



Community-Driven Inclusive Business Model in Sasirangan Business: Sustainable Economic Strategy for Vulnerable Groups in Banjarmasin

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Abstract. This study aims to develop a Community-Driven Inclusive Business Model (CDIBM) to strengthen the sustainable economic engagement of vulnerable groups, particularly persons with disabilities who run micro-enterprises in the Sasirangan textile industry at Rumah Disabilitas Borneo in Banjarmasin. The model integrates principles of community-based enterprise and social entrepreneurship with digital inclusion and capacity-building strategies. A qualitative exploratory approach was applied, utilizing in-depth semi-structured interview, participatory observation, and document analysis to explore community practices challenges, empowerment strategies, and patterns of local innovation. The findings indicate that participatory approaches combined with structured capacity-building initiatives effectively empower persons with disabilities to manage collective enterprises, enhance digital marketing skills, and sustain collaborative practices. Beyond the conceptual model, the study produces practical outputs including a guidance booklet, inclusive digital campaign infographics, and digital marketing strategies tailored to the needs of vulnerable groups. These tools not only strengthen local capabilities but also provide replicable frameworks for other community based enterprise. By aligning with the Sustainable Development Goals (SDGs 5, 8, 9, and 10), this research contributes both theoretically to the discourse on inclusive business and practically to the empowerment of marginalized communities through culturally grounded and digitally enabled entrepreneurship.

Keywords: Community-Based Enterprise, Social Entrepreneurship, Digital Inclusion, Capacity Building, Inclusive Business Model

1 Introduction

Community-initiated microenterprises have increasingly proven to be an effective mechanism for strengthening the economic resilience of vulnerable populations, particularly persons with disabilities who are often excluded from mainstream economic systems. Across Indonesia, including in Banjarmasin, community-based economic practices emphasizing collaboration and solidarity are emerging, especially in the production and marketing of sasirangan, a traditional hand-dyed textile rooted in local culture. A notable example is the Galeri Rumah Disabilitas Borneo, a

microenterprise managed directly by persons with disabilities through a collaborative production model.

This initiative exemplifies an inclusive community enterprise, where people with disabilities, people actively engage in all stages of business operations, from production to distribution. However, such practices remain largely undocumented within a structured, community-driven, inclusive business framework. Previous studies indicate that many community-based empowerment initiatives fail to create a broader impact due to limited formal documentation and the absence of replicable business models [1]. Most empowerment programs to date still rely on a top-down approach, often overlooking the active participation of local communities. Ideally, inclusive microenterprise development should reflect local needs, cultural values, and equitable access to resources. Kusumaningtyas and Wuladnari emphasize the importance of aligning empowerment strategies with local community characteristics [1], [2], while Alfiana et al. highlight that active participation significantly enhances the economic capacity of vulnerable groups [2].

The Community-Based Enterprise framework offers a valuable perspective for understanding socially driven and sustainable community business practices. Valchovska and Watts [3] argue that CBE enhances local capacities through active engagement, particularly in resource-constrained environments. Beyond creating employment opportunities, CBE strengthens social cohesion and a shared sense of ownership among members.

Similarly, the concept of Social Entrepreneurship (SE) provides an innovative lens to address social challenges through entrepreneurial approaches. Dess et al [4] define SE as an effort primarily oriented toward generating social value rather than financial profit, a principle highly relevant to the operations of Galeri Rumah Disabilitas Borneo. In the digital era, technological transformation presents both opportunities and barriers for microenterprises led by vulnerable groups. Limited access to technology, capital, and digital markets continues to hinder participation. Suhartono et al. [5] note that such digital divides restrict persons with disabilities from engaging in the digital economy. At the same time, Asyahidda [6] observes that existing empowerment systems often fail to produce replicable or sustainable structures. Moreover, current digital marketing strategies for MSMEs tend to prioritize commercial outcomes over social accessibility, potentially widening inequalities [6].

