Social Enterprise in Indonesia: Why Does It Matters?

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Abstract: Indonesia has proven that the role of the third sector through the emergence of social enterprises. This Social Enterprise arose from initiatives aimed at responding to various social problems, including mass unemployment, large deficits in the public budget and national fears of disintegration, caused by the 1998 financial crisis. Reliance on donations often poses constraints on the company's day-to-day operations, and that is what forces Social Enterprise to rely more on selling products and services and become financially self-sufficient. This research must start by knowing the effect of social enterprise, social marketing, social marketing dimensions, social capital, relationship marketing, customer relationship management, brand image, brand image elements, brand image formation, and empathy. The number of samples used in this study was 5 participants. This study uses Open Grounded Theory Analysis in managing data and analyzing data. The results of the research "empathetic marketing strategy for social enterprises" are one of the powerful strategies to maintain the sustainability of the social enterprise business which has been proven by the social enterprise.

Index Terms - **social enterprise, social marketing, customer relationship management, empathy marketing**

1.INTRODUCTION

The concept of social enterprise has emerged in Indonesia over the past few decades. In particular, public attention regarding the sustainable development goals (SDGs) is indicative of a shift in society's expectations of companies to move from a pure profit focus to demonstrating concrete contributions to addressing social problems (Tomita, 2019). One of the efforts to identify social enterprises in the local context was the formation of a movement called the Indonesian Social Enterprise Association (AKSI), in 2009. The organization intends to network for more than 100,000 Social Enterprises to share knowledge and best practices with sustainable movements, (Pratono and Sutanti, 2016). Indonesia has proven that the role of the third sector through the emergence of social enterprises. This Social Enterprise arose from initiatives aimed at responding to various social problems, including mass unemployment, large deficits in the public budget and national fears of disintegration, caused by the 1998 financial crisis. In fact, Social Enterprise and many more especially the cooperative model have played an important role in recent decades in Indonesia (Chaniago, 1979; Baswir, 2010). Indonesia's Constitution underscores the fact that the economy is required to adopt cooperative principles, and the emerging concept of Social Enterprise has attracted the attention of Indonesia's third sector.

Indonesia has a lot of potential that can be developed through social enterprises. This rich country with all its "problems" is a field for the development of social enterprises. Not only that, Indonesia has a very valuable capital to develop social enterprises, namely social capital. Social capital is a resource inherent in social relations. Social capital statistics from BPS show that 61.21 percent of households in Indonesia are willing to help neighbors who need financial assistance in their homes. definitions and differences between social enterprises and companies in general (mainstream enterprises). Social enterprises have social goals/targets, assets and wealth are used to create community benefits, do things upfront (at least) by being part of market players in the industrial market, profits and surpluses are not distributed to shareholders, as befits businesses in general, members or employees have a role in decision making, 'social enterprises' have accountability to members and communities that are more broad, there are two or three paradigm lines (double-or triple bottom line paradigm). The assumption is that the most effective social enterprises have healthy finances and social returns rather than high profits on the one hand and low on the other. Thompson and Doherty, 2006:2, while theories specifically for marketing social enterprises still do not exist.

Social Enterprise is an organization or company that uses commercial strategies to improve financial, social, and environmental welfare for profit as well as a good impact on every element involved in its business. there are 5 elements that need to be present in a social enterprise. (1) Mission or social impact, (2) Empowerment, (3) Ethical business principles, (4) Reinvestment of funds for social missions, (5) Sustainability. According to the meaning of the word, social enterprise is a combination of the words business or enterprise and social. Social enterprise is not a company that collects alms or social work but a company in general and is managed professionally like a business by an organiasation and part of the profits are used again for community empowerment or solving social problems. Dees, (1998) argues that the definition of Social Enterprise should include and emphasize value creation, innovation, change agents, the pursuit of opportunities and resources. Okpara and Halkias, (2011) have noted Social Enterprise is as a process of creating value by combining resources focused on exploring opportunities to create social value by knowing unmet needs or needs, after which in the process it involves bidding. Services and products but can also refer to the creation of a new organization. According to Bill Drayton (founder of ashoka foundation) as the initiator of Social Enterprise, there are two

key things in Social Enterprise. First, there are social innovations that are able to change the existing systems in society. Second, the presence of individuals who have a vision, are creative, entrepreneurial, and ethical behind these innovative ideas.

