

WHAT CONSTITUTES THE VALUE IN BUSINESS MODEL FOR SOCIAL ENTERPRISES?

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Abstract: The subject of activities of entities pursuing social and economic goals has recently become very popular. Social entrepreneurship is focused on activities in which the economic role does not play a major role but innovative solutions to social problems. The paper aims to show what constitutes the value in business models for social enterprises and which elements of these models generate it. The value-based approach to the business model was used to find how the value is created and distributed in social enterprises. Empirical research was carried out based on case studies obtained from direct interviews. The novelty is to consider the value in relation to the elements of the business model, additionally, divided into three areas: value proposition, value creation and delivery, and value capture. In each area, the understanding of value was defined, and the elements creating this value in business models for social enterprises were identified, i.e. the unique character of offered services being the premise of generated income, involvement in supporting human capital and cooperation of social enterprise with stakeholders.

Keywords social enterprises, value proposition, value creation, value capture

DOI: 10.17512/pjms.2021.24.2.21

Article history:

Received August 14, 2021; *Revised* September 02, 2021; *Accepted* September 20, 2021

Introduction

Business and society have always been intertwined, and the subject of activities of entities pursuing social and economic goals has recently become very popular. Recently, one can notice the increasing number of publications on social entrepreneurship, especially with regards to its major idea, which is the realization of social mission. However, there are still few publications on the subject of business models for social enterprises that combine economic activity with social activities (Csikosova et al., 2021). Social entrepreneurship has become an important economic phenomenon on a global scale (Dacin et al., 2010; Mair & Marti, 2006; Zahra et al., 2008). The activity of governments of many countries is not enough to meet the challenges of changing social problems (Wang, 2018); hence the continuous development of this branch of the enterprise is visible. Social entrepreneurship is focused on activities in which the economic role does not play a major role but innovative solutions to social problems. This approach to social entrepreneurship indicates that this activity is focused on social values. Thus, their social goal can be

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either to create employment, help the local community, or improve the environment. More specifically, the societal interest of a social enterprise can include the provision of access to quality training and education for disadvantaged people, to provide jobs for people with disabilities or to collect and recycle wastes to improve the environment (Santos, 2012).

According to Wang (2018), social enterprises are generally small in scale, short in time, and immature in their mode of operation, which unfortunately causes difficulties in competing with commercial enterprises. The overriding essence of the functioning of social enterprises is a positive influence on society, the environment, and the local community. It is reflected by the efficiency of these entities' actions, expressed to a lesser extent the category of the productivity and, to a greater extent, the category of the cost-effectiveness and effectiveness of the objectives pursued. The efficiency of the action should not only be considered from an economic point of view (professional activation, remuneration, etc.) but above all with regards to the social perspective (counteracting exclusion, integration, change the mentality, becoming independent). Non-financial goals of social enterprises' activities pose a big challenge for them in an absolute market game.

The main purpose of the paper is to find the answer to the question: What does constitute the value in business models for social enterprises, and which elements of these models generate it?

Literature Review

A Concept of Business Model

The scientific literature on Business Models (BM) is very wide and concentrates not only on terminology, components, and architecture (Österwalder et al., 2005; Teece, 2010; Timmers, 1998) or ontologies (Fritscher & Pigneur, 2015) but also focuses on innovation issues (Chesbrough, 2010; Spieth et al., 2014), strategies (Hamel, 2000; Richardson, 2008), and sustainability approach (Bocken et al., 2014; Boons & Lüdeke-Freund, 2013; Joyce and Paquin, 2016; Stubbs and Cocklin, 2008) or also the value (Amit & Zott, 2001; Biloshapka & Osiyevskyy, 2018; Bocken et al., 2014; Andrejovska & Helcmanovska, 2021).

