e-ISSN: 2621-1971|p-ISSN: 2088-7086

Creating Shared Value-Based Marketing: Integrating Economic, Social, and Business Value in MSME Partnerships

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ARTICLE INFO

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Keywords: *Creating Shared Value; Economic, Social, and Business Value; Marketing Strategy; MSMEs; Sustainable Marketing*

DOI:
https://doi.org/10.33096/jmb.v13i2.1677

ABSTRACT

This study examines how Creating Shared Value (CSV) principles, CSV-based marketing strategy, the integration of economic, social, and business value, and stakeholder engagement with sustainable marketing are associated with the perceived effectiveness of CSV implementation among micro, small, and medium enterprise (MSME) partners of JOB Tomori Sulawesi. An explanatory cross-sectional survey was conducted with 250 MSME owners or managers selected purposively from an estimated population of 540 active partners. Data were collected through a 50-item questionnaire using a five-point Likert scale. Item-total correlations, Cronbach's alpha, Harman's single-factor test, descriptive statistics, and multiple linear regression were used to assess the measurement quality and test the hypotheses. All constructs demonstrated acceptable validity and reliability, with item-total correlations ranging from 0.715 to 0.824 and Cronbach's alpha values ranging from 0.861 to 0.917. The model explained 71.2% of the variance in perceived CSV implementation effectiveness. CSV-based marketing strategy had the largest standardized association (beta = 0.267, p = 0.001), followed by CSV principle implementation (beta = 0.241, p = 0.002), stakeholder engagement and sustainable marketing (beta = 0.213, p = 0.004), and economic, social, and business value integration (beta = 0.198, p = 0.005). The findings indicate that CSV is most effective when social objectives are embedded in market access, local supply chains, product development, and stakeholder relationships rather than treated as separate philanthropic activities. Because the study is cross-sectional, self-reported, and limited to one project setting, the results should be interpreted as predictive associations rather than causal effects.

ABSTRAK

Penelitian ini menganalisis hubungan antara penerapan prinsip Creating Shared Value (CSV), strategi pemasaran berbasis CSV, integrasi nilai ekonomi, sosial, dan bisnis, serta keterlibatan pemangku kepentingan dan pemasaran berkelanjutan dengan persepsi efektivitas implementasi CSV pada mitra usaha mikro, kecil, dan menengah (UMKM) JOB Tomori Sulawesi. Penelitian menggunakan survei eksplanatori potong lintang terhadap 250 pemilik atau pengelola UMKM yang dipilih secara purposif dari perkiraan populasi 540 mitra aktif. Data dikumpulkan melalui kuesioner 50 butir dengan skala Likert lima poin. Kualitas pengukuran dan pengujian hipotesis dilakukan menggunakan korelasi butir-total, Cronbach's alpha, Harman's single-factor test, statistik deskriptif, dan regresi linear berganda. Seluruh konstruk memenuhi kriteria validitas dan reliabilitas, dengan korelasi butir-total sebesar 0,715-0,824 dan Cronbach's alpha sebesar 0,861-0,917. Model menjelaskan 71,2% variasi persepsi efektivitas implementasi CSV. Strategi pemasaran berbasis CSV menunjukkan hubungan standar terbesar (beta = 0,267; p = 0,001), diikuti penerapan prinsip CSV (beta = 0,241; p = 0,002), keterlibatan pemangku kepentingan dan pemasaran berkelanjutan (beta = 0,213; p = 0,004), serta integrasi nilai ekonomi, sosial, dan bisnis (beta = 0,198; p = 0,005). Temuan menunjukkan bahwa CSV lebih efektif ketika tujuan sosial terintegrasi dalam akses pasar, rantai pasok lokal, pengembangan produk, dan hubungan dengan pemangku kepentingan, bukan ditempatkan sebagai kegiatan filantropi yang terpisah. Karena penelitian bersifat potong lintang, menggunakan data persepsi, dan terbatas pada satu konteks proyek, hasilnya harus ditafsirkan sebagai hubungan prediktif, bukan pengaruh kausal.

