

MOTIVES, RESOURCES AND BUSINESS MODELS FOR COMMUNITY-
BASED SOCIAL ENTERPRISE GROWTH IN MALAYSIA

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MOTIVES, RESOURCES AND BUSINESS MODELS FOR COMMUNITY-
BASED SOCIAL ENTERPRISE GROWTH IN MALAYSIA

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DEDICATION

All of this would not be possible without the support of my beloved mother
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ABSTRACT

Community-based social enterprises (CBSEs) drive social and economic change by addressing social problems with innovative solutions. This change is critical to meeting community needs and promoting social unity and equal opportunity for the underprivileged community. CBSEs fund their social mission primarily through savings and earned income. Some CBSEs have successfully partnered with angel investors and received grants and sponsorship. The growth of CBSEs is limited by their resources, particularly financial resources. Currently, there is a dearth of literature on the growth of CBSEs. Therefore, research on the growth of CBSEs is critical as they contribute to the socioeconomic development of the country by creating jobs and improving the quality of life of the marginalised community. Thus, the objective of this study is to gain an understanding of the growth of CBSEs. This study is based on case methodology and CBSEs were selected as the research context. Primary data were collected through in-depth interviews with the founders/co-founders, shareholders, employees, and managers of five CBSEs in Malaysia. Data were analysed both manually and using NVivo 12 software. The study found that the growth of CBSEs is explained by their motives, resources, and business models. Access to resources from CBSE partners helped CBSEs to produce innovative goods and/or services that benefit society and are essential for achieving competitiveness and growth. The findings of this study added to the literature on self-determination theory, which states that CB social entrepreneurs engage in CBSE to serve their social mission with strong motives such as 1) personal emotions, 2) to serve God/religion, 3) social venture favourable opportunity that enables them to seek opportunities and create resources to achieve the social goal. Also, it revealed the specific resources that CBSEs need: (1) financial support, (2) social support, (3) team knowledge, skills, abilities, and inspiration, (4) digital support, (5) innovative skills, and (6) founder/co-founder's knowledge, skills, abilities, and inspiration. Furthermore, the findings enrich the literature on resource-based view theory, knowledge-based view theory, and social capital theory. Also, it enriched the literature on institutional theory, which highlights that the actions of CBSEs are driven by their goal of gaining legitimacy and recognition from employees and other stakeholders in the entrepreneurial ecosystem. In addition, this study found that CBSEs have applied more than one social enterprise business model that is flexible and sustainable to achieve their social mission and financial return. Social venture favourable opportunity, CB social entrepreneur characteristics, and trust of social support play a critical role in the development of CBSEs. Motives, resources, and business models for the growth framework are generated. These insights are useful for CBSEs and policy makers to align support and initiatives for growth strategies.

ABSTRAK

Perusahaan sosial berasaskan komuniti (PSBK) memacu perubahan sosial dan ekonomi melalui penyelesaian yang inovatif dalam menangani masalah-masalah sosial. Perubahan ini amat penting untuk memenuhi keperluan masyarakat di samping menggalakkan perpaduan sosial dan kesamarataan pada kelompok masyarakat yang kurang bernasib baik. PSBK membiayai misi sosial mereka terutamanya melalui simpanan dan hasil pendapatan. Manakala, sebahagian PSBK mendapat pembiayaan dari angel investor, geran dan tajaan. Pertumbuhan PSBK adalah terhad kepada sumber sedia ada, terutamanya sumber kewangan. Pada masa ini, terdapat kekurangan literatur mengenai pertumbuhan PSBK. Oleh itu, kajian terhadap pertumbuhan PSBK adalah penting kerana sumbangannya kepada pembangunan sosio-ekonomi negara dalam mewujudkan peluang pekerjaan dan meningkatkan kualiti hidup masyarakat yang terpinggir. Justeru, objektif kajian ini adalah untuk mendapatkan kefahaman mengenai pertumbuhan PSBK. Kajian ini menggunakan metodologi kajian kes, dan PSBK dipilih sebagai konteks kajian. Data-data utama dikumpulkan melalui temu ramah secara mendalam dengan pengasas / pengasas bersama, pemegang saham, kakitangan, dan kakitangan pengurusan dari lima buah PSBK di Malaysia. Data kajian dianalisis secara manual dan juga menggunakan perisian NVivo 12. Dapatan kajian menunjukkan bahawa pertumbuhan PSBK dapat dijelaskan melalui motif, sumber dan model perniagaan. Akses kepada sumber-sumber yang terdapat pada kumpulan rakan kongsi PSBK yang lain membantu membangunkan produk dan / atau perkhidmatan yang berinovatif untuk manfaat masyarakat dan sebagai keperluan untuk mencapai pertumbuhan dan daya saing. Dapatan kajian ini menambah literatur teori Penentuan Diri di mana ia menjelaskan bahawa usahawan-usahawan sosial mempunyai komitmen untuk mencapai misi sosial mereka dengan motif yang kuat seperti 1) emosi peribadi, 2) ketuhanan/agama, dan 3) peluang usaha niaga sosial yang baik bagi membolehkan mereka meneroka peluang dan mencipta sumber untuk mencapai matlamat sosial. Ia juga mendedahkan terdapat beberapa sumber sosial tertentu yang diperlukan oleh PSBK, iaitu (1) sokongan kewangan, (2) sokongan sosial, (3) pengetahuan, kemahiran, kemampuan, dan inspirasi kumpulan, (4) sokongan digital (5) kemampuan inovatif dan (6) pengetahuan, kemahiran, kemampuan dan inspirasi pengasas. Tambahan pula, dapatan kajian memperkayakan literatur terhadap Teori Pandangan Berdasarkan Sumber, Teori Pandangan Berasaskan Pengetahuan dan Teori Modal Sosial. Selain itu, ia juga memperluaskan literatur mengenai teori institusi dengan menjelaskan bahawa PSBK berusaha untuk mendapatkan legitimasi dan pengiktirafan dari kakitangan dan pihak berkepentingan yang lain dalam ekosistem keusahawanan yang sedia ada. Di samping itu, dapatan kajian menunjukkan bahawa PSBK menggunakan lebih daripada satu model perniagaan yang fleksibel dan berdaya maju untuk mencapai misi sosial mereka dan pulangan kewangan. Peluang usaha niaga sosial yang baik, sifat usahawan sosial dan kepercayaan terhadap sokongan sosial memainkan peranan penting dalam pembangunan PSBK. Kajian menghasilkan model kerangka pertumbuhan meliputi motif, sumber dan model perniagaan, Dapatan kajian ini adalah berguna untuk PSBK dan penggubal dasar dalam menyelaraskan sokongan dan inisiatif mereka untuk strategi pertumbuhan.

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LIST OF ABBREVIATIONS

B40	-	Bottom 40 (income bracket)
CBSE	-	Community-based social enterprise
DiD	-	Dialogue in the Dark
MED	-	Ministry of Entrepreneur Development
NVivo	-	Statistical & Qualitative Data Analysis Software
SE.A	-	Social Enterprise Accreditation
SE	-	Social Entrepreneur
SE MaGIC	-	Malaysian Global Innovation and Creativity Centre

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CHAPTER 1

INTRODUCTION

1.1 Chapter Overview

This chapter provides an introduction to the thesis. First, the background research discusses the importance of community-based social enterprise (CBSE) in general and identifies the elements that influence the growth of CBSEs. Second, the research statement identifies the issues related to CBSEs, followed by the research questions and the research objectives. Third, the importance of the research is presented with the scope of the research. Fourth, the chapter ends with the definition of key terms and the organisation of the work.

1.2 Background of the Research

Today, the world is battling numerous social problems, such as unemployment, hunger, poverty, health care, etc. Urban progress has aggravated the situation, causing even more hardship to the marginalised sections of the population. The neglected problems related to the welfare of the society led to unbalanced economic development. Support from non-profit NGOs and the private sector (for-profit) alone cannot solve these problems due to global financial insecurity. While the government is unable to continuously fund the social welfare mission due to limited budget allocation (Aparicio et al., 2016). This has slowed down the progress of the welfare system towards sustainable development. Moreover, non-profit NGOs were established to support infrastructure development and serve the community through welfare and charity, rather than to empower people. Moreover, welfare and charity create dependency among the beneficiaries. On the other hand, commercial enterprises pursue social and environmental activities under corporate social responsibility (CSR) to assist society in economic development, which adds value to corporate objectives

(Crane et al., 2009). Some commercial companies view CSR as a cost and consider it a secondary function (Battilana & Lee, 2014). In addition, CSR is used to create a public image and generate wealth (Pérez et al., 2013). Insufficient funding and inconsistent support from non-profit NGOs and the private sector hinder the process of community empowerment. Therefore, a self-sustaining enterprise is crucial to help the marginalised community.

Social enterprises are classified into community-based social enterprises (CBSE) and environment-based social enterprises (Ebrahim & Rangan, 2014; Chan et al., 2017). Environment-based social enterprise focuses on taking precautions to protect the environment by producing the least destructive product (Vickers, 2010). CBSE aim to create social value for the local community in which they are located (Lumpkin et al., 2013) and focuses on empowering the marginalised community, promoting social cohesion and equal opportunities (Ge et al., 2019; Lamin, 2019). Establishing a CBSE is crucial as it creates a breakthrough by alleviating the problems of the marginalised community through a sustainable solution and improving their lives without relying on public funds or donations (Juhaini & Zillah, 2016; Ge et al., 2019). CBSE combines social and financial goals by using market-based approaches to finance its social activities (Bargsted et al., 2013).

CBSE are critical to a country's socio-economic development (Peter, 2016) as they combine economic viability with revenue generation, address social problems in novel ways and promote the social well-being of marginalised people (Fioritti et al., 2014). This sparked the interest of NGOs in CBSE (Haugh, 2012). There is still a lack of understanding of how CBSE thrives despite the challenges (Blundel and Lyon, 2015). According to researchers, each CBSE functions differently due to the country's socio-economy, particular history, geographical location and societal needs (Teasdale, 2012). Moreover, little is known about the strategic initiatives taken by CB social entrepreneurs to build CBSE (Boluk & Mottiar, 2014).

CBSE was formed by CB social entrepreneurs and their motive drives their actions (Krueger, Reilly, & Carsrud, 2000; Forster & Grichnik, 2011). CB Social entrepreneur is a revolutionary innovator with high credibility, integrity and the ability

to influence the community (Mair & Noboa, 2006). Culture, societal norms, attitude, and behaviour are the common aspects that drive a person to start a social enterprise (Gasse & Tremblay, 2011). According to Tiwari et al. (2017), it is certain characteristics of CB social entrepreneurs that enable them to identify and leverage market opportunities to establish CBSEs (Certo & Miller, 2008). However, the individual's motive to start a CBSE is still a marginal concept in both theory and practice (Omoredede, 2014). The role of the CB social entrepreneur is crucial for building social and financial capital as well as long-term solutions for CBSE development.

The ability of CB social entrepreneurs to design and implement social activities depend on their ability to obtain resources (Bikse et al., 2015). CB Social entrepreneurs identify and use tangible and intangible resources to develop innovative solutions and build social ventures (Moriggi, 2020). Insufficient resources hinder the implementation of social activities and the development of CBSE (Barraket & Yousefpour, 2013). The establishment of CBSE has attracted the attention of many nations in recent years as it offers the opportunity to generate income through the use of a new economic model and paves the way for a new approach to revitalising the underprivileged society (Lumpkin et al., 2017).

The CBSE economic model has also piqued the curiosity of academics and policymakers (Saebi et al., 2019). Policymakers claimed that CBSE is an alternative approach to solving the societal problem (Blundel & Lyon, 2015). However, to be successful in the long run, a CB social entrepreneur has to review their existing business model (Peter, 2016) and build a self-sufficient business model that offers financial sustainability while fulfilling the social purpose (Yunus et al., 2010). Creating and adopting a financially sustainable income stream without relying solely on grants has led to the emergence of various forms of social enterprise business models (Alvarez et al., 2013). The creation and adoption of a financially sustainable income stream, without relying solely on grants, has led to the emergence of different forms of social enterprise business models (Alvarez et al., 2013).

CBSE not only generates revenue to self-sustain but supports marginalised communities such as B40 women, physically and visually impaired people and vulnerable youth. CBSE faces many obstacles and uncertain circumstances due to its dual role in creating economic and social value (Davies et al., 2019). The biggest problem for CBSEs is to secure their financial status and behave strategically without neglecting the social component (Renko, 2013).

This thesis aims to explore the growth of CBSEs in Malaysia by fully understanding the growth of CBSEs at different stages of growth. Furthermore, this research aims to gain in-depth knowledge on the motives of CB social entrepreneurs, essential resources, social enterprise business models and social venture support systems.

1.3 Problem Statement

The creation of CBSE represents a fundamental shift from reliance on grants and charities to income-generating enterprises and changes in government policy to address societal challenges. However, research on the growth of CBSE is limited (Jenner, 2016; McKelvie, Brattstrom & Wennberg 2017). Moreover, the growth of CBSE was based on the idea of universalism, driven from the standpoint of Western culture and limited to the Asian perspective (Hoogendoorn et al., 2010). In Malaysia, research on CBSE is still in its infancy (Wahid et. Al, 2021). The growth of CBSE has attracted limited research attention (Terziev & Arabska, 2017), with studies mainly focusing on increasing social impact and scaling techniques such as diversification, scaling across, deep scaling and scaling up (André & Pache, 2016). Moreover, the focus was on the creation and survival of CBSEs rather than growth (Bauwens et al., 2020; Davies et al., 2019). On the other hand, Blundel and Lyon (2015) postulated that CBSEs are often established with limited growth expectations. There is a lack of information on how to create and revitalise an enabling environment for CBSEs to grow (Bikse et al., 2015; Sabella & Eid, 2016). There is relatively little research on what happens in CBSEs and their networks when they seek growth. Most studies look

at growth rates and explain them before examining how growth occurs (Grimes, Gehman, & Cao, 2018; Tykkylainen, 2019).

Not only is the idea of entrepreneurship a crucial factor in promoting the growth of CBSE, but the individual motive is equally important (Sunduramurthy et al., 2016). According to self-determination theory (SDT), individuals' behaviour is determined by their motives (Ryan and Deci 2000b). Furthermore, STD has been extensively researched in the fields of sport, health, education, entrepreneurship and social psychology (Sheldon, et al., 2003), but only to a limited extent in the field of CBSE. There is also little research on individuals' actual motives for prosocial behaviour and their considered decisions about how and why they become social entrepreneurs and start CBSE (Eshima & Anderson, 2017; Bacq & Alt, 2018; Islam, 2020). CB social entrepreneurs' motive is perceived as the strong desire or feeling to serve people (Diochon et al., 2011; Miller et al. 2012). Individual motive also varies from person to person and country to country (Ney et al., 2014). Exploring an individual's motive to be a CB social entrepreneur sheds light on why they start and grow a business rather than just solve social problems. Exploring a person's motive to become a CB social entrepreneur provides insight into why some choose to start and grow a social venture rather than donate occasionally.

Despite efforts to alleviate social problems, CB social entrepreneurs encounter challenges in scaling up CBSE due to insufficient resources (Riley & Robinson, 2011). Resources are critical for CBSE and a lack of resources hinders growth (Lumpkin et al., 2013). Meyskens et al. (2010) found that there are similar and different resources acquired by commercial enterprises and CBSE. However, there is limited research on the particular resources that support the growth of CBSE (Sabella & Eid, 2016; Gupta et al., 2020). Identifying and acquiring essential resources is critical for CBSE to operate strategically. The important aspect of CBSE growth is managing and mobilising limited resources (El Ebrashi, 2013; Andre & Pache, 2016). The knowledge-based view (KBV) states that entrepreneurs with unique knowledge and expertise manage and use resources effectively to gain a competitive advantage (Uygun, Ug & Marcoux, 2013). There is limited information on how CB social entrepreneurs identify and immediately recognise opportunities to develop socially

innovative solutions while remaining financially sustainable, while others do so (Bandyopadhyay & Ray, 2019).