According to Abdelkafi & Makhotin (2013), there are two main trends related to business models. The first of them, the activity-based stream, reflects operational activities focusing on how activities and resources are used to run a business and achieve growth. The second, called the value-based stream, is related to the strategic approach and indicates how the value is created and delivered. In this trend, BM can be defined as a concept describing the value a company offers to existing and potential clients (value proposition), by means of what resources and infrastructure the company operates to create values (value creation), and how financial value is retained for the company (value capture) (Österwalder et al., 2005; Österwalder & Pigneur, 2010; Schaltegger et al., 2016; Teece, 2010; Zott et al., 2011). The framework of a business model based on the value trend was introduced by Richardson (2008) and was composed of three elements: value proposition, value

creation and delivery, and value capture. According to Teece (2010), BM, through its logical construct, supports a value proposition for the customer and a viable structure of revenues and costs for the enterprise delivering that value. In other words, BM indicates the benefits that the company will bring to customers, how these benefits will be delivered, and how it will capture a portion of its value. The first of elements of BM, value proposition, refers to a company's offer and also includes the identification of the target customer and the market. In a broader sense, the value proposition also includes key stakeholders, both external and internal (Łęgowik-Świącik, 2021; Biloshapka & Osiyevskyy, 2018). The second element of BM, value creation and delivery system, includes an enterprise's resources and capabilities as well as an inter-organizational network with strong links in generating a competitive advantage (Morioka et al., 2017). Numerous activities are included here, integrated with the value chain, activity system, and value network, which the company undertakes to create, produce, sell and provide the offer to its clients (Richardson, 2008). The third element of BM, value capture, is related to the financial aspect and considers the structure of revenues and costs that this model generates.

From the reviewed literature, it can be stated that the value-based stream is an important attribute of the business model for a social enterprise. Based on the deliberations, the researchers of the present study would like to emphasize the concept of values in creating business models for social enterprises.

The Business Model for Social Enterprise

Recently, the concept of a Sustainable Business Model (SBM) reflecting not only the economic but also social and environmental layer is of great interest. Sustainable business models take a multi-stakeholder perspective on value creation, not only involving customers but taking into account the interests of many different actors and stakeholders, including nature and society (Oskam et al., 2020; Schaltegger et al., 2016). The assumption of SBM is to achieve economic efficiency while reducing negative external influences and, at the same time, creating positive externalities for the natural environment and society (Schaltegger et al., 2016). One of the first concepts of business models for social enterprises was presented by Yunus et al. (2010). For this purpose, the authors of the past research used the following components from the existing literature for commercial enterprises, i.e. value proposition, value constellation, and a positive profit equation. Then considering them from the point of view of the main mission of social enterprises, they divided a positive profit equation into economic profit equation and social profit equation. Other authors, also using the existing conceptions of BM in the subject literature, undertook to develop or supplement them. Among many proposals for conceptualizing the business model, Business Model Canvas has its established place in scientific publications. This model has been subject to some developments and additions, e.g., done by Joyce & Paquin (2016) in the form of Triple Layer Business Model Canvas that is a tool for exploring the sustainability-oriented business model. The attempts of detailed research on business models illustrate the

need for a deeper look at this issue and its consideration not only from an economic perspective but also taking into account environmental and social aspects. Currently, there are no separate business models in the subject literature, focusing only on social or environmental issues.