INTRODUCTION

Various communities have implemented 21st-century marketing strategies. The economy in South Sulawesi is experiencing a shift in consumer preferences toward products that offer functional benefits and contribute to social sustainability within the local environment (Nichifor et al., 2025; Sgroi et al., 2024). Economic value is generated through collaboration between business actors, local communities and suppliers if the business is mapped clearly and measurably (Alonso-Muñoz & Rodríguez-López, 2025). By increasing local MSMEs, production efficiencies and local supply chains that reduce transaction costs can boost the local economy. However, translating these into valuable and sustainable outcomes for the community is challenging (Padilla-Rivera, Morales Brizard, Merveille, & Güereca-Hernandez, 2024). In the literature, the use of shared value models is positively correlated with the growth of mean income of MSME partners and market access through value-based partnerships continues to increase (Lobo, Marinho, Santos Pereira, Azevedo, & Moreira, 2025). Shared value-based marketing strategies are essential, such as women's empowerment programs, local workforce skills development and technology transfer (Malhotra et al., 2024). However, two problems emerged, namely 1) the gap between local economic potential and the added value generated by the community through production activities and services provided by the JOB Tomori project and 2) the limited ability of companies to reach consumers with an approach that simultaneously emphasizes social and environmental benefits (Bayked et al., 2024). Previous research shows that traditional marketing strategies often fail to create "shared value" due to the lack of social assessment instruments and transparent collaboration of stakeholders (Gionfriddo & Piccaluga, 2024). From a marketing perspective, shared value requires designing a value proposition that focuses on product quality, contribution to community welfare, environmental protection and local economic development (Agrawal, Sharma, Dhayal, & Esposito, 2024). Tomori Community Jobs Project in Sulawesi, the implementation of Community Shared Value (CSV) needs to be encouraged through strategic partnerships with local cooperatives, NGOs, educational institutions and local governments in forming synergistic value chains (Fredson et al., 2025). Recent research emphasizes the importance of monitoring mechanisms and transparency regarding community involvement to maintain stakeholder accountability and trust (Rhamadhani & Edeh, 2024).

Integrating marketing activities directly impacts MSME revenue without compromising environmental sustainability and community well-being. Recent data shows Sulawesi's economic growth in 2024 at 4.9-5.1%, with projections of 5.0-5.3%. However, the local retail, culinary, and tourism sectors only contribute around 32-36% of regional GDP, creating a significant opportunity to increase CSV creation (Curry, 2025). In terms of financing, the number of MSMEs in the Sulawesi region affected by the pandemic and digital transformation is around 1.2 million units in 2023-2024 (Christian, Mannan, Kusumawati, & Sundari, 2024). This data shows that CSV efforts need to balance market access, capital access and digital skills transfer so that MSMEs can increase by 8-12% within two years (Alexandro, 2025). Meanwhile employment shows an unemployment rate of 6.2-7.0% (Garg & Kumar, 2024). The creation of economic value through direct marketing channels, community platforms and co-creation workshops is expected to increase the income contribution of local MSMEs by 15-20% (Ortiz-Chávez, Mendoza-Pumapillo, Dilas-Jiménez, & Mugruza-Vassallo, 2024). In terms of social value, the Social Value Program estimates an increase in the community welfare index through an increase in per capita income for MSMEs of around IDR 7.5-9 million per household in one year (Mazzetto, Hosamo, & Al-Atroush, 2025). JOB's social value strategy maps "shared value" through three key pillars: creating economic value through improving supply chain efficiency, creating social value through improving community well-being and access to employment opportunities, and creating business value through increasing customer loyalty and regional brand equity (MohammadEbrahimzadeh, Khajeheian, Arbatani, Labafi, & Sepasgozar, 2025). By building a shared value ecosystem that enables economic, social, and commercial values to reinforce each other, ensuring that every marketing investment generates an impact on MSME income, local economic growth, and community well-being.

In the marketing strategy theory of creating shared value (CSV), it emphasizes economic income, efficiency, social value that improves the welfare of local communities and commercial value, competitiveness and customer loyalty (Chi & Phan, 2025). In the CSV framework, the focus is on directly connecting marketing activities with community needs, through collaborative programs between local communities and MSMEs (Maziliauske, 2024). In practice it is measured through three pillars: increasing economic results, company net profit and increasing social value (Lo et al., 2024). In stakeholder theory broadens the scope of shared social value by positioning customers, suppliers, communities and local governments as active actors in the creation of shared value and "shared benefits" (Islam, Khan, Mondal, Yeasmin, & Barman, 2024). The shared value creation approach also focuses on designing products together with local community groups, resulting in reduced production costs (Balloni, Monferdini, & Bottani, 2025). Previous research generally shows the relationship between shared value practices and company performance in the small food industry in remote areas showing an increase in profit margins of 3-7% after implementing local procurement programs (Tahir, Adnan, & Saeed, 2024). By increasing income for partners, increasing the welfare of local communities and growing company performance through reputation, innovation and sustainable stakeholder involvement, it is necessary to integrate Tomori's CSV marketing strategy with a CSV framework that combines economic value, social benefits and business sustainability to produce policies to increase income and community welfare.