This study, therefore, seeks to design a Community-Driven Inclusive Business Model (CDIBM) that integrates the principles of CBE and SE with disability-friendly digital marketing strategies. The proposed model aims to strengthen community business sustainability, expand access to technology and markets, and build strategic partnerships. This approach aligns with the Sustainable Development Goals (SDGs), particularly Goal 8 (Decent Work and Economic Growth) and Goal 10 (Reduced Inequalities), as well as the research agenda of Politeknik Negeri Banjarmasin, which prioritizes community-based creative economic development. The study is not only expected to contribute conceptually but also serve as a replicable and advocacy-oriented framework for sustainable community empowerment.

2 Literature Review

2.1 Community-Based Enterprise (CBE)

A Community-Based Enterprise is a business model built upon local participation and collective ownership. It enables communities to jointly solve socio-economic issues by utilizing social capital and cultural identity [3]. This approach enhances local resilience, supports social cohesion, and fosters shared economic benefits.

CBE-based batik cooperatives in rural Java significantly improved women's livelihoods by providing income diversification and production networks [7]. Similarly, collective community enterprises accelerate rural transformation by leveraging informal networks and trust-based collaboration [8].

In the context of vulnerable groups, particularly persons with disabilities, CBE serves as a participatory platform that allows members to maintain control over production and distribution processes. This participatory ownership encourages self-determination and inclusivity, ensuring that the enterprise evolves according to the community's specific capacities and needs.

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2.2 Social Entrepreneurship (SE)

Social Entrepreneurship (SE) combines innovation and entrepreneurial drive with a social mission. It focuses on creating social value while maintaining economic viability [9]. In Indonesian microenterprises, SE has proven to be an effective empowerment model that bridges community potential with market access through socially oriented innovation.

SE in the handicraft sector enhances inclusivity by involving minority and women-headed households in production and distribution networks [10]. SE enables communities to sustain heritage-based industries like Sasirangan while fostering fair income generation. Integrating SE with CBE principles forms a solid foundation for inclusive business models that are both participatory and value-driven.

2.3 Digital Inclusion (DI)

Digital Inclusion (DI) ensures that all community members—especially marginalized groups—have access to and can benefit from digital technologies. It involves connectivity, skill development, and accessibility tools that enable effective online participation [11].

Digital readiness among MSMEs depends heavily on training availability, infrastructure, and content relevance to local needs [12]. Similarly, emphasized that digital inclusion for people with disabilities must involve adaptive media and assistive technologies to minimize digital inequality [5]. In the creative economy, DI becomes an essential pillar for inclusive growth. For the Sasirangan community, social media platforms such as Instagram and TikTok provide avenues for visibility and customer engagement. However, low digital literacy and accessibility constraints highlight the need for tailored training and mentorship in digital marketing.

2.4 Capacity Building (CB)

Although not part of the initial theoretical foundation, field findings revealed that capacity building plays a pivotal role in ensuring the long-term sustainability of community enterprises. Capacity building is a continuous process of strengthening individual and group competencies—including technical skills, self-confidence, and managerial capability—to achieve organizational growth and independence [13].

In the context of the Sasirangan community, capacity building is manifested through sewing and design training, business mentoring, and enterprise facilitation. These activities nurture members' adaptive skills and leadership capacity, enabling them to manage production and marketing more independently.

This aligns with the empowerment theory, which asserts that empowerment extends beyond providing access to resources—it involves cultivating internal capabilities and self-efficacy within communities [14]. Therefore, capacity building becomes the reinforcing dimension in the Community-Driven Inclusive Business Model (CDIBM), ensuring that empowerment is not only participatory but also transformative and sustainable.

2.5 Conceptual Framework

Drawing from the reviewed literature, this study constructs a conceptual framework that illustrates the interconnection among four key dimensions: Community-Based Enterprise (CBE), Social Entrepreneurship (SE), Digital Inclusion (DI), and Capacity Building (CB). Together, these dimensions complement each other to form the foundation of the Community-Driven Inclusive Business Model (CDIBM).