As the marketing profession evolved its specialists envisioned the possibility of the market becoming a networked sphere where agents interact to co-create outcomes that satisfy stakeholders and increase public value (Miller, 2019). Social Enterprise is an organization that is unique in dealing with social problems but at the same time seeks to maintain the continuation of the business itself through business operations (Battilana and Dorado, 2010). For example, Social Enterprise that employs people with physical disabilities. Social Enterprise provides livelihoods for disadvantaged individuals while earning income by selling products created by special categories. Social Enterprise marketing refers to various production activities or services carried out by Social Enterprise marketing them which are usually carried out by funders and volunteers, both selling products and serving buyers. Reliance on donations often poses constraints on the company's day-to-day operations, and that is what forces Social Enterprise to rely more on selling products and services and become financially self-sufficient

2. LITERATURE REVIEW

2.1 Definition of Social Enterprise

Gendron (1996), defines social enterprise as an effective mechanism to generate value in the form of society, economy, and environment. Social enterprises differ from conventional enterprises in that social enterprises aim to optimize value for social purposes (Mair and Marti, 2006). The concept of social enterprise is still very unclear to many as most people understand it as a 'non-profit' charitable organization (Chell, 2007). The characteristics of social enterprise Certo and Miller (2008) reveal that there are three ways of looking at social entrepreneurship: (1). The overall mission of social value creation with profit as an indirect effect. (2). Social enterprise performance It is difficult to measure the performance of social entrepreneurship, because social values are difficult to measure. The performance of a social enterprise is measured economically where social impact can be traced in the form of social costs. (3) Utilization of resources Utilizing resources voluntarily. The utilization of social entrepreneurship resources is transactional. Resources become tools that are used as much as possible for certain purposes both economically and socially

Research conducted by (Grieco et al., (2015); Cooney and Lynch-Cerullo, (2014); Ebrahim et al., (2014), concentrate on evaluating the social impact of the social enterprise, that more theoretical attention should be paid to what the social enterprise brings to society, especially the ways in which social enterprise can be an addition to, rather than duplicating, existing non-profit efforts. So a social enterprise can be defined as an organization that pursues a double bottom line that combines economic and social goals, and has a positive impact on society.

2.2 Social Marketing Theory

The term "social marketing" was coined by Kotler and Zaltman (1971). Referring to knowledge such as psychology, sociology, anthropology, political science, and communication theory with practical roots in advertising, public relations, and market research, it is the application of principles and techniques taken from the commercial sector to influence the target audience to voluntarily accept, reject, modify, or abandon behavior for the benefit of individuals, groups, organizations, or society as a whole the intention is to create change positive social. It can be applied to promote products and services or to make the target audience avoid adverse products and services and thus promote its well-being

Social Marketing replaces social communication as a policy approach to achieving social change by integrating into commercially derived concept campaigns such as market research, product development, and incentive provision (Fox and Kotler, 1980). Lee and Kotler (2015) define social marketing as "the use of marketing principles and techniques to influence the target audience to voluntarily accept, reject, modify, or abandon behavior for the benefit of the individual, group, or society as a whole". Social marketing uses marketing principles and techniques to influence the target audience to immediately voluntarily accept, reject, modify or ignore certain behaviors for the benefit of individuals, groups or society as a whole (Kotler et al, 2002). In addition, according to Lee and Kotler, (2019), social marketing is a process that uses marketing principles and techniques to influence the behavior of the target audience that will benefit society as well as individuals. Social marketing is often also called a social campaign because in its implementation it uses a campaign strategy. What is campaigned for is social ways or products to overcome social problems that exist in society. Rogers and Storey, (1987), define campaigns as a series of planned communication actions with the aim of creating a certain effect on a large number of audiences that are carried out on an ongoing basis over a period of time.

2.3 Dimensions of Social Marketing

Some people find social marketing to be of little use but use common marketing principles and practices to achieve noncommercial goals. This is an oversimplification: social marketing involves changes that seem difficult to make behavior in a combined, economic, social, political, and technological environment with very limited resources. If the basic goal of corporate marketers is to satisfy shareholders, The bottom line for social marketers is to fulfill society's desire to improve the quality of life It requires a long-term planning approach that moves beyond individual end users to groups, organizations and societies, characterized in the figure below.

