

Social Entrepreneurship: “From the Sky to the Earth” – Malaysia’s Experience

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Abstract

Social Entrepreneurship (SE) is a program that integrates theory with its application in society. In practice, the SE program aims to teach about the culture of a society in a country. It also gives an understanding to participants about the business carried out by the community. Besides that, the program also allows participants to explore new business opportunities or improve existing business by creating business network between them, both at national and international levels. As mentioned earlier, the SE program essentially is a program that aims to realize the knowledge and theory (“from sky”) into real life (“to earth”). This is not something which is easy to implement. There are various challenges and obstacles in this field. This paper describes the experience gained from social entrepreneurship program in Malaysia which was conducted by Universiti Malaysia Kelantan (UMK). This program is called Social Entrepreneurship of Economy Development (SEED). This program is a voluntary programme which supports the fifth thrust of UMK’s Strategic area, and Kelantan is a land that has a unique culture and way of life in comparison to other regions in Malaysia. The uniqueness of this program is it differs from similar programs held in other countries such as Indonesia and Vietnam. In this course, students will be given the chance to apply what they have learned in their respective courses into the real world. SEED had been implemented in seven villages in the district of Tumpat. These villages are Tujuh (product: free range Chicken), Tujuh Masjid (product: cattle and goat), Belukar Neting (product: noni Juice), Pak Kerau Hilir (product: catfish), Pak Kerau Hulu (product: Akok and Batek), Sungai Tapang (product: Mushroom), and Tujuh Tengah/ Pos Banjar (product: chillies). In this programme, 18 international participants from Switzerland, Singapore, Brunei, Thailand, Vietnam, and 49 UMK students had diligently taken part in developing the business plan for various projects. There were seven projects altogether and after the program started, follow-up supervision was conducted to determine the level of development of the business plan drawn up during the SE program. From the seven programmes, four programmes failed, two programmes were stable, and one programme was successful. Through this paper, we would like to share experiences on social entrepreneurship in Malaysia, especially in Kelantan.

There have been many challenges faced by this program. Some of these challenges are the absence of follow-up activities for the program, the difficulty in upholding students' motivation, students' lack of knowledge and skills, minimum involvement of experts in this program, cultural differences between participants, villagers’ motivation, and problems with the program facilitators.

Keyword: Social entrepreneurship, bridge the gap between knowledge and reality, Social entrepreneurship challenges

1. Introduction

The terms *social entrepreneur* and *social entrepreneurship* were first used in the literature on social change in the 1960s and 1970s. The terms came into widespread use in the 1980s and 1990s, promoted by Bill Drayton the founder of Ashoka: Innovators for the Public, and others such as Charles Leadbeater. From the 1950s to the 1990s Michael Young was a leading promoter of social enterprise and in the 1980s was described by Professor Daniel Bell at Harvard as 'the world's most successful entrepreneur of social enterprises' because of his role in creating more than sixty new organizations worldwide, including a series of Schools for Social Entrepreneurs in the UK. Another British social entrepreneur is Lord Mawson OBE. Andrew Mawson was given a peerage in 2007 because of his pioneering regeneration work. This includes the creation of the renowned Bromley by Bow Centre in East London. He has recorded these experiences in his book "The Social Entrepreneur: Making Communities Work" and currently runs Andrew Mawson Partnerships to help promote his regeneration work. The National Center for Social Entrepreneurs was founded in 1985 by Judson Bemis and Robert M. Price, and Jerr Boschee served as its president and CEO from 1991 to 1999 (wikipedia, 2011).

The concept of Social Entrepreneurship is in practice, recognized as encompassing a wide range of activities: enterprising individuals devoted to making a difference. Social purpose business venture dedicated to adding for-profit motivations to the nonprofit sector. Social Entrepreneurship as a field of research on the other hand is a relatively recent phenomenon (Mair, Robinson & Hockerts, 2006).

At the most basic level, Social Entrepreneurs want to fix problems. What kinds of problems? Some problems are nuisances or pet peeves, like overcrowded roads, outrageous dress, rude drivers, barking dogs, and telephone solicitors. Other problems threaten or degrade our way of life: environmental pollution, crime, corruption in business and government, economic crises, and so on. And then there are the problems that threaten life itself: climate change, war, famine, genocide, disease, and natural disasters (Durieux & Stebbins, 2010).