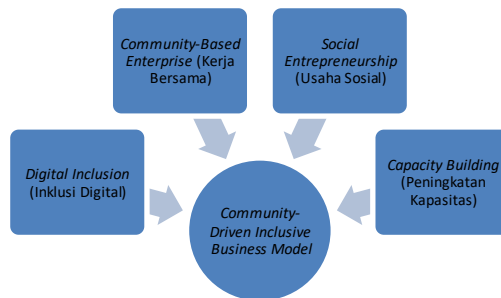


Figure 1. Conceptual Framework

As shown in Figure 1, CBE emphasizes collective work, participatory ownership, and shared decision-making in managing enterprises. SE integrates economic objectives with social missions, combining profit orientation with cultural preservation and empowerment of vulnerable groups, particularly persons with disabilities. Digital Inclusion functions as an adaptive dimension that enables communities to engage with wider markets through digital platforms such as Instagram and TikTok, despite ongoing challenges in digital literacy. Capacity Building serves as the strengthening element that enhances members' independence through training, mentoring, and business assistance.

These four dimensions interact dynamically, reinforcing one another to

Construct an inclusive and sustainable business ecosystem. The resulting Community-Driven Inclusive Business Model (CDIBM) is envisioned as a strategic framework for achieving economic resilience among vulnerable communities in Banjarmasin. By integrating collaboration, empowerment, social equity, digital access, and sustainability, the model provides a holistic pathway toward inclusive community-based entrepreneurship.

3 Methodology

This study employed a qualitative exploratory approach using the Grounded Theory method to develop a conceptual model derived directly from empirical field data. The research was conducted at Rumah Disabilitas Borneo (RDB) in Banjarmasin. This inclusive community enterprise empowers artisans with disabilities through the production of Sasirangan, a traditional hand-dyed fabric from South Kalimantan. This location was chosen because it represents a real-world context of vulnerable groups striving for economic inclusion through community-based creative business practices. Data collection was carried out from August to October 2025 through a combination of semi-structured interviews, participant observation, document analysis, and focus group discussions (FGDs). Ten participants were involved, consisting of eight artisans with disabilities and two community managers. The interviews explored personal experiences, production systems, marketing strategies, and empowerment processes, while participant observation allowed for direct insight into the community's social interactions and collective work culture. Supporting documents—such as community reports, social media content, and activity records—were also reviewed to enrich the data and validate field observations.

Data analysis followed the Grounded Theory framework, which emphasizes theory building through inductive interpretation. The analysis proceeded through three iterative stages: open coding, where raw interview data were broken into meaningful concepts; axial coding, where related concepts were grouped into broader dimensions; and selective coding, where the key categories were synthesized into the core theoretical framework—namely, the Community-Driven Inclusive Business Model (CDIBM). This process was interactive and reflective, involving constant comparison between data and theory until theoretical saturation was achieved.

To ensure the validity and trustworthiness of the findings, the study adopted four key criteria: credibility, transferability, dependability, and confirmability [14]. Credibility was achieved through prolonged engagement in the field, triangulation of sources and methods, and member checks with participants to verify interpretations. Transferability was maintained by providing rich, detailed descriptions of the RDB context and participants' characteristics, allowing others to assess applicability in similar settings. Dependability was ensured through systematic documentation of all research activities, including interview transcripts, field notes, and analytic memos. Lastly, confirmability was strengthened by peer discussions and cross-method validation to ensure that the conclusions truly emerged from the data rather than researcher bias.

The final analytical outcome of this methodology was the formulation of the Community-Driven Inclusive Business Model (CDIBM)—a framework integrating

Community-Based Enterprise (CBE), Social Entrepreneurship (SE), Digital Inclusion (DI), and Capacity Building (CB) as interconnected pillars of sustainable empowerment for marginalized creative communities. Beyond theoretical contribution, the research also produced practical outputs such as an inclusive digital marketing guideline and an infographic campaign designed to be accessible for persons with disabilities. These outputs demonstrate that the methodological process not only generated conceptual insights but also resulted in tangible community-based empowerment tools applicable to similar contexts across Indonesia.