Therefore, the desired social marketing outcomes are usually ambitious: products are more complex, demands are diverse, target groups are challenging, the engagement that end users need is greater, and competition is more varied. However, like general marketing, behavior has always been so focused: social marketing is also based on the voluntary (but more difficult) exchange of costs and benefits between two or more parties. To this end, social marketing also proposes a useful framework for planning, a framework that social marketers can associate with other approaches at a time when global, regional, national, and local issues are becoming more critical. Other approaches may include advocacy; community mobilization; establishing strategic alliances with public sector bodies, nongovernmental organizations, and the private sector; affects the media. Not surprisingly, in addition to public health, there is social marketing applied in the environmental sphere, among other things the sphere of economics, and education.

2.4 Social Capital Theory

Coleman (1990) defines social capital as any aspect of the social structure that creates value and facilitates individual action with social order. Just as the physical creation of capital involves material changes to facilitate production, and human capital involves changes in individual skills and abilities, social capital is created when relationships between people change in a way that facilitates instrumental action.

Social networking researchers have taken the lead in formalizing and testing empirically related theories into the concept of social capital. Social networks researchers consider relationships, or bonds, as the basic data for analysis. A network can be defined as a bonding pattern that connects a group of people or social actors. Each person can be described in terms of the bus or his link with other people on the network.

The person who is the focus in such an analysis (who is usually the one who supplies the data) is referred to as the "ego", and those who are bound are "change" (Knoke and Kuklinski, 1982). The first approach to the conceptualization of social capital, the theory of weak ties (Granovetter, 1973), focuses on the strength of social bonds used by people in the process of finding a job. Granovetter argues that the bond between unique social members tends to be strong (defined as emotionally intense, frequent, and involves different types of relationships, both as friends, advisors, and co-workers). That information is owned by anyone, one of the unique members is likely to also be shared quickly or is already redundant with information owned by other members. However, bonds that reach beyond one's social uniqueness tend to be weak (not emotionally intense, sparse, and limited to one narrow type of relationship) rather than strong. According to Granovetter (1973), weak ties are often a bridge between closely interconnected social cliques and thus provide unique sources of information and resources.

2.5 Relationship Marketing Theory

According to Parasuraman et al., (1991) relationship marketing is the company's focus in conducting relationships with consumers by developing, and maintaining them. Meanwhile, according to Gummesson (1994), relationship marketing is marketing seen as relationships, networks, and interactions.

Sheth and Parvatiyar (2020) view relationship marketing as seeking to engage and integrate customers, suppliers, and other infrastructure partners into the company's development and marketing activities. Figure 2.2 is a relational model of Morgan and Hunt (1994: 22) that proposes a form of relationship marketing, "relationship marketing" refers to all marketing activities geared towards establishing, developing, and maintaining successful relational exchanges.

Gummesson (1994), states that relationship marketing is to identify and build, maintain, and improve relationships with customers and other stakeholders, with profit, so that the goals of all parties involved are met; and this is done by each other's exchange and fulfillment of promises. Sheth (1994) defines relationship marketing as the understanding, explanation, and ongoing management of collaborative business relationships between suppliers and customers.

2.6 Brand Image Theory

According to Kotler et al., (2006) said that a brand is a name, brand, term, symbol sign or design combination of it all to identify goods or services from a company or a group of brands and to distinguish from competitors.

1. The brand has the nature to be notified to the public, thus the brand has a publicity nature, therefore the brand only lives in the communication space. Brands that are not published will die because they do not get the "oxygen" of communication. Brands that are published in the communication process will be measured as strong brands or weak brands.
2. Brands make the best value to the community, both quality, service, comfort and so on. Communication also drives brand publicity to achieve positioning in the community. Media and communication channels are used to put the brand in the best position in people's minds and minds. Brands that have value must have a good and unique brand performance, making it easier for the brand to be accepted in the community and positioning

According to Freddy, (2008:3), brand image is "A set of brand associations that are formed and attached to the minds of consumers." Brand Image is formed from a perception that has long been in the minds of consumers. After going through the stages that occur in the process of perception, then proceed to the stage of consumer involvement in the purchase. This level of involvement in addition to influencing perception also affects memory function.

So that conclusions can be drawn about the brand image as follows: 1. Brand image affects the mindset and views of consumers regarding the brand as a whole. 2. Brand image is not only a good name but also how to introduce products to consumers so that it becomes a memory for consumers in forming a perception of a product. 3. Brand image holds trust, understanding, and consumer perception of a brand. 4. Brand image is an association that appears in the minds of consumers in the form of certain thoughts or images of a brand. 5. A good brand image can increase producer sales and hinder competitors' marketing activities. 6. Brand image is an important factor in consumers' purchasing decisions until consumers become loyal to a certain brand.

