



Business Model Canvas: The Implementation Method of Corporate Social Entrepreneurship

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Published: 15/09/2022

How to cite (in APA style):

Sirine, H., & Dewi, Y. E. P. (2022). Business Model Canvas: The Implementation Method of Corporate Social Entrepreneurship. *Jurnal Ekonomi dan Bisnis Jagaditha*, 9(2), 176-184. doi: <https://doi.org/10.22225/jj.9.2.2022.176-184>

Abstract—Corporate social responsibility (CSR) is entrepreneurs' obligation to be socially responsible so as to create values for the community, one of which is through social entrepreneurship. The CSR and social entrepreneurship form a corporate social entrepreneurship which can strategically provide a balance between the economic value and social value among various stakeholders. This study aims to determine stages of implementation of corporate social entrepreneurship and development of Business Model Canvas to run the corporate social entrepreneurship in Sido Muncul partnership program with Parang Gupito Farmer Group. The results show that the stages of implementation of corporate social entrepreneurship in Sido Muncul partnership program in Parang Gupito include problem identification and need analysis, resource allocation and coordination, network building, intensive mentoring, sustainable innovation, getting business partners, and performance assessment. The value proportion of the Sido Muncul partnership program in the Business Model Canvas for the Parang Gupito Farmer Group includes knowledge and skills about agriculture, agricultural product innovation, marketing and distribution, tourism services, product standardization, as well as price and market guarantee that have an impact on increasing the farmers' welfare.

Keywords: business model canvas; corporate social entrepreneurship; partnership

I. INTRODUCTION

Companies practicing corporate social responsibility (CSR) are believed to be able to increase the profits in the long term from social investment (López, García, & Rodríguez, 2007). Corporate values contained in the CSR activities are important for accelerating the organizational performance, so that the companies can be trusted as moral agents and provide innovative solutions to social problems (Vachani & Smith, 2008). Wood (2014) stated that the companies may lose their social legitimacy when stakeholders lose confidence in the firm performance.

In the connection between the CSR and social entrepreneurship, a new concept is introduced known as corporate social entrepreneurship (Harris, 2016). According to Crisan and Borza (2012), the corporate social entrepreneurship can be considered as a corporate entrepreneurship whose mission is to

solve social problems and creates social values. The corporate social entrepreneurship can be a powerful preventive to poverty, insecurity, and underdevelopment (Raimi, Akhuenonkhan, & Ogunjirin, 2015). Further, Agrawal and Sahasranamam (2016) stated that the idea of social entrepreneurship adopted by the companies would result in the idea explaining that businesses could improve their CSR by changing the way companies operate with several main elements, including creating an innovative environment, highlighting firm values and objectives, building alliances to generate economic and social value. The practice of social entrepreneurship in a corporate business is a concept supporting social sustainability challenges which are invaluable in CSR work (Spitzeck, Boechat, & França Leão, 2013).

The process of developing social entrepreneurship in CSR has been carried out by several researchers. A study by Tasavori,

Ghauri, and Zaefarian (2016) did it in several stages, consisting of identification of social problems as market opportunities, product development and adaptation, and development and adaptation of marketing processes. In contrast to Agrawal and Sahasranamam (2016), the process of developing the social entrepreneurship through CSR could be carried out in the following stages: allocation and commitment of resources, conducting social innovations and creating new business models, as well as developing collaborations with NGOs, local entrepreneurs, and the government. In addition, Nikolov and Westergren (2017) argued that developing the social entrepreneurship could be done by allocating necessary resources, followed by forming partnerships – both with social sector organizations and business institutions, and developing and evaluating products and marketing. These stages and process of developing the social entrepreneurship are also implemented by a herbal medicine company in Central Java, namely *Sido Muncul*.

The CSR programs at *Sido Muncul* are designed to show the company's high concern and responsibility for the community's social life and the surrounding environment. *Sido Muncul* strives to maintain a balance between achievements of economic performance, social performance, and environmental performance through quality and sustainable CSR programs. This is in line with the visions and missions of *Sido Muncul* to become a herbal medicine company that can provide benefits to the community and environment by managing an environmentally friendly company. Further, *Sido Muncul* designs the CSR programs based on the concept of empowerment – a program or part of a system integrated with the company's business processes – as it develops raw materials consisting of one hundred and sixty types of medicinal plants supplied by farmer communities in Indonesia. *Sido Muncul* has been working with small and medium-sized enterprises (SMEs), distributors, agents, thousands of outlets selling specifically types of herbal medicine or combination of herbal medicine and other products, and also street vendors. Besides, *Sido Muncul* has also been in collaborations with university, industry, and Farmer Group and cooperatives to develop innovations and technologies for agricultural products.

