

Designing a Social Business Model to Empower Persons with Disabilities Through Art Therapy-Based Community Engagement

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Abstract

Amisbudi, an art-based initiative under the Our Dream Indonesia Foundation, empowers neurodiverse youth, especially those with autism and Down syndrome, through painting and creative expression. This study addresses the limitations in Amisbudi's current operations, including its overdependence on a single founder and the absence of a formalized business model. By proposing a Social Business Model Canvas (SBMC) and Social Return on Investment (SROI), this research aims to create a replicable and sustainable framework that enables community engagement, revenue diversification, and measurable social impact. The study adopts a mixed-method approach including stakeholder interviews, surveys, benchmarking, and internal-external analysis. Findings inform a strategic SBMC proposal the impactful data from SROI for Amisbudi, offering pathways for scale, partnership with CSR programs, and volunteer-driven expansion. This thesis contributes to the discourse on inclusive social entrepreneurship in Indonesia, particularly in the domain of art therapy for people with disabilities.

Keywords: Neurodiversity, Social Business Model Canvas, Social Return on Investment, Community Engagement, Inclusive Entrepreneurship, Disability Empowerment, Art Therapy, Social Enterprise.

1. Introduction

In 2024, Our Dream Indonesia foundation, a therapy center for persons with disabilities based in Bandung, launched Amisbudi, a specialized painting class for children and teens with autism and Down syndrome. Using adaptive techniques like sensory-friendly brushes and structured routines, the program fosters creativity while building confidence. Amisbudi's growth is hindered by operational challenges where a single founder has to single-handedly manages all operations: teaching part-time 2 weekly sessions, designing products, handling marketing (social media and offline), sales, and administration. There are requirement to transform Amisbudi from a therapy class into an inclusive creative ecosystem, a self-sustaining community where participants co-create marketable art, families and local artists collaborate, and revenue funds both free therapy and fair wages for disabled artists. There is also the absence of a formal business model hinders donor engagement and long-term sustainability, so it needs a transformation for Amisbudi from a therapy class into an inclusive creative ecosystem, a self-sustaining community where participants co-create marketable art, families and local artists collaborate, and revenue funds both free therapy and fair wages for disabled artists

Construct Building

With respect to disability, human rights-based approaches include an assurance of the basic rights of all people according to their inherent human worth, rather than their productive value to society or the economy. People with disabilities emphasizes inclusive, co-created practice that weaves participants into professional networks and broader community life, and equality should be the future path for arts and arts education services, contending that accessible programming and genuine

participation enable disabled artists to contribute as peers, mentors, and collaborators within the broader arts sector. Social enterprises sit in a unique space, balancing their social mission with the need to stay financially sustainable. Their main goal is to create positive social impact, and any profits they earn are reinvested to keep the mission on and help it grow.

2. Method

Methodology represents the comprehensive, systematic approach of this study, which is designed to identify and address Amisbudi's core business issues. The central problems faced by Amisbudi are its dependence on the founder and the absence of a formalized business framework. The research will conduct an external and internal analysis to understand the broader market and societal context in which Amisbudi operates including using frameworks such as PESTEL analysis, benchmarking, business model canvas analysis, key business strategies, Marketing Mix, STP Analysis, SWOT Analysis and Value Chain Analysis.

The main outcome of the analysis phase is the proposal for a "New SBMC + SROI" (Social Business Model Canvas + Social Return on Investment). This new model is designed to address the business issues by formalizing the organization's framework and providing measurable impact metrics. The final phase of the process is "Implementation" where the proposed solutions, including the new Social Business Model Canvas and the application of the SROI framework, will be put into practice.

3. Result and Discussion

Social Business Model Canvas

Based on the synthesis of the internal and external analyses, proposed Social Business Model Canvas (SBMC) for Amisbudi addresses the founder dependency bottleneck identified in the Value Chain analysis. Amisbudi at a strategic middle ground, combining the commercial product standards showcased by the Dama Kara benchmark with the community-based support structure of POTADS reimagines Amisbudi not as a single-fighter initiative, but as a scalable, volunteer-supported ecosystem built for long-term sustainability.

