

## EXECUTIVE SUMMARY

Centred on the theme of “The Continuous social value creation through servant leadership”, this Case Study explores how Maximus (Pvt) Ltd., continues to create employment opportunities within the semi-rural community of Hiriwadunna region in Kegalle. Apart from employment opportunities, the impressive way that company uses to inculcate the eco-friendly attitudes in this community while acting as a Small and Medium sized Enterprise (SME) is significant. Meanwhile exporting paper products, made out of paper wastes and elephant dung as the fibre source creates the eco value by saving the trees for paper manufacturing. The role of Maximus has been social enterprise for nearly two decades

Identification of the true managerial phenomena behind a social enterprise in a SME sector and attempts of a successful entrepreneur is a significant challenge. The existing literature was reviewed to get an in-depth knowledge on the Case Study context to understand the drivers present in the real business context. Literature on different styles of leadership is reviewed to identify the suitable style of leadership for a social enterprise in order to sustain the business operation for a considerable period compared to other similar enterprises. Further, reviewing the literature on the consumer behaviours to identify the consumer segment, which mainly tends to purchase eco-friendly ethical products, led to find the importance of adhering to global standards while catering to a segment of eco-conscious and ethical consumers.

Based on the incidents, which Maximus has faced or gone through for the last two decades, the reviewed literature has framed work to obtain a precise picture of the whole story. The main outcome of social value creation has been driven through main three factors such as the servant leadership style of the leaders, entrepreneurial traits of the entrepreneur and social responsible purchasing of the consumers or other social enterprises throughout the globe. The collection of data done through primary and secondary data sources, where in primary data collection is mainly 20 in-depth individual interviews and 8 focused group discussions to confirm the constructed framework throughout the broad review of the literature. Available paper articles, documentary programs, financial documents, award criteria used to evaluate the Maximus have been used as the secondary data sources.

Revelation of the paper story in a narrative format, done through quoting some of the valuable points stressed by the employees, entrepreneur, buyers and a patron. Further, some of the interesting facts found in the other secondary sources added more colour to the paper story. Key milestones of the business for the two decades as a social enterprise, stories behind the awards won, collaborating with different foreign and local buyers, enhancement of the employee welfare activities aligned along the timeline of Maximus. The story narration takes the reader through how Maximus has achieved social value creation through its significant style of leadership, entrepreneurship, and behaviour of the segment of consumer catering. Reviewed literature, which was previously frame worked, was confirmed by the finding of interviews together with some of the challenges they were really going through respectively are broadly revealed.

Broad discussion on the findings provides the in depth knowledge on how the literature has been mapped out with the real picture of the business through the constructed framework. Further, additional findings discussed to reveal the real picture in the business context. The findings has given more insights to future entrepreneurs who intend to have a start-up in the similar entrepreneurial context, such as the basic factors which an entrepreneur should look into when starting up a business in a semi-rural community context in Sri Lanka. Another very important factor here is to obtain the memberships of the world standards agreements when the available labour with their social and educational contexts were highly exploitable. Value of the success of mapping of the literature to the findings differed from area to area.

The final phase of the case concluded in a manner to evaluate the measure of reaching the Case objectives. These three Case objectives, which were brought to the table initially, concluded with findings. The lessons learned as managerial implications gave the idea of the gap between the literature findings and the practical implementation of the managerial theories as reviewed in the literature. The questions built upon the case were given to fill this gap. Recommendations for more formality in approaching the rural or semi-rural workforce, diversification within the possible capacity, use of the existing unused potential to enhance the welfare of the workforce and needed enhancement of the governmental support and proper balancing between the local and export markets can be given for the improvement of the social enterprises.