

SOCIAL ENTREPRENEURSHIP MANAGEMENT IN MARKETER VILLAGE IN ERA DISRUPTION

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Abstract: The study aims to explain that the social entrepreneurship management of Marketer Village reviewed from marketing management, operational management, human resource management, and financial management. The four fields of management are the development of management elements that include men, money, machines, methods, materials, and market. Management is an important element in the social entrepreneurship organization so that the business can achieve social missions. The social mission of Marketer Village is to realize the IT literacy community through education and empowerment in the field of digital marketing in District Karangmoncol, Purbalingga. This research is qualitative research with primary data gained through interviews and observations. Based on the results of the research, the manager of Marketer Village focuses on marketing management consisting of product and promotional processes. Operational management aims to generate services in the form of skilled human resources in the field of digital marketing, has mechanisms that control the operation and has a transformation process. Human resource management consists of the development of skills, provision of infrastructure, and compensation. Financial management is made up of funds, and liabilities incurred.

Keywords: Village marketer, social entrepreneurship, management

INTRODUCTION

Social entrepreneurship is a business that not only prioritizes profit but also has a broader primary goal of social change. This form of entrepreneurship should be able to balance between economic activity and social activities to create social conditions that have a broad economic activity (Sofia, 2015). Sentosa (2007) revealed the social change that social entrepreneurship can do as follows alleviating poverty, helping to create jobs, assisting in the application of innovation and creating a business idea, and helping increase economic growth sectors. Success and failure of social entrepreneurship. Business sustainability will create a business' ability to achieve planned (social) goal (Geissdoerfer et al., 2018).

Achieving social change in social entrepreneurs is an indication of the success of social entrepreneurs (Dwivedi and Weerawardena, 2018). The condition can be seen at Marketer Village (KM). KM is a social entrepreneurship business in the field of digital marketing that provides online marketing services. KM was founded by Nofi Bayu

Darmawan. Nofi is a State Civil Apparatus (ASN) in the Ministry of Finance who decided to resign to develop a village with his social mission. The wishes and possibilities of social entrepreneurship in the decision making process have a positive impact on the operation of social business (Jiao, Hao, 2011). The Social mission undertaken by KM is to realize the IT literacy community through the education and empowerment in the field of online business in the district of Karangmoncol, Purbalingga. Based on the preliminary research, researchers have done, social changes are happening in the community, as follows.

Table 1. Social change in Marketer Village

No	Social Transformation	Information
1	Alleviate Poverty	In 2015, the underprivileged population of Karangmoncol district was at 33% of the number of families while in 2016 there was a decline of 24% of the existing family. (BPS, 2016)
2	Help create employment	The absorbed workforce around the business operates, until now KM has six offices established in two villages and has empowered 437 villagers (kampungmarketer.com, 2018).
3	Implementing innovation and creation of business idea	Innovation is carried out by providing education and empowering unemployed youth in the field of digital marketing.
4	Economic growth sector	The number of urbanization from village to city has decreased

However, many businesses fail in the running of social entrepreneurship. The first was a Lovestruck startup founded by Matthew Cain. Matthew is an RSA Fellow and author of *Made to Fail* book: 13 Surprising Start-up lesson. The following is the reason for his business failure, (1) Lovestruck founder is blind to innovation, (2) do not develop business plan properly, (3) social business at a start-up takes time to make money, (4) businessman does not teach startup science to the target, (5) Work too hard to reduce creativity (theguardian.com). The second business is a cooperative based social entrepreneur in Finland that helps communities at the local level by recruiting disability or long-term unemployed. Obstacles faced by the perpetrator is the existence of physical weakness of the target (disability) makes them to not work optimally so that the business does not run productively. The third business is a company that has been operating for 7 years before finally goes bankrupt. The company's social mission is to recruit people with disabilities, long-term unemployment, and marginalized people. However, the company suffered financial failures because the company lost its main subcontracting. In addition, the owner did not do anything, because there was nothing need to do (Kolehmainen et al., 2017).