The gap arises from the disparity between theory, expectations, and field conditions. Implementing CSV can improve the local economy, but there is no evidence on the ground regarding its implementation. This gap also arises from previous research that has focused solely on large companies, although research on shared value creation (CSV) has demonstrated a positive relationship between CSV-based strategies and improved corporate economic and social performance. However, the application of CSV at the community level and among local MSMEs remains very limited. This gap is evident in the absence of an integrative model linking CSV-based marketing strategies with economic, social, and environmental indicators. Furthermore, no research has specifically mapped how a CSV approach can increase MSME added value through partnerships in local projects. Therefore, the urgency of this research lies in projecting 5% annual economic growth. Therefore, it is necessary to formulate a shared value-based marketing strategy that can increase MSME income, enhance local community involvement, and ensure local environmental sustainability.

Thus, the purpose of this study is to identify key factors for the success of CSV implementation, including the role of collaboration between stakeholders (companies, cooperatives, local governments, and educational institutions) in creating sustainable CSV, and to analyze the impact of implementing CSV strategies on increasing income and competitiveness of local MSMEs, through supply chain efficiency, expanding market access, increasing digital capabilities, and social entrepreneurship.

The Basic Concept of Creating Shared Value

Creating Shared Value (CSV) theory proposes that long-term business success depends not only on generating economic returns but also on a company's ability to create social value for the communities and environments in which it operates (Menghwar & Daood, 2021). Unlike conventional Corporate Social Responsibility (CSR), which is often implemented as a separate philanthropic or compliance-oriented activity, CSV integrates the resolution of social problems into the company's core business strategy and value-creation processes. It therefore encourages companies to pursue economic objectives while simultaneously addressing the needs and development priorities of surrounding communities (Wahyuni et al., 2024). Within the context of community-based business development, CSV can be implemented through collaboration among companies, Micro, Small, and Medium Enterprises (MSMEs), educational institutions, community organizations, and local governments. Such collaboration enables companies to integrate business objectives with initiatives that improve local economic capacity, employment opportunities, and community well-being. When MSMEs and local institutions are actively involved in the company's value chain, the resulting partnerships can generate mutually reinforcing economic and social benefits (Maziliauske, 2024). Therefore, a strong understanding and consistent application of CSV principles are expected to enhance the effectiveness of CSV programs implemented among MSME partners. H1: The basic concept of Creating Shared Value has a positive and significant effect on the effectiveness of CSV implementation among MSME partners.

Shared Value-Based Marketing Strategy

A shared value-based marketing strategy connects marketing activities with the creation of measurable economic and social benefits. Rather than focusing exclusively on sales growth and customer acquisition, this approach incorporates community needs, social challenges, and local economic development into the company's marketing decisions (Bashar et al., 2024). A CSV-oriented marketing strategy may involve redesigning products and markets, improving value-chain productivity, and supporting the development of local business clusters. Product and market development within the CSV framework requires companies to identify products and services that respond to both consumer demands and broader social needs. This approach can create new market opportunities while increasing the relevance of the company's offerings to local communities (Bécue et al., 2024). Moreover, improvements in value-chain productivity can be achieved through local sourcing, knowledge transfer, operational efficiency, and collaboration with community-based enterprises. These activities can strengthen local economic ecosystems and establish mutually beneficial relationships between companies and MSMEs (Fredson et al., 2025). In practice, shared value-based marketing can be implemented through entrepreneurship training, women's economic empowerment, local workforce development, the utilization of locally sourced raw materials, and the integration of MSMEs into corporate supply chains (Setyadi et al., 2025). Such initiatives enable marketing activities to generate measurable business outcomes while simultaneously creating social and economic impacts. Accordingly, a well-designed shared value-based marketing strategy is expected to improve the effectiveness of CSV implementation. H2: A shared value-based marketing strategy has a positive and significant effect on the effectiveness of CSV implementation among MSME partners.