Whereas considering the concept of BM proposed by Richardson (2008) and referring to values, the activities related to social and environmental issues should be clearly emphasized in each of the three elements of the model. As mentioned before, the value proposition usually concerns the offer of products and services generating an economic return, while for business models for social enterprises, the value proposition should provide a measurable social benefit and/or a measurable environmental benefit combined with economic value (Bocken et al., 2014; Boons & Lüdeke-Freund, 2013). According to Boons & Lüdeke-Freund (2013), the value proposition reflects the socio-economic dialogue aimed at ensuring the balance of economic, ecological and social needs in a given time and space. The creation of social and environmental values should be firmly embedded in products/services, processes and other activities of the social enterprise (Davies, 2018). It should be stressed that companies in commercial enterprises undertaking pro-environmental activities is dictated mainly for pragmatic reasons (Brendzel-Skowera, 2021). It is crucial to indicate what social problem is solved by BM and what impact a social enterprise has on society. The solution of the social problem should be the main goal of a social enterprise, but it must be combined with the economic goal. Otherwise, the value proposition will not translate into the value capture, so BM will not be profitable. The element of the value creation and delivery system is most strongly associated with the economic layer because it indicates how the established goals and mission of the company are put into action. In the activities of a social enterprise, there are often external stakeholders whose role is to support the mission and objectives of the enterprise. Social enterprises use BM, which primarily allows for the recovery of full costs incurred, thanks to which products/services are offered at lower prices (Schoettl & Lehmann-Ortega, 2011). In the case of BM for social enterprises, an inverse relationship is visible than in the case of BM for commercial enterprises. Seelos & Mair (2005) emphasize that social benefits, such as employment and access to products and services, are by-products of creating traditional economic value while earning money becomes a by-product or a condition for creating social value through social enterprises. The last element of BM for social enterprises – the value capture – should guarantee the profitability of the created model. In the traditional approach of BM, two additional models are created – income and expenses indicating the lucrative nature of business operations. Considering BM for social enterprise, it can be expected that the cost model will be balanced with the revenue model, and therefore, the economic activity will be low from the economic point of view. BM for social enterprise includes other forms of non-monetary value capture (Boons & Lüdeke-Freund, 2013). Among the non-monetary value capture examples, there are optimised use of materials, reduced

waste, educated society, a better life for society, and prevention of social exclusion (Joyce & Paquin, 2016; Yunus et al., 2010).

Methodology

Empirical research was carried out based on data obtained from direct interviews. The applied research strategy is aimed at building a theory based on a case study (Eisenhardt, 1989). The authors selected three entities for the case studies, based on which they attempted to build theoretical assumptions regarding the axiological approach to the value in business models. In this research, the researchers considered: what is the value in a given area of the business model, what elements shape it and what is its nature? Interview questions were constructed following the scheduled business model framework based on the concept of value. They were developed in terms of value proposition, value creation and delivery, and value capture. The conclusions drawn on the basis of the collected answers were used to identify the factors that created the value in business models in entities combining the implementation of social goals while maintaining economic efficiency. Entities that meet the definition criterion of a social enterprise of the European Commission (2017) and functioning in the area of operation of one Social Economy Support Center were selected for the analysis.

The Characteristics of Cases

The surveyed entities function no longer than six years on the market. They belong to small organizations employing on a contract of employment respectively 11 people in the entity X, 33 people in the entity Y and seven people in the entity Z. Besides, entities X and Z apply flexible forms of employment in the form of mandate contracts. They are characterized by special organizational and legal forms, i.e. a cooperative (entity x), a professional activity unit separated from the association (entity Y) or an association (entity Z). Subject X is a cooperative that was established by the municipality as a subsidy from the Jurassic Center for Social Economy Support (JOWES). The cooperative acquires additional grants for expanding and developing its activities. Also, through co-operation with the County Labor Office, it partially receives funds for reimbursement of labor costs. Subject Y acts as a professional activity establishment (PAE). It was founded by an association that mainly financed its creation. Subject Z has been operating as an association for many years, but it became a social enterprise two years ago. JOWES support was not limited to granting financial resources. The assistance also included substantive work on the development of a business plan, the possibility of participating in training and talks to help launch planned projects.

Value in Business Models - Case Studies

The interviews conducted so far have allowed for the initial identification of factors affecting the implementation of social goals while maintaining economic efficiency, understood as generating positive financial results. At the stage of current research

work, there were identified characteristic factors from the areas of value proposition, value creation and delivery, and value capture.

