

## **Business Model Canvas on Paddy Straw Mushroom Cultivation Sociopreneurship (A Study on Daarul Qur'an Wal-Irsyad Wonosari Islamic Boarding School)**

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### **Abstract**

Business model innovation can be a strategy for developing paddy straw mushroom business in the era of increasing global competition. This study was conducted to analyze and design a business model with a business model canvas on the Sociopreneurship of Straw Mushroom Cultivation at Islamic Boarding School Daarul Qur'an Wal-Irsyad Wonosari. The analysis will be carried out on each block of Business Model Canvas which includes customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure. The implementation of the business model Canvas can encourage students and the community around the Islamic boarding school to be involved in developing business models so that the right business model can be obtained and the Islamic boarding school can be economically independent. The research method used is qualitative through a phenomenological method approach by examining various observed factors related to the object under study. Data collection techniques are using surveys and interviews. The population in this study is the organizer of the Sociopreneurship of Straw Mushroom Cultivation at Daarul Qur'an Wal-Irsyad Wonosari Islamic Boarding School. Testing the validity of the data is using the triangulation technique. This technique is a multi-method approach in collecting and analyzing data that are obtained by researchers from various different perspectives so that a high level of accuracy is gained.

**Keywords:** *Business Model Canvas; Sociopreneurship; Paddy Straw Mushroom Cultivation Technique; Islamic Boarding School*



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### **INTRODUCTION**

Islamic Boarding Schools (Ponpes) play a very important role in advancing intellectual life in the country and make a significant contribution to the provision of education. Islamic boarding schools remain consistent as educational institutions that focus on deepening religious knowledge (tafaqquh fi al-din) and Islamic da'wah institutions that have an important role in educating the nation. The ability of the pesantren to survive to this day is an achievement in itself for Muslims to be proud of. This is very reasonable, considering the rapid development of globalization, Islamic boarding schools are still consistent with the basic elements of the Qur'an or study tradition (classical books). The doctrines in the book always refer to the Qur'an and Hadith as the main sources that inspire the life of Islamic Boarding Schools.

Up to these recent days, Islamic boarding schools still exist and play an important role in producing superior human resources who can anticipate fast-paced changes, as well as improve the quality of their roles and contributions to the progress and welfare of the nation, and answer various problems and challenges that are increasingly complex (Liriwati, 2020). In order for Islamic boarding schools to remain

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DOI: <https://doi.org/10.31098/bmss.v1i3.288>

Research Synergy Foundation

active, of course, these institutions have undergone a series of changes called modernization, including the Daarul Qur'an Wal-Irsyad Wonosari Islamic boarding school in Yogyakarta. Therefore, as time changes, Islamic boarding schools need to be more empowered. Islamic boarding schools are not only committed to making a real contribution to society in the fields of religion and education but also to participate in the field of social entrepreneurship. So with this concept, Islamic boarding schools can develop the economy both for the Islamic boarding school itself and the surrounding community.

In recent years, sociopreneurship or social entrepreneurship has become a global phenomenon. Social entrepreneurship is the use of innovation to build entrepreneurship which is a combination of resources to obtain opportunities through the organizational formation and/or a practice resulted from sustaining social benefits (Shukla, Shukla, & Singh, 2016). Sociopreneurship as an entrepreneurial concept has a social orientation rather than economic rationality. An entrepreneur is rationally oriented towards the economy, whereas a social entrepreneur is committed to finding solutions to social problems. Social entrepreneurship is attracting worldwide interest because prospective solutions are predicted to provide sustainable and innovative solutions to socio-cultural and environmental problems (Wuryandari, Parashakti, & Lubis, 2020).

