

Social Entrepreneurship and Creative Innovation Ecosystem Implementation

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ABSTRACT

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Social entrepreneurs encourage innovation and social transformation in various fields, including education, health, the environment, and business development. Social entrepreneurs pursued the goal of poverty alleviation, in the spirit of entrepreneurship, method of business, and courage to innovate and address traditional practices. Entrepreneurial ecosystem, consisting of social policy characteristics such as geography, market share, human resources, cultural factors, and the support of the surrounding community's social or financial income. The efforts to build an ecosystem are important because there is no certainty or benefit identification for social entrepreneurs. The major obstacle for social entrepreneurs, continuity, is how the existing initiatives can survive and inspire innovation to develop the country. The method used is descriptive qualitative. The research findings showed the social entrepreneur's seventh ecosystem: policy, financial problems, support, Human resources, market empowerment strategy, social network, and geographical location. From this, three creative innovations for scaling up emerged, namely having a more senior mentor, building an organization with partnerships to develop empowerment, and building collaboration with other organizational platforms.

A. INTRODUCTION

When we look at the evolution of entrepreneurship around the world, the phrase "the world is changing" comes to mind. Many social issues must be addressed in many countries, particularly in developing countries. The high level of poverty and unemployment, the lack of available health care, and the low quality of existing education are all serious issues that make household work difficult for developing country governments. Given the current global conditions, where free competition is unavoidable, governments must implement a plethora of strategies to address various social issues. One of the steps that the government can take to empower and protect people in an era of free competition is to assist, develop, and expand the presence of social entrepreneurship.

Poverty is a fundamental issue in Indonesian development. Poverty is defined as a person's inability to meet basic needs due to powerlessness in accessing or controlling economic resources (Firdaus, 2012). According to data from Indonesia's Central Bureau of Statistics, the number of poor

people in Indonesia has decreased over the last five years. Poverty in Indonesia is caused not only by failures in the government sector but also by failures in the government's partners, namely the private sector and civil society organizations. As civil society organizations, non-governmental organizations (NGOs) have limitations in addressing social problems in Indonesia, such as poverty. To continue operating, NGOs require funding from donors. The dynamics of problems that arise in the government, private sector, and community organizations are complex, encouraging an innovative solution approach, namely social entrepreneurship.

According to *Bappenas*, the government currently has an entrepreneurship development program in the works, which includes the development of a new scheme for financing entrepreneurs, Public-Private Partnerships, and business partnerships in research and technology transfers (Kementerian PPN/Bappenas, 2017). Provision of entrepreneurial information platforms containing various information about business development, including government assistance, market access, and business licensing. Tax schemes for entrepreneurs are being developed through government facilitation incentive mechanisms. Business partnerships are formed, for example, through business meetings between investors, startups/entrepreneurs, and various other stakeholders. The Government is offering special incentives to social entrepreneurs (Tim Penyusun Kementrian PPN/Bappenas, 2019). Social entrepreneurs drive social innovation and transformation in a variety of fields, including education, health, the environment, and business development. They pursue poverty-relief goals with an entrepreneurial spirit, business methods, and the courage to innovate and challenge traditional practices.

Based on this background, social entrepreneurship in Indonesia has a major obstacle, namely the problem of sustainability—how to make existing initiatives survive and inspire new innovations to develop the country. Masturin (2013) In his research, describes a model of community empowerment with a social entrepreneurship approach that should be carried out in social business activities through partnerships. This is a positive step that complements local values and can be developed into a superior and valuable potential resource. The development of sustainable social entrepreneurship continues to be prioritized to adapt to various forms of change in social business management methods that are more effective, efficient, and provide constructive added value. Haryanti et al., (2016) In her research, presented the innovations and challenges of social entrepreneurship in a free-market era. Social entrepreneurship is a type of business that seeks to benefit society. Social business is a type of social entrepreneurship, but it is not the only type of social entrepreneurship. Social entrepreneurship is a new (economic or non-economic, for-profit or not-for-profit) initiative. Social entrepreneurship views problems as opportunities to create a new business model that benefits the surrounding community. The survival of social entrepreneurship should be a concern for a variety of groups, including the government, society, businesses, and educational institutions such as universities, because the role of social entrepreneurship in a country is very large for the country's economy, as it can absorb a large amount of manpower, particularly qualified workers who do not have opportunities in the formal sector.