Social enterprise (SE) business models serve as a structure for CBSE's strategic planning and decision-making. SE business model incorporates a market-based approach to address social problems and alleviate poverty while generating financial returns (Dao & Martin, 2017). SE business model integrates social mission and commercial strategies to achieve its social mission. There is a lack of information on how CBSE creates and achieves a favourable business environment and thrives despite uncertainty (Bacq, Janssen & Kickul 2016b). SE business model has received less attention, and the sustainable growth model is relatively under-researched (Neumeyer & Santos, 2018) and largely unexplored in existing management theory (Hart, 2016). Moreover, it is still unclear how SE business models ensure the development of CBSEs (Ketprapakorn & Kantabutra, 2019). Adopting appropriate types of SE business models improves a company's operational capability (Kachlami, 2016). Understanding SE business models and their potential enables CBSEs to avoid pitfalls and increase the likelihood of financial profitability and social sustainability.

The operation of CBSE depends on support services to fulfil its social mission (Roundy, 2017). Support comes from the government, commercial businesses, NGOs and philanthropists. Private sector support enables CBSEs to strengthen their market position, expand the network, develop new revenue streams, attract commercial partners and obtain funding (Volkman & Tokarski, 2012) and helps social ventures to promote innovative development and cost-effective management (Bryson et al., 2006). Government support facilitates the establishment of social ventures through financial assistance, business advice (Choi, & Majumdar, 2014) and networking opportunities (Steiner & Teasdale, 2019). However, the literature on support systems for CBSE is still inadequate (Zainal Abidin & John Kaka, 2014; Hogenstijn, Meerman & Zinsmeister, 2018). Clear insight into the social venture support system paves a new pathway to maximise intended social impact (Rahdari et al., 2016). Thus, the thesis intends to explore how CBSE achieves its growth. Table 1.1 shows the summary of research gaps.

1.4 Research Questions

Based on the earlier discussion concerning the research statement, this research intends to explore community-based social enterprise growth by addressing the research aim that guides this research, “*How do Community-based social enterprises achieve their growth?*” The research questions that guide this research are:

1. What is the motive for an individual to be a community-based social entrepreneur?
2. How essential resources support the growth of CBSE?
3. How social enterprise business models support the growth of CBSE?
4. How do social venture support systems enhance the growth of CBSE?

1.5 Research Objectives

In addressing the research questions, the research formulates the objectives for the research. The main objective of the research is to increase the understanding of how community-based social enterprises achieve their growth. The research objectives that guide this research are:

1. To understand an individual’s motive to be a community-based social entrepreneur.
2. To gain insights on the essential resources to support CBSE growth.
3. To explore the social enterprise business models that support CBSE growth.
4. To identify different types of social venture support systems that enhance the CBSE growth.

1.6 Significance of Research

This research is significant because it responds to several calls in the literature to rethink the theory of social entrepreneurship. First, the individual's motive to become a social entrepreneur needs to be comprehensively examined to determine why some individuals become social entrepreneurs to help the disadvantaged community while others do not. Incorporating Self-determination theory (STD) enables an understanding of the human motives and personality that lead a person to transform a social problem into a viable opportunity despite various challenges. In general, theories that address why some social entrepreneurs become social entrepreneurs are still underdeveloped. One of the reasons for this underdevelopment is that the motive is linked to intrinsic psychological reasons. A better understanding of the real motives of a person to become a CB social entrepreneur explains why some CBSEs succeed while others fail.

Second, theories such as the Resource-based View (RBV) explain which resources are most important for CBSE to achieve growth, and the Knowledge-based view (KBV) explains how CB social entrepreneurs mobilise and manage resources using knowledge, skills and abilities. Also, the team with knowledge, skills, abilities and inspiration knowledge, skills, abilities to grow CBSE. If this research is not done, crucial resources and the way how resources are sourced and mobilised can be overlooked. Allocating essential resources enables CBSE to generate income to support itself and increase social impact.

Third, social enterprise business models describe how social impact is generated and the business decision is made. The research provides the conceptualisation that leads to the types of SE models that CBSE have adopted and established to generate revenue and support social causes, using the existing literature. The theories that address how CBSE achieves and creates an enabling environment were also not fully explored. The main reason for this was that models differ based on the nature of the business, while some models are adopted and others reinvented to suit CBSE's operations. Exploring and understanding the functions of SE business models helps CBSEs to generate income and increase social impact.

Fourth, other social venture support systems are also believed to stimulate the growth of the CBSE. This study examines support for social venture support systems that enables them to obtain resources and expand their reach. This support for social enterprises comes from the external environment and is provided by government agencies and commercial enterprises. This support is crucial for CBSE to access funding, expand its business network and gain publicity to expand. Without this research, CBSE's real contribution could be disregarded, which could hinder CBSE's emergence. Identifying the critical supports opens a new path for CBSE's growth.

In practice, the study is of relevance to CB social entrepreneurs to determine the most cost-effective approach to using resources to accelerate the growth of community-based enterprises and fulfil their social mission. In addition, the study contributes to the efforts of the Shared Prosperity Vision (SPV) 2030, which aims to improve the quality of life of the marginalised community by providing education and skills training, creating more jobs and increasing the income of the B40 community. Marginalised communities include children, women, youth, people with disabilities and the urban poor. In line with the 2030 Agenda of Sustainable Development Goals (SDGs), SDG 4 emphasises the need for equal access to education and lifelong learning for youth, as well as equal opportunities for all people, regardless of gender or disability, by 2030. This is because education is seen as critical to the long-term development of a country. This research contributes to Malaysia's socio-economic development and supports current policies and initiatives. In addition, most CBSE growth takes place in Western settings and is worth exploring because it extends the background research to Asian perspectives. Table 1.1 shows the summary of the research contributions.

1.7 Scope of the Research

The research is comprised of four parts. First, the individual motive for being a CB social entrepreneur is not fully explored, as some individuals engage in social causes only occasionally, while some become CB social entrepreneurs to help the disadvantaged community. The founder and co-founders are people who brought

CBSE into existence. Therefore, the founders and co-founders of CBSE were interviewed to gain a comprehensive understanding of their motives for starting a CBSE and what sustains them in the face of adversity. In addition, the founders and co-founders are individuals who strive to establish the venture.

Second, only team members with at least one to two years of working experience were selected and interviewed to gain an in-depth understanding of their motive to work for a CBSE. Team members' notable inspiration and their versatility enable the CBSE to operate efficiently. *Third*, the study also focuses on the CBSEs in the state of Selangor as most of the CBSEs are found in Selangor and Wilayah Persekutuan. In addition, the scope of this research was narrowed down by selecting only five CBSEs that had been operating for more than three years. According to the Blueprint Malaysia Social Enterprise, 2015-2018 report, it usually takes three years for a social enterprise to reach the break-even point. *Fourth*, this research is on CBSE that focuses on empowering and creating job opportunities to lose the gap in income distribution and alleviate the poverty burden of the B40 in Malaysia. CBSE also contribute to the socio-economic development of the country.

1.8 Definition of Key Terms

The following are the operational definition keywords that were used in the research:

Community-based social entrepreneur: A community-based social entrepreneur is defined as a person who acts as an agent of change, addressing social problems and providing solutions to achieve social goals rather than pursuing personal financial gain.

(Shaw & Carter, 2007).

Community-based (CB) social entrepreneur's motive: CB social entrepreneur motive is defined as personal emotions and service to God/religion that drive a person to engage in a social venture to improve the welfare of others while gaining personal satisfaction and financial gain.

(Braga, Proenca & Ferreira, 2014; Tiwari et al.,2018)

Community-based social enterprise resources: The resources of a community-based social enterprise are defined as a mix of tangible and intangible resources that help to gain access to valuable information, business connections and possible sources of funding so that a community-based social enterprise can develop and implement strategies.

(Barney & Arikan, 2001).

Social enterprise business models: Social enterprise business models are defined as models that CBSE has adopted at various stages of growth to generate self-sustaining income, solve social issues and alleviate poverty.

(Zahra, et al., 2009; Gebauer et al., 2017)

Community-based social enterprise (CBSE): A community-based social enterprise is defined as a self-sustaining firm that combines both a social mission and financial goals.

(Bargsted et al., 2013)

Community-based social enterprise growth: The growth of a community-based social enterprise is defined as a growth phase that includes the founder's motive and ability to secure essential resources to achieve financial sustainability to support the social mission.

(Scott & Bruce, 1987; Omorede 2014; George et al., 2015).

Social enterprise: A social enterprise is defined as an organisation that incorporates social and environmental concerns to achieve community and environmental sustainability through a self-sustaining approach.

(Dees & Anderson, 2003; Ebrahim & Rangan, 2014)

1.9 Organization of the Thesis

This thesis consists of five chapters. Chapter 2 reviews the relevant literature on the motives of individuals to become a CB social entrepreneur, essential resources, the Social enterprise (SE) business model and other social venture support systems for CBSE that strengthen and promote growth. This is followed by the underlying theories. These serve as the basis for the conceptual framework. The research design and rationale for the choice of research methodology and methods were discussed in

Chapter 3. Chapter 4 presents the within-case analysis, which includes detailed case studies for each case in chronological form. Chapter 5 deals with the cross-case analysis, comparing the cases on factors such as the motive for being a CB social entrepreneur, the essential resources, the business model of the social enterprise and the support system for the growth of CBSE. Chapter 6 deals with the summary of the research findings, implications, limitations and suggestions for future studies.

Table 1.1 Summary of underpinning theories, research gaps, research questions, research objectives and research contributions

Underpinning Theories	Research Gaps	Research Questions and Research Objectives	Research Contributions
<p>Self Determination Theory Explains the rationale behind how people act and behave in a manner specified by their values, goal, and interest.</p> <p>The resource-based and knowledge-based view Explains the importance of tangible and intangible resources that the firm uses to develop and execute strategies.</p> <p>Social Capital theory Explains how a social entrepreneur obtains and gains access to resources and alliances support.</p> <p>Institutional Theory Emphasize the function of the institutional environment in guiding and providing guidance for new entrepreneurial organizations and understanding the business's role in changing and new standards structures.</p>	<p>Numerous variables motivate an individual to become a social entrepreneur, but there is a dearth of individual-level research and a lack of understanding of why some individuals pursue to be CB social entrepreneurs while others do not.</p> <p>Lack of resources hinders CBSE growth. Identifying distinctive and additional resources is vital for social enterprises to achieve growth.</p> <p>The sustainable growth model in social enterprise is not extensively researched in the existing management theory. There is a lack of information on how CBSE create and achieve a favourable environment and emerge successful despite the uncertainty.</p>	<p>Research Question How do Community-based social enterprises achieve their growth?</p> <ol style="list-style-type: none"> 1. What is the motive for an individual to be a community-based social entrepreneur? 2. How essential resources support the growth of CBSE? 3. How social enterprise business models support the growth of CBSE? 4. How do social venture support systems enhance the growth of CBSE? <p>Research Objectives</p> <ol style="list-style-type: none"> 1. To understand an individual's motive to be a community-based social entrepreneur. 2. To gain insights on the essential resources to support CBSE growth. 3. To explore the social enterprise business models that support CBSE growth. 4. To identify different types of social venture support systems that enhance the CBSE growth 	<p>Theoretical contributions</p> <ul style="list-style-type: none"> – The research extends the self-determination theory by emphasizing the importance of favourable opportunities in forming the CBSE. – The research emphasizes the importance of resources, throughout the growth process and how the resources are obtained and managed in CBSE. – The research broadens the understanding of types of workable social enterprise models that enable the CBSE to generate income and grow. – The research also extends the understanding of the importance of social – Social venture support systems to attain collaborative partnerships for CBSE growth

Table 1.1 Summary of underpinning theories, research gaps, research questions, research objectives and research contributions (continued)

Underpinning Theories	Research Gaps	Research Questions and Research Objectives	Research Contributions
	<p>The function of CBSE varies substantially among nations and as a legislative structure does not harmonise. Thus, having an understanding of critical support paves the way for new growth opportunities.</p>	<p>5. To identify different types of social venture support systems that enhance the CBSE growth.</p>	<p>Practical Contributions The insights are useful for social entrepreneurs to discover the cost-effective approach to leverage resources for community-based enterprises' growth. and also contributes to Malaysia's socio-economic development policies and initiatives.</p>

Source: Author's construct

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Appendix A Case No. 1: Dialogue in The Dark (Did) My Academy Sdn Bhd

SC is the founder of Dialogue in the Dark (DID) MY Academy Malaysia Sdn Bhd, located in Jalan Raja Chulan, Kuala Lumpur. SC came from a challenging and close-knitted family background. His father was an odd job labourer, and his mother was a seamstress. Despite poverty, his parents never failed to provide the essentials to survive. He completed his A-levels and started working in a local bank in his early 20s, and joined the Insurance Company 5 years later. After resigning from the Insurance Company, he joined the Direct Selling Company in his early 30s. His only ambition was to make money and to reach the highest position in society. He claimed that he took God as the Spiritual Gangster and prayed and donated occasionally. He considered donations as an annual fee for his life surety. Besides being busy making money, he never had time for his family and himself. In early 1990, he started his consultancy business to help the local and foreign entrepreneurs to set up their direct selling companies in Malaysia. The Direct Sales Act was implemented in 1993. His firm was among the few in the country that offered such a service. The service includes obtaining the licenses until forming the business marketing plans. His committed and hardworking nature made him reach the highest stage in his business. He was awarded a two-year contract worth RM 2.5 million.

The Establishment of Dialogue in Dark (DID) in Malaysia

In 2002, he was diagnosed with glaucoma and retinopathy complications. He had nine (9) eye surgeries, and in late 2007 at the age of 45, he turned permanently blind. His dream shattered when he lost his eyesight. He was depressed with his hospital bills, which made him sell his business for medical treatment. During the same time, he lost his father. He resembles himself as a bird who lost its wings. His wife K was his strongest pillar, who took constant care of his mobility. Battling between the choice of remaining as a burden or a blessing, he decided not to burden his wife. In mid-2008, he and his wife struggled financially, and he ended up earning money through direct selling while his wife K worked part-time for her friend. He was on the verge of ending his life, but after attending the Easter prayer sermon in 2009. He realized his fault and the real purpose of life, which made him surrender himself to

God. He started to believe that everything happens for a reason, although he and his wife struggled to adapt to the changes in their lives. He claimed his church members' prayers and support during his struggle enabled him to withstand the challenges. He claimed it was the most challenging moment in his life, but he felt blessed with the presence of God.

His inner thought urged him to help society be aware of glaucoma and prevent others from facing unnecessary blindness. His pride and ego held him back, but he knew that he had to start something somewhere. He knew it was impossible to prodigy the legendary like Stevie Wonder. However, he realized that everyone has the talent to outshine and bring changes to the world. With the encouragement of his friends and church members, at the end of 2009, SC formed Malaysia Glaucoma Society, a non-governmental organization based in Petaling Jaya's heart. He formed the Malaysia Glaucoma Society to support people with a similar condition to be aware of glaucoma and its consequences. Since there was no statistical evidence or cure for glaucoma in Malaysia. Malaysia Glaucoma Society offered counselling and emotional support to glaucoma patients and their families, which were not offered by any official bodies.

Working for the NGOs enabled him to discover the root cause of glaucoma. He formed another non-profit organization Save Ones Sight Missions Bhd (SOSM), in early 2011. The non-profit organization provided free eye care and visual aids to visually impaired people and mainly glaucoma patients. Such support required funds, but depending on donations alone were not possible to continue the activities. As a result, he made several attempts to obtain the Yayasan grant, but it was futile.

He was frustrated with knocking on corporate doors for donations, which he portrayed as a "professional beggar." Despite being blind, he decided to explore and seek opportunities for a sustainable business. In the midst of 2011, he had an opportunity to work with ONE Academy, an art and design school. He used the art exhibition and installation platform to reach out to the youngsters and to create awareness about eyesight and its complications. However, it did not turn out well, so he started to attend conferences and talks.

