ANALYSIS OF SOCIAL BUSINESS STRATEGY
(CASE STUDY IN RUMAH HARAPAN KITA FOUNDATION)

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ABSTRACT

This research aims to create an overview of business strategies, identify business strategies using the social enterprise model canvas and SWOT models, and formulate appropriate business social business strategies. The object of this research is the Rumah Harapan Kita Foundation, which is one of the social businesses in Tasikmalaya City. The method used is qualitative with a case study approach. The types of data used are primary and secondary with data collection techniques using observation techniques and unstructured interviews. Primary data was obtained from an in-depth interview process with the Rumah Harapan Kita Foundation, while secondary data was obtained from documents, websites, and foundation archives. The informant for this research is the CEO and Director of Entrepreneur of Rumah Harapan Kita Foundation. Data analysis uses the model analysis method from Miles and Hubermen (1992), namely: reducing data as a form of data sorting; processing data as data presentation; and verifying the conclusions of the data that has been analyzed. The research results show that the Rumah Harapan Kita Foundation's business strategy has not been structured systematically. Then, based on the results of the analysis using SWOT and SEMC, 8 SEMC elements need to be developed. So the formulation of Rumah Harapan Kita Foundation's business strategy is focused on the elements of customer segments, value propositions, channels, customer relationships, revenue streams, key activities, key partners, and impact & measurement.

Keywords: Social Business Strategy, Bisnis sosial Business Model, SWOT, Rumah Harapan Kita Foundation

INTRODUCTION

In early 2023, the Badan Pusat Statistik (BPS) released information stating that Indonesia's poverty data was at 9.36 percent or 25.90 million people, and West Java was a province with a fairly high poverty percentage, namely 7.40%. urban poor people and 11.81% of rural poor people (BPS, 2023).

The problem of poverty is a complex issue and is one of the main goals of economic development, therefore all countries in the world, including Indonesia, always strive to reduce poverty (Akhmad, 2021). One way to overcome the problem of poverty which is now a big concern in Indonesia is to develop the concept of social business (Dwianto, 2018).

Social business is one solution that can be applied to provide continuous assistance and can even empower poor people so that they can be free from poverty without relying on aid (Tenrinippi, 2019). The solution is to provide new jobs for poor people and improve skills so that poor people can be more independent.

In Indonesia itself, currently, social business is increasingly developing in line with increasing public awareness, especially the younger generation, of business opportunities and improving the social welfare of society. According to Sutanti (2021) in a report entitled "Supporting Social Business", in 2018 there were 342 thousand social businesses and only 2000 of them were detected. These various social businesses operate both locally and nationally with a local impact percentage of almost 60%.

However, social business also has many obstacles in the implementation process. According to Baporikar (2017), there are many real challenges that social businesses must face, starting from conveying ideas amidst the public's lack of understanding about social business, attracting donors and partners, and maintaining mission and quality to financial problems.

Therefore, an effective strategy is needed to solve this problem. The strategy used is a strategy that can find problem points that the company needs to fix,

develop previous strategies, and is easy to apply.

In Wheelen et al (2018) strategic management there are 4 strategic elements, namely environmental observation, strategy formulation, strategy implementation, and control and evaluation. Based on this theory, a good strategy design is needed so that social business can survive.
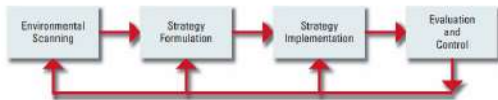
Picture 1. 4 element strategic management

According to Anderson & Dees (2006), there are 5 indicators in social business strategy, namely self-sufficiency, which is a position where social business can maintain economic sustainability and does not depend on donations or subsidies. Sustainability is still related to self-sufficiency, sustainability in question is the ability of social business to meet organizational needs and ensure business continuity without relying on donations and subsidies. Financial freedom, namely the condition of a social business no longer having to worry about the condition of the company, and being able to focus on the targeted social impact. Scalability to ensure business runs in the long term social businesses must continue to innovate and ensure companies can take advantage of innovation. Lastly is social impact, which is the most important thing in social business strategy. Because in the end, self-sufficiency, sustainability, financial freedom, and scalability will have no meaning if there is no social impact produced.

The indicators above show that in fact, independence in a social business is a necessity. Because social businesses depend on donations, they will have difficulty maintaining their social impact (Anderson & Dees 2006).
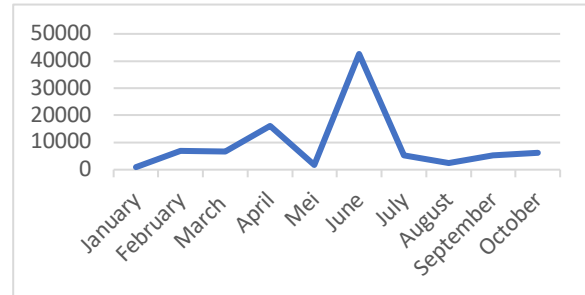
Pictures 2. Foundation Income Chart 2023

Rumah Harapan Kita Foundation is a social business that still relies on donations for its social activities. It can be seen in the income graph that there have been significant increases and decreases. A drastic increase occurred in June then decreased drastically in the following month.