One statement from (Nicholls, 2019) The following are the definitions of entrepreneurship used by researchers to conduct this research: Effective and innovative activities that are strategically focused on overcoming social market failures and creating new opportunities to increase social value system by utilizing multiple resources and multiple organizational formats to maximize social impact and effect change

As the founder of the Ashoka Foundation and the initiator of social entrepreneurship, Bill Drayton emphasized two key points. First, there is social innovation, which has the potential to alter society's existing system. Second, these innovative ideas are supported by visionary, creative, entrepreneurial, and ethical individuals. Hulgard (2010) summarizes the definition of social entrepreneurship more comprehensively: *“Social entrepreneurship can be defined as “the creation of a social value that is produced in collaboration with people and organization from the civil society who are engaged in social innovations that usually imply an economic activity”*.

In recent years, there has been a growing awareness of Indonesian social enterprise. The number of business innovations that have emerged as a result of social problems demonstrates that Indonesian social enterprises are relevant enough to meet social and environmental needs. The current reason for the development of social entrepreneurs in Indonesia is that social entrepreneurs can overcome various problems such as poverty, ignorance, and backwardness, increase employment opportunities in society, make Indonesian society more productive, eliminate social inequalities, and improve the

welfare of people who are economically and physically deficient. Table 1 depicts the current state of Indonesia's social entrepreneurship-supporting ecosystem.

Table 1
Current Ecosystem Supporting Social Entrepreneurship Conditions in Indonesia

Aspect	Score
Government Support	52.08%
Availability of Trained Workforce	45.83%
Public Understanding	41.67%
Adequacy of Life from the Results of Social Entrepreneurs	56.25%
Recognition of Social Entrepreneurs	91.67%
Investment Access (Debt and/or Capital)	40.91%

Source: Thomson Reuters (2019)

Micro and small businesses play a strategic role in reducing poverty and unemployment in Indonesia (Armando & Wijaya, 2020) according to his research Building an Entrepreneurship Ecosystem for Micro and Small Enterprises in Indonesia. Despite their importance, Indonesia's micro and small business ratio are still insufficient to support the national economy. Micro and small businesses face a variety of challenges, including the capital, human resources, regulations, government support, socio-culture, and a lack of support from educational institutions. These issues are part of the entrepreneurial ecosystem, which is a theoretical approach to the development of entrepreneurship. Entrepreneurial ecosystems are made up of culture, policies, finance, human resources, markets, institutions, and infrastructure, all of which must be formally and informally linked and coordinated. The entrepreneurial ecosystem in Indonesia needs to be developed into an ecosystem that supports each other among the actors and factors within it in order to have a positive influence on micro and small businesses. The research on the entrepreneurial ecosystem in Indonesia needs to be improved and developed so that it can provide a conception of the entrepreneurial ecosystem that fits the character of entrepreneurship in Indonesia.

The term "social entrepreneurship" refers to an innovative activity that generates social value within or through the government, business, or non-profit sectors (Kusumasari, 2015). This means that social entrepreneurship demonstrates a process of creating value by innovating in business development that focuses on social issues to provide a diverse range of social values in society (Maulinda, 2019). Social entrepreneurial activity is one option for developing countries, including Indonesia, to address social problems. The goal of social entrepreneurship is to solve societal problems, particularly poverty. According to Schwab, (2010) that social entrepreneurs play an important role in the current economic crisis. One way to put it is that social entrepreneurship is synonymous with efforts to increase the value of human humanity, which usually begin with identifying opportunities that can be worked on. To begin, of course, a large and powerful inspiration is required, as well as creativity and the courage to act. Finally, this activity may have a social benefit.