In October 2011, the founder attended the Dialogue in the Dark workshop in Nyan Polytechnic in Singapore. He expressed that the workshop offered an experience of walking in total darkness without blindfolding. He was surprised to discover Nyan Polytechnic offered the program with their campus veterans. It turned out to be great exposure to his wife and made her understand blinds life. He was impressed with how the program alleviated the awkwardness for people to interact with visually impaired people. In early November 2011, he received another invitation to attend the Dialogue in the Dark conference in Hong Kong. In the Dark conference in Hong Kong, he discovered how the program earned a profit commission that supported many visually impaired around the world. He was keen to start such a business in Malaysia. Hence, in December 2011, through a friend's contact, he attended a conference in Milan and met Andreas Heinecke, the Dialogue founder in the Dark. Andreas first formed Dialogue in Germany in 1997. While, Orna Cohen, his partner, established the co-exhibition program called "Dialogue in Silence," merged with the renowned Dialogue in the Dark. Andreas introduced the social franchise model for collaborators in early 1992, which evolved in 32 countries worldwide.

Upon attending the conference, he was offered an opportunity to form the first franchise in Malaysia, with a start-up capital of 250 thousand Ringgit Malaysia. Although he was excited, he could not start the business immediately as the cost was beyond his capacity. He claimed that the social enterprise franchise has potential as it is still new in Malaysia. It enables income generation through exhibitions and workshops for the public and corporate without neglecting social impact. Hence, he searched for help from his friends and people whom he knew for funding. Through his friends' contact, he met an entrepreneur in Changkat and chairman of PetroSains who agreed to sponsor the fund. He uttered, *"I have a good circle of friends, who constantly support me. I believe they have so much faith in me."*

As a result, in November 2012, the founder was the first to form Dialogue in Dark Malaysia and to hold the license for exhibition and workshop in Malaysia. Hence, in December 2012, eight visually impaired first batches were trained on communications, public speaking, and grooming skills. After attending 3 months of training, they were engaged as the facilitator to guide the client in the dark.

Subsequently, in early May 2013, he obtained approval from Petro Sains' CEO to launch the Dark exhibition in KLCC, Kuala Lumpur. The founder offered to hold the exhibition for six months without rental. In return, the founder gave free seats for PetroSains management staff to attend the exhibition. His first client was Petronas, where the events were held to introduce their new president to the management. About Fifteen (15) tables are arranged in the Sheraton Ballroom. The event started with fine dining in the dark, assisted by the visually impaired facilitators. The staff entered with different names, and the president decided to come with his actual name. The staff dialogue with each other joked, and laughed. The staff were shocked when they found out that the president was seated among them and ended up laughing.

The founder expressed, *“I’m happy to be the 1st in Malaysia and the only social enterprise that provided such a program”*. The programs catered for sighted and non-sighted, with a maximum of twelve (12) people per session. Through the medium of darkness, visitors navigated by a voice to complete a game and enjoy their meals in complete darkness. The fee charged for the workshop is RM300 per person, and it is HRDF claimable. Furthermore, the workshop was attended by the visually impaired spouse, family, and doctors to understand the visually impaired challenges. The session had enlightened the sighted community to appreciate their eyesight and not to take it for granted. The founder felt fulfilled with the KLCC exhibition as it created a great opportunity and exposure.

However, in July 2013, the founder moved to Jaya World and regretted the decision. There was the least number of customers, and the sales dropped drastically. He was stressed as he was unable to cover the expenses. It urged him to search for ways to sustain.

It was a blessing and a disguise. In early 2014, through a friends’ recommendation, the founder was offered a place on Sunway University campus to hold exhibitions. He worked closely with a few professors and lecturers who specialized in the field of social enterprise. He assisted them and conducted a full-day workshop on “Complete Darkness” for the international baccalaureate program. At the end of the session, the students were expected to write a reflective report. In March

2014, the founder introduced another program called Dialogue in Silence to stimulate deaf conditions. Visitors were required to wear headphones and to rely on their deaf guide to communicate using body language and other methods. The educational workshops charged RM50 to RM80 per person.

In June 2014, his philanthropy friends turned out to be the shareholders of DiD. Datin J, Executive Director of Yayasan TSLSC (the CSR & charity arm of The IOI Group). Assoc Prof Dr. FH (Director) from Sunway University Malaysia, with more than twenty years of accounting experience. He worked in several international accounting firms and large public corporations, and academic institutions. While the Director and Chief Executive Designer in Blu Water Studio Sdn Bhd was founded in 2010 and currently holding the position as a Design Director. Another Director is an experienced HR and People Development practitioner with more than 20 years of experience. The social enterprise paid equities to the Directors equivalent to bank fixed deposits than pure profit-oriented business. He claimed that the shareholders helped him in executing the expansion plans.

According to the founder, the shareholders were people with industrial experience and the heart to make social change. He appointed (2) two sighted people, his wife, who took care of his mobility, and female staff with an administrative background. Both his wife and the administrative staff managed the administrative work and operational function. He also appointed eight well-trained visually impaired full-time facilitators to facilitate Dialogue in the Dark events, exhibitions, and workshops. He acknowledged, *“My team helped me run the business, and my shareholders helped me manage the money, and money is important to sustain, so I always search for a new opportunity. The biggest strength for social enterprise to achieve its success is to have the right people with the right mindset”*. He also related himself to Steve Jobs, founder of Apple. He claimed, *“look at Steve Jobs, he doesn’t know how to write codes but he hired people with skills to work for him”*.

In August 2014, the founder set up a call centre for the visually impaired. He used the open-source known as “NODA,” the screen reader software that easily made the visually impaired attend call centre agents. It took nine months to develop the

system. In April 2015, he participated in the Digi Challenge for Change (DiGiCFC) program. Their idea to create a call centre for the visually impaired won them a grant of RM250,000. The grant was used to set up the call centre system. The system enabled the physically challenged to work from home. The non-visual desktop access software used to access the desktop enabled the visually impaired to access the Internet or open files on the computer with voice-assisted commands.

The first batch of six visually impaired and two physically challenged people trained in communication and digital literacy. The visually impaired and physically challenged paid according to the number of calls made. The call centre offered telemarketing services and market research for SMEs, where it generated income for DID. The founder hoped that with the skills and experience, the visually impaired and physically challenged offered corporates a chance to work.

Besides, making the corporation pay the bills on time remains a challenge. The founder felt disheartened at times when corporations were reluctant to upkeep their payment and pay very little. Despite all the challenges, 60 per cent of the collected fees were paid as staff allowance. The remaining 40 per cent is allocated for administrative, training, and maintenance expenses. On 17th December 2015, the founder received the Amplify Award 2015 and a grant worth RM150,000 from MaGIC SE (Malaysia Global Innovation and Creativity Centre Social Entrepreneurship). The award was granted for its innovative approach to support the visually impaired to be self-reliant. He used the grant to scale up the business and renovated the workspace for visually impaired and physically challenged mobility.

The founder decided to help the visually impaired students who faced many challenges to learn due to limited and costly textbooks in Braille. To print the Braille textbook for nine subjects, it takes more than half a year to publish a textbook. Not many visually impaired were well versed in English, Bahasa, and Mandarin. Besides, the visually impaired students faced difficulties with learning due to limited and costly textbooks in Braille. As a result, the visually impaired students to be laid back when the curriculum change. In early 2016, the founder obtained a free platform from Microsoft Web Platform, with no charges. He partnered with SASBADI and used its

unused website with Microsoft Web Platform to offer online classes and chat room features for visually impaired students for RM350 per year. The website enabled the visually impaired to learn and assess their progress, while their performance was monitored by their teachers, parents, and sponsors online.

The founder requested the public to sponsor at least one visually impaired student. There were about 200 hundred visually impaired and some with low vision and high disorder students. Furthermore, the only secondary school in the whole country was based in Setapak, Kuala Lumpur. The school was established in 1980, Special Secondary School for Blind Children was officiated by the Malaysian Minister of Education, Dato' Musa Hitam.

In July 2016, the founder hired a former accountant with a distorted vision as a tutor. He also hired an English tutor, a senior HR personnel at Standard Chartered, visually impaired, and a dialysis patient with double Masters. The tutors earned up to RM50 to RM60 and for special coaching up to RM150 per hour for a student. He said it was a record when seven visually impaired students scored A's and one of the students scored 3As. In the mid of 2016, the online teaching platform was absorbed by the government school. The platform was called "BESTARI," which comprised the school syllabus, which offered a source of income to Dialogue in the Dark Academy.

He claimed, *"Learning was easy and interesting using the screen reading software as the audio or voice guides the blind students and students managed to complete their homework. Technology became the biggest support for people like me. I used an iPhone with a techno voice recorder to communicate via WhatsApp, V chat, to voice message and to book Grab and you can be connected with people around the world and share information across"*. With assistance from his wife, DID events and activities were updated on Facebook to be aware of the ongoing and upcoming events.

In August 2016, DID collaborate with Sunway Education Group and hosted Harvard University's oldest Cappella group with Concert in the Dark and the Cuisine Theatre in the Dark. Puan Sri Datin Seri Dr. SC, EXCO Member of Sunway Group, donated AUD 2,000. At the same time, Tan Sri, Dr. JC, and Sunway Group Chairman

pledged another RM10,000. By the end of the evening, a total of RM60,000 pledged from the sale of tables was obtained. The pledge was channelled for visually impaired and physically challenged facilities.

In October 2016, the founder collaborated with Jabatan Kemahiran and invited master trainers from the US and Taiwan to train the visually impaired people on masseuses, with a globally renowned company brand known as “doTERRA” that offered therapeutic grade essential oil for massaging. Mid-October 2016, he partnered with urban farmers such as Plant Cartridge Malaysia, Little Marios, and Loo Aqua Farm to train the visually impaired and physically on aquaponics and hydroponics. They learned to make sandwiches with vegetables. Such exposure made the visually impaired and physically challenged self-sufficient and continued to live without depending on people. He advised the visually impaired children’s parents to expose and encourage their children to be independent to boost their confidence. According to the founder, the visually impaired are trained and hired to work for call centre agents, online education tutors, or aromatherapies on a full basis for a maximum of two (2) years. Upon completing the two (2) years, they had to seek a job. The main intention of the founder was to offer on-job training to all the visually impaired on rotation.

At the end of 2016, the founder left Sunway University's space when the University decided to use the space. In early 2017, he then moved his exhibition centre to Sentul Dalam, Kuala Lumpur. The Sentul Dalam shop lot was sponsored by a friend who was a construction developer. There, he offered schools and tourists experience with Malaysian culture through the “Kampung story”, tour. The story was shared by illustrating the market, coffee shop, park, and city with scent, sound, wind, temperature, and texture that convey dark characteristics. However, he was unable to hold the workshops due to space constraints and insufficient participant numbers. In mid-2017, the founder opened another branch in Johor Bahru, called Cuisine in the Dark, catering for fine dining. The shop lot was based in Jalan Kuning, Taman Pelangi Johor Bahru. It was sponsored by Pelangi Sdn Bhd Property, a Real Estate developer, through a friend’s reference. The dine-in charges ranged from RM 50 for school

students, college/university RM 80, and adult RM 118 per pax due to different learning packages.

In September 2017, the founder was invited to the inaugural 2-day creative festival organized by the Association of Accredited Advertising Agents of Malaysia (4As). He and his team organized a concert called “Concert in the Dark” with Causeway Exchange Festival, which featured performers and stand-up comedians from Malaysia and Singapore in Oasis Village, Ara Damansara. The collaboration enabled them to conduct a concert with a diversified range of instrumental blends in total darkness for the audience's experience. In October 2018, the founder organized another Mini Concert in the Dark in Kuala Lumpur, a collaboration with Taipei. The concert was held in a dark space through distinctive sounds and smells that awakened and enhanced the visitor's senses. The concerts were held to support the foundation for student scholarships, adoption of students, Young Achiever Awards, community outreach, public relations activities, and fund disbursements in the form of educational and medical assistance to the underprivileged.

According to the founder, he had encountered many challenges. The main challenge was obtaining funds, and it was essential in all stages of business. He expressed, *“I discourage social entrepreneurs not to rely on sponsorship, grants, and donations fully. Obtaining grants takes a longer time, and the process is rigorous. By the time the fund arrives, some would have ended up closing their business. Operating a social enterprise is like walking on boiling water. Some jump out and some stay. You have to keep your business ahead of others by thinking outside the box”*.

Furthermore, working with the visually impaired was challenging. He expressed, *“I was not born blind, so I expected my team to know about colours, but a little later I realized that some were born blind, so I have to put myself in their situation. When I'm not so sure, I usually share my thoughts with my professional friends I have known for many years. They have helped in my making decision”*.

Besides, the public perceives social enterprises as NGOs. If social entrepreneur considers themselves as NGOs, succeeding would be impossible. He perceived NGOs

as a peak without the bottom, which solves short-term problems and not in the long term. He claimed, *“The main criteria is to generate your income with a sustainable and profitable model. This will attract the funders to invest and collaborate. There is no fixed model and the model changes or replicates along the way, something like the conventional farmers to vertical farming. Most important is that the modal enables an income generation without neglecting our beneficiaries”*. According to him, DiD use the Renovate to Innovate model through a partnership that offered inclusivity.

He expressed, *“Social entrepreneur’s journey is rough and you need perseverance, believe in yourself and having the management skills is important. Without passion, the truth is that money turns secondary and passion sets the flame and the desire to succeed. People who are driven by their own story and experience tend to be fully involved, relate themselves to the situation, or struggle. The biggest strength for social enterprise is to have the right people with the right mindset”*.

The founder agreed that the number of social enterprises in Malaysia is lesser compared to Thailand. The differences were due to the issues faced by each country. Malaysia is perceived as a country without many social issues other than Thailand, Cambodia, Vietnam, and the Philippines. Although there is an existence of social issues in Malaysia, the issues were handled constructively. Hence, the world perceived that Thailand had more administrative problems than Malaysia. It made social enterprise in Thailand surge compared to Malaysia, Indonesia, and Singapore. Furthermore, there are more social enterprises in Singapore than in Malaysia. The main reason was government support, and ninety per cent of social enterprises in Singapore are impact-driven restaurants.

The founder practised storytelling about his life journey when interviewed by the press media. He expressed, *“In Malaysia, awareness is important for the social enterprise to grow. People perceive the Complete Darkness program as a “Dark business” means “gangster” in Chinese.”* According to the founder, the collective support from government and corporate speed up the awareness towards social enterprises. Government recruiting one per cent of the workforce from the visually impaired and physically challenged group would align with the United Nations

Sustainable Development Goals to achieve equal education and economic opportunities to achieve zero poverty.

Mid-2019, Dialogue in the Dark received the social enterprise accreditation status from MED Minister Mohd Redzuan Yusof. He desired to continue inspiring the non-sighted people to be a contributor rather than a burden to society. In September 2020, the founder received the Tripadvisor Travellers' Choice Award, which was only given to the top 10% worldwide. Besides, according to the founder, the success of the social enterprise needed resilience. He claimed he rose from life's tribulation through self-acceptance, faith in God, and the support of family and friends. It made him launch a book titled "My Resilience Recipe" that depicted his life and was made available on Amazon to purchase. The founder also initiated a campaign on "Guide Dogs Service" for the visually impaired in October 2020 under the Save Ones Sight Missions Bhd (SOSM). He desired to form a Guide Dog Gallery and Information Center to appreciate and train dogs. The Dog guide is the working animal trained to help the visually impaired travel safely and be independent.

The DiD's Experiential Learning Centre and Academy offered the visually impaired and people with disabilities, with variety of experiences in the dark such as tours for the general public and school groups, dining in the dark, workshops in the dark for companies and teams as well as special events such as concerts in the dark to empower them. Besides, he envisioned educating children and youth in all forms of disabilities through collaborations with partners from public and private. He planned to introduce the "Dialogue Games" facilitated by the lame and Empathy and Resilience theme park by 2022. He uttered, *"My dream is to equip the visually impaired with self-sustaining skill, I don't want them to be a passive welfare recipient but to shape their own life. Also to offer impressive and impactful programs and activities to have our own earning, and create the awareness to prevent unnecessary blindness caused by glaucoma"*.

