

Development of Social Entrepreneurship Organizations Based on Social Bricolage and Diamond Models to Support Village Tourism Innovation



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ABSTRACT: A country's economy can be categorized as being in good condition if all components have a positive contribution to the country's economy. We can understand that the smallest component in a country's economic development is the synergy of the village economy. One sector that can be a strength of the village economy is tourism. Based on this, researchers are called to direct this research to the development of village tourism. This research is a qualitative type, so data is taken from field observations and interviews. Social bricolage (SB) provides an opportunity to create an inclusive tourism economic development model for underprivileged communities to be empowered in developing their regions with the concept of local wisdom in a sustainable manner. The social entrepreneurship organizational development model using the Diamond Model and social bricolage encourages business model innovation and social entrepreneurship in the field of village tourism. Based on the previous description, we can conclude that this research will have a positive impact when the concept of entrepreneurship development based on social bricolage and the diamond model is implemented well. This research will measure these two concepts so that appropriate conclusions can be drawn.

KEYWORDS: Village tourism, Diamond Model, Social Bricology, Entrepreneurship, Economy

I. INTRODUCTION

Tourism is one of the most important industries in the world, and in Indonesia, many factors have influenced the development of this sector. Tourism helps local economic growth, especially in areas around tourist destinations. According to Law Number 10 of 2009 concerning Tourism, tourism development is needed to increase everyone's opportunities to try and gain benefits, as well as to be able to face the challenges of changing life at the local, national and global levels. By considering the goals of tourism development, they can improve community welfare, reduce poverty, overcome unemployment, preserve natural, environmental and cultural resources, improve the nation's image, foster a sense of love for the country, strengthen national unity and identity, and strengthen friendship between countries. .

Tourism growth in several areas in East Java looks massive. This is marked by the development of various natural and artificial tourist destinations and is followed by the growth of various star-rated hotels and homestays. Based on BPS data, the contribution of tourism to East Java's GRDP was 117,428 trillion or 5.82% in 2017-2018. However, the impact of the development of the tourism sector has not been significantly felt, especially for small businesses in the tourism sector (UKM Tourism). This is suspected to be the concept of tourism development which still prioritizes profit oriented for tourism entrepreneurs, and tends to ignore social and economic aspects for marginalized communities. Therefore, social innovation is needed by involving communities or adopting creative ideas that have a positive impact on the quality of life of poor people. The community development model that has been running so far is still symbolic and incidental and does not have a clear road map. So it is necessary to develop tourism involving the community in a holistic and sustainable manner with a social entrepreneurship organization model based on the social bricolage and diamond model. Social entrepreneurship organization (SEO) is an alternative business model as a social enterprise, aimed at eliminating social problems such as poverty, low education, poor health, unemployment, and other social needs that are not met by the public and private sectors with a philanthropic or volunteer approach. Social entrepreneurship, which adopts a business model designed to create social value while generating economic benefits for the tourism sector, so that the distribution of social and economic wealth is more even

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and the entire tourism value chain can be generated, as well as maintaining environmental regeneration. Stating that SEO is one of the drivers of economic change in communities at the bottom of the pyramid, through value-oriented tourism services, they can explore and grow market opportunities. Social entrepreneurship in several countries is developing as a sector that provides employment and in turn facilitates the fight against social problems and poverty. In restoring the tourism economy, especially in the East Java region, the regional government, stakeholders and the surrounding community are trying to increase visitors to be more active when on holiday to visit local tourist destinations. One of them is water tourism in Bulurejo Village, Sumber Celeng Agrotourism, where this tourism is still not well known in the Jombang area, East Java. Apart from that, the agrotourism atmosphere is less attractive, not neat in the arrangement of tourist attractions and quite hot. So there is a need for innovation in tourism development that is more effective and sustainable. For this reason, this research aims to develop social entrepreneurship organizations in a sustainable manner through the village tourism industry and reduce the negative impacts of conventional mass tourism development which tends to be capitalist. The second objective is to provide alternative solutions as a form of contribution to the village innovation market in improving the economy of its residents. The third objective is to prevent exploitation of local resources which can damage the environment and local culture.