Integration of Economic, Social, and Business Values

The integration of economic, social, and business values is a central component of CSV implementation. An integrated approach enables companies to pursue business growth while simultaneously improving community welfare and supporting the long-term sustainability of local enterprises (Raman et al., 2025). Rather than treating economic performance and social development as separate objectives, the CSV framework positions these values as mutually reinforcing dimensions of sustainable value creation. Economic value refers to improvements in operational efficiency, business income, productivity, and MSME competitiveness through product innovation, local sourcing, and market expansion (Awad et al., 2025). Social value is reflected in improved community welfare, skills development, employment creation, social inclusion, and the reduction of economic disparities (Ganga et al., 2025). Business value includes stronger corporate reputation, customer loyalty, stakeholder trust, market differentiation, and sustainable competitive advantage (Kim et al., 2024). The integration of these dimensions can generate a multiplier effect within the local economy. For example, marketing investments that expand the market access of MSMEs may increase partner income, create employment opportunities, strengthen the company's supply chain, and enhance its reputation among customers and communities. Therefore, the integration of economic, social, and business values is expected to strengthen the overall effectiveness and sustainability of CSV implementation. H3: The integration of economic, social, and business values has a positive and significant effect on the effectiveness of CSV implementation among MSME partners.

Stakeholder Involvement and Sustainable Marketing

Stakeholder theory emphasizes that companies are responsible for creating value not only for shareholders but also for customers, employees, suppliers, communities, governments, and other parties affected by their business activities. Within the CSV framework, stakeholders are not merely recipients of corporate programs; they are active partners involved in identifying community needs, designing initiatives, implementing activities, and evaluating program outcomes (Rathobei et al., 2024). The involvement of local governments, MSMEs, educational institutions, suppliers, customers, and community organizations can improve the relevance, legitimacy, and sustainability of CSV programs. Meaningful stakeholder participation enables companies to obtain local knowledge, identify potential implementation risks, and develop programs that correspond to the social and economic conditions of the target communities. It can also strengthen transparency, accountability, and mutual trust between companies and local stakeholders. Sustainable marketing complements stakeholder involvement by integrating economic, social, and environmental considerations into marketing decisions. This approach requires companies to balance business objectives with environmental responsibility and the long-term welfare of local communities (Zrybnieva et al., 2025). Marketing practices that promote responsible production, efficient resource utilization, community participation, and environmental protection can strengthen public trust and support sustainable business performance. The combination of stakeholder involvement and sustainable marketing is therefore essential for effective CSV implementation. Strong stakeholder participation ensures that programs reflect community needs, while sustainable marketing ensures that economic benefits are generated without undermining social and environmental sustainability (Leal Filho et al., 2025). H4: Stakeholder involvement and sustainable marketing have a positive and significant effect on the effectiveness of CSV implementation among MSME partners.

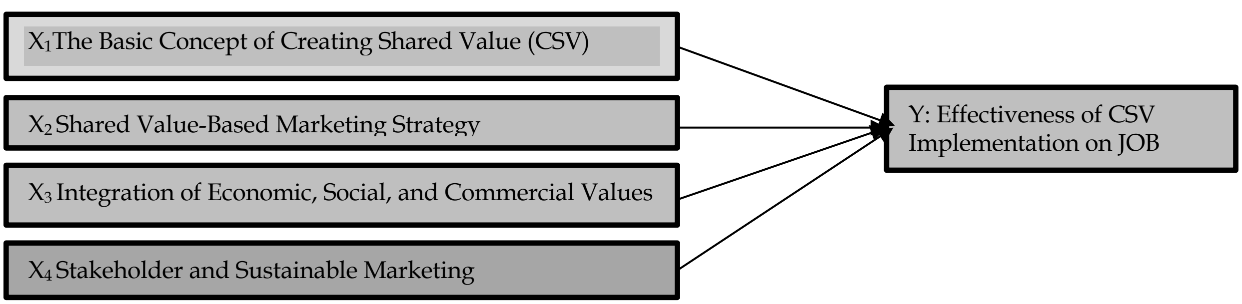

Figure 1 *Marketing Strategy Based on Creating Shared Value (CSV)*

RESEARCH METHOD

Research Design

The research method is quantitative with a causal correlational research design (Geremew, Huang, & Hung, 2024). This design was chosen because it is suitable for testing hypotheses regarding the impact of implementing a shared value-based marketing strategy on the sustainability of partner MSMEs. This study focuses on the JOB Shared Value program, which includes MSMEs, cooperatives, educational institutions, and local governments. The unit of analysis is MSMEs participating as partners in the shared value system during the 2024-2025 period. A survey approach was used to obtain primary data through a structured questionnaire, while secondary data were obtained from program reports, government publications, and JOB Tomori internal documents. The research instrument was designed based on indicators of four key concepts: 1) application of CSV principles, 2) shared value-based marketing strategy, 3) integration of economic, social, and business values, and 4) economic and social sustainability of the local community. Each indicator was measured using a five-point Likert scale to assess respondents' perceptions of the implementation and impact of the CSV program.