Social Entrepreneurship is the work of social entrepreneurs. A social entrepreneur recognizes a social problem and uses entrepreneurial principles to organize, create and manage a venture to achieve social change (a social venture). While a business entrepreneur typically measures performance in profit and return, a social entrepreneur focuses on creating social capital. Thus, the main aim of social entrepreneurship is to further social and environmental goals. Social entrepreneurs are most commonly associated with the voluntary and not-for-profit sectors ^[1], but this need not preclude making a profit. Social entrepreneurship practised with a

world view or international context is called international social entrepreneurship (wikipedia, 2011).

In *Social Entrepreneurship: The Case for Definition*, Sally Osberg and Roger Martin (Osberg & Martin, 2007) write: "Our view is that a clearer definition of social entrepreneurship will aid the development of the field. The social entrepreneur should be understood as someone who targets an unfortunate but stable equilibrium that causes the neglect, marginalization, or suffering of a segment of humanity; who brings to bear on this situation his or her inspiration, direct action, creativity, courage, and fortitude; and who aims for and ultimately affects the establishment of a new stable equilibrium that secures permanent benefit for the targeted group and society at large".

Social Entrepreneurship (SE) and its methods, borrowed from the world of business, are becoming more and more popular among morally conscious people itching to solve a particular social problem and possibly make money in the process. Social entrepreneurs execute innovative solutions to what they define as social problems (local, regional, national, or international) (Durieux & Stebbins, 2010). There are three essential elements of SE: motivation, organization, and society.

SE is motivation; it refers to question like "why do people get involved in it in the first place?" Sure, they're trying to solve a pressing problem, one that bothers them and probably other people. Some entrepreneurs hope to develop a for-profit social enterprise, and for other entrepreneurs, eventually becoming a for-profit social enterprise may be a side effect, even an unexpected one, of their first efforts. And some are only interested in working toward building a successful nonprofit enterprise (Durieux & Stebbins, 2010).

SE is motivation; it considers the feelings or urgency and compassion that inspire social entrepreneurs. It comes up when we explain SE as either a special form of leisure (the nonprofit form) or a special form of work (the for-profit form), and also it comes up when we look at commitment and obligation (Durieux & Stebbins, 2010).

SE is organization; it refers to legally incorporated. The organization needs a mission statement, which set out its vision, and a clear set of goals toward which to work. The nature of organization requires that there be leaders and followers. The principles of good leadership apply as much to social enterprises as to any other kind of organization. The same word may be said for managing the people who participate in them. In for-profits, these people, or staff, are paid; whereas in nonprofits, they're either paid or serve as volunteers. Some non-profits rely on both paid staff and volunteers (Durieux & Stebbins, 2010).

SE is society; it refers to work with others and not just internally within the organization itself. As with other organizations, social-enterprise leaders must adapt to and take advantage of the organization's external environment (Durieux & Stebbins, 2010).

While conceptions and definitions of community and economic development vary, in practice they are inextricably linked on many levels and are highly synergistic (Philips & Pittman, 2009). The purpose of community development is to produce assets that may be used to improve the community, and the purpose of economic development is to mobilize these assets to benefit the community (Philips & Pittman, 2009). The process of community development also contributes to the success in economic development. The process of community development leads to the outcome of community development and a development-ready community. Some of the intangible but important location factors may influence through the process of community development. Companies do not like to be located in divided communities where factions are openly fighting with one another, city councils are ineffective, and citizens disagree on the types of businesses the companies want to attract. As a company grows, it will need the support of the community for infrastructure improvements, good public education, labor training, and may other factors. Communities that are not adaptable to the process of community development are less likely to win the location competition (Philips & Pittman, 2009).

The economic development, like community development, is also a process. Establishing and maintaining a good economic development program is not easy. Significant resources must be devoted to hiring staff, providing suitable office facilities, and marketing the community. Most communities that are successful in economic development have strong support (financial and otherwise) from both the public and private sectors (Philips & Pittman, 2009).

Communities that are successful in economic development devote the appropriate resources to the effort, design good programs, and stay with them for the long-haul.