II. LITERATURE REVIEW

1. Novelty of Research

The originality of the research proposed through the basic research grant for beginning lecturers (2023-2024) is: "Development of Social Entrepreneurship Organizations Based on Social Bricolage and Diamond Models in Supporting Village Tourism Innovation. This research is a relatively new idea on a literature scale and on a practice scale in the rural tourism sector. This model is considered quite practical in helping the government and village communities to utilize village potential in the tourism sector through innovative business models based on social bricolage and diamond models. With the social bricolage and diamond model approaches, it is hoped that governance and decision-making structures, board membership, strategy determination and implementation can be formed. Social networking activities, access to new expertise and contracts, support from public and private actors for tourism businesses. Influence and persuade stakeholders to leverage the acquisition of new resources and support to create social value.

2. Social Entrepreneurship Organizations

Organizations that combine a strong social purpose with various entrepreneurial principles are known as social entrepreneurial organizations. Typically, this social entrepreneurship combines a company's efforts for economic growth with social goals, while focusing on generating social benefits (Waqar et al., 2020). The idea and practice of "Social Entrepreneurship Organizations" has gained popularity throughout the world as a way to solve social problems through creative and sustainable commercial solutions, especially in the tourism sphere. This popularity is increasing because people prefer more innovative, cost-effective, and sustainable steps to overcome social problems in their area. Because the involvement of local communities is very important in the entire tourism development process, communities are considered the main stakeholders in tourism social enterprise groups (Kummitha et al., 2023).

However, various other stakeholders such as social investors, business partners, government, as well as media and social advocates must also participate in helping, facilitating, or utilizing social entrepreneurship activities. This is because these stakeholders have their respective roles in efforts to develop social entrepreneurship (Brandt et al., 2018). Achieving the desired social impact and managing a social entrepreneurial organization requires cooperation and assistance from a variety of stakeholders. Positive social and environmental transformation can be facilitated by strong stakeholder engagement.

Paredo and McLean (2006) quoted in (Priyanda, 2019) stated that social entrepreneurship is an entity that can create new initiatives to meet every social demand in a community. As a business, social entrepreneurship can focus on helping marginalized communities, creating jobs, utilizing buildings, and recruiting volunteers. Then, it was further explained that the goals of this social sector are social innovation and economic efficiency.

Several models have been developed to achieve social innovation and economic efficiency, these models include:

a. Social entrepreneurship for the target groups

For the target demographic, examples of social entrepreneurship include consulting services, facility rental, and purchasing work equipment from social enterprise entities. Therefore, users or users of services provided by social entrepreneurs are the target group in this model. The target group does not receive added value from the commercial operations carried out; they just get respite from their affairs. This can be seen when the government collaborates with social entrepreneurial entities to offer public

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services to social groups in society. The government allocates funds to support the implementation of these activities without placing undue pressure on environmental associations.

b. Social entrepreneurship built in collaboration with the target groups

The characteristic of this model is that there is mutually beneficial cooperation (joint venture) between social entrepreneurial institutions and their target groups. For example, the cooperative activity model is in the form of financial services activities, where the parties involved in providing financial services get a margin difference, while the needs of the target group for working or business capital are met. Collaboration can also take the form of group product offerings or technical assistance. This model in Indonesia is realized in cooperative management. Cooperatives are a form of social entrepreneurship that takes the form of this model.

c. Social entrepreneurship of the the target groups

This model is intended to mitigate the impact of economic weakness. We can describe what happens when a group of ODHA establishes a social entrepreneurship business to meet and alleviate their needs from the economic downturn.

III. RESEARCH METHOD

Study aims to investigate innovation in business models in social entrepreneurship organization (SEO) village tourism for the creation of social innovation. To provide a coherent and integrated framework, data collection is based on the criteria of village tourism management that is not yet known to the community. The method used uses qualitative research, which is based on social phenomena that occur in the surrounding area. Descriptive qualitative research emphasizes the phenomena in research rather than the process. Adiyani (2020).

