

**DEVELOPMENT A SUSTAINABLE BUSINESS MODEL FOR ANANDA SEVA DHARMA FOUNDATION THROUGH MARKETING AND ENTREPRENEURSHIP****I Wayan Adi Pratama<sup>1\*</sup>, Luh Sri Damayanti<sup>2</sup>, Diky Budiman<sup>3</sup>**<sup>1</sup>Politeknik Internasional Bali, Pengelolaan Konvensi dan Peristiwa, email: [wyadip@gmail.com](mailto:wyadip@gmail.com)<sup>2</sup>Politeknik Negeri Bali, Administrasi Bisnis, email: [damayantiluhsri@gmail.com](mailto:damayantiluhsri@gmail.com)<sup>3</sup>Politeknik Internasional Bali, Bisnis Digital, email: [dikybudiman@gmail.com](mailto:dikybudiman@gmail.com)

\*Koresponden penulis

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TLBMC**Lisensi:** cc-byCopyright © 2025 I Wayan Adi  
Pratama, Luh Sri Damayanti, Diky  
Budiman**ABSTRACT**

*This study aims to develop a sustainable business model for the Ananda Seva Dharma Foundation, an orphanage located in Sangsit Village, Buleleng, Bali, by strengthening business management and marketing strategies for their home industry product, B'Onic. The foundation has potential in human resources and agricultural assets, but faces challenges in the form of unstable product sales, limited digital marketing, and the absence of a structured management system. To overcome these problems, a community service program was designed using the Triple Layer Business Model Canvas (TLBMC) approach, which integrates economic, social, and environmental values, combined with a digital marketing strategy. The activity methodology included socialization, training, and mentoring stages carried out over six months. The results of the activity showed that this program succeeded in increasing the foundation's business management capacity, strengthening brand identity, and expanding market reach through digital marketing. The foster children gained entrepreneurial skills, while the foundation achieved better organizational efficiency and broader market opportunities. Overall, this program contributes to promoting the financial independence of foundations and social impact through the integration of sustainable business practices and digital entrepreneurship. The novelty of this research lies in the combination of TLBMC with digital marketing in the context of community service, so that it can become a model that can be replicated by other social enterprises.*

**ABSTRAK**

*Penelitian ini bertujuan untuk mengembangkan model bisnis berkelanjutan bagi Yayasan Ananda Seva Dharma, sebuah panti asuhan yang berlokasi di Desa Sangsit, Buleleng, Bali, melalui penguatan manajemen usaha dan strategi pemasaran untuk produk industri rumahan mereka, B'Onic. Yayasan ini memiliki potensi pada sumber daya manusia dan aset pertanian, namun menghadapi tantangan berupa ketidakstabilan penjualan produk, keterbatasan pemasaran digital, serta belum adanya sistem manajemen yang terstruktur. Untuk mengatasi permasalahan tersebut, dirancang sebuah program pengabdian kepada masyarakat dengan pendekatan Triple Layer Business Model Canvas (TLBMC) yang mengintegrasikan nilai ekonomi, sosial, dan lingkungan, serta dikombinasikan dengan strategi pemasaran digital. Metodologi kegiatan meliputi tahapan sosialisasi, pelatihan, dan pendampingan yang dilaksanakan selama enam bulan. Hasil kegiatan menunjukkan bahwa program ini berhasil meningkatkan kapasitas manajemen usaha yayasan, memperkuat identitas merek, serta memperluas jangkauan pasar melalui pemasaran digital. Anak-anak asuh memperoleh keterampilan kewirausahaan, sementara yayasan mencapai efisiensi organisasi yang lebih baik dan peluang pasar yang lebih luas. Secara keseluruhan, program ini berkontribusi dalam mendorong kemandirian finansial yayasan dan dampak sosial melalui integrasi praktik bisnis berkelanjutan dan kewirausahaan digital. Kebaruan penelitian ini terletak pada penggabungan*



## INTRODUCTION

The Ananda Seva Dharma Foundation is an orphanage located in Sangsit Village, Buleleng, Bali. The foundation focuses primarily on developing farming and entrepreneurship skills for its foster children through its home industry product, "B'Onic". The entrepreneurship training program at the orphanage has proven to enhance the independence of the children through the development of business skills (Nasrudin & Rukanda, 2020). Currently, the foundation is nurturing 32 children, with 10 children aged 18-21 actively involved in managing agricultural land and producing various innovative organic-based products, such as rosella-based products, moringa noodles, and vegetarian ham under the B'Onic (Beyond Organic) brand.