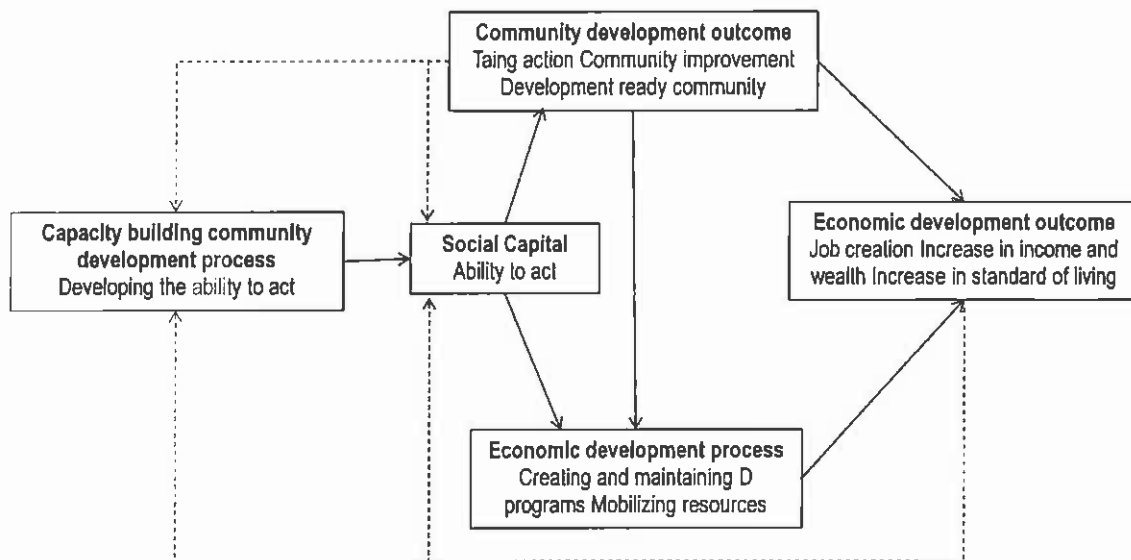


Figure 1. Community and Economic Development Chain (Philips & Pittman, 2009)

The Figure 1 shows the holistic relationship between the process and outcome of community development and economic development. The community development chain as depicted in Figure 1 leads to social capital which in turn leads to the outcome community development.

The community with social capacity is inherently more capable of creating good economic development program should they choose to do so. When these communities take action (community development outcome), they create and maintain effective economic development programs that mobilize the community's resources. They also improve their physical and social nature and become more development ready, which leads to success in business attraction, retention and expansion, and start-up. We should understand the community and economic development chain in order to move their communities forward efficiently and effectively. While community developers might not believe they are practising economic development and vice versa, in reality, they are all practising community economic development (Philips & Pittman, 2009).

1b. Entrepreneurial Characteristics

The entrepreneur is attracted to this suboptimal equilibrium, seeing embedded in it an opportunity to provide a new solution, product, service, or process. The reason that the entrepreneur sees this condition as an opportunity to create something new, while so many others see it as an inconvenience to be tolerated, stems from the unique set of personal characteristics he or she brings to the situation. These characteristics are fundamental to the process of innovation (Martin & Osberg, 2007).

The entrepreneur is inspired to alter the unpleasant equilibrium. Entrepreneurs might be motivated to do this because they are frustrated users or because they empathize with frustrated users. Sometimes entrepreneurs are so gripped by the opportunity to change things that they possess a burning desire to demolish the status quo.

The entrepreneur thinks creatively and develops a new solution that dramatically breaks the existing one. The entrepreneur does not try to optimize the current system with minor adjustments, but instead finds a wholly new way of approaching the problem.

The third characteristic is the entrepreneur takes direct action. Rather than waiting for someone else to intervene or trying to convince somebody else to solve the problem, the entrepreneur takes direct action by creating a new product or service and proceeds to advance it.

Entrepreneurs demonstrate courage throughout the process of innovation, bearing the burden of risk and staring failure squarely if not repeatedly in the face. This often requires entrepreneurs to take big risks and do things that others think are unwise, or even undoable.

Finally, entrepreneurs possess the fortitude to drive their creative solutions through to fruition and market adoption. No entrepreneurial venture proceeds without setbacks or unexpected turns, and the entrepreneur needs to be able to find creative ways around the barriers and challenges that arise.

1c. How is SE programme started?

According to Durieux & Stebbins, there are basically three-phase processes in starting SE programme. These processes are:

Recognizing and stating objections to the problem

This step refers to how we should clearly see the problem in order to determine what action is to be taken. Why is this first step important? The reason is because we could not effectively fight against something until we have a decent idea of what we are fighting against.

a) Taking action to try to solve the problem

After our objection is clarified and galvanized by urgency and compassion, we make some initial attempts to solve the problem. In practice, we first try to solve the problem through existing arrangements.

Trying to solve the problem by taking action through ordinary, existing channels is an important step. One reason for doing little other than objecting to the problem is that, the objector is unable to answer the questions about what should and can be done about it.

b) Starting a social enterprise.