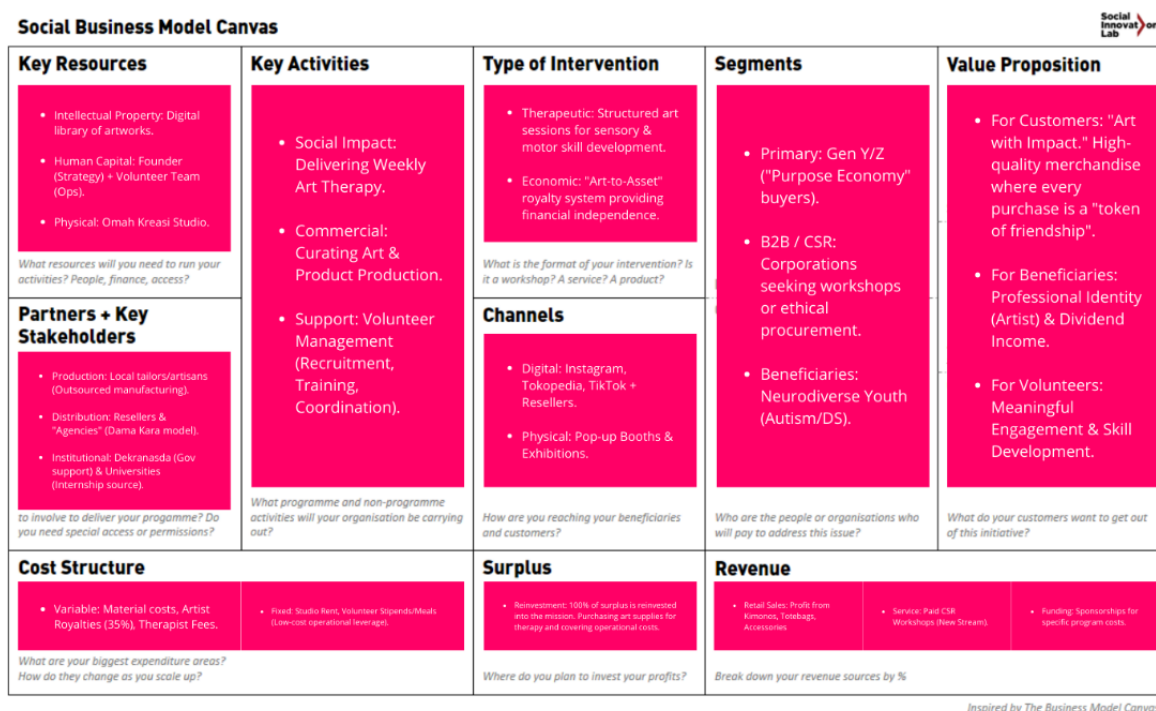


Figure 1. Amisbudi's New SBMC.

The proposed new Social Business Model Canvas marks a strategic shift from a charity-dependent initiative to a volunteer-supported social enterprise. Unlike standard commercial models, this SBMC explicitly depict a Dual Intervention Strategy, such as directly addresses the beneficiary's need for motor skill development and emotional regulation through structured art sessions, and also transforms the output of therapy into financial assets.

To validate the proposed Business Model, an SROI analysis was conducted to quantify the social value created by Amisbudi. This analysis translates intangible benefits (skills, well-being) into monetary terms to prove to investors and partners that the program generates a positive return beyond just retail profit.

Social Return on Investment (SROI)

The calculation of Amisbudi Social Return on Investment (SROI) is as follow:

Table 1. Amisbudi's SROI calculations.

Component	Variables	Current SBMC (Annually)	Proposed SBMC (Annually)	Growth / Change
A. INPUTS (Investment)				
Human Resources	Wages for 12 Staff/Volunteers	Rp 46,080,000 (Shadow Cost/Unpaid)	Rp 46,080,000 (Paid Wages)	Formalized
Operational	Art materials, Utilities	Rp 24,000,000	Rp 24,000,000	0%
Marketing/Legal	Ads, Licensing, Admin	Rp 12,000,000	Rp 12,000,000	0%
TOTAL INVESTMENT		Rp 82,080,000	Rp 82,080,000	Same Cost Basis
B. OUTCOMES (Impact)				
1. Therapeutic Value	Savings on Private Therapy(25 Students × 96 Sessions × Rp 150k)	Rp 360,000,000	Rp 360,000,000	Stable
2. Economic Independence	Artist Dividends (35% of Sales)	Rp 5,950,000 (Based on Rp 17M Revenue)	Rp 150,000,000 (Based on Projected Sales)	+2,421% Increase
TOTAL VALUE		Rp 365,950,000	Rp 510,000,000	+39% Total Value
C. SROI RATIO				
	(B) ÷ (A)	4.46 : 1	6.21 : 1	+1.75 Efficiency

To demonstrate sustainability over the beneficiaries' productive lifetime (estimated at 20 years), the cumulative value is projected below:

- Total Lifetime Economic Value: Rp 3,000,000,000 (Based on annual income of Rp 150,000,000 x 20 years).
- Total Lifetime Investment: Rp 1,641,600,000 (Based on annual investment of Rp 82,080,000 x 20 years).
- Net Social Surplus: Rp 1,358,400,000

This projection affirms that the proposed Social Business Model Canvas (SBMC) is not only viable but also creates a lasting, net positive value for the community.

4. Conclusion

This research was initiated to address two critical business issues that is threatening Amisbudi's sustainability, the overdependence on a single founder and the absence of a formalized business model to support scalable impact. To resolve the founder dependency bottleneck, Amisbudi must pivot from a charity dependent initiative to a volunteer supported hybrid social enterprise.

Social Return on Investment (SROI) also used as the most suitable framework for measuring Amisbudi's impact because it bridges the gap between clinical therapy and commercial business. Unlike pure qualitative metrics (like storytelling) or purely financial metrics (like ROI), SROI translates Amisbudi's intangible therapeutic outcomes into tangible monetary values. The analysis shows an SROI ratio of 6.21:1, meaning every Rp 1 invested generates Rp 6.21 in social value. This quantitative metric provides the concrete proof of impact value needed to attract corporate partners as identified in the opportunity analysis, shifting Amisbudi from asking for donations to proposing investment opportunities.

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