

The Social Value Creation Process in Social Business Models: The Similarity Benefits of Shared Blended Values

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This case study successfully clarifies the main sources of shared values in the Social Value Creation (SVC) process in both Social Enterprise A (SE A) and Social Enterprise B (SE B). Applying leadership approach and skills is a key source of shared values for SE A and is followed by networking. Meanwhile, SE B places more stress on human values and qualities, especially with the special knowledge owned by social entrepreneurs and their teams, followed by the capacity and resources provided by the company. This case study also successfully identifies a set of similarity values in order to strengthen the Social Business Model (SBM). All those sources of benefits, values under social values and economic values highlighted by both types of SE provided theoretically positives impacts, such as efficient operation, sufficient resources (tangible or intangible), and motivation for both sides. Meanwhile, the benefits of economic values come from the impact of managing the cost, risks, and maximising the profits as well as creating opportunities for both sides. This case study uses Nvivo12 to manage the data. The significance of the study is that it is expected to promote “social enterprise” in this country by strengthening SBM in Social Enterprise.

Key words: *Shared value blended, social business model, social enterprise, social value creation.*



Introduction and Background

In Malaysia, more than 100 companies are listed and registered under Social Enterprise (SE) (MaGIC Social Entrepreneurship, 2015). Despite that, the most important element according to previous studies is a social value proposition in their social business models, which has made the Social Enterprise model different from the profit oriented business model. This case study is designed by narrowing down the social value creation (SVC) process in order to strengthen the social business model and provide social impact (Triple Bottom Line) in the end. Current reports show that in Malaysia, SE operates mostly in areas such as education, poverty, rural development, environmental sustainability, employment issues (human rights), and risk issues involved with youth (MaGIC Social Entrepreneurship, 2015). According to a study carried out by Social Enterprise Alliance Malaysia (SEA), another important area focused on by SE in our country is an issue that relates to the culture's sustainability and disabled community development in the social function. The statistical facts show that 30 per cent of Malaysian SE is involved with the cultural and fashion industries, 20 per cent in the entertainment area, and followed by event management, also distributed around 20 per cent. Mostly the population is involved with youth programs or activities. The next contribution percentage is derived at 10 per cent from food and art, another 10 per cent resulting from the auto industry and followed by consulting services and research (SEA Malaysia, 2014; Nasruddin & Misandin, 2014). Based on the Malaysia Social Enterprise Blue Print (MSEBP) 2015 – 2018, the primary reasons the government should be promoting social entrepreneurship is to reduce the cost and increase the quality of public services and goods delivery in this country. By promoting SE, the government expects it is able to respond quickly to the needs of the public in the future (MaGIC Social Entrepreneurship, 2015).

Purpose of Study

This study is about to identify the main sources of shared values in the Social Value Creation (SVC) process (the shared values combination between social values and economic values) and secondly, to recognise the similarity values in order to strengthen the Social Business Model (SBM) in the selection Social Enterprise (SE), based on community development as a part of the Triple Bottom Line (TBL). This case study is involved with two well – known social enterprises, who have received The Malaysia National MaGIC Amplify Award for the success of their social mission impact. In this case study, researchers do not use real company names to ensure confidentiality. The first social enterprise is labelled Social Enterprise A and the second Social Enterprise B. Prior to this, Social Enterprise A was a non – profit organisation which changed its status to social enterprise. Currently, their social mission is focused on developing and delivering communication skills training courses to rural youth. Meanwhile, Social Enterprise B had a specific social mission



to promote super organic vegetables to feed communities, using compost soil to fully cover food waste.

Literature Review

Social Enterprise (SE) and Social Business Model (SBM)

According to Kadir and Sarif (2016), currently in Malaysia, the concept of social enterprise has begun attracting interest among academics and policy makers. Referring to a study carried out by Nasruddin and Misaridin (2014), the common objective SE provided solutions to solving any social issues through operationalising a social business model, especially in infamous areas, by ordinary businesses and government. But this model was still able to generate profit for sustainability (Kadir & Sarif, 2016 : Hassan, et al. 2018). Smuda and Dorn (2015) stated SBM purposely explains the way the organisation creates and delivers values. Lately, a few studies have been carried out in relation to SBM, such as research by Agafonow et al. (2015) and Alegre (2015), focusing on supply chain management (SCM) theory. Next, a study by Spiess-Knafl, Mast, and Jansen (2015) concentrated on elements of innovation in SBM (Rahim & Daud, 2013). This was followed by research about a hybrid SE Model by Santos, Pache, and Birkholz (2015) as well as a study by Hahn and Spienth (2014). Meanwhile, research by Dohrmann, Raith, and Siebold (2015) focused on elements of monetisation in SBM. Another two studies were about business operation in SBM and levels of integration between social programmes and business activities (Smuda & Dorm, 2015; Majid et al., 2019; Alter, 2014). Besides that, this study was designed to concentrate on SBM, based on shared values and communities work as a social mission.

