model to support the empowerment and welfare of culinary business' members of the Special Fried Quail in Purwareja Klampok District, Banjarnegara and to develop a social entrepreneurship business model. The research strategy was a quantitative case study with an evaluation method. Data collection techniques were carried out using a questionnaire. The analysis model used a Logic Model framework (input, activities, output, and outcome) and a canvas business model. The results of the evaluation research showed that the business model's orientation was more inclined towards commercial business. As its implication, the Special Fried Quail culinary business model's development in the future would be more directed to the social entrepreneurship business model in order to improve family welfare.

**Keywords:** *Logic Model; Canvas Business Model; Social Entrepreneurship*

### **Introduction**

According to the accountability report of the regional leader of Banjarnegara Regency in 2018, Banjarnegara is one of the regencies in Central Java Province which consists of 20 sub-districts, 266 villages, and 12 sub-districts. The sub-district with the smallest area is Purwareja Klampok sub-district with a population of 47,993 people. Although the growth rate is below the Regency average, Purwareja Klampok Sub district has per capita revenue above the Regency average per capita revenue. Most of the residents of Banjarnegara are farmers/breeders. One of the livestock that has experienced an increase in population is quail, which is 11.28% in 2018. The increase in the quail population can be seen as a business opportunity in order to improve people's welfare.

The increasing number of quail breeders in Banjarnegara made the community members of the Indonesian Christian Church Purwareja Klampok (GKI Purwareja Klampok) take the

initiative to build the synergies between stakeholders through the culinary business to create alternatives to solve social problems. The social problems to be solved were the lack of jobs and the lack of per capita revenue, thus affecting the family members' welfare of the community. In December 2018, the initiative was continued by building a culinary business using quail and being introduced to the public as Special Fried Quail. The location of the culinary business is in Purwareja Klampok District. The location is close to Emanuel Hospital. The location is chosen due to the presence of no competitors in the area who are engaged in quail culinary. In addition, the location is chosen as a marketing strategy to reach customers from Emanuel Hospital who may come from its employees, visitors and the local residents from Purwareja Klampok. The place which is used to operate the business is a shop house which is rented for IDR 7,000,000/year.

Problem solving through social entrepreneurship would create new problems when there was a gap between reality (what there is) and what should be there (what there ought to be). This gap created business orientation's shift towards a commercial business which was only care about profit oriented. In addition, the business community had not been improving family welfare maximally. It was related to the fact that the social orientation and commercial orientation in building business which had not been able to work together (Dwanto, 2013). This condition could also be caused by the group members' lack of understanding on the business model, the existence of business competition and the lack of relationships between members. Therefore, a business model needed was the one that could provide a balance between a commercial orientation and a social empowerment orientation. The business model that can be used to run both orientations together is the social entrepreneurship business model. The community-based social entrepreneurship business model can be used to balance commercial orientation with social orientation; so that, it has an impact on family welfare. Hulgard (2010) in an article written by Irma (2015), said that social entrepreneurship is an effort to create social value that is formed through collaboration with other people or community organizations involved in a social innovation. The cooperation implies the existence of economic activity. The commercial orientation and social mission in these economic activities can collaborate together when improvements, innovations and new sustainable business models are made.

## *Literature Review*

### **Social Entrepreneurship and Commercial Entrepreneurship**

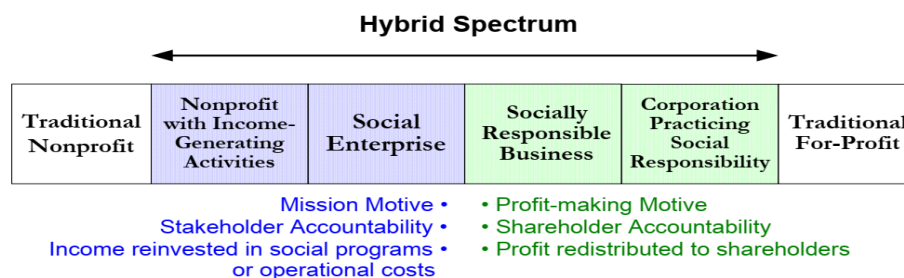
Cukier (in Sofia, 2015) stated that social entrepreneurship is a combination of two words, social which means community and entrepreneurship which means entrepreneurship. Social entrepreneurship means a person or group who understands social problems, then uses their entrepreneurial abilities to make social change, especially in the areas of welfare, education and healthcare. Based on this understanding, social entrepreneurship is an approach that uses entrepreneurship (business) to solve social problems. Solutions to social problems independently and sustainably are built through the practice of business principles which are implemented later (Haryanti et al. 2015). The goal is no longer to make other people dependent on temporary assistance; but rather to try to solve problems by using entrepreneurial principles, so that social change occurs for the community's or assisted groups' benefits (Dwanto et al. 2013). This goal makes social entrepreneurship different from entrepreneurship in general. There are also other

factors that distinguish social entrepreneurship from entrepreneurship in general. They are as follows: 1) Mission Encouragement. All forms of activities and decisions are made to achieve the social mission. 2) Using characteristics combination that are different from other entrepreneurs. 3) Conducting entrepreneurship with innovation and openness. 4) Organizations are financially independent, have strategies and plans to generate revenue (Dwanto, et al. 2013).