2.7 Theory of Empathy

Empathy is a condition or internal trait and others consider it a communication skill (Davis, 2018; Duan and Hill, 1996; Beck and Rush, 1975) is empathy defined as the process that fosters collaborative alliances; in humanistic theory. According to Rogers (1957) empathy feels the feelings of others as if there is such a thing as someone else. In psychodynamic theory, empathy is defined as experiencing the inner life of others while maintaining objectivity (Kohut, 2009). Hackney (1978) argues that empathy is more of an internal condition, a characteristic that depends on intrinsic qualities for a person's personality rather than communication skills.

According to Goldman (1993) Empathy is the ability to put oneself in the mental position of the other person to understand his emotions and feelings, whereas according to Ickes (1997) is a form of simulation, or inner imitation. A form of complex psychological inference in which observations, memories, knowledge, and reasoning are combined to generate insights into the thoughts and feelings of others

Fischer et al., (1975) are the only researchers who have examined the relationship between the theoretical orientation and empathy of the therapist. Their results suggest the therapist's ability to empathize is not related to their identification with psychotherapeutic theories.

It is clear that more research is needed to better understand the importance that therapists provide empathy, how they define and use this therapeutic tool, and how all this may relate to their identification with psychotherapeutic theories.

3. RESEARCH ISSUE AND METHODOLOGY

3.1 Research Issue

Researchers in this case are as human instruments, so it is necessary to have the sharpness of researchers' analysis and theoretical knowledge that is used as the foundation for extracting data in the field including researchers' knowledge of social enterprises, social marketing, social marketing dimensions, social capital, relationship marketing, customer relationship management, brand image, brand image elements, brand image formation, and empathy.

By using qualitative research methods with a post-positivist paradigm, the research design used in this study is grounded theory design. This research was conducted at the Social Enterprise of the Bhakti Alam Sendang Biru Foundation, the initial informants selected in this study were 2 Saptoyo and, Lia Putrinda as the pioneer and founder of the foundation as well as the head of the foundation, who may know all about the Social Enterprise marketing strategy and 3 other people who are directly involved in the activities of the Bhakti Alam Sendang Biru Foundation are still possible to add other informants according to needs to snowball sampling method.

Data collection techniques and data analysis in this study used Open Grounded Theory Analysis (Bungin, 2020b). Analysis Open Grounded Theory consists of three main stages, where at each stage openly can use several other research techniques to help the main method of Grounded Theory (In-depth interviews and obsevations) while researchers are free to use constructivist and interpretive thinking frameworks in building knowledge with informants.

4. FINDING AND DISCUSSION

4.1. Findings

4.1.1. The Relationship between New Behavioral Product Discovery and Market Research

Bhattarai et al., (2019) social enterprises that tend to pursue disruptive innovations not only focus on developing disruptive market capabilities but also continue to focus on learning about and addressing the needs and demands of existing market research, social environment social enterprise managers must understand and address the needs of new behavioral products to be offered and master existing target markets rather than engaging in the development of radical products and services for new markets if social enterprises want to improve the economic and social performance of the organization simultaneously.

It is up to the strategic choice of the social enterprise leader to decide on the current strategic focus and future focus of the social enterprise, and make strategic decisions based on trade-off advice. Bhattarai et al., (2019) The success of social enterprises bringing positive social impact is far from guaranteed, one of the reasons may be the uncertainty of innovation, which means that social enterprises are able to introduce products or services that could be financial success, but no longer serve the social needs of the people they originally wanted to serve.

4.1.2 The Relationship Between Internal And External Target Audience Management With Market Research

Okazaki et al., (2020) the opportunity for the external target audience to create value along with the relevant brand, even though the target internal audience of the social enterprise is internal stakeholders, empirical evidence regarding the perspective of the external target audience is conceptually and equally applied. Pera et al., (2016) emphasize three main drivers of multistake holders: trust, inclusivity, and openness. The trust of the internal target audience towards the social enterprise is an important factor that influences the behavior of the internal target audience. Therefore, the attitude of the internal and external target audience towards social enterprises adopted by social enterprises as the target market for research.