The entrepreneurial ecosystem is a new concept with multiple definitions and no agreed-upon definition. The entrepreneurial ecosystem concept emphasizes how entrepreneurship is enabled by a diverse set of resources and actors that have an important role in all entrepreneurial actions. It is realized that the majority of the entrepreneurial ecosystem appears to be local, where an ecosystem will differ from one region to another. Entrepreneurial ecosystems are often tied to social contact or local mobility in an area that other regions may not necessarily have (Spigel, 2020). In his book *How to Start an Entrepreneurial Ecosystem*, he stated that, in general, the entrepreneurial ecosystem consists of easy market access, a workforce, access to capital, support systems (such as mentors, consultants, and incubators), policies and regulations, infrastructure, education and training systems, support from higher education institutions, and so on. According to Daniel Isenberg's *Domains of the Entrepreneurship Ecosystem* from Babson Global's New Entrepreneurship Ecosystem Project (BEEP), the entrepreneurial ecosystem in Indonesia adapts to the conditions of Indonesia, which is an archipelagic country, geographical aspects are added to provide an illustration that an idea or social

business plan can be effectively implemented. If it has been tailored to the conditions of its geographical location, it is effective.

With so many social issues and facts, it is thought necessary to conduct extensive research on a good ecosystem for social entrepreneurship. Young entrepreneurs have sparked social entrepreneurship in recent years. However, this does not mean that the Indonesian social entrepreneurship ecosystem is without challenges. The main obstacle in the social entrepreneur ecosystem is the problem of sustainability – how to make existing initiatives survive and inspire new innovations.

B. METHOD

This study employs a qualitative descriptive approach with in-depth interviews to gather detailed information about phenomena related to innovation and challenges that arise during the development of social entrepreneurship ecosystems. This method is based on the characteristics of the research object, which require careful and in-depth attention, understanding, and observation based on theory and facts, especially in the description of the development of the social entrepreneur ecosystem. In this study, primary data was used from three informants, namely the *Untukkita.id platform*, *Tenoon*, and *Rumah Hijau Denassa*. This study used interview techniques that were conducted directly, openly, and in depth, with the main questions on the focus of the research. In addition to primary data, it also uses secondary data, such as organizational reports from loci and news related to loci obtained from the internet and other electronic media.

C. RESEARCH FINDINGS AND DISCUSSION

The ecosystem becomes associated with the business world with the birth of an entrepreneurial ecosystem, which states that business is not born from space and that in business, there is an interactive relationship that occurs between actors who have an interest in the company's growth (Moore, 1993 in Haratua dan Wijaya, 2020). According to BEEP's Domains of The Entrepreneurship Ecosystem, the entrepreneurial ecosystem is made up of six major components. Government policies, financial facilities, cultural conditions, supporting facilities, human capital quality, and market conditions are the six aspects. The geographic location aspect is added to illustrate that an idea or social enterprise plan can be carried out effectively if it has been adapted to the conditions of its geographical location to adapt to the conditions of its geographical location in Indonesia, which is an archipelagic country.