The inability of social change led to the failure of social entrepreneurship (Aliaga-Isla and Huybrechts, 2018). Dart (2004) suggests that the failure of social entrepreneurship is the failure of the mission (mission drift) and financial failure. Biefeld (2007) defines the failure of the social mission as a situation that causes financial orientation (profit-oriented) is more dominant than social change. For this reason, Bonfanti et al. (2016) expressed risk management in social entrepreneurship can be done by ensuring the social-economic

development of the local community by creating socio-economic benefits for the community.

The failure experienced by the three social entrepreneurship was due to the weakness of one element, namely organizational management (Kolehmainen et al., 2017). Handoko (2011) further stated that management cannot be separated from the organization. The elements that make up the management are known as 6M, namely men, money, machines, methods, materials, and markets (Boca, 2015). Each element of management develops into a deeper role management field, covering operational management, financial management, marketing management, and human resource management. This supports previous research that there is a connection between the management area with the management of social entrepreneurship organizations. In the field of marketing management, Dees et al. (2001) believed that social entrepreneurship should know to understand their customers and analyze their needs in order to make customers satisfied with the innovation. In the field of operational management, Tsai and Ghosal (1998) revealed that organizational factors in social enterprises such as capital, organizational structure, the composition of top management and the stability and utilization of social networks influence on social entrepreneurs. In human resource management, according to (Chou, 2018) revealed that the high level of human capital has a positive relationship with the success of social entrepreneurs. In the field of financial management, Jiao, Hao (2011) stated that the high level of environmental factors such as support, education, funding, and monitoring have a positive relationship with social entrepreneurship.

Based on the background outlined above, this study examines more deeply in the social entrepreneurship management of Marketer Village in the disruption Era in realizing its social mission in terms of marketing, operational, human resources, and finance.

METHOD

This research used qualitative research method that is phenomenology. The data used primary data, i.e. looking for information directly to respondents through interviews and observations. This research required in-depth information related to the management of Marketer Village in terms of marketing, financial, operational, and human resources management. The informant is Novi Bayu Darmawan, as the founder of Marketer Village and Eko as a public relation of Marketer Village. The Data collected from the interview will be analyzed by Interpretative Phenomenological Analysis (IPA) written by Smith et al. (2009). The stages of IPA consist of 1) reading and re-reading; 2) Initial noting; 3) Developing emergent themes; 4) Searching for connections across emergent themes; 5) Moving the next cases; and 6) Looking for patterns across cases. The research location was in Marketer Village located on Jl. Sawah Tengah, Tunjungmuli, Karangmoncol, Purbalingga.

The first stage in Interpretative Phenomenological Analysis is reading and re-reading. At this stage, researchers read and reread the interview guidelines. The researchers write a transcript of interviews that have been conducted with the informants of audio recordings. This stage is done to convince that the informant is focused on the researchers' analysis. The second stage is initial noting. This stage examines the content of words, sentences and languages related to the marketing, operational, HR, and financial management of the Marketer village which appears in interviews with informants. The third stage is developing emergent themes, in which the researcher conducting an analysis of what aspects of each management in the Marketer village and connecting with the relevant theory. This analysis

is more than just an initial transcript. The fourth stage is searching for connection a cross-themes, namely looking for relationships between the themes that emerged after the researchers establishes a set of themes in the transcripts and themes that have been systematically sorted. This research raises the field of management consisting of marketing, operational, human resources, and finance management. The fifth stage is moving the next cases, where the researchers move to the next informant. After the researchers conducted interviews to Nofi Bayu Darmawan, researchers continued the interview to Eko as the public relation of Marketer Village. The sixth stage is looking for patterns across cases, which researchers searching for emerging patterns between informants. The researchers clarified the results of the informant interviews one to the next informant.