The Daarul Qur'an Wal-Irsyad Islamic boarding school is not only a center for the development of the people in terms of human resources but also in the economic field as a form of sociopreneurship. Through paddy straw mushroom cultivation activities, Daarul Qur'an Islamic Boarding School seeks to develop the economy of Islamic boarding schools and the surrounding community. Paddy straw mushroom cultivation is done by utilizing straw agricultural waste, so it has high economic value. Social entrepreneurship activities can also be a provision for students in terms of socializing and participating in innovative and creative business ideas to increasing employment in the community.

The application and implementation of the right business model in a company can provide benefits for business analysis, especially for conveying the social mission of sociopreneurship institutions. Business models are used to make it easier to describe a business concept. The business model is also used not only for companies but also for sociopreneurship. Business models have been used with a focus on technology and innovation management, strategy, environmental sustainability, and social entrepreneurship (Massa, Tucci, and Afuah 2017). Business models are needed by companies so that they are capable of determining efficiency and evaluating quickly. One of the business models that is currently developing is the Business Model Canvas (BMC). In the process, the business model canvas is equipped with a SWOT analysis to complete the strategic planning process to create a more mature business concept so that the business model that is running becomes stronger and more sensitive to the changes in market conditions.

Based on the description above, the formulation of the problems in this research are: (i) How is the business model of mushroom cultivation using the Business Model Canvas for Sociopreneurship approach; (ii) How to analyze the paddy straw mushroom business model using a SWOT analysis (strengths, weaknesses, opportunities, and threats); (iii) What factors that become the strengths of the strategy to develop a business model for paddy straw mushroom cultivation; (iv) What are the prospects for developing the paddy straw mushroom business in an effort to increase the economic independence of Islamic boarding schools. The specific objective of this research is to increase productivity and strengthen the economy of a sustainable Islamic boarding school. In addition, increasing the economic growth of the community around the Islamic boarding school.

## **LITERATURE REVIEW**

### **Sociopreneurship**

Sociopreneurship and entrepreneurship have something in common, namely generating profits but differing in results. Social entrepreneurship is an organization with an explicit aim to benefit society, which is initiated by a group of citizens and in which the material interests of capital investors are restricted (Borzaga & Defourny, 2001) in Qastharin (2015). Social entrepreneurship consistently brings about great social change by addressing some of the most pressing social problems such as poverty, social inclusion, inadequate public services, and environmental problems (Zeyen, et al., 2013).

Sociopreneurship is the same thing as an entrepreneur, which is business-oriented, but it has a business orientation for social interests (Surniandari, Amir, Rachmi, & Kaafi, 2018). Social entrepreneurship focuses on social entrepreneurship, which is perceived as a visionary individual who acts as an agent of change in the social field, who seeks to influence systemic change and continuous improvement (Pacut, 2020). Social entrepreneurship is a form of strategic idea to solve social problems by emphasizing aspects of innovation, creativity, producing something new at the same time by creating social values (Wuryandari, Parashakti, & Lubis, 2020).

### **SWOT Analysis**

SWOT analysis is a strategic planning and strategic management tool for the organization (GÜREL & TAT, 2017). It can be used effectively to build organizational and competitive strategies. SWOT analysis describes a framework for identifying and analyzing internal and external factors that affect the feasibility of a project, product, location, or individual entity (Namugenyi, Nimmagadda, & Reiners, 2019). The following steps are used to systematically conduct a SWOT analysis in various industry contexts:

1. Choose a goal from the SWOT analysis.
2. Examine the business, industry, and market situation.
3. Identify and list business strengths.
4. Categorize and list business and/or industry weaknesses.
5. Classify and list potential opportunities in various business and industry perspectives.
6. Organize and list potential business threats representing various industries.
7. Prioritize the SWOT elements and analyze them.
8. Build and improve strategies to address SWOT issues and challenges in a variety of industry contexts.

The following is the definition of each factor in the SWOT analysis:

1. Strengths: are the advantages possessed by the company, such as resources, skills, or the company's relative advantages.
2. Weaknesses: are limitations or deficiencies that affect the performance of a company.
3. Opportunities: are favorable situations in a company environment.
4. Threats: are situations that harm the company. Usually, the threat comes from external companies (competitors).

