



SOCIAL ENTREPRENEURSHIP DEVELOPMENT MODEL: A STUDY OF KELUBA TANA IN WULANDONI VILLAGE COMMUNITY

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ABSTRAK

Penelitian ini bertujuan untuk mengkaji usaha pembuatan Keluba Tana oleh masyarakat Desa Wulandoni dan pengaruhnya bagi perkembangan kewirausahaan sosial di wilayah tersebut. Keluba Tana merupakan produk kerajinan tradisional yang memiliki nilai budaya dan ekonomi bagi masyarakat Wulandoni. Penelitian ini menggunakan pendekatan kualitatif dengan mengkombinasikan metode etnografi dan studi kasus. Data dikumpulkan melalui wawancara mendalam dan observasi partisipatif. Penelitian menunjukkan bahwa usaha pembuatan Keluba Tana memiliki potensi besar dalam mengembangkan kewirausahaan sosial di Desa Wulandoni. Produk ini tidak hanya memiliki nilai jual, tetapi juga menjadi daya tarik wisata dan memperkuat identitas budaya masyarakat setempat. Selain itu, usaha ini juga melibatkan partisipasi aktif masyarakat dalam proses produksi dan pemasaran, sehingga menciptakan dampak sosial yang positif, seperti peningkatan pendapatan, pemberdayaan perempuan, dan pelestarian lingkungan. Penelitian ini menyimpulkan bahwa usaha pembuatan Keluba Tana memiliki peran penting dalam mengembangkan kewirausahaan sosial di Desa Wulandoni. Praktik kewirausahaan sosial yang tumbuh dari aktivitas ini memiliki potensi besar untuk menjadi model pengembangan ekonomi inklusif dan berkelanjutan. Secara keseluruhan, penelitian ini menyoroti pentingnya menggali potensi lokal sebagai sumber inovasi dan pengembangan kewirausahaan sosial. Implikasi dari penelitian ini yaitu *Keluba Tana* di Wulandoni memberikan kontribusi pada pemahaman yang lebih mendalam mengenai hubungan antara budaya, ekonomi, dan masyarakat dalam konteks pembangunan berkelanjutan.

Kata kunci: Kewirausahaan Sosial, Masyarakat Wulandoni, Budaya Lokal, Pengembangan Ekonomi, Konservasi Lingkungan.

ABSTRACT

This study aims to examine Keluba Tana business by Wulandoni communities and its influence on the development of social entrepreneurship model. Keluba Tana is a traditional handicraft product that has cultural and economic value for the Wulandoni community. This research used a qualitative approach by combining ethnographic and case study methods. Data was collected through in-depth interviews and participatory observation. The research shows that Keluba Tana has great potential developing social entrepreneurship. This product not only has selling

value, but also raised tourist attraction and strength cultural identity of the local community. In addition, this business also involves more active participation of community in production and marketing process, thus creating positive social impacts, such as increased income, women's empowerment, and environmental preservation. This research concludes that Keluba Tana manufacturing business has an important role in developing social entrepreneurship in Wulandoni Village. The social entrepreneurship practices that grow out of this activity have great potential to become a model for inclusive and sustainable economic development. Overall, this research highlights the importance of exploring local potential as a source of innovation and social entrepreneurship development. The research implication is Keluba Tana Wulandoni contributes to deeper understanding of relationship between culture, economy and society in the context of sustainable development.

Keywords: *Social Entrepreneurship, Wulandoni Community, Local Culture, Economic Development, Environmental Conservation*

INTRODUCTION

Humans as a social creature never live alone but always need other people in their lives. This is due to the nature of humans who need interaction, communication and cooperation with others to meet their needs, both physical, emotional and social (Nicholls, 2019). This is also a benchmark in carrying out a social entrepreneurship concept. Where mutual benefit of one group with another and also bring a sustainable positive impact for both. For example, this can be seen from the efforts made, for example running a small business where a business sector that is run is able to reduce the existing poverty rate and can also bring up new kerasi to attract the attention of buyers (Saputra et al., 2023).

