

## CASE STUDY OF UTILIZATION OF MORINGA LEAVES IN ADONARA NTT USING IMPACT BUSINESS MODEL CANVAS

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**Abstract:** Indonesia is one of the big countries that have abundant natural wealth. Various kinds of plants in Indonesia show that the natural wealth that exists is a producer of oxygen, minerals, vitamins, and other nutritional content needed by the human body, such as vegetables and fruits. However, behind all this wealth, according to UNICEF, Indonesia is currently facing the problem of malnutrition in which more than two million children are malnourished, and more than seven million children are stunted. This makes Indonesia one of the countries with the highest child stunting burden in the world. NTT is one part of Eastern Indonesia that is poor and has malnutrition problems. The purpose of this study was to conduct a preliminary analysis for a social entrepreneurship project by utilizing the Moringa plant that thrives in Adonara. The results of the analysis can be used as a way to overcome the problems of poverty and malnutrition through the development of social entrepreneurship. The research question posed in the study is how can IBMC analysis be used to assist in running the AMAINA social entrepreneurship project? This research is qualitative research, starting with observing environmental conditions in Adonara, then compiling questions as guidelines for conducting interviews with local residents regarding their knowledge of moringa leaf forgiveness, community empowerment, and household economic improvement. The results of this preliminary study found that the results of the IBMC analysis, financial analysis, and marketing analysis that have been carried out indicate that the AMAINA social entrepreneurship project is feasible to be developed.

**Keywords:** social business model canvas, social enterprises, moringa plants

**Abstrak:** Indonesia merupakan salah satu negara besar yang memiliki kekayaan alam yang melimpah. Berbagai macam tumbuhan yang ada di Indonesia menunjukkan kekayaan alam yang ada merupakan penghasil oksigen, mineral, vitamin, dan kandungan nutrisi lainnya yang dibutuhkan oleh tubuh manusia, seperti sayuran dan buah-buahan. Namun, di balik semua kekayaan tersebut, menurut UNICEF, Indonesia saat ini menghadapi masalah gizi yang buruk di mana lebih dari dua juta anak kekurangan gizi, dan lebih dari tujuh juta anak mengalami stunting. Hal ini menjadikan Indonesia sebagai salah satu negara dengan beban stunting anak tertinggi di dunia. NTT merupakan salah satu bagian di Indonesia Timur yang termasuk miskin dan memiliki masalah gizi buruk. Tujuan penelitian ini adalah melakukan analisis awal untuk Proyek kewirausahaan sosial dengan memanfaatkan tanaman kelor yang tumbuh subur di Adonara. Hasil analisis dapat digunakan sebagai salah satu cara untuk mengatasi masalah kemiskinan dan gizi buruk melalui pengembangan kewirausahaan sosial. Pertanyaan penelitian yang diajukan dalam penelitian adalah bagaimana analisis IBMC dapat digunakan untuk membantu dalam menjalankan proyek kewirausahaan sosial AMAINA? Penelitian ini merupakan penelitian kualitatif, dimulai dengan mengamati kondisi lingkungan di Adonara, kemudian menyusun pertanyaan sebagai pedoman untuk melakukan wawancara dengan warga sekitar mengenai pengetahuan mereka tentang pengampunan daun kelor, pemberdayaan masyarakat dan peningkatan ekonomi rumah tangga. Hasil dari penelitian awal ini menemukan bahwa hasil analisis IBMC, analisis keuangan dan analisis pemasaran yang sudah dilakukan menunjukkan bahwa project kewirausahaan sosial AMAINA ini layak untuk dikembangkan.

**Kata kunci:** bisnis model kanvas sosial, kewirausahaan sosial, daun kelor

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## INTRODUCTION

Indonesia is one of the big countries that have abundant natural wealth. This natural wealth is indicated by the presence of various kinds of plants as oxygen, minerals, vitamins, and other nutritional content needed by the human body, such as those contained in vegetables and fruits. However, behind all this wealth, Indonesia is currently facing the problem of high nutrition, where more than two million children are malnourished, and more than seven million children are stunted (UNICEF, 2020). This makes Indonesia one of the countries with the highest child stunting burden in the world. The lack of education about the potential of natural resources that can be utilized and education on healthy lifestyles in the community and the massive exploitation of Indonesia's natural resources have made the community worse off in cases of malnutrition.

Improvement of malnutrition and stunting is about getting more food and ensuring that mothers and children get food intake with the proper nutrients during the critical growth period between pregnancy and the child is two years old. In fact, the roots of malnutrition are problems with mothers-to-be' health and nutritional well-being, even before pregnancy (World Bank, 2013).