The purpose of the SWOT analysis is to produce alternative strategies that are more functional so that these strategies will be easier to implement in each strategic business unit (Wardoyo, 2011). SWOT analysis has benefits for companies, including the following:

1. It can be used to determine the company's position in the market competition with other similar companies.
2. It can function as a benchmark for decision-making to achieve a company's goals.

3. It can function as an effort to evaluate existing strategies so that the company's strategy can always innovate and adapt to changing business conditions.

Furthermore, according to Fahmi (2014), in order to analyze more deeply about SWOT, it is necessary to look at external and internal factors as an important part of the SWOT analysis, namely:

1. External Factors: These external factors affect the formation of opportunities and threats (O and T), where these factors are related to conditions that occur outside the company that affects the company's decision-making.
2. Internal factors: This factor will affect the formation of strengths and weaknesses (S and W), where this factor concerns the conditions that occur within the company, where this also affects the company's decision-making.

The SWOT matrix can describe how the opportunities and threats from the company's external environment are anticipated with its strengths and weaknesses, and the SWOT matrix will make it easier to formulate various strategies (Fahmi, 2014). Hence, from the SWOT matrix, four alternative groups of strategies will be obtained, which are called SO strategies, ST strategies, WO strategies, and WT strategies (Elyarni, 2016).

1. SO Strategy: This strategy is based on the company's mindset, namely by utilizing all strengths to seize and to take advantage of opportunities as much as possible.
2. ST Strategy: This is a strategy in using the company's internal strengths to overcome threats.
3. WO Strategy: This strategy is implemented based on the utilization of existing opportunities by minimizing existing weaknesses.
4. WT Strategy: This strategy is based on activities that are being defensive, trying to minimize existing weaknesses, and avoiding threats.

IFAS EFAS	STRENGTHS (S) STRENGTH FACTORS	WEAKNESSES (W) WEAKNESS FACTORS
OPPORTUNITIES (O)	STRATEGY (SO)	STRATEGY (WO)
OPPORTUNITY FACTORS	Create strategies that use strengths to take advantage of the opportunities.	Create strategies that minimize weaknesses to take advantage of the opportunities
THREATS (T)	STRATEGY (ST)	STRATEGY (WT)
THREAT FACTORS	Create strategies that use strength to overcome threats	create strategies that minimize weaknesses and avoid threats

Figure 1. Matriks SWOT

Source: Six Management Analysis Book

### Business Model Canvas

A business model is a business model that describes the rationale for how organizations create, deliver and capture company value (Osterwalder & Pigneur, 2010). A business model is a simplification of a real system that is used to explain performance and competitive advantage (Zott, R, & L, 2011). or to rethink and redesign organizational strategies to take advantage of innovations and other opportunities (Massa, C, & A, 2017). A business model is 'the definition that firms use to determine appropriate inputs,

resource flows, and value decisions and their role in an ecosystem, whether it is natural, social or economic (Upward & P, 2016).

The Business Model Canvas was developed by Alexander Osterwalder (2004) in his doctoral dissertation on business model innovation (Sparviero, 2019). The Business Model Canvas tries to explain a simple framework to present the important elements contained in a business model in a simple and easy way to understand. The business model consists of 9 elements referred to as nine building blocks which include customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure.

