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**STRATEGY TO IMPROVE KPM'S START-UP BUSINESS CREATIVITY IN THE
CONTEXT OF SOCIAL ENTREPRENEURSHIP PROGRAM**

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ARTICLE INFO	ABSTRACT
<p>Article history:</p> <p>Received 31 January 2023</p> <p>Accepted 22 March 2023</p> <p>Keywords:</p> <p>Creativity; KPM; Social Entrepreneurship; Start-up; Sustainable.</p> <div data-bbox="235 913 479 1102" style="text-align: center;">  </div>	<p>Purpose: The aim of this research was to investigate strategy to improve KPM's start-up business creativity in the context of social entrepreneurship program.</p> <p>Theoretical framework: The primary goal of social work is to improve a society's overall well-being, especially for the most vulnerable populations. It's not just corporate responsibility where social workers can help businesses and strengthen entrepreneurship (Zastrow, 2017).</p> <p>Design/methodology/approach: The method used a qualitative approach by interviewing 3 informants of KPM, and the data was analysed by using SWOT analysis to helping identify competitive opportunities for improvement. It was designed to assess strengths (S) and weaknesses (W) as internal capabilities, while opportunities (O) and threats (T) are posed by the external environment.</p> <p>Findings: KPM was in incubate profile of creativity and need to empower their business skill to be sustainable, and needed the intervention of social work in giving some business education and to strengthen social entrepreneurship of KPM by using case work method should be improved.</p> <p>Research, Practical & Social implications: This research is urgently needed to break KPM's dependence on public assistance and increase their sustainable income through business startups and strengthen their entrepreneurial spirit.</p> <p>Originality/value: This research related to social work intervention in business and industry to strengthen KPM start-up through social entrepreneurship. KPM showed that they still rely on public assistance to meet their daily needs.</p> <p>Doi: https://doi.org/10.26668/businessreview/2023.v8i4.590</p>

**ESTRATÉGIA PARA MELHORAR A CRIATIVIDADE EMPRESARIAL INICIAL DA KPM NO
CONTEXTO DO PROGRAMA DE EMPREENDEDORISMO SOCIAL**

RESUMO

Objetivo: O objetivo desta pesquisa era investigar a estratégia para melhorar a criatividade empresarial inicial da KPM no contexto do programa de empreendedorismo social.

Estrutura teórica: O objetivo principal do trabalho social é melhorar o bem-estar geral de uma sociedade, especialmente para as populações mais vulneráveis. Não é apenas responsabilidade corporativa onde os assistentes sociais podem ajudar as empresas e fortalecer o empreendedorismo (Zastrow, 2017).

Design/metodologia/abordagem: O método utilizou uma abordagem qualitativa entrevistando 3 informantes do KPM, e os dados foram analisados utilizando a análise SWOT para ajudar a identificar oportunidades competitivas

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de melhoria. Ele foi projetado para avaliar os pontos fortes (S) e fracos (W) como capacidades internas, enquanto as oportunidades (O) e ameaças (T) são colocadas pelo ambiente externo.

Descobertas: O KPM estava em um perfil incubado de criatividade e precisava capacitar suas habilidades empresariais para ser sustentável, e precisava da intervenção do trabalho social para dar alguma educação empresarial e para fortalecer o empreendedorismo social do KPM, usando o método de trabalho de caso deve ser melhorado.

Pesquisa, implicações práticas e sociais: Esta pesquisa é urgentemente necessária para quebrar a dependência do KPM da assistência pública e aumentar sua renda sustentável através da criação de empresas e fortalecer seu espírito empreendedor.

Originalidade/valor: Esta pesquisa relacionada à intervenção do trabalho social nos negócios e na indústria para fortalecer a criação do KPM através do empreendedorismo social. O KPM mostrou que eles ainda dependem da assistência pública para atender às suas necessidades diárias.

Palavras-chave: Criatividade, KPM, Empreendedorismo Social, Start-Up, Sustentável.

ESTRATEGIA PARA MEJORAR LA CREATIVIDAD DE LAS EMPRESAS DE NUEVA CREACIÓN DE KPM EN EL CONTEXTO DEL PROGRAMA DE INICIATIVA EMPRESARIAL SOCIAL

RESUMEN

Objetivo: El objetivo de esta investigación era investigar la estrategia para mejorar la creatividad de las nuevas empresas de KPM en el contexto del programa de iniciativa empresarial social.

Marco teórico: El objetivo principal del trabajo social es mejorar el bienestar general de una sociedad, especialmente para las poblaciones más vulnerables. No es solo la responsabilidad corporativa donde los trabajadores sociales pueden ayudar a las empresas y fortalecer el espíritu empresarial (Zastrow, 2017).

Diseño/metodología/enfoque: El método utilizó un enfoque cualitativo entrevistando a 3 informantes de KPM, y los datos se analizaron utilizando el análisis DAFO para ayudar a identificar oportunidades competitivas de mejora. Se diseñó para evaluar las fortalezas (S) y debilidades (W) como capacidades internas, mientras que las oportunidades (O) y amenazas (T) son planteadas por el entorno externo.

Resultados: KPM estaba en el perfil de incubación de la creatividad y la necesidad de potenciar su habilidad de negocios para ser sostenible, y necesitaba la intervención del trabajo social en dar un poco de educación de negocios y para fortalecer el espíritu empresarial social de KPM mediante el uso de método de trabajo de caso debe ser mejorado.

Investigación, implicaciones prácticas y sociales: Esta investigación se necesita urgentemente para romper la dependencia de KPM de la asistencia pública y aumentar sus ingresos sostenibles a través de la creación de empresas y fortalecer su espíritu empresarial.

Originalidad/valor: Esta investigación está relacionada con la intervención del trabajo social en la empresa y la industria para fortalecer la creación de empresas de KPM a través del espíritu empresarial social. Los KPM demostraron que siguen dependiendo de la asistencia pública para satisfacer sus necesidades diarias.

Palabras clave: Creatividad, KPM, Emprendimiento Social, Start-Up, Sostenible.