The Shared Values and Social Value Creation (SVC)

According to A. Dacin, M. Dacin and Matear (2010) in Smuda and Dorn (2015), SVC is a setting value based on the social mission and expected outcomes of SE. They also emphasised that SVC is fundamental to the concept of SE. Previous studies by Austin et al. (2003), Sud et al. (2009), Feli'cio et al. (2013), and Bellostas et al. (2016) stated that social value creation is the key to achieving the social mission and implementing social changes for creating good. In a study by Jespersen (2011) in Hassan et al. (2018), it is stressed that social value output comes from a combination of values in the SVC process by blending selection resources together with elements of innovation. Meanwhile, Hassan et al. (2018) had discussed social values output based on points highlighted by Leutermann (2013) where a combination of social values and economic values known as blended values and responding to what is “new” and what is “good” or “benefits” as well as what is “valuable” created from that process. Hassan et al. (2018) successfully list sources of shared values based on previous studies. Researchers identified and narrowed down the list of

sources of social values and economic values in the social value creation process, based on communities' work as a social mission. Refer to Table 1 for more detail.

Table 1: List of Sources: Social Values and Economic Values Based on Literature

Sources	Social Values	Economic Values
<ul style="list-style-type: none"> • Business & Management Approaches 	<ul style="list-style-type: none"> • Clear social enterprise purpose. Suitable business planning & strategy based on Social Mission. Targeting to lower the cost as possible & proper business model. 	<ul style="list-style-type: none"> • Smooth operation to reduce the costs. Managing procurement resources. Risk Management.
<ul style="list-style-type: none"> • Leadership 	<ul style="list-style-type: none"> • Leadership skills & Flexible Techniques. Keep the motivation level up every management levels. 	<ul style="list-style-type: none"> • Managing the cost & sale for company.
<ul style="list-style-type: none"> • Communication & Information 	<ul style="list-style-type: none"> • Clear by using all channels & effective information channels. 	<ul style="list-style-type: none"> • Sharing about business & management approaches to maximum the profit
<ul style="list-style-type: none"> • Technology & Innovation 	<ul style="list-style-type: none"> • In every aspect & updated (Input, process, & Output) 	<ul style="list-style-type: none"> • Tools for managing the cost
<ul style="list-style-type: none"> • Networking 	<ul style="list-style-type: none"> • Involvement with every level starting with individuals, groups, communities, NGO, Private Sector & Government Agencies (formal & informal social network) 	<ul style="list-style-type: none"> • Managing profits & cost through distribution, social or value networks
<ul style="list-style-type: none"> • Human Resources 	<ul style="list-style-type: none"> • High skills 	<ul style="list-style-type: none"> • Manpower must have strong knowledge in Financial & Accountancy Fields
<ul style="list-style-type: none"> • Cultures 	<ul style="list-style-type: none"> • Shared norms of behaviour, commitment and belonging. 	<ul style="list-style-type: none"> • Focusing to communicate needs, involve with individuals, groups,



		communities, NGO, Private Sector & Government Agencies
<ul style="list-style-type: none">• Rules and Legislation	<ul style="list-style-type: none">• Flexible with external forces, political & legal or regulatory environment	<ul style="list-style-type: none">• Clear policies & Social Return on Investment (SROI)

Source: Adaptation from Hassan, N. F. N., Daud, W. N. W., Zainol, F. A., Rashid, N., & Afthanorhan, A. (2018).

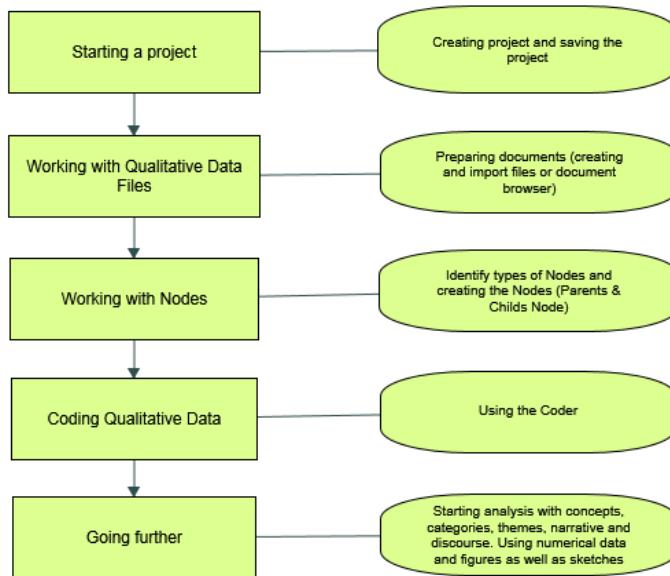
Triple Bottom Line (TBL)