The CEO of the Rumah Harapan Kita Foundation said that the foundation's social business strategy is still too focused on certain months that have great potential for donors to donate, such as during the month of Ramadan and the qurban season. So in other months, the foundation only carries out weekly campaigns, namely every Friday, so the donations received are not as many as in June.
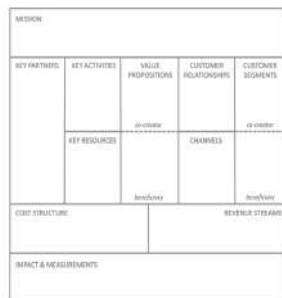
Business strategy for social businesses is important because according to Refachlis (2022), one of the benchmarks for the success of a business is strategy.

In social business, several business models can help in identifying business strategies for the company. According to Force (2019), there are 9 examples of business models that can be used for social business, including the entrepreneur support model, a market intermediary model with tools in the form of a business model canvas, an employment model, fee for service model, low-income client model, market linkage model, service subsidization model, and organizational support model.

Based on the business model example above, this research will use the market intermediary business model using the

business model canvas tool. This was chosen because the business model canvas was considered simpler, relevant, and easier to understand (Osterwalder & Pigneur, 2010). Apart from that, Force (2019) in his writing also explains that the market intermediary model is used as a business model that focuses on marketing.

The business model canvas has 9 elements that make it easier for businesses to design their strategies. However, in social entrepreneurship, Qastharin (2018) explains that 9 elements alone are considered not enough to formulate the right strategy for social businesses and how they create, create, and provide value to those around them. So in this research, the author will use SEMC (SEMC) which was developed by (Qastharin 2018). In it, apart from the 9 elements of the business model canvas designed by Ostelwalder and Pigneur, 2 supporting elements for social business are also added, namely Mission and impact & measurement.

Picture 3. Modification of the SEMC adapted from the BMC (Osterwalder & Pigneur, 2010)

Apart from using SEMC as a social business strategy analysis tool for the Rumah Harapan Kita Foundation, further analysis was carried out to determine the position of the business as a reference in formulating new, more effective strategies.

This SWOT analyzes the factors that influence a business from an internal perspective, namely strengths and weaknesses, as well as external factors, namely opportunities and threats. SWOT is also used to measure the strengths and weaknesses of the company's resources as well as the external opportunities and challenges it faces (Tambunan & Agushinta R, 2020).

Applying the SWOT analysis method to the SEMC formulation process can produce recommendations that can improve and perfect the company's current SEMC for business development to increase competitiveness (Hambali & Andarini, 2021).

Previous research (Hambali & Andarini 2021; Zarth & Abdullah 2020; Riamande & Dewi 2020) also describes business strategy analysis using the BMC approach which is then connected to the concept of SWOT analysis to find elements that need to be improved in the company's strategy. The success of previous studies and the problem phenomena are almost the same, so the formulation approach (SEMC) and SWOT analysis will be used to solve the problem in this research.

The novelty of this research is the use of SEMC as a social business strategy formulation tool. SEMC is used because it adapts to the object of this research which is social business.

Based on the explanation above, it can be concluded that this research aims to (1) create an overview of the business strategy used by the Rumah Harapan Kita social business currently (2) identify business strategies using SEMC and SWOT (3) formulate improvements to social business strategies using SEMC Rumah Harapan Kita Foundation.

RESEARCH METHODS

This research uses a qualitative method with a case study approach. According to Creswell (2015), qualitative research is an approach that provides a comprehensive and in-depth interpretation of a phenomenon that occurs. The role of the researcher will be very important in the qualitative research process, researchers are required to be active to be able to obtain in-

depth data and information related to the research topic.

The data obtained is then processed and analyzed more deeply based on the theory that has been studied, to obtain an overview of the object from which conclusions are then drawn regarding the problem being studied. (Tambunan & Agushinta R, 2020).

The object of this research is one of the social entrepreneurship activities in the city of Tasikmalaya called the Rumah Harapan Kita Foundation.

This foundation was chosen as the research object because this foundation was the first foundation to promote the concept of social entrepreneurship in the city of Tasikmalaya. The participant of this research is the CEO and Founder of the Rumah Harapan Kita Foundation the main research informant.

The types of data used are primary and secondary. The data collection techniques used in this research were observation and unstructured interviews. Primary data was obtained from an interview process with the Rumah Harapan Kita Foundation, while secondary data was obtained from foundation documents and archives.

In analyzing the research data, the model analysis method from Miles and Hubermen (1992) was used, namely: reducing data as a form of data sorting; processing data as data presentation; and verifying the conclusions of the data that has been analyzed.

RESULTS AND DISCUSSIONS
Overview: Rumah Harapan Kita Foundation
A legal entity social organization founded in 2022 in Tasikmalaya City. Has a concentration on human development, both for communities that need social welfare services and their social welfare potential.

At its inception, Rumah Harapan Kita Foundation's operations only relied on donations from donors, most of which were distributed directly to the beneficiaries, so operational costs were often insufficient. This pattern continued for 1 year until the idea to create a business that could support the foundation's operations emerged.

The brand name of Rumah Harapan Kita Foundation's social business is Social Innovation Academy (SIMY), which is a business with a focus on training and capacity building for potential social welfare people. SIMY's products are social innovation webinars and incubation classes. The social business strategy implemented by the Rumah Harapan Kita Foundation has not been structured systematically.