RESULT AND DISCUSSION

RESULT

Marketer Village

The history of Marketer Village originated from the motivation of Nofi Bayu Darmawan, who was a civil servants, precisely when Nofi as a student at the State Accounting School (STAN) year 2011. Nofi has already had an interest in Information and Technology (IT) or digital. Later, due to his schooling at STAN, Nofi finally worked in the Ministry of Finance, however, at that time Nofi had already built a business team and gradually enlarged. The business becomes additional income aside from the ministry. The high sense of Nofi's curiosity to develop the village, eventually Nofi decided back to the village. Nofi shares his experience with the community about the world of marketing, digital marketing. Furthermore, the place to share knowledge is called Marketer Village. The location of Marketer Village is in the district of Karangmoncol, Purbalingga. There are 15 points of empowerment Center and one Education center. Although the location is only in two sub-districts, there are a lot of people that already empowered. That is, outside the sub-district, it does not matter.

Marketer Village Management

Management of the Marketer village in the study was reviewed from the aspects of marketing management, human resource management, financial management, and operational management.

Marketing Aspects

The first aspect is marketing management. Nofi explained that there are three products from Marketer Village, following Nofi's statement:

"The product offered by Marketer Village based on Marketer Village's view is empowerment that has competent human resources in e-commerce or online store. In this field, it is not only customer service but also customer service, content writer, advertising or ad team."

Marketing conducted by Marketer Village is stated by Nofi, as follows:

"Surely, by making the videos of the success story of businessmen who have been empowered, then we also have gained several awards from the media and the government. We also upload to websites, Instagram, Facebook, and so on."

The reason for choosing online social media to promote Marketer Village's product are explained by Nofi as follows:

"The expenses incurred by Marketer Village especially the promotion cost was a little. The big expense is, in social enterprise is the cost of overcoming the gap."

Operational aspects

Operational activities in Marketer Village, the first aims to produce a skilled human resource in the field of digital marketing, in accordance with Nofi's statement:

"In Marketer Village, we first engage the community to be educated about digital marketing in accordance with the field that I mentioned earlier, customer service, content writer, advertising or advertising team. Then, we connect them with partners or businesses that need digital marketing services."

Secondly, Marketer Village has a mechanism that controls the operation. Here's the Nofi statement:

"We have mentors in every section. For CS, we have a team of leaders who take care of. The team of leaders who take care of it has approximately 60 people. So under the leader, there are 60 people or human resources."

The third Marketer Village has activities of the transformation process, namely producing or regulating the services production more than 590 people, the quality of employee service payment is 600 thousand – 700 thousand, and the implementation of operations located in Subdistrict Karangmoncol. The implementation of operational activities in Kampung Marketer is constrained by infrastructure, according to Nofi's statement as follow:

"More to the infrastructure such as signals, telecommunication connections and so on. Because we are in the area surrounded by hilly mountains."

HR aspect

The next aspect of this research is the aspect of human resources. Flippo and Hasibuan (2000) stated that human resource management as planning, organizing, directing, and supervising procurement, development, compensation, performance assessment, maintenance, and release of human resources in order to achieve individual, organizations, and community objectives. According to the results of interviews with Nofi, human resource management in Marketer village on developing HR skills is as follows.

"The existence of education system, empowerment, and business administration, if the goal of education is to change people who are lacking in IT to understand IT. While the empowerment's goal is once the children gain empowerment, they must be accompanied so that the quality is maintained. In the field of administration, the goal is to support the technical matters of two areas (empowerment and education). So the three areas manage hundreds of partners and hundreds of CS are empowered."

Marketer Village provides the complete infrastructure, in accordance with Nofi's statement, as follows:

"..... We create an education center. There are rooms, presentation teams, modules, teaching teams, and also salaries. Then, empowered to earn an income... "

Marketer Village in order to improve the productivity of the human Resources Marketer Village provides compensation. According to the interview results, the definition of compensation is as follows:

"The compensation is derived from the performance that children can obtain. For example, if you sell a lot, then compensation such as bonuses gained also a lot. For advertising, when he can bring in a lot of advertising, then the bonuses will be a lot. Thus the income is not fixed. It depends on performance."