Respondents

The subjects of this study were MSMEs participating in the Shared Value Creation (CSV) program under the direction of JOB Tomori Sulawesi, who were actively involved in marketing activities. The subjects were selected because they directly witnessed the impact of the implementation of the CSV strategy, both economically and socially and in terms of business development. The population in this study includes all active MSME partners of JOB Tomori Sulawesi who participated in CSV activities in the 2024-2025 period, with an estimated population of 540 MSME units spread across the company's operational areas, covering the culinary, craft, service, and local agricultural sectors. From this community, a sample of 250 participants was selected, considered representative to describe the entire community. This number was determined based on the Sloven formula with a 5% margin of error, which meets the statistical validity criteria for SEM. The sampling technique involved purposive selection of participants based on certain criteria: 1) MSMEs that have been CSV program partners for at least one year, 2) those who have participated in CSV program training or mentoring, and 3) those who are active in collaborative marketing or local supply chain activities. This approach ensures that participants fully understand the implementation of CSV and are able to provide accurate and relevant information regarding the variables studied.

Operational Definition and Measurement of Variables

This study examines five interrelated variables within the Creating Shared Value (CSV) framework, consisting of four independent variables and one dependent variable.

The **basic concept of Creating Shared Value (X_1)** refers to the extent to which JOB Tomori Sulawesi incorporates CSV principles into its business operations and partnerships with local Micro, Small, and Medium Enterprises (MSMEs). This variable reflects the company's commitment to creating economic value while simultaneously addressing the social needs of local communities. It is measured using the following indicators: (a) collaboration with local stakeholders, (b) integration of economic and social value into business activities, (c) community participation in the local supply chain, (d) consideration of social and environmental impacts, and (e) measurement of the socioeconomic outcomes of CSV programs.

The **shared value-based marketing strategy (X_2)** is defined as a marketing approach that integrates economic, social, and environmental considerations into the company's marketing activities. This strategy aims to generate business benefits while improving the economic capacity and welfare of local communities. The variable is measured using the following indicators: (a) product and service innovation based on community needs, (b) expansion of market access for local products, (c) improvement of supply-chain efficiency through local partnerships, (d) integration of MSMEs into marketing and distribution activities, and (e) economic empowerment of surrounding communities.

The **integration of economic, social, and business values (X_3)** refers to the extent to which CSV programs simultaneously generate economic benefits for MSME partners, social benefits for local communities, and strategic benefits for the company. Economic value is reflected in increased operational efficiency, income, productivity, and business competitiveness. Social value is reflected in improved community welfare, skills development, job creation, and reduced economic disparities. Business value is reflected in enhanced corporate reputation, customer loyalty, stakeholder trust, and competitive advantage. This variable is therefore measured through improvements in MSME income and efficiency, community welfare and employment, corporate image, customer loyalty, and sustainable local economic development.

The **stakeholder involvement and sustainable marketing variable (X_4)** refers to the active participation of communities, local governments, suppliers, customers, educational institutions, and MSME partners in the planning, implementation, and evaluation of CSV activities. It also reflects the extent to which JOB Tomori Sulawesi incorporates social and environmental sustainability principles into its marketing practices. The indicators include: (a) stakeholder participation in CSV programs, (b) long-term collaboration with local communities, (c) openness to stakeholder input, (d) environmentally responsible marketing practices, (e) the balance between business objectives and sustainability considerations, and (f) stakeholder trust in the company's CSV initiatives.

The **effectiveness of CSV implementation (Y)** is defined as the extent to which the CSV programs implemented by JOB Tomori Sulawesi achieve their intended economic, social, and business outcomes among MSME partners and surrounding communities. This variable is measured using the following indicators: (a) increased income among MSME partners, (b) improved business capacity and entrepreneurial skills, (c) strengthened collaboration between the company and local communities, (d) expanded employment opportunities, (e) improved social welfare and quality of life, (f) reduced local economic inequality, (g) enhanced corporate image and social legitimacy, and (h) the long-term sustainability and replicability of the CSV program.

Table 1 *Research Instrument Indicators and Items*

No.	Instrument Statement Items.
X_1: The Basic Concept of Creating Shared Value (CSV)	1. The company applies the Creating Shared Value (CSV) principle to simultaneously increase economic and social value.
	2. The company's business activities are directly linked to improving the welfare of local communities.
	3. CSV is implemented through collaboration with MSMEs, educational institutions, and local governments.
	4. The CSV program helps improve the economic performance of small and medium-sized business partners.
	5. Every CSV activity considers social and environmental impacts.
	6. CSV implementation differs from CSR because it focuses on integrating economic and social value.
	7. CSV helps the company achieve long-term sustainability through shared value creation.
	8. The company regularly measures the social impact of its CSV programs.
	9. CSV collaboration strengthens the relationship between the company and the local community.
	10. The CSV program at JOB Tomori Sulawesi has successfully created synergy between economic growth and community welfare.
	1. The company's marketing strategy focuses on providing both economic and social benefits to the community.