A new idea or idea that services require the participation of social enterprise leaders and external target audiences (Jiang et al., 2021). Vargo and Lusch, (2004) emphasize the importance of the process of external target audiences being involved in creating commercial value so that it can be a direction or strategy to determine market research. However, Erhardt et al., (2019) argue that a successful market research strategy must involve a good understanding of both internal and external target audiences to avoid mutual destruction, underscoring the importance of internal target audiences (i.e., employees) and external stakeholders (consumers).

4.1.3 The Relationship between Market Research and The Challenges of the Target Audience

According to Austin et al., (2000), social enterprise market research does not use financial measures to measure business success and relies on subjective actions determined by the target audience. Social enterprises are motivated to start their businesses to provide social needs, which are not adequately addressed by the current suppliers in the market. Certo and Miller, (2008), meanwhile; Shaw and Carter, (2007); Doherty et al., (2009), argue that one of the challenges of social enterprises

is the belief that their services will improve well-being and quality of life for marginalized groups that are forgotten by mainstream societies and commercial organizations.

The target audience belongs to the category of companies providing personal services and proximity as described by O'Hara, (2001) and operated "hybrid" organizational structures (Shaw and Carter, 2007). The nature of the previous work experience of social entrepreneurs is seen as: an important catalyst in the decision to start their business because it highlights gaps in the market and provides them with the specific knowledge of the subject matter necessary to deliver their product/service offerings.

4.1.4 The Relationship between Market Research and the Key to Success in Social Campaigns

Successful social marketing campaigns use market research to find out the key elements of the "marketing mix", which includes product, price, venue, and promotion (Grier and Bryant, 2005; Walsh et al., 1993), target audience segmentation (Grier and Bryant, 2005), and brands (Keller, 1998). The most fundamental characteristic of social marketing is rigorous market research (Walsh et al., 1993). This research is needed in the campaign formation stage so that values, attitudes, and beliefs become audience priorities can be understood and obstacles to adopting the desired behavior (product) can be found. Research does not end at a formative stage however, input from priority audiences must continue to be collected throughout the life of the campaign, and campaigns must be regularly refined in response to new information (Walsh et al., 1993).

Another important element of social marketing is that the segmentation of the intended audience is based on variation in what is needed, desired, and valued (Grier and Bryant, 2005). Segmentation is an important essence for developing campaign messages that correspond to priority populations and, for example, are adapted to the current stage of change in their behavior. Adjusting the message in this way helps ensure that the product is attractive and applies to each subgroup in the priority of the population. In addition, proper segmentation can identify the largest or highest-risk subgroups so that limited resources can be optimally utilized.

4.1.5 The Relationship between Target Audience Challenges and Socializing Social Enterprise

The strategy of socializing social enterprises to meet the need for more professional skills and more effective management methods also encouraged non-profit organizations to adopt some behaviors that are more business-like, as a result of this evolution, laws were passed to promote new forms of law, which are more suitable for corporate social, and public schemes designed to target more specifically social enterprises work integration associated with target conditions audiences that are more perceived as challenges will be more easily conveyed (Defourny and Nyssens, 2011), in the academic field, the main analytical efforts are made, both at the conceptual and empirical levels.

Drucker (1985), developed the concept of "public service entrepreneurs", showing that entrepreneurship can occur in any field accompanied by its own challenges. Young, 1983), conducting research in the first school, he developed his analysis for the non-profit sector, but he offered a much broader and deeper conception of entrepreneurship. In line with the results of Skousen, (2016), in schools (non-profit) entrepreneurs are described as "innovators who discover new things" organizations, develop and implement new programs and methods, organize and expand new services, and reorient shaky organizational activities (Young, 1986).

4.1.6 The Relationship between Social Marketing Measures and Socializing Social Enterprise

According to Wiebe, (1951), to understand the relative effectiveness of social marketing that affects how to socialize the social enterprise for the target audience by paying attention to five factors: 1. Force. The intensity of the movement of the target audience is motivated towards the goal as a combination of its tendencies before the message and the stimulation of the message. 2. Direction. Knowledge of how or where such a target audience might go to perfect motivation. 3. Mechanism. The existence of a social enterprise that allows such a target audience translates its motivation into action. 4. Adequacy and Compatibility. The ability and effectiveness of agencies in carrying out their duties. 5. Distance. Estimates of the target audience about the energy and costs necessary to realize it. Wiebe, (1951) a useful background emphasis to look at the conceptual framework used by marketing strategists. Marketers see marketing problems as one of the right product developments supported by promotional rights and a place at the right price.