SE is driven by the social mission to offer innovative solutions, by providing products and services which are aimed at solving social related challenges (Nasruddin & Misaridin, 2014). Furthermore, SE activities have significant relationship with TBL; social (people and culture), environmental (planet) and economic impacts in order to provide an alternative way of exchanging goods and services. In this study, based on supply chain management theory, proper adjustment in the input and process area will provide the expected output at the end. In this case, social impacts are going to be target every single SBM design according to the social mission. While in this study, social impacts in communities' works will be categorised clearly under social (people and culture) in the Triple Bottom Line (TBL) (Kay, 2016, Gillis & James, 2015).

Methodology

This case study was designed to be carried out in the form of an overview and descriptively by implementing a semi - structured interview with the chosen company based on their social mission. The rhetorical paradigm for this study makes use of and informal and personal voice. Followed by the methodological paradigm, this study also used a combination of inductive and deductive approaches to answer the research objectives. This study used Nvivo12 software to manage the data. The process involved four essential stages: (a) Developing the document for in-depth and focus group interviews, (b) Managing documents using folders, (c) Mapping of variables through nodes, (d) Data Queries using Matrix Coding as well as a Comparison Diagram (Ishak & Bakar, 2012 and Hilal & Alabri, 2013). For more detail, refer to Figure 1. The selection company involved with social entrepreneurs, CEOs and / or directors of the company from Social Enterprise A (SE A) and Social Enterprise B (SE B) under Social Enterprise category listed under MaGIC and winners for MaGIC Amplify Awards.

Figure 1. The Procedure Nvivo Data Analysis



Source: Adaptation from Bazeley, P., & Jackson, K. (2007) in Hilal, A. H., & Alabri, S. S. (2013)

Findings

Firstly, this case study successfully clarified the sources of shared values in the Social Value Creation (SVC) process in both Social Enterprise A (SE A) and Social Enterprise B (SE B) based on primary information from semi-interview sessions. With reference to Figure 2, researchers found out slightly different coverage sources of benefits highlighted by both companies. Based on the information from the graph, SE A shows nearly 40 percent interview coverage towards giving motivation to others about the social mission. Less than 40 percent of SE A was shown to implement the partnership approach, at the same time promoting proper practise management. More than 36 percent of interview coverage related to support systems on their course, followed by vigorous information sharing concerning their special knowledge of social missions. However, special knowledge only covered near to 28 percent – the same situation as at experience during the interview. It stated about 20 percent coverage for SE A when looking for any possibilities and opportunities in SVC process. The founder of SE A also had savvy human values and qualities, especially key for the SVC processes, such as proactive willingness to work extra hours to achieve the social mission. These factors are in addition to their expertise into community based programmes. All those sources of benefits adds up to 20 percent coverage during the interview. During the SVC process, the founders of SE A also used practical leadership skills to delegate their work and manage the process by implementing a multi-tasking approach. In order to perform the SVC process, SE A obtained aid from investors, and gained knowledge from basic information about the social programme. Again, all those sources of benefits are shown to cover below 20