The Value Proposition

In the value proposition area, it is found that all three surveyed entities offer the basic range of homogeneous, specialized services that they offer to their clients. Activities over this range are sporadic. The offer presented to clients of Y and Z entities is unique, but these entities do not have a key customer. The offer X is specific and focused on the requirements of the main contractor. A quite important role in the functioning of the surveyed units is played by stakeholders such as a regional Social Economy Support Center and territorial self-government. These stakeholders are usually capital donors and originators of the undertaking, and their intention is not to maximize profit but to strive to solve various types of socio-economic issues. For all three enterprises, these stakeholders were their founders. These undertakings would not have been possible without the mutual partnership of all stakeholders. The activity of entity X is particularly strongly connected with the municipality in which it has its headquarters. X operates permanently as part of services provided for the benefit of the municipality. Other units cooperate with local governments of various levels, but they do not create dependent ties with them.

Table 1. Value proposition for the case studies

Main components	Entity X	Entity Y	Entity Z
Main products/services	All-year activity related to communal tasks of the commune (local self-government units), seasonal activity - management of the recreation center (sailing center)	Sewing and embroidering services, production of wooden toys, handicrafts	Sale of plastic caps and soon ecological fuel - pellets
The social problem solved	Professional and social activation of people permanently socially excluded	Professional activation of disabled people; Social and vocational rehabilitation of disabled people	Social and professional exclusion; Development of professional competencies for the poor; Ecological education in schools
The environmental problem solved	N/A	N/A	Smog phenomenon - thanks to the start of pellet production, the Association will contribute to

			reducing carbon dioxide emissions to the atmosphere; Recovering a high-quality plastic and putting this raw material into another turnover
The uniqueness of the offer	Services tailored to the needs of the local government unit	Product on individual customer's order, originality of the product, a high standard of services	The only pellet producers in the Czeszochowa region; Experience in organizing the collection of plastic caps
Target group	Local government unit	Non-governmental organizations City / commune offices Entrepreneurs Individual clients	Plastic: companies that use plastic in a further process; Pellets: companies (for themselves or as fuel sales agents) and people living in private homes
Stakeholders	Local government units Non-governmental organizations People at risk of social exclusion	Non-governmental organizations City/commune offices Entrepreneurs Individual clients Disabled people	People at risk of social exclusion Local government units Non-governmental organizations Entrepreneurs Individual clients Educational institutions

Moreover, cooperation with educational institutions is significant for Z because they are the main source of the supplied raw material. One can point to a uniform feature of the social problem solved by X, Y and Z. It is the vocational and social activation of the excluded and counteracting this exclusion. However, this support concerns various aspects of social exclusion. Subject X focused on helping unemployed people with alcohol problems. In the case of entity Y, the objective is the professional activation of disabled people. Whereas the statutory activity of entity Z concerns a wide group of supported people and is not specifically targeted. Only entity Z, through its activities, positively affects the natural environment, preventing environmental pollution and shaping pro-environmental attitudes in the local society. Summing up the factors identified in the value proposition, it can be pointed out that

the surveyed entities are characterized by the specialization and homogeneity of the offer targeted at a specific recipient, although not all of them have a key one. They also conduct activities aimed at extending the scope of the offer and thus the group of potential clients.

The Value Creation and Delivery System

In the area of value creation and delivery systems, the authors analyzed the channels used by the given entity while establishing contact with the client. Studies have shown that Y and Z entities use standard market tools for this purpose, i.e. websites, leaflets, participation in fairs, etc. In turn, subject X took over part of the tasks that the municipality carried out through orders to external commercial entities. Offers for tasks implemented in the municipality are granted as a result of open competitions. Therefore, X participates in the competition proceedings, but other entities do not enter these competitions. Resources are an important element of any business model. All three entities point to human capital as the main resource.