In a conversation with (Pratama, interview February 25, 2024) said,

"Our promotional method is still carried out by direct selling to individuals by relying on the principle "everyone is a marketer" so that everyone in business is required to promote SIMY products without exception."

Promotion is also only focused on people and communities, not based on target markets, so these webinars and incubation classes have minimal interest. Apart from that, even though marketing has been carried out digitally, the optimization has not run optimally due to the limited knowledge of the human resources available.

Based on the current conditions, the Rumah Harapan Kita Foundation needs to develop a systematic social business strategy to improve its effectiveness and business performance (Astuti R *et al*., 2023).

Identify the Rumah Harapan Kita Foundation's Social Business Strategy Using SEMC and SWOT
This business identification was carried out by mapping 11 SEMC elements through observations and interviews with research informants, in this case, the Chief Executive Officer and Director of Sociopreneur. The results of identifying an overview of our Rumah Harapan Foundation's social

business strategy will become the basis for developing new strategies on the business conditions of this social business.

1. Mission

    Our Rumah Harapan Foundation has two different focuses in its movements. (Tholibin, interview February 25, 2024) explained,

    "...RHK's social business mission follows the mission of the RHK Foundation itself, we not only want to focus on social problems, but also want to empower social potential."

    On the one hand, it provides services for those in need of social welfare services (PPKS) in the form of food assistance, clothing, and access to health. On the other hand, the Rumah Harapan Kita Foundation also develops and strengthens welfare potential at the community level through training and capacity building in the field of community empowerment.

2. Customer Segment

    Based on the customer grouping by Ostewalder and Pigneur, the Rumah Harapan Kita Foundation is included in the "Niche Market" where they focus on a small target market (professional and non-professional), namely potential social welfare activists such as NGO activists, CSR, and social workers in the professional realm. as well as students and social volunteers in the non-professional realm.

3. Value Propositions

    The value offered by the Rumah Harapan Kita Foundation's social business according to (Pratama, interview on February 25, 2024) is,

    "our belief in the principle of social problems which we believe can be resolved at the community level through the creation of new co-creations that originate from the community itself."

    The second is to provide benefits to the wider community and finally to revive the bridge for the benefit of every human

being by providing services to increase the capacity of participants so they can solve social problems at the community level.

4. Channels

    The channels used by the Rumah Harapan Kita Foundation social business are divided into two. First, the channel used for branding is Instagram, while the channel used for marketing and sales is LinkedIn.

5. Customer Relationships

    The method used by the Rumah Harapan Kita Foundation social business to improve relationships with customers is by providing scholarships in the form of free training for selected participants, discounts, free mentoring after the training is completed, and the latest information regarding future activities.

6. Revenue Streams

    Currently, the source of income obtained by the Rumah Harapan Kita Foundation social business is the result of sales of social innovation training services, webinars, and seminars held.

7. Key Resources

    (Pratama, interview February 25, 2024) said that,

    "... HR is clear, especially in the field of social work. Apart from that, we have a good name and a good bargaining position at the Lake City level, so that when we want to meet with outside parties we have a portfolio."

    There are at least two main resources that the Rumah Harapan Kita Foundation social business has, the first is competent employees because they come from backgrounds that match their fields. Second is capital in the form of a network for practitioners to become partners, mentors, presenters, and participants as well as good company branding.

8. Key Activities

Key activities carried out by the Rumah Harapan Kita Foundation social business include (1) curriculum preparation, (2) program agenda creation, (3) market search and partnerships, (4) sales, (5) branding, and (6) implementation of activities.

9. Key Partnerships

    Meanwhile, Rumah Harapan Kita Foundation has partnered with the UPI Entrepreneurship Study Program, IPSPI, and the Bandung Social Welfare College as training participants and presenters as well as Setiawargi Village as a practicum place for the training participants.