1. Policy

How governments recognize social enterprise business models as legal forms is an important component of the social enterprise ecosystem. *Platform Untuk Kita.id*, *Tenoon* and *Rumah Hijau Denassa* understand that government policies can make it easier or more difficult for the type of business they run. However, the three social business actors are unaware of the government's existing policies that can help them with their social enterprises. For example, *Kita. id*, which had recently been established, believed that all they needed to do with the government was legalize their business. Following that, crowdfunding businesses like theirs will no longer be required to follow any additional rules. Indonesia is valuable at 52.08% which means that government support remains neutral or that no progress has been made in 2019 (Haryanti, Dewi et al., 2020). This is not surprising given the government policies promoting the growth of social enterprises. In Indonesia, there is currently no real policy in place to provide legal recognition for social enterprises. Even though social entrepreneurship was included in a chapter of the Draft Law in 2015, (RUU) National Entrepreneurship was included in the Priority National Legislation Program (Prolegnas). However, with it Draft Law *Cipta Kerja* (Omnibus Law) The draft National Entrepreneurship Law was then canceled because it was included in the Job Creation Bill. Unfortunately, when reading the draft Job Creation law currently being debated by the House of Representatives (DPR), there is no mention of social entrepreneurship, as there is in the National Entrepreneurship Legislation.

Although there is no policy in Indonesia to regulate social entrepreneurship, many regulations support legal forms of social entrepreneurship. According to online law sources such as the *Untuk Kita.id Foundation*, the Foundation is also the best option for crowdfunding (a platform for collecting funds from the public) Based on Law No. 9 of 1961, Collection of Money or Goods. A Legal Entity

Association (PBH), a legacy of the Dutch colonial government, is one option. A PBH is an association that is not included in commercial law, so it does not seek economic profit and does not manage a business.

The legal framework for the social business model is a key mechanism for achieving mission control. The process of institutionalization, including the decision to vote, allows interaction among various organizational forms and levels (Cooney, 2012). The third sector is an intermediary sector with three major stakeholders: the state, the private sector, and the community. In modern countries, there are three main types of third-sector organizations: cooperatives, common societies, and associations, with different legal forms in different countries (Borzaga & Defourny, 2001). Limited liability companies, cooperatives, foundations, associations, or civil society organizations are the four legal forms that business organizations in Indonesia can register to comply with the law. Social enterprise is not yet a legal entity. A cooperative, which is governed by cooperative law, is the only legal entity in Indonesia that recognizes both business and social activities in one body. However, dynamic government transitions alter legal forms. However, according to Edelman (2016), Trust in government institutions, the media, and non-governmental organizations (NGOs) is declining in Indonesia, while trust in business is stable. When an individual's efforts to pursue their interests override the public interest, unethical behavior occurs (Stiglitz, 2003).

2. Financial

Untuk Kita.id Platform, *Tenoon* and *Rumah Hijau Denassa* have not received the financial support they should have based on the presentation. Several existing government programs, such as government assistance for new entrepreneurs, Ultra Micro, Venture Capital Funds, and others, do not reach Makassar's social business actors. The specialized literature on social entrepreneurship identifies several critical skills required by social entrepreneurs to bridge the public, non-profit, and business contexts. Tenacity includes the ability to persevere in the face of financial, regulatory, political, and bureaucratic obstacles, particularly in the context of government funding (Young & Grinsfelder, 2011). However, more financial support came from the corporate social responsibility programs of several state-owned enterprises (BUMN). According to a British Council report, the main challenge of social entrepreneurship today is a lack of capital or funding (British Council, 2018).

When viewed from the length of time the business has been running, *Rumah Hijau Denassa* should have received more financial assistance, but it turns out that *Rumah Hijau Denassa* has only received one CSR grant from Pertamina during this pandemic. The *Untuk Kita.id* platform is financially supported by angel investors who also serve as platform executors. *Tenoon* has received more financial assistance from the private sector, but only through collaborative activities.

According to the report, starting a social enterprise is more difficult than starting a traditional business, not only because it requires qualified skills to start and start the business, but also because it is difficult to access the funds and capital needed, particularly due to the general public's lack of understanding about the movement. and the social potential that can be realized. Other studies use a broader definition of social entrepreneurs because social enterprises do not rely solely on market success. Indeed, the financial foundations of third-sector organizations vary widely, and this variation is likely to be reflected in financing packages for new ventures, implying that social entrepreneurs must be able to navigate public and philanthropic environments and markets (Hendriarto dan Buana, 2018).