According to Osterwalder & Pigneur (2010), Business Model Canvas is a business model that describes the rationale for how organizations create, deliver and capture value. Osterwalder & Pigneur (2010) also explained that the business model canvas could be used as a common language that can be manipulated to create new alternative strategies through nine building blocks covering four main areas of a business that are:

1. Customer Segmentation is the Building Customer Segment Block that describes a different group of people or organizations that the company wants to reach or serve.
2. Value Propositions are Building Prepositions Value Blocks that describe the mix of products and services that create value for a specific Customer Segment.
3. Channels are Building Channels Blocks that describe how a company communicates with its Customer Segments and reaches out to them to deliver a Proposition Value.
4. Customer Relationships are the Building Customer Relationship Blocks describing the different types of relationships a company builds with specific Customer Segments.
5. Revenue Streams are Building Flows Revenue Blocks describing the cash that the company generates from each Customer Segment (costs must reduce revenue to generate revenue).
6. Key Resources are the Building Key Resources Blocks that describe the most important assets required for a business model to work.
7. Key Activities are the Building Key Activities Blocks that describe the most important things that a company must do for its business model to work.
8. Key Partnerships are the Building Key Partnerships Blocks that describe the network of suppliers and partners that make the business model work.
9. Cost Structure is the Cost Structure that describes all the costs incurred to operate the business model.

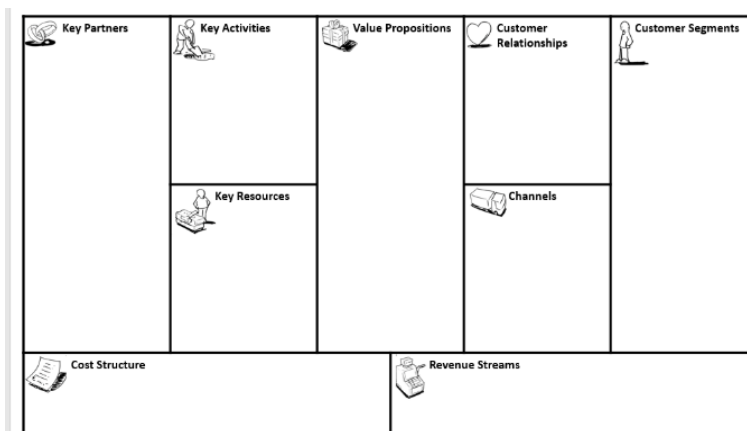


Figure 2. Business Model Canvas

## **RESEARCH METHOD**

The research method used in this study is a qualitative method. Qualitative research methodology is a research method that aims to understand a phenomenon by prioritizing a deep communication interaction process between researchers and the phenomenon under study (Sugiyono, 2013). This study uses a descriptive qualitative research type so that this research is able to provide a detailed description and analysis of the nine elements of the Business Model Canvas on the Sociopreneurship of Straw Mushroom Cultivation at the Islamic Boarding School Daarul Qur'an Wal-Irsyad Wonosari.

Qualitative research is carried out through a phenomenological method approach by examining various observed factors related to the object under study. Through a phenomenological approach, researchers try to understand the meaning of a phenomenon that occurs through the interaction of the parties involved in the object being studied, where they have different understandings or subjective interpretations of existing phenomena. The data needed for this research were obtained from 2 sources, namely:

1. Primary data is data obtained directly from research subjects. In this case, researchers elicit the data and information directly by using interviews.
2. Secondary data is data or information obtained indirectly, such as collected from documents.

The validation of the qualitative data obtained by the researcher was carried out using the triangulation technique. In essence, this technique is a multi-method approach used by researchers when collecting and analyzing data. The underlying idea is that the phenomenon under study can be well understood. Capturing phenomena from different perspectives allows researchers to obtain a reliable level of accuracy. Therefore, triangulation is an effort to check the accuracy of the data obtained by researchers from various different perspectives. Data collection techniques were carried out using survey and interview techniques for the same data source.

## **FINDINGS AND DISCUSSION**

### **A Business Model for Cultivating Paddy Straw Mushrooms with a Business Model Canvas for Sociopreneurship Approach**

Based on the results of the interviews with the managers of the paddy straw mushroom cultivation business at Daarul Qur'an Wal Irsyad Islamic Boarding School, the researchers obtained information that is reduced based on the research priorities determined by the researchers. Thus, it generates a Business Model Canvas for mushroom cultivation, as shown in the figure below.

