

ABSTRACT

The development of the social enterprise model in Indonesia today has become a trend, benefiting both the business (profit) and social (nonprofit) sectors. The increased adoption of the social enterprise approach in the social (nonprofit) sector is also being carried out by the Indonesia Juara Foundation through its unit, Sekolah Juara. In 2019, the transformation scheme of Sekolah Juara changed from a high-quality free school to a social enterprise-based school. The measurement of the success of the transformation of the social enterprise-based school lies in the index of self-sufficiency and the social impact felt by stakeholders.

This qualitative research with an exploratory method aims to answer questions about the extent to which the successful implementation of the social enterprise approach has an impact on the institution and social impact on the community, as well as what business model supports Sekolah Dasar Juara Bandung in achieving its social enterprise goals. The research is conducted using the Social Return on Investment (SROI) approach, which then becomes a consideration in the analysis of the development of the business model canvas for the social enterprise of Sekolah Dasar Juara Bandung.

Data collection is carried out using a combination of methods, including interviews with different sources according to the research scope. For the topic of social impact with the SROI approach, sources include parents of students and the local community. Meanwhile, for the BMC ES (Business Model Canvas for Social Enterprise) topic, sources include the Chairman of the Foundation, the School Management Division Head of the Foundation, the Head of Sekolah Dasar Juara Bandung, and the Administrative Staff. Data processing from the interviews is done based on indicator variables and an analysis of the data obtained.

The research findings show that Sekolah Dasar Juara Bandung has had a positive impact on the stakeholders involved, and in the development of the business model canvas for the social enterprise, there is a strengthening focus on the value proposition and customer segment aspects, with the addition of the mission and impact blocks.

Keywords: social enterprise, school, SROI, stakeholders, BMC (Business Model Canvas).