Keluba Tana is a local handicraft located in Wulandoni village, Lembata Regency, East Nusa Tenggara. This handicraft has been around since a long time ago and is still practiced today. The Keluba Tana process production is not too much different from making pottery in general. Significant differences can be found in tools and materials that are still fairly traditional. This is what characterizes and attracts tourists to see the process from the beginning to the end of its manufacture. The business carried out by the Wulandoni community is certainly very good for the existing economy. In addition to benefiting craftsmen as producers, it also benefits buyers as consumers. Indirectly, the Wulandoni community has implemented social entrepreneurship long before and is still influential today.

Entrepreneurship has an important role in ensuring economic well-being for the community. Therefore, entrepreneurship is very interest by most people today. Entrepreneurship according to Cashmere (2014: 19) is a person who has the courage to take risks to start a business without being overwhelmed by fear or anxiety even in uncertain conditions. An entrepreneur must be able in his mind to always try to find, utilize, and create

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business opportunities that can provide benefits. Based on this case, the business carried out by the Wulandoni community has a very good impact on economic life. Therefore, the purpose of this research is to examine Keluba Tana (earthenware) business and its influence on development of social entrepreneurship for Wulandoni community. Thus, it can be said that the importance of entrepreneurship in society is not only as a tool to make improvements and changes in the life quality of oneself and society, but also able to prove that entrepreneurship give a significant role in realizing the quality of society and nation.

LITERATURE REVIEW

Social Entrepreneurship

The concept of social entrepreneurship was initiated by Bill Drayton, founder of the Ashoka Foundation. Drayton states that there are two important aspects in social entrepreneurship, namely (1) the existence of social innovations that have potential to change system in society and (2) the existence of individuals who have a strong vision, creative, have an entrepreneurial spirit, and ethical. In the process of community empowerment, both aspects can be found, starting with the emergence of individuals potential. According to (Bornstein, 2010), social entrepreneurship can be defined as the process of forming a social value resulting from collaboration between people and organizations from civil society bound in social innovation that usually tells the economic activity.

The emergence of social entrepreneurship is marked by the emergence of various seminars discuss social entrepreneurship topics and the formation of AKSI or the Indonesian Social Entrepreneurship Association in 2009. Social entrepreneurship has several goals, such as to solve social problems, develop the potential that exists in the community, and meet the community needs. Social entrepreneurship combines business practices with a social purpose where companies seek to make a profit while creating a positive impact on society. This model offers an approach to addressing issues such as poverty, education, health, and the environment, by creating sustainable solutions (Cukier & Trenholm, 2011; Singh, 2016; Singh & Reji, 2021; Sommerrock, 2010).

Harvey Leibenstein (1968, 1979) argues that entrepreneurial activities include activities in order to undertake enterprises when all markets are still unclear, or the components of the production function are not fully known. There are three types of social entrepreneurship categories, namely (1) social bricolage, those who directly experience social problems in their communities and have the aim of solving social issues in the community; (2) social constructionists, those who can recognize existing potential; and (3) social engineers, those who



focus on broad-scale issues (Rahim, A. R., & Basir, 2019). Social entrepreneurship is a way to ensure that communities can build their self-reliance for the development and improvement of social economic life in the future. Social entrepreneurs can create solutions to social problems by prioritizing the value of sustainability (Rahim & Basir, 2019). Social entrepreneurship emphasizes innovation, creativity, collaboration, networking, and seeing new opportunities. Social entrepreneurship is also usually not always focused on profit or financial gain but with noble goals for social missions. Social problems are as diverse as poverty. Social entrepreneurship is a solution to solve existing social problems. Jean Baptise Say and Joseph Schumpeter stated that the main characteristics of entrepreneurs are innovation and renewal of the production process of goods or services. According to (Rahim, & Basir, 2019) solving social problems in society. In many cases, social entrepreneurs create sustainable solutions to social problems.