Appendix B Case No. 2: ATHENA Holdings Sdn Bhd

AJ, the CEO/Founder and facilitator in Athena Holdings Sdn Bhd, located in Batu Caves, Selangor. As the third child in her family, she claimed that she usually turned out to be the poor performer among her siblings. Upon completing her secondary education, in 1993 she continued her studies in the Secretarial course at Stamford College and she quit the course in 1995. It was her dream to travel to the United Kingdom (UK) as her brother and sister. In March 1995, she left for the UK to assist her sister in administrative work. She decided to continue her studies and received an offer to study at a UK University, however, due to financial reasons, she returned to Malaysia in November 1995. Through crowdfunding, she travelled to the UK in 1996, but she decided not to further her studies as she feared the exams. In mid-1996, she decided to work in Cardiff and made many friends who are mostly students from Malaysia, Saudi Arabia and Singapore. Using her typing skills, she assisted students to type drafted dissertations and coursework starting from 80 dollars and took care of Malaysian students' warden's children.

In February 1997, AJ decided to return to Malaysia due to recession in Europe and through a recommendation from a student, she received a job offer in a training company in Malaysia known as Waja Destinasi Sdn Bhd, as a training manager and explored opportunities since there were not many companies offer corporate training in KL. She and her team introduced three new public training programs for executives and managers with charges ranging from two to three thousand ringgit. The business went down in 1999 due to a recession, and many companies were minimizing their expenses. As a result, she resigned from the job and joined Cobra Group within the same year as a sales agent and sold the Maxis hotlink corporate subscriber line. As a sales agent, she earned quite well. She started selling to the corporates such as Yeos, Logistics, and other corporates, which lasted for a year. In 2001, she joined Lloyd Register, a British Oil & Gas Company as an office administrator. Her last position was Human Resource Executive, serving the company for almost eleven years until 2012. While working with Lloyd Register in 2001, she took a part-time course at Universiti Teknologi Malaysia (UTM) and graduated with an executive diploma in Human Resource Management in early 2006.

The Establishment of ATHENA Holdings Sdn Bhd

While AJ was still at Lloyd Register, she was introduced to Cradle Fund Sdn Bhd, a venture capital firm specialized in pre-seed, early, and start-up investment, by her friend in 2000. She attended the workshop, which gave her great exposure to the business world. She started reading a book titled “Blue Ocean Strategy,” a book on the non-competitive market. The two occasions made her realize that she had to do something new. Mid-2006, while browsing an online forum, she discovered an American housewife who spoke about innovative inventions such as washable sanitary pads made out of old rags and t-shirts for her daughter who hit puberty. According to her members in the chat group, mostly mothers from States, who were concerned and conscious about food, healthcare, and desire to live a zero-waste lifestyle. She learned that some homemakers in the US used home remedies for kids instead of pharmaceutical medication.

Pads made of cloth increased her curiosity. She claimed that there were demands for cloth made pads among women with allergic issues to disposable pads. She took almost nine months to research online for the most suitable fabrics before producing her washable sanitary pads. She discovered that bamboo fabric was the best choice compared to other fabrics. Furthermore, the bamboo plant grew from five to seven feet and regrew faster. The bamboo fibre has distinctive characteristics such as softness, air permeability, antibacterial, hygroscopic, eco-friendly, and washable. The fabric was made out of bamboo, had better absorbent and was equivalent to using five cotton sheets, easily washed by soaking in the water without using detergent, and the eco-friendly pad lasted between 5 to 7 years. The reusable pads were suitable for women with allergic issues to disposable pads.

She claimed she was blessed, her husband gave her the freedom to continue her passion and supported her expenses. Hence in early 2008, the founder bought the bamboo fabrics from the US, Cambodia, China. In the mid of 2008, she used her saving RM500 as the capital and produced 37 pieces of sanitary pads made of bamboo fabric for feedback. The first batch was designed and produced by a fashion designer from a rehab, whom she met through a friend’s contact. Her two colleagues and six female

friends tested the designed sanitary pad who suffered from allergies using disposable sanitary pads. She received positive feedback from them. The pad was comfortable to wear, with no allergic reaction, and requested more supply. Upon receiving the positive feedback, in mid-2009, she invested RM1300 from her salary. She produced the second batch with 200 pieces of pad stitched by single mothers from Ulu Langat, homemakers, and refugees in Klang Valley. She officially patented the eco-friendly sanitary pads in November 2009 and sold the eco-friendly pads to the public. In October 2010, she won the first Malaysian Innovation Award from the Ministry of Science, Technology and Innovation (MOSTI) to innovate the eco-friendly sanitary pad. Hence, in June 2012, she left Lloyd Register, a British Oil & Gas Company, to concentrate on her eco-friendly sanitary business. According to her, with the use of eco-friendly sanitary pads, hundreds of thousands of disposal pads could be alleviated from the landscape and reduce the carbon footprint caused by disposal pads.

In August 2012, she learned from a missionary who worked in Sabah that young girls who lived in the rural Sabah, missed out on school from five to seven days during their menses, as they could not purchase sanitary pads in poverty. Hence, in September 2012, she attended the missionary in Miri, Sabah. She was upset when she discovered young girls from 11 to 17 years old used tissues, towels, batik cloth, and socks stuffed with coconut husks as a sanitary pad. Absenteeism had caused school drop-outs, early marriage, and miscarriages due to malnutrition. She pitied the girls and understood the importance of education as she was a former college dropout. With her savings and the financial support from her family and friends, she managed to donate 100 eco-friendly sanitary pads to 33 girls at Butitin Hostel in Nabawan Keningau Sabah. It enables them to attend school regularly and lessen their burden on purchasing sanitary pads each month. She also witnessed a similar situation in Cambodia rural and claimed that UNICEF had identified about 16 million girls who faced similar problems worldwide.

However, the founder expressed that sponsoring the eco-friendly pads to all the marginalized girls in Malaysia was impossible using her fund. She started to collaborate with government bodies such as SUK Selangor, Majlis Bandaraya Shah Alam (MBSA), Majlis Bandaraya Subang Jaya (MBSJ), and Majlis Daerah Sabak

Bernam (MDSB). Through the collaboration, she managed to sponsor eco-friendly sanitary pads to 1075 marginalized girls in Rumah Panjang, Orang Asli (aborigines) from Kuala Woh, Tapah, Sabah, and some villages in Cambodia were made possible. In early 2013, her noble approach and contribution received recognition from the Ministry of Youth to lead the Sustainable Development Growth Programme, which made her work closely with Clive Allen, the President of Majlis Belia Orang Asli Malaysia. She claimed, *“I believe God has chosen me to do something good and I wanted to live a meaningful life by serving the needy. The only question that appeared in my mind all time was ‘if I don’t do it, who else will???’.*

In March 2013, she received an invitation to sell the reusable pad to Universiti Kebangsaan Malaysia UKM, and she met Dr. MB from UKM. Through Dr. M, she met Prof. Mohamad Yunus the Nobel Prize Winner, who addressed that her business was a social enterprise and not a commercial. However, she claimed she did not explore the term social enterprise as it was new to her. In June 2013, she joined Cherie Blair Foundation for Women’s Mentoring Programme, a pre-program training program. She uttered, *“I met Mary through the mentoring program, a field operations manager from a non-profit health organization in Nigeria. She was an expert in the strategy and project management field, I learned to write the business plan, obtain investment, and increase sales. The mentoring program was conducted via online face to face sessions twice a month.”* The CEO of KPJ Healthcare, who was also my mentor, guided me on entrepreneurial skills”. The founder hosted a successful government-sponsored conference in Kuala Lumpur for 400 teenage girls on feminine hygiene through the mentor's guidance.

In August 2013 the founder obtained a government grant worth RM 100,000 from Yayasan Raja Muda Selangor. The founder claimed, *“the grants were useful and we used the money to produce the eco-friendly sanitary pads and distributed them to several rural villages in Malaysia”*. The eco-friendly sanitary pad that lasts for 5 to 7 years where the marginalised girls were not burdened to purchase sanitary pads each month reduces the absenteeism to school. In October-2013, the Yayasan grant was used to form a non-profit organization called Sisterhood Alliance. The founder launched a series of female empowerment programs called “Girl Empowerment”, a

half a day program. The founder developed a curriculum for 70 marginalized girls from the rural ages 9 to 17. The founder expressed, *“I pity the girls because they don’t know how to handle changes in their body. We conduct this program to make them understand their safety, to boost their self-esteem, puberty and self-hygiene and also to pursue their dreams. At the beginning of the program, most of the girls were reserved and quiet, but after a while, they responded and participated in the sharing session”*. The founder also held several talks on menstrual and hygiene in schools, such as Sekolah Menengah Sultan Sulaiman Shah, in Bestari Jaya, Batang Berjuntai, and several schools in Sabah.

Instead of depending on sponsorship and donation, which was inconsistent, in December 2013, she formed Blubear Sdn Bhd, as a commercial business (later known as Athena Holdings Sdn Bhd). The eco-friendly pads are sold to individuals and corporate companies through their corporate social responsibility (CSR) program. She collaborated with companies such as GHL System Bhd and MyEG Services Sdn Bhd. She expressed, *“Although we already have some corporate companies in our CSR program, I’m also looking at collaborating with more corporate companies in future”*. About 40% of the profit earned by selling eco-friendly pads to individuals was spent educating the marginalized girls on bakery and stitching skills. She expressed that it was tedious to manufacture on a small scale, as it required a proper machine, place, and people to monitor stitching quality. Besides, by the end of 2014, the business started to drop in sales, which made her explore self-sustain alternatives.

AJ grabbed the opportunity when she was nominated by the Malaysian Global Innovation & Creativity Centre (MaGIC) to attend the accelerator program in May 2015. She was selected for specializing in feminine hygiene products and contributing to socio-economic development. She added, *“I attend the accelerated program conducted by Malaysian Global Innovation & Creativity Centre (MaGIC). I learn about social enterprise and its models and turn a sustainable business without neglecting the social cause. It met my need, as I wanted the business to be self-sustainable without the need to depend on donations and my savings to operate the business. However, one of the requirements by MaGIC was to have business partners. So in July 2015, I renamed her business Blubear Sdn Bhd to Athena Holdings Sdn Bhd*

as a social enterprise. I became a social entrepreneur and appointed my teammates who I knew personally for some years”.

FD a graduate with eight years of experience in unit trust as Business Development Director. Followed by HF, a graduate with five years of experience as an administrator in a commercial business as Chief Executive Director. While AJ took charge of networking and bringing new clients and expressed, *“I’m not a numbers person, so I always get trapped when I am asked about numbers. So when I pitch to investors, I will always get my partner to be there, to answer that part. I like networking and my teammates are not. I know my strength and I don’t want to push at things that I’m not good at. We support each other and focus on our strength”*. In September 2015, the founder won a grant worth RM 30,000 from SE MaGIC to scale up the business.

Besides, in November 2015, MyHarapan became their investor and offered RM250,000, she claimed, *“we don’t have the machines, tools and place to manufacture. Besides, the pads need to be produced with certain marketing standards, so we decided to collaborate with OEM (Original Equipment Manufacturer) to produce the eco-friendly pads. The following year we introduced new products such as regular sanitary, overnight and heavy flow pads, maternity pads, pillows and stuffed toys. The manufactured sanitary were distributed to pharmacies for people to purchase the products easily. Competitors are selling reusable pads at a cheaper price but the difference is the quality and the impact we create, lucky that we have our copyright”*. She depicted, *“Money is important to continue the social mission, but if you don’t have the right team it’s difficult to manage the money. I’m lucky to have a supportive team, knowledgeable, work, and never grumble when the salary was not paid on time. It’s easy to work with people who have the same head”*.

According to the founder, her biggest challenge was during the development stage. The system support was essential for ATHENA to improve the business performance. Hence, she decided to set up the digital marketing collateral, investing in the system, IT support, and the company website. As a result, she and her staff sacrificed and worked without salary for a year. She explained, *“I use Facebook to*

share information about the business and the pads. I sell eco-friendly pads using Lazada. It is easy for customers to view the pads online". In March 2016, the founder received recognition from the ASEAN Women's Entrepreneur Network (AWEN). ASEAN Women Entrepreneurs Network is a regional network of national women entrepreneurs' enterprises owned and managed by women in all economic sectors in the ASEAN region. During the entrepreneur's meeting, she exchanged name cards with the entrepreneur she encounters for future referrals.

In April 2016, her social enterprise was selected as the finalist to participate in the social enterprise forum in Stockholm among the 400 social enterprises in the world by the Swedish Development Agency (SIDA). The invitation was from Cherie Blair Head Quarters in the UK, formed by the ex-Prime Minister's wife. She was the only Asian representative sponsored to participate in the women venturing for the Cherie Blair Foundation's business program at Social Enterprise Forum 2016 in Stockholm. The program held to address local and global challenges advocates business solutions.

In July 2016, she became the associate partner for Social Enterprise Academy Malaysia. In October 2016, she was invited by Oxford University to share her social venture experience with the MBA students, and she was one among the eight social entrepreneurs who were invited. In November 2016, during her visit to Stockholm, she interviewed the locals, companies, supermarkets, and pharmacies about the bamboo fabric sanitary pad and interviewed almost a thousand (1000) Scandinavians within three (3) weeks. In December 2016, she received an invitation from Vietnam Women Academic in Hanoi to share her journey as the outstanding ASEAN Women Entrepreneur.

Despite enjoying meeting people, the founder adopted a referral method to seek collaborators and sponsors to achieve the social mission. For example, through an entrepreneur's referral, she gained sponsorship from International Business Machines (IBM), a multinational company that sponsored Nepal pads during the natural disaster. In mid- 2017, she met an elderly senior once a banker through the outreach program. He introduced her to his sister-in-law, the Menteri Besar Selangor Incorporated's (MBI) CFO. She sponsored 50 eco-friendly pads for marginalized girls in rural areas.

She also met a property agent who studied in Japan. He introduced her to a Datuk in General Motors (GM), where she obtained the sponsorship of 100 eco-friendly pads for marginalized girls in rural areas. She claimed, *“I am lucky and blessed because of my past working experience in human resource and sales jobs, making me able to communicate with people easily. People only communicate when trust is built. Use entrepreneurial language to build the rapport with collaborators”*.

In November 2017, the founder won the Star Golden Hearts Award, an award for heroic and selfless acts promoting racial harmony and unity. During her visit to Sweden in December 2017, she met another mentor, a post-graduate lecturer in Stamford, a British lady who mentored her on designing the Social Business Model Canvas. The founder adopted the Social Business Model Canvas for her social enterprise and guided entrepreneurs to switch and certify their business to social enterprise. She claimed, *“I didn’t use one model, if you see I use several models. What is important is whether it’s workable, flexible and helps us generate income to sustain without neglecting social mission”*. The mentor also connected her to a private hospital in Japan, where the bamboo fabric was used for baby diapers, bed sheets, pillowcases, and towels.

According to the founder, for a commercial entrepreneur who wanted to be a social entrepreneur, it was vital for them to recognize their beneficiary, gain support before forming a model. For a commercial business to be a social enterprise, it required the business to be operated for at least five to six years, and not a start-up business and should be financially established. The entrepreneurs were selected based on strong passion and rational intention for social enterprise formation. Upon selection, the social entrepreneurs were taught the phases of transferring an ordinary business to a value-driven social enterprise.

The founder disagreed with the blue ocean theory, as the theory merely explained creating new demand in a non-competitive market. She claimed that competition was necessary for a business to be innovative and to progress. In the mid of 2017, the founder was interviewed by a Singapore TV Channel, Eunice Austin, an executive director, celebrity, and philanthropy, for an interview session on her success

story as a social entrepreneur. She also had featured in The New Strait Times (NST), The Star, and The Edge newspapers. In early 2018, she appeared in Oxford University's annual review 2017 and 2018 as a social enterprise operator. Within the same year, she appeared in the “Spark News” a media that collaborated with 20 countries such as Brazil, Philippines, Japan etc., and had a hit of 100 million viewers. However, she urged, *“If the journalist writes on social enterprise and its impact strongly and passionately, it will reach the reader's heart. If there is regular coverage on the social enterprise, it will surely help create awareness among people”*.

By the end of December 2017, the founder formed Impact Contentlab Sdn Bhd a social impact consulting firm dedicated to helping businesses, governments, not for profit, and social enterprises to create a positive change among the society. The business aimed to assist SMEs who wanted to start up or to transform their businesses into social enterprises. The entrepreneurs were required to attend eight sessions or modules to discover the WHY factor. The participants were required to be ethical, possessed true desire or passion and not fame.