However, it doesn't stop there; malnutrition and stunting are some of the faces of poverty in Indonesia. One of the provinces in Indonesia that is still a concern for the

problems of poverty, stunting, and malnutrition is the Province of East Nusa Tenggara (NTT). The number of poor people in the NTT Province in March 2018 was 1.14 million people, then there was a decrease in the number of 1.13 million people in the 3rd quarter of 2019 and again increased during the Covid-19 pandemic 1.17 million (2020).

Figure 1 shows data on Trends in the Number of Poor People in NTT, The data shows that the trend shows the number of poor people up and down at the same number of around one million, meaning that more than fifty percent of the population in the NTT area are poor people.

Based on Figure 2, which explains the poverty level of each province in Indonesia, NTT is in fifth place out of 34 provinces with a total poor population of 1.15 million people (20.90%). This condition is motivated by limited job opportunities in NTT, inadequate infrastructure, and poor education and health status. With a reasonably high poverty rate, while natural resources are abundant, we see that there are problems in utilizing existing natural resources. People should be more prosperous if they can utilize 100% of the available natural and human resources wisely and sustainably. Seeing this, we try to move and find out what potential we can use in NTT so that the level of welfare and education about nutrition can be improved and increased.

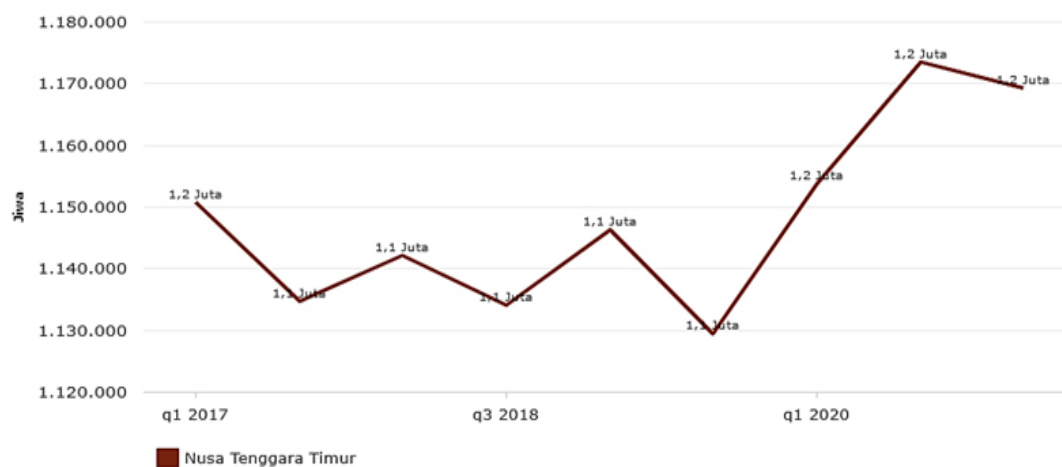


Figure 1. Trends in the Number of Poor People in NTT (March 2017-2021, katadata.co.id)

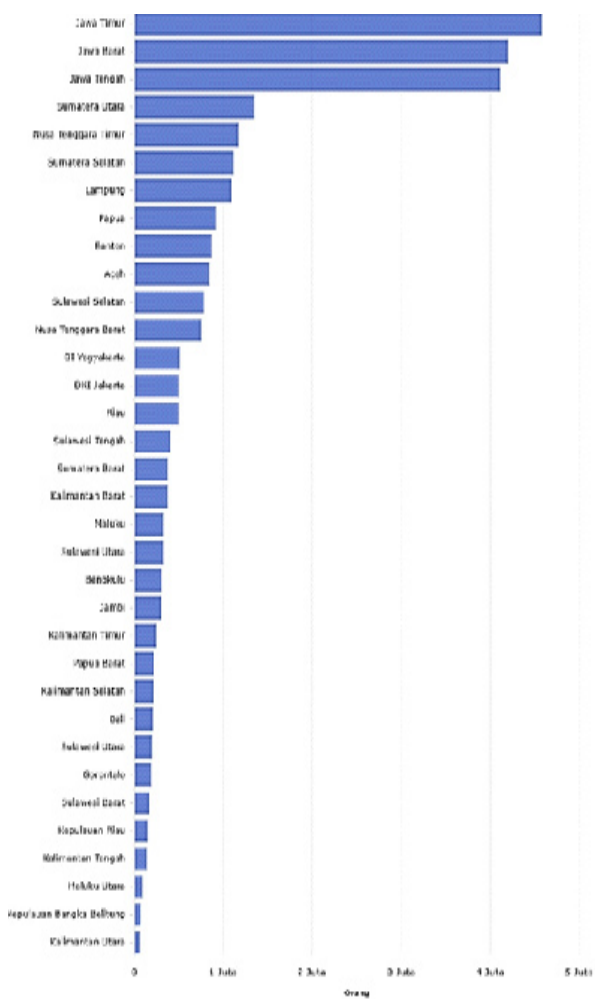


Figure 2. Number of Indonesian Poor Population by Province (March 2021, katadata.co.id)

Finally, we found an opportunity that we think can be used to provide additional income and the nutritional intake for people in NTT, specifically on Adonara Island, East Flores Regency. The opportunity is the Moringa plant, or in Latin, it is called Moringa Oliveira. We named this Social Entrepreneurship Project AMAINA, where AMA is a nickname for men on Adonara Island, and INA is for women. AMAINA is here to provide solutions in processing products from Moringa leaves that thrive on Adonara Island. By empowering the Adonara community with the SEA Method approach (Socialization, Education, and Action), AMAINA believes it can produce outputs and outcomes that impact community welfare so that it is expected to reduce poverty and stunting.