Social entrepreneurship phenomenon has gained increasing attention and popularity by the public, policy makers, leaders, and researchers alike. Social entrepreneurship combines social mission with discipline, innovation, and determination of a typical business. Social entrepreneurship is the process by which citizens build or transform institutions to advance social problems solution, such as poverty, disease, illiteracy, environmental destruction, human rights abuses and corruption, to make life better for people. Social entrepreneurship is the process of generating social and economic value. Social entrepreneurship is the process of generating social and economic value. Social entrepreneurship as the social value creation through innovations that are highly oriented towards social missions and economic impact (Hartati et al., 2021). The combination of entrepreneurship and social values brings a change in the mindset of people who were initially only profit-oriented to a form of social care by investing the profits earned to overcome social problems that exist in society. From the description above, it can be concluded that social entrepreneurship is a kind of initiative in the field of entrepreneurship that aims to solve social problems and bring positive change information. This becomes a kind of challenge for people who take on the role of being the initiator of a social enterprise. The person who takes on this role is called a social entrepreneur. A social entrepreneur is a person who always involves himself to continue to act regardless of the obstacles that exist, and has accountability in being responsible for the results achieved to the community (Rachmayani, 2015).

Social entrepreneurship has made a significant impact on community development. This business model can support the community through a CSR (Corporate Social



Responsibility))approach and the revenue set aside for the development of community-based enterprises at the Interdiocesan high seminary Ritapiret (Chandra & Miki, 2024). In addition, social entrepreneurship also has a very important purpose in providing economic benefits in the future. Here, the goal of social entrepreneurship focuses on business sustainability. It is this way of earning and using income that distinguishes social entrepreneurship from traditional charitable organizations that usually rely on internal donations and channel them in social missions, while social entrepreneurship gets its income from the profits of the business being run. The social entrepreneurship hallmark is social value. That is, visibly creating social benefits for the community and the surrounding environment. Social entrepreneurship activities balance business and social activities. Business activities are developed in order to ensure the sustainability of the social mission developed (Hartati et al., 2021).

Elements of SE

Palesangi (2014) defines social entrepreneurship as consisting of four main elements, namely: 1) Social Value, which is the most distinctive element of social entrepreneurship, by creating tangible social benefits for the community and the surrounding environment; 2) Civil Society, social entrepreneurship generally comes from the initiative and participation of civil society by optimizing existing social capital in the community; 3) Innovation, which is SE solving social problems in innovative ways, among others by combining local wisdom and social innovation; 4) Economic Activity, i.e. successful social entrepreneurship is usually carried out by balancing social activities and business activities. Business activities are encouraged to ensure that the company does not depend on other parties and there is sustainability of the company's social mission.

RESEARCH METHOD

This research used a qualitative approach with ethnographic method which focused on understanding culture and social context of the community in Wulandoni village. Data was collected through in-depth interviews and participatory observation. The research subjects include 30 (thirty) informants who are local people of Wulandoni-Village, Lembata Regency who are directly involved in the Keluba Tana business. Meanwhile, the object of research focussed on keluba tana business and the social economic impact for the Wulandoni communities. This research was conducted since December 2024 until April 2025. The research location was in Wulandoni village, Lembata, East Flores Regency, East Nusa Tenggara Province.



RESULTS & DISCUSSION

Keluba Tana Business

Keluba Tana is one of the local wisdoms owned by Wulandoni communities. The tradition has actually become part of the ancestral tradition. This is because Keluba Tana has existed since a long time ago and has become a hereditary legacy by women in Wulandoni Village. This business is done to help the community's economy. Apart from making pottery such as pots and jugs according to household needs, pottery can also be sold to consumers for use. Keluba Tana is also one of the main attractions in the Wulandoni Village tour package. With the existence of this local craft can invite attraction for tourists to see and witness the process of making this pottery. the thing that characterizes it is that the process used here is a manual process and is still very traditional. Where the tools used are still very traditional unlike pottery craftsmen in general.