By using qualitative research methods, the meaning that drives a person's behavior or actions towards an object can be known. The article (2020) says that qualitative research prioritizes field observations to obtain relevant data. Researchers analyze empirical material to identify actual experiences in SEO studies. Data collection uses qualitative methods and procedures using two main methods:

a. Documentary analysis, used To further contextualize the raw data emerging from the field, the authors were not directly involved in the interviews collected and reviewed information from a range of additional sources including organizational charts, annual reports, partnership documentation, budgets, business plans, social responsibility statements, newsletters, internal communications, emails, archive materials, press reviews, websites, and social networks. Data emerging from secondary documents has been analyzed and interpreted to provide detailed background information, which informants may have forgotten during interviews.

b. Semi-structured interviews, researchers conducted in-depth interviews with informants from each tourist village manager. The selection of sources is in line with the narrative qualitative approach. Researchers focus on well-connected and informed respondents, to gain an in-depth understanding of the phenomenon. In the first stage of interviews we involved key informants in each organization, such as Founders, managers, and managers; In the second stage, follow-up interviews were continued with other informants who were considered important, such as co-founders, community representatives, and founding members. This approach gives researchers access to many individuals from each business.

In this case, related to research, it is hoped that Human Resources will innovate in increasing the number of visitors who come to village tourism destinations by using a qualitative approach and interview techniques.

Table 1. List of Interview Question

No	Interview Question
1	Where do you think the investment in this village comes from?
2	What is the role of residents in developing village tourism?
3	Is there anyone voluntarily investing in the village for tourism development?
4	If so, what form does cooperation or profit sharing take?
5	Is it effective for village tourism to use promotion through digital media?
6	What is the government's role in encouraging the acceleration of rural tourism development?

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Table 2. Informant Data

No	Informant Name	Role
1	Achmad Zaki	Manager
2	Muhammad Azrof	Tour guide
3	Yuni Rahma Putri	Marketing and promotion
4	Ibrahim Ilham	Security
5	Setyawan Budi	Cleanliness
6	Khusnul Khotimah	Reception and ticket sales

All interviews were recorded and then transcribed word for word, to then construct the narrative. This allows us to focus on statements that underline the social and social dimensions of innovation production. Several questions provide insight and explanation of the empirical findings and propose an integrated conceptual framework that combines innovative and social dimensions that can be leveraged by cultural SEO to create social innovation.

IV. RESULT AND DISCUSSION

Primary data used in the research was obtained using a semi-structured interview method. This interview was chosen because the researcher wanted to gain a deeper understanding of a particular topic (Sukmasetya et al., 2020). From the results of interviews with seven sources, the following results were obtained:

Investment sources

The interviewee's response to the question: "Where do you think the investment in this village comes from for tourism?" (Achmad Zaki, Muhammad Azrof, Yuni Rahma Putri, Ibrahim Ilham, Setyawan Budi, Khusnul Khotimah, Bilal Haki).

All interviewees agreed that the investment in wild boar source water tourism comes from BUMDes funds which are the main investment source. Meanwhile, other sources of supporting investment come from several investors who are local communities around tourist attractions. This is in line with the theory put forward by Waqar et al., (2020) that social entrepreneurship organizations seek to collaborate between two parties with social goals that focus on generating sustainable social benefits. In this boar-source tourism, there is a collaboration between BUMDes and local investors regarding investment sources for related tourist attractions.

Participation of Local Residents

The interviewee's response to the question: "What is the role of residents in developing village tourism?" (Achmad Zaki, Muhammad Azrof, Yuni Rahma Putri, Ibrahim Ilham, Setyawan Budi, Khusnul Khotimah, Bilal Haki).

In line with the theory put forward by Kummitha et al., (2023) the involvement of local communities is crucial in the entire tourism development process, which in this case means that the community is the main stakeholder when compared to other parties involved. However, furthermore, in this wild boar source water tourism, the resource person explained that the community plays a role in:

1. Offer local regional culinary products. In this case, communities that have collaborated with the managers of related tourist attractions must introduce local specialty foods and drinks to tourists. This introduction process is supported by facilities and infrastructure that have been built by the management in the form of kiosks spread throughout the tourist area.
2. Get involved in community projects. Community projects here mean that local residents often participate in various projects that support the development of related village tourism. Such as improving facilities and infrastructure, infrastructure, and environmental cleanup activities.
3. Offer handicraft products. Apart from food and beverage products, the next thing that must be offered is handicraft products. This product was chosen because each region has different handicraft products, especially the boar source water tourism which is unique in its key chain style handicrafts decorated with beautiful stones. This can help increase the local community's source of income and give tourists the opportunity to buy typical souvenirs from the relevant area.
4. Take a role in promotion and marketing. Even though this role has been handled by one division, there is nothing wrong if the local community takes part in helping with the promotion and marketing of tourist destinations in the area where they live. From the presentations of the speakers, it was explained that the method used by the community was the word-of-mouth method.