10. Cost Structure

    The costs incurred to run the Rumah Harapan Kita Foundation's social business are divided into two, namely fixed costs in the form of advertising/promotion costs and Zoom rentals, then there are variable costs in the form of operational costs, payment for presenters, and customer service costs.
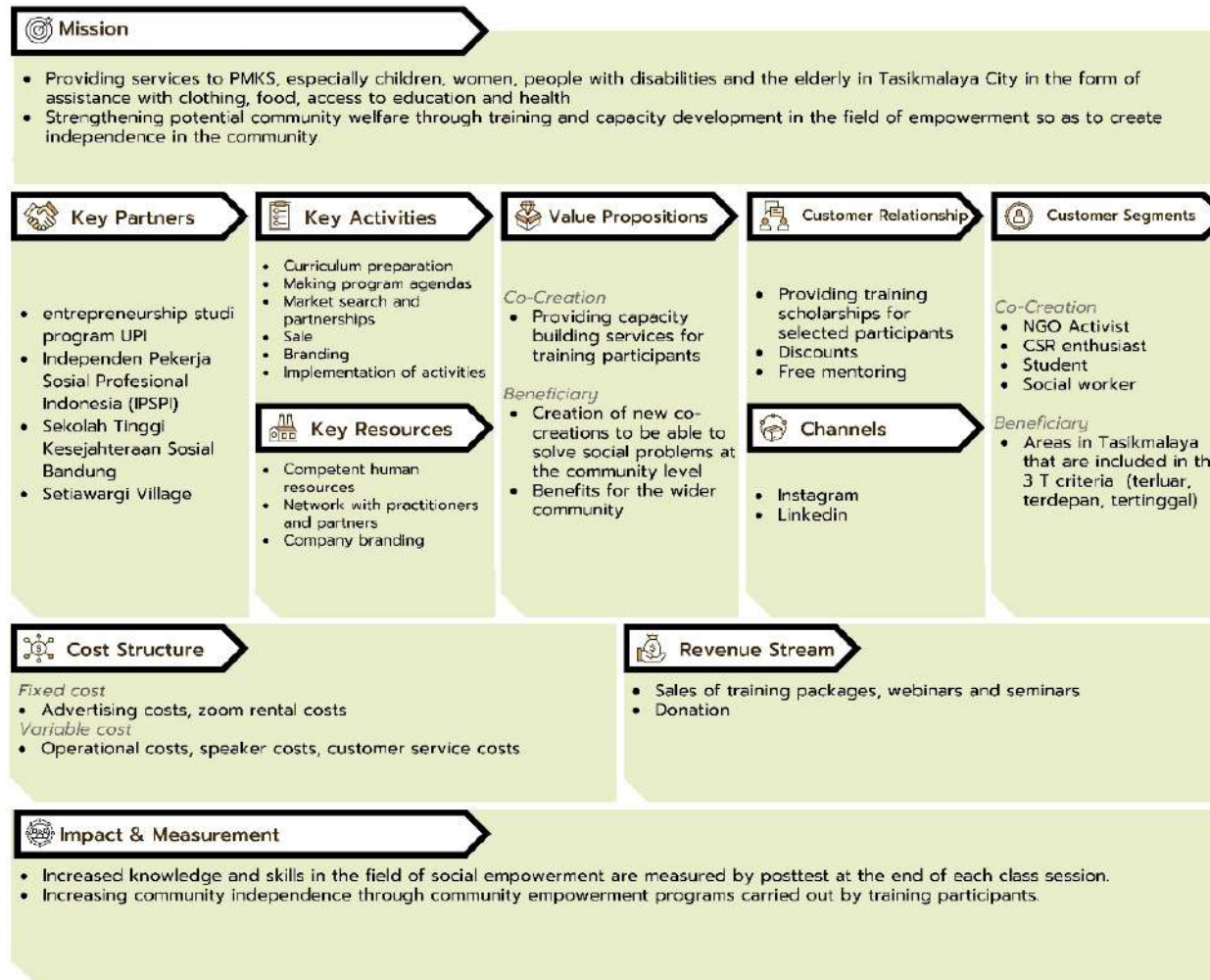
11. Impact & Measurement

    The resulting impact is divided into two, the impact on participants directly as co-creation, namely increasing knowledge about community empowerment and social innovation by measuring using a post-test system. Meanwhile, the impact on the community as beneficiaries is increasing independence both economically and educationally by implementing the community empowerment program twice.

    Based on the results of the business strategy identification above, several elements that are considered good are mission, because this element sufficiently explains the purpose of the existence of social business (Qastharin, 2018). Next are key resources which contain resources not only in the form of physical resources but also intellectual ones (Osterwalder & Pigneur, 2010). Lastly, the Cost Structure element also does not need to be revised because it already includes all costs in the business. This is to the statement by Osterwalder & Pigneur (2010) that the cost structure must contain all costs to run the business model and must be kept to a minimum.

Then, the other 8 blocks, namely customer segments, value propositions, channels, customer relationships, revenue streams, key activities, key partners, and impact & measurement still need to be developed, so that this business model becomes more efficient and systematic so that social businesses can operate better Again.

Mission

- Providing services to PMKS, especially children, women, people with disabilities and the elderly in Tasikmalaya City in the form of assistance with clothing, food, access to education and health
- Strengthening potential community welfare through training and capacity development in the field of empowerment so as to create independence in the community

Key Partners

- entrepreneurship studi program UPI
- Independen Pekerja Sosial Profesional Indonesia (IPSPI)
- Sekolah Tinggi Kesejahteraan Sosial Bandung
- Setiawargi Village

Key Activities

- Curriculum preparation
- Making program agendas
- Market search and partnerships
- Sale
- Branding
- Implementation of activities

Key Resources

- Competent human resources
- Network with practitioners and partners
- Company branding

Value Propositions

Co-Creation
- Providing capacity building services for training participants

Beneficiary
- Creation of new co-creations to be able to solve social problems at the community level
- Benefits for the wider community

Customer Relationship

- Providing training scholarships for selected participants
- Discounts
- Free mentoring

Channels

- Instagram
- Linkedin

Customer Segments

Co-Creation
- NGO Activist
- CSR enthusiast
- Student
- Social worker

Beneficiary
- Areas in Tasikmalaya that are included in the 3 T criteria (terluar, terdepan, tertinggal)

Cost Structure

Fixed cost
- Advertising costs, zoom rental costs
Variable cost
- Operational costs, speaker costs, customer service costs

Revenue Stream

- Sales of training packages, webinars and seminars
- Donation

Impact & Measurement

- Increased knowledge and skills in the field of social empowerment are measured by posttest at the end of each class session.
- Increasing community independence through community empowerment programs carried out by training participants.