In addition to seeing the process of making pottery, tourists can also watch traditional dances, regional music and a typical pick-up ceremony by the Wulandoni community. (<https://wulandoni.digitaldesa.id/berita/kluba-tana-warisan-leluhur-doni-nusa-lela>, accessed on Wednesday, November 19, 2024). In developing Keluba Tana culture and tourism, it is necessary to apply socio-entrepreneurship in it so that there is a sustainable tourism industry development. The existence of socio-entrepreneurship is very important to develop the sustainable tourism industry in the community. Its important role can be seen through the creation of social value in a sustainable manner in favor of the community (Chandra & Sawu, 2024).

Based on the interviews with Mrs. Yasinta Tuto Hingi, the processes used include; First, taking clay. This clay is taken in a certain place that is a community belief. Woman usually take it in the old village called Nualela village. Second, the tools used are traditional tools that use tofa or wood that is cut into pointed shapes to dig the soil. the soil that has been dug then stored and brought home. After getting there, the soil is cleaned, filtered and separated between sand that sticks and soil that is the basic material. This technique is done manually without help of any machine tools. After that, the pottery is made according to needs, size and shape desired. Third, after making the pottery, it is dried for two to three days and then burned. The material used to burn is also not arbitrary. The straw leaves are used that have been dried beforehand. It is believed that by using this straw the pottery will be stronger and not easily broken. After laying pottery, the pottery is burned for approximately 1-2 hours and carefully monitored to ensure the quality of product is maintained. This activity is not only generating profit and



income, but also strengthens social relations between villagers. The women hope that their craft can bring positive responses from the community and can support local economy of Wulandoni communities.

The Role of Social Entrepreneurship in Society

The Keluba Tana has built an entrepreneurial community in a significant way, especially in social, economic and cultural aspects. There are several things that will be achieved in Keluba Tana business which can support entrepreneurship-based community development. First, local job creation, with the Keluba Tana business for the Wulandoni community, it can indirectly open up job opportunities for the community including craftsmen, marketers and longistic supporters. In addition, this business also involves many people so that it can reduce poverty and unemployment and increase income for the community in Wulandoni village. Second, community economic empowerment and local economic development, where Keluba Tana made for local and international market through social media. In addition, the Keluba Tana business can also increase regional income through taxes and levies. The Keluba Tana business can also trigger the growth of other sectors such as tourism, transportation, and others. Third, preservation of culture and local wisdom. Keluba Tana craft is a hereditary ancestral heritage that carries cultural values and local wisdom. This is a tradition that continues to be preserved through the production and marketing process of Keluba Tana products. Keluba Tana (gerabah) product is also a community identity and strengthens a sense of community. Fourth, building strong networking and collaboration. Keluba Tana has established partnerships with the government for support training, marketing and access for market. Partnerships with the private sector can open up opportunities for mass production and wider distribution. In addition, collaborating with artists and designers can produce pottery products that are more creative and attract a wider market.

Thus, the Keluba Tana has enormous potential to become one of the pillar businesses in building an entrepreneurship-based community. With the right support, Keluba Tana can make a significant contribution to improving community welfare and cultural preservation. The Keluba Tana is also a business that strongly supports entrepreneurship-based community development. This can be seen from the synergy between the pottery business and other sectors to encourage sustainable economic development.

Keluba Tana Process Production



The process of making Keluba Tana in the Wulandoni community is an art and skill that has been passed down from generation to generation by ancestors from ancient times, the process involves several stages, starting from the selection of raw materials, until it becomes a product that has high functional value. The main material used is clay which is taken using very traditional tools and materials and manually. The clay is then processed by mashing, mixing with water and stirring until it reaches the appropriate consistency. This process is done to remove impurities and make the soil look more homogeneous or more berstektur. Clay has a plasticine texture, easy to shape, and easily slagged when dried or burned so it requires skill and caution in working with it. After making the formation as desired and also going through the drying stage, Keluba Tana is ready to be burned. Usually using reeds in the burning process.