INTRODUCTION

The aim of this research was to investigate strategy to improve KPM's startup business creativity in the context of social entrepreneurship program. Social Entrepreneurial Program (ProKUS) is an innovative program of Ministry of Social Affairs which began in 2020 (Ministry of Social Affairs, Republic of Indonesia, 2021). It's aims to empower KPM who have graduated and have a start-up business to be live independently and not depend anymore on public assistant. Not only stimulant assistance in the form of business capital, but also providing business guidance which is carried out by social worker and business mentoring in collaboration with business incubator of higher education. KPM (Keluarga Penerima Manfaat) are poor

families who received public assistance, meanwhile PKH (Program Keluarga Harapan) mean the Family Welfare Program which provide conditional public assistance to KPM. The program hereinafter called KPM-PKH to support them more independent and in this paper will mention KPM as informant. In this context, creativity is one important component to obtain these goals.

Poverty is a social problem evident in both developed and developing countries (Mmaphuti P & Boitumelo J, 2021). Those most likely to be poor include female heads of households (Zastrow, 2017). One of the ways to overcome poverty and unemployment is through the development of an entrepreneurship centre (Suharsono, 2018). Social entrepreneurship is able to realize social welfare through solving social problems and meeting community needs (Muhammad, 2020). Social worker has an obligation to help groups at risk increase their personal, interpersonal, socioeconomic, and political strength (Zastrow, 2017). Task centre model also embraces the generalist eclectic framework's commitment to empowerment and the strength perspective (Coady & Lehman, 2008). Empowerment focused social worker seek a more equitable distribution of resources and power among the various groups in society (Zastrow, 2017). The counselling approach can be used by social workers for economic empowerment and strengthening business motivation (Suharto, 2007).

ProKus is the form of Business Capital Incentive Stimulant Assistance worth 5 Billion is given to 10,000 KPM, who are building or starting a business. During the Covid-19 pandemic, social entrepreneurship stimulant assistance was given as much as IDR 500.000, -/KPM to support micro-enterprises that have just been started so that they can survive in the midst of economic difficulties. Later, the selected KPM graduation received public assistance with business capital incentives of Rp. 3,500,000, -/KPM to further develop their small business. Social entrepreneurship program is an anchor program of social empowerment program. It was made in accordance to the integrated and sustainable program that was created, so it could be sustainable income for them. Empowerment must have a target because every program must have a measurable level of performance.

In the implementation of this social entrepreneurship program, there is an intervention from social worker at district level as facilitators, they involved in business training in order to improve their business competency and be able to guide KPM towards a more prosperous level in business. The program design applies 3 (three) entrepreneurship models, namely the micro business start-up model for KPM who have desire to start a small business, mentoring model for KPM who have developing businesses, and the incubation model for those who have

business potential. The kind of products produced by KPM are cassava chips, fried peanut chips and cheese sticks.

Problem Formulation

The research urgency related to how social work intervention can improve creativity of KPM in business development. Informants are a poor woman who produce a cassava chips, fried peanut chips and cheese sticks in Karawang Regency, West Java-Indonesia. KPM received support to strengthen production process in form of business mentoring and production equipment tool such as vertical sealer, display rack, cooking tools, etc. Various creativity has been raised by KPM as simple marketing of product, were among the product is sold in small stall in retail. The kind of innovation is to train KPM using vertical sealer to wrap their product so product packaging more attractive and no longer using wax as plastic adhesive. If the vertical sealer and other production equipment have a very large impact on the development of the KPM business, then it can be continued with business education on the use of production tools as the intervention of social work. The method applies case work with the task centre model to improve social and economic empowerment through developing of their creativity at business.

Theoretical Framework

The primary goal of social work is to improve a society's overall well-being, especially for the most vulnerable populations. It's not just corporate responsibility where social workers can help businesses and strengthen entrepreneurship (Zastrow, 2017). In the context of entrepreneurship, creativity come first and then innovation on product, process, place and design to be able to attract new customers (Amin, S., & Jaya, I, 2019). Creativity as a purposeful activity (or set of activities) that produces valuable products, services, processes, or ideas that are better or new (DeGraff & Lawrence, 2002). Creative cognition occurred when individuals are free from pressure, feel safe, and experience relatively positive affect (Claxton, 1998 in Thompson & Choi, 2006). On the contrary, creativity has a significant negative effect on entrepreneurial performance with a negative effect on the direction (Janti & Muchayatin, 2020). Knowledge in incubate profile represented creative cognitive where networking, empowerment and team building are essential (DeGraff & Lawrence, 2002). Empowered women are ones who have learned to control their environments in order to get what they need (Zastrow, 2017). The techniques common to empowerment approaches include (a) accepting the client's definition of the problem; (b) identifying and building upon existing strength, (c)

engaging in a power analysis of the client's situation, (d) teaching specific skills, and (e) mobilizing resources and advocating for clients (Gutierrez, 1990 in Coady & Lehman, 2008). To motivate business development is through strengthening an entrepreneurship spirit (Suharsono, 2018). Being an entrepreneur means combining personal traits, finances and resources within the environment (Meredith, et al., 2005).

The different purposes of creativity correspond with the four profiles namely incubate, imagine, invest and improve as followed:

1. To foster a community of scientists committed to ethical applications of this discovery (incubate)
2. To change the future of human life through breakthrough genetic intervention (imagine);
3. To sell new drugs (invest);
4. To reduce the side effects of medical treatment (improve) (DeGraff and Lawrence, 2002).

The informants are running a small family business by producing cassava chips, fried peanut chips and cheese sticks which can be equated with the stage of incubate profile. However, they can go through to the imagine, invest even to improve profile as long as they performed a strong social entrepreneurship. Incubate profile means that KPM is in community level, try to establish and maintain shared values and culture.

The ways of imagine profile to achieve this are to build networking, create empowerment, and team building. KPM is not in imagine profile where the business activities focus on innovation by making novel products and services. Invest profile usually showed common ways of achieving this are in form of creative problem solving, create new product development, and employ change management. It is on speed phase, moving quickly to capture a valuable opportunity. Meanwhile. common ways of achieving this are merger and acquisitions, product management, and giving the customers what they want. Improve profile is the higher stage of creativity, focus on quality of product by eliminating errors. The activities to achieving this are doing process controls, prepare systems better, and using technology.