Picture 4. SEMC Rumah Harapan Kita Foundation

Then the results of identifying this social business strategy are analyzed using SWOT. The formulation of the SWOT analysis will later become a reference in formulating social business strategies for the Rumah Harpan Kita Foundation.

Table 1. SWOT Analysis Table of SEMC Rumah Harapan Kita Foundation

Element	Strength	Weaknesses	Opportunities	Threats
Mission	Stong mission foundation	Internal team understanding of the mission	Get support from the community	Competitors appear with greater capital
Customer segments	Easy to reach the market because it is specific (about community development)	Customers who are dissatisfied with the service	Customers are generous and have a high desire to learn	Doesn't reach many consumers because of the specific market
Value Propositions	Consistent and positive company values	HR's understanding of value is still not fully understood	Not many businesses offer similar value	Emerging competitors offer the same value for free
Channels	Publication of products through the right channels according to the target market	Platform utilization is not optimal due to a lack of understanding regarding the platform.	Collaborate with the government (social services) as an offline channel	Refusal of cooperation from the government
Customer Relationships	Its implementation is carried out consistently and according to needs	Cost and time limitations	Customers are more enthusiastic	Competitors who provide the same training/services for free
Revenue Streams	The products offered are specific to social welfare potential	Sources of income are limited and uncertain	Funding from sponsors or government	Customers are bored
Key Resources	Complementary resources	Employee interest in work is lacking	Access to a wider network and resources	Loss of reputation/good name
Key Activities	Clear and coherent business activities	Research is still minimal so there are not enough updates	This type of product does not have many competitors so there is more freedom to carry out promotions	Customers are not interested in the products offered
Key Partners	Have a balanced reciprocal relationship	Do not have a written cooperation agreement	Collaboration that increases mutual value	Threat of unilateral termination of cooperation
Cost Structure	A community-based approach to reduce costs	Financial management is still unclear	Obtain funding from the government	Donor market instability
Impact & Measurement	The impact of the program was felt immediately	Does not yet have clear impact measurement standards	Get recognition from the government	The community rejected the program

Then, after carrying out the SEMC analysis of SWOT, calculations need to be made using the IFAS EFAS matrix.

Table 2. EFAS Matrix Analysis Results

Strength

No	Strategic Factors	Weight	Rate	Score
1.	Stong mission foundation	0,04	5	0,19
2.	Easy to reach the market because it is specific (about community development)	0,04	4	0,15
3.	Consistent and positive company values	0,06	6	0,35
4.	Publication of products through the right channels according to the target market	0,04	6	0,23
5.	Its implementation is carried out consistently and according to needs	0,04	4	0,15
6.	The products offered are specific to social welfare potential	0,06	5	0,29
7.	Complementary resources	0,06	5	0,29
8.	Clear and coherent business activities	0,04	4	0,15
9.	Have a balanced reciprocal relationship	0,06	6	0,35
10.	A community-based approach to reduce costs	0,06	4	0,23
11.	The impact of the program was felt immediately	0,06	4	0,23
Sub Total		**0,54**	**53**	**2,62**

Weaknesses

No	Strategic Factors	Weight	Rate	Score
1.	Internal team understanding of the mission	0,06	1	0,06
2.	Customers who are dissatisfied with the service	0,02	2	0,04
3.	HR's understanding of value is still not fully understood	0,06	1	0,06
4.	Platform utilization is not optimal due to a lack of understanding regarding the platform.	0,06	2	0,12
5.	Cost and time limitations	0,02	3	0,06
6.	Sources of income are limited and uncertain	0,04	3	0,12
7.	Employee interest in work is lacking	0,04	1	0,04
8.	Research is still minimal so there are not enough updates	0,04	2	0,08
9.	Do not have a written cooperation agreement	0,06	1	0,06
10.	Financial management is still unclear	0,04	2	0,08
11.	Does not yet have clear impact measurement standards	0,04	2	0,08
Sub Total		**0,46**	**20**	**0,77**

Table 3. EFAS Matrix Analysis Results

Opportunities

No	Strategic Factors	Weight	Rate	Score
1.	Get support from the community	0,056	5	0,28
2.	Customers are generous and have a high desire to learn	0,056	5	0,28
3.	Not many businesses offer similar value	0,056	4	0,23
4.	Collaborate with the government (social services) as an offline channel	0,056	4	0,23
5.	Customers are more enthusiastic	0,037	4	0,15
6.	Funding from sponsors or government	0,037	4	0,15
7.	Access to a wider network and resources	0,037	4	0,15