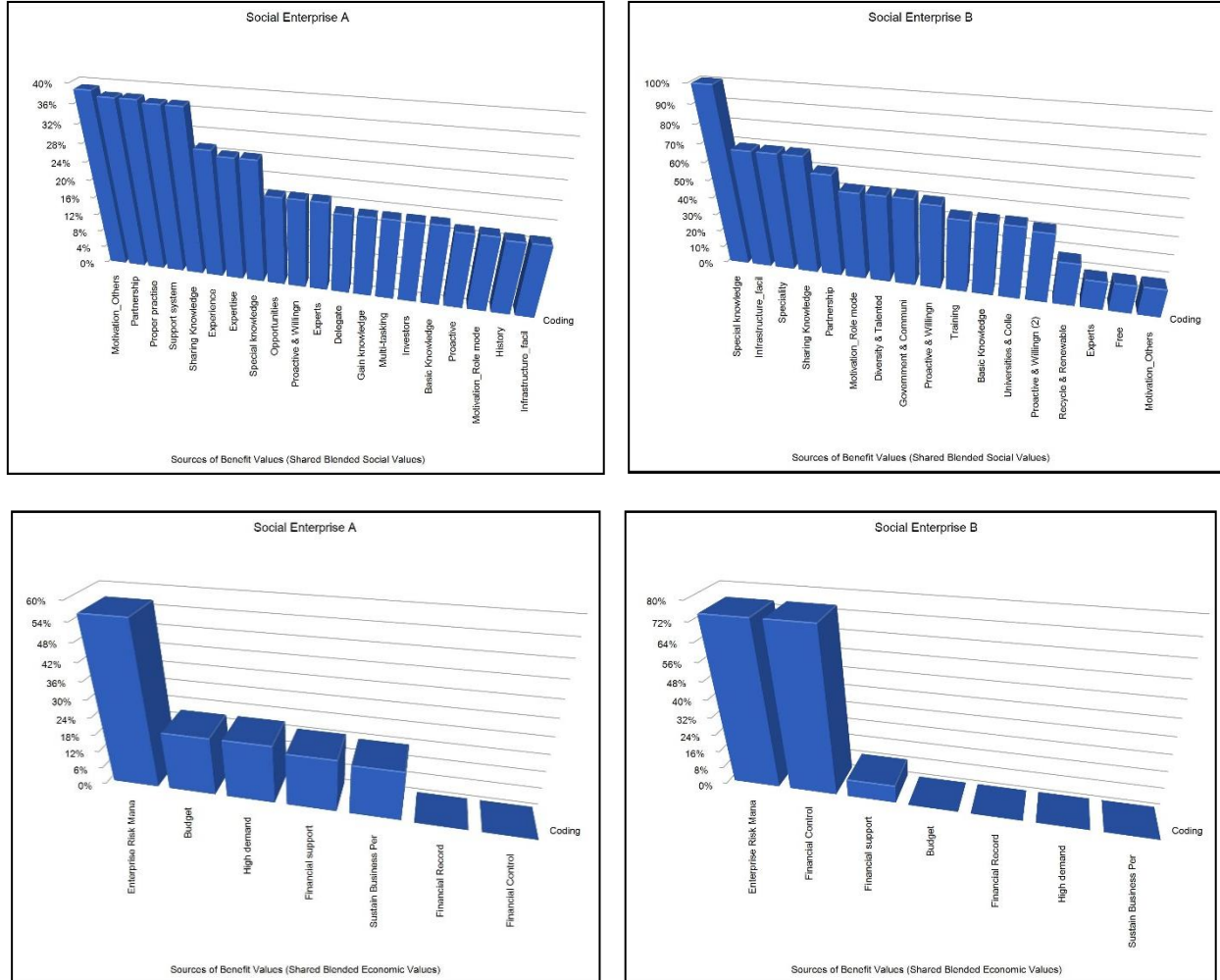


percent during interview. More than 16 percent coverage of the interview is about proactivity in business operations and motivating others as a role model. 16 percent of the interview covers how history relates to social issues regarding community works development. The most positive point is that SE A had proper infrastructures and facilities to support their social mission.

Meanwhile, sources of economic benefit values were implemented by SE A creating an enterprise risk management approach. According to the interview, this approach covered more than 54 percent, followed by proper planning in budgeting and focusing on high demand for the market. Those sources of shared values covered more than 24 percent. SE A also used financial support to implement their social mission, with coverage of around 24 percent. Lastly, SE A also worked together with the community for a sustained business performance. This source of value covered less than 24 percent during the interview. In the second session interview, SE A highlighted more than 60 percent interview coverage about gaining knowledge, motivation as a role model, proactivity and willingness that involves the founder and also the target community. More than 60 percent of the second interview also covered sharing knowledge, including providing free information. SE A also highlighted once again the importance of proper practise in management. Lastly, the source of benefit stated by SE A is involvement with support from government and the community itself. During the second interview session , when SE A highlighted sources of economic values, less than 60 percent of coverage was involved with enterprise risk management. For more detail refer to Figure 2 below.

The result from Figure 2 also shows that SE B highlighted that 100 percent of interview coverage concerned special knowledge, followed by less than 70 percent coverage about infrastructure and facilities, as well as the abilities of the company as specialising in the social mission and business activity. This is followed by sharing knowledge during the SVC process. 60 percent of the interview coverage is about the partnership approach implementing in SE B. Meanwhile, 50 percent of the interview coverage is about motivating others as a role model and supporting others by promoting diversity and skills among staff. Another score of 50 percent coverage in the interview was focused more on the role of government and the community itself to support the SE B social mission. This was followed by the founder attitude involving proactivity and willingness to participate in the programme. Moreover, another 40 percent of interview coverage is about training, supporting basic knowledge, role of universities and colleges as well as target group attitudes involved with proactivity and willingness to participate in the programme. More than 30 percent of interview coverage is about technology that is involved with recycling and renewable technology. Next, less than 30 percent of interview coverage focused on the importance of experts and motivating others towards their social mission. Lastly, interview coverage concerned the free sharing of knowledge with others. Furthermore, during the interview about the source of benefit economic values, SE B found that more than 72 percent was about enterprise risk management and financial control.