X_2: Shared Value-Based Marketing Strategy	2. The company's products are tailored to the social needs of local communities.
	3. Marketing activities involve MSMEs and local communities as part of the supply chain.
	4. The marketing strategy helps expand market access for local products.
	5. Community empowerment programs are part of CSV's marketing strategy.
	6. The marketing strategy focuses on developing sustainable local economic clusters.
	7. CSV-based marketing activities improve supply chain efficiency through collaboration with the community.
	8. Socials and economic value are measured as a result of the marketing strategy implementation.
	9. Product promotions emphasize social benefits, not just functional advantages.
	10. CSV's marketing strategy contributes to increasing the competitiveness of partners MSMEs.
X_3: Integration of Economic, Social, and Commercial Values	1. The CSV programs improve operational efficiency and business revenue for partners.
	2. CSV activities strengthen community well-being through job creation.
	3. CSV implementation enhances the company's reputation and positive image.
	4. CSV encourages customer loyalty to the company's products and brands.
	5. Economic and social values support each other in implementing the company's strategy.
	6. The company actively channels a portion of its profits to community social activities.
	7. CSV generates a multiplier effect for the local economy surrounding the project.
	8. The integration of social values helps create new markets for the company's products.
	9. Economic and social collaboration enhances the company's competitive advantage in the market.
	10. CSV implementation generates sustainable economic and social impacts for the local community.
X_4: Stakeholders and Sustainable Marketing	1. Stakeholders (community, government, suppliers, customers) are actively involved in CSV activities.
	2. The company establishes long-term relationships with local communities in all its business activities.
	3. Marketing activities adhere to environmental sustainability principles.
	4. Stakeholders play a crucial role in supporting the success of the CSV program.
	5. The company is open to community input in developing its sustainable marketing program.
	6. The company actively maintains a balance between business objectives and environmental sustainability.
	7. A sustainable marketing strategy enhances public trust in the company.
	8. A commitment to the environment is part of the company's competitive advantage.
	9. Stakeholder involvement strengthens the effectiveness of CSV implementation in the field.
	10. The company applies sustainable marketing principles to maintain social, economic, and ecological balance.
Y: Effectiveness of CSV Implementation on JOB	1. The CSV program provides tangible benefits for increasing community income.
	2. CSV implementation helps improve the capacity and skills of MSMEs.
	3. CSV implementation strengthens collaborative relationships between companies and local communities.
	4. The economic impact of CSV is directly felt by communities surrounding the project.
	5. The CSV program improves social welfare and the community's quality of life.

	6.	Evaluation of CSV effectiveness is conducted regularly and transparently.
	7.	The results of CSV implementation support long-term economic and social sustainability.
	8.	The CSV program helps reduce economic inequality in the surrounding area.
	9.	CSV implementation enhances the company's positive image and social legitimacy.
	10.	The CSV at JOB Tomori Sulawesi serves as a model that can be replicated in other regions.

Data collection techniques and instruments

Data collection in this study was conducted using a survey. A structured questionnaire was developed and developed using research indicators. Each item in the questionnaire used a five-point Likert scale: 1 = Strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly agree. The purpose of using this Likert scale was to measure respondents' level of agreement with statements describing the implementation and impact of CSV in their context. This scale also facilitated the conversion of respondents' perceptions into numerical data that could be analyzed. The questionnaire distribution process was carried out using two methods: offline and online. For the direct method, researchers visited the locations of MSME partners in JOB Tomori Sulawesi, which covered several sectors, such as culinary, crafts, services, and local agriculture. Questionnaires were printed and distributed directly to respondents who met the target criteria: MSMEs that had actively participated in the CSV program for at least one year and had received training or mentoring. This method ensured data accuracy because respondents could directly refer to questions they did not understand. Meanwhile, to expand the reach of respondents spread across various regions, an online survey was used through Google Forms. The form link was sent to participants via the company's official email address, the MSME partner WhatsApp group, and the CSV community network. This method provided flexibility for participants who could not be contacted directly, while also saving research time and costs. In addition to primary data, this study also collected secondary data from CSV program reports, local government publications, and internal JOB Tomori Sulawesi documents related to the economic and social performance of MSME partners. All collected data was then categorized and tested for validity and reliability before being analyzed using Structural Equation Modeling (SEM) techniques using Analysis of Moment Structures (AMOS).