No	Strategic Factors	Weight	Rate	Score
8.	This type of product does not have many competitors so there is more freedom to carry out promotions	0,037	4	0,15
9.	Collaboration that increases mutual value	0,056	5	0,28
10.	Obtain funding from the government	0,037	5	0,19
11.	Get recognition from the government	0,037	5	0,19
Sub Total		0,509	49	2,28
	Threats			
No	Strategic Factors	Weight	Rate	Score
1.	Competitors appear with greater capital	0,056	1	0,06
2.	Doesn't reach many consumers because of the specific market	0,056	1	0,06
3.	Emerging competitors offer the same value for free	0,056	1	0,06
4.	Refusal of cooperation from the government	0,037	2	0,08
5.	Competitors who provide the same training/services for free	0,056	1	0,06
6.	Customers are bored	0,037	2	0,08
7.	Loss of reputation/good name	0,037	1	0,04
8.	Customers are not interested in the products offered	0,018	2	0,04
9.	Threat of unilateral termination of cooperation	0,056	2	0,11
10.	Donor market instability	0,037	3	0,11
11.	The community rejected the program	0,037	2	0,08
Sub Total		0,490	18	0,75

Table 4. IFAS Matrix Analysis Score Results

No.	Strategic Factors	Score
1.	*Strength*	2,62
2.	*Weaknesses*	0,77
TOTAL DIFFERENCE		**1,85**

Table 5. EFAS Matrix Analysis Score Results

No.	Strategic Factors	Score
1.	*Opportunities*	2,28
2.	*Threats*	0,75
TOTAL DIFFERENCE		**1,53**

Next, from the results of these calculations, it is necessary to create a Cartesian diagram to determine the position of the business.

It is known that the coordinate point on the .53) is in quadrant I or the aggressive strategy quadrant, this condition supports growth policies or growth-oriented strategies to maximize the company's potential (Sulistiani, 2014). In the quadrant I position, companies are advised to maximize their potential internal strengths and take advantage of opportunities in the external sector.

According to Pandhi (2018) quadrant I is a very profitable situation for the company. Therefore, this condition must be utilized as optimally as possible by planning and improving appropriate strategies.
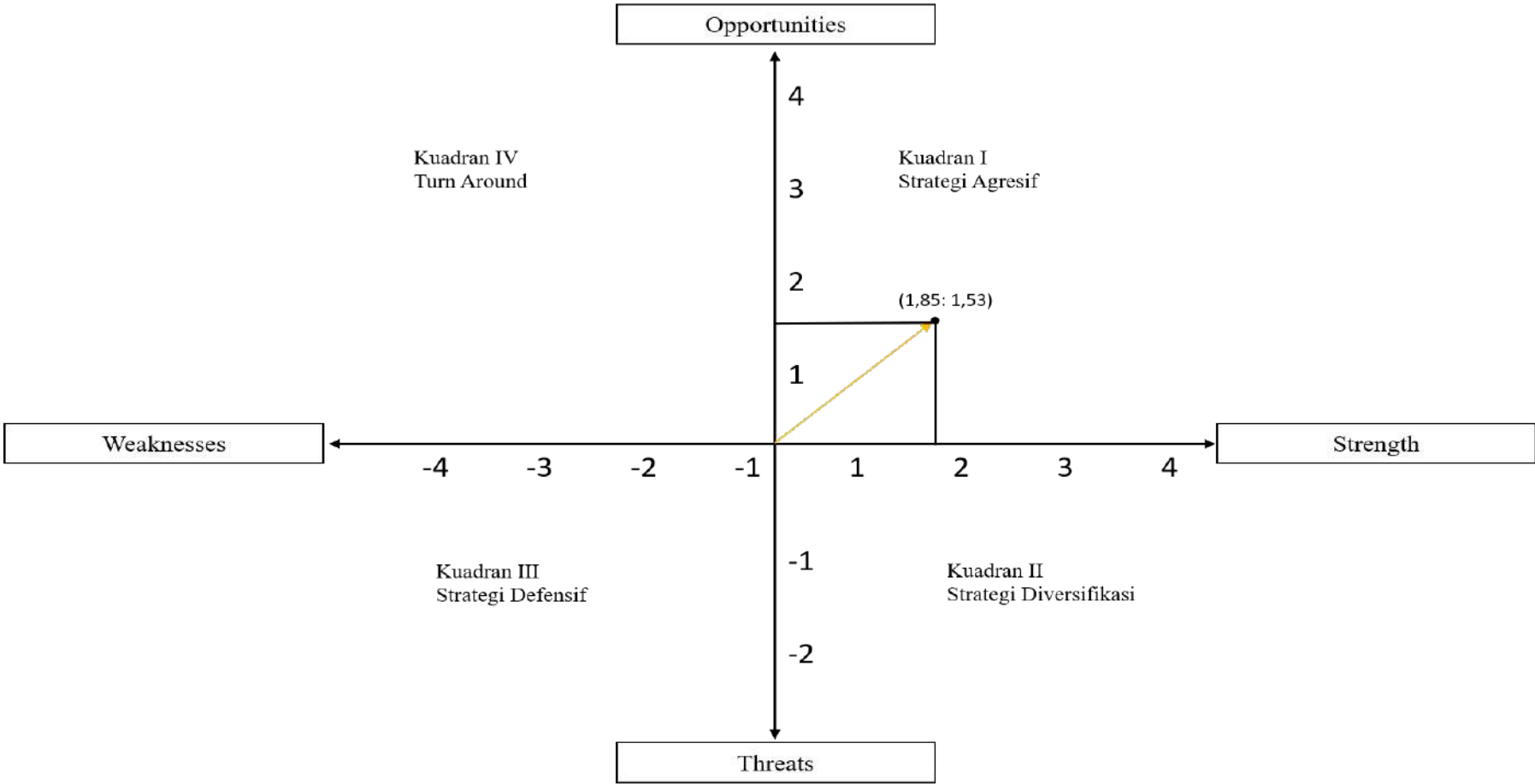
Picture 5. IFAS Matrix Analysis Score Results

Formulation of Social Business Strategy Using SEMC

Based on the results of calculations using the IFAS EFAS matrix, the Rumah Harapan Kita Foundation is advised to maximize its strengths and opportunities. Therefore, improvements to SEMC will focus more on increasing the company's strengths and opportunities.