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<p><b>Key Partners 8</b></p> <ul style="list-style-type: none"> <li>NU Organization</li> <li>CV Volva Indonesia</li> <li>Mushroom Agent</li> <li>Traditional Market Seller</li> <li>DQ Islamic Boarding School's <i>koperasi</i></li> </ul>	<p><b>Key Activities 7</b></p> <ul style="list-style-type: none"> <li>Making mushroom's <i>kumbung</i></li> <li>Doing pasteurization</li> <li>Producing</li> <li>Caring,</li> <li>Harvesting, and</li> <li>Misting</li> </ul> <p><b>Key Resources 6</b></p> <ul style="list-style-type: none"> <li>Compost or planting media,</li> <li>Mushroom seeds,</li> <li>Production facilities, and</li> <li>Human resources</li> </ul>	<p><b>Value Propositions 2</b></p> <ul style="list-style-type: none"> <li>Organic paddy straw mushroom (no pesticides)</li> <li>A high protein content</li> <li>Short cultivation process</li> <li>Experienced human resource</li> <li>Zero waste</li> </ul>	<p><b>Customers relationship 4</b></p> <ul style="list-style-type: none"> <li>Regular recitations</li> <li>Friendly service</li> <li>Maintain the quality of paddy straw mushrooms</li> <li>Social media</li> </ul> <p><b>Channels 3</b></p> <ul style="list-style-type: none"> <li>Agent, Traditional market, Supermarket, DQ's <i>koperasi</i></li> <li>Students, Alumni, and Students' guardian network</li> <li>Social media</li> </ul>	<p><b>Customer Segments 1</b></p> <ul style="list-style-type: none"> <li>Live in Yogyakarta and surrounding areas</li> <li>Aged 17 years and over</li> <li>Have middle and upper economic backgrounds</li> <li>Have adequate educational backgrounds</li> <li>Have healthy lifestyles,</li> <li>Tend to like non-pesticide vegetables</li> </ul>
<p><b>Cost Structure 9</b></p> <ul style="list-style-type: none"> <li>Making <i>kumbung</i>,</li> <li>Installing pasteurization equipment and electricity,</li> <li>Preparing land for cultivation,</li> <li>Electric sprayers,</li> <li>Working capital, and</li> <li>Business assistance</li> </ul>		<p><b>Revenue streams 5</b></p> <ul style="list-style-type: none"> <li>Sale of fresh paddy straw mushrooms</li> <li>Sales of compost fertilizer</li> <li>Sales of derivative products, and</li> <li>Training services for mushroom cultivation.</li> </ul>		

Figure 3. Business Model Canvas on Paddy Straw Mushroom Cultivation

Referring to Figure 3, for each element of the Business Model Canvas, it can be explained as follow:

*Customer Segments*

The cultivation of paddy straw mushrooms at the Darul Qur'an Islamic Boarding School has a market segmentation that lives in Yogyakarta and surrounding areas (e.g., Gunung Kidul Regency, Klaten, Sleman, Yogyakarta City). The consumers are male and female, aged 17 years and over, and have middle and upper economic backgrounds. Consumers also have adequate educational backgrounds, have healthy lifestyles, and tend to like non-pesticide vegetables.

*Value Propositions*

A business needs a value proposition because it is a combination of benefits provided to its customers. This mushroom cultivation has a value proposition of organic paddy straw mushroom or does not contain pesticides because, in the production process, it does not use pesticides. Paddy straw mushroom has a high protein content, so it is very suitable for consumption. In addition, this mushroom cultivation process is very short in duration, and the production costs are not high. It is also not producing waste (Zero waste) because the waste can be used as compost for agriculture or ornamental plant media. Paddy straw mushroom cultivation at Darul Qur'an Islamic Boarding School is accompanied by experts who have been experienced in their fields for a long time so that the production can be optimal and producing high-quality mushrooms.