What do we mean by intervention of social work to improve creativity of KPM in managing small business? Creating a good product is no longer enough to stay competitive but social workers should provide collaborative and benefits for businesses is by facilitating corporate social responsibility. Social workers are trained to view everything through a different lens in all social and economic aspect in communities than most business professionals. They

are concerned with the human impact of business decisions process, also study concepts including social justice and individual rights. The intervention method is social case work by giving both business training and mentoring. This will be a significant way to build a bridge and make connections as a challenge for social worker in business.

Most corporate social work usually falls into one of two categories namely internal or individual. Social workers should focus on identifying the root causes of business issues and looking for solutions that improve productivity and satisfaction of consumers. For example, a social worker may investigate the reasons that KPM aren't responding and creating to business development better and try to find the new communication strategies or initiatives that are more in line with their expectations in business. Social works in business and industry emphasis on diversity, safety, education, health, relationship building, and community support is directly in line with corporate or business under government initiatives in these areas. Therefore adding social workers to the business in social entrepreneurship program will benefit everyone, because creating a motivated and engaged workforce among KPM is important both in the family level and in the community. Social workers are also called upon to investigate and analyse how the KPM's business is only an additional activity, it must be perceived as an activity that can sustain their income.

Education is the first step to becoming an enterprise social worker, and in business is also essential to have an additional valuable knowledge about social entrepreneurship to support career development as a social worker. In future, social worker might be take dual programs that emphasize business management skills as well as social work. This research will imply to develop a degree in social work related to business discipline. An experience as a social worker or a business career can make more desirable to create potential social worker.

One of the social worker interventions in helping the economic empowerment of clients who are in a financial difficulty is to provide training and business guidance to KPM, who have the initiative to run small businesses by producing snack products.

METHODOLOGY

Design/Methodology/Approach: The method used a qualitative approach.

Research Approach and Design

The research design used qualitative methods to describe social phenomenon under study and observing it as completely as possible (Allen and Babbie, 1989)

Informant

Informants are 3 *KPM* who have received business mentoring, production equipment tools aid in form of a vertical sealer through the Innovation Centre and Business Incubator, or until reaching saturated informants. Additional informant are 2 social workers and 1 business mentor.

Data Collection Techniques

Data collection steps involve 1) setting the boundaries for the study, 2) collecting information through observations, interviews, documents, and visual materials, and 3) establishing the protocol for recording information (Creswell, 1994).

Data Analysis Techniques

Several simultaneous activities engage the attention of the researcher; collecting information from the field, sorting the information into categories, formatting the information into a story or picture, and actually writing the qualitative text (Creswell, 1994). the conventional SWOT analysis is based on the qualitative analysis and has no means of determining the importance or intensity of SWOT factors analytically. As strategy planning procedures are complicated by numerous criteria and interdependencies, the utilization of conventional SWOT analysis has become insufficient. The data was analysed by using SWOT analysis to helping identify competitive opportunities for improvement. It was designed to assess strengths (S) and weaknesses (W) as internal capabilities, while opportunities (O) and threats (T) are posed by the external environment

Validity

To ensure internal validity, the following strategy namely triangulation and member checking employed

Profile of informants

This research involved 6 informants consist of 3 *KPMs* who run a business, 2 social workers and 1 business mentor. The informant's profile is presented in table 1. To ensure confidentiality, number were assigned to informants as describe in table 1.

Table 1. Profile of Informants

Informant	Occupation	Gender	Age (years)
01	Producing cassava chips	Female	40
02	Producing fried peanut chips	Female	43
03	Producing cheese sticks	Female	50
04	Social worker	Male	43
05	Social worker	Male	47
06	Business mentor	Female	42

Source: Research Data, 2022

ANALYSIS AND DISCUSSION OF RESULT

Table 2. presents themes and subthemes which was derived from researcher's developing theory, and in the interview, guide involves asking questions, listening, expressing interest, and recording what was said. The interview guide has been employed by researcher to explore information from informants. They are active participants whose insights, feelings, and cooperation are essential part of a discussion process. Themes and subthemes of research as described on table 2.

Table 2. Themes and Subthemes

No	Theme	Subtheme
1	Incubate	Networking, empowerment, and team building
2	Imagine	Creative problem solving, new product development, and change management
3	Invest	Merger and acquisitions, product management, and giving the customers what they want.
4	Improve	Process controls, systems, and technology

Source: Literature Review, 2022

Theme 1: Incubate

Beneficiaries are poor families who have received public assistance for almost 8 years to meet basic needs, health and education. In the social entrepreneurship program, they are encouraged to run household businesses so they are no longer dependent on government assistance. This is a form of economic empowerment for beneficiaries. If look at the profile of creativity, then KPM is in incubate stage. The kind of knowledge they should know are developing business understanding or knowledge and skills. They reported as followed:

I just have skill to produce cassava chips but sometimes also made a sponge cake. For cassava chips, the cassava is shaved manually so I only use vertical sealer for packaging. (Informant 01)

The skills of KPM to make a product is needed. However, if it is made manually, it will take a lot of time and effort, especially if there are quite a lot of orders. Another informant shared similar sentiments by emphasizing the knowledge and skills of their business:

Fried peanut chips are made quite easily. I produce my own fried peanuts chips manually but if there are many orders, then ask my relatives for help (Informant 02)

Skills and knowledge in making products is important because it can affect the quality of the products. This is a challenge for KPM to know their skill and knowledge in producing so that their production can be a good quality. This sentiment is supported by an informant as followed:

The kind of snack food I can make is cheese sticks because know how to make it, besides that, I also intend to sell cakes but I'm afraid it won't taste good (Informant 03)

Business knowledge is a business owner's extensive reservoir of understanding on customers' needs and preferences, business environments and their dynamics, staff skills, experiences and potentials, and the business' overall foreseeable direction. Customers' needs and preferences of cheese stick is must be a good taste, crunchy and not greasy. This is one of the skills in making cheese sticks as stated by a business mentor:

Cheese sticks that have just been removed from the frying pan should be stored in a jar that is lightly coated, so that the remaining cooking oil will be absorbed by the parchment paper (Informant 06)

KPM does not yet have the skills to manage a business related to business management, they run a business by selling snacks only because they are skilled at making cheese stick as a simple food and then selling it to increase their daily income. Furthermore, it is expected to generate sustainable income and increase knowledge about business development, when effectively gathering and utilising business knowledge, a continued and optimal business growth, as well as more opportunities for financial success may be ensured. Informants want to ask the mentor about difficulties in using production equipment or when there is damage to the equipment:

I tried to ask a friend or relative how to operate the cheese stick machine so it doesn't stick. Maybe I will also visit the mentor's house (Informant 03)

Business skills are a foundation for success in the business world and include soft skills like communication, along with analytical and organizational skills that help a business succeed. Critical thinking, negotiation and trainability are other examples of business skills. Another ability is how to use production equipment tool, they reported as:

The packaging uses plastic and vertical sealer to wrap a product, and the appearance is getting better (Informant 01)

Their skills in the production process, packaging to product marketing is still weak, even though this ability is very necessary because it will make the product more durable but with good quality for consumption. Furthermore, KPM must also check the resulting product to a food technology laboratory to get the results of the expiration date in plastic wrapping and nutritional facts of the product. As an informant reported:

The equipment use is a frying pan as usual, for packaging use plastic and also a vertical sealer for wrapping (Informant 02)

Skills in producing by considering the effectiveness and efficiency of time and effort is part of critical thinking and analytical skills that help a business succeed. This applied to the informant based on the statement:

On average, made 1.5 kg of cheese sticks in a day or about 23 packs at a price of IDR 2000/pack. However, there is a problem with the cheese stick grinding tool, which results are not flat and sticky, so every time I want to make cheese sticks have to borrow someone else's grinding tool so that the production process is faster (Informant 03)

Many problems are faced by KPM in the production process, in this context training and assistance is needed in the production process so that KPM is more empowered in developing its business. Likewise, KPM requires a wide network for product marketing and strengthens communication in team building which includes social workers and business mentors. Regarding business empowerment, social worker stated as followed:

I really support KPM's efforts by starting a small business by selling various kinds of snacks to break the economy's dependence on public assistance. They also get assistance in the preparation of simple financial records so that it is known how much profit they get, and how much income can be set aside and save, as well as getting assistance on how to improve product quality (Informant 4)

KPM business is in incubate profile have characteristic is to empower, strengthen demand for diverse consumer and capabilities and alignment with community values, and the goal is be sustainable of their business. Several indicators that practice associated with a profile would be appropriate as followed:

1. A community united by shared beliefs, that is small business concerns in household level;

2. Their competency is closely linked to unique individuals' abilities in producing snacks that are simple to make and can be sold at home;
3. KPM conditions are full of limitations but try to start a small business whose types of products are easy to make.

KPM's community shared a small business idea to get a more decent life socially and economically. Businesses can help to alleviate poverty with programs and projects that aim to improve the living conditions in developed communities. With the alleviation of poverty, people become more capable workers and professionals able to take advantage of the goods and services that businesses have to offer. Ideas are designs arranged in the mind; ideals or feelings that completely envelop the mind. The creation of a business idea is one of the important factors in starting a business. With the existence of various kinds of businesses, the entrepreneurs must be able to compete with their business.

The idea to develop this business is to start from product promotion through friends or selling it at the store (Informant 01)

Ideas can be expressed in hopes to expand their business, this idea includes how to expand the market. Starting from ideas for packaging that looks attractive to ideas to make product quality better. One participant describe it as followed:

I promote the product in store, also put a logo on packaging so that people know the product "Cemilan Omah Arni S" (Informant 02)

This idea can improve the better products. However, idea in business is not easy because they have to build creativity first. The idea without implementation will not help to develop their business. As stated by the informant:

My idea is just to make cheese sticks for a limited buyer to around the house and do not promote anywhere else. Handphones have not been used for product promotions such as through WhatsApp or Instagram because don't know how to upload the product. (Informant 03)

Actually they do not yet have sufficient knowledge to improve running the business through a good promotion, many more KPM then stop running the business due to business development capital reasons and the pandemic, without a strong motive for doing business then obstacles such as weak business knowledge will cause KPM to give up on business competition. Therefore a business knowledge is an important strategic asset and no exception for KPM, they have to learn it. Social workers and business mentors are obligated to guide KPM to gain knowledge about business, which is a sum of skills, experiences, capabilities and insight which

collectively create and rely on. How to encourage KPM to struggle in business competition as social work stated:

By using the case work method through home visits to KPM, we continuously strengthen entrepreneurial motivation, and provide alternative solutions for KPM's various difficulties in running a business. In addition, we also partner and work together with business mentors to encourage KOM business development (Informant 5)

Creativity is on the minds of many forward-looking business leaders today since it provides the essential foundation for innovation. Individual creativity based on a function of individual characteristics that consider past reinforcement history, genetic factors, and biographical variables, cognitive abilities, personality, intrinsic motivation, and contextual factors as organizational situation, organizational atmosphere, reward, and punishment systems (Moelyono, 2010). Individuals will result in creative behaviour as one of the indicators in organizational creativity process if having various influencing factors either internal or external (such factors from organization as organizational situation, interaction process of individuals in a group). Creative behaviour is resulted from individual creativity process along with creative situation that has an impact on the creative product.