The Mission Block is used as a reference for repairs to be carried out, so no repairs are carried out as long as they are in harmony with other elements.

1. Customer Segment

The improvement in this block is the addition of a Government sector for co-creation. According to Astuti (2021), based on the state's obligation to realize community welfare as stated in the 1945 Constitution, the government should carry out empowerment to increase community competence and realize prosperity independently. This is in line with the co-creation role at SEMC Rumah Harapan Kita Foundation. Then, based on Article 74 of Law No. 40 of 2007 concerning limited liability companies which regulates CSR obligations for companies, improvements are recommended to add market segments, namely companies that have CSR programs as beneficiaries. This is based on the reality that the implementation of CSR activities to date is still not on target, which is caused by the company's limited competence regarding empowerment (Retnaningsih, 2015).

2. Value Propositions

The results of the value propositions analysis with the IFAS EFAS matrix did not show bad results. However, Osterwalder & Pigneur (2010) value proposition elements must be aligned with the previous block, namely customer segments. So improvements will be more towards providing CSR services for companies that have obligations on the part of the beneficiary. This improvement is based on an explanation of the company's customer segments that have CSR obligations, where obstacles to implementing CSR are experienced, which can be used as added value for the Rumah Harapan Kita Foundation, which has competent human resources in the field of empowerment. Apart from that, research by Crysantin (2013) which contains case studies regarding the implementation of CSR involving third parties as implementers and is considered successful, also reinforces improvements in this block.

3. Channels

TikTok is one of the new media that is considered quite effective in supporting the success of marketing programs (Martono & Budiarjo, 2021). Therefore, suggestions for improvement include the addition of TikTok and websites to increase the credibility of business effectiveness (Maharani et al., al 2021). Apart from that, the government, in this case, the social service, is also added as a channel for obtaining data and information related to social services.

4. Customer relationships

In this block, improvements were made by adding (1) CRM (customer relationship management) as one of the services to customers. CRM can improve internal and customer communication, and increase marketing effectiveness (Ngeliyaratan & Soediantono, 2022).

5. Revenue Streams

Sponsorship/partnerships are still an effective strategy to use in an activity. According to Anwar (2020), by entering into partnerships, companies can obtain several important benefits such as access to markets and capital assistance.

6. Key Activities

In the SWOT analysis, it can be seen that one of the company's internal problems is the lack of employee competence and lack of employee interest in work, so it is

recommended to carry out capacity building regularly. Capacity building can increase self-motivation, communication, creativity, problem-solving, and decision-making quickly and accurately, as well as leadership abilities (Setyorini, 2022). Apart from that, it is also necessary to create a database of customers and beneficiary areas so that all data is integrated and increases business effectiveness (Syahputri & Nasution 2023) as well as create reporting to support the success of customer relations management (Danardatu 2023).

7. Key Partners

Based on the results of the SWOT Analysis, the Rumah Harapan Kita Foundation will be threatened with unilateral termination of cooperation, so it is recommended to make a written cooperation agreement. A written and binding agreement will force the parties to comply with the agreement (Pontoh, 2018). Apart from that, the addition of NGOs/organizations with the same mission, as well as the government as a business partner, can open up new opportunities. This is by research conducted by Irfan., et al (2021) regarding the success of the NGO Aksi Cepat Tanggap (ACT) in developing its NGO using a "networking partnership" strategy.