*Channels*

The media used by Darul Qur'an Islamic Boarding School to reach its consumers is through the alumni network of students and the guardians of students through social media owned by the Islamic Boarding School and its managers. In addition, the media used are Ponpes cooperatives, agents, and

traders in traditional markets. The supermarket will be used after the quantity of paddy straw mushroom production stabilizes.

#### *Customers relationship*

Darul Qur'an Islamic Boarding School, which produces paddy straw mushrooms, maintains a relationship with mushroom customers through regular recitations by Islamic Boarding school's superintendents. Business managers also strive to provide good or friendly service to each customer and maintain the quality of paddy straw mushrooms. In addition, the manager intensely greets mushroom customers through social media such as Facebook and WhatsApp to maintain relationships with customers.

#### *Revenue streams*

The income stream earned by Ponpes Darul Qur'an comes from the sale of fresh paddy straw mushrooms to consumers, either final consumers or agents. Future income streams can also be earned from sales of compost fertilizer, sales of derivative products, and training services for mushroom cultivation.

#### *Key resources*

Key resources are used by Ponpes Darul Qur'an in order to realize the value proposition that will be given to consumers. Key resources in the production of paddy straw mushrooms are compost or planting media, mushroom seeds, production facilities, and human resources. The planting media used must meet predetermined standards, the seeds used must be of good quality because this is an important point in cultivation. Production facilities must be adequate because paddy straw mushrooms grow in hot temperatures ranging from 30-35 degrees so that paddy straw mushrooms are not contaminated with wild mushrooms or pests. The production site must be closed. HR has an important role in paddy straw mushroom production because paddy straw mushrooms require special care such as monitoring room temperature, opening, and closing vents, turning on blowers, misting, and keeping room temperature in accordance with the paddy straw mushroom habitat.

#### *Key activities*

Key activities are used to describe the important things that have been done in the production of paddy straw mushrooms at Darul Qur'an Islamic Boarding School. The main activities are intended to create value, achieve targets, maintain relationships with customers, and earn revenue. The main activities in the production of straw mushrooms include the manufacture of mushroom kumbung, pasteurization (insert hot steam into the mushroom kumbung with a maximum temperature of 60 degrees for 8 hours). Production in the mushroom production process must be ensured according to the specified standards, starting from planting seeds, caring, misting, and harvesting so that the results can be optimal and have good quality. Paddy straw mushroom packaging must be considered since fresh mushrooms are susceptible to rot and can't last long, so they need the right technique so that the quality of the mushrooms is maintained. Compost making, as the utilization of mushroom waste, is an attempt so that it has more value and does not become waste.

#### *Key partnership*

Business partners are important for Darul Qur'an Islamic Boarding School to achieve the goals of the paddy straw mushroom cultivation business and for the smooth operation of the mushroom