The primary potential of the Ananda Seva Dharma Foundation lies in its human resources, consisting of children trained in farming and entrepreneurship skills, as well as physical assets in the form of productive agricultural land. The land is planted with various crops such as papaya, avocado, rosella, and moringa. Additionally, the foundation has innovative products that can meet the needs of vegetarian and organic consumers. However, these products have not been able to reach the market to their full potential due to challenges in marketing and business model development.

The main problem faced by the foundation is the instability of B'Onic product sales. This is due to the lack of a sustainable business model and effective marketing strategies. The production of products such as moringa noodles and rosella tea is seasonal due to inconsistent market demand. Currently, marketing is only conducted traditionally through word-of-mouth methods without utilizing digital platforms or modern marketing strategies. This inefficiency limits market access and impacts the foundation's low income. The regional conditions in Sangsit Village support agricultural activities due to the availability of vast and fertile farmland. However, the foundation has not been able to optimally utilize this potential to improve production stability and product distribution. Despite frequently receiving training related to business development, the foundation has not been able to implement a sustainable business model that can support consistent local economic growth.



**Figure 1.** Survey of partner potential and issues  
(Source: personal documents, April 2025)

The main products of the Ananda Seva Dharma Foundation include moringa noodles, rosella tea, vegetarian ham, and other agricultural products such as fresh fruits. Production is seasonal with uncertain quantities depending on market demand. The

production process is carried out simply through home industries, but is constrained by fluctuating demand, resulting in limited production capacity.



**Figure 2.** Various variants of B'Onic products  
(Source: B'Onic Instagram, 2021)

The target consumers of B'Onic products are people who consider vegetarian and organic lifestyles. However, the current marketing strategy relies solely on traditional methods without the support of digital platforms or modern promotions. As a result, the market reach is very limited and unable to attract new consumers significantly. Although the foundation often receives training related to business development and entrepreneurship, to date there has been no systematic implementation to create a sustainable business model. The adoption of a social enterprise model, such as the sale of organic products, has proven to enhance financial sustainability while strengthening the social mission (Prikurnia & Nuraziza, 2024). This hinders the foundation's ability to increase product value and expand market access.

The main objective of this community service program is to assist the Ananda Seva Dharma Foundation in developing a sustainable business model based on the Triple Layer Business Model Canvas (TLBMC) and effective marketing strategies for B'Onic products. TLBMC can help design business models that consider economic, environmental, and social values (Joyce & Paquin, 2016). Business is a series of coordinated activities that include the buying and selling and exchange of goods, services, and money between two or more parties, with the aim of obtaining benefits and profits. The term business is closely related to commercial activities that take place in society. Therefore, business can be viewed as a social process (Mustika et al., 2020). With this approach, the foundation is expected to enhance the stability of product sales while empowering its foster children through entrepreneurship skills.

The Ananda Seva Dharma Foundation faces several key issues that are priorities to be addressed through this community service program. These issues include aspects of business management and marketing of B'Onic products, which are important components in the development of a sustainable business model. The following is a description of the priority issues and their sub-issues:

1. The business management structure at the Ananda Seva Dharma Foundation is not yet well organized. There is no clear division of tasks between agricultural management, production, and marketing. This situation leads to a lack of efficiency in the foundation's operations and hinders systematic business development. The sub-issues to be addressed are:

- a) Absence of an organized business management structure: The foundation requires a management system that clearly defines roles and responsibilities for each aspect of the business.
  - b) Lack of a sustainable business management strategy: There is no implementation of a social enterprise model to ensure the foundation's financial sustainability.
2. The main challenge in marketing B'Onic products is the low brand awareness and product awareness in the market. Marketing is currently only done traditionally through word-of-mouth methods, such as using WhatsApp, without utilizing digital technology or modern promotional strategies. Sub-issues related to marketing include:
  - a) Limited use of digital platforms for promotion: The foundation has not utilized social media or e-commerce to expand its market reach.
  - b) Lack of product branding strategy: B'Onic products do not yet have a strong brand identity, making it difficult to attract new consumers.
  - c) Limited market access: The foundation's products have not been able to reach a wider market, especially vegetarian and organic consumers outside the local area.