Figure 2. The Sources of Shared Value in the Social Value Creation Process



Below is the result from a Tree Map combination for both sources of shared values in the Social Value Creation Process in hierarchical data for Social Enterprise A and Social Enterprise B. For more detail refer to Figure 3. Based on the result, the main source of shared value in the SVC process derived from the tree map is human values and qualities such as sharing knowledge, proactivity and willingness to be involved with the founder and the team. Next to be displayed is human qualities that involve encouraging others with good deeds and experience. This is followed by proactivity and willingness to be involved with the target community. Another important sources of values comes from gaining knowledge, practise and support from experts in implementing the social mission. Secondly is the list of sources from the information, such as special knowledge, followed by information freely shared with others. At the same time, basic knowledge and information from history regarding social issues is appreciated. The third major list

includes networking areas such as partnerships, support from government and communities, followed by the role of universities and investors. Fourth, a source of values comes from human resources areas such as expertise and diversity as well as talented skills among staff. Meanwhile, a fifth list of sources comes from the capacity of resources in the company such as specialities and existing infrastructure and facilities. A sixth list of sources comes from a proactive approach in business operations. In management, it is involved with proper practise and implementing multi-tasking. Next is a list of sources from leadership approaches and skills, such as motivation involving others and implementing delegate power practise. Under rules and legislation, this area is only involved with support systems and lastly, technologies and innovation. The last area is only involved with recycling and renewable resources.

Figure 3. Tree Mapping and List of Sources of Share Blended Values According to Priority (Social Values)

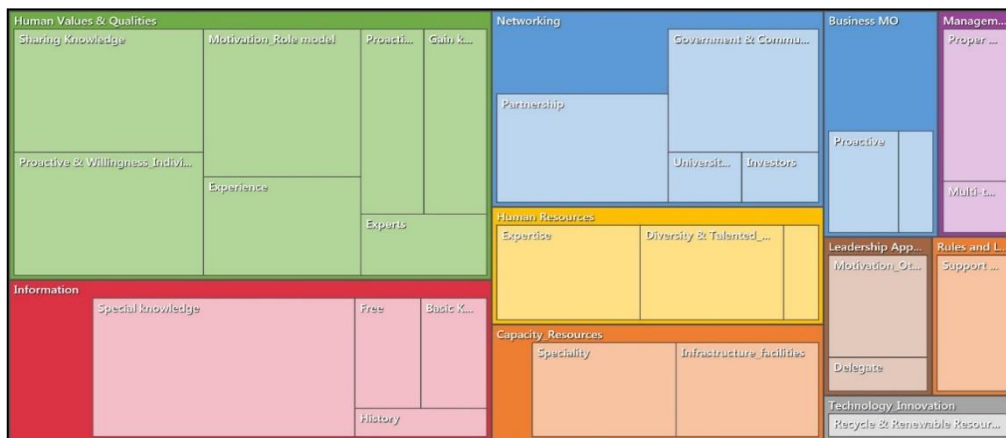


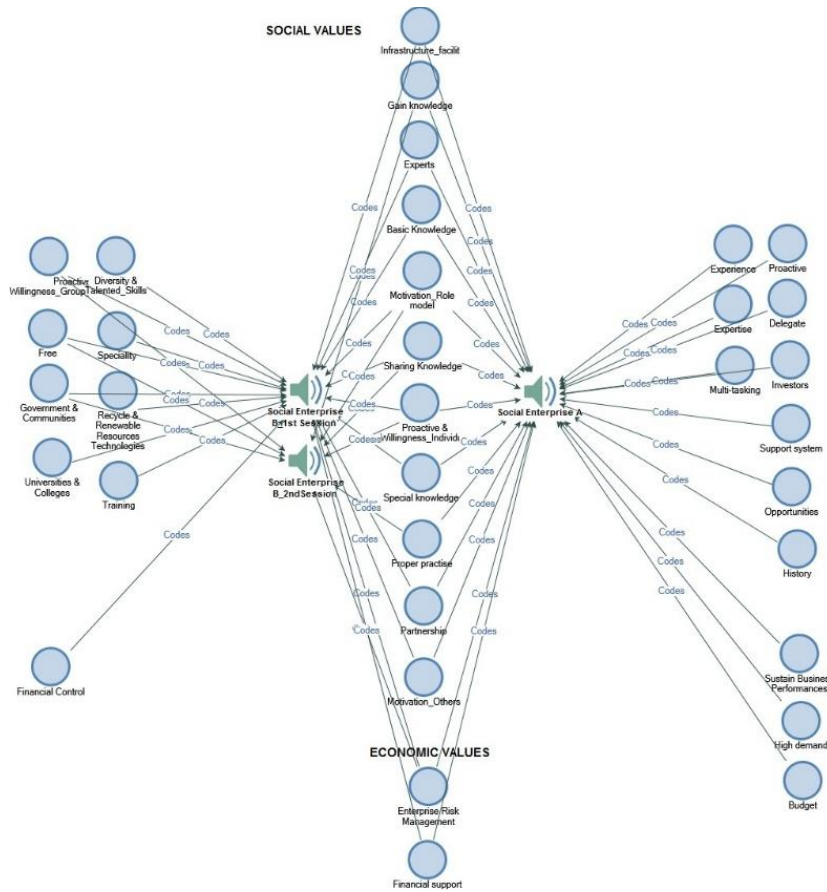
Figure 4. Tree Mapping and List of Sources of Share Blended Values According to Priority (Economic Values)