The CSR activities of *Sido Muncul* are expected to improve the relationship with stakeholders by conducting researches and cultivating medicinal and rare plants in various

regions in Indonesia. There are various mentoring programs carried out by *Sido Muncul*, such as trainings on making innovations in the agricultural products, bank credit collaterals for SMEs, and managing the marketing mix. The area of each *Sido Muncul* CSR partner has its own superior commodity and the company prepares a mutually beneficial cooperation document with the Farmer Group for the validity of the partnership program.

The partnership network between *Sido Muncul* and Farmer Group has a cooperation system with clear rules and is an agreement between the two parties. The employment contract system explains limits on the development of farmers' agricultural activities, including product specification and prices to be used, product quantity to be produced, commitment to the efforts made to lower risks, and the balance of agricultural activities with the social benefits obtained. Furthermore, the *Sido Muncul* CSR activities, especially the partnership with farmers, are the translation of their visions and missions which show the company's high concern and responsibility for the socio-economic life of the community and surrounding environment. One of the programs is implemented in Parang Gupito. There are many superior commodities in Parang Gupito, for example chili herbs, turmeric, green chiretta, ginger, aromatic ginger, sambong, and bitter ginger. They are all cultivated properly and can be processed into raw materials. The Farmer Group in Parang Gupito receive assistance with production facilities as well as training and coaching on agriculture, agricultural products, tourism, and creative industries from *Sido Muncul* in collaboration with other stakeholders. The acceptance and support from the management of *Sido Muncul* to the Farmer Group as the partner is one of the factors supporting the success of *Sido Muncul* in achieving targets of CSR performance.

A well-designed business model is a determining success factor for a business. *Sido Muncul* develops corporate social entrepreneurship by designing a business model canvas to handle CSR based on social entrepreneurship. In the business model canvas there is an architecture for the flow of products, services, and information that describes the special relationships between various business actors and their roles so that inputs are converted into economic outputs through customers and markets.

The study CSR have been conducted

previously by Darmawan (2019) that revealed that CSR methods can increase consumers and business profits. It is also supported by Azura & Setiawan's study result (2022) that CSR can be implemented in running the business.

Based on the background and previous studies above, this study aims to determine stages of implementation of corporate social entrepreneurship and development of Business Model Canvas to run the corporate social entrepreneurship in Sido Muncul partnership program with Parang Gupito Farmer Group. Theoretically, this study is expected to develop a corporate social entrepreneurship model through CSR programs by adopting the concepts of corporate entrepreneurship and social entrepreneurship. Meanwhile practically, the results of this study are expected to be able to be used as a reference for *Sido Muncul* in developing the partnership programs through CSR that result in the creation of shared values.

II. LITERATURE REVIEW

Business Model Canvas

Business model can be defined as the rationale for how an organization creates, delivers and captures values (Osterwalder & Pigneur, 2010). An organizational conceptualization includes three key aspects (Chesbrough, 2010), including how major components and functions or parts are integrated to deliver values to customers; how they relate to each other within the organization and across the supply chains and stakeholder networks; and how the organization generate value or generate profits through these interconnections.

An organization's business model provides insights into a high-level strategic alignment and underlying actions within the organization, which in turn supports the strategic competitiveness (Casadesus-Masanell & Ricart, 2010). Further, it can also support the innovations of business model by discovering previously unseen opportunities for the value creation by transforming the existing actions and interconnecting them in new ways (Johnson et al., 2008).

Business Model Canvas (BMC) developed by Osterwalder and Pigneur (2010) is a highly effective tool in helping users understand an organization's business model. The BMC helps the users to visually represent elements of business model and their potential interconnections and impacts on the value creation. As a visual tool, the BMC facilitates

the discussion, debate and exploration of potential innovations underlying the business model and develops a more systemic perspective of an organization and highlight its impacts on the values (Bocken et al., 2014).