According to Dess (in Dwanto, 2013), the definition of social entrepreneurship must include and emphasize value creation (creating value), innovation, agents of change, pursuing opportunities and the ability in finding solutions to social problems (resourcefulness). As for social problems, according to Nasibov (in Dwanto, 2013) they arise because of perceptions differences caused by the community towards an unusual situation. This is related to differences in values, norms, customs and one's views in seeing an event simultaneously. For social entrepreneurs, these problems are used as opportunities to form a new business model that is beneficial for community empowerment (Asmorowati, 2017). In addition, social entrepreneurs must also be able to utilize social capital to influence society positively (Prabawanti, 2019). Fukuyama (in Prabawanti, 2019) stated that social capital that can be utilized is the relationships that are created and the norms that shape the quality and quantity of social relations in society with a broad spectrum, namely as social glue that keeps community members together. At the individual level, social capital refers to the ability to extract benefits from their social structures, networks and capabilities. At the organizational level, it refers to the ability to develop social networks in order to produce better organizational performance (Dwanto, 2013).

### Typology of Social Entrepreneurship Model

Social entrepreneurship is currently at a crossroads between non-profit and purely business organizations. The goal of a non-profit organization is to create social value whereas the goal of a commercial business organization is to create economic value. The method used by non-profit organizations is mission driven, while the method used by conventional commercial or entrepreneurial business organizations is market driven. In non-profit organizations, the revenue will be reused as operational costs or on social programs while purely business organizations will utilize the revenue for the benefit of stakeholders and owners. Non-profit organizational accountability is given to stakeholders while pure business accountability is given to shareholders. From these two different goals, social entrepreneurship comes by combining both goals to create economic and social value. The existence of social entrepreneurship is described as follows:

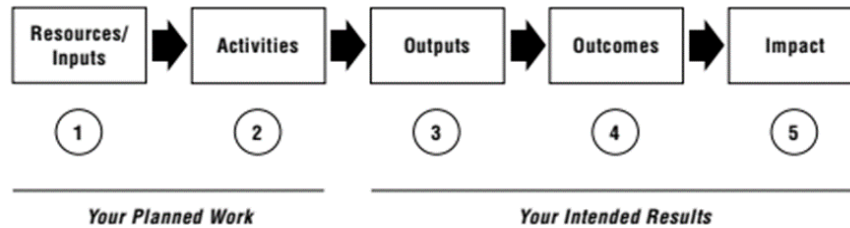


**Figure 1.** Typology of Social Entrepreneurship

(Source: Alter, 2007)

## Logic Model Evaluation

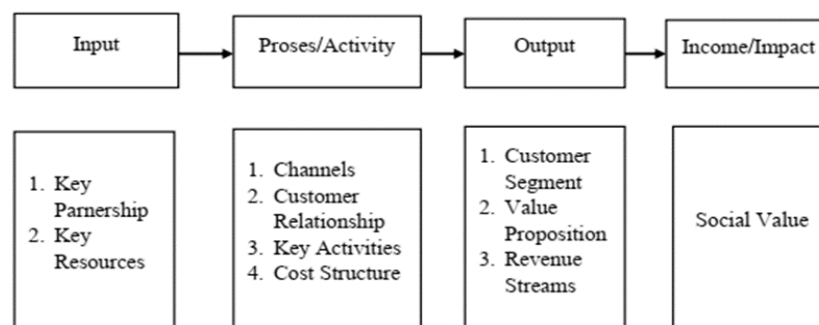
Logic Model is a systematic and visual way to show the relationship between resources in operating the program. Systematic and visual linkages between resources produce a good program plan so that the expected results or changes can be achieved (Kellog, 1998). The use of Logic models in the program will help in organizing the plan, management and evaluation functions systematically. The picture of the relationship between the components in the logic model is as follows:



**Figure 2.** Basic Logic Model (W.K. Kellog Foundation, 1998)

## The Relationship between Logic Model Evaluation and Canvas Model

The evaluation model in this study is used to provide information about business activities and to provide information about empowerment carried out by the Special Fried Quail culinary business group. The available information is then used as consideration for making decisions. The information relates to aspects of resources/inputs, activities, outputs, outcomes and impacts. Information found from various aspects will show the obstacles experienced in business operations. From these obstacles, it will be known what things need to be improved in the business model so that the empowerment of the Special Fried Quail business group can be achieved. There is also the relationship between the evaluation of the logic model and the canvas business model as follows:



**Figure 3.** The Relationship between Logic Model Evaluation and Business Model Canvas

The research location was in the Purwareja Klampok area, Banjarnegara. The research was conducted from June 2020 to December 2021. The subjects in this study were informants who were considered to understand the research topic/theme, namely all members of the Special Fried Quail culinary business group. Key informants were determined by using the technique of setting research samples through various considerations in order to make the data obtained more representatives (Sugiyono 2010).

## Research Methods

This study used an evaluation model to make judgments, improve effectiveness and make decisions about future programs. In its practice, this research was an evaluation research which used quantitative case studies. The approach model used was a *logic model*.

## Variable Measurement

Nine components were evaluated by using a questionnaire instrument. Each component had an indicator. The indicators were measured by using the Linkert scale. The Likert scale consisted of a series of statements about the respondent's attitude towards the object under study. Each statement had five points, on a scale of agree and disagree. In the evaluation section there was a list of responses such as “strongly agree” to “strongly disagree.” The evaluation criteria used in this study are as follows:

**Table 1.** Evaluation Criteria

Rumus	Rerata Skor	Klasifikasi
$X > \mu_i + 1,8 \times s_{bi}$	$X > 4,2$	Sangat Baik
$\mu_i + 0,6 \times s_{bi} < X \leq \mu_i + 1,8 \times s_{bi}$	$3,4 < x \leq 4,2$	Baik
$\mu_i - 0,6 \times s_{bi} < X \leq \mu_i + 0,6 \times s_{bi}$	$2,6 < x \leq 3,4$	Cukup
$\mu_i - 1,8 \times s_{bi} < X \leq \mu_i + 0,6 \times s_{bi}$	$1,8 < x \leq 2,6$	Kurang
$X \leq \mu_i - 1,8 \times s_{bi}$	$X \leq 1,8$	Sangat Kurang

Source: Widoyoko, (2009)

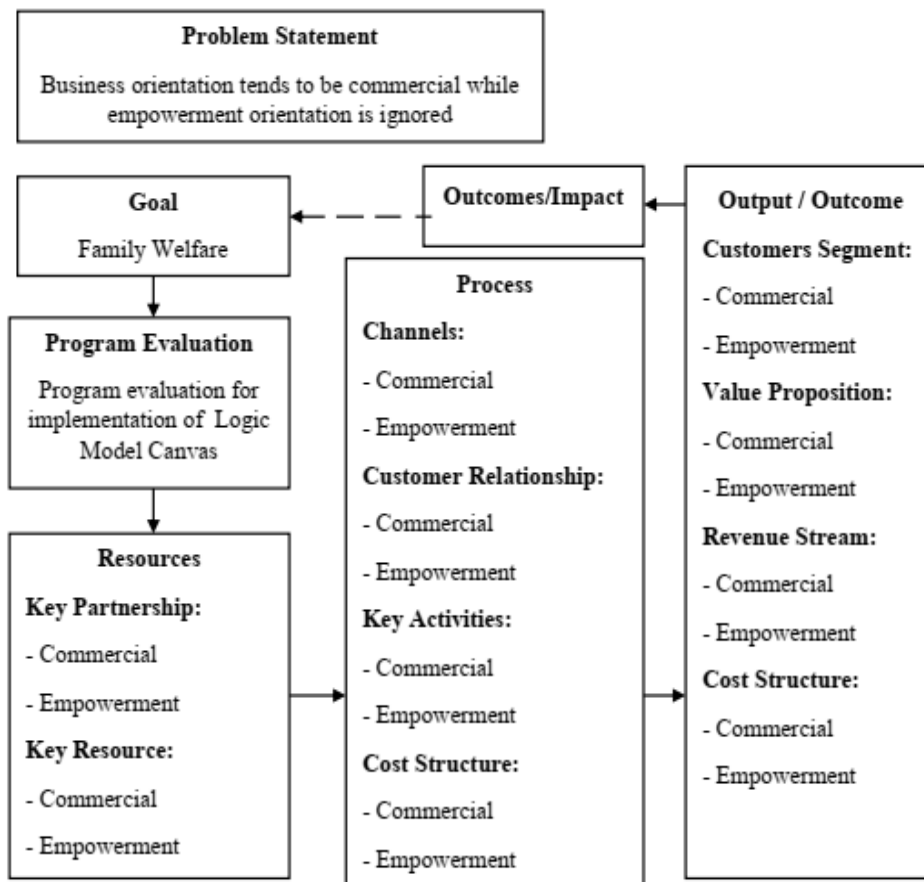
**Table 2.** Components of Logic Model and Canvas Model for Fried Quail Special business community