With regard to Figure 4, the major area is involved with financial viability such as financial support and financial control. The second major area of economic value was involved with enterprise risk management, followed by sustainable business performance; business activity that includes a high market demand. Lastly, both companies are involved with benefits creating value from budget preparation. Researchers also successfully identified a similar source of benefits values in the social values creation process to improve the impact in the social business model for both entities. According to the results from Figure 5, both companies share similar sources of benefits values in the SVC process such as;

- a) Infrastructure and Facilities
- b) Gaining Knowledge
- c) Experts
- d) Basic Knowledge and Special Knowledge
- e) Role Model
- f) Sharing Knowledge
- g) Proactivity and Individual Willingness
- h) Proper Practise
- i) Partnership
- j) Motivation of Others
- k) Enterprise Risk Management
- l) Financial Support

Figure 5: The combination of Similarity Themes in the Social Values Creation Process



The results from the comparison diagram above clearly state 13 themes highlighted by the SVC process. Under the capacity and resource categories, SE highlighted benefits are created by infrastructure and facilities, followed by human values and qualities such as benefits generating from gaining knowledge, experts, SE management as a role model to communities and benefits from sharing knowledge with others. Human values and qualities play a role in the SVC process created by implementing proactivity and willingness from SE management and founders. Next is basic knowledge and special knowledge as a part of information. Meanwhile, both the SE A and SE B used the approach of sharing proper practise in management and also applying the partnership method in operations to establish networking with others. Another aspect of human values and qualities but listed under the category of leadership skills is benefits created from the ability to move others during the SVC process. Both forms of SE also share similarities under economic values, such as financial control and implementing enterprise risk management (ERM). For more detail refer to Figures 6 and 7.

Figure 6. Similarity of Shared Values in the Social Values Creation Process According to Work Based Community

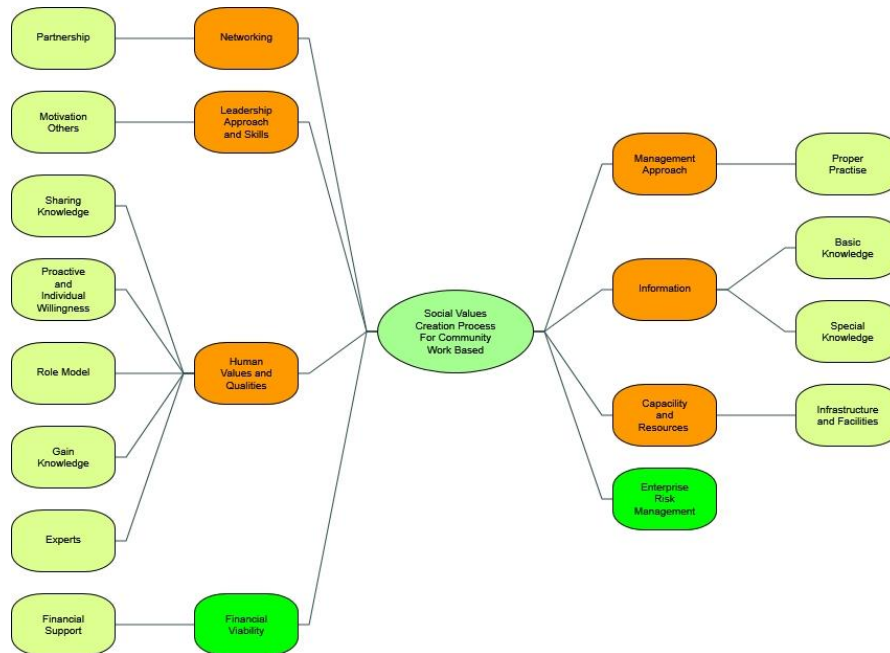


Figure 7. Social Values Creation Process in Work Based Community According to Priority