In addition, to explain the urgency of why this project needs to be run, this project tries to answer the problems that exist in the four SDGs, namely SDG number one no poverty, number two Zero hunger, number eight Decent work and economic growth, number ten reduced inequalities.

Previous research conducted by Novsa Faakhira et al. (2020) uses the BMC approach to find out about the Trophy Smoothies products it produces. The results of the study provide a finding that from the results of the BMC analysis carried out, a positive response was obtained from teenagers and also found positive financial results from the smoothie business. smoothies for students and college students. Another study conducted by Widyastuti et al. (2021) used 9 elements of the canvas business model for rattan SMEs. This study confirms that the gap between the 9 elements in the canvas business is in accordance with the current conditions which ideally will be identified. This study analyzes the gap between the 9 elements of the current and ideal canvas business model, which then formulates a strategy to achieve it. From the background that has been described previously, this preliminary research tries to answer the research question how can IBMC analysis be used to assist in running the AMAINA social entrepreneurship project?

Social Entrepreneurship is an effort to develop and open new opportunities for social service businesses creatively and sincerely. Project SE started by mobilizing the various resources needed for relief services, human development, and environmental care. Social entrepreneurship is a movement for change that focuses on carrying out a solid social mission.

As a concept, social entrepreneurship has a history and genealogy in development discourse. According to the opinion of David and Susan (2010) there are three historical phases that have been passed regarding this idea in the last three decades. The first phase is to identify people with innovative ideas and practical models to achieve great social impact, highlight their work and provide a support system. The second phase is to help social entrepreneurship build sustainable and high-impact organizations through better management, finance and outcome evaluation processes. The third phase relates to the development communication paradigm which emphasizes participation and makes this explicit, but structural elements in social entrepreneurial organizations add to this strength. Social entrepreneurship is a term derived from entrepreneurship. A combination of two words, social which means community, and entrepreneurship which means entrepreneurship. A simple definition of a social entrepreneur is someone who understands social problems and uses entrepreneurial skills to make social change, especially in the areas of welfare, education and health (Cukier, 2011).

According to Benedicta (2018), social entrepreneurship does believe in bringing benefits to society. Communities consisting of various stakeholders can get involved and feel both, directly and indirectly, the benefits of social entrepreneurship. One of the benefits of social entrepreneurship is to create jobs for the unemployed. The presence of Go-Jek, for example, has created thousands of job opportunities. Go-jek's role is in the transportation sector and other sectors such as the culinary industry through Go-Food products.

Social entrepreneurship is a dynamic and multidimensional construct. It is a hybrid form of organization because it can be a mixed form of various organizational ways of working and working in various sectors, be it public, private, or social, both with the primary goal of profit and non-profit. The social mission of social entrepreneurship includes various activities and social movements to address various humanitarian and environmental problems in a way that, at first glance, seems impossible.

The main actors of social entrepreneurship are social entrepreneurs. Without social entrepreneurs, social entrepreneurship will not be able to grow and positively impact the lives of the wider community. Social entrepreneurs are agents of change. He has a vision and creates a mission not solely for personal gain but also to solve various social problems. Social entrepreneurs foster innovation, adapt quickly, and are also learners. He dares to act without fear of being limited by the resources he has. A social entrepreneur is also a person who can develop innovation and creativity. With creativity, entrepreneurs find a new idea that does realize by using innovation.

Moringa generally breeds well at an altitude of 300-500 meters above sea level. The tree height ranges from 7-11 meters with a stem that breaks easily, and the color is gray. The leaves are compound, small, and round like an egg. Moringa plants are plants with fast growth (Leone, 2015). Moringa can grow to a height of 3 meters in 3 months and can reach 12 meters in some years if allowed to grow naturally (outside plantations or nurseries). On one occasion, the National Institute of Health (NIH) once stated that "this plant (Moringa) has the potential to help reverse major environmental problems and provide many unmet human needs and is growing in all countries in the world that have a large percentage of the population. Malnutrition. This plant could save millions of lives." The NIH also states

that Moringa has been used medicinally by various indigenous ethnic groups to prevent or treat more than 300 types of disease. Moringa is a gift from nature for the welfare of humanity (Krisnadi, 2012).