## METHOD

This community service program is designed to systematically address the problems faced by Ananda Seva Dharma Foundation partners through several key stages. Each stage is designed to provide integrated solutions to the business management and marketing problems faced by partners. The figure 1 below are the stages of program implementation:

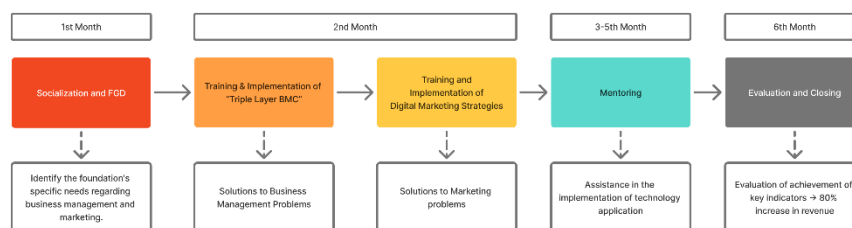


Figure 1. Program implementation flowchart

### 1) Socialization & FGD

The initial stage of program implementation begins with socialization activities for partners. Socialization is a process of conveying ideas that helps people learn and adjust in terms of how to adapt and think, so that they can play an active role in society (Ilmiyah & Zunaidi, 2022). These activities aim to introduce the objectives, benefits, and implementation plans of the program to the foundation. Identify the specific needs of the foundation in terms of business management and marketing. Outreach activities will be conducted in the form of a face-to-face meeting at the Ananda Seva Dharma Foundation in Sangsit Village, Buleleng, Bali. The proposing team will present the program plan in detail, including the activity schedule, output targets, and mentoring mechanisms. In this stage, partners will also be involved in providing input on their priority needs.

## 2) Training & Technology Implementation

Training is at the core of this program, which aims to improve partners' capacity in business management and digital marketing. Training will be conducted offline at the foundation's location with a total duration of 10 sessions. The details of this PKM are 10 sessions consisting of 10 training and mentoring sessions, equivalent to 4 months, with each training session lasting 3 hours and each mentoring session lasting 2 hours, as well as 4 hours of travel time to and from the location. Training materials include, Business Management, such as Establishment of a clear organizational structure. Introduction of the Triple Layer Business Model Canvas (TLBMC) as a tool for designing sustainable business models. Development of SOPs for business operations. Digital Marketing, such as, designing brand identity that includes a new logo, eco-friendly packaging design, and product taglines. Introduction to the basics of digital marketing, including the use of social media (Instagram, Facebook) for product promotion. Teaching the use of paid advertising features on social media to increase promotional reach. Assisting B'Onic in uploading products to e-commerce platforms such as Tokopedia.

## 3) Mentoring and Evaluation

Mentoring is provided for 3 months after the training is completed to ensure that the proposed solutions can be optimally implemented by the partners. Mentoring is provided in two forms, such as offline mentoring, the proposing team will visit the foundation every month to provide direct consultation on the implementation of the business model and marketing strategy. Online mentoring, the proposing team will provide weekly online consultation sessions via WhatsApp or Zoom to monitor program progress. Monitoring and evaluation are two different words that refer to different activities. Monitoring is an effort to monitor whether the program is running well according to plan, whether there are obstacles, and how the implementers overcome these obstacles (Jaysurrohman et al., 2021). According to Raka Joni, evaluation is defined as the process of considering an item, matter, or phenomenon by taking into account various factors, which are then referred to as value judgments (Mayasari, 2021). Based on the two main issues focused on in this PKM activity are business management and marketing, program evaluation will be carried out on the achievement indicators of each solution provided. The role of partners in this activity is also needed to obtain feedback on the impact received through this community service program series.

## RESULT AND ANALYSIS

To address the priority issues faced by the Ananda Seva Dharma Foundation, this community service program offers systematic and planned solutions through a 6-month training and mentoring approach. This solution focuses on two main aspects: business management and marketing, with the aim of developing a sustainable business model and enhancing the effectiveness of marketing B'Onic products. This approach is designed to have a long-term impact on the foundation while empowering the children under its care with entrepreneurial skills. Below is a detailed description of the solutions offered:

### 1) Solutions for Business Management

Issues related to business management at the Ananda Seva Dharma Foundation are one of the main priorities to be resolved. Currently, the foundation does not have a well-organized organizational structure, so the division of tasks between agricultural management, production, and marketing is unclear. This condition causes a lack of efficiency in the foundation's operations and hinders systematic business development. To overcome this, the program offers the following solutions:

a) Training and Assistance in Developing Organizational Structure

The foundation will receive intensive training on the importance of organizational structure in business operations. This training covers an introduction to organizational functions such as production management, marketing management, and financial management. After the training is complete, the proposing team will assist the foundation in developing a clear organizational structure with defined tasks for each aspect of the business. For example, there will be specific persons in charge of agricultural production, management of B'Onic processed products, and marketing of products to consumers.

b) Development of a Sustainable Business Model

A Triple Layer Business Model Canvas (TLBMC) will be applied to help the foundation design a business strategy that encompasses three main aspects: economic, social, and environmental. This approach focuses not only on financial gains but also considers the social impact on foster children and environmental sustainability through organic products. In this process, foster children will be actively involved in learning how to design business models so that they can acquire entrepreneurial knowledge and skills as preparation for independent living.

2) Marketing Solutions

Marketing B'Onic products is a major challenge for the Ananda Seva Dharma Foundation because it is currently only done traditionally through word of mouth, such as using WhatsApp. Low brand awareness and product awareness in the market limit consumer access to the foundation's products. To overcome these obstacles, this program offers the following solutions:

a) Digital Marketing Strategy Training

The foundation will receive training on the use of social media (Instagram, Facebook, and TikTok) and e-commerce platforms to promote B'Onic products. This training includes creating engaging digital content such as high-quality product photos, short promotional videos, and storytelling about the organic and vegetarian values of B'Onic products. Additionally, the foundation will be taught how to utilize paid advertising features on social media to expand promotional reach.

b) Digital Marketing Implementation Assistance

After the training is complete, the proposing team will assist the foundation in creating official social media accounts and managing digital marketing campaigns for 6 months. Assistance will be provided online through regular consultation sessions to ensure that the marketing strategy is running according to plan. In addition, the proposing team will help the foundation establish partnerships with vegetarian or organic communities in Bali and outside the region to expand its market network.

c) Product Branding

One of the key solutions in the marketing aspect is designing a brand identity for B'Onic products. Branding includes an attractive logo design, environmentally friendly yet aesthetically pleasing product packaging, and a tagline that reflects the organic and vegetarian values of the foundation's products. A strong brand identity is expected to increase consumer appeal for B'Onic products while strengthening the foundation's position in the market. In addition, the branding initiatives resulted in strengthening brand identity and increased consumer interest. Partnerships with vegetarian and organic communities also contributed to expanding market access beyond the local area. Judging from the number of products sold each month, after this assistance and training, average sales have increased by 20% of total product sales before the training.



## CONCLUSION

The Community Service Program on *Developing a Sustainable Business Model for Yayasan Ananda Seva Dharma through Agricultural Product Marketing and Entrepreneurship Skills* successfully enhanced the foundation's capacity in business management and marketing. Through training, mentoring, and practical simulations, participants gained a solid understanding of digital marketing strategies, product branding, market analysis, and the integration of economic, social, and environmental aspects using *Triple Layer Business Model Canvas*.

Participants showed strong enthusiasm for learning new skills, especially in digital marketing and entrepreneurship. Despite varied backgrounds, the use of interactive methods and real case studies helped them grasp concepts effectively. The program improved participants' ability to design structured business plans, leverage social media for promotion, and identify broader market opportunities. It also strengthened the foundation's image as a productive, self-reliant institution while encouraging economic empowerment in the surrounding community.

The program's success was largely supported by close collaboration among the implementation team, foundation management, and participants. However, sustaining these achievements will require consistent application of learned strategies, ongoing mentoring, and effective operational management.

To improve similar initiatives in the future, this is some sustainability plans that can be used to:

1. Extend Training Duration; Allocate more time for advanced technical topics and hands-on practice.
2. Improve Access to Technology; Provide devices and reliable internet through direct provision or partnerships.
3. Establish Ongoing Mentoring; Conduct regular follow-ups to monitor business progress and address challenges.
4. Strengthen Partnerships; Collaborate with industry players, e-commerce platforms, and local governments to expand market reach.
5. Enhance Digital Literacy; Include data analytics skills to help participants make informed business decisions.

By addressing these points, the program can build on its achievements and ensure the sustainable growth of the foundation's agricultural business, contributing to long-term community empowerment.

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