Table 2. Value creation and delivery system for the case studies

Main components	Entity X	Entity Y	Entity Z
Contacts with clients	Participation in competitions announced by a local government unit	Typical for commercial business (online store, social media, trades, etc.)	Internet Clients through already established contacts
Key resources	Human capital	Experienced staff, material resources	Constant suppliers of raw material Experienced and qualified staff Real estate, storage space
Materials and processes related to environmental activities	N/A	Use of secondary raw materials such as gray paper, cardboard; Use of waste/scrap - eco leather Wooden plywood	Using natural materials
Caring for employees	Stability of employment and wages, creating a friendly atmosphere at work; Help in meeting social and cultural needs	Stability of employment and wages, creating a friendly atmosphere at work; Help in meeting social and cultural needs	Stability of employment and wages, creating a friendly atmosphere at work; Employee participation in the decision-making process;

			Flexible working time
Activities carried out for the client	Matching services to the needs of the main business partners	Consulting Product design Production Product sales	Service
Actions taken to achieve social and environmental benefits	Employing and training excluded people and expanding employment in this field	Employing and training people with disabilities and expanding employment in this field	Social economy trainings Technology and ecology trainings
Key partners	Local government unit	None	Local government unit
External organizations necessary for the operation	Local government unit, JOWES	Organizations and companies that can outsource services in folding and packaging	Local government unit, JOWES

For example, entity X stated: “Without a few key people, I cannot imagine further functioning. That's why I think that the greatest potential is in people”. The surveyed entities do not have a uniform employee motivation tool. The main motivation factor in X is to create a friendly atmosphere at work. Interpersonal relations among the employees of entity X are friendly and based on mutual trust. Ties were built between them, which bind them together as a community, and thus, the economic factor associated with the amount of remuneration is not dominant in maintaining the stability of the employment structure. Thus, in X, there are no incentive mechanisms specific to corporations. “We do not use corporate incentive systems because they are not needed”. In the Z entity, it was also indicated that employees really influence the decisions and projects implemented. “This makes their engagement usually higher than we expect. Mutual substantive support means that we create a harmonious and creative team that is not afraid of taking up challenges and engaging in various initiatives”. The motivational system applied in entity Y is slightly different. In this case, it is not directly related to the effects of work, but it took the form of financial assistance in meeting social needs and related to the rehabilitation of employed disabled people. Summing up the area of value creation and delivery system, it can be pointed out that the authors of the present study have identified the fundamental factor in the creation of values in the subjects under investigation,

which is human capital. On the other hand, individuals use a variety of forms of influence on this key resource. From an economic point of view, it is important to guarantee permanent employment and permanent salaries.

The Value Capture

In the value capture area, the researchers considered revenue-related factors. It is agreed that the revenues of the audited entities are not diversified but that there are development activities aimed at diversifying revenue sources in the future. For example, entity X conducts its ongoing activity as part of services provided for the benefit of the municipality and invests its funds in expanding its activity, i.e. in purchasing equipment allowing for the implementation of an increasing range of tasks for the municipality. It also obtains grants that allow increasing the overall range of services provided. A similar scheme operates in entities Y and Z. The entities derive benefits from their business operations, but not all of them fully under market conditions. X, due to its basic business profile, does not operate on the open market and does not fight with competition on the open market. Services for cooperatives are mainly commissioned by the municipality. “There is a security buffer in the form of the municipality that outsources services. The cooperative is ensured stable income achieved until there is a similar entity that will be able to execute orders dedicated to a social cooperative”. It was noted that economic success is reduced by security, which is provided by cooperation with the municipality. For the last financial year, all of the surveyed units obtained a positive financial result. Although in previous years, some losses were generated in some of them. Regarding economic costs, the analyzed entities indicated that the costs related to salaries are of greatest importance to them. At the moment, the main cost of the activity is labor costs because the services provided are mainly focused on manual work.

Table 3. Value capture for the case studies

Main components	Entity X	Entity Y	Entity Z
Diversification of activity	In plans	Yes	Yes
The role of a key partner in achieving revenue	Main source of revenues	N/A	N/A
Costs structure	Labour costs	Salaries Administrative fees	Salaries Materials and raw materials
Profitability	Yes, in the last year	Yes, every year	Not last year, because of the investment of pellets
Profit purpose	Self-financing of operations	Current operation	Implementation of the mission of the Association