Employee compensation is obtained through partners or businessmen who use the Marketer Village's services. The statement corresponds to the following interview results:

"We have no compensation like bonuses. We have already formulated the standard, if their income was from a basic salary plus bonus, according to their performance. For the bonus system, it is rather complicated. For instance content writers, when he can produce a lot of content, he will get a bonus."

Financial aspects

The next aspect is the financial aspects of Marketer Village. According to Home and Wachowics Jr. (2012) stated that financial management is related to assets acquisition, funding and asset management based on several general objectives. The way Marketer Village of obtaining sources of funds is derived from the management fees, according to the following interview as follows:

"We obtained a source of funds in the form of fee management. The management fee is just like students' tuition fees. That's what a businessman give as monthly money because Marketer Village has helped to manage, evaluate the marketing services that businesses have used."

In connection with the obligations borne by the Marketer Village such as taxes, Marketer Village has not paid corporate tax but instead takes a personal tax. Here is an explanation of Nofi:

"We have not corporate tax, so we take personal tax, for now, we follow SME rates 0.5% of management fees. That was obtained from the partners. "

DISCUSSION

Based on the results of the study, the product produced by Marketer Village is a service product in the form of human resources (HR) who have competence in the field of e-commerce, then Marketer Village divides the field into customer service, content writer, and advertising. The marketing of Marketer Village products is done through social media such as uploading partner stories (businessmen) who have used the services of Marketer Village on Facebook, Instagram, and the Marketer Village website. This condition is in accordance with the research results stating that online social media are participatory where news, photographs, videos, and podcasts published through social media sites are considered as delivering marketing information (Evans, 2012). As social entrepreneurship, Marketer Village prefers online marketing, as it does not take a lot of costs. This corresponds to the research results of Iffah, Vicky (2018) stating that using social media as a marketing medium

is able to suppress operational costs through the use of technology or called cost leadership. The management said that marketing is very important. Through marketing, Marketer Village can communicate their services' products either directly or indirectly. There is a relationship between consumers' needs, desire, and demand which is the core of marketing (Budi, 2013). The need of businessman in a big city for marketing staff encourages a businessman-customers from Marketer Village to conduct activities by looking for the HR customer service who master the science of marketing. The demand for businessmen to acquire human resources who master digital marketing has led to the production process of a skilled digital marketing human resources services. Thus, the marketing of Marketer Village's products consists of various activities planned in such a way to convey information about digital marketing HR in Marketer Village.

The operational aspects of Marketer Village consist of the objective of producing services of skilled human resources in digital marketing. In addition, it has mechanisms that control the operation. (3) has transformation process activities. These three objectives correspond to the research of Yamit (2003) which revealed that the character of the operating management system is to have the purpose of producing goods or services, having transformation process activities, and have mechanisms that controls operation.

First, Marketer Village must aims to produce services in the form of skilled human resources in digital marketing (Kannan and Li, 2017). Based on the results of the study, after the HR gained knowledge about the interest, they will be channeled to partners or businessmen who have collaborated with the Marketer village. Secondly, Marketer village has a controlling mechanism. That is, when the performance of the human resources of Marketer village decreases, management has an evaluation to increase performances and improve the service quality. Thirdly, Marketer Village has transformation process activities, namely producing or regulating the production of services more than 590 people, the quality of employee service payment is 600 thousand – 700 thousand, and the implementation of operations located in Subdistrict Karangmoncol. The implementation of operational activities in Marketer Village is constrained by infrastructure. Based on the research results, to anticipate this, the Marketer village has offered wifi for Internet access, and every village in Karangmoncol district should be able to identify what provider is the most powerful in the village.

Aspects of human resources in Marketer Village consist of developing HR skills, providing complete facilities and infrastructure during the human resources development process, as well as compensation. Based on the research, the development of HR skills of Marketer Village has three fields in human resources management, consisting of, education, empowerment, and administration. The objective of the education program is that HR in Marketer Village can achieve competence in digital marketing. Marketer Village provides a complete infrastructure such as creating an education center, which has rooms, presentation teams, modules, teaching teams, and salaries.