There are two stages of burning, the first with a low temperature of about 900-1000 degrees celsius. The aim is to remove water in the clay and make Keluba Tana harder to be coated with glass or liquid glass. The second stage is at a higher temperature of around 1200-1300 degrees celsius. With this, the glass will melt and form a layer of glossy glass on the surface of the Keluba Tana. After completing the above processes, the next process is finishing, which is the process after firing. The techniques used are sanding and coating. That is to smooth the surface of the pottery and provide a layer of other materials such as paint or wax to give a beautiful impression on the pottery. Therefore, to produce results must pay attention to the type of clay, the techniques used and also the combustion temperature so that the results are durable and remain strong. The making of pottery in each region is different, being a representation of local culture and wisdom. The high artistic value of pottery products makes them attractive to collectors and art creators. Although it requires special skills, the skill in making gerabah is relatively easy and can be learned by the community. In addition, pottery products have a wide market, both domestically and abroad. Starting from local market, souvenir, to the export market.



Source: <https://wulandoni.digitaldesa.id/>

Figure 1. Keluba Tana Burning Process

The challenges faced in this pottery-making business are, first, mass product competition, where competition with mass products from factories is the main challenge for pottery artisans. Second, innovation where the results of pottery remain relevant, pottery craftsmen need to continue to innovate in design and manufacturing techniques. And the third, marketing where Keluba Tana products are marketed needs to be done more professionally and utilize digital technology. In addition to the challenges, there are also opportunities faced, namely first, ecotourism where villages, especially Wulandoni village, are famous for their Keluba Tananya crafts so that they can attract tourists. Second, the Wulandoni government partnership. Where the Wulandoni Village government can provide encouragement in the form of training, market access and capital assistance materials to craftsmen. Third, technology utilization. Where digital technology can be used to expand market reach and improve production efficiency.

The pottery business has a very important role in economic development and cultural preservation. With the support of various parties, the pottery business continues to growth and become one of the leading sectors in the Indonesian economic (Prastawa et al., 2020). There are two impacts of this Keluba Tana business, namely social and economic impacts. In terms of social impact, the pottery business is a forum for preserving existing local culture and traditions. Here, more emphasis is placed on manufacturing techniques, motifs and designs that are unique to each region, especially Wulandoni Village. In addition, the process production of Keluba Tana also involves several people so as to create a sense of family and strengthen family values and mutual cooperation. With this Keluba Tana business, the Wulandoni community has the opportunity to improve their quality of life through additional income, namely selling keluba tana. In addition, Keluba Tana can become an alternative tourist destination so that it can increase tourist visits and the regional economy.

The economic impact is Keluba Tana business can absorb the main workforce in Wulandoni village. Especially young women who have not gotten a job or are unemployed. Thus, reducing the unemployment rate in Wulandoni. In addition, it can provide additional income for craftsmen and the surrounding community. For example, by selling or introducing the local culture of Keluba Tana, it invites the attention of tourists so that it not only helps craftsmen, but also helps other people who have other small businesses to also visit or buy their businesses. In addition, it can increase the rate of economic growth in other sectors such as tourism and small businesses owned by the Wulandoni communities.





Source: <https://wulandoni.digitaldesa.id/>

Figure 2. Keluba Tana Final Combustion

In addition to the impact generated, another thing that is caused is Keluba Tana can contribute to preserving local and traditional culture. For example, the Keluba Tana business can preserve cultural heritage which is of course priceless. In addition, it develops the creativity of Keluba Tana makers where craftsmen are more innovative in creating new designs, thus keeping the tradition alive and relevant to modern times. And finally, making Keluba Tana a medium of learning for the younger generation about culture and ancestral heritage.