Referring to the social benefits for people employed in X, Y and Z, the authors have determined that they have a consistent form. The benefits relate to changes in the everyday lives of people who have been excluded so far through a different, positive self-perception and participation in social life. Other positive aspects include their acquisition of additional competencies and the improvement of their professional qualifications through the organisation of various training courses. Such actions aim at facilitating access to the external labour market. In addition, enterprise X plans to support the family of its employees to strengthen the relationship between work and family life. Environmental benefits have also been identified in entity Y. "Thanks to our operations, we have a positive impact on the environment by minimizing waste going to the garbage dump. Also, we educate the young generation and instill in them a curiosity to gain further knowledge in the field of ecology". To sum up the value capture area, we wanted to emphasize that the surveyed entities achieve profits in economic terms but generate social benefits, and one of them, environmental ones. They have the equivalent of pursuing economic and social goals. They are not hierarchized and differentiated. In the X entity, it was indicated in this respect: "Both of these goals were important to us from the beginning". The activity of entities subjected to analysis can be considered in terms of multidimensional success. In entity X, it was stated that "success can only be attributed to the creation, maintenance and functioning". In the Z entity, it was pointed out: "Our success is undoubtedly that we are constantly developing". The development of entities caused by the employment of people from the local labor market, who were socially excluded, is part of unquestionable social successes.

Findings

Theoretical considerations of business models in terms of the value-based stream and widely presented case studies allowed us to make the following observations. The multifaceted nature of the value makes it a term difficult to define and depends on the subject being analyzed and assigned to its evaluation criteria. In this research, it has considered the value in relation to the elements of the business model, additionally, divided into three areas: value proposition, value creation and delivery, and value capture. In each of these areas, we wanted to identify how the value is understood and what are its essential elements, which are crucial in the business model for social enterprises. (Table 4).

Table 4. Value in the business models for social enterprises

	Value proposition	Value creation and delivery	Value capture
What is the value	A unique offer that employees who are excluded from society can do thoroughly for a specific target group	Using the potential inherent in human capital for the implementation of economic, social	Transformation and increasing social awareness of people who have been excluded so far

		and ecological goals	
Key elements creating the value	Unique offer Partnership	Human capital	Social capital
Character of the value	Social - Engaging the chosen social need; Economical - Generating employment at the local level; Ecological - building pro-environmental awareness	Social - changes in behaviour, patterns and attitudes in everyday life; Economic - salary for employees; Ecological - the use of natural materials in the production process/services	Social - building positive interpersonal relations, personal development; Economic - profitability of activities and possibility of self-financing of activities Ecological - reduction of environmental costs
Main beneficiaries of the value	Excluded persons Centres of social economy support Local authorities	Employees Customers	Employees and their families Local community

In the literature, scholars have devoted a lot to the subject of value creation, value capture, or even value co-creation. The least attention is paid today to the value proposition. The concept of value proposition refers to a statement of benefits offered to a customer group and the price a customer will pay (Lanning & Michaels, 1988). The value proposition is often used in marketing from the customer's perspective. In this context, it focuses on the description of the performance expected of the product, and its relationship to the customer's needs and the total cost to the customer (Ballantyne et al., 2010). Today's proposals of values cannot be seen only from the customer point of view but also from the perspective of other, no less important stakeholders. For young start-ups, the value proposition is important because apart from the business idea, they must be able to exist on the market (Chesbrough & Rosenbloom, 2002; Rydehell et al., 2018). The value proposition for social enterprises needs to be very well prepared, and there are several points to this. The overarching mission of social enterprises is to solve the social problem. At the same time, this approach requires a comprehensive view of the stakeholder group. The value proposition cannot only be addressed to a target, well-defined group of customers. The most important group of stakeholders are socially excluded people, for whom social enterprises are actually created. These people try to fulfil their social

roles through reintegration into the labour market. Equally important stakeholders are all those who support this undertaking: capital donors, centers of social economy support cooperating with socially excluded people on a daily basis and preparing them to take up employment, persons/institutions initiating the establishment of a social enterprise and local authorities. The partnership between all stakeholders allows building social enterprises because each partner brings his or her competencies and resources, and this allows to achieve common goals. An undertaking such as the establishment of a social enterprise focuses on a selected social problem but must also include a market-oriented approach. This activity often consists of providing various types of services to local communities. It is important that the offer is unique in the local market and at the same time meets the needs that the community expects. These can be, for example, services related to craft, handicraft, agriculture, environmental activities, cultural activities, etc. The partnership between all stakeholders allows to get measurable benefits and minimize risk.