Moringa has known as a source of food full of nutrients. Moringa has the nickname "The Miracle Tree" because of its nutritional content. For example, in the Philippines, Moringa leaves are popularly consumed as a vegetable and increase the amount of breast milk (ASI) in nursing mothers. This leaf is the mother's best friend because it contains micronutrient elements needed by pregnant women, such as beta (B3), calcium, iron, phosphorus, magnesium, zinc, and vitamin C.

Khawaja Tahir Mahmood, in his research entitled "Moringa Oleifera: a Natural Gift-A Review," stated that Moringa leaves contain vitamin C, which is equivalent to vitamin C in 7 oranges, vitamin A is equivalent to 4 carrots, calcium is equivalent to 4 glasses of milk, potassium which is equivalent to 3 bananas, and the protein is equivalent to 2 yogurts. In his research, Mahmood also encourages emerging countries to provide education regarding the cultivation and use of Moringa to the community. With the full utilization of Moringa, social problems such as malnutrition, hunger, poverty, and various diseases can do overcome.

In addition to its benefits as a source of nutrition, Moringa also has other advantages related to its viability and durability in several dry or nutrient-poor land locations. The distribution of Moringa is extensive in various types of dry land habitats, so it is easy to be planted by anyone and on any dry land (Amzu, 2014). The research results of Petersen et al. (2016) stated that Moringa seeds are good natural ingredients and play an essential role in water management to improve water quality and reduce heavy metals. Moringa seeds can act as a natural coagulant in overcoming wastewater pollution by synthetic dyes (Isnain and Nurhaedah, 2017). Moringa can also function as an antimicrobial to purify water (Krisnadi, 2012).

As a food rich in nutrients and very beneficial for body health, Moringa has good prospects for development and has high economic value and has the potential to increase people's income (Wasonowati et al. 2016). The high content of bioactive compounds in Moringa plants is a potential that provides opportunities for the pharmaceutical industry to make Moringa plants as alternative treatments made from natural ingredients

(Aminah et al. 2015). PT Moringa Organic Indonesia (MOI), located in Blora, Central Java, is one of the companies that has made maximum use of Moringa to develop villages, improve unhealthy lifestyles to become healthy and full of nutrition and provide additional income for the community. Moringa Seed Oil, Moringa Powder/Flour, Moringa Tea, and other products made from Moringa leaves have been produced and sold throughout Indonesia.

## METHODS

This research is an initial research conducted to run a social entrepreneurship project, namely the use of Moringa leaf plants in Adonara NTT as a source of community empowerment to improve the household economy in Adonara. This research is a qualitative research, starting with observing environmental conditions in Adonara, then preparing questions as a guide for conducting interviews with local residents regarding their knowledge of Moringa leaf forgiveness, community empowerment and improving the household economy.

Sugiyono (2016) explains that the qualitative research method is a research method based on the philosophy of positivism, used to examine the condition of natural objects (as opposed to experiments) where the researcher is the key instrument, sampling data sources is done purposively and snowball, merging technique with triangulation, data analysis is inductive/qualitative. Qualitative research results emphasize meaning rather than generalization. The use of qualitative methods is also helpful in providing a systematic, factual, and accurate description of the facts and relationships between the phenomena studied (Sugiyono, 2016). This method tends to be flexible and focuses on the defense of rich meanings when interpreting data. In qualitative research, a theory is not needed as a research reference. Qualitative research is based on a natural background holistically, positions humans as research tools perform inductive data analysis, is more concerned with the process than the results of research conducted and agreed upon by researchers and research subjects. This method is suitable for this research because this research seeks to find a picture of a group of people to achieve the group's goals so that the phenomena of the group can be revealed clearly and accurately.

This study also uses the Impact Business Model Canvas (IBMC) to analyze the social entrepreneurship project using Moringa leaves on the island of Adonara, Flores. The use of IBMC is used to describe the MSME business model of the community in Adonara Flores in utilizing the Moringa plant. IBMC can also be used to help illustrate the business model of social entrepreneurs in the region, so that their knowledge and experience of doing entrepreneurship can be known based on the twelve elements of IBMC in it, (Soule, 2018). This study will not answer all the problems of social entrepreneurship that will be developed in Adonara, but this study can contribute to knowledge related to the development of social entrepreneurship in Adonara using IBMC analysis.

The source of data in this study is very important because it involves the quality of the research results. This research generally uses secondary data sources, namely data that is already available in various forms, and some uses primary data. Primary data were obtained from interviews and observations made by researchers to several respondents living in the Adonara islands, and also observing various activities carried out by respondents in utilizing Moringa plants in the community. As for secondary data In this research on social entrepreneurship projects, it is collected through literature studies or by collecting materials related to the problem under study in order to obtain secondary data. Data collection is done by reading, understanding, and exploring the literature, so that a sufficient theoretical basis is obtained to account for the analysis and development of the problem.