KPM should be a creative individual who can support the organizational creative process, organizational here means that KPM is a part of Social Entrepreneurship program. She will be an individual who have a sense of interest in complex matters, confidence, freedom in making decisions, are interested in various things, have open mindedness, have the ability to provide solutions, and are risk taking. Such a cognitive ability are good communicative skills and ease in doing various things, also become factors that support organizational creativity. KPM also should have another trait such as curious individuals, high spirits, and intellectual honesty, it will be an important factor for supporting creativity. The ability to interact well with colleagues and leaders also facilitate the process of generating new ideas in organization. Start-up business development capital includes increasing revenues, growth in terms of business expansion, increasing profitability and making strategic business decisions. In fact, there is still a lot of ignorance in developing business capital. The informant said:

I don't have any plans in the future, if given a large capital, I don't know how to allocate it. (Informant 01)

They want some start-up capital assistances however do not have a plan for what to do with the capital or how to allocate the capital, they do not have good knowledge of business development, doing business for them is just to make a living, often the money earned from

selling products is then used up to meet their daily needs, so the next day they do not know how to start a business anymore, because the remaining money is not sufficient as reported:

I don't really understand how to manage start-up business capital, the important thing is that there is money for production in small quantities. But I want to expand my business. (Informant 02)

They want to develop business start-up but are powerless when faced with the poverty they experience, giving them a business knowledge with in a simple way in explanation and understandable for them is very important as strategy in developing business capital, which will affect how the business can develop. informants tend not to think about the future of their business and their lives, the important thing is that they can eat for today, and are still confused about the use of business capital, for now they only need equipment and production material assistance. This sceptic view is expressed as follows:

I don't have any plans for the future, what to do with the capital. But maybe just but the equipment (Informant 03)

When starting a business the economic and social disruption caused by the pandemic is devastating, KPMs are at risk of falling into extreme poverty, they only rely on public assistance and business start-up stop because there is no capital either in the form of money or production equipment, while the number of product buyers who live nearby has also decreased very sharply, this is a very difficult time for KPM. This pandemic has caused many changes. Starting from declining sales to increasing production costs. What is most felt is a high price of cooking oil and become a serious obstacle in the production process as informant said:

The price of cooking oil is very expensive now and I'm confused about how to produce the cassava chips if the production costs are more expensive (Informant 01)

The rising price of raw materials has also become a concern for informants because their income is still unstable. Meanwhile, to increase the selling price need to be considered which has an impact that the product is not in demand by buyers as informant stated:

The increase of cooking oil price has an effect on the retail price and production cost of fried peanut chips which automatically reduce the number of products sold, and income is reduced (Informant 02)

Increasing of production costs have a significant impact on business income while the supply of money to continue running start-up business is decreasing. Another informant shared similar opinion by emphasizing on the increasing of production cost due to the pandemic:

Because of the pandemic and the price of cooking oil is more expensive, I also raised up the price or reduce the contents for one pack to solve it (Informant 03)

Social workers have to demonstrate their skills utilized cross over into the business world in many ways. Various problems in business start-up such as those experienced by the informants must be noted and provide alternative solutions by social worker, this skill of social work very important to keep the spirit of running a business remains strong among KPM. For this reason, social workers should also have business start-up that continuously improve their performance as role models for KPM, thus it will be easier to convince KPM that with persistence in running a business they can achieve the success they want.

Most people think of social workers only working in public agencies, helping individuals and families access services and live better lives. In fact that the majority of licensed social workers do choose worked in the non-profit or governmental agency path or today in business and industry through social entrepreneurship. This trend showed a growing number are actually putting the social work skills to work in the private and business sector. Social worker should familiar with businesses are constantly looking for ways to improve their performance, in this context of profits and productivity, and employee morale. There is a growing emphasis on corporate social responsibility as one of social work intervention on business, especially given that businesses influence not only those who work for them but the important for communities in which they operate and beyond.

The main task of social workers is to change the mindset of KPM towards the entrepreneurial world, which initially thought that it was an effort to sustain daily life, now KPM must have the foresight to realize a better business start-up. The alternative which can be implemented by social work is to link KPM with corporate social responsibility to answer the need of start-up capital assistance. The analytical skills of social worker like in human behaviour, motivation and interpersonal communication that corporations can use to better connect with not only to KPM but also with their communities as well. Skill still the bottom line will always be of utmost importance in start-up business of KPM, there are paying more attention to the interests of needy to run start-up business for the sake of their well-being, and analysing more than just numbers when it comes to making decisions.

Subtheme: Networking, Empowerment, and team Building

KPM build a networking with the social worker, business mentor, customer and the like, it is the exchange of business information and ideas among people with a common activities or

special interest especially in business development, usually in an informal social setting, where social worker and business mentor give some business guidance to improve their products better. KPM also have to build networking as the process of establishing a mutually beneficial relationship with other start-up business or people and potential customers. Establishing relationships with consumers can be realized by providing information on several important things in product packaging, for example the type of license that has been obtained for the product, usually in a simple form label, namely label of a home industry product permit/Product Industry Rumah Tangga (PIRT). Licensing will increase consumer confidence in the product, starting from the promotion, then the product can be known more widely by the public.

I haven't yet the PIRT licence and the halal logo for the packaging, I'm still asking my mentor about the requirements. For marketing I do it at the shop or promotion via WhatsApp. (Informant 01)

Most of KPM do not have PIRT licence, this is a social work concern to help KPM get a license on their product. Good networking can increase the number of product sales and gain better trust from consumers which in turn can increase KPM income. The strategy is needed to achieve business and get sustainable income as the informant said:

I don't dare to open an order via online because afraid it's too far to deliver the order because I can't ride a motorbike. I also do not have the PIRT and the halal logo for the packaging. (Informant 02)

The halal logo is important as information that the products sold have been tested for the raw materials used in producing food products and are declared halal, this logo becomes the identity of the product and the public as consumers feel safe and guaranteed to consume these food products. Networking is needed not only for customers but also with social worker, business mentor, to exchange business information and ideas in order to develop the start-up. But unfortunately, the networking with social workers and mentors is not done well. Sometimes KPM doesn't want to ask social worker or a business mentor when asking about difficulties encountered in the production, marketing and other aspects of the business, informant's response as followed:

If there is a production problem, such as a broken or production equipment tool cannot be used, I don't tell my mentor and just try to borrow it from my brother. (Informant 03)

The team building among KPM, social worker and business mentor should be maintained in a solid communication, especially when facing the barrier in running star-up business. Goal of social entrepreneurship program for KPM is economic empowerment, that is

the degree of autonomy and self-determination in people and in communities both social and economic. This enables them to overcome the barriers in a responsible way, example for the business problem they faced as follow:

The number of cassava chips produced is still not stable, sometimes produce a lot of cassava chips in one day and sometimes only make a few a day or depending on customer order (Informant 01)

Because the production is still not stable then their income is also not stable. KPM will concurrently play a role as manager, producer, write simple financial reports, sell products and carry out various other types of business activities by themselves, when the number of orders increases, KPM must anticipate by involving family members or neighbours and continuing to consult with social workers and business mentors to achieve better product quality and increasing entrepreneurial spirit, however, what the informant experienced was as follows:

If there are many orders and no one can help on production process, I refuse the order because can't do it myself (Informant 02)

The statement above shows that the information is less creative in responding to the increase in the number of orders for these food products, even though this is a significant progress in the development of the business initiated by KPM. On the other hand, KPM will also stop making products because they do not have enough money for production costs as stated by the following informant:

If the capital is not enough, I won't make it because confused about production costs. (Informant 03)

Actually, KPM are not individuals who are familiar with a business and they are easily vulnerable when they encounter obstacles in running a business. For this reason, it is necessary to strengthen the entrepreneurial spirit in a team which consists of several KPMs who opened businesses and discuss how to build a business. The team is getting introduced to one another, and everyone is polite and pleasant. Enthusiasm is high, and everyone is excited to be part of something new. Through the formation of groups they can grow together and sustainably, it is considered part of the forming stage of team development. Efforts to strengthen KPM's business motivation are by providing training and business assistance from social workers and business mentors, as well as receiving tools to facilitate the production process of snacks produced through social entrepreneurship programs. After the arrival of social workers and mentors, KPMs are given more understanding. They were consulted to find out the problem and also find a solution to the problem as informant said:

For long distance delivery of product, as mentors and social workers suggest I use “Ojek Anterin” application which is much cheaper (Informant 01)

The statement above showed that social workers and business mentors provide solutions and guide KPM to be able to send products ordered by consumers by way of online. This knowledge is very important to provide information that the distance between consumers who order products is not an obstacle, thus KPM learned to sell products using technology media. To make the business can grow and sustainable it is necessary to provide business assistance to KPM so that their products will be successful and can empower their economy as another informant said:

After this, I want to take care of the PIRT and the halal logo so that my products can be sold in big stores (Informant 02)

The informant stated that after she was sure that could sell the food products, she made which could be sent online, it further increased his enthusiasm to immediately take care of business licenses such as PIRT, so that the products could be sold more widely and ordered by consumers. The team continuously must be strengthening the entrepreneurial spirit and discuss how to build a business, exchange ideas that will develop their business. Another informant reported:

Theme 2: Imagine

People with imagine preference want to create breakthrough results (De Graff & Lawrence, 2002), KPM is not in this profile, they did not yet a catalyst for change and for creating new products, service, and markets. Often, they move slow, but sometimes they do not. Associated with the entrepreneurs of start-up, high tech, and bio tech companies, people with imagine preference are energized by turbulent and fast changing conditions. On the other hand, KPM run a business in a traditional way. The description later explains of imagine profile which still far from KPM characteristics. For imagine profile, when the future is unclear, their flexibility, ingenuity, and imagination help them achieve a successful strategy. They judge their success on the inventiveness and future-readiness of their product services, and ideas.

Positive characteristic and types of imagine profile are clever, optimistic, enthusiastic, quick, expressive, opinionated, passionate, visionary, dreamers, big picture thinkers, planner and generalist. Meanwhile the negative characteristics are reckless, superficial, unrealistic, uncommitted, short attention span, poor follow through, conflict averse, amateur, ideologic. Preference of imagine profile are 1) Stimulate others to think originally, 2) Support people with

innovative notions, 3) Envision ambitious change efforts, 4) Reward new ideas, 5) Conceive significant new ventures, 6) Design bold organizational initiative, 7) Propose dramatic strategies, 8) Imagine the future, 8) Moving from company to company in search of new projects and challenges. Typical work setting is marketing, new product development, strategy, the arts, working for themselves or for a start-up.

Subtheme: Creative problem solving, new product development, and change management

Creative problem solving is in a low level of KPM business. They still difficult to find a way of solving problems or identifying opportunities. For imagine profile it encourages to find fresh perspectives and come up with innovative solutions to formulate a plan related to overcome obstacles and reach goals. KPM do not have a new product development, however they do not focus to the product development they produce because there were many obstacles in production process and product marketing. For imagine profile it is a crucial process for the survival of innovative companies. The business environment today is very dynamic and competitive where the new product development process is the cycle that a new product must undergo from conceptualization to the final introduction into the market. Small businesses may be limited when it comes to technical research-based idea generation techniques. This stage is crucial as it lays the foundation for all the other phases, the ideas generated shall guide the overall process of product development. Change management is far from KPM as a systematic approach to dealing with the transition or transformation of an organization's goals, processes or technologies. The purpose of change management is to implement strategies for effecting change, controlling change and helping people to adapt to change.

Theme 3: Invest

The investment position is still far from the achievements of small businesses managed by KPM. People with invest preference move fast to create moderate results. They are tough competitors who quickly produce superior financial results. People with preference are often found in publicly traded companies that must demonstrate short term profitability for shareholders. They perceive the external world as hostile and customers as self-interested and choosy. They operate primarily through disciplined management of initiatives, financial measures, acquisitions, marketing and partnerships-leveraging, and extending their values. They judge their success on market share, revenue, brand equity, and profitability (Janita Dewi, Ginta Ginting 2022).

Positive characteristic and types of invest profile are goal oriented, action oriented, impatient, assertive, driven, decisive, challenging, tough, competitive, high energy, accountable, high achiever. Meanwhile the negative characteristics are excessive, confrontational, bossy, raging, overbearing, stressful, manipulative, workaholic. Preference of invest profile are 1) Model decisive action, 2) Emphasize goals, 3) Working their way to the top, 4) Moving from company to company in search of power and prestige, 5) Drive for superior returns on investments, 6) Confront problems as soon as they occur, 7) Quickly address new difficulty, 8) Provide fast responses to new issues, 9) Focus on intended results, 9) Meet objectives. Typical work setting are finance, brand management, mergers and acquisitions, investment service and managing a start-up.