4.1.7 The Relationship between The Key to Success in Social Campaigns and Socializing Social Enterprises

Molecke and Pinkse, (2017), Measuring the success of social campaigns into "an ongoing process of increasing the positive quantitative and qualitative magnitude of change in society by addressing pressing social problems at the individual and/or systemic level through one or more scaling pathways" (Islam, 2020a: 1). To measure its success, the social enterprise uses strategies to socialize it, the first is an organizational growth strategy that refers directly to social problems on a large scale by growing the size of the organization (Dees et al., 2004; Lyon and Fernandez, 2012; Vickers et al., 2017; Vickers and Lyon, 2014). social enterprise socializes its goal of increasing welfare beneficiaries by developing new products, services, activities, and programs, as well as expanding graphic coverage to reach more beneficiaries (Alshawaaf and Lee, 2021; Bacq and Eddleston, 2018; Bhatt et al., 2016; Villages and Koch, 2014; Dobson et al., 2018). The second strategy is an ecosystem growth strategy that refers to addressing social problems that are indirectly targeted at scale by growing and/or maintaining a supportive SE ecosystem.

4.1.8 The Relationship between Socializing Social Enterprise and the Key to Self-Sensitivity

The key to self-sensitivity refers to a person's belief that he can perform well in the parameters of a particular situation (Bandura, 1995). Fast et al., (2014) define efficacy self-management as "the perceived capacity to be effective and influential in the social enterprise" domain in which one becomes a leader." Self-sensitivity is a cognitive and affective belief in a person personal competence and assessment of one's ability to act with confidence by involving self-sensitivity (Pajares, 2002).

Judge and Bono, (2001), found that self-sensitivity is significantly associated with the success of the task in socializing the mission of the social enterprise. The self-confidence of the target audience makes it possible to "apply self-control over who they are, and what they want" (Jayawardena and Gregar, 2013). Self-sensitivity has a direct influence of a positive impact on "initiation, intensity, and persistence of behavior" (Paglis, 2010).

Self-sensitivity is a key element of the competence or ability of a leader (Mayer et al., 1995), and a leader who does not have an accurate understanding of that competence puts himself and others at risk (Pfeffer and Jeffrey, 1998). Smith and Woodworth, (2012), explain that a leader's self-sensitivity about his or her values, duties, and roles is directly related to making a difference in the lives of others.

4.1.9 The Relationship between Socializing Social Enterprise and Self-Quality Is Tested

The process of socializing social enterprises is the process of introducing the company's identity, the higher the company identification, the greater the intention of cooperation between the organization's target audience. According to research conducted by Ashforth and Mael, 1996; Mael and Ashforth, 1995, corporate identity is related to the self-identity of the target audience which is the basic starting point for individual qualities to carry out a social life. When the target audience positions itself through relationships between itself and others as well as between society and itself, instead of understanding itself by means of self-introspection, self-identity transforms into a collective identity (identification of organizations).

Empirically proves that organizational identification affects the Self-Quality of the target audience in terms of organizational support and the emotions of the leader. Self-identity belongs to the individual introspection in a certain environment, the ideal choices and emotional experiences made by the individual in the face of social life (Friedman, 2003). The formation of self-identity as an indication of the self-quality of an individual with a healthy personality. The fact that theoretical and empirical research on self-identity in the context of organizations is a rarity makes it necessary to study the influence of self-identity of the target audience of knowledge of the new generation about organizational identification, the change from spontaneous behavior of individuals to positive is caused by the impulse of the management organization (Organ and Ryan, 1995).

Gong, (2020) believes that the basis of organizational identification, is a concrete manifestation of the organization of the target audience in determining its self-identification to the organization. Therefore, higher identification of organizations will lead to the emergence of organizational identification positively correlated with self-quality, thus allowing a new perspective of research on the self-identification of the target internal audience

4.2 Discussion

This study answers questions about What is the vision and mission, current business condition, and marketing road map of Social Enterprise?, what are the targets, targets, products of social enterprises in utilizing natural resources and the roles and activities around social enterprises?, How is the organizational review of human resources and existing competencies?, How is the marketing strategy of social enterprise Bhakti Alam Sendang Biru Foundation in managing mangrove ecotourism Three-Color Conservation (CMC)? How to construct a social enterprise marketing strategy?