Value creation is the most widely described in the literature on the subject, and often this concept presents the whole process in the company. Value creation is a process inside a firm that creates the use-value subjectively (referring to a perception of the customer of the usefulness of the offered product) and realize the exchange value (the amount paid by the consumer to the producer for the use-value) (Bowman & Ambrosini, 2000). In the case of social enterprises, the whole process of value creation is based on people, and its success depends on them. Of course, various types of fixed assets are necessary to produce goods/services. Nevertheless, the social enterprise was established to deal with social needs, and excluded people who face various problems (disability, addictions, homelessness, unemployment) will be able to find their place in society again. Hence, the whole value creation process is based on human capital and how these people cope with new responsibilities. The responsibility for the success of the undertaking lies on their shoulders. From this perspective, it is important to have the ability to create and build relationships that, based on trust and commitment to the other employees and the company, influence the decisions process. People who are excluded may show their entrepreneurial attitudes and behaviours, which at the same time translates into an increase in their self-esteem and sense of dignity. They learn to cooperate, identify with the enterprise and its mission, and thus become more involved in activities towards the company. The main beneficiaries of the values in this area are the enterprise's employees and customers for whom the services/products are provided.

Value capture refers to how companies keep the value they create (Bos-de Vos et al., 2018; Zott & Amit, 2010). This term is commonly defined as the difference between a company's revenues and costs and is conceptualized as an exchange of utility goods or services for money at a specific point in time (Bowman & Ambrosini, 2000). For social enterprises, a non-financial return on value creation is also considered (Boons & Lüdeke-Freund, 2013). The key element shaping value in the area of value capture is social capital, which from Coleman's (1988) point of view

means a resource based on trust and common values. It benefits not only individuals but also groups and society. Social capital is embedded in interpersonal relations and associated with social norms, and the value got from it affects the quality of life of the excluded people. Beneficiaries of value in this area are not only socially excluded people but also their families and local society. The value manifests itself in changes affecting the daily lives of beneficiaries, their perception of themselves, others' peoples and their environment. The activity of social enterprises also helps to change the attitude of the inhabitants of a given region towards socially excluded people. Usually, society has a negative attitude towards the poor, the unemployed, people with disabilities or other addictions. They generally believe that people living on benefits do not deserve public aid. The return of these people to the labour market and the reliable performance of their duties impact the change in the attitude of the inhabitants. The local community is beginning to perceive them as more valuable and respectable.

In each of the surveyed areas, the authors distinguished the social, economic and environmental character of values. At the value proposition stage, the social character of values is related to the diagnosis and selection of a given social problem to solve. It is also connected with the selection of a group of socially excluded people for whom jobs will be prepared and, above all, who will work on their elementary social attitudes concerning, e.g. learning ethos and respecting work. In the area of value creation and delivery, social benefits manifest themselves in changing habits and attitudes in everyday life. Life self-reliance, the change of attitude from passive to active are the key factors, which in the next area - value capture - translates into personal development and full participation in social life.

Economic benefits in the first area are related to generating employment at the local level. In the area of value capture and delivery, the benefits take the form of wages and therefore provide income for the excluded people. This is a significant change for those who derive advantage from benefits so far. Firstly, they enable them to meet their current needs and, secondly, to take part in social, economic and cultural life. On the other hand, the economic nature of value in the value capture refers to the enterprise and is related to its profitability.

In the studied areas, we can also distinguish the environmental character of the value. In value proposition consists in building pro-environmental awareness and striving for the planned business activity not to contribute to the devastation and degradation of the natural environment. At a later stage (value capture and delivery), particular attention is paid to ensuring that an enterprise's activity is carried out using natural raw materials, their optimisation and waste reduction. The pro-environmental approach at the stage of business planning and reduction of a negative impact on the environment in the company's activities minimizes environmental costs, which is a visible worth in the value capture.