3. Support

In Indonesia, becoming an entrepreneur is a difficult decision. This can be seen from the phenomenon where the ratio of the number of entrepreneurs compared to other job categories is quite low. Internal and external support is provided for *Kita.id*, *Tenoon*, and *Rumah Hijau Denassa* platforms. Where the platform is directly supported by family members and consists of several people who are experts in their respective fields, the *Untuk Kita.id* platform receives greater moral support and expertise. Furthermore, *Tenoon* and *Rumah Hijau Denassa* received infrastructure support and other supporting activities in addition to moral support and expertise. This is consistent with what has been stated by Wibowo (2015) Specifically, social entrepreneurship is a response to social challenges in which anyone can become a change agent who is confident in overcoming social problems and encouraging social change with the full support of their social environment. As a result, it is possible to conclude that assistance is one of the opportunities that can continuously create opportunities for business innovation to increase social entrepreneurship.

4. Culture

Every generation is responsible for preserving the local culture. One of the keys in the entrepreneurial ecosystem is local culture and potential, where the culture itself must be following local conditions. Concentrate on strategic entrepreneurship development based on the local context, situation, and potential. *Tenoon* and *Rumah Hijau Denassa* maximize South Sulawesi's cultural potential. *Tenoon* fabrics and Indonesia's rich flora and fauna are introduced to consumers as examples of innovation. *Untuk kita.id Platform* transforms the culture of people who want to do good into a good habit that can be carried out regularly through the created platform. This is consistent with Howkins' description of the creative economy category, intended as an economy that makes creativity, culture, cultural heritage, and the environment the foundation of the future. Local culture-based creative economy according to Zulbetti in (Medhiatika, 2018) is an economy that relies on the community's creativity to generate profits by utilizing available local cultural potential as capital.

Currently, innovation on something that has already existed falls under the Creative Economy category, which Howkins defines as an economy that makes creativity, culture, cultural heritage, and the environment the foundation of the future. The local culture-based creative economy according to Zulbetti (2015) in NiLuh (2015) is an economy that relies on the community's creativity to generate profits by utilizing available local cultural potential as capital.

5. Human Capital

Human resources are an important aspect of any business. A business cannot function in the absence of humans. Overall, the quality of Indonesian human resources remains low. The average length of education in the United States is still less than eight years. An entrepreneur may require more skills than he or she possesses. *Tenoon* and *Rumah Hijau Denassa*'s founders have no educational background from the social enterprises they are building; however, relevant experience is very useful for the continuation of their business. Furthermore, *Tenoon* and *Rumah Hijau Denassa*'s social entrepreneurship practice is an innovative group empowerment strategy. This empowerment takes the form of a discussion forum in which weavers and caretakers of the *Rumah Hijau Denassa* conservation mini-forest discuss issues ranging from how to build access to information so that it is known by consumers. Because the government cannot educate all levels of society, organizations must fill this void. This is appropriate (Santos, 2008) It was also explained that becoming a social entrepreneur is a strategy to support organizational sustainability to realize social missions. Entrepreneurial values become a driving force in the development of organizational independence.

Several recent studies have discovered that entrepreneurial spirit and skills can be transmitted and taught systematically. Although indeed, higher education does not guarantee business success, we cannot deny that education is still important in providing positive feedback on one's self-development. Education is closely related to a person's productivity because it allows a person to acquire various skills and abilities that are highly valued in the workplace. As a result, social entrepreneurship education has the potential to enter the world of Indonesian education. This can be done to overcome obstacles such as low human resource quality. So, in the coming years, we can expect the birth of a new generation in various parts of the archipelago that will enthusiastically try to solve social problems without relying on donations or government assistance in implementing social entrepreneurship.