Impact Business Model Canvas is a tool that is used to provide an overview of social efforts that will be carried out in a community. Impact Business Model Canvas serves to visualize the important elements in social business, namely, Social Problem, Mission Statement, Customer Segment, Value Propositions, Customer Relationships, Channels, Revenue Streams, key Resources, key Activities, key Partnerships, Cost Structure and Intended Impact (Soule, 2018).

Business Model Canvas (BMC) is one of the strategies used to describe a business model and describe the rationale for how an organization creates, delivers, and captures value (Osterwalder, 2012). Social Entrepreneurship also uses business models to analyze social businesses that will be carried out together with community groups that will become partners

for empowerment. The business model used in Social Entrepreneurship is called the Social Business Model Canvas (SBMC). In contrast to BMC, in SBMC, there are 3 additional elements that are the main characteristics of social entrepreneurship. Therefore, there are 12 elements in SBMC, namely:

1. Social Problem: What social problems were found in the area where community empowerment will be carried out?
2. Mission Statement: What will be done to solve the problem social has been found?
3. Stakeholder Segment: Who is the product or service or empowerment for? society was created? For what and for what? benefits for entrepreneurs?
4. Value Proposition: What problem solving can be made to overcome existing social problems? How can this solution be used as a feature for the area to develop social entrepreneurship?
5. Channels: How to channel these social values to wide community?
6. Stakeholder Relationships: What kind of cooperation will be made for achieve the value of solving social problems?
7. Revenue Streams: How are the social entrepreneurship activities that have been carried out? made to generate income for the perpetrator his business?
8. Key Resources: What assets are needed to support running a business?
9. Key Activities: What activities will be carried out so that the business can running well and can be sustainable?
10. Key Partner: Who will be the partner in the activity community empowerment?
11. Cost Structure : What kind of financing is needed to build community empowerment? Can this business work? at minimal cost?
12. Intended Impact : What future impact can be achieved when social entrepreneurship is a problem solving solution social?

## RESULTS

AMAINA is social entrepreneurship designed to optimally utilize natural resources in the form of Moringa and human resources to provide economic, health, and environmental benefits. AMAINA wants to solve the main problem is the high poverty rate due to low job opportunities and the many cases of stunting and malnutrition in NTT. AMAINA seeks to cultivate

Moringa plants that have not been optimally utilized to encourage the economy and the daily nutritional needs of the community. This social business idea has the primary goal of increasing people's income through the processing of Moringa, from harvesting to packaging and distribution. In addition, we want the public to be able to increase their knowledge regarding the health and nutrition that the body needs. Moringa plants that Moringa farmers will sell to AMAINA will later be processed into Moringa Powder, Moringa Tea, Moringa Salt, and Moringa Skin Care. In the next five years, we also plan to build a Moringa Tourism Village on Adonara Island so that the public and visitors can receive education regarding the Moringa plant.

AMAINA as one of the pioneering social enterprises with the aim of empowering the community in Adonara, therefore AMAINA has the following Vision and Mission:

### AMAINA VISION:

Realizing Social Entrepreneurship that is independent, sustainable and can be an empowerment agent for people in Eastern Indonesia to enter the global market through processed Moringa Leaf products.

### AMAINA'S MISSION

1. Creating Moringa leaf processed products that are of good quality and can penetrate the global market
2. Fostering the spirit of social entrepreneurship for people in Eastern Indonesia as an effort to empower the community to improve the household economy

## Description of AMAINA's Impact Business Model Canvas

### 1. Problem Statement

Data from the survey results from the Central Statistics Agency (BPS), September 2020, shows that the number of poor people in NTT is 1.1 million or 21.21% of the total population, being the third poorest after Papua and West Papua. Based on available data, the population of NTT as of September 2020 is 5.3 million. Of these, 1.1 million or 21.21% are absolute poor. Most of the poor, 25.26%, live in rural areas. When calculated with those who are categorized as near poor, the number of poor people in NTT is more than 2.5 million people

or 50% of the total population. Poor conditions cause the stunting rate in NTT to be far above the national level. If the stunting population in Indonesia is 27.6% in 2019, stunting in NTT is still above 30%, there are even districts with stunting percentages above 40%. Data from the Ministry of Home Affairs shows that the stunting rate in NTT in 2018 was at the level of 35.4%, in 2019 it fell to 30.3%, and in 2020, it fell again to 28.2%. (BPS Report, 2020). Referring to the previous data, the efforts that can be made by AMAINA to overcome this are to provide solutions to social problems based on the SDGs as follows:

Based on the social problems that occur in NTT, such as the stunting rate and the high poverty rate, we took the initiative to address this problem by referring to the following SDGs:

### **Goal 1. End poverty in all its forms everywhere**

In this case, AMAINA aims to reduce the number of poor people in East Nusa Tenggara province (men, women, and children of all ages). This means that AMAINA helps achieve target 1.2 to reduce at least half of the number of poor people according to the national definition.