Subtheme: Merger and acquisitions, product management, and giving the customers what they want

Merger and acquisitions, product management, and giving the customers what they want can't be implemented by KPM. Mergers and acquisitions (M&A) are a general term that describes the consolidation of companies or assets through various types of financial transactions, including mergers, acquisitions, consolidations, purchase of assets, and management acquisitions. Product management is an organizational function that guides every step of a product's lifecycle, from development to positioning and pricing by focusing on the product and its customers first and foremost. Giving the customers what they want is the heart of the new approach to selling is an intense focus on the prosperity of your customers.

Theme 4: Improve

Small businesses managed by KPM are still far from reaching the improve position. People with improve preference tend to create incremental results. Though they are capable of moving fast and decisively, sometimes they choose to operate more slowly. They are consistent and methodical producers of optimizations and process improvement. People with improve preference are found anywhere that failure is not option or is expensive, including medicine, engineering, transportations, or military service. Inwardly focused and disciplined, they gravitate toward standardized procedures, rule enforcement, controlled invention, and consistent production. Extensive technology, processes and systems, such as total quality management and reengineering, are favourites of this profile. Wherever there is complexity, you will people with improve preference.

Positive characteristic and types of improve profile are pragmatic, organized, methodical, detailed, precise, by the book, cautious, objective, persistent, follows orders, meticulous, disciplined, problem solver, scientific or technical. Meanwhile the negative characteristics are self-righteous, judgemental, bureaucratic, rigid, insensitive, suspicious, blaming, stubborn. Preference of imagine profile are converse fiscal resources, find ways to save money, make disciplined financial allocations, prevent people for making costly mistakes, routinize internal work processes, implement complex work systems, use technologies, working to perfect their speciality. Typical work setting is operation management, engineering, legal departments, the military, medicine, the science, computer and information services, a company that provides a stable work environment.

Subtheme: Process controls, systems, and technology

Process controls, systems, and technology as an indicator of the improve profile not achieved by the KPM small business. It is implemented widely in industries such mining, dredging, oil refining, pulp and paper manufacturing, chemical processing and power generating plants. An economic system is a means by which societies or governments organize and distribute available resources, services, and goods across a geographic region or country. Economic systems regulate the factors of production, including land, capital, labour, and physical resources. Using technology in small business stowed that Technology gives small businesses the ability to connect with their customers via e-mail, through blogs, social networks and forums. Small business owners can take advantage of this instant connection by getting feedback from customers and applying it to their businesses immediately, if they see fit (Nia Hoerniasih et.al, 2022).

People start businesses to improve the quality of their life and others seek to work for themselves. Most people see an opportunity in the market they can't resist, however the strong desire to use business as a means of creating positive change sometimes ignites the entrepreneurial spirit. This is called "social entrepreneurship," another terminology as an approach to business that's gaining popularity and sustainability toward international development to a world stage. The big question for social entrepreneurship is what can I do for the world today? It involves starting mission-based enterprises with dedicating almost all of their profits toward furthering a cause giving their customers a purpose behind every purchase.

Business which is managed by KPM is in incubate profile on creative map, they have to strengthen social entrepreneurship spirit. They are innovators who start to build enterprise

which is committed to giving back to a benefit for large communities. A social enterprise is a type of business where the bottom line and success metrics are measured in more than just profits but more see the benefit. Typically success for social enterprises measure based on a triple bottom line:

- People. The human impact of business, and the ability to affect social change, improve lives, and develops a community in a sustainable way.
- Planet. Environmental impact—how to contribute to a sustainable planet or reduce the carbon footprint (CO₂ emissions) of business activities and customers.
- Profit. Social enterprises need to make money in order to sustain themselves, pay workers like traditional businesses, and grow as an enterprise.

Social entrepreneurship takes many other types or forms as follow:

- Non-profit. A tax-exempt, non-business entity that invests excess funds back into the mission activities.
- Co-operative. A business organized by and for its members by collaborating with credit unions and community grocery stores as co-ops.
- Social purpose business. These businesses start on the foundation of addressing social problem. It's based on a social mission.
- Social firm. Social firms employ those in the community around the enterprise and involved people who need jobs in their business.
- Socially responsible business. Companies fully support social missions as a part of their day-to-day business operations.
- For-profit. Perhaps the vaguest category, these businesses are profit-first but donate funds, raise awareness, or otherwise support causes.

SWOT Analysis

The SWOT analysis strategy aimed to summarise and develop themes and subthemes as stated in table 2 by generation of keywords, phrases, opinions, thoughts and attitudes of the informant towards external and internal factors in the social environment affecting abstinence KPM. Table 3. explain about SWOT Summary