Special knowledge	Motivation, Role model	Infrastructure, facilities	Proper practice
Sharing Knowledge	Enterprise Risk Management	Motivation Others	Gain knowledge
Proactive & Willingness, Individual	Partnership	Financial support	Basic Know...
		Experts	

Discussion and Conclusions

Based on the results from the interview, benefits values from special knowledge, followed by basic knowledge play an important part in the SVC process in order to provide SVP in SBM. Even though both SE's had different social missions and target communities, they shared a similarity and significance in levels of information regarding their social mission and knowledge about "*pain*" faced by communities. This paper indicated that information is a key source of social value and economic value in SVC process. According to both SE's, their special knowledge about social issues and business operations was considered as a start-up for their involvement in this business area, besides the opportunities to be gained from it. The situation creating "*opportunities*" or "*business opportunities*" is a considered benefit from economic value in this study. The second priority benefits value sharing by both SE's from sharing a knowledge approach in the SVC process. SE A implemented sharing knowledge at the end of their training operation process. According to the SE A founder "*you receive for free and you give for free.*" Meanwhile, SE B promoted knowledge as free and they do not implement any intellectual property rights (IP) for any methods implemented or used by them.

Both SE's also had a similar point of view about proactive characteristics and willingness practised by social entrepreneurs as a part of human qualities values also considered vital values in the SVC process in their social business model. This point of view is an awareness of the possibilities minded perspective of social entrepreneurs. This condition was highlighted by Perera (2013), the possibilities minded perspective helping social entrepreneurs take proactive action to fill the gap that causes the social problem. From there, staff should be encouraged to do extra work to achieve their social mission and business objectives. Perera (2013) starts with the social entrepreneur's question, "what is" and "what could be" which in the end is going to spark "business-related ideas". In this study, SE A provided services by developing and delivering communication skills training courses to rural youth. Meanwhile, SE B provided super organic vegetables to feed communities and used compost soil to fully cover food waste.

Another human value and quality playing significantly towards the SVC process is benefits value, created from the social entrepreneur as role model and influencer of people around him or her. Again, according to Perera (2013), the benefit from this value is the ability to create sustainable enterprises. These also move the entrepreneur, as the founder, to influence facets of enterprise development, including processes and standards of behaviour (social entrepreneur characteristics). Thus, the positive impact of social entrepreneurs as role models also moves target communities involved with programmes with volunteers sharing the benefits value with others. This idea was also stressed by Rotheroe and Miller (2008). The benefits value created by motivation develops a feeling of belonging among communities. These ideas have also been mentioned by other SE



founders such ARUS Academy (MaGIC, 2014a), Biji – Biji Initiative (MaGIC, 2015a), and Catama Borneo (MaGIC, 2016a).

The next source of values in the SVC process based on priority is benefits created from enterprise risk management (ERM) practise. Based on SE characteristics, researchers expected this element would play a vital role in the SVC process in order to achieve their social mission and enhance their business operations. Ndedi and Kingsly (2015) mention that ERM in business is a part of method and processes in organisation to manage risk and seize opportunities. They also indicated that ERM directly involves the process of aligning competitive strategy by identifying the risk, aggregate, mitigate, avoid and transfer the risk (OECD, 2004: Ndedi & Kingsly, 2015). Additionally, ERM must be fully integrated or unified with the business processes of the enterprise (Majdalawieh, 2014). Besides that, the measurement risks and opportunities have been associated with TBL (environmental, social, and economic) performances, making sustainability a strategic priority for companies as part of their overall business strategy (Faris et al, 2013). For this study, researchers referred to Soltanizadeh et al. (2014) in their study, using group implemented ERM based on Beasley et al. (2005). Soltanizadeh and her team divided levels of implementing ERM into five categories. The first level is “*complete ERM framework in place,*” The second level is “*partial ERM framework in place,*” followed by “*no formal framework but plans to implement one.*” Fourth, “*SE investigating concept of ERM, but have made no decision yet*”, and lastly is “*no framework and no plans to implement one.*” The indicator for fully implementing ERM in this study is referring to OECD (2004) in Ndedi and Kingsly (2015). The interview shows that both SE’s are more apparent on the third level of implementation of ERM.