According to Muhammad Yunus, the winner of the Nobel Peace Prize and pioneer of the idea of microcredit, social entrepreneurship is any innovative initiative to help people. In order to start this, a concept is needed and we offer the concept of enterprise like this one below.

2. Kelantan District

Kelantan is a state in Malaysia. The capital and royal seat is Kota Bharu. The Arabic honorific of the state is *Darul Naim*, ("The Blissful Abode"). Kelantan is positioned in the north-east of Peninsular Malaysia. It is bordered by Narathiwat Province of Thailand to the north, Terengganu to the south-east, Perak to the west, and Pahang to the south. To the north-east of Kelantan is the South China Sea. Kelantan is located in the north-eastern corner of the peninsula. Kelantan, which is said to translate as the "Land of Lightning" (see alternate theories below), is an agrarian state with lush paddy fields, rustic fishing villages and casuarina-lined beaches. Kelantan is home to some of the most ancient archaeological discoveries in Malaysia, including several prehistoric aboriginal settlements.



Royal capital	Kota Bharu
State King	Sultan Sultan Muhammad V -
State minister	Nik Abdul Aziz Nik Mat (PR)
Area Total	15,099 km ² (5,829.8 sq mi)
Population (2010) Total	1,459,994
Density	96.7/km ² (250.4/sq mi)
Pattani control	1603
Siamese control	1842

Japanese occupation	1942-1945
Accession into Federation of Malaya	1948

Kelantan has a tropical climate, with temperatures ranging from 21 to 32 °C and intermittent rain throughout the year. The wet season is the east-coast monsoon season from November till January. Kelantan has a chiefly agrarian economy dominated by rice, rubber and tobacco. Fishing along its 96-kilometre coastline is also an important economic activity. Cottage industries which employ traditional skills in handicraft production such as batik, woodcarving and songket weaving are also evident. Logging activities are active given the vast remaining area of forest. In recent years, tourism, especially to offshore islands, has increased in importance. A few reputable hotels have been established and more modern shopping malls have been opened to cater for urban folks.

Kota Bharu, the capital, is the major urban centre, and there are also plans to open up the southern portion of the state under an ambitious multi-million-dollar development project. The main market at the city centre is a top attraction. Kelantan has a GDP per capita in 2006 at RM7,985, which is about a fraction that of other richer states like Selangor and Penang. Kelantan has become the first state to introduce the gold dinar and silver dirham as official currency.

The largely rural state preserves rich Malay traditions such as kite-flying contests, top-spinning contests, and bird singing competitions, and traditional handicrafts such as batik, songket, and silver crafts. As a border state and former vassal state of Thailand, Kelantan has absorbed influences from Thai customs and traditions that help to make the state's culture distinct from those of other states of Malaysia. The Kelantanese people, regardless of ethnic origin, are proud of their state and its unique local culture and dialect.

All the ethnicities generally live together harmoniously in Kelantan. For example, members of the Thai community received a permit to build a very large statue of the Buddha without any objection from the Malay community or the PAS government that granted the permit.

The Kelantanese cuisine, heavily influenced by Thai cuisine, is quite popular among Malaysians. In fact, many visitors come to Kelantan just to taste the special delicacies that cannot be found elsewhere. The use of sugar is a must in every Kelantanese kitchen, and thus most Kelantanese dishes are sweet. Kelantanese food makes more use of coconut milk than anywhere else in the country. Curries are richer, creamier, and more influenced by the tastes of nearby Thailand.

Kelantan is known as the cradle of Malay culture based on the diverse cultural activities practised by Kelantanese.^[5] Among the popular cultural practices are Dikir Barat, Wayang Kulit Kelantan, Wayang Kulit Melayu, Mak Yong, Menora, Main Puteri, Wau Bulan (kite-flying), Gasing (top-spinning), Silat, bird-singing competition and handicrafts. Among the handicraft products that are songket, batik, silverware and mengkuang. The Kandis Recourse Centre provides information on the Kelantanese wood carving.

