

# JOURNAL OF ASIA ENTREPRENEURSHIP AND SUSTAINABILITY

REFEREED EDITION - ISSN 1176-8592

EDITORS: ROSEL FONACIER & JENS MUELLER

VOLUME II, ISSUE 4 SPECIAL ISSUE - INITIATE 21, BRISBANE -  
© 2006, JOURNAL OF ASIA ENTREPRENEURSHIP AND SUSTAINABILITY  
NO REPRODUCTION OR STORAGE, IN PART OR IN FULL, PERMITTED  
WITHOUT PRIOR PERMISSION.

[EDITORS@ASIAENTREPRENEURSHIPJOURNAL.COM](mailto:EDITORS@ASIAENTREPRENEURSHIPJOURNAL.COM)

## **Defining a Training Program for Social Entrepreneurship in Indonesia.**

Siti Adiprigandari Adiwoso Suprpto, PhD

Department of Management, Faculty of Economics, University of Indonesia

e-mail address: [riga@mmui.edu](mailto:riga@mmui.edu), [suprpt@attglobal.net](mailto:suprpt@attglobal.net)

### Abstract

What the term social entrepreneurship precisely denotes has recently spurred discussions in the management literature. Alter's (2004) study proposed a model that viewed social entrepreneurship as a civic innovation creating alternative and direct service ventures as well as activities taking place in the intersection between commercial and state based enterprises. However, this model was basically based on theoretical analyses, and is still open for further refinement.

A recent study undertaken by the author to clarify how the term 'social entrepreneurship' is conceptualized in Indonesia utilizing grounded theory approach, and based on interviews with 300 respondents, indicated that the

terms covered not only civic innovations but included also various traditional to modern means in combining social and business interests. Given the range and multitude dimensions the term is conceptualized in Indonesia, the newly established center for entrepreneurship activities, referred to as 'Business Incubator and Development Center' at the Department of Management of Faculty of Economics faced a dilemma in defining its future training program in social entrepreneurship. The program will most likely be targeted towards non-profits organizations that at present time have to adjust to the fact that competition to obtain donations has heightened given the facts not only are fundings limited but also after the 1998 reformation movement the numbers of non-profits organizations in Indonesia has risen exponentially in numbers.

To solve this dilemma small scale study was conducted to seek a better understanding what types of social entrepreneurial activities were presently desired by non-profit organizations. In-depth open ended interviews were conducted with twenty non-profit organizations' leaders whose organizations already engaged in profit making activities to investigate how they designed and managed their organizations. At the same time, another twenty non-profit organizations's leaders who have not yet established for-profit activities were also interviewed to find out what were their training expectations and what managerial skills were needed to enable them to become self-reliant. The study employed qualitative approach and analyzed the data using comparative analysis method through the application of hyper-research program. Initial analysis of the data indicates that most non-profit organizations engaged in profit making activities with more modern management system clearly separated their social from business engagements, whereas the more traditionally oriented ones integrated the two activities such as traditional savings-and-loans system ('arisan'), and different modes of cooperatives. However, the later seemed to fall within what the present conceptualization of social entrepreneurship from Western perspective. Therefore, should the training be more directed towards the promotion of the traditional models of social entrepreneurship management?