Proposed by Osterwalder and Pigneur (2010), the BMC separates the organization's business model into nine interrelated components, including proposition of customer value, segments, customer relationship, channels, key resources, key activities, partners, costs and revenues. Bocken et al. (2013) stated that the development of new business models should emphasize on the integration of economic value, environmental value and social value through organizational actions. Therefore, its structure is designed to understand and align the organizational actions towards the sustainability at the strategic business model level clearly.

Corporate Social Entrepreneurship

The CSR goes beyond the compliance with laws and regulations (Saatci & Urper, 2013), creating a new interpretation of how a business can create greater social values (Michelini, 2012). The main objective of a business is to generate profits, but at the same time, they can contribute to the social and environmental objectives by integrating the CSR as a strategic investment into their business strategy (Carroll & Shabana, 2010).

The organizations are benefitted from the CSR in the form of cooperation and/or investment with other parties when the shareholders and stakeholders recognize the company's reputation and capabilities (Valjakka, 2013). The CSR provides a balance between the economic value and social value which must be achieved among various stakeholders (Mujtaba & Cavico, 2013). Sanclemente-Télez (2017) argued that a company's CSR is a way to promote the social entrepreneurship. Further, the corporate social entrepreneurship emerges from and is built on three other conceptual frameworks, such as entrepreneurship, corporate entrepreneurship, and social entrepreneurship (Thompson, Alvy, & Lees, 2000). McWilliams and Siegel (2001) explained that a cost/benefit analysis can be used as a strategic tool to optimize the CSR activities. Singh, Majumdar, and Saini (2017) added that the company's CSR and social entrepreneurship are closely related to a sustainable development. In addition, the corporate social entrepreneurship is also believed to be an innovative transformation of the traditional business model (Spitzeck et al.,

2013), as well as the acceleration of CSR for big companies, so as to become a stronger generator for community improvement with sustainable solutions (Austin et al., 2006). A revolution of CSR requires a strong vision of the company to achieve organizational success (Zaefarian, Tasavori, & Ghauri, 2015). Porter and Kramer (2011) explained that the company's top management must ensure that their firm performance is committed to the creation of social value.

Partnership

Mohr and Spekman (1994) stated that a partnership is considered as a strategic relationship intentionally designed or built between companies to achieve predetermined objectives, mutual benefits, and a high interdependence. According to Nielsen (2005), by establishing a partnership, the company do not only get the access to key resources, but also gain knowledge and capabilities which are important resources for the company to excel in their industry. Besides, a partnership can stimulate the learning process as well as learning media, where the knowledge can be a tool to maintain and acquire competencies (Kogut, 1988). A partnership facilitates both parties working together to get the access to new technologies or markets; a new ability to offer a wider range of products or services; economies of scale in research or co-production; and risk-sharing and the access to complementary skills (Hynes & Mollenkopf, 2007).

III. METHOD

This study was conducted at *Sido Muncul* and Farmer Group in Gudang Harjo Village, Parang Gupito. This research location was selected because it was one of the locations where the *Sido Muncul* CSR program was implemented. The *Sido Muncul* CSR program was a form of community empowerment program in the form of a partnership with the farmers. This program had been the *Sido Muncul* CSR target for the last six years (2013 -2018) and its implementation was considered quite successful. This study was done in a qualitative manner, where the primary data was obtained from interviews with the members of Public Relation and CSR division as the representatives of *Sido Muncul*, including Mr. Bambang Supartoko, Mrs. Mia Maharani Purbaningrum, Mrs. Marianingsih, and Mrs. Fadhila Rifka Widati. Besides, the researchers also interviewed the *Sido Muncul* partners – namely Mr. Tukino as the chairman of Farmer Group of Gudang Harjo Village,

Parang Gupito – and other village officials. Meanwhile, the secondary data was obtained from the annual reports of *Sido Muncul* in 2013-2018.

IV. RESULT AND DISCUSSION

Stages of Implementation of Corporate Social Entrepreneurship in The *Sido Muncul* Partnership Program with Farmer Group in Parang Gupito

This study finds that there were several stages of the implementation of corporate social entrepreneurship in the *Sido Muncul* partnership program with Farmer Group in Parang Gupito, consisting of problem identification and need analysis, resource allocation and coordination, network building, intensive mentoring, sustainable innovation, getting business partners, and performance assessment. The description of each stage can be seen in the following Figure 1:

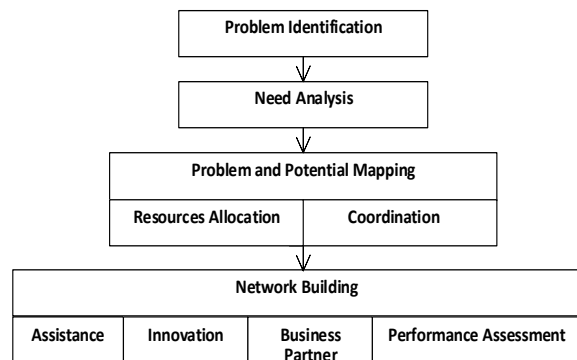


Figure 1.