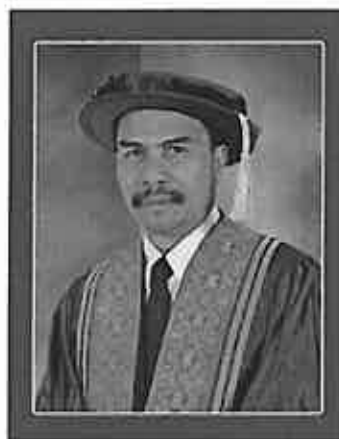
3. Universiti Malaysia Kelantan

Universiti Malaysia Kelantan (UMK) is the 19th public university in Malaysia. The formation of the university was mooted during the tabling of the Ninth Malaysia Plan and subsequently approved by the cabinet of Malaysia on June 14, 2006. The inception of UMK was officially announced by the prime minister of Malaysia on 1st September 2007 under the 415 Public University Act. The University is located in the east coast of Malaysia that is Kelantan. It is about 400 kilometers from the capital city of Malaysia, Kuala Lumpur. Currently UMK operates from their temporary campus in Pengkalan Chepa, Kota Bharu Kelantan. The permanent campuses in Bachok and Jeli are still under construction and slated to be partially completed in the year 2011. As of July 2010, UMK offers 18 academic programmes from 4 main faculties namely Faculty of Agro-Industry and Natural Resources, Faculty of Creative Technology and Heritage, Faculty of Entrepreneurships and Business and Faculty of Veterinary Medicines with 2,100 students (Inclusive of Postgraduates).

Since UMK is holding on to the motto of “Entrepreneurship is Our Thrust” and “The Entrepreneurial University”, therefore it is inevitable that Entrepreneurship is inculcated implicitly throughout all the courses offered in UMK. Those related with the vision of UMK is “Championing Human Capital Development with Entrepreneurial Characteristics for Global Prosperity”



Picture 1. Logo and Building of Universiti Malaysia Kelantan



Picture 2. Prof. Emeritus Dato' Ir. Dr. Zainai bin Mohamed, Vice Chancellor

Exploiting on the fact that Kelantan is naturally endowed with human capital that is more inclined towards entrepreneurship, a university like UMK is in the right path to its future. UMK as a new university is always thinking of embarking on something unique and boutique of nature whereby it should be more than just mere entrepreneurship.

Standing proud with its tagline of “Entrepreneurship is Our Thrust,” UMK dares to enter into a new entourage that is marrying up science and arts with entrepreneurship, without forgetting the importance of sustaining society as the ever valuable gem of heritage. It is indeed a challenge to have the conflicting and inflicting issues all in one bucket. Making the different forces of gain and welfare to work hand in hand is a difficult task for UMK. Some activists condemn the effort of entrepreneurship by noting that not all in this universe is for commercial purpose. However, some argue that entrepreneurship is not all about business but above all is making a different in one’s life and innovation is a new approach that UMK is firmly embracing.

4. Social Enterprise: Studying Culture, Entrepreneurship, and Establishing Networking

The participants for SEED programme from Universiti Malaysia Kelantan gained many benefits from this programme. The benefits were:

4.1 Culture Study

Social Enterprise gave wide opportunity for university students to learn the culture of the people in this state. Through this programme, they could enrich their knowledge about the way of life of the society in greater depth. Besides that, they also had the opportunity to establish relationships and explore a wide range of cultures and background of students from other countries who were involved in this programme.

4.2 Entrepreneurship Study

Through its social enterprise (SE), the students were also given the opportunity to learn, recognize and see the business opportunities of a society, and eventually they were given the opportunity to produce ideas in the form of business plans to help improve the business and welfare of the community.

4.3 Networking Study

The programme also provided opportunities for university students to create business networks among themselves. They could establish networks not only with local universities but also with universities abroad.

5. SEED Programme in Kelantan, Malaysia

Fulfilling to the pledge in one of the strategic thrust of UMK that is to contribute to the development of the society, UMK had made it happen through the running of the Social

Entreprise For Economic Development (SEED). Recently, UMK has implemented the SEED programme which was held at 7 villages in the District of Tumpat. The programme which was conducted from the 21 July till 3 August 2010 was a pioneer community development programme aimed at bridging the gap between UMK and the society.

SEED is an abbreviation for Social Enterprise for Economic Development and is an international programme aimed at changing the mindset of the villagers through social enterprise. This programme was one of the initiatives under the Asean Learning Network council which started in Bandung in 2008. The Asean Learning network Council is an NGO that unanimously agrees to work together to foster good relationship among ASEAN universities in various programme. The SEED programme was the product of the Social Entrepreneurship from St. Gallen University, Switzerland that is Prof Dr. Chong Li Choy. Prof Chong and his counterparts Bapak Surma Djaja Djajaningrat from School of Business Management of Institut Teknologi Bandung started the First SEED programme in Cisondari, Indonesia which was later on extended to the second and third SEED programmes in Garut, Indonesia. After witnessing the success of SEED in Indonesia, the programme spread its arms to Universiti Malaysia Kelantan through the fourth SEED programme.