Logic model components	Components of the Canvas Business Model	Indicator
Inputs	Key Partnership	<b>Commercial:</b> Cooperate with partners (breeders, suppliers of cooking spices, land owners/shops) <b>Empowerment:</b> Empowerment program (churches, offices related to micro, small and medium enterprises)
	Key Resources	<b>Commercial:</b> Resources (human, capital, infrastructure) <b>Empowerment:</b> Social capital (cooperation and mutual cooperation)
Process	Channels	<b>Commercial:</b> Channel for customers (direct messages and messages through communication media) <b>Empowerment:</b> discussion forums, workshops
	Customer Relationship	<b>Commercial:</b> Relationships with customers and partners (business brand, customer satisfaction) <b>Empowerment:</b> relationships between community members
Output	Key Activities	<b>Commercial:</b> Business activities (buying quail, cleaning bird feathers using machines, storing raw materials, cooking raw materials, serving customers, renting business land) <b>Empowerment:</b> discussion forum to share business knowledge
	Cost Structure	<b>Commercial:</b> Costs (raw materials, labor, operations, marketing, business land rental) <b>Empowerment:</b> business training and consulting costs
	Customer Segment	<b>Commercial:</b> Customers (local residents and outside the area, employees and hospital visitors) <b>Empowerment:</b> Empowerment of the business community and breeders
Outcomes/Impact	Value Proposition	<b>Commercial:</b> Values (product prices, fast service, attractive product packaging, taste, comfortable place) <b>Empowerment:</b> Welfare of community members and breeders, community members and breeders have the ability to do business
	Revenue Streams	<b>Commercial:</b> Income from the main business and income outside the business <b>Empowerment:</b> Assistance from other parties (church, government).
Outcomes/Impact	Social Value	Increased income, decent work, sustainable business.

The indicators evaluated were nine components of the Canvas Business Model plus one component for social impact. The results of these measurements were expected to improve performance in the Special Fried Quail culinary business group. The questionnaire instrument used in the study followed the research of Utomo and Pangeran (2020) and Intan and Prince (2020), with some adjustments according to the research context. The nine components evaluated are presented in table 2.

### *Data Analysis Steps*

The data analysis steps carried out in this study were as follows: 1) Carrying out evaluation steps by using the Logic Model (input; process; output; outcome/impact) which was integrated with the nine components on the Canvas Business Model (customer segment; value proposition; channels; customers relationship; revenue streams; key activities; key resources; key partnership; cost structure). 2) Measuring each indicator by using the Linkert Scale with a classification of "very poor" to "very good". 3) Developing a strategic plan to solve the problems based on the evaluation results. 4) Creating a Canvas Business Model which was directed at the social business model as an effort to create family welfare. 5) Making Conclusions that will answer the problem formulation in this study, in the form of a description of the obtained data findings. There is also a schematic of the data analysis steps as follows:



**Figure 4.** Schematic of Data Analysis Steps

### Research Results Description

Data was collected by distributing the questionnaires to nine members of the Special Fried Quail culinary business. Each member was asked to answer the questionnaire based on the instructions in the questionnaire sheet. The questionnaire sheets that had been answered would be scored by using the SUM function in Microsoft Excel and got the average in each indicator. The results of the Business Model Canvas component questionnaire are as follows:

**Table 3.** Evaluation Results of Business Model Canvas (Commercial)

Components of the Canvas Business Model	Logic Model	Average	Min	Max	Assessment criteria				
					SK	K	C	B	SB
Costumer Segment	Output	3,38	1	5				X	
Value Proposition	Output	4,2	3	5					X
Channels	Activity	3,8	2	5				X	
Customer Relationship	Activity	4,1	3	5				X	
Revenue Streams	Output	3,8	2	5				X	
Key Activities	Activity	3,6	2	5				X	
Key Recources	Input	3,5	2	5				X	
Key Partnership	Input	3,0	1	5			X		
Cost Structure	Activity	3,5	1	5				X	

**Table 4.** Evaluation Results of Business Model Canvas (Empowerment)

Components of the Canvas Business Model	Logic Model	Average	Min	Max	Assessment criteria				
					SK	K	C	B	SB
Costumer Segment	Output	3,8	1	5				X	
Value Proposition	Output	4	2	5				X	
Channels	Activity	4,3	4	5					X
Customer Relationship	Activity	4,5	4	5					X
Revenue Streams	Output	3,3	1	5			X		
Key Activities	Activity	4,1	4	5				X	
Key Recources	Input	4,4	3	5					X
Key Partnership	Input	3,9	2	5				X	
Cost Structure	Activity	1,7	1	3	X				
Social impact	Outcome	3,8	3	5				X	

### Research Results Analysis

The evaluation research data obtained from the field was then continued in the research results analysis of the Canvas Business Model evaluation on the Special Fried Quail culinary business.