Another important element in the SVC process is benefits value created from the networking medium through partnership practise. This approach is also highlighted by other founders of SE such as Silent Teddies Bakery (MaGIC, 2016b), Tonibung (MaGIC, 2014b), and Batik Boutique (MaGIC, 2015b). The benefits value created from this practise provided additional resources, raw materials, linkage, and knowledge sharing, as well as monetary support into the SVC process to provide SVP. Next is benefits value created from the proper provision of infrastructure and facilities already existing in both SE’s. In order to facilitate the SVC process, infrastructure and facilities play an important role. This is totally supported or agreed upon by both SE A and B through the interview sessions. The next benefits value based on a significance element in the SVC process is implementing proper practise. Referring to the management approach, proper practise is also considered as a priority to creating positive benefits value. This is the case even if it only involves face to face management with target communities and managing their manpower (Mair & Schoen, 2007). A proper management approach totally helps the SVC process including SVP in SBM.



The benefits value created from leadership skills includes benefits such as encouraging others to help the community and work together with similar ideas to achieve social missions. Prior to this, researchers highlighted the social entrepreneur as a role model to motivate people around them. To implement that approach, social entrepreneurs need leadership skills to influence others. As a leader, a social entrepreneur must be the individual who is leading the SVC process. Social entrepreneurs also hold individual responsibility to plan, organise, lead and control the process, from the beginning until the end (input, process, and output). According to the founder of Dialogue in The Dark, *“helping more people in future and keep your fire burning, not matter what until the end.”* The gaining of knowledge is going to be typical in any general process. In the SVC process, benefits value created by founders from gaining knowledge helps them to acquire information related to their core business and social mission. It also enhances their experiences in subject matter, together with the specialist knowledge that they have and sharing knowledge with others (Bernama WebTV, 2016).

Another important element in the SVC process is benefits value created from financial support from third parties such as governments or related agencies like MaGIC. Both SE's receive financial support at the beginning of their existence. During the interview, SE A and SE B showed their totally agreement with benefits value, so as to gain from financial support, especially in the SVC process. But, in order to be sustainable, both of them point out the importance of finding out other solutions and returning SE to generating their own budget. Based on the interview, both SE's were successful in their businesses and achieved their social missions, as well as receiving awards for their achievements. Both SE's also have similar points of view regarding the impact of benefits value created through the special skills or knowledge representing mastery of a particular subject. Researchers used the term expert in this study, and the interviews of both SE's show that this ability aids the SVC process and creates social value and economic value at the same time. According to Perera (2013), the ability owned by social entrepreneurs or their staff in subject matters such as business process skills and client relationship skills allow SE's to achieve their business objectives and social missions. Last but not least, both SE's mention the importance of back to basic or basic knowledge regarding all aspects. SE A and SE B stress the significance of basic knowledge in the SVC process. According to Shane (1999) in Perera (2013), the prior knowledge combined with inputs from various information mediums helps SE A and SE B to align their attention and value creation in SBM. In this study, the SE A and SE B may have noted problematic social and environmental issues due to their interests and experiences as well as basic knowledge.

In order to answer the first objective, this case study successfully clarified the sources of shared values in the SVC process in both Social Enterprise A (SE A) and Social Enterprise B (SE B), based on primary information from semi-interview sessions, showing slightly different coverage sources of benefits highlighted by both companies. Implementing a leadership approach and skills



is a main source of shared values for SE A, followed by networking resources . SE A always gives motivation to others (staff or target communities) about their social mission and maintains their courses with a partnership approach. Meanwhile, SE B places more stress on human values and qualities, especially with special knowledge owned by the social entrepreneur and the team. Instead, this is followed by benefits sources created through capacity and resources in the company. This means that properly provided infrastructure and facilities by SE is able to generate benefits value in the SVC process for SE B. This case study also successfully identifies the similarity values in order to strengthen the Social Business Model (SBM). Referring to Figures 6 and 7, the researchers clearly propose thirteen vital sources of benefits values in the SVC process for those SE's involved with work based communities . All those sources of benefits values under social values and economic values highlighted by both SE's provided theoretically positive impacts, such as efficient operations, sufficient resources (tangible or intangible), and motivation for both sides. Meanwhile, the benefits of economic values are highlighted by implementing practises or approaches on managing the cost, and risks, and designing the profits as well as creating opportunities for both sides. The combination or blending of all those values helps SE A and SE B in creating SVP in SBM. For example, the combination of special knowledge, sharing knowledge, and proactivity enables and motivates both sides to working together. At the same time, both SE's are able to produce high quality services and products to their target communities.

Originality

The main object of this study was to highlight the main sources of benefits of shared values (social value and economic value) in the SVC process in order to design SVP in SBM. Plus, researchers also used Nvivo12 to aid managing the data and propose the conclusion in this study. The findings are expected to be able to support the Malaysia Social Enterprise Blue Print 2015 – 2018 and to promote “social enterprise” in this country.



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