Data analysis techniques

The collected data were analyzed through several sequential stages. First, the respondents' answers to the questionnaire were coded by assigning numerical scores ranging from 1 to 5, where 1 represented *strongly disagree* and 5 represented *strongly agree*. The scores for the measurement items were subsequently aggregated to obtain a composite score for each research variable. The first analytical stage involved evaluating the quality of the research instrument. Item validity was assessed using Pearson's product–moment correlation by comparing the calculated correlation coefficient with the relevant critical value. An item was considered valid when its calculated correlation coefficient exceeded the critical value and was statistically significant at the 5% level. Instrument reliability was evaluated using Cronbach's alpha. A construct was considered reliable when its Cronbach's alpha coefficient was equal to or greater than 0.70, indicating satisfactory internal consistency among the measurement items. The second stage involved descriptive statistical analysis. This analysis was used to summarize the respondents' characteristics, including type of business, length of partnership with JOB Tomori Sulawesi, average monthly turnover, and level of participation in the CSV program. Descriptive statistics, including minimum, maximum, and mean scores, were also calculated to describe respondents' perceptions of the basic concept of CSV, shared value-based marketing strategy, integration of economic, social, and business values, stakeholder involvement and sustainable marketing, and the effectiveness of CSV implementation.

Before hypothesis testing, the regression model was evaluated through several diagnostic tests. The normality test was conducted to assess whether the residuals were normally distributed. Multicollinearity was examined using the variance inflation factor and tolerance values to determine whether excessive correlations existed among the independent variables. Heteroscedasticity testing was performed to evaluate the consistency of residual variance, while the Durbin–Watson statistic was used to detect potential autocorrelation in the residuals. Multiple linear regression analysis was then employed to examine the effects of the four independent variables—the basic concept of Creating Shared Value (X_1), shared value-based marketing strategy (X_2), integration of economic, social, and business values (X_3), and stakeholder involvement and sustainable marketing (X_4)—on the effectiveness of CSV implementation (Y). The estimated regression model was expressed as follows:

$$\mathbf{Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon}$$

where Y represents the effectiveness of CSV implementation, α is the regression constant, β_1–β_4 are the regression coefficients, X_1–X_4 represent the independent variables, and ε is the error term. The partial effect of each independent variable was evaluated using the t-test, whereas the simultaneous effect of all independent variables was assessed using the F-test. A hypothesis was supported when the p-value was less than 0.05. The coefficient of determination (R^2) was used to determine the proportion of variance in the effectiveness of CSV implementation explained collectively by the four independent variables. Finally, the regression coefficients were interpreted to determine the direction and relative magnitude of each relationship within the proposed research model.

RESULT and DISCUSSION

The research results below provide an analysis of the Creating Shared Value (CSV) marketing strategy at JOB Tomori Sulawesi. Data were obtained from MSMEs participating in the CSV programs and processed using AMOS software. The results demonstrate the successful implementation of the CSV marketing strategy in increasing economic efficiency, promoting social welfare, and expanding business sustainability. These results confirm that the integration of three main values: economic, social, and commercial, can create positive synergy for the sustainable development of MSMEs and their surrounding communities.

Table 2 *Results of the Validity Test of the Research Instrument*

Variables	Instrument Statement Items.	r-count	r-table	Description
X_1: The Basic Concept of Creating Shared Value (CSV)	The company applies the Creating Shared Value (CSV) principle to simultaneously increase economic and social value.	0.742	0.300	Valid
	The company's business activities are directly linked to improving the welfare of local communities.	0.768	0.300	Valid
	CSV is implemented through collaboration with MSMEs, educational institutions, and local governments.	0.715	0.300	Valid
	The CSV program helps improve the economic performance of small and medium-sized business partners.	0.781	0.300	Valid
	Every CSV activity considers social and environmental impacts.	0.736	0.300	Valid
	CSV implementation differs from CSR because it focuses on integrating economic and social value.	0.804	0.300	Valid
	CSV helps the company achieve long-term sustainability through shared value creation.	0.792	0.300	Valid
	The company regularly measures the social impact of its CSV programs.	0.721	0.300	Valid
	CSV collaboration strengthens the relationship between the company and the local community.	0.748	0.300	Valid