## **Input**

### ***Key Partnership***

Key Partnership (commercial). Close relationship with partners still needed to be improved. The partners of the Special Fried Quail business community included the breeders, the spices suppliers and the location/shop house owners. These partners were resources that needed to be considered in order to increase revenue through business activities. The relationships with the partners were also carried out to meet the needs of the culinary business operations. The breeders provide quail, the condiments suppliers provided the spices needed to make dishes from fried quail and the location owners ensured a comfortable and safe place to operate a culinary business. Key Partnership (empowerment). Cooperation with other parties, namely churches and agencies related to MSMEs, was useful for improving business quality. The cooperation that was built with these parties could improve the community members' business capabilities through information related to business, livestock, marketing and also through food safety training for producers.

### ***Key Resources***

Key Resources (commercial). Human resources, financial capital and infrastructure had been used to manage the business. However, the main source in the form of humans could not be used effectively due to the community members' skills in cooking, mixing spices and marketing the products were still inadequate. Therefore, the main resources in the form of humans were needed to function properly. These needs could be realized by doing some training and coaching. Key Resources (empowerment). Community members had social capital such as willingness to work together, working together, and sharing knowledge and information about the culinary business. The social capital helped the community members to operate a culinary business starting from preparing the needs to operate a business, to clean the business place, to cook, to close the business place after operating every day, to discuss, to help sick members and helping community members to get capital in starting a new business.

## **Process Analysis**

### ***Channels***

Channels (commercial). The business channel that connected the Special Fried Quail culinary business with the customers was through a combination of direct and indirect channels. The direct channel was made through the location/shop building as a place for the operation of the culinary business. Inside the shop, tables, chairs and product catalogs were provided; so that, the customers could enjoy the fried quail comfortably. The indirect channels were provided by using communication media using WhatsApp. The customers did not need to come directly to the culinary business' operational place. By ordering via Whatsapp, their order would be delivered to their places which were located around the Purwareja Klampok area. The customers whose locations were outside the Purwareja Klampok area also needed to be served. However, these services required inefficient travel time. In order to solve the problems, a good collaboration with the online motorcycle taxis needed to be done. Channels (empowerment). Community members already own location/shop house to manage their business. The existence



of the location/shop house really helps the business community to sell their products to the customers. The customers can also choose a menu through a catalog that has been provided by the community members. In addition, the group members also have shared channels in the form of WhatsApp groups and discussion forums. Shared channels are used as a medium for sharing information about the business as well as sharing tasks.

### ***Customers Relationship***

Customer Relationship (commercial). The community members have close relationships with partners. A close relationship was established through business activities in the form of purchasing quail from the breeders. The quails which were sold to the culinary business community were quails that were no longer productive at laying eggs or quails that were about two years old. The revenue and profit from the sale could be used by the breeders to regenerate the quail. The relationships with customers were also built through the business brands. The brand was a strategy to make it easier for the customers to remember the Special Fried Quail culinary business. In addition, the close relationships with customers were also created through delicious food tastes, comfortable places, friendly and communicative service, and affordable prices. The created relationship gave the satisfaction to the customer. Customer Relationship (Empowerment). The close relationship between the fellow members was seen through the togetherness built in the community. The regular meetings, the sharing tasks, the creating discussion forums, the helping each other in solving problems were ways that the community did to maintain togetherness.

### ***Key Activities***

Key Activities (commercial). The activities that were very important in managing the Special Fried Quail culinary business were buying the quail, processing the raw materials, using the machines to clean the raw materials, storing the raw materials in the refrigerator, and cooking the cleaned quail. The performance of these main activities still needed to be improved in order to be more effective and efficient. These main activities had not been able to be done effectively and efficiently because the community members did not have enough skills in managing them. Therefore, the members' skill in managing existing resources needed to be improved through training. Besides, the human resources' ability needed to be improved through coaching and training. Key Activities (empowerment). The members of the Special Fried Quail community get the guidance to make a good quality fried quail menu, the coaching to make a social impact from business and the coaching to improve the ability to do business effectively and efficiently. Such coaching will be more effective and efficient when it was carried out in discussion forums. The discussion forums helped the members in sharing information about the business and also helped the members in solving the problems related to the culinary business.