Stages of Implementation of *Sido Muncul*'s Corporate Social Entrepreneurship

Problem Identification and Need Analysis – the Farmer Group had to face several challenges, including a rocky geographical environment and long droughts which resulted in a low agricultural productivity; lack of capitals in the form of seeds, fertilizers, and financing for planting; and poverty and malnutrition. Therefore, *Sido Muncul* and Parang Gupito Farmer Group made a list of infrastructure they needed for farmer empowerment, such as seeds, fertilizers, machinery and equipment; and carried out a mentoring plan.

Resource Allocation and Coordination – *Sido Muncul* hold regular meetings with ‘local heroes’ to discuss problems occurred in the field, determine commodities to be planted, actively encourage members of the Farmer Group such as the fathers, mothers, and youth groups to preserve local commodities and make various food products and crafts. *Sido*

Muncul also coordinated with the village officials, Department of Agriculture, Department of Trade, NGOs, and industry in an effort to provide assistance to the fostered partners. The Parang Gupito Farmer Group coordinated to carry out their duties by attending Farmer Group regular meetings, *Gapoktan* (Association of Farmers Groups), and FGDs with *Sido Muncul*. Then, *Sido Muncul* gave assistance, capital, seeds, fertilizers and equipments to the farmers in each village (8 villages in total) and made a MoU with the farmer cooperatives.

Network Building – the Parang Gupito Farmer Group had well-developed communities, such as Gudang Harjo Farmer Group, Sumber Waras Cooperative, and Sari Nila Jaya Business Study Group. Wonogiri Regency also had an Association of Herbal Farmers. In addition, the farmers also received trainings on medicinal plants, forestry plants, and knowledge on environment from the Department of Agriculture in collaboration with *Sido Muncul* and District Office. In case of crop failure, the farmers should report to the Department of Agriculture to claim an agricultural insurance based on the area of land affected by pests.

Intensive Assistance – *Sido Muncul* provided trainings to the farmers and collectors so that they could send products according to the requests and standards of *Sido Muncul*, on the condition that they were not chemically fertilized and dried in the warehouse. The chili herbs produced by Parang Gupito farmers were proven to be efficacious for treating cholesterol, uric acid, and body heat. Further, *Sido Muncul* had also provided 6,000 polybags of seeds of citrus, breadfruit, ules wood, and chili herbs to the community – both for the benefit of business development or environmental conservation. *Sido Muncul* also provided them with trainings to make the packaging of coconut sugar products using pandan leaves; produce various hats, wallets, bags and decorations made from pandan leaves; and sell souvenirs to tourists in coastal tourism areas and citrus plantations.

Sustainable Innovation – Parang Gupito Farmer Group had developed a rational farming instead of an instinct farming, where the latter used methods inherited from the ancestors, and the former used the multiplication method supported by appropriate technologies based on the local wisdom, such as tapping tools, turmeric chopping tools, pods chopping tools, and drip irrigation for rock-dwelling plants.

Getting Business Partners – the Farmer Group collaborated with *Sido Muncul*, Air Mancur, Deltomex, and Drug Administrator in Wonogiri Regency to supply herbal ingredients (turmeric, green chiretta, ginger, aromatic ginger, sambong, bitter ginger and chili herbs). The Farmer Group also collaborated with Kecap Gondoriyo (soy sauce) and *jenang* sellers in producing coconut sugar from tilapia; Kacang Dua Kelinci in the productions of peanut snacks; and PT. Mio from Jakarta in cultivating chili herbs and brown rice for export purposes.

Performance Assessment – the Farmer Group members were more prosperous because they had received trainings and assistance on agriculture, agricultural products, tourism, and creative industries, resulting to a lower school drop out rate, a low malnutrition level, and a better quality of life. *Sido Muncul* also published the cooperation with the farmers through *Sido Academy*, community service advertisements, *Sido Tetulung Mini Market*, Company Credibility booths, and in Company Visit by the government, educational institutions, and the private sectors. These efforts had been proven to increase the trust, reputation, profitability, and sustainability of *Sido Muncul* among the company's stakeholders.