Table 3. SWOT Summary

EXTERNAL FACTOR	
STRENGTH	WEAKNESESS
<p>INCUBATE Networking: The parties who supported KPM as networking were Board of Social Affair, Social Worker, Business Mentor, Board of Cooperatives and Small and Medium Enterprises. Empowerment: KPM was supported by Ministry of Social Affair Republic of Indonesia through business mentoring and production equipment assistance. Team building: In producing cassava chips, fried peanut chips, cheese sticks, KPM invites relatives and neighbours to fulfil production orders.</p> <p>IMAGINE Creative problem solving: When the pandemic is faced with the problem of cooking oil prices as one of the raw materials soaring, then product weight reduced. New product development: Product packaging is better by using sealers and designing logos. Change management: No change in management</p> <p>INVEST Merger and acquisitions: No merger and acquisitions Product management: Production is done by myself Giving the customers what they want: Not yet consumer oriented, products are sold in stalls, selling in traditional markets and food vendors</p> <p>IMPROVE Process controls: the product is produced by the skills that KPM has, there is no control in the production process Systems: Not yet consumer oriented Technology: using vertical sealers for product packaging and trying to sell products through online marketing</p>	<p>INCUBATE Networking: communication between various parties (Board of Social Affair, Social Worker, Business Mentor, Board of Cooperatives and Small and Medium Enterprises) is still weak Empowerment: KPM's ability to participate in business mentoring and ownership of production equipment is still limited. Team building: The frequency of increasing orders of cassava chips, fried peanut chips, cheese sticks were still limited, so KPM team building which consisted of relatives and neighbours was still not fully utilized</p> <p>IMAGINE Creative problem solving: 1) KPM's business problem solving ability is still weak, 2) do not dare yet to market the product more widely because they are not sure about the quality of the product (taste and packaging New product development: Product packaging is better by using sealers and designing logos. Change management: No change in management</p> <p>INVEST Merger and acquisitions: No merger and acquisitions Product management: Production is done by myself Giving the customers what they want: Not yet consumer oriented.</p> <p>IMPROVE Process controls: No control in the production process Systems: Not yet consumer oriented Technology: Sometimes they cannot operate vertical sealers properly for product packaging and do not yet understand the procedure for selling products by online.</p>
INTERNAL FACTOR	
OPPORTUNITY	THREAT
<p>INCUBATE Networking: KPM can expand cooperation for the development of the products it produces. Empowerment: KPM can improve the quality of the products produced so that it can increase family income and no longer depend on government assistance. Team building: KPM can invite relatives and neighbours to produce products and market them massively.</p> <p>IMAGINE Creative problem solving: KPM can communicate intensely with social workers and business mentors to get solutions to problems in product development. New product development: KPM can consider other products to solve various production problems on products that have been produced previously. Change management: Opportunities are wide open to learn various things related to product business development.</p>	<p>INCUBATE Networking: the non-utilization of resources as networking can result in the business being carried out by KPM increasingly undeveloped. Empowerment: Efforts to empower KPM both economically and socially through business mentoring and production equipment assistance were in danger of failing. Team building: The formation of team building which consisted of relatives and neighbours to fulfil production order of cassava chips, fried peanut chips, cheese sticks will not produce the expected goals.</p> <p>IMAGINE Creative problem solving: If KPM does not have a way to solve the production and sales process, then production will gradually stop and depend on government assistance for livelihoods. New product development: Product development that does not work will affect the production process and sales turnover. Change management: No change in management</p>

<p>INVEST Merger and acquisitions: No merger and acquisitions Product management: Production is done by myself Giving the customers what they want: products can follow what consumers want so that there is a uniqueness of the product.</p> <p>IMPROVE Process controls: Products can apply control processes so that the taste is better, the packaging is better and product sales are increasing Systems: Not yet consumer oriented Technology: Technology opens wide open opportunities for the production and sales process</p>	<p>INVEST Merger and acquisitions: No merger and acquisitions Product management: Production is done by myself and gradually will result in business being terminated Giving the customers what they want: Not yet consumer oriented will result in business being terminated</p> <p>IMPROVE Process controls: No improvement in process control. Systems: No improvement on consumer oriented Technology: If do not use vertical sealers for product packaging and trying to sell products through online marketing, product remains unattractive and sales turnover is low.</p>
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Source: Data Analysis, 2022

Table. 3 presented strategies based on combination between external factor and internal factor. From this combination can be drawn strategy of S-O, S-T, W-O and W-T.

Table 4. SWOT Strategy

Factor Internal External Factor	OPPORTUNITY	THREAT
STRENGTH	<p>Strategy S-O</p> <ul style="list-style-type: none"> - To strengthen networking between KPM and Board of Social Affair, Social Worker, Business Mentor, Board of Cooperatives and Small and Medium Enterprises by specific mechanism, namely business counselling. - Digital literation training for KPM to improve product selling. 	<p>Strategy S-T</p> <ul style="list-style-type: none"> - To be creative in problem solving of business development; - To motivate KPM to develop their business in producing their product (cassava chips, fried peanut chips, cheese sticks) continuously;
WEAKNESESS	<p>Strategy W-O</p> <ul style="list-style-type: none"> - To improve skill on production process, packaging, and marketing through business training for KPM; - Giving a simple training fir KPM to use platform for marketing access to deliver their product (e.g. <i>Ojek Antrin</i>) 	<p>Strategy W-T</p> <ul style="list-style-type: none"> - To improve social entrepreneurship spirit of KPM - To formulate KPM's business planning in order their business remain operated.

Source: Data Analysis, 2022

CONCLUSIONS

KPM's business needed a comprehensive efforts and motivation from social worker and business mentor to support their business development, and also strengthen entrepreneurship spirit from various parties to reach the imagine profile in creativity map. Recommendation goes to Ministry of Social Welfare Republic of Indonesia to continue social entrepreneurship programs aimed at KPM to break dependence on public assistance in meeting basic needs and

other basic social services, by focusing on programs to increase business knowledge and strengthen the entrepreneurial spirit of KPM.

Social workers in the sub-district gain intensive knowledge about business and social entrepreneurship so that they can better guide the business development carried out by KPM, thereby being part of team building to bridge the increase in KPM knowledge about business through discussions with social workers. Business mentors provide more intensive business assistance and receive support from the local social service, as well as have access to business development activities, and include KPM products in various business exhibitions, so that KPM gain experience in product quality improvement, production processes and expansion of marketing networks.

Social entrepreneurship program for KPM is under Ministry of Social Welfare Republic of Indonesia is to achieve well-being and to alleviate poverty by doing some business that can create, so that KPM not depending anymore to the social assistant from government. One of challenge for them are how to create creativity in their small business in order be sustainable. Creativity has always been an essential way for individual or organizations to make progress in business, in turn, create values for stakeholders inside and outside. The focus of creativity may be innovation in the traditional sense, the invention of outstanding products and service, in this context, KPM produce some products like cassava chips, fried peanut chips and cheese sticks, they should also be the development of new processes, new ways of communicating with customers, or new ways of attracting and retaining the best talent. Creativity as a core competence can help a company create products, services, processes, or ideas that are better or new.

The creativity map of KPM's small business is still in incubate profile, where they are in long term development, growing a community through shared values and learning. They are still looking what product can be develop and vulnerable to stop their business and back to the dependence on the government to fulfil their basic needs. They are still far from getting to the profile imagine, invest and improve, however with comprehensive efforts from various parties will be possible to reach the imagine stage

CONFLICT OF INTEREST

“The authors declare that there is no conflict of interest.”

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