8. Impact & Measurement

For the final block, the recommended improvement based on the results of the SWOT analysis is to carry out a pre-test before class so that the impact of the training can be more measurable. This pre-test and post-test are carried out to make it easier to measure the influence of an activity (Wiliam & Hita 2019). Furthermore, it is also necessary to conduct a satisfaction survey. Satisfaction surveys are an important stage in empowerment activities to understand the experiences, perceptions, and expectations of the community regarding the activities carried out (Sulaiman., et al 2023)
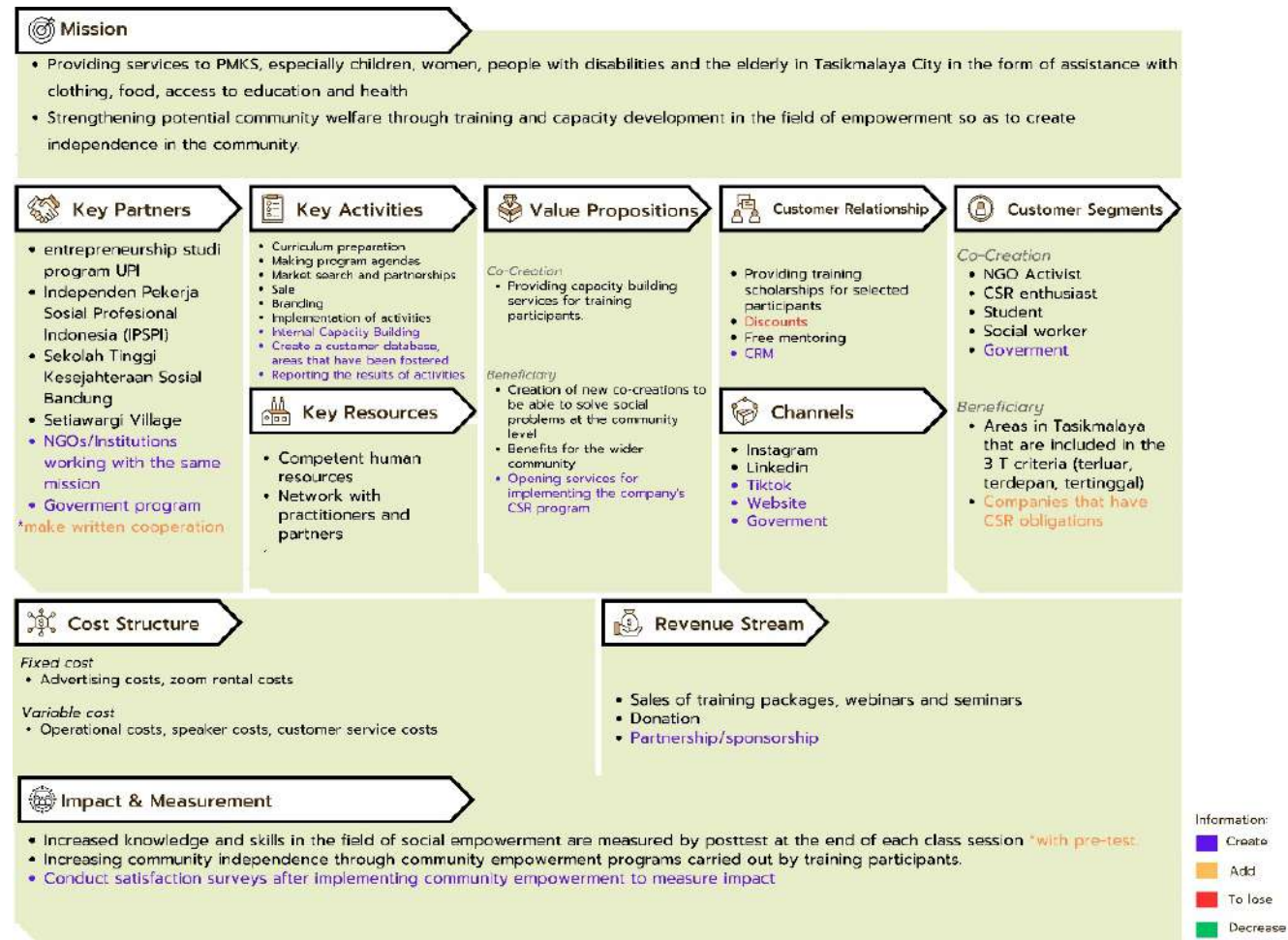
Picture 5. Formulation of Social Business Strategy Using SEMC

CONCLUSION

Based on the identification results regarding the general description of the Rumah Harapan Kita Foundation's business strategy, it can be concluded that the Rumah Harapan Kita Foundation does not yet have a systematic business strategy, and only relies on existing human resources to market products by relying on the principle "everyone is a marketer".

The identification results show that the business condition of our Rumah Harapan Foundation's social business is in quadrant I and it is recommended to use a growth-oriented strategy. This conclusion was obtained from calculations using the IFAS EFAS matrix with a total IFAS score of (1.85) and EFAS of (1.53). 8 SEMC elements require development because they are considered less effective in maximizing both internal and external potential.

The output of this research is a new formulation as an improvement on our previous Rumah Harapan Foundation social business model, to develop the company's operations so that they can be even better. These improvements include 8 SEMC blocks where in the first block, namely the customer segment, it is best to add the government segment as co-creation and companies that have CSR obligations as beneficiaries. Then, in the value propositions block, the beneficiary is added services for implementing and designing CSR programs for the company. In the channels block, TikTok and Website as online marketing channels, and the government is offline channels to help with marketing and research. Then in the customer relationships block discounts are removed and CRM is added. For revenue streams, sponsorship is added as part of the income. Key activities include team capacity building according to business needs as well as creating a database of customers and target areas. In the key partner's block, NGOs/institutions that have the same mission and government programs are added to expand their reach. Apart from that, written proof of cooperation also needs to be provided. Finally, in the impact & measurement block, it is recommended not only to carry out a post-test but also a pre-test so that the results are more measurable. Apart from that, it is necessary to conduct a satisfaction survey after implementing the empowerment program to measure the knowledge of incubation class participants and the impact felt by the community.

From this research, it is hoped that the Rumah Harapan Kita Foundation can implement a business strategy using SEMC by maximizing its internal strengths and opportunities to increase sales in terms of business and have a sustainable impact on society.

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