### **Goal 2. End hunger, achieve food security and better nutrition, and support sustainable agriculture**

AMAINA, through the social business of moringa utilization, aims to improve the level of community welfare in terms of economy and health (nutrition) so that the Moringa processing social business that we run is also fighting for target 2.2 to end all forms of malnutrition.

### **Goal 8. Support inclusive and sustainable economic growth, full and productive employment, and decent work for all**

This business, run by AMAINA, aims to create jobs for the community, achieve full and productive employment as stated in target 8.5 and participate in the fight for equal pay.

### **Goal 10. Reducing inequality within and between countries**

AMAINA has a target to participate in empowering housewives in the processing of this Moringa plant to encourage the participation of these housewives in the

economy to provide additional income for their families so that they can meet the needs of a better life.

## **2. Mission Statement**

AMAINA will utilize natural resources in the form of Moringa and empower human resources on Adonara Island by processing them into finished products in the form of Moringa Powder, Moringa Salt, Moringa Tea, and Moringa Skincare. We will approach the community through the SEA Method (Socialization, Education, and Action). By optimizing existing resources, community welfare is expected to increase. The high rates of unemployment, poverty and stunting are expected to decrease slowly. In the process, AMAINA also wants to build a learning center with the theme Kelor Tourism Village so that the community can enrich their knowledge regarding the Moringa plant.

## **3. Stakeholder Segment**

AMAINA Moringa products are targeted to reach local and global markets. With a high nutritional content and multifunctionality, processed Moringa can be in demand by health companies or cosmetic companies as an essential ingredient for making supplements or essential ingredients for making skincare. All people, in general, can become consumers of AMAINA products. AMAINA's target market is housewives with children aged 5-12 years, and women aged 15-30 years who live in urban areas, have the habit of consuming high nutritional foods, are accustomed to adopting a healthy lifestyle, and prefer practical products. Meanwhile, other stakeholders that are no less important are the beneficiaries. The groups that will be beneficiaries and collaboration partners from AMAINA are the Moringa Farmers Group, Salt Farmers Group, and the Women's Community in Adonara.

## **4. Value Proposition**

The value proposition is the reason that makes consumers want to make the switch from one product to another or from one company to another (Osterwalder, 2012). The value proposition is one of the solutions that can be created by business actors to solve customer problems or satisfy customer needs. Each value proposition created by the company is a combination of certain products or services that aim to serve the needs of more specific customer segments and the benefits that the company can offer to customers.

The elements that can be used by companies to create value propositions are as follows: Newness, Performance, Customization, "Getting the Job Done", Design, Brand / Status, Price, Cost Reduction, Risk Reduction, Accessibility, Convenience / Usability.

The value proposition offered in the AMAINA social entrepreneurship project is to utilize natural resources in the form of Moringa, and community resources which include the community of women, farmers, and salt farmers on Adonara Island. The value proposition elements used are newness and performance. This project creates a new food product using the basic ingredients of Moringa leaves and uses the Adonara community as the object of a story about community empowerment there to improve business performance and the household economy.

Superior products such as Moringa Powder produced by AMAINA are made from Moringa plants that are grown and treated naturally, without any chemicals so that they are safe for direct consumption by customers as food ingredients or beauty masks. In addition, Moringa powder produced by AMAINA can also be distributed as a mixture for derivative products in other businesses such as Moringa salt. Therefore, this Moringa powder can be consumed by anyone and is very easy to be processed into other derivative products. Then, with

outreach and education activities about Moringa and a healthy and nutritious lifestyle, people are expected to be able to understand and apply it more in their daily lives.

Before explaining about IBMC AMAINA for points five to 12, the following is the survey data and secondary data that have been collected and summarized by the author. Figure 3 is the Market Survey data (TAM, SAM, SOM Method) generated from this research.

Amaina's target market is mapped into 4 segments, namely the Geographic segment consisting of housewives and young women living in urban areas, the demographic segment is mothers who have children aged 5-12 years and women aged 15-30 years, the psychographic segment is those who care. On a healthy lifestyle and consume foods that contain high nutrients and are good for health, while the behavior of customers is people with a healthy lifestyle and likes to consume practical and ready-to-eat products.

Figure 4 are the results of the Business Feasibility Analysis calculation for the AMAINA project. The calculation results show an ROI of 213% and the payback period for this AMAINA social project is 3.62.

