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**Model Bisnis Kewirausahaan Sosial Berbasis Masyarakat pada Kelompok Masyarakat Pengelola Menoreh
Rock Cabin**
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ABSTRAK

Pengembangan usaha wisata berbasis masyarakat tidak selalu menjamin bahwa aktivitas ekonomi yang berlangsung mampu menghasilkan pemberdayaan secara merata dan berkelanjutan. Tantangan tersebut menjadi relevan ketika masyarakat tidak hanya diposisikan sebagai tenaga kerja atau penerima manfaat, tetapi juga dilibatkan dalam kepemilikan dan pengelolaan usaha. Menoreh Rock Cabin (MRC) di Kalurahan Pagerharjo, Kapanewon Samigaluh, Kabupaten Kulon Progo, merupakan kasus yang menarik karena dikembangkan melalui modal patungan warga, pemanfaatan sumber daya lokal, serta keterlibatan masyarakat dalam kegiatan usaha. Namun, manfaat sosial dan ekonomi dari model usaha tersebut perlu ditelaah bersama dengan mekanisme bisnis, tata kelola kelompok, dan hambatan yang memengaruhi keberlanjutannya. Penelitian ini bertujuan menganalisis model bisnis kewirausahaan sosial berbasis masyarakat pada MRC, mengidentifikasi dampak sosial ekonominya, serta mengkaji hambatan dan tantangan dalam proses pemberdayaan masyarakat.

Penelitian ini menggunakan pendekatan kualitatif dengan desain studi kasus tunggal. Data dikumpulkan melalui wawancara mendalam terhadap 22 informan yang meliputi pengurus, anggota (pekerja dan investor), unsur pemerintah, pengunjung, serta mitra bisnis. Pengumpulan data juga dilakukan melalui observasi dan studi dokumentasi. Data dianalisis secara interaktif melalui reduksi data, penyajian data, serta penarikan dan verifikasi kesimpulan.

Hasil penelitian menunjukkan bahwa sebelas elemen model bisnis MRC saling berkaitan dalam mengintegrasikan aktivitas komersial dengan manfaat sosial bagi masyarakat. Modal patungan berupa dana dan lahan, tenaga kerja lokal, serta potensi alam Pegunungan Menoreh menjadi fondasi pengembangan usaha. Meskipun demikian, misi sosial belum dirumuskan secara tertulis dan belum sepenuhnya terintegrasi dalam tata kelola yang terstruktur. Dampak sosial terlihat melalui peningkatan kapasitas dan pengalaman kerja masyarakat, penguatan solidaritas dan modal sosial, serta berkembangnya kelembagaan lokal. Dampak ekonomi teridentifikasi melalui terbukanya kesempatan kerja, terciptanya pasar bagi produk usaha lokal, dan pembagian keuntungan kepada pemilik patungan. Namun, keterbatasan dokumentasi keuangan menyebabkan dampak ekonomi belum dapat diukur secara kuantitatif. Hambatan internal mencakup ketergantungan pada aktor kunci, aturan tata kelola yang belum tertulis, dan partisipasi anggota yang belum merata. Sementara itu, hambatan eksternal meliputi fluktuasi kunjungan wisatawan, keterbatasan air, dan akses jalan. Penelitian ini menegaskan bahwa keberlanjutan kewirausahaan sosial berbasis masyarakat memerlukan perumusan misi sosial yang jelas, tata kelola yang transparan dan partisipatif, serta dokumentasi kinerja dan dampak sosial ekonomi secara berkelanjutan.

Kata kunci: kewirausahaan sosial, model bisnis, pemberdayaan masyarakat, dampak sosial ekonomi, Menoreh Rock Cabin.

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ABSTRACT

The development of community-based tourism enterprises does not automatically guarantee that the resulting economic activities will foster equitable and sustainable empowerment. This challenge becomes particularly pertinent when the community is not merely positioned as a workforce or beneficiary but is also actively involved in business ownership and management. Menoreh Rock Cabin (MRC) located in Pagerharjo Village, Samigaluh District, Kulon Progo Regency presents an interesting case study, as it was developed through pooled resident capital, the utilization of local resources, and community involvement in business operations. However, the social and economic benefits of this business model require examination alongside its business mechanisms, group governance structures, and the obstacles affecting its sustainability. This study aims to analyze the community-based social entrepreneurship model of MRC, identify its socio economic impacts, and examine the barriers and challenges involved in the community empowerment process.

This research employs a qualitative approach using a single case study design. Data were collected through in depth interviews with 22 informants including management, members (workers and investors), government representatives, visitors, and business partners as well as through observation and document analysis. Data analysis was conducted interactively, involving data reduction, data display, and conclusion drawing and verification.

The findings indicate that the eleven elements of MRC's business model are interconnected in integrating commercial activities with social benefits for the community. Pooled capital (in the form of funds and land), local labor, and the natural potential of the Menoreh Mountains serve as the foundation for the business's development. Nevertheless, the social mission has not yet been formally articulated in writing nor fully integrated into a structured governance framework. Social impacts are evident in the enhancement of community capacity and work experience, the strengthening of solidarity and social capital, and the development of local institutions. Economic impacts are identified through the creation of employment opportunities, the establishment of a market for local products, and profit distribution among the co-owners. However, limited financial documentation has made it impossible to quantitatively measure the economic impact. Internal obstacles include reliance on key figures, unwritten governance rules, and uneven member participation. Meanwhile, external challenges involve fluctuating tourist numbers, water scarcity, and road access issues. This study underscores that the sustainability of community-based social entrepreneurship requires the formulation of a clear social mission, transparent and participatory governance, and the ongoing documentation of performance and socio-economic impact.

Keywords: social entrepreneurship, business model, community empowerment, socio-economic impact, Menoreh Rock Cabin.