### ***Cost Structure***

Cost Structure (commercial). The Special Fried Quail business community understood the most expensive resource and the most important business activity. The most expensive resource was human and the most important business activity was looking for raw materials, namely quail. Members of the Special Fried Quail culinary business community also understood the resources and types of activities in their business so that operational costs could be used

effectively and efficiently. In addition to the resources and types of activities mentioned above, community members also needed to understand the other important costs, namely the cost of buying the raw materials, the labor, the marketing and also the cost of renting the location for the business. Cost Structure (empowerment). The members of the Special Fried Quail culinary business community had not been able to save some parts of their profits for the business training costs and the business consulting fees. This condition occurred because the revenue was used for business operational costs every month and the profits were used for the community members' needs. This prevented the community members from improving their ability to run a business. The difficulty of the community members to save some parts of their profits from their business could be overcome through collaboration with other parties such as churches, government, or universities. This collaboration could help the business community to continue to improve its ability in managing the culinary business.

### ***Output Analysis***

#### ***Customer Segment***

Customer Segment (commercial). The customers who returned to buy products from the Special Fried Quail culinary business came from local residents and from outside the Purwareja Klampok area. The customers came back because the community members try to meet their customer needs. The customer needs met by the community members were the product prices according to the residents' ability, the comfortable dining facilities, and the delicious food tastes.

The business community also gained new customers through the information and the communication media such as Instagram and Whatsapp. The presence of new customers was very helpful to increase revenue. However, the number of customers who came could still be increased through maximum product marketing in the Purwareja Klampok area. The customer group was improved by marketing the product to hospital employees and visitors. The employees and visitors at the Hospital could be reached by using marketing strategies through brochures and billboards made in front of the shop house where the business operates.

Customer Segment (empowerment). The Special Fried Quail culinary business community got the empowerment through a jointly operated culinary business, coaching and training as well as business capital assistance. However, the empowerment that had been carried out needed to be extended to the quail breeders. As partners, the breeders also needed the training, the coaching and the additional business capital to improve the quality of their livestock. This quality would have an impact on improving the farmer's welfare.

#### ***Value Proposition***

Value proposition (commercial). The Special Fried Quail business community set the prices based on the customer's needs; therefore the customers' satisfaction in terms of the product prices could be achieved. The price did not change when the customer requests the order to be delivered to the customer's home. The taste was also still good even though the price of the product was as same as the price of food in other places. This strategy was done in order to increase expected product sales.

The customer satisfaction target was also seeking through fast and communicative service. Every member of the community strived to take part in the business operation; so that, the customers who ordered food did not have to wait for a long time. The members shared tasks to serve customers starting from providing the food, cooking the quail and putting the products in nice and neat packaging. The packaging was equipped with a business community telephone number; so that, the customers could order without having to come directly to the place where the culinary business operates. In addition, the business community also needed to consider the convenient place facilities for the customers. A comfortable and clean place was very important to meet the customer's needs. A dining area that had been equipped with tables, chairs and other dining utensils would increase the customer satisfaction.

**Value Proposition (empowerment).** The Special Fried Quail business community improved its member's welfare through the culinary business operation. The monthly revenue from operating the culinary business was used for business operational needs; while, the profits were used to improve its member's welfare. In addition, the presence of a culinary business also increased the business capabilities of its members. The community members who were involved in the culinary business gained useful knowledge to improve the member's ability to operate the culinary business. The knowledge related to the culinary business also needed to be given to the quail breeders; so that, they could use it to improve their livestock's quality.

### ***Revenue Streams***

**Revenue Stream (commercial).** The Special Fried Quail business community got a profit from the results of the culinary business operation. The business community sold the products in retail and catering. The revenue through the catering could be said to be very good. However, this method had not been maximized or it was rarely done; so that, it could not increase the revenue significantly. The culinary business community still focused on the retail sales. Other additional revenue came from selling rice and beverages. The revenue obtained from the sale of products in retail, the catering and also through the additional products was sufficient to meet the needed of the culinary business operation. This revenue did not always increase every month due to the presence of not too many loyal customers. Another cause was the lack of maximum marketing to local residents. Therefore, monthly business revenue needed to be done through product innovation or adding menu variants that could be the options for customers.