Developing The Business Canvas Model to Run the Corporate Social Entrepreneurship in the *Sido Muncul* Partnership Program with Parang Gupito Farmer Group

One of the *Sido Muncul*'s visions and missions was to be a herbal medicine company that could provide benefits to the community and the environment by managing an environmentally friendly company. Therefore, the *Sido Muncul* CSR programs were designed to show a high concern and responsibility for the community's social life and the surrounding environment. *Sido Muncul* managed to maintain the balance between the achievements of economic performance, social performance, and environmental performance through quality and sustainable CSR programs.

The *Sido Muncul* CSR activities were expected to improve the relationship with stakeholders and increase public perception towards the brand image of *Sido Muncul*. Further, the company also developed the CSR programs based on the community empowerment to establish a community independence and continuity. In addition, *Sido Muncul* had actively encouraged the farmer community to be involved in the *Sido Muncul*

business process, including the Farmer Group in Gudang Harjo Village, Parang Gupito. Besides, the *Sido Muncul* CSR activities were also designed based on a social mapping, such as the typology of the community as the CSR target – whether they were industrial or agricultural community. Moreover, *Sido Muncul* had conducted a problem

identification in the local environment and found that there were economic, social, and geographical problems, resulting them to take CSR policies benefitted both parties. The Parang Gupito Farmer Group had created a Business Model Canvas for the *Sido Muncul* partnership program, as shown in the following Figure 2.

<p>KEY PARTNERS:</p> <ul style="list-style-type: none"> * Village Officials * Department of Agriculture * Department of Trade * NGO (Herbal Farmer Association, Medicine Administrator in Wonogiri) * Banking * Industry (Deltomed, Kecap Gondoriyo, Kacang Dua Kelinci, PT. Mio) * Farming Cooperative * Business Study Group * Academics * Media 	<p>KEY ACTIVITIES:</p> <ul style="list-style-type: none"> * Coordination With 'Local Heroes', Farming Cooperatives, Gapoktan (Association of Farmer Groups), Government, NGOs, Industry, Academics, and Media. * Cultivation of Medicinal Plants and The Development of Various Food Products and Craft Products. * Training on The Cultivation of Medicinal Plants and Forestry Plants, as well as Making Handicrafts and Packaging Products. 	<p>VALUE PROPOSITION:</p> <ul style="list-style-type: none"> * Knowledge and Skills about Agriculture, Agricultural Product Innovation, Marketing and Distribution, and Tourism. * Products According to Sido Muncul Standards. * Guarantee Price and Market. 	<p>BUY-IN/ SUPPORT:</p> <ul style="list-style-type: none"> * Community Service Advertisement * Sido Academy * Company Credibility Booth * Company Visit 	<p>BENEFICIARIES:</p> <ul style="list-style-type: none"> * Cultivation of Medicinal Plants: Chili Herbs, Turmeric, Green Chiretta, Ginger, Aromatic Ginger, Sambong, and Bitter Ginger; Fruits: Oranges, Breadfruit, and Ules Wood; Commodities: Brown Rice and Pods. * Development of Processed Products: Coconut Sugar, Soy Sauce, <i>Jenang</i>, and Various Foods Products. * Craft Product Development: Mats, Hats, Bags, Wallets, and Various Decorations * Tourism Development: Nampu Beach and Citrus Plantation.
	<p>KEY RESOURCES:</p> <ul style="list-style-type: none"> * Seeds * Fertilizer * Machinery * Tapping Tools, Chopping * Tools, Drip Irrigation Facilities 		<p>DEPLOYMENT:</p> <ul style="list-style-type: none"> * Sido Muncul Factory * Sido Tetulung Mini Market * Shops * Supermarkets 	
<p>BUSINESS BUDGET/ COST:</p> <ul style="list-style-type: none"> * Raw Material Cost * Labor Cost * Overhead Cost 		<p>BUSINESS ACHIEVEMENT/ IMPACT FACTORS:</p> <ul style="list-style-type: none"> * Income * Product Innovation * Business Network (Product Market in Karanganyar, Semarang, Pati, Wonogiri, and Jakarta) 		

Figure 2.