The founder claimed, *“at the beginning of 2018, my team and I introduced new product lines such as baby diapers, nursing pads, and adult training pants. We will continue to explore other types of products that would benefit the beneficiary and environment”*. She collaborated with several distributors such as Air Asia Destination Good Shop, RoyalePharma Vista Outlet, RoyalePharma Bangi Outlet, Fathiyah Dreams, Conserve Eco Services, and appointed agents to market the products.

According to the founder, *“to increase the sales, a social entrepreneur needs to select collaborators with initiatives and positive values. Most importantly, a social entrepreneur should be from the heart, stay hungry and be humble. Know your big “WHY” social enterprise and get yourself a few mentors and learn from their experiences and ask lots of questions”*. She added that although academically she was not bright. She empowered girls across the region through education. She uttered that *“you don't need good grades to be a changemaker. However, you need knowledge and you should keep reading, these days there are many opportunities to learn about social enterprise. You can read from the internet and attend workshops”*.

In 2019, she was appointed as the director of Business Network International Malaysia, a founding member of the Chamber of Social Entrepreneur Development Malaysia. Where she taught new social entrepreneurs ways to craft ideas and pitch to gain investors' attention. Within the same year, she became a committee member of Social Entrepreneurs Development Malaysia. In mid-2019, the social enterprise received accreditation status from MED Minister Mohd Redzuan Yusof. Despite supporting 1,500 marginalized young girls through eco-friendly sanitary, the founder wanted the marginalized girls to live their dream and to be empowered. Hence, she envisioned owning a foundation that supports the girls in Malaysia and worldwide in the future

She expressed that "We planned to introduce a new sanitary pad by the end of 2020. It was a sanitary disposal pad. We cannot continuously sell the washable sanitary pad because, in Asia, people still prefer disposable. So, to meet the demand, we introduced our new disposable pad but it's biodegradable. It will degrade within six months once you open the pack. It only lasts six months. It is made of plant waste. We work with the research team to research the material and we will create a social factory, where the rural community will run the business and be the buyer. So actually we improve the economy of the community. When you buy, you are supporting the community as well, not only the girls but the whole community. So it's more like community empowerment. We studied the market for biodegradable and organic products. Even if the product is sold at a slightly expensive price, people don't mind buying. We have ordered the machine from another country, and we will start the social factory once the machine arrives."

Appendix C Case No. 3: Earth Heir Partners Sdn Bhd

SK, the Founder/CEO/Director of Earth Heir Partners Sdn Bhd, is located in Ampang Jaya, Selangor, a social enterprise that focuses on craftsmanship and showcased craftsmen's skills. She was born in Ipoh, and at the age of 6, she moved to Kuala Lumpur. Her parents and grandparents were from India, and they practised helping people in poverty, and she grew up watching them. She described her father as a man born to illiterate parents, raised his family through sacrifice, and provided education to herself and her siblings. So, at the age of 8, she experienced poverty and realized that Malaysia was blessed. At the age of 13, she left for Singapore and completed her O level. She returned to Malaysia at the age of 17 and completed her A levels. At the age of 21, she headed to the United States to do an undergraduate in Finance and Management at Wharton, University of Pennsylvania. In her university days, she helped to tutor her neighbour's kids, who were weak in studies.

In 2001, she worked for the Private Equity team at First Avenue LLP (London). In 2004 she resigned and pursued her Masters in Environment and Development in Cambridge, where she heard about Muhammad Yunus from her professor in Cambridge. She started to read about him and his ideas. She felt amazed by his helping approach to the poor. End of 2004, she was offered to do her internship program under the Cambridge African network with UNDP (United Nations Development Program) for six months. The internship program required the interns to write an essay on their nomination for the program. To her surprise, she was selected and given 200 pounds, which covered her flight expenses. Her parents borrowed her RM 20,000 to cover the accommodation and living expenses in Ghana. In early 2005, she headed to Ghana to do her internship with the United Nations Development Program (UNDP), a non-governmental organization (NGO) on the livelihood program. Her role was to distribute food aid for HIV infected children in Ghana, Africa. She felt frustrated with the NGOs' inability to help the children due to limited funds and donations continuously, which made the program discontinued. She expressed that there was a need for a social institution in Africa to support the children.

Due to her concern about impoverishment, she extended her internship from 6 months to 2 years. In early 2007, she joined another NGO in Ghana, known as Opportunities Industrialization Centers International. The NGO offered consultancy services for people displaced from their land after the coal mining companies took over their land. She taught them people skills, agriculture practices, healthcare, and basic sanitation. Besides, she witnessed ways to manage funds for good deeds. In mid-2007, she returned to the US and continued her Masters in Finance and Investment and worked for Lehman Brothers as an Investment Banking Analyst.

The Establishment of Earth Heir Sdn Bhd

In early 2009, at the age of 29, she returned to Malaysia. She worked as a Vice President in the Investment division for Khazanah Nasional (Malaysia). She recalled her experience, where she slept off while driving home, questioned her real purpose in life, and decided to live a meaningful life. Hence, in mid-2011, she resigned from Khazanah Nasional (Malaysia) and headed to Hawaii for three months to learn about God and natural farming. In September 2011, she headed to Cambodia. She felt devastated when she met mothers who had lost their children to sex traffickers, a six-year-old girl rescued from the brothel, and weavers who could not make their living. She decided to help them with what she had. She expressed, *“I believed that God placed a great responsibility on a human to steward the environment, animals and people in the planet, and I’m a part of it, and I should do something about it”*. Hence, she volunteered to teach English in girls' schools and felt joyful seeing sparks in their eyes. She sold the Cambodian weaver's handicrafts to her friends and family in Malaysia, India, Indonesia, Thailand, and Uzbekistan. In Mid-2012, she created a pop-up bazaar in Malaysia for artisans from Cambodia, India, Indonesia, and Thai to showcase the handicrafts such as scarves, shawls, clutch bags, and baskets to earn extra income. She helped them without the thought of money-making.

In early 2013, she met Datuk KT, an impact investor and also her mentor. She affirmed, *“Datuk KT told me if I wanted to help them, I need to make the business sustainable by developing a real and impactful business.”* As a finance graduate who never imagined retail and fashion. With his encouragement, she registered the business

as “Earth Heir Sendirian Berhad (Sdn Bhd)”, using her savings and her founding partners' capital. Two co-founding partners who supported her financially were her sister and friend. She registered the business on 14th February 2013, Valentine’s Day, to appreciate weavers and Malaysian heritage. The name “Earth Heir”, reflected people as the heirs of the earth, translated in Malay as “Waris Bumi”. Her father was her biggest supporter and critic. He was disappointed when she quit her lucrative job and started selling scarves. When she explained her desire to live a meaningful life, he agreed and supported her.

About 10% of retailing the artisanal product's commission were channelled to Chab Dai, sheltered in Cambodia for human trafficking victims. While the profit earned from each scarf sold were channelled to WeForest and planted 415 trees via WeForest.org and contributed US\$1650 to Cambodia redeeming roses in Malaysia. In mid-2013, she decided to explore more about Malaysian heritage and discovered the unique art of “Batik,” fabric with wax and paint. The “Tenun”, hand-loomed fabrics in a distinctive, colourful plain pattern. Followed by “Anyaman”, bamboo and rattan stripped down and woven into a recognizable square style. “Mengkuang” or pandan leaves, collected, dried, coloured, and weaved into baskets, bags, and mats. She expressed that each region had its techniques to produce its handicrafts.

End-2013, she collaborated with batik artisans from Rawang, Kenyah Tribe in Miri, and some Selangor designers. Although the Mengkuang weavers are throughout Malaysia, only a few weavers in Malaysia are well versed with the most refined technique called “Kelarai.” The Mah Meri tribe in Peninsular, the Orang Asli (Indigenous), used the Pandanus leaves for rituals and crafts. The leaves were processed and turned into colourful strips and woven into mats, baskets, and adornments. However, the artisans and weavers considered their profession as not lucrative and undervalued. It dismissed the traditional artwork skills and knowledge not passed to the next generation. She claimed, *“The public was unaware of the local crafts' wealth; if it is well channelled, there is a huge potential for such craftwork. However, the agriculture sector was the second-largest in Malaysia. However, millions were spent on poverty reduction programs, but not on the artisans. Not as a charity, but to preserve the heritage of craftsmanship which helps the country's*

economy.” Hence, she decided to support the local craftsmen and artisan by retailing 80% of the craftwork and 20% from other countries.

She expressed that she faced financial difficulties due to insufficient savings. The revenue was reinvested into the business since there were no external capital injections except for her two investors and herself. She expressed, *“The fund we had was insufficient to manage the business and relying on external funds was not easy as people perceive us as an NGO, which we are not. We earned commission from the craftsmen and artisan handcrafts, and they were fairly paid. Obtaining funds or grants was not easy for a business with a dual objective. In early 2014, after I attended the MaGIC’s accelerator program, I was told that our business was a social enterprise and was not a commercial business. Being a social enterprise made our stand clear, it opens the door for collaboration and generates income sustainably. So, in mid-2014, we intercepted Earth Heir to Social enterprise”.*

Mid-2015, she won a seed fund worth RM40,000 from British Council and Arthur Guinness Project “Entrepreneur for Good.” The grant includes training, mentorship, and guidance to grow the business. The Entrepreneur for Good is held in line with the Malaysian Global Innovation and Creativity Centre (MaGIC) Social enterprise blueprint. She said, *“the grant was used to renovate our studio in Ampang and craft new artisanal products such as and dedicated 80-90% for Malaysian artisans. The grant was a great help for us to scale”.*

In June 2015, she collaborated with the government project under UNHCR (United Nations High Commission for Refugees). She hired Kasumi Shirahata born in Tokyo and educated in the US and UK, as the Communication and Project Manager. She was enthusiastic, creative, and talented with vast experience in the public and the private philanthropic sector, mainly in refugee protection and Women and Children's Rights. SK was assigned to lead the UNHCR-MADE 51 Jewellery Collections project, an association with refugee artisans. These refugees were forced to leave their countries due to persecution, war, or violence. UNHCR was their only form of legal protection. Approximately 150,000 to 200,000 refugees registered with UNHCR with no right to work and their children are not allowed to school. About 27 female refugees

from Afghanistan, Syria, Palestine, Iran, and Myanmar were taught to produce jewellery and handcraft using different natural materials and textiles. They were paid RM6 hourly, and some earned more than RM 30 per day. The refugee's jewelry collections were named "MADE51," which signified the United Nations convention to protect the refugees in 1951. Through the MADE51 initiative, their products were merchandised and they gained market access and well-paid. Besides the refugees, the artisan refugees from the Middle East in Malaysia known as Mang Tha, the alliance of Chin Refugees (Myanmar) in Malaysia were also taught to produce jewelry and handicrafts. According to SK, UNHCR (United Nations High Commission for Refugees) was the longest collaborator with Earth Heir.

In mid-August 2015, SK collaborated with Kenyah and Penan tribes in Sarawak to make hand-woven bags and clutches out of a cargo strip led by a lady called Nelly from "The Nelly's Collection". The collection offered bags, clutches that were hand-woven out of cargo strips. Her craftwork collections were made available on Earth Heir's website. The craftwork income made Nelly move to a better house and provided better education for her children. She emphasized, "*The craftwork such as Mengkuang, rattan, ribu-ribu, remban are harmless to the environment, while the cargo strip is recycled into bags which reduces the impact on the environment*". She also worked with a self-taught artisan called "Uncle Ng," for more than five years. He made bamboo rattan crafts and was one of the finest rattan weavers. Due to childhood polio, he lost his leg, had volunteered and trained artisans to weave, and made his living by supplying the bamboo rattan products to Earth Heir. The songket fabric outlet from Kuching and liaised with bookbinding specialists in Kuala Lumpur helped to turn the songket material into a book cover.

In early September 2015, she also hired Wan Azreen, the youngest member of the team, as a Graphic Designer with a Computer Science major in Multimedia Computing Degree and two interns to assist with the daily tasks. In mid-September 2015, the founder was selected as Wharton's 40 under 40 award winner and followed by the Eisenhower Fellow in 2015 under the Women's Leadership Program to contribute to socio-entrepreneurship heritage craftsmanship. In October 2015, she

donated US\$ 1376.53 to Cambodia, redeeming roses in Malaysia, while profit earned from each scarf sold were channelled to WeForest and planted 938 trees.

In early 2016, she appointed XW as the Chief Operating Officer (COO) of Earth Heir. XW had worked for a community-based organization in China and the UK. She was assigned to monitor the Finance and administrative department. The founder's major role was to manage corporate clients, sales, networking, public relations, attending events, and conducting interviews. Besides, she and her team prepared guidelines. They trained the craftsmen and artisans to design the craftwork with appropriate measurement, colour, and shades to maintain consistency, as some artisans designed their products based on their preferences. Design that is too ethnic and contemporary is unlikely to warrant global buyers.

She added, "It is important to originate new and modern designs with quality up to the standard to reach a broader audience. One of my Singapore clients claimed that RM100 for a Mengkuang bag was costly, as it should be about RM30. But there is a misconception about local's craftwork that it should be sold cheaper. Then, I explained to her the process starting from sowing seed, harvesting of Mengkuang and the weaving is done by either an individual by hand or sometimes a group of weavers. We want the artisans to be paid for the true value of the product. You cannot avoid the cheap handcraft in the market. What differentiate us is our branding, we produce the product according to the quality that our brand promises, we share artisan's stories and take a long term sustainable approach".

Mid- June 2016, she collaborated with many corporate clients. The loyal corporate clients were D Deck, who bought handmade door gifts for all their annual functions. Followed by small retailers and customers who purchased customized gifts for their corporate events, weddings, and family gifts. Early July 2016, 10% of the sales from the social enterprise were channelled to RIMBA (NGO), Malayan Tiger Conservation (Malaysia), Redeeming Roses (NGO) in Malaysia, WeForest (NGO) in Belgium, and Chab Dai (NGO) in Cambodia.

Apart from merchandising artisan's collection, Earth Heir also sold its collections under the brand label Earth Heir. The first handmade product made by Earth Heir's was jewelry, followed by-products such as gift packages and luxury weaved handbags, accessories, and home interiors. Most of Earth Heir's customers were referral customers. The positive outcome and feedback from clients made her want to continue building the ecosystem to help the impoverished artisans. The founder professed, *"I have worked with almost 100 artisans, a marginalized group such as the refugees, women prisoners, Orang Asli tribes, skilled artisans and artisans with illness and disabilities. We respect the people who make it, and we make sure that they are paid fairly as we are ethical intermediaries. Also, developing a good relationship and trust with artisans is not easy. You need to understand and study their background and identify ways to affiliate with them. Here, we have given them the flexibility to work and some artisans were not fully employed under the social enterprise but supply artisanal products. For bigger order, the artisans can earn a steady income of between RM900 to RM2,000 from home, while taking care of their children and elderly parents"*.

She claimed the team formation in the social enterprise was not easy, and people were easily motivated by money rather than social impact. However, she expressed, *"My team members and I never compromise when it comes to doing good. We have worked together to create a better opportunity for the artisan. In most situations, I practice making decisions with my team members. I also seek advice from people with a professional background who mentored me in expanding the market and new products. I strived and worked without salary for three years, from 2013 to September 2016, through renting out my apartment. I make sure that our staff and artisans are paid on time"*. By October 2016, when the business picked up, SK paid herself and the founding partners 1st salary in November 2016.

On 23rd August 2017, the founder was selected as a member of Asia 21 Young Leaders 2017 in the Asia Pacific to contribute to its social and ecological mission. The program was represented by 21 countries with 30 remarkable professionals, representing government, business, arts, media, and non-profit. In mid-2018, the founder collaborated with retailers such as KitaKita, a boutique that sold batik and

Isetan The Japan Store in Lot 10, and created a platform to showcase artisanal products to buyers.

Despite being featured in Stars, News Strait Time, Malay Mail, and in some magazines. The social enterprise still struggles as the craftsmanship was not considered valuable. Most Malaysian were unaware, except for those interested in social enterprise and ethical fashion. Social media undoubtedly increases the consciousness among Malaysians, but unfortunately, funds were limited to create such awareness. She said *“the major and unexpected obstacle was lack of understanding and awareness among people and many felt uncomfortable with social work being profit-making. Some questioned me how the revenue was channelled to the artisans and whether they never asked a bigger company. Besides, the coverage is wider if government and commercial companies intervene to create awareness. Besides, the government bodies' support of social enterprise products and services would further promote their initiatives. I believe the tax exemptions for customers, and commercial business for supporting social enterprise products and service, will further cultivate their involvement”*.