Marketer Village's effort in the development of HR has a good impact on the employee work productivity. According to the results of the research conducted by Hasibuan (2005) said that the employees' development aims to increase employee productivity, which includes production's quality and quantity is getting better, because technical skills, human skills of employees' managerial skills will be better.

The next Human resource management is compensation. Nofi defines compensation as an employee's excess income based on their performance. Furthermore, Nofi states that

Marketer Village did not compensate for such a bonus. Employee compensation is obtained through partners or businessmen who use the services of Marketer Village (Gupta and Shaw, 2014). However, employees at the Marketer Village still get compensated when they can improve their performance. This is in accordance with the research that compensation affects the performance of employees (Yuniawati, 2005; Dewi, 2015; Gunawan, 2019). Ketut (2019) stated that compensation is the goal of an employee to work in order to fulfill the necessities of life. Hasibuan (2005) expressed compensation is the expense of the company's costs and is an income for employees. According to the results the definition of compensation is as follows: The review Marketer Village's management above can be concluded that Marketer Village is a business engaged in social entrepreneurs. This can be explained in more detail by the vision of Marketer Village, namely realizing the people of Karangmoncol who understand IT to increase revenue. While the mission undertaken to achieve the vision are (1) to develop curriculum and education methodology in online marketing-based IT for the people of Karangmoncol; (2) Perform IT literacy education and training to form a community who has IT skilled based online marketing in Karangmoncol; (3) Empowering the Karangmoncol community who have been literacy-based online marketing to be able to network with partners as a form of sustainability to increase revenue. The statement is supported by a social mission as a manifestation of social entrepreneurship according to Borstein (2004), which includes (1) reducing poverty through empowerment, such as the number of poor families in the district of Karangmoncol who has decreased from the year 2016 (24%) compared to 2015 (33%). (2) The existence of education and training, such as education about e-commerce by Marketer Village and Training, (3) community regeneration, such as the target of Marketer Village who is a young society, (4) The existence of a welfare project.

The financial management of Marketer Village consists of Marketer Village's way of obtaining the source of funds, obligations incurred by Marketer Village.

The way Marketer Village obtains funds from the management fee. The management fee means a tuition fee (Giambona and Golec, 2009). The money was given by businessman as a monthly money because Marketer Village has helped organize, evaluate marketing services that businesses have used. As a company engaged in social entrepreneur, during the training and human resources empowerment activities, Marketer Village does not attract employees. The condition complies with the Scwab Foundation (2008) stating that social entrepreneurs are leading the organization to generate profits or not, aimed at the catalysts of social change in the system level through new ideas, products, services, methodologies, and attitude changes. Associated with the obligations borne by the Marketer village such as taxes, the Marketer village has yet to pay the body tax, but rather take a personal tax. The rate incurred is 0.5%. It is in accordance with SME tax provisions 0.5% as the government Regulation (PP) Number 23 of 2018 concerning income tax on income from the business received or obtained by Taxpayers with certain gross circulation as Substitutes to the Government Regulation No. 46 of 2013, which was effectively implemented since July 1, 2018.

CONCLUSION

Marketer Village as a business in the field of social entrepreneurship has a social mission to alleviate poverty, help create jobs, assist in the application of innovation and creation of business ideas, and help improve the Economic growth sector. Success in realizing these missions can occur because Marketer Village implements good management. Marketing

management consists of service products that are produced, namely customer service, content writer, and advertising; and marketing or promotion of Marketer Village's products on social media. Operational management consists of the purpose of generating services in the form of skilled human resources in digital marketing, has mechanisms that control operations such as evaluation to monitor human resources, and has Transformation process activities. Human resource management consists of developing HR skills in education, empowerment, and administration, providing complete facilities and infrastructure during the human resources development, as well as compensation. Financial management consists of a management fee as Marketer Village's source of fund and the obligation incurred by Marketer Village, which is a corporate tax of 0.5 percent.

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