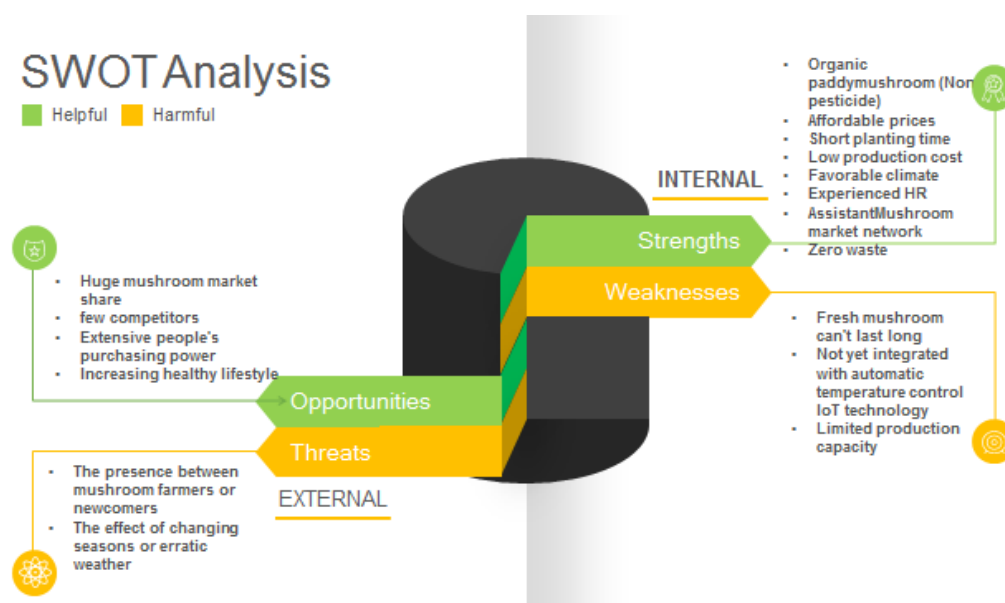
cultivation business model. Darul Qur'an Islamic Boarding School must partner with NU organizations and UNU Yogyakarta in order to realize business goals, especially those related to target markets, sales, and business assistance. Darul Qur'an Islamic Boarding School partners with CV Volva Indonesia in terms of procurement of planting media and mushroom seeds. Darul Qur'an Islamic Boarding School also partners with Islamic boarding school cooperatives, mushroom agents, and traditional market traders in terms of marketing paddy straw mushrooms so that sales targets can be achieved.

#### *Cost Structure*

All costs incurred to operate the mushroom cultivation business model, which consists of the cost of making kumbung, installing pasteurization equipment and electricity, preparing land for cultivation, procurement costs for electric sprayers, working capital, and business assistance.

#### **SWOT Analysis of Paddy Straw Mushroom Cultivation at Darul Qur'an Islamic Boarding School**

Based on the results of interviews with the management of the paddy straw mushroom cultivation business at Darul Qur'an Islamic Boarding School about the strengths of SWOT (strengths, weaknesses, opportunities, and threats). The results of the SWOT analysis produce alternative strategies that are more



functional so that these strategies can be more easily applied to the mushroom cultivation business at Darul Qur'an Islamic Boarding School. The results of the SWOT analysis are presented in the figure below.

Figure 4. SWOT Analysis

#### *The strengths of the Paddy Straw Mushroom Cultivation*

The paddy straw mushroom cultivation business at Darul Qur'an Islamic Boarding School has several strengths, which are:

1. Non-pesticide paddy straw mushroom
2. The price of paddy straw mushroom is affordable
3. Short planting time
4. Low production cost
5. Favorable climate

6. Experienced companion experts
7. HR
8. Mushroom network market
9. Zero waste

#### *Weaknesses*

1. The weaknesses of the mushroom cultivation business at Daarul Qur'an Islamic Boarding School are:
2. Fresh paddy straw mushrooms can't be stored for too long
3. It is not yet integrated with computer technology
4. It has a limited production capacity
5. It is unable to compost or planting media single-handedly
6. It is unable to make mushroom seeds single-handedly

#### *Opportunities*

The mushroom cultivation business at Daarul Qur'an Islamic Boarding School has the following opportunities:

1. The edible mushroom market is still open
2. Few competitors
3. People's purchasing power is high
4. Jogja organic market community
5. Vegan community

#### *Threats*

Threats for mushroom cultivation at Daarul Qur'an Islamic Boarding School are as follows:

1. There are newcomers to mushroom farmers
2. Changing seasons or erratic weather are affecting paddy straw mushroom
3. There is a Corona pandemic

#### **Strategies on developing paddy straw mushroom business model strategy**

Based on the results of the SWOT analysis above, the strength and opportunity factors can be used as a strategy for developing the mushroom business. The strength-opportunity strategy or S-O (Strength – Opportunity) is a strategy that is used to develop a business model by maximizing the strengths and opportunities of the mushroom cultivation business at Daarul Qur'an Islamic Boarding School. This strategy uses the internal strengths of Islamic boarding schools to take advantage of existing opportunities by:

1. Adding non-pesticide paddy straw mushroom production facilities which still have market opportunities. A supportive production location, a climate that supports the growth of edible mushroom habitat, and experienced human resources can be elements and basic capitals in the development of a mushroom cultivation business.
2. Joining the organic market communities and vegan lovers in DI Yogyakarta as a stimulation to add production facilities
3. Optimizing the Alumni network, Wali santri, Kyai network, Ponpes network, and NU network in order to develop the paddy straw mushroom market.