6. Market Condition

The driving force is one of the distinctions between ordinary and social entrepreneurship. Identification of opportunities, extra effort is made to clarify possible access and parties that have the potential to influence each other, identification of markets, such as prestigious products, and identification of something in society that can be acted upon becomes something important. This is important in social entrepreneurship, where activities are initiated not by identifying problems that can be solved or potential that can be developed, but by identifying problems that can be solved or potential that can be developed. Platform *Untuk Kita.id*, *Tenoon*, and *Rumah Hijau Denassa* have distinct customer bases. According to the social mission they carry in their business profile, each of their customers has distinct characteristics.

The presence of trust, social networks, and high participation indicate elements of effective collaboration in a social enterprise. In a social enterprise, good cooperation in the pace of operations can reduce the occurrence of risks. The development of marketing capabilities can benefit social

enterprises with strong social network resources. Social networks enable organizations to improve their marketing capabilities and expand their services by partnering with social entrepreneurs or encouraging their target audiences to do so. This is consistent with what was stated (Bornstein dan Davis, 2010) The importance of overcoming social impacts is emphasized in social entrepreneurship.

Aside from that, the effects of Indonesia's poor health on social entrepreneurship can be seen even more clearly during the COVID-19 pandemic, which is set to begin in 2020. Several operational activities that should have been carried out by various social enterprises were either delayed or unable to be carried out. As was the case with *Rumah Hijau Denassa*, which currently does not receive direct visitors. However, viewing this conservation area virtually is still possible. *Rumah Hijau Denassa* adapts and does not miss out on opportunities as a result of the pandemic. *Tenoon* also altered the pattern of orders for the items he created. To maintain market control, open orders for the products they sell are no longer fulfilled; instead, they only sell those that are in stock. *ForKita.id* provides this company with the opportunity to be trusted by the community. This pandemic is being used to further develop its platform. The impact of the COVID-19 pandemic is one of the risks that Social Enterprises must face globally in 2020. However, the risks faced in Indonesia are becoming more sustainable as a result of the health aspect, which has not been maximized in terms of the number of health facilities, as well as the optimal utilization of social capital to disseminate actual information and healthy habits.

According to other studies, turning social work into a business activity creates difficult tensions. Unless the social organization has strong network cohesion with multiple stakeholders, including customers and business partners, the transformation process is doomed to fail. Development agencies' clustering of social networks can benefit social enterprises. *Untukkita.id*, *Tenoon*, and *Rumah Hijau Denassa* social entrepreneurship actors have been observed to be capable of carrying out a variety of activities to deliver products and services to the market. They also add value to their customers' lives.

7. Geographical Location

Geographical location is an addition to Indonesia's social entrepreneurship ecosystem. The geographical location of Indonesia bodes well for the country's economic sustainability. This is undoubtedly a very strategic and profitable situation for business developers, including social enterprises. Regional characteristics play a significant role in shaping the cultural characteristics of the region's people. With Indonesia's extraordinary natural and human resource potential, it should be used for the welfare of the Indonesian people. Conservation, Education, and Harmony, three words that represent balance, are dictionaries that represent the founding spirit and dreams of *Rumah Hijau Denassa*. Plants are designed to provide humans with more than just roots, wood, leaves, flowers, and fruit. Poverty characteristics and natural resource potential. Furthermore, the regional characteristics of the *Tenoon* location must be mapped. *Tenoon's* strengths are its location in South Sulawesi, which has several woven fabric-producing areas, and local weavers who are well-known in Indonesia. Another aspect of location that must be considered is the tagline *#makassarbergerak Untuk kita.id* it can effectively attract the public by first establishing public trust so that they will donate through the platform for us. *id*. performed by social entrepreneurs is consistent with previous research conducted by social entrepreneurs Zimmerer dan Scarborough (2005) are business owners who use their diverse skills not only to make their companies profitable but also to achieve social and environmental goals for the greater good.