**Revenue Stream (Empowerment).** Community members got the capital assistance to open a Special Fried Quail culinary business. The assistance came from the funds collected from all the community members. The capital could be fully returned to the members because the jointly managed culinary business had not generated maximum profit. Some of the profits derived from business operations had also not been able to save for empowerment in a wider scope. Therefore, the increasing profits needed to be done continuously through the evaluation and innovation. In addition, the collaboration with other parties such as the church and the government could also help the community to increase the knowledge and business skills of its members.

### ***Outcome Analysis***

The outcome generated by the Special Fried Quail culinary business community was an increase in the community members' revenue; so that, it affected the increase in family revenue

of the community members. In addition, community members also needed to improve their outcomes by providing decent jobs for their members and realizing a sustainable business.

### Logic Model Evaluation Results

The evaluation results which used the Logic Model showed the sequence of activities that bring about changes to the expected results. The sequence of activities started from the expected goals or objectives, then evaluated the program by using a Logic Model (resources/inputs, activities, outputs, outcomes/impacts) to overcome the problems which would be solved. The problems that were solved will make the program able to achieve the targeted goals or objectives. The results of the evaluation are as follows:

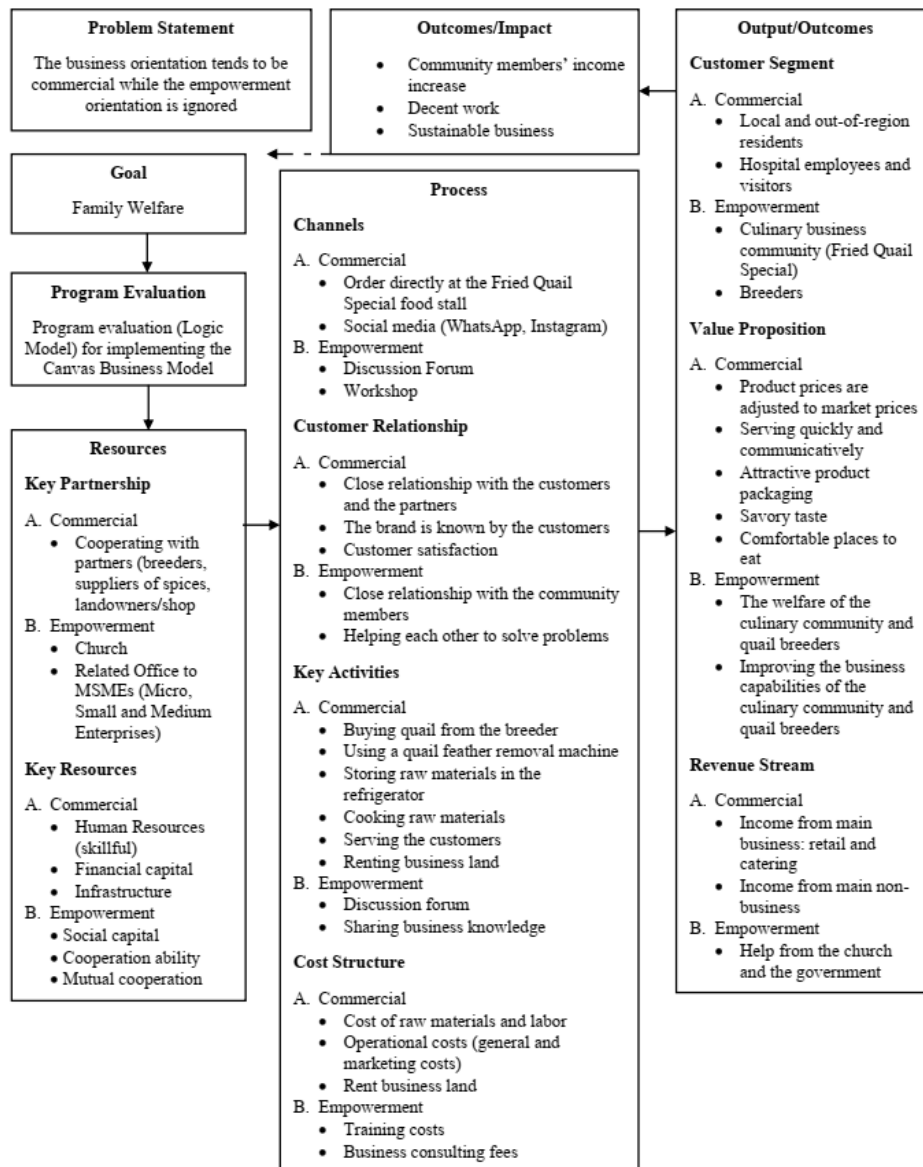


Figure 5. Logic Model Evaluation Results

## Business Model Innovation in the “Special Fried Quail” Culinary Business

The business model innovations resulting from the analysis are as follows:

Key Partnership	Key Activities	Value Proposition	Customer Relationship	Customer Segments
<b>Commercial</b> <ul style="list-style-type: none"> <li>Cooperating with partners (breeders, suppliers of spices, landowners/shop)</li> </ul> <b>Empowerment</b> <ul style="list-style-type: none"> <li>Church</li> <li>Related Office to MSMEs (Micro, Small and Medium Enterprises)</li> </ul>	<b>Commercial</b> <ul style="list-style-type: none"> <li>Buying quail from the breeder</li> <li>Using a quail feather removal machine</li> <li>Storing raw materials in the refrigerator</li> <li>Cooking raw materials</li> <li>Serving the customers</li> <li>Renting business land</li> </ul> <b>Empowerment</b> <ul style="list-style-type: none"> <li>Discussion forum</li> <li>Sharing business knowledge</li> </ul>	<b>Commercial</b> <ul style="list-style-type: none"> <li>Product prices are adjusted to market prices</li> <li>Serving quickly and communicatively</li> <li>Attractive product packaging</li> <li>Savoury taste</li> <li>Comfortable places to eat</li> </ul> <b>Empowerment</b> <ul style="list-style-type: none"> <li>The welfare of the culinary community and quail breeders</li> <li>Improving the business capabilities of the culinary community and quail breeders</li> </ul>	<b>Commercial</b> <ul style="list-style-type: none"> <li>Close relationship with the customers and the partners</li> <li>The brand is known by the customers</li> <li>Customer satisfaction</li> </ul> <b>Empowerment</b> <ul style="list-style-type: none"> <li>Close relationship with the community members</li> <li>Helping each other to solve problems</li> </ul>	<b>Commercial</b> <ul style="list-style-type: none"> <li>Local and out-of-region residents</li> <li>Hospital employees and visitors</li> </ul> <b>Empowerment</b> <ul style="list-style-type: none"> <li>Culinary business community (Fried Quail Special)</li> <li>Breeders</li> </ul>
<b>Key Resources</b>			<b>Channels</b>	
	<b>Commercial</b> <ul style="list-style-type: none"> <li>Human Resources (skilful)</li> <li>Financial capital</li> <li>Infrastructure</li> </ul> <b>Empowerment</b> <ul style="list-style-type: none"> <li>Social capital</li> <li>Cooperation ability</li> <li>Mutual cooperation</li> </ul>		<b>Commercial</b> <ul style="list-style-type: none"> <li>Order directly at the Fried Quail Special food stall</li> <li>Social media (WhatsApp, Instagram)</li> </ul> <b>Empowerment</b> <ul style="list-style-type: none"> <li>Discussion Forum</li> <li>Workshop</li> </ul>	
<b>Cost Structure</b>			<b>Revenue Streams</b>	
<b>Commercial</b> <ul style="list-style-type: none"> <li>Cost of raw materials and labour</li> <li>Operational costs (general and marketing costs)</li> <li>Rent business land</li> </ul> <b>Empowerment</b> <ul style="list-style-type: none"> <li>Training costs</li> <li>Business consulting fees</li> </ul>			<b>Commercial</b> <ul style="list-style-type: none"> <li>Income from main business: retail and catering</li> <li>Income from main non-business</li> </ul> <b>Empowerment</b> <ul style="list-style-type: none"> <li>Help from the church and the government</li> </ul>	

Figure 6. Business Model Innovation in Fried Quail Special Culinary Business

### Conclusion

The analysis results of the empowerment program evaluation for members of the Special Fried Quail culinary business group showed that the program was still oriented towards commercial business and the profits used were still only for business operations. The culinary business had carried out several empowerments, but had not been balanced with its business orientation; so that family welfare could not be carried out optimally. The business model which was needed to improve family welfare was by integrating a commercial-oriented business model with a social-oriented or empowerment model. The business model integration was developed through a social entrepreneurship business model using a canvas business model with innovations that have an impact on increasing family welfare.

### Recommendation

The Fried Quail Special culinary business group needs to evaluate gradually; so that, the business quality can be improved continuously. The business model that can be recommended is

a business model that makes commercial orientation and social orientation work together, namely the social entrepreneurship business model. This business model can be used as a solution to social problems because it uses social capital. The success of the business model innovation in this research can occur if there is a mediator or facilitator. The church can be a mediator or facilitator as a center for empowerment. As a center for empowerment, the Church can collaborate with universities and the government.

### ***Research Limitations***

This research is a study of social entrepreneurship in the Special Fried Quail culinary business group in Purwareja Klampok, Banjarnegara with a research focus on evaluating the canvas business model.

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