Answering research questions about the company's vision and mission, current business conditions, and social enterprise marketing road map, that the target audience as one of the elements forming the marketing strategy of the internal target audience of Clungup Mangrove Conservation involves the target audience in terms of forming public visit interest. Destination bookings must be made by the external target audience to be able to enter the tourist destination. The action of the prospective external target audience, this action can be known from the "DP payment" of visits for potential external target audiences who have booked destinations. The external target audience is one of the right tools in carrying out the marketing process of a tourist destination. The external target audience who have been satisfied with the tourist destinations that have been visited can become personal marketing. By using a person-to-person strategy carried out by the external target audience, the Three-Color Clungup Mangrove Conservation tourist destination will be in great demand by other potential external target audiences. The marketing process carried out by the target audience will be more effective than the marketing process carried out directly by Clungup Mangrove Conservation. The role of the target audience as a testimonial giver is more trusted by the public because the target audience is considered to have felt a tourist destination.

Organizational review of human resources and existing competencies, in carrying out internal and external target audience management is to consider collective benefits, the level of needs of the target audience, manage the character of the team composition, create new leaders, diversity of characters for one goal, tukang momong (directing the potential of human resources), jagongan ngopi bersama (family communication model), set an ideal timeline of time composition, providing an opportunity for the target audience to actualize themselves, conduct joint rembukes (open discussion without limits of position and position), become an entrepreneurial jentel (responsible for all the risks of its advantages and disadvantages, as well as work with heart.

Bhakti Alam Sendang Biru Foundation's Social Enterprise marketing strategy in managing the Three-Color Clungup Mangrove Conservation (CMC) ecotourism to meet the needs of the target audience for growth is not an easy or obvious task for social enterprises. Facilitating the need for growth requires a deliberate three-step process: the social enterprise must, first, empathize with the target audience in order to identify its sincere motivations, then reconcile the tactics of the campaign with the newly discovered information obtained from looking through the eyes of the target audience, and, finally, positively affirm the target audience's idea of the ideal self in order to help the target audience achieve it. The follow-up measures carried out by the social enterprise identify and understand the core emotional needs that drive the thinking and behavior of the target audience, do not take the target audience on their words, dialogue is the key, stay consistent, Show, Do Not Say.

5. Conclusion

The results of the research "empathetic marketing strategy for social enterprises" are one of the powerful strategies to maintain the sustainability of the social enterprise business which has been proven by the social enterprise of the Bhakti Alam Sendang Biru Foundation which correctly describes the existence of the social enterprise business which has entered its seventeenth year.

How can a social enterprise satisfy the main ego needs, especially if the social enterprise behaves in a way that results in handing over control to the target audience? In addition, social enterprises also offer a means for joint production working hand in hand with social enterprises for the good of the target audience. Social enterprises that serve a target audience interested in directing their own decisions must convince that target audience that they have the skills, will, and tools to get the job done. This is what makes the target audience comfortable and the process is not limited by rigid policies and the feared routines are invaluable in developing behavior change products.

With the condition that the simple product process of knowledge transfer will be easily carried out so that the sustainability of the social enterprise can still be maintained

6. RESEARCH LIMITATION

There are some obstacles that researchers face and that is a limitation of this study.

First, this research focused on social enterprise marketing strategies, however, key informants who succeeded freely could be interviewed directly and in-depth only two people, the other three informants were interviewed with limitations and different interview media due to the ongoing pandemic conditions, but even so researchers tried to get in-depth information from other informant sources with media that allowed aspects to be met. triangulation who knows and experiences firsthand and helps pioneer and run the social enterprise business of the Bhakti Alam Sendang Biru Foundation.

Second, from the key informants that were originally planned as many as two people developed plus three additional informants so that the total informants became five people, although not all of the target audience of the internal social enterprise of the Bhakti Alam Sendang Biru Foundation but also from the target audience of external audiences who had visited the Clungup Mangrove Conservation tourist area. Thus the number of informants became two key informants who became the source of information for this study. Without abandoning the triangulation requirement, the interview was conducted several times intensively and cross-checked between the five informants, until the researcher determined that the information was saturated (saturation).

Third, since the object of this study has been established since seventeen years ago and was initiated by a personal movement in advance so that there are past data that cannot be obtained and some data that cannot be confirmed to be true. However, without compromising the quality of this study direct observation and physical evidence are used to supplement it, so that the validity of the research data is still achieved.

Fourth, due to the limited time "empathetic marketing strategy for social enterprises" is not tested quantitatively, so to become a theory that applies more broadly, it is still necessary to carry out repeated testing and the need for improvement of the theory.

7. Acknowledgements

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