4. Utilizing sufficient santri resources optimally by training and involving them in the paddy straw mushroom production process at Daarul Qur'an Islamic Boarding School. This can also be a value in the process of learning life skills at Islamic boarding schools.
5. Developing paddy straw mushroom cultivation business model

**The prospect of developing the paddy straw mushroom business in an effort to increase the economic independence of Islamic boarding schools.**

Based on the results of the SWOT analysis, it can be seen that the cultivation of paddy straw mushrooms at the Daarul Qur'an Islamic Boarding School has the prospect to be developed as an effort for the economic independence of the Islamic Boarding School. Currently, Daarul Qur'an Islamic Boarding School has two kumpang paddy straw mushrooms with optimal results, exceeding the production target. Based on information obtained during interviews with managers, in the period from February to March 2021, the total harvested amount was 412.61 kg with a planting area of 80 meters. These results can also be used as the basis that the cultivation of paddy straw mushrooms at the Daarul Qur'an Islamic Boarding School has the potential to be developed.

**CONCLUSION**

The business model canvas can help to understand deeply, explain, and to predict which activities should be carried out to benefit the organization. BMC is also a brief description of how business activities can generate profits. The mushroom customer segments are precise and clear so that the mushroom marketing process becomes easier and on target. The mushroom value propositions are correct, the value is very feasible to be given to customers, and these value propositions can be a strong reason why customers consume the mushroom. Channels, Ponpes Daarul Qur'an, has the strong social capital, namely a network of students, alumni of students, and guardians of students that can be used optimally as a distribution channel for edible mushrooms to customers and supported by strong social media that makes it easy for mushroom customers to reach. Customer relationships are considered to have high opportunities, so Daarul Quran Islamic Boarding School needs to strengthen personal relationships and communication with customers and partners. Revenue streams currently only rely on the sale of fresh edible mushrooms, but in the future, this revenue stream can be developed again by selling paddy straw mushroom's derivative products. Key resources in mushroom cultivation are planting media, seeds, production facilities, and human resources. Daarul Qur'an Islamic boarding school can increase its production by adding production facilities and providing training to human resources on how to make their own planting media. Key activities are the production of paddy straw mushrooms, starting from preparing compost or planting media, doing pasteurization, planting seeds, caring, harvesting, and packaging of fresh straw mushrooms, as well as distributing. The key partnership owned by Ponpes Daarul Qur'an needs to be maintained. It is recommended to further strengthen relations with partners because this greatly supports the success of the mushroom cultivation business. The cost structure of mushroom cultivation is divided into two parts, which are investment costs and working capital.

Based on the discussion and conclusions above, the researchers suggest that the management of paddy straw mushroom cultivation businesses to optimize their strengths and opportunities. Optimization can be done by increasing production capacity so that the customer segments can meet their demands. The paddy straw mushroom cultivation management can optimize their human resources to support the productivity of mushroom cultivation. The ability in mushroom production needs to be improved to maintain business sustainability. Business managers or human resources involved need to

conduct training to make their own planting media or compost, so they don't always depend on partners. In future research, researchers can measure the social and economic impacts of these business activities. Thus, the main interests of the beneficiaries can be found.

#### **ACKNOWLEDGMENT**

The authors would like to thank the financial support from the Institution of Research and Community Services (Lembaga Penelitian dan Pengabdian Masyarakat), Universitas Pembangunan Nasional "Veteran" Yogyakarta, Indonesia, for this research.

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