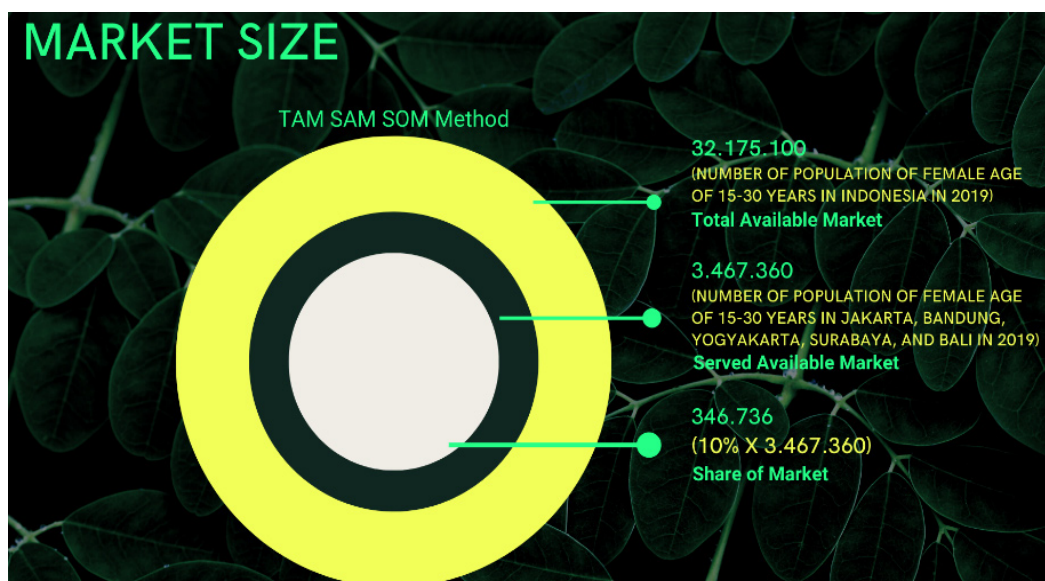


Figure 3. TAM SAM SOM Method



# BUSINESS FEASIBILITY ANALYSIS

Uraian	Tahun					
	0	1	2	3	4	5
<b>Arus Masuk</b>						
Total Penjualan		Rp2,067,000,000	Rp2,120,000,000	Rp2,173,000,000	Rp2,226,000,000	Rp2,279,000,000
Modal Usaha						
<b>Arus Keluar</b>						
Biaya Investasi	Rp474,795,000					
Biaya Variabel		Rp242,119,000	Rp253,388,000	Rp264,657,000	Rp275,851,000	Rp287,120,000
Biaya Tetap		Rp1,450,480,000	Rp1,450,480,000	Rp1,450,480,000	Rp1,450,480,000	Rp1,450,480,000
Pajak		Rp10,335,000	Rp10,600,000	Rp10,865,000	Rp11,130,000	Rp11,395,000
Biaya Pemasaran dan Distribusi		Rp50,000,000	Rp50,000,000	Rp50,000,000	Rp50,000,000	Rp50,000,000
Biaya Riset dan Pengembangan		Rp100,000,000	Rp100,000,000	Rp100,000,000	Rp100,000,000	Rp100,000,000
Total Arus Keluar	Rp474,795,000	Rp1,852,934,000	Rp1,864,468,000	Rp1,876,002,000	Rp1,887,461,000	Rp1,898,995,000
<b>Arus Bersih</b>		Rp214,066,000	Rp255,532,000	Rp296,998,000	Rp338,539,000	Rp380,005,000
Cummulative	(Rp474,795,000)	(Rp260,729,000)	(Rp5,197,000)	Rp291,801,000	Rp630,340,000	Rp1,010,345,000
<b>Analisis Kelayakan Usaha</b>						
Return on Investment		213%				
Payback Period		3.62				

Most of the investment costs will be used for research and development costs, building leases, land purchases, supplies and equipment purchases.

Figure 4. Business feasibility analysis

## 5. Stakeholder Relationship

Building relationships with many parties is very important for business actors. In order to realize this project, AMAINA will cooperate with government elements at the Village, Regency, and Ministry levels both for the production process and the process of socialization and education for the community. AMAINA will also collaborate with companies with CSR programs, women's communities, farming communities, and salt farming communities in the Adonara area of East Flores Regency.

## 6. Channel

To channel the social values it wants to achieve, AMAINA will carry out socialization and education related to Moringa nutrition, either by going directly to the community or through existing social media such as Instagram, Facebook, and Youtube.

## 7. Key Activities

AMAINA seeks to empower the community with the SEA Method (Socialization, Education, and Action) approach. This SEA Method will be a guide for all the

activities we do. After the approach with socialization and education has been successfully implemented in the community. Actions can be taken to process Moringa into Moringa Powder, Moringa Tea, Moringa Salt, and Moringa Skincare.

## 8. Key Partners

AMAINA's key or main partners are moringa farmers, salt farmers, and also the Adonara community, especially women who need additional income for their families. They will be partners and beneficiaries of AMAINA's social entrepreneurship. In addition, to support the running of AMAINA's social programs and production processes, collaboration is also needed with elements of village, district, or ministry-level government.