According to SK, a social entrepreneur had to search for sustainable ways, and she claimed that some young social entrepreneurs were unable to sustain themselves and turned ineffective within a year or two. She uttered, *“Not many social entrepreneurs possessed appropriate skills during the initial stage of the business but learned over the years. In my case, my finance experience helped me to plan and manage the funds well. Education and experience are helpful, but not many practices them in reality. A social entrepreneur needs to persevere more than be passionate because it's hard to prove, it takes a long time. It took five years for us to make a profit”*. The support of MaGIC has acted as the safety net and network to tap the young and inexperienced social entrepreneurs who could pitch their workable ideas without saving. She added, *“for a social enterprise to grow, it has to generate its revenue stream, I guess even without the grant my team members and I would have continued the social enterprise, but it would have taken a longer time.”*

Each craft made by the artisan exemplified distinct, personal, and cultural narratives. A diversified mix of artisan craftwork was available for buyers to purchase from the Ampang Studio and their online platform. Earth Heir used its website, Facebook and Instagram, to story tell about artisan, display artisanal products and update new products for the public to be aware of the artisanal product and ease their access to purchase. The COVID-19 outbreak made her realize that the online platform became the main channel for businesses to market their products. She expressed that *“with this new challenge, my team and I worked on digital marketing and social media outreach. It is the time to set priority in learning about online marketing and explore the available tools and discovering ways to market new product ideas”*.

In mid of 2019, Earth Heir received the social enterprise accreditation status from MED Minister Mohd Redzuan Yusof. She expressed that social enterprise's rise could result in greater demand if the government and politics make more transparency and equality. The generation is prepared to put the social impact equal or above money.

In April 2020, Earth heir launched a new product, “Tunku Mask,” Malaysian Father of Independence, Tunku Abdul Rahman. The reusable mask was embroidered with the Tunku image, to inspire people to value and celebrate one another. The talented refugee artisans designed the mask under Project 57X. The reusable mask was handmade, with machine-made embroidery without computerization, using 100% Malaysian cotton batik, cotton ties with a pocket for filter, elastic, nose crimps, and Hijab turban friendly. The reusable mask was certified by the World Fair Trade Organization (WFTO) and 2% of the reusable mask sales were donated to “Post COVID-19 Recovery Program”. According to SK, Earth Heir had reached its milestone when its ethical business practices received the World Fair Trade Organization (WFTO) certification. It validated their vision and kept the business as a fair trade organization.

On 27th July 2020, the founder and her team members visited the Penjara Wanita Kajang (Kajang Women Prison), where they trained and equipped them with craft-making skills. The prisoners received a daily allowance for the handcrafts they

made. The founder claimed, “*working with the prisoners helps them learn a new skill and have a fresh start when released.*”

Appendix D Case No. 4: The Batik Boutique Sdn Bhd

AB is the Batik Boutique CEO/founder of The Batik Boutique, located in Desa Sri Hartamas, Kuala Lumpur, a social enterprise that focuses on fair trade fashion, giving a modern twist to Batik fabric. AB came from a middle-class family. Her younger brother and her father were police officers, while her mother worked in a hospital. She was also actively involved in many church events. She completed her Bachelor of Arts in communication from Texas A&M University in 2003. During her tertiary education, she had participated in many social activities. She had travelled to many countries around the Asian Region and had worked for a Tourism firm in Texas. In 2007, AB and her husband, Ryan Blair, left Texas with their newborn son to Penang. Her husband was offered a 2-year contract by his friend who owned a tour agency in Penang. They lived in Penang for a year and moved to Kuala Lumpur due to her husband's relocation with their children in early 2009.

The Establishment of The Batik Boutique Sdn Bhd

In mid-2009, the founder hired local helper Rohana Mohammad or Ana, a single mother with 2 teenage kids who lived in Kota Damansara People's Housing Project (PPR) flats. The two became good friends and Ana taught her how to make kuih's and speak Bahasa Malaysia. Ana's story and her struggles touched the founder. The founder decided to prepare Christmas gifts for her family and friends in Texas and conferred with Ana, a simply trained seamstress. They both went to town and bought the Batik fabric and sewed it into a coaster and an apron using Ana's sewing machine. During the founder's visit to Texas, she gave her family and friends the coaster and apron as a Christmas gift, and they were impressed with the design and colour. Upon hearing Ana's struggles with her family and friends, they ordered more designs. The founder took orders and sold the products from RM25 up to RM300 without profit-making thoughts. She intended to help Ana to earn extra income for her family. Ana introduced her friend Nor Hazana Ghaini to earn extra income through the stitching. Nor was a mother of seven children who lived in the PPR, and on many occasions, she and the children lived in the PPR flats without electricity and food. The founder helped by selling their stitching to family, friends, and the Christmas ex-pat bazaars.

The colourful Batik design sparked her interest in discovering more about the fabric. Hence, in mid-2011, she travelled to Kelantan and Terengganu with her husband, 2-year-old son, and her newborn. The artisan was generous and taught her the process of making the batik material. The founder claimed that different countries practised different designs, and most of Southeast Asia's designs reflected local flora and fauna such as hibiscus. The fabric was hand-painted using boiled wax or dipped into dyes to reveal a beautiful design. While the printing blocks carved in rural villages and the surroundings inspired the designs. According to the founder, there was a demand for Batik arts and heritage globally. Unfortunately, there was no clear guidance for designing the fabric to be marketable and to access the market. After her trip to the East Coast, she visited the PPR flats, where she discovered women who earned low income and struggled financially, and their children were unable to go to school due to poverty. She claimed to be a mother, and she could relate to the struggle and decided to help them. She learned that some of these women had sewing machines with essential stitching skills, but the machine was left unused. She tapped the opportunity to market the Batik fabric and appointed five women, and they worked from home and stitched the fabric based on the orders from AB.

According to AB, many women came to her seeking job opportunities, and most of them struggled financially. It made her form a business to help marginalized women and single mothers. In early 2013, AB formed The Batik Boutique Sdn Bhd, a private limited company with her family savings. She named The Batik Boutique as it reflected Malaysia and its heritage. She started a sewing group of 20 single mothers with stitching skills from the PPR (people's housing program). The sewing centre was based in the PPR flats shop lot. Since the shop lot's space was small, some women opted to work as part-time seamstresses. She purchased the customized batik fabric and silk manufacturer from a family-owned business in Kelantan and Terengganu. They became her long-term suppliers, which she collaborated with till today. The batik fabric was stitched into bags, accessories, and souvenirs by the seamstress turned and sold online. Since most of the orders were from the US, the founder worked around the clock, checking emails every night due to differences in timing between Malaysia and the US. While corresponding with buyers from the US and resolving issues in production. Her husband helped her in business routines such as packing parcels and

distributing. Since her husband was an MBA holder and a business consultant, he taught her business skills.

By the end of 2014, she worked with ten family-run batik factories and promoted the batik fabric locally and internationally. She expressed that seeking funds was challenging as people perceived The Batik Boutique as a profit-driven company, despite the profit portion shared to the community's needs. In early 2015, AB was invited to attend the accelerator program held by MaGIC (Malaysia Global Innovation & Creativity Centre). Through the program, she realized how the business generated profit without neglecting its social mission. It made her intercept The Batik Boutique as a social enterprise and continued to empower the marginalized women and preserve the heritage. She won the Amplify Award from MaGIC to create an ethical fashion, train and empower low-income women, and grant worth RM 150,000. She expressed, *“The grants were used to purchase the batik materials, refurbish the sewing centre in Kota Damansara, and set up the retail outlet in Desa Sri Hartamas. MaGIC’s acknowledgement connected me to retail customers, and I thank the Malaysian government for such funding assistance under MaGIC, and I will continue to support MAGiC and their effort.”*

In mid-2015, AB decided to lift down her task and hired the first staff Kylin Kwan as the Production Manager to produce the products. Silvie Hosea is the Batik Boutique Relationships Specialists, in charge of inventory, production, and retail. While Mohd Yuzwan Mohd Yusop was the textile manager, responsible for developing a new design, producing batik and sourcing the fabric. They were hired based on their qualification and experience, and she claimed, *“It reduces my workload, and I can concentrate on networking and sales”*. Her husband, Ryan, was appointed as the director of The Batik Boutique operation.

The inception received a positive response from local and international. At the end of 2015, she obtained an opportunity to collaborate with Ekuiti Nasional Berhad (Ekuinas Iltizam) a private equity firm, and Community Transformation Initiatives Berhad (CTI), a non-governmental organization. Ekuinas sponsored stitching equipment, sewing machines and covered the training cost for the marginalized

women. CTI paid the sewing centre's rental. While, she sponsored cutting tables, cabinet base, and three sewing machines. Through these collaborative efforts, the founder formed a new sewing centre with a bigger space. The centre was located within walking distance from the PPR flats, eliminating the need for these women to travel long distances and spend time with their families. She also allocated space for a childcare facility for women who worked more than 20 hours per week. They were allowed to select their working hours and expressed, *"We create the social impact by allowing marginalized women to work for a reasonable hour without neglecting their family with decent salary"*.

She hired eight skilled full-time seamstresses and trained the marginalized women on sewing lessons, packaging, ironing, measuring, and cutting. As for measuring the fabrics for sewing, they were taught basic mathematical skills and designed products to appeal to the international market. Upon completing the 1st and 2nd levels in stitching, these women were certified as seamstresses and assigned tasks based on their skills. With sewing skills, the seamstress transformed the batik fabric into blouses, name card holders, neckties, scarves, tote bags, and apparel with an average price of RM55 to RM220. Each piece of batik fabric resembled a story of its own. Through the training, the production capacity doubled. Each intake consists of eight to twelve marginalized women, and there were three intakes, almost thirty marginalized women trained in a year.

The seamstresses were paid 40% higher than the minimum wage, and additionally, 20% of the profit was reinvested back into seamstresses' welfare, financial literacy, English language lessons, and continuing education. The founder claimed, *"We have trained more than 50 seamstresses within 2 years, and about 70% of the women opened a savings account, bought a motorbike, fridge, etc. this shifted the women's mindset towards long term achievement. I'm satisfied and happy with their independence"*.

Through her friend's contact, she collaborated with many corporations via CSR programs such as Volvo, BP, Starbucks Malaysia, Banks, Lawyer Association, International school, and hotels. Products were also sold on-board Malaysian Airlines.

The corporate orders ranged from 500 to 5,000 pieces consisting of premium and customized event gifts. The Batik Boutique designed and produced about 2,000 authentic products and were branded under its name. Batik Boutique had generated 80% of its revenue through B2B (Business to Business) and 20% through B2C (Business to Customer). The product updates were made available on the Batik Boutique website and Instagram. Batik Boutique also offered an online platform known as LokaLocal for locals and tourists to experience and learn batik's art. In mid-2016, she was selected as the “Top 50 Expatriates You Should Know” by the Expatriate Lifestyle magazine and selected as Texas A&M University’s Top 12 Under 12” Alumni for empowering artisans globally.

In October 2016, AB received an offer to produce 100 pieces of eco-friendly batik blouses and collaboration with Raven+Lily American-based clothing. The collaboration required The Batik Boutique to follow the international regulations in producing eco-friendly dye. However, such techniques were used by Indonesians for more than 2,000-years. While the dye was prepared from the tropical leaves and plants. Through her social network, she discovered a local artisan who knew how to make eco-friendly dye. Unfortunately, the artisan declined to produce the eco-dye, as his wife was about to deliver a baby, but offered to teach the artisans to make the eco-dye. The artisan learned the technique and dyed yards of eco-friendly batik on time. AB spends almost three months with the seamstresses to ensure the quality of the fabric. The expert inspection group from the USA under the Ministry of Finance VIP (Volunteering for International Professionals) program. Upon the experts' approval and certification, they stitched the 100 pieces of eco-friendly batik blouse, and The Batik Boutique obtained the opportunity to produce two collections annually, such as loungewear and eco-dyed silks for Raven+Lily. According to the founder, the seamstresses' process was skilful in mass production and the artisan experimented with the eco-friendly dye on silk fabric. To be part of the Fashion Revolution global movement and community to support local ethical brands, The Batik Boutique had incorporated eco-friendly dye in their batik production and turned the excess fabric into accessories.

In early 2017, Batik Boutique introduced the Eco Collection using eco-friendly dyes, and the collection was named Jewelry Roll made by Malaysian artisans for an international market. The Batik Boutique collaborated with GlobeIn, where the Jewelry Roll collection was featured on the GlobeIn Pamper Artisan Box website. GlobeIn is a subscription box company from the US that supports artisans and farmers around the world. Orders received from GlobeIn for Jewelry roll product provided three months' job opportunity for fourteen artisans. In December 2017, The Batik Boutique inaugurated a retail outlet in Desa Sri Hartamas, selling Batik crafts and offering hands-on workshops on the batik making process. Besides, customers were offered chic and refined batik fashion lines such as clutch bags, lightweight kaftans, dresses, and soft furnishings with muted and earthly tones.

In early 2018, about 70% of the marginalized women trained and worked for Batik Boutique opened a savings account and purchased their necessities such as refrigerators, motorcycles, and children's education. She expressed that she never intended to be a social entrepreneur nor start a social enterprise, but after witnessing their empowerment, she felt the risk she took was worth it. She articulated that Batik Boutique measured its social impact in 2 ways, first through tracking the number of seamstresses that directly worked with Batik Boutique and how their earnings helped their families. She claimed, *“Batik Boutique is an inclusive business where we work with the local artisan, they are part of the supply chain. We offered childcare facilities for seamstresses with children with facilities such as air-conditioning and kitchen. For a social business to succeed, it needs a great idea, strategy, and business model”*.

In mid-2018, she and her team travelled to places such as Kuala Krai, Kuantan, Mersing, and other rural places by offering training for underprivileged women in rural areas. They held training on social skills such as communicating via smartphone, Instagram, internet, website, and basic financial skills. The Batik Boutique has been featured in the Business Radio Station podcast or BFM in Malaysia since 2013 periodically. About 20% of the profit generated from BFM was donated to local charities and clinics to subsidize medical charges, which benefited 177 sewists and their families.

In December 2018, AB launched the 1st physical studio and gift store in the Petronas tower, Kuala Lumpur and the 2nd gift store in National Textile Museum, and a boutique in The Westin Desaru Johor. The launch was attended by partners from the industry, NGOs and friends. She claimed that 30 to 150 seamstresses participated and were from KL, Terengganu, and Kelantan. In mid-2019, The Batik Boutique collaborated with Kotex sanitary pad and designed the sanitary packaging with printed Batik artwork and designed the Starbucks souvenirs.

She claimed that even the biggest idea in the world is not possible without cash. Firstly, being a foreigner, obtaining grants was never easy. She used all her savings without an idea of how to grow the business. She explored various ways to source out income and uttered that *“having a good idea without a fund is a waste”*. She expressed that things will never change by sitting and thinking without action, but only through a constant search for information and effective communication supports gaining collaborators. She claimed she was blessed with some good friends, as one of her Malaysian friends gave her the 1st corporate order and guided her in dealing with corporate orders. Followed by a marketing firm that volunteered to promote The Batik Boutiques' product. She received flowers from the “Happy Bunch” florist from her retailer for her noble effort. According to AB, from 2016 to 2018 it had been a profitable year with a 10 – 20 % increase in revenue through B2B (Business to Business).

Secondly, working with artisans had been challenging in the beginning, mutual understanding was essential, mainly to work with certain expectations such as quality control and deadlines. Her ability to speak Bahasa enabled her to converse with the local seamstress and artisan easily. According to her, education alone was not sufficient, a social entrepreneur had to attain business skills, be perseverant in facing uncertainty, never give up, able to cope and handle people from different social backgrounds. People believed bosses were capable of solving all their problems. To break this perception, she probed the skilled seamstress to voice their problem, their needs and ways to execute the solution. This made a real impact to be achieved.