Business Model Canvas:

Sido Muncul Partnership Program for Parang Gupito Farmer Group

Sido Muncul had a budgeting program called CAPEX OPEX in which the funds had been allocated for the CSR activities, included in the Public Relation cost center for CSR. The funds were allocated to provide assistance to the target communities in the form of seeds, fertilizers, fees for experts (consultants), transportation fees for field extension workers, procurement of facilities such as machinery and infrastructure, and even guarantees for market certainty purposes.

Besides, the farmers in Parang Gupito

who were in partnerships with *Sido Muncul* were the ones who had specific commodities and social conditions. The commodities which were commonly or highly demanded by the public would have a high level of competition in the market, especially the one of a special nature such as chili herbs in Parang Gupito. The partnership program was established under a cooperation document (MoU). *Sido Muncul* fostered mutually beneficial business relationships which were built by involving the role of government, NGOs, academics, and social media as facilitators and control

functions.

The *Sido Muncul* CSR programs were integrated with the company's business process. The partnership with farmers in Parang Gupito was a step to ensure the supply of raw materials, in addition to strengthening the SMEs or farmer cooperatives in the local area. The cooperations with research institutes and universities were also developed in order to build superior commodity centers and empower the farmers, which in turn would create a value chain providing mutual benefits. Moreover, the benefits obtained from the *Sido Muncul* partnership program with Parang Gupito Farmer Group included the cultivation of medicinal plants; development of processed products, crafts, and tourism; product standardization; marketing and distribution; and price and market guarantee which had an impact on improving the farmers' welfare. In addition, *Sido Muncul* also supported them with several facilities such as Sido Tetulung Mini Market, company booths, Company Visit activities, and community service advertisements to help distribute and promote the agricultural products for the partners.

V. CONCLUSION

Sido Muncul had shown a high concern and responsibility for the social life of the community and surrounding environment, one of which through the partnership program with the Farmer Group in Parang Gupito. The *Sido Muncul* CSR program was based on the social entrepreneurship and had resulted in the corporate social entrepreneurship which could be seen in its implementation done following various stages and the Business Model Canvas. The *Sido Muncul* CSR program aimed to create independence and continuity for the CSR partners through the implementation of corporate social entrepreneurship. The stages of the implementation of corporate social entrepreneurship in the *Sido Muncul* partnership program in Parang Gupito consisted of problem identification and need analysis, resource allocation and coordination, network building, intensive mentoring, sustainable innovation, getting business partners, and performance assessment. The *Sido Muncul* CSR activities were a form of corporate responsibility towards the social life of the community and surrounding environment so as to create quality and sustainable shared value creations. The relationship with stakeholders, especially the Parang Gupito farmers as the suppliers, could be improved through the *Sido Muncul*

partnership program as seen on the Business Model Canvas. There were various mentoring programs carried out by *Sido Muncul* to the Farmer Group in Parang Gupito, such as the cultivation and handling of raw materials, trainings to make innovations in the agricultural products, and management of the marketing mix. This partnership program involved the role of government, NGOs, and universities as a facilitator and control function. The partnership networks carried out by *Sido Muncul* with the Farmer Group had a cooperation system with clear rules and was an agreement between the two parties which created a balance between agricultural activities and social benefits.

Theoretical Implication

The importance of stakeholders is one of the driving factors for the corporate social entrepreneurship (Kuratko, McMullen, Hornsby, & Jackson, 2017). According to Chen and Roberts (2010), the stakeholder theory explains the relationship between an organization and its environment, and confirms that the organization has to consider the group's interests for which they are responsible. The organizations form partnerships in the entrepreneurial networks consisting of all actors who have direct organizational relationships such as partners, suppliers, customers, bankers, distributors, and associations which are dynamic in nature to achieve a success (Dubini, 1991). Poist (1989) added that the social responsibility in the supply chain can move the community's economy along the value chain. The presence of all actors in the organizational network is crucial in achieving and developing the company's economic, social and environmental objectives (Reuter, Foerstl, Hartmann, & Blome, 2010).

Managerial Implications

Sido Muncul should be in a partnership with the research institutions, consultants, or learning communities, so that there are more inspiring, creative and beneficial CSR products produced for the lives of many people. *Sido Muncul* can also develop supporting instruments for the CSR activities, such as procedures, work instructions, and recordings in order to obtain a structured and systemic data for the purposes of planning, implementing, and evaluating the CSR programs in order to create a sustainable business.

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