4 Result

4.1 Community Practices and Challenges

Field research conducted at Rumah Disabilitas Borneo (RDB) revealed that the community's production of Sasirangan—a traditional dyed textile of South Kalimantan—operates through a collective and participatory system. The members, primarily women with disabilities, divide roles across various production stages, such as fabric tying, dyeing, sewing, and product finishing. This collaborative approach reflects the essence of a Community-Based Enterprise (CBE), where ownership, decision-making, and benefits are shared collectively rather than individually [3].

The findings also highlight solidarity and inclusiveness as central features of the community's organizational culture. Senior members mentor newcomers in sewing and dyeing techniques, illustrating a form of peer-to-peer learning that reinforces internal capacity. However, despite these strengths, several challenges persist, including limited access to production tools, inconsistent digital literacy, and the absence of structured business management.

Digital marketing activities, although initiated through Instagram and WhatsApp Business remains inconsistent due to limited technical skills. Some members struggle with uploading content or writing captions, while others have begun experimenting with TikTok and e-commerce platforms. These patterns show that digital inclusion is emerging but requires structured guidance and capacity development [12].

Table 1. Community Practices and Challenges at Rumah Disabilitas Borneo (RDB)

Aspect	Practices	Challenges
Production	Collective work; shared roles in dyeing, sewing, and packaging	Limited tools and facilities; dependence on external assistance
Decision-making	Consensus-based and inclusive	Slow coordination; low managerial capacity
Marketing	Basic use of social media and gallery-based sales	Low digital literacy; inconsistent online engagement
Empowerment & Training	Informal mentoring among members	Limited structured training and mentoring resources

The table indicates that while RDB's operations are grounded in community participation and shared values, institutional and digital limitations hinder long-term sustainability. Addressing these challenges requires integrating social empowerment with technological inclusion and business adaptability.

4.2 Dimensions of the Community-Driven Inclusive Business Model (CDIBM)

The grounded analysis of interviews and field notes identified four interrelated dimensions forming the Community-Driven Inclusive Business Model (CDIBM): Community-Based Enterprise, Social Entrepreneurship, Digital Inclusion, and Capacity Building. Together, these elements create a holistic framework that connects cultural identity, social mission, and technological empowerment.

Table 2. Dimensions of the Community-Driven Inclusive Business Model (CDIBM)

Dimension	Key Elements	Implications for Sasirangan Enterprise
Community-Based Enterprise (CBE)	Collective ownership, shared decision-making, peer collaboration	Strengthens solidarity and equitable participation
Social Entrepreneurship (SE)	Social value creation, cultural identity, empowerment focus	Aligns business with social and cultural missions
Digital Inclusion (DI)	Use of accessible tools, social media, e-commerce adaptation	Expands visibility and market access for marginalized artisans
Capacity Building (CB)	Continuous training, mentoring, adaptive learning	Enhances sustainability, skills, and innovation capacity

These four dimensions interact dynamically and reinforce one another. CBE provides the foundation for shared ownership; SE integrates economic goals with social impact; DI enables broader market access through technology; and CB ensures sustainability through continuous learning and adaptation [9].

4.3 Conceptual Model of the CDIBM

The synthesis of these dimensions resulted in the Conceptual Model of CDIBM, which captures the interconnection between collective enterprise, social value, technological access, and skill enhancement.

1. CBE provides a structural base emphasizing shared resources and democratic participation.
2. SE integrates economic production with a commitment to empowerment and cultural preservation.
3. DI serves as a bridge for community members to access digital platforms, improving visibility and competitiveness.
4. CB strengthens resilience through structured mentoring and technical assistance.

Together, these components construct an inclusive business ecosystem that merges local identity, digital readiness, and sustainable empowerment.