5.1 Participants and SEED programme places

In this fourth SEED programme, 18 international participants and 49 UMK student had diligently taken part in developing the business plan for various projects. The international participants came from various programmes and universities across the world such as University Of St. Gallen, Switzerland, Singapore Management University, University Brunei Darul Salam, Prince Songkla University (Pattani and Hatyai Campus) and Banking University Ho Chi Minh City.



Picture 3. The SEED' Participants

There were 7 (seven) villages with existing industries that voluntarily cooperated in the SEED programme. These villages were as follows:

- i. Tujuh Village (free range Chicken)
- ii. Tujuh Masjid Village (cattle and goat)
- iii. Belukar Neting Village (noni Juice)

- iv. Pak Kerau Hilir Village (catfish)
- v. Pak Kerau Hulu Village (Akok and Batek)
- vi. Sungai Tapang Village (Mushroom)
- vii. Tujuh Tengah/ Pos Banjar Village (chillies)

5.2 UMK' SEED Programme Concept

There are some ways to run social entrepreneurship programme. Universiti Malaysia Kelantan as the pioneer social entrepreneurship in Malaysia has a concept that is different with other social entrepreneurship.

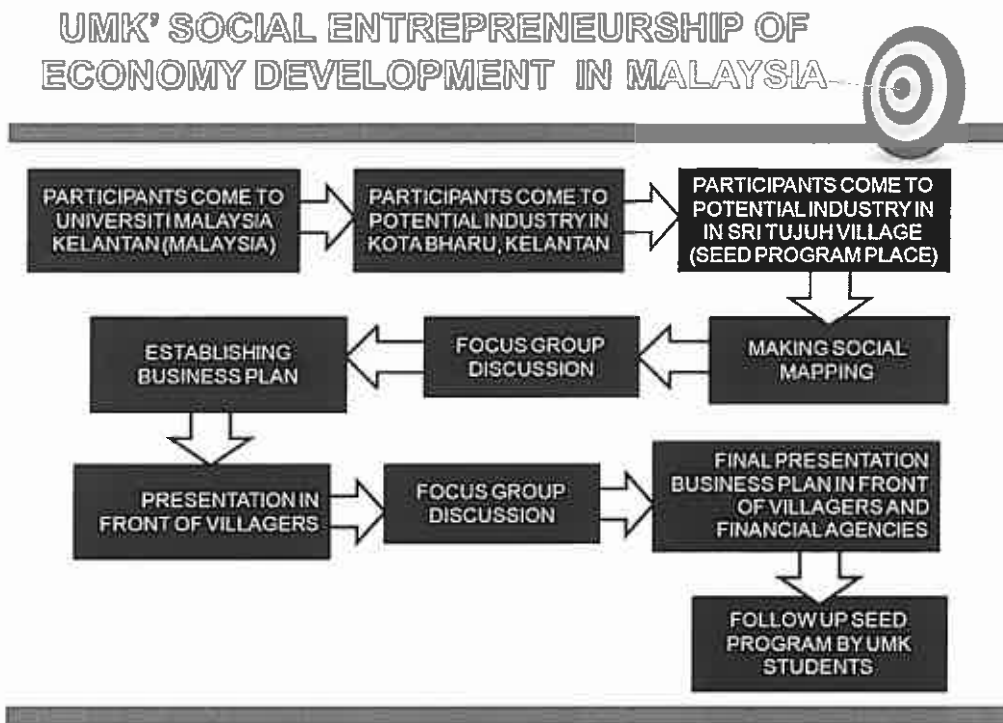


Diagram 1. SEED Program Concept in Malaysia

As shown in diagram 1 above, this program begins with the arrival of program participants to Universiti Malaysia Kelantan (UMK). After that, program participants will be taken to potential industries in the vicinity (Kota Bharu) such as batik industry, silver industry, and industrial processing of fish and beef (in Malay known as “serunding”) industry.

Then the participants proceed by visiting villages in Sri Tujuh where the SEED program is conducted. In these villages the participants visit the catfish businessmen, “akok” (a special cake from Kelantan) entrepreneurs, goat farming, poultry, mushroom growers, and chilli farmers.

Social Entrepreneurship Program is started with the creation of social mapping by participants in Sri Tujuh village. This mapping is useful in providing information to the

participants so that they can produce business plans at the end of the program.