It demonstrates how a social entrepreneurship ecosystem can generate creative innovation through a presentation of the results and previous discussions. Substantially, the creation of a social entrepreneurship ecosystem based on social value creation and innovation is a critical tool in the development of social entrepreneurs. Irma Paramita Sofia (2015), According to the social entrepreneurship model as the concept of social innovation for economic development, social entrepreneurship can be a useful social innovation for parsing and reducing various social problems. Scaling up is based on the findings of creative innovation research for *Untuk Kita.id*, *Tenoon* and *Rumah Hijau Denassa* are:

1. *Tenoon* has a mentor who is a more senior social entrepreneur. Mentors play an important role in assisting social entrepreneurs in developing their businesses by serving as discussion partners. The more detailed the items that must be prepared to create a business plan, the more it is necessary to consult with a more senior social entrepreneur mentor. So, to encourage scaling up for Social Enterprises, having a more senior mentor is highly recommended.

2. *Rumah Hijau Denassa* forms alliances with other organizations that can serve as implementation partners for the empowerment process. Building strong relationships with other organizations is critical for RHD; this could be the ideal solution for RHD to encourage growth in its mini forest area. The partnership process is not only limited to cooperation, but it also has a strategic pattern and value in the successful development of social entrepreneurship.
3. *Untuk Kita.id Platform* Creating alliances with other organizations, such as the *ACT* and *Kita Bisa.com*, to carry out empowerment activities (part or all). Creating alliances with other organizations to carry out empowerment activities can be a solution for social entrepreneurship. The key point in this collaboration is the mutual trust between the respective organizations. This trust can be built with each organization's culture and attitudes, which can be seen in honesty, policy, and fairness, which can support trust between these collaborations.

Each social entrepreneur faces a unique set of challenges. However, from the perspective of the social entrepreneurship ecosystem, the challenges faced by the platforms for *Untuk Kita.id*, *Tenoon*, and *Rumah Hijau Denassa* are the government's weaknesses when information about policies implemented does not reach social business actors outside of Java. Similarly, there are numerous bureaucratic roadblocks and institutional formal legal requirements. Another issue is the lack of future funding for social entrepreneurship, and the government's lack of incentives to ease the burden on institutions involved in the social sector. As a result, Social Entrepreneurs must be supported by Social Investors for innovation to be realized. Another issue is a lack of investment in human resources (HR). In Indonesia, education shapes the mentality of humans who are greedy and only have a worker mentality. The concept of crowdfunding in Indonesia is familiar, particularly in the *Untuk Kita.id* platform, because the values of joint ventures and donations to help others, both individually and in bulk, has become a habit in the daily lives of Indonesians. Unfortunately, this potential is sometimes hampered by limited routines, resources, and access.

D. CONCLUSIONS AND RECOMMENDATIONS

Conclusions

The development of a social entrepreneurship ecosystem that promotes innovation and collaboration is one of the solutions needed to overcome social problems that occur in society. Innovations made by entrepreneurship include:

1. Have a more senior social entrepreneurship mentor.
2. Build partnerships with other organizations that can become implementing partners for the empowerment process.
3. Building cooperation with other organizations for empowerment activities (part or all).

The absence of specific regulations governing social enterprises in terms of legal entity status and tax incentives is a challenge for social entrepreneurship in the entrepreneurial ecosystem. Another challenge faced is the issue of funding in the future for social entrepreneurship.

Recommendations

This study recommends government policies for social entrepreneurship as a whole. At present, government policies are more widely known by people outside South Sulawesi; socialization should be carried out more frequently for social actors. Also, funding support for social entrepreneurs needs to be massively carried out so that business actors can get more equitable funding, not only from corporate social responsibility but also from non-governmental organizations, the government, and other social enterprises. The weakness in this research is the lack of information obtained from the government to see the overall implementation of social entrepreneurs, so further research can add new insights from the government. Future research can use the pentahelix method to measure the success of the social entrepreneur ecosystem in order to be able to measure it more broadly and vary its findings.

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