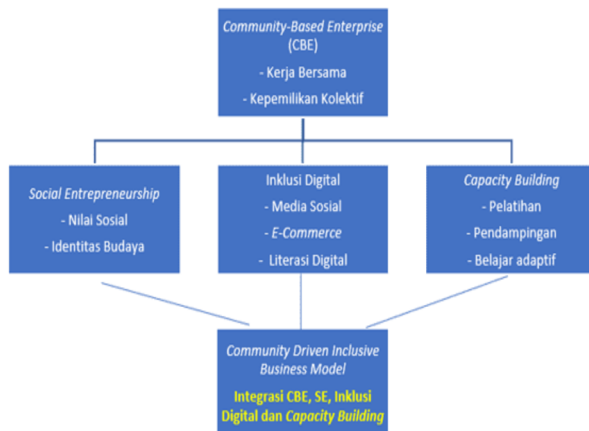


Figure 2. Conceptual Framework of the Community-Driven Inclusive Business Model

This conceptual model expands previous frameworks of community-based enterprise by integrating digital inclusion and capacity building as essential enablers of sustainability in the digital era [12].

4.4 Research Outputs

Beyond theoretical formulation, this study produced three key categories of outputs that bridge academic insight with community application:

1. Conceptual Output:

The *Community-Driven Inclusive Business Model (CDIBM)* itself, formulated through grounded field data, serves as a comprehensive model for inclusive entrepreneurship in local creative industries.

2. Practical Outputs:

- CDIBM Guidance Booklet – a concise manual integrating CDIBM principles with real community practices.
- Inclusive Digital Campaign Infographics – disability-friendly visual tools promoting collaboration and digital inclusion.
- SOP for Inclusive Digital Marketing – an easy-to-follow visual guide on photographing products, writing accessible captions, and managing social media engagement.

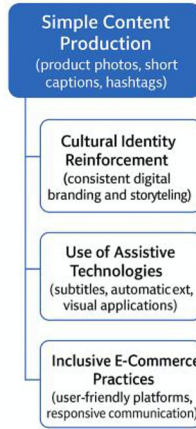


Figure 3. SOP for Inclusive Digital Marketing

3. Academic Output:

A draft of a scientific paper for international publication, highlighting the CDIBM as a framework for sustainable empowerment among marginalized artisans in Banjarmasin.



Figure 4. Integration of Conceptual, Practical, and Academic Outputs

Collectively, these outputs demonstrate how theoretical findings were translated into practical, disability-inclusive strategies that empower local communities while contributing to academic discourse on inclusive and community-driven business innovation.

5 Conclusion

This study constructed the Community-Driven Inclusive Business Model (CDIBM) as an integrative framework to enhance the sustainable economic empowerment of vulnerable communities, particularly persons with disabilities engaged in the Sasirangan textile industry at Rumah Disabilitas Borneo (RDB) in Banjarmasin. The research revealed that collective work and shared ownership serve as the foundation of community-based production systems, representing the principles of Community-Based Enterprise (CBE). Through the integration of Social Entrepreneurship (SE), the community enterprise aligns economic objectives with social values and cultural preservation. Meanwhile, Digital Inclusion (DI) ensures adaptive access to technology and broader market reach, while Capacity Building (CB) strengthens self-reliance through continuous training, mentoring, and skill enhancement. Together, these four interrelated dimensions form a dynamic and inclusive business ecosystem that fosters social innovation and long-term sustainability. The CDIBM not only offers a conceptual contribution by advancing the discourse on inclusive community enterprises but also provides practical outputs such as an inclusive marketing guideline, digital campaign infographics, and training modules that similar community groups can replicate.

By combining participatory entrepreneurship, social value creation, and digital adaptation, and empowerment-based learning, the CDIBM demonstrates a viable pathway for inclusive growth and resilient community enterprises, contributing directly to the achievement of SDGs 5 (Gender Equality), 8 (Decent Work and Economic Growth), 9 (Industry, Innovation, and Infrastructure), and 10 (Reduced Inequalities).

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