Keluba Tana Business Innovation and Development

Keluba Tana business is a rich cultural heritage that has great potential to continue to develop and adapt to the dynamics of the times. Innovation and development are key to maintaining business continuity while increasing competitiveness in an increasingly competitive market (Nicholls, 2019). The process used in making Keluba Tana no longer uses manual tools but is more modern. For example, using an electric pottery wheel, using this tool can increase efficiency and precision in the formation of a more perfect product. Using a modern firing oven, with this tool the temperature and firing time can be controlled more accurately and produce quality products. Using more modern drying equipment, which speeds up the drying process and reduces the risk of cracking (Radiansyah, 2022). Utilization of modern technology or digital marketing to increase business scale where the community or the head of the crafters group utilizes existing social media to sell the products produced. For example, social media platforms such as Facebook, TikTok, Instagram, and Pinterest to reach a wider audience and display more attractive visuals of pottery products or Keluba Tana. In addition, creating varied interesting content about the process of making Keluba Tana such as the manufacturing process, the finished product and the story behind each work produced. In addition, the local government also utilizes paid advertising or future advertising to reach a wider audience (Radiansyah, 2022).

In developing Keluba Tana's business, the adaptation of pottery products to market trends to reach more consumers needs to be considered. Several things need to be done to improve Keluba Tana's business in reaching many consumers. First, understanding market trends and consumer needs. Here, it is necessary to conduct in-depth market research to find out the design trends, colors, and shapes that are in demand. So that later the results produced are in accordance with the development of the prevailing trends. In addition to conducting market research, it is also necessary to conduct market segmentation, which divides the market into several segments based on demographics, interests, and lifestyles. So that the products sold can sell according to their place and interests. And third, competitor analysis, where competitors' products and marketing strategies are analyzed to find unexploited opportunities. This is done so that the products produced have good sales in the midst of very high market competition. Another thing that needs to be considered is the adaptation of pottery products to market trends. Here, product design and product function must be well considered so that consumers who use them are not disappointed but feel satisfied. Thus, Keluba Tana is known not only among the local community but also to the international scene as a product that continues to be developed and also preserved.



Source: *researcher* (2024)

Figure 3. Final Goods of Gerabah (Keluba Tana)

CONCLUSIONS AND SUGGESTIONS

Conclusion

Keluba Tana business in Wulandoni can be considered a successful form of social entrepreneurship. Some conclusions that can be drawn include; First, cultural preservation where this business has succeeded in preserving the tradition of pottery making and has become an important part of the identity of the Wulandoni community. Secondly, economic enhancement, the business makes a positive contribution to the community's economy through job creation and income generation. Third, community empowerment, this business involves

all members of the community, especially women, thus increasing their role and dignity. And fourth, development potential, this business has great potential to be further developed, both in terms of product quality and marketing.

Suggestion

There are several recommendations that can help increase the scale and sustainability of the Keluba Tana business in Wulandoni, namely in this product development, there is a need for diversification product, namely, developing new products with modern and varied designs to meet changing market needs. In addition, there is collaboration with designers, namely, working with designers to create more innovative and attractive products. In addition, there is quality improvement, namely providing training to craftsmen to improve skills and product quality and setting clear and consistent product quality standards. After passing through these several stages, marketing is held: digital marketing is utilizing digital platforms such as social media, marketplaces, and websites to expand market reach. This is done with the aim that handicraft exhibitions and related events can introduce the products to a wider audience. There needs to be cooperation with retailers by working with souvenir shops, hotels and restaurants to market the products. In addition, utilizing the KUR program to obtain business capital, and seeking funding sources from other financial institutions. This is intended to form a cooperative and strengthen the bargaining position and facilitate access to resources. Another important thing is to use local raw materials that are environmentally friendly so as to manage production waste responsibly. If these recommendations are carried out properly, Keluba Tana handicraft products will be more developed and recognized by the public and famous to foreign countries.

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