Thirdly, the most challenging task was to hire the right person. She agreed that the team was essential in making a real impact and stated, “*If you want to go fast, go alone, ’ if you want to go far, go together*”. Fourthly, she expressed that “*Social media plays a huge role in creating publicity, but it’s impossible to acquire the service continuously due to the cost*”. According to AB, significant impacts are created among society, with vast media coverage and the way the message was written and conveyed. As the batik brand ambassadors for Malaysia, The Batik Boutique had lifted the lives of the artisans. The Batik Boutique worked with ten family-owned batik factories to help preserve the urban arts and crafts. She believed each individual could save or damage the earth. She expressed that the world needed socially conscious people to make a difference. Fifth, she testified that “*social entrepreneurs need to do market research to understand customer preference, marketability, and regulations to get in, and most importantly they need to have grit, and it takes them far*”.

In March 2020, The Batik Boutique lost contracts with shopping malls due to Covid-19 Pandemic MCO (Movement Control), and her biggest challenge was paying salary to her staff and the seamstress. She discovered a demand for protective equipment such as a safety gown, hood, and shoe cover for doctors and nurses, she brainstormed with her team, and with their support, she turned the challenge into an opportunity. She collaborated with Biji-Biji (eco-friendly social enterprise), which handled the logistics and fabric supply. Both joined the force and produced 3000 sets of safety gear for hospitals and clinics per week. Some corporations took part and funded the safety gears for the hospital frontlines. She claimed that Malaysian were very supportive. The effort enabled the marginalized women and artisans to earn some income. She pointed out that she and her team had responded to the crisis and would continue contributing.

Appendix E Case No. 5: Masala Wheels Sdn Bhd

KP is the co-founder of Masala Wheels, located in Section-1, Petaling Jaya, a social enterprise that empowers youths at risk through training and employment in food beverages. The co-founder had been involved in food charity work during his childhood with his family. Besides, he and his friends had been involved in many volunteering work in his schooling days and used their own pocket money to help the needy. During his university days, he was involved in social work, such as transforming the estate schools. He helped the Sri Lankan refugee children from deprived social-economic backgrounds and taught them programming languages such as C++. He completed his tertiary in Chemical Engineering in September 2011, in Universiti Teknologi Petronas (UTP) and received Universiti Teknologi Petronas, Chancellor Award from Tun Dr. Mahathir Mohamad. In December 2011, he worked for PETRONAS (Oil and Gas Company) as a chartered engineer until May 2017.

The Establishment of Masala Wheels Sdn Bhd

In early 2014, KP, his brother KM and their childhood friends had a reunion at a mamak stall after many years. KP was a chartered engineer, while his brother and friend owned a business. They learned that their friend RN left his studies and was involved in gangsterism. They felt sad and decided to help him. In March 2014, they met RN and had a long chat and realized that RN liked F&B (Food and Beverage) and decided to help him. Since the food truck craze was at its peak, they decided to start small and pooled RM15,000 from their savings. They bought a food truck from mudah.com, a “pasar malam” (night market) truck that was used for tau foo fah (soya bean curd) or a fruit seller, and painted the truck yellow. In Mid-2014, the business was registered as Masala Wheels, and RN was assigned to handle the night market truck operation selling home-cooked food prepared from their mother’s kitchens. The first venture was to Brickfields, Kuala Lumpur, it was an ideal location with high foot traffic. They loaded 100 packets of biryani rice for RM5, with curry dishes and chapati, but only sold ten rice packets and the remaining 90 packets were distributed to the homeless. However, the business started to pick up. During the day, the food was sold, and at night, they distributed the unsold food to the urban poor in Medan Tunku, Chow

Kit, and Kota Raya. The co-founder claimed that the food is distributed to the urban poor and the food is edible.

It was a routine for the co-founder to visit Himalaya's for a spiritual retreat. He claimed, *"I met Dev, the owner of Devi's Corner restaurant on my spiritual trip to Himalaya in late-2014. He was friendly, and we had a long chat and became good friends. I have no experience in F&B, but he guided me. He is still my mentor till today"*. End of 2014, he had an opportunity to meet Tun Dr. Mahathir Mohamad (former Malaysia prime minister), and a former Chancellor in Universiti Teknologi Petronas. He shared his community work with Tun, but Tun suggested he engage the needy in a self-sustainable activity. It made the co-founder investigate the root cause of the community problem. He realized that complacency had sat among people who received the free food and there were too many food donors in the same area and they were too dependent on the free food. He claimed, *"The common problem among the marginalized community is that they need an opportunity, so I decided to teach them to fish instead of giving a fish so that they could self-sustain. Besides, depending on our own pocket money, in the long run, is never easy to sustain"*. Hence, the co-founder offered a job opportunity to youths with vulnerable backgrounds, single mothers, urban poor, and refugees to cook their specialities for Masala Wheels to sell.

In early 2015, the co-founder met Ehon Chan, former Executive Director of MaGIC, and expressed, *"Ehon, spoke to me about the social entrepreneurship space in Malaysia, during the period where the existence is unknown. He explained that the business we are in is impact-driven. Mentors are a rare commodity in humanity. Individuals without experience, but who desired to be social entrepreneurs need to have a mentor and with the right mentor, you tend to move fast"*.

With Ehon's guidance, in October 2015, the co-founder and his partners incepted the Masala Wheels as Malaysia's 1st Social Enterprise Food Truck in full fledge, selling South Indian and Sri Lankan food. The food truck was designed as specified by the DBKL, enabling people to stand in and prepare the food packs. He appointed a few marginalized youths to serve food. Soon, people started recognizing the "orange truck," a truck with good food. Besides, the night market truck was used

for the catering business. The co-founder claimed that they never took any loan, which was the main reason it took some time to overhaul into a full-fledged food truck.

By the end of October 2016, the craze for food trucks died and prompted them to the next level. In February 2017, the co-founder and his partners used their savings and profit earned from the food truck and opened a restaurant in Old Town, Petaling Jaya. The food truck was used for the “rent the truck” concept, where individuals and companies rent the food truck for occasions. The co-founder claimed, *“We hired the youths who were on the verge of dropping out from school, underperforming, and were not interested in academics but keen in practical and hands-on skills, to uplift their lives. The underprivileged youths consist of graduates from B40 backgrounds, PMR, SPM school-leavers and ex-convicts. These youths are vulnerable to drugs, alcohol, gangsterism, theft, and these youths would end their life in crime if they were not helped on time”*.

In March 2017, the co-founder collaborated with Myskills Foundation, a skill training centre. The selected youths were sent to Myskills Foundation Skill training and trained on F&B (Food and Beverage), customer service, life skills, and sent for driving classes. Upon completing the training, they were offered a job opportunity, where the youth were allowed to be involved in their specialities. Youths with non-hands skills were assigned for food delivery. Salary paid based on the work mode, youth employed as the full-time staff and paid salary, EPF, Socso and the part-timers were paid hourly. The co-founder expressed that some youths were sent to his shop by desperate parents and guardians, hoping their kids would lead an independent life. While some parents refused the youths to be burdened with challenging tasks and some overprotective parents brought their children back home after a few months. Proper support from parents or caretakers, enabled the youth to transform for good. Besides, Masala Wheels also offered job opportunities to single mothers, urban poor, refugees to prepare the food.

The co-founder and his friends arranged the fittings in the restaurant. His brother handled the technical settings as he was from an IT background. RN took the operation care and he was appointed as the CEO of Masala Wheels, the 1st beneficiary

of Masala Wheels He managed the operation in Masala Wheels restaurant. They appointed young women who joined them at the age of 18, who barely speak English. However, after several years with Masala Wheels, she had been promoted as a Development Manager and made many funding pitches in English. According to the co-founder, they both managed their responsibility well. He also hired a qualified accountant and corporate governance from a corporate background. There was strict governance to manage the business streams by Masala Wheels, such as the food truck, restaurant, and catering. The catering service served many Fortune 500 companies around Kuala Lumpur, and they gained customers through referrals.

His people skill, and noble intention gained recognition. In early December 2016, the co-founder was conferred as the Malaysian Top 10 Most Innovative Young Leader by YB Datuk Seri Panglima Madius bin Tangau, Minister of Science, Technology and Innovation (MOSTI), Malaysia held at UCSI University Kuala Lumpur. He also debuted as the first international speaker of TEDxBrunei and had inspired others locally and in ASEAN. In mid of December 2016, the United States Embassy selected the co-founder to represent Malaysia at the Global Entrepreneurship Summit 2016 in San Francisco hosted by President Barack Obama. He and his partners were excited over the recognition that was emulated at a global level.

However, the co-founder claimed that he was tempered with many setbacks, he recalled several incidents. When his customer got irritated with his waiter's remark, for overeating. He said, *“We retrained the young waiter, and now he handles the marketing for our business”*. In the second incident, the co-founder discovered one of the serving plates was leaking during the food catering and later, through the CCTV footage, he discovered a boy stabbing the serving plate. When the boy was confronted, he claimed that the stab was meant for a co-founder, who scolded him for not being helpful, but the boy was good at greeting customers. His grandmother sent him for his disobedient behaviour and the boy left school at the age of 13. The boy was referred to professional counselling and found that he had attention deficit or hyperactivity disorder. Realising the boy's problem, the boy was assigned the task that he was good at. He expressed, *“The boy joined us at the age of 17, and now he has gained employment in one of the top restaurants in Kuala Lumpur with a decent income. Now*

he supports himself and his grandmother. He often visits and calls me “Anne” (brother). There was one day he came and visited me and showed me his new car that he bought. I felt happy and excited. It was worth the sacrifice, I believe serving mankind is serving the god, well I will continue my service”.

The third incident almost made him lose his corporate order after a customer complained that they discovered a chicken head in a chicken rice packet. In his investigation, he was told by the youth that his intention was not to waste any food, which made him include the chicken head. But, for the customer it appeared as poor quality food, hence he offered a large discount to the customer and started to retrain the youth. This was followed by other incidents, such as the story of a 15 years old boy who was sent by his mother and after the 6th month, the boy expressed his intention to learn automobile. The co-founder led him to pursue his dream. According to the co-founder, 60% of the workforce in the restaurant were youths from underprivileged backgrounds. Some youths had moved to another job upon gaining the skills, while some had entered vocational. Being wholly reliant on food, he claimed that *“It is crucial to maintain the taste, quality and it was set as our main priority. Customers come to us for banana leaf rice, biryani and mouth-watering curries, mainly because our spices were blended in the spice mill, and one wrong move would affect and tarnish our name and the decisions had to be aligned with our social brand”.*

In times of need, he sought experienced entrepreneurs. He claimed, *“My partners and I learned many things through mistakes that kept us forward”.* He also expressed that his partners as strong-headed, problems and issues among the partners are common and he believed in settling the differences by reminding themselves of their primary objective, discovering the neutral line, and experiencing entrepreneur interventions. Besides, his family and friends showed support by buying food from Masala Wheels. The co-founder expressed, *“four of us never took salary neither divided nor equity sharing. Whatever earned goes back to Masala Wheels and the beneficiaries, we never received any grants. Well, I’m not saying all but some take it for granted, and over some time their success dropped. We used our own pocket money and thanked God that our spouses were also supportive”.* Mid-April 2017, the co-founder became one of the mentors for the local Indian restaurant association and

mentored inexperienced entrepreneurs in F&B and the possibility of putting people first and turning it into a profitable business. In May 2017, he opened the first centralized kitchen in Sungai Buloh, to train the youths on F&B (Food and Beverage) in that area.

In June 2017, the co-founder was appointed as the Director of Policy, Planning, and Research in the Prime Minister's Department, as the youngest Board of Directors. This changed his career from an engineer to a policymaker. During his tenure, he was selected among the 150 Malaysian applications for the American Council of Young Political Leaders (ACYPL) professional fellows program under the Young South-East Asian Leaders Initiative (YSEALI). He was shortlisted as a sole government representative along with other emerging leaders from Myanmar, the Philippines, Thailand, Indonesia and was funded by the US State Department grant. He spends 6 weeks in the United States. He felt privileged to be the 3rd Malaysian visitor to the White House and the 1st Malaysian to complete a professional fellowship at the Tennessee General Assembly. He received official state recognition from Governor Bill Haslam. He left the position in July 2018. Early 2018, the 2nd outlet was opened as a private event space next to Masala Wheels and named the place as Social Enterprise Impact Hub, and the space was used as an event hub to train Masala Wheels staff on F&B and rented out the space for events and meetings.

In mid-March 2018, KP was appointed by the Business Development & Strategic Planning Unit, to provide advocacy roles to the stakeholders (government and private sector) and he received "The Star Golden Heart Awards in 2018" for sustainable economic empowerment. In June 2018, he became the Co-Founder and Secretary-General of the Chamber for Social Entrepreneur Development (CSED) Malaysia, a non-profit organization set up to improve the Social Entrepreneurship ecosystem in Malaysia. There were nine council members in the chamber. Masala Wheels used its website and Facebook to update their services and ongoing events. In August 2018, he and his partners initiated the "Pay it Forward" campaign with social media. The campaign enabled individuals and corporations to sponsor a meal for RM 5 for marginalized communities, and Masala Wheels delivered the food.

In October 2018, a commercial company agreed to buy “x” shares from Masala Wheels, making the co-founder involved in the divestment. Masala Wheels was the first social enterprise in Malaysia to be involved in divestment. Usually, in Malaysia, social enterprises receive grants, funds gained through crowdfunding, and rarely business evaluation or sold shares. He uttered, *“I believe divestment as one of the ways to grow social enterprise with policy-driven, there are also few proposals from the northern and southern side of Malaysia to form a partnership which is in the list too”*. He wanted partners with a social perspective, passion, and social entrepreneurship model to dilute it into a sole profit organisation. By Dec 2018, there were a total of 50 youths who were empowered through food. It took approximately 3 years to witness the transformation among the youth employed as an intern. The co-founder expressed *“People are aware of Masala Wheels, but not the impact created by Masala Wheels to society. People related Masala Wheels as a place that serves good food. I believe storytelling is one of the best practices, as each social entrepreneur has a unique story and is different. I share stories about Masala Wheels on Facebook to inspire others, such as the boy who left his home from Penang and spent almost half of his life on drugs and how Masala Wheels changed his life, etc. If social enterprise spends on publicity, the public might perceive that instead of wasting money in publicity, the money could be used to feed people”*.

He claimed the automated kitchen aligned with IR4 required a considerable fund. The funds were not offered to social enterprise, as it was perceived as NGOs. He struggled to convince the officials that social enterprise is scalable, as it required at least 3 years of audited accounts, and most of the social enterprises had just reached their 3rd year. Loans were much easier for commercial businesses compared to social enterprises. Commercial entrepreneurs were driven towards profit, while social enterprises were driven towards profit with impact. He wished that people recognize the advantage of a social enterprise and the impact it creates.

In January 2019, the co-founder initiated a negotiation with a company called KCom Group. KCOM Group was a Malaysian digital solutions provider that focused on developing the Industrial revolution (IR) 4.0. The chief executive officer showed interest in Masala Wheels, with a twenty per cent stake for KCOM Group. The

negotiation was to create a digitised artificial intelligence (AI) automated kitchen for Masala Wheels. The digitized kitchen increased the staff contact time with customers and improved their interpersonal, customer management, and communication skills. He wanted social enterprises not to be left out from the IR industrial revolution 4.0, where the beneficiaries were trained and empowered with future skills that increase their employability. He claimed that if the negotiation turned successful, it would prove that social enterprises are commercially viable and scalable. He expected an emulating model across Malaysia with an outreach of social brands.

With a gross revenue of RM500,00 in 2019, the co-founder aimed for RM 1 million by 2020. He wanted the social enterprise to be seen as a tool towards transformation to social-economic. Mid-2019, Masala Wheels received the social enterprise accreditation status from MED Minister Mohd Redzuan Yusof. Recognition was good but regulations restrict growth and innovation. While, at the policy level, an opportunity should be offered to assist the growth of promising social enterprises. KP hoped that greater recognition opens the opportunity for local social enterprises to scale.

By March 2019, there were ten staff, six with fixed income and four were part-timers. In April 2019, he started an outlet in Seremban for single mothers. He marginalized women on F&B, which offered them an opportunity to be an entrepreneur under the Masala Wheels banner and were taught to prepare the food. A small amount of money goes back to Masala Wheels. He wanted the F&B service to transform marginalized people's lives. They were taught life skills, which provided them with a guide to lead and earn a decent income.