Once the information about the business of Sri Seven villagers is obtained through social mapping, participants will discuss on how to improve the existing business or discuss other possible business activities that may increase the welfare of the villagers. The results of these discussions take the form of a business plan.

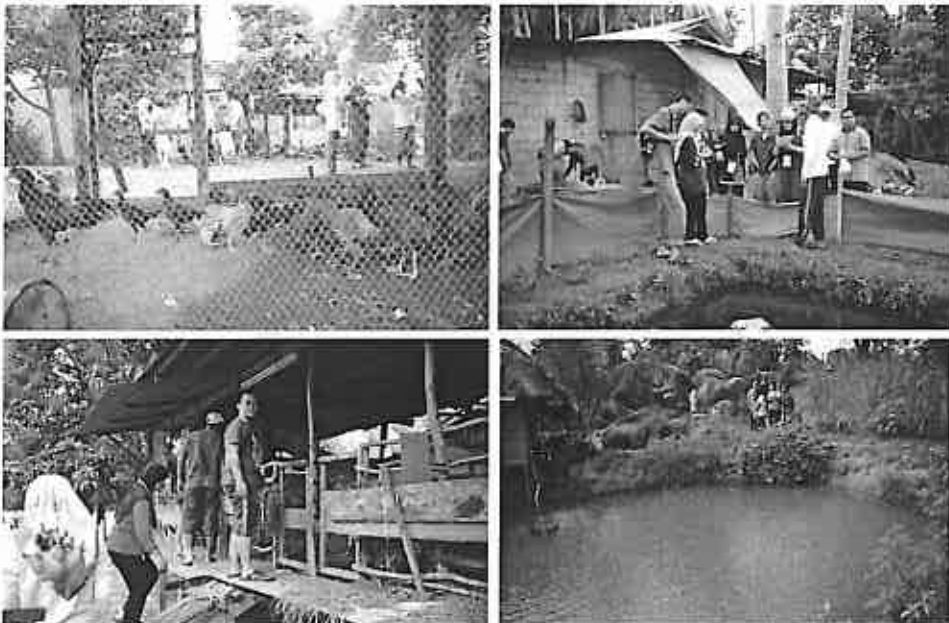
After the business plan is completed, participants will present their programs before the SEED committee and village entrepreneurs who are involved in these programs. From the presentation, participants will get input from the village entrepreneurs to refine their business plans.

Then from the feedback obtained during the presentation of business plans, participants will improve the plans by discussing further with the group in order to refine the business plan they make. At the end of the Social Entrepreneurship Program, participants re-present business plans they have to fix. This presentation will be made before the village entrepreneurs, government agencies and private companies.

Once the program is completed, participants will have to conduct follow-up sessions to ensure the existing program can run properly according to the business plan, and achieve the program goal of improving the welfare of the village community life.

5.3 Social Mapping & Business Plan Process

One of the important activities in this SEED programme to create a social map and a business plan at the end of this programme. After making the social map, the participants will talk about business ideas that can be developed to help improve the welfare of the village community life. After the business plan is ready, focus group discussions are held with village communities to discuss and get approval from them in implementing the business plan created. Completed focus group discussions, business plans that have been made will be corrected and presented once again in front of the village communities and the financial agencies that will help realize its business plan.





Picture 4. Visiting & Social Mapping Activities

The experienced SEED facilitators from Institut Teknologi Bandung, Prof. Dr. Bambang Rudito and Mr Anggara had joined in to lend their helping hands to UMK. 27 facilitators from UMK which comprised of tutors, lecturers and administrators were appointed to assist the participants in preparing their business plan as well as acting as mediator to the participants and the villages. SEED program has also provided the chance for the staff to be involved in community work together with international participants.

Besides providing the students with the precious life experience in different context on community work, they also gain some knowledge in communicating with their international counterparts.

Besides performing their daily village visitation, the participants were also given the chance to Visit some historical sites in Tumpat, traditional Business premises around Kota Baru and Pengkalan Kubor.



Picture 5. Visiting to Business Center in Kota Bharu & Focus Group Discussion Process

6. The SEED Programme' Running

The Launching ceremony was officiated by Yang Berbahagia Dato' Sri Mustapa Mohamed, Minister of International Trade and Industry, held on the 1 August 2010 at UMK's Entrepreneurship Open Hall.