## 9. Key Resources

The assets needed to support the Moringa production process include production sites (land and buildings), all equipment or machines used in the production process, websites, social media, networks, the company's core team, and employees.

## 10. Cost Structures

The cost of necessities for AMAINA's social enterprises consists of purchasing equipment, supplies, and operational and administrative costs. Equipment costs consist of purchasing laptops, mobile phones, printers, digital weighing scales measuring 100 kg, flour-making machines, and vacuum sealers. Equipment costs consist of purchasing pens, staplers, HVS paper, road boards, binder clips, archive folders, duct tape, and moringa seeds.

## 11. Revenue Stream

AMAINA's source of income will come from the sale of the processing of fresh Moringa leaves into Moringa Powder, Moringa Salt, Moringa Tea, and Moringa skincare. To reach local and global markets, there are AMAINA products targeted. The product marketing strategy is carried out using the Soft Selling method, such as Education Campaign via Social Media, Daily Tour Project, Daily Local Story, Local Community Collaboration, and Conservation Tourism. Then, there will also be marketing strategies with Hard Selling methods such as Digital Marketing, Offline Stores, Online Platforms, Product Expos, and through the official AMAINA website.

## 12. Intended Impact

With AMAINA's social entrepreneurship, the Moringa plant as a plant full of nutrients can be utilized optimally from what was previously only a wild plant or ordinary plant consumed by the community. In addition, the community becomes more empowered, and income increases. This increase in income is expected to affect people's lifestyles to become healthier and full of nutrition. So that the number of stunting and malnutrition can be reduced. The knowledge we provide through outreach and education programs is expected to be an additional insight for the community and can be applied to everyday life.

## Managerial Implication

To improve the household economy in Adonara, it is necessary to maximize the various elements in the impact business model canvas that has been prepared to utilize Moringa leaves as the primary resource in this project. In order for this social entrepreneurship project to be successful and have a sustainable impact, the

regional apparatus in Adonara needs to work together with many parties, such as credit unions or with DEKRANASDA (Regional National Crafts Council). Through the products that AMAINA will develop, the nutrients and ingredients contained in the Moringa leaf plant can be utilized by more and more people both in Adonara and outside Adonara. Implementing well every element in IBMC will help AMAINA's social entrepreneurship project run and be sustainable.

## CONCLUSIONS AND RECOMMENDATIONS

### Conclusions

The social problems that occur in NTT are a concern for anyone who lives or is just visiting. The high poverty rate eventually triggers other social problems to surface: stunting and malnutrition. For Supporting optimal health and productivity, people are obliged to meet the nutritional needs of their bodies. Business and hectic activities sometimes make most people forget what kind of nutrition has been fulfilled in their daily lives. This is what causes many people to carry out their activities not optimally, and of course, they are susceptible to disease. Figure 5 is a road map prepared by AMAINA based on the results of the analysis using IBMC for the AMAINA social entrepreneurship project.

Moringa in Indonesia is a plant that thrives in almost every region, turns out to have nutrients and properties that are not known to many people. The nutritional content in Moringa is very high and can cover all the daily needs of consumers if consumed regularly. Vitamin C, Vitamin A, Potassium, Calcium, and Protein are contained in fresh Moringa leaves. By consuming Moringa products regularly, the body's nutritional needs will be met, and activities can be carried out optimally.

We believe that the community can benefit from the Moringa and Moringa business itself with this social business that we designed. The additional income obtained from the processing of Moringa is expected to help the community meet their daily nutritional needs. If poverty can be overcome, it is hoped that other social problems such as stunting and malnutrition can also be resolved so that the SDGs points that we have targeted can be adequately achieved.

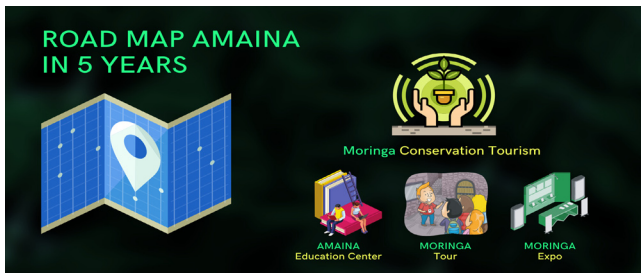


Figure 5. Road map amaina

## Recommendation

Moringa leaf is a plant with many benefits and good properties in it. AMAINA is a social entrepreneurship project that focuses on the utilization of Moringa leaves through various processed products such as salt, tea and skincare. Further research is needed to test the various processed products, the aim is that the processed products are produced according to human needs. In addition, it is also necessary to design the right form of marketing to facilitate education about the various benefits and content contained in Moringa leaves.

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