Conclusion

The value itself is a subjective category with different definitions and characteristics depending on the reference point. The present research aimed at identifying value-creating factors in business models in each of the three areas, i.e. value proposition, value creation and delivery, and value capture, allowed us to draw the following conclusions. Based on the conducted research, the authors have identified particularly important elements of the business models of social enterprises. In the area of value proposition, it is a unique offer of products and/or services and a partnership of entities responsible for the idea and establishment of a social enterprise. The essence of the value is centred around the involvement of these actors in the solution of the chosen social problem. The area of value creation and delivery is definitely related to human capital. Using its inherent potential leads to changes in behaviours, patterns and attitudes in everyday life of people hitherto socially excluded. On the other hand, the value capture area is connected with building social capital. The transformation and building of social awareness of persons so far excluded influences the formation of positive interpersonal relations, which translate into undertaking joint activities, building social networks and, at the same time, increasing social capital. While summing up the research, the researchers of the present study would like to emphasize that the analysis of the structure of the business model based on the value stream is also valid for social enterprises. In this structure, just like in commercial organizations, there are elements that are particularly responsible for the creation of value. In view of these similarities, however, it is important to stress the special feature of social enterprises – the ability to combine economic activity with social activities and, in many cases, also ecological activity in order to generate value at these levels.

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CO STANOWI WARTOŚĆ W MODELU BIZNESOWYM DLA PRZEDSIĘBIORSTW SPOŁECZNYCH?

Streszczenie: Tematyka działalności podmiotów realizujących cele społeczne i gospodarcze stała się w ostatnim czasie bardzo popularna. Przedsiębiorczość społeczna koncentruje się na działaniach, w których rola gospodarcza nie odgrywa większej roli, ale innowacyjne rozwiązania problemów społecznych. Takie podejście do przedsiębiorczości społecznej wskazuje, że działalność ta koncentruje się na wartościach społecznych. Jedną z koncepcji modelu biznesowego przedsiębiorstwa komercyjnego jest wskazanie, w jaki sposób tworzona i dystrybuowana jest wartość. Podejście oparte na wartościach powinno być również wykorzystywane przy tworzeniu modelu biznesowego dla przedsiębiorstw społecznych. Celem artykułu jest pokazanie, co stanowi wartość w modelach biznesowych dla przedsiębiorstw społecznych i jakie elementy tych modeli ją generują. W naszych badaniach braliśmy pod uwagę wartość w odniesieniu do elementów modelu biznesowego, dodatkowo w podziale na trzy obszary: propozycja wartości, tworzenie i dostarczanie wartości oraz wychwytywanie wartości. W każdym z tych obszarów identyfikujemy, jak rozumiana jest wartość i jakie są jej istotne elementy, które są kluczowe w modelu biznesowym przedsiębiorstw społecznych.

Słowa kluczowe przedsiębiorstwa społeczne, propozycja wartości, tworzenie wartości, przechwytywanie wartości

什么构成了社会企业的商业模式价值？

摘要：追求社会和经济目标的实体的活动主题最近变得非常流行。社会创业专注于经济作用不发挥主要作用的活动，而是对社会问题的创新解决方案。这种社会创业方法表明该活动关注社会价值。商业企业商业模式的概念之一是表明价值的创造和分配方式。还应使用基于价值的方法为社会企业创建商业模式。本文旨在说明什么构成了社会企业商业模式的价值，以及这些模式的哪些要素产生了价值。在我们的研究中，我们考虑了与商业模式要素相关的价值，此外，还分为三个领域：价值主张、价值创造和交付以及价值捕获。在这些领域中的每一个领域，我们都确定了如何理解价值以及它的基本要素是什么，这些要素在社会企业的商业模式中至关重要

关键词 社会企业，价值主张，价值创造，价值捕捉