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Establishment of a profit-sharing system

The resource person's response to the question: "If there is, what form does cooperation or profit sharing take?" (Achmad Zaki, Muhammad Azrof, Yuni Rahma Putri, Ibrahim Ilham, Setyawan Budi, Khusnul Khotimah, Bilal Haki). The resource person explained that the form of feedback from BUMDes for local investors is appropriate and equal profit sharing. Among others :

1. Share profits with the Local Community. In return for their help in the creation and maintenance of tourist sites, local communities, receive a portion of the income generated by tourists.
2. Partnership with local entrepreneurs. Where the manager will collaborate with regional business owners, such as farmers, restaurant owners, or producers of handicraft goods because this can help spread the benefits of tourism more widely. For example, a restaurant that serves regional cuisine may benefit from tourists coming to town.

A profit-sharing or collaboration system can be very helpful in encouraging inclusive and sustainable development at boar-source water tourism locations. The distribution of income among participating parties must be governed by fair and transparent agreements, which must also be monitored to ensure that benefits are distributed equally.

Effectiveness of promotions through digital media

The interviewee's response to the question: "Is village tourism effective using promotion through digital media?" (Achmad Zaki, Muhammad Azrof, Yuni Rahma Putri, Ibrahim Ilham, Setyawan Budi, Khusnul Khotimah, Bilal Haki).

Based on the resource person's explanation, promotion through digital media is very effective. However, 80% of interviewees added that there were obstacles that made this promotion ineffective. One of the speakers explained that this obstacle was related to the unit's proficiency in using digital media. The resource person emphasized that Generation Jakarta and the rest have little interest in participating in the management of related tourist attractions. In fact, based on the explanation Paredo and McLean (2006) quoted in (Priyanda, 2019) stated that social entrepreneurship is an entity that has the capacity to create new initiatives to meet every social demand in a community. For this reason, these initiatives should be able to be displayed during effective promotional activities through digital media.

The Role of Government in Village Tourism Development

The interviewee's response to the question: "What is the government's role in encouraging the acceleration of village tourism development?" (Achmad Zaki, Muhammad Azrof, Yuni Rahma Putri, Ibrahim Ilham, Setyawan Budi, Khusnul Khotimah, Bilal Haki). In this regard, all interviewees agreed that the government has played a role in future prospects. The local government has planned to add tourist destinations from initially just water tourism, now it wants to add educational tourism and agrotourism. Apart from that, BUMDes also facilitates road access to this tourist spot by developing adequate infrastructure.

This boar-source water tourism applies a social entrepreneurship model built in collaboration with the target group. As explained in Priyanda, (2019), the characteristics of this model are the existence of mutually beneficial cooperation (joint venture) between social entrepreneurial institutions and their target groups. In this case, the social entrepreneur is BUMDes while the target group is the local community itself. Then it is supported by a theory that expects the formation of a governance structure and decision-making, board membership, determining and implementing strategies using the social bricolage and diamond model approaches. This includes a number of activities ranging from social networking activities to external support which are currently still being developed by the boar source water tourism management. If the development process is carried out well, there will be the possibility of acquiring new resources and support to create maximum social value

V. CONCLUSIONS

Based on the analysis of research results obtained through documentary analysis methods and semi-structured interviews, it can be concluded that overall wild boar source water tourism starts from the aspect of investment sources, the role of local residents, local investors, the formation of a profit-sharing system, to the role of the government in village tourism development. has been organized and is running as it should in accordance with the implementation of the strategy using the social bricolage and diamond model approaches. However, the effectiveness aspect of promotion through digital media requires advanced strategies. This is because in this aspect, up to now there are still many obstacles for which there are no solutions, so digital media has not been effective in supporting the development of wild boar source water tourism. This aspect is quite crucial because of its role in the current Industrial Revolution 5.0.

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