According to the co-founder, even when he worked in a Fortune 100 company as an engineer, he used to wear Tesco F&F shirts to the office as formal attire. He also allocated some portion of his money and Masala Wheels to be used for refugee kids' education and food. He had sponsored four children from Sri Lanka, victims of the civil war. They are in their 10th, 11th standards, O levels, and in the University. As the children were from the rural areas, they had corresponded to him through letters updating him on their results.

According to the co-founder, most social enterprises were unable to spend on advertisements due to financial constraints and never allocated any publicity or coverage funds. It is different compared to the listed commercial companies, as they have their spending power on media. He related his experience with Air Asia, where Masala Wheels was featured in the Air Asia magazine in a 2-page length with his photo. He thanked Air Asia for their effort to support social entrepreneurs worldwide to share their stories and gain awareness. He expected that more commercial businesses would come forward to support social enterprise to grow collectively.

Masala Wheels' growth stage was not easy. It required a high priority for timely and empathic decisions, as dealing with people was different from equipment or environment. He claimed that no one could hold the direction of the partners for a long time. Although they decided to step back, the business should stay alive. He was related to the founder of KFC, who was no longer around, but KFC continued. With a business continuity plan (BCP), if partners quit, the social enterprise continues. Many distractions get along the way, but he uttered that the founder or social entrepreneur had to think and act fast to recover. He described, *“Passion is mandatory. It turns a person to be successful as compared to those who were not. I’m an engineer by profession, entrepreneur by passion and social entrepreneur by accident. I was not aware of social entrepreneurship until I was involved. Education is important as compared to experience, as it sets the right fundamentals for a person to stand up and move forward, but most important is the right intention and passion, and experience is not an issue”*. Social entrepreneurs had to solve the problem sustainably to solve the societal problem, or else the business would turn into an NGO.

Social enterprise in countries like Thailand, Indonesia, and Singapore was different due to social-economic backgrounds and policies. Thailand practised enactment law and was driven by the government, hence gaining support from individuals and corporates to form social enterprise. In Thailand, the registered social enterprise enjoyed corporate income tax exemption. He claimed that the tax exemption, incentives for social enterprise had to be straightforward. In Singapore, they had a similar structure that promoted social enterprise to be formed. He further added that *“I believe that replicating social mission is common and most important is*

that the model must be workable. The inclusivity made Masala Wheels to be scalable, and there is a plan to franchise Masala Wheels”.

After the announcement on Budget 2019 by the former Finance Minister Lim Guan Eng on the income tax deduction, the tax deduction provided for contribution from any parties to any social enterprise with a maximum of 10% was a good start. He expressed, *“Government should assist the growth of social enterprise through co-ordination or supportive procurement policy. If the effort were not nationally driven, the community would not realize the importance”*. He also suggested that for a system to track the social impact and monitor the financial performance, straightforward tax exemptions and government to offer incentives to businesses and agencies are tied up with social enterprise.

In April 2020, using social media, Masala Wheels initiated the “FoodwithoutBorder,” a campaign in line with Pay-It-Forward's campaign in 2018 called Pay-It-Forward. Masala Wheels offered a digital wallet payment option that gave customers instant payment without hassle. The “FoodwithoutBorder” campaign enabled individuals and corporates to sponsor a meal for RM 5 for the needy, where Masala Wheels would deliver the food. The collaboration with Fusionex, a data specialist firm, the “FoodwithoutBorder” campaign was made possible. The firm sponsored food for the homeless, refugees, medical frontline, and the urban poor during the Covid-19 pandemic. Masala Wheels turned to its food truck to distribute the packed food. The campaign partnered with the Ministry of Youth and Sports, Non-profit Organizations, and hospitals. The campaign raised over 8,000 meals and fed 7,000 beneficiaries, including the marginalised community, medical front liners, welfare homes and university students.

Appendix F Example of Email Send to Community-Based Social Enterprises

Re: Request for an Interview

From: RENNE PRAMILA A/P PUNADI
Sent: Thursday, 29 March, 2018 9:12 AM
To: stevens@did.my <stevens@did.my>
Subject: Request for an Interview

Dear Mr. Steven,


Good morning. I would like seek your permission to carry out an interview with you in one of these dates, **6th April 2018 (Friday)** at about **2.00 pm** or on **7th April (Saturday)**, any timing. I'm a Phd student from UTM KL, currently conducting a study on social enterprise and its' activities in Malaysia. The output of the research would provide vital information in understanding the growth of social enterprise in Malaysia. All confidential information will be kept confidential and not be relinquished without getting your consent. This interview will be carried out by me (Renne).

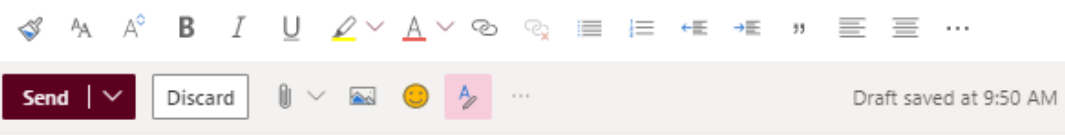




On behalf of UTM IBS research group, we also thank you for your great contributions to the Malaysian business community and to the country as a whole.

Please do not hesitate to call me if you have any questions or concerns.
Renne : 012-6050599

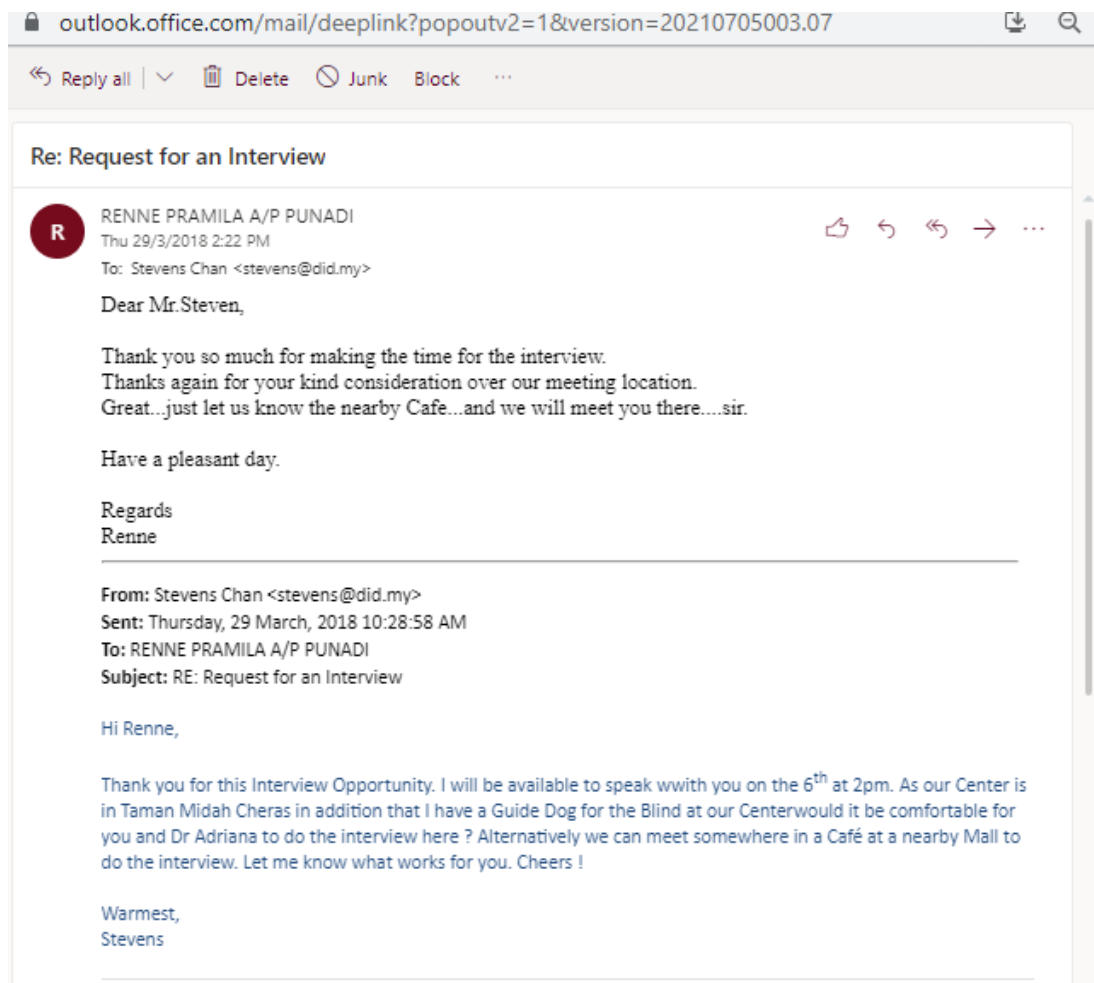
Thank you for your time and hoping to hear from you soon sir.

Regards



 **Send** | **Discard** |  |  |  |  | ... Draft saved at 9:50 AM

Appendix G Example of Reply from The Informant



outlook.office.com/mail/deeplink?popoutv2=1&version=20210705003.07

Reply all | Delete | Junk | Block | ...

Re: Request for an Interview

R RENNE PRAMILA A/P PUNADI
Thu 29/3/2018 2:22 PM
To: Stevens Chan <stevens@did.my>

Dear Mr. Steven,

Thank you so much for making the time for the interview.
Thanks again for your kind consideration over our meeting location.
Great...just let us know the nearby Cafe...and we will meet you there....sir.

Have a pleasant day.

Regards
Renne

From: Stevens Chan <stevens@did.my>
Sent: Thursday, 29 March, 2018 10:28:58 AM
To: RENNE PRAMILA A/P PUNADI
Subject: RE: Request for an Interview

Hi Renne,

Thank you for this Interview Opportunity. I will be available to speak wwith you on the 6th at 2pm. As our Center is in Taman Midah Cheras in addition that I have a Guide Dog for the Blind at our Centerwould it be comfortable for you and Dr Adriana to do the interview here ? Alternatively we can meet somewhere in a Café at a nearby Mall to do the interview. Let me know what works for you. Cheers !

Warmest,
Stevens

Appendix H Interview Protocol (for founder/s, shareholder)

Date :
Informant's name :
Position :
Company name :

Section A : Background of the social entrepreneur
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| <ol style="list-style-type: none">1. Can you tell me a bit about yourself? (education background, past working experience)2. In your opinion, how does education helps you prepare to form a community-based social enterprise?3. In your opinion, is a religious belief associated with social entrepreneurial behavior? |
|---|

Section B : Intention to be a social entrepreneur
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|---|
| <ol style="list-style-type: none">1. Have you participated in any form of social work in your early days?2. What made you form the community-based social enterprise?3. When did you realize that there is a need to establish a community-based social enterprise?4. What do you gain from this endeavour? Can you explain?5. In your opinion, what are the knowledge, skills and abilities required to form a community-based social enterprise?6. What keeps a social entrepreneur from succeeding in fulfilling their potential? |
|---|

Section C : The essential resources that support Community-based social enterprise growth

1. Which year was your community-based social enterprise established?
2. How long do you spend to establish a community-based social enterprise?
3. Who funded the initial start-up of your social enterprise?
4. Does your social enterprise generate its own income/revenue? How?
5. Did your social enterprise face difficulties in getting financial support? No/ If yes, when was that and why?
6. Did your community-based social enterprise receive any forms of grants, funding, or donations? (i.e. government, charity, sponsorship, crowdfunding) No/Yes, when and for what purpose?
7. How do you secure and manage external funding (i.e. government, charity, sponsorship, crowdfunding)?
8. How do you secure and manage your earned income?
9. Who are those people who have supported you in the early stage of the business? What are the support they offered and are they part of your team?
10. Whom do you seek for advice in times of need? Why?
11. How many employees/beneficiaries in your community-based social enterprise?
12. Who assists you in planning and managing the community-based social enterprise? What are their roles?
13. What made the team members become a part of your business?
14. Do your team members have the knowledge, skills, and abilities to support the community-based social enterprise?
15. Does your team share the same inspiration as you?
16. Is there is any issues/conflict arise among the team? No/ If Yes, how you handle/maintain the relationship?

17. How important is digital support to your business?
18. Do you practice producing new product/service to make your business ongoing?
19. Do your community-based social enterprise have another branch in another state?
20. In which year did your community-based social enterprise start growing?
21. What are the most critical resource(s) for community-based social enterprises to develop?

Section D : Social enterprise model that supports Community-based social enterprise growth

1. Can you explain what your community-based social enterprise produces or offer for their customers?
2. Who is your beneficiary?
3. What is the main "purpose" of your business? / the implementation of these initiatives? (eg., *create job opportunities, provide education, etc.*). Can you explain?
4. What sort of approach do you practice in operating your community-based social enterprise? (eg. *"One for One"- you buy a pair of Tom's shoes, one pair goes to a person in need*)

Section E: Social venture support system that enhances community-based social enterprise growth
<ol style="list-style-type: none"> 1. What are the problems/difficulties you encountered during the initial, maturity, and development stage? 2. Do the public aware of your community-based social enterprise's positive contribution? 3. How does your community-based social enterprise build its reputation among the public/community? 4. Did you initiate any collaborations with any partners? No/ If Yes, who are they, and what are the benefit you gain? 5. Are you aware of the support/programs offered by the government to community-based social enterprises? 6. What type of government support helped your business grow? 7. Does your community-based social enterprise collaborate with other associates/partners? No/Yes, If Yes, who were they and why? 8. Apart from the resources, what are the other support needed to that boost the community-based social enterprise growth?

Section F: Additional Questions
<ol style="list-style-type: none"> 1. Have you ever got drifted away from the core purpose of creating the social impact? No/Yes, If Yes, why? 2. What are the steps or actions that you make to develop the business? 3. What makes some people take action to bring changes to the community, while others refuse?

Section G : Background of the informant (Management staff)
<ol style="list-style-type: none"> 1. Can you tell me a bit about yourself? (education background, how long have you been working with the community-based social enterprise, past working experience) 2. Have you participated in any form of social work in your early days? 3. What inspires you to join/work for community-based social enterprise? 4. What do you gain from this endeavour? Can you explain?

Appendix I Interview Protocol (for management staff)

INTERVIEW PROTOCOL

Date :
Informant's name :
Position :
Company name :

Section A : Background of the informant (Management staff)

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| <ol style="list-style-type: none">1. Can you tell me a bit about yourself? (education background, how long have you been working with the community-based social enterprise, past working experience)2. Have you participated in any form of social work in your early days?3. What inspires you to join/work for community-based social enterprise?4. What do you gain from this endeavour? Can you explain? |
|--|

LIST OF PUBLICATIONS

Journal

1. **Renne Pramila, P.**, Adriana, M. R., Suzilawati, K. and Maizaitulaidawati, M. H. Motivating factors contributing to young social entrepreneurs' intention to start social activities. *Advanced Science Letter*. 23 (4) (2017) 2787 – 2790. [ISSN: 19366612] [**Scopus**].
2. **Renne Pramila, P.**, Adriana, M. R. Factors That Cultivate Youth Intention to be Social Entrepreneur, *International Journal of Innovation and Business Strategy*. 8(2), 1-10. [ISSN: 2232044X]

Book Chapter

1. Adriana M. R., **Renne Pramila Punadi**, Zarina Sanayan @ Abdul Salam, Maizaitulaidawati Binti Md Husin & Suzilawati Bt. Kamarudin. (2019). *Babylon Vertical Farms: Towards Sustainable Green Organization*. In Farzana Quoquab & Jihad Mohammad, (Eds). *Green Behavior And Corporate Social Responsibility in Asia*, Emerald Publishing, 2019, 89-102 [ISBN: 978-1-78756-684-2].

Refereed Conferences

1. **Renne Pramila, P.**, Adriana, M. R., Suzilawati. K. & Maizaitulaidawati, M. H. Motivating factors contributing to young social entrepreneurs' intention to start activities. 2016 International Conference on Social Sciences and Humanities (SOSHUM 2016), Kota Kinabalu, Sabah, Malaysia, 19-21 April 2016. [ISSN 19366612(PRINT), EISSN 19367317(Online)].