A special seminar on SEED programme was held for half a day prior to the village familiarization and visitation activity. The seminar was officiated by Yang Berbahagia Prof Emeritus Dato' Ir Dr. Zainai Mohamed, the Vice Chancellor of UMK and were conducted by Profesor Dr. Chong Li Choy (University Of St. Gallen, Switzerland), Prof. Dr. Bambang Rudito (Institut Teknologi Bandung), Profesor Dr. Farok zakaria and Dr. Nur Azuki Yusuf (both from UMK). Profesor Dr. Chong introduced the SEED programme while Prof Dr. Bambang described the process of social mapping. Dr. Nur Azuki introduced the social structure of Tumpat and Prof. Dr. Farok elaborated on the UMK experience in running community service programme as well as the support that the government offered to help the society.

The programme continued with the preparation of business plan to the villagers so as to get their understanding and view on the proposed business ideas. The collaborative ideas of business plan was finally presented to a group of panel comprising of different business support agencies in Malaysia such as small business financial and technical agencies.

The programme wrapped up with a farewell dinner and certificate presentation by the Vice Chancellor of Universiti Malaysia Kelantan.

7. Discussion

The social entrepreneurship program that was first implemented and organized in Kelantan, Malaysia, by Universiti Malaysia Kelantan (UMK) is successful and several business plans are still on until this time. This situation can be associated with the characteristics of social entrepreneurship which were mentioned above and this can be explained as follows:

An entrepreneur has been inspired to alter the unpleasant equilibrium. With adequate supervision and assistance by the entrepreneurs in the village, this program seeks to foster the spirit of entrepreneurship in the participants. This can be seen from the efforts shown by them in preparing a business plan.

The entrepreneur thinks creatively and develops a new solution that dramatically breaks the existing one, and he does this by demonstrating courage throughout the process of innovation, bearing the burden of risk and staring failure squarely if not repeatedly in the face.

Creative and innovative characteristics are shown by participants through business ideas set forth in the business plan. Creative and innovative ideas are needed to help enhance existing business or develop new business, and solve their problems. If this business is flourishing, it will undeniably improve the villagers' welfare.

The final characteristic of an entrepreneur is he/she should take direct action. This means that after a business plan is produced, the entrepreneurs (students of Universiti Malaysia Kelantan) are required to run it. After running it, they have to carry out follow up programs to make sure that everything goes well.

With regards to how the Social Entrepreneurship is conducted, UMK has adopted the following procedures in implementing it. They are:

- a. Recognizing and stating objections to the problem
This is done in UMK Social Entrepreneurship through social mapping.
- b. Taking action to try to solve the problem
This is done through the implementation of business plan.
- c. Starting a social enterprise.
This is the stage of applying business plan and follow up program.

Although this program has been successful there are some problems that occur during the program, and this is part of the learning process, both for participants and program managers. The problems that occurred during the program include:

1. The problem of motivating the participants, facilitators, and village community towards social entrepreneurship programs.
2. The problem of different perception between participants and program managers.
3. Lack of knowledge and skills of the participants has slowed down the process of generating business plan to its maximum.
4. Expert was not involved in this program, thus the impact of the business plan was slow and minimal.
5. Lack of active involvement of the government, private agencies, local and national companies has slowed down the process of optimizing the business.
6. Lack of specialized training for the facilitators has lessened the effectiveness of their roles in materializing business plan.

The weaknesses that happened in this social entrepreneurship program have provided insights and good feedback for the implementation of similar programs in future.

d. Conclusion

The Social Enterprise programme (SE) can open and improve students' views to new things outside their environment. This programme is an excellent programme for university students, because the programme includes many things that can be learned by students such as culture, entrepreneurship, and also opportunities to create business networking with colleagues from other universities, both local and overseas universities. SE programme is a programme that bridges the gap between the academic world and the community. The

programme will also equip university students with the knowledge and experience necessary to create business opportunities and also prepare them in entering the global workforce.

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f. Author Biography

Dr. Yohan Kurniawan is a senior lecturer in Language Center Studies and Generic Development, Universiti Malaysia Kelantan, Kelantan – Malaysia. He is a psychologist (Experimental Psychology), however he has deep interest in Social Entrepreneurship. He has got an experience as a facilitator and a programme committee in SEED program in Kelantan, Malaysia. He is very active in research especially researches in engineering psychology, experimental psychology, social psychology, and entrepreneurship. At the moment, he with Prof. Farok & Dr. Nur Azuki and their team are involved in the development of Social Entrepreneurship program in Sri Tujuh village in Kelantan, Malaysia. Any enquiries pertaining to this program, please contact Dr. Yohan Kurniawan: yohan@umk.edu.my, fax. +609-771-7282.