	The CSV program at JOB Tomori Sulawesi has successfully created synergy between economic growth and community welfare.	0.815	0.300	Valid
X_2: Shared Value-Based Marketing Strategy	The company's marketing strategy focuses on providing both economic and social benefits to the community.	0.754	0.300	Valid
	The company's products are tailored to the social needs of local communities.	0.739	0.300	Valid
	Marketing activities involve MSMEs and local communities as part of the supply chain.	0.771	0.300	Valid
	The marketing strategy helps expand market access for local products.	0.788	0.300	Valid
	Community empowerment programs are part of CSV's marketing strategy.	0.724	0.300	Valid
	The marketing strategy focuses on developing sustainable local economic clusters.	0.803	0.300	Valid
	CSV-based marketing activities improve supply chain efficiency through collaboration with the community.	0.756	0.300	Valid
	Socials and economic value are measured as a result of the marketing strategy implementation.	0.741	0.300	Valid
	Product promotions emphasize social benefits, not just functional advantages.	0.769	0.300	Valid
	CSV's marketing strategy contributes to increasing the competitiveness of partners MSMEs.	0.812	0.300	Valid
X_3: Integration of Economic, Social, and Commercial Values	The CSV programs improve operational efficiency and business revenue for partners.	0.781	0.300	Valid
	CSV activities strengthen community well-being through job creation.	0.766	0.300	Valid
	CSV implementation enhances the company's reputation and positive image.	0.748	0.300	Valid
	CSV encourages customer loyalty to the company's products and brands.	0.774	0.300	Valid
	Economic and social values support each other in implementing the company's strategy.	0.791	0.300	Valid
	The company actively channels a portion of its profits to community social activities.	0.723	0.300	Valid
	CSV generates a multiplier effect for the local economy surrounding the project.	0.804	0.300	Valid
	The integration of social values helps create new markets for the company's products.	0.769	0.300	Valid
	Economic and social collaboration enhances the company's competitive advantage in the market.	0.786	0.300	Valid
	CSV implementation generates sustainable economic and social impacts for the local community.	0.821	0.300	Valid
X_4: Stakeholders and Sustainable Marketing	Stakeholders (community, government, suppliers, customers) are actively involved in CSV activities.	0.736	0.300	Valid
	The company establishes long-term relationships with local communities in all its business activities.	0.752	0.300	Valid
	Marketing activities adhere to environmental sustainability principles.	0.781	0.300	Valid
	Stakeholders play a crucial role in supporting the success of the CSV program.	0.768	0.300	Valid
	The company is open to community input in developing its sustainable marketing program.	0.744	0.300	Valid
	The company actively maintains a balance between business objectives and environmental sustainability.	0.798	0.300	Valid
	A sustainable marketing strategy enhances public trust in the company.	0.772	0.300	Valid

	A commitment to the environment is part of the company's competitive advantage.	0.759	0.300	Valid
	Stakeholder involvement strengthens the effectiveness of CSV implementation in the field.	0.787	0.300	Valid
	The company applies sustainable marketing principles to maintain social, economic, and ecological balance.	0.816	0.300	Valid
Y: Effectiveness of CSV Implementation on JOB	The CSV program provides tangible benefits for increasing community income.	0.781	0.300	Valid
	CSV implementation helps improve the capacity and skills of MSMEs.	0.768	0.300	Valid
	CSV implementation strengthens collaborative relationships between companies and local communities.	0.754	0.300	Valid
	The economic impact of CSV is directly felt by communities surrounding the project.	0.792	0.300	Valid
	The CSV program improves social welfare and the community's quality of life.	0.775	0.300	Valid
	Evaluation of CSV effectiveness is conducted regularly and transparently.	0.731	0.300	Valid
	The results of CSV implementation support long-term economic and social sustainability.	0.809	0.300	Valid
	The CSV program helps reduce economic inequality in the surrounding area.	0.766	0.300	Valid
	CSV implementation enhances the company's positive image and social legitimacy.	0.783	0.300	Valid
	The CSV at JOB Tomori Sulawesi serves as a model that can be replicated in other regions.	0.824	0.300	Valid

Table 2 shows the results of the validity test of the research instrument, all statement items in variables X_1: The Basic Concept of Creating Shared Value, X_2: Shared Value-Based Marketing Strategy, X_3: Integration of Economic, Social, and Commercial Values, X_4: Stakeholders and Sustainable Marketing and Y: Effectiveness of CSV Implementation on JOB. All items are declared valid. This is evidenced by the calculated r-value of each item which is greater than the r-table value of 0.300. The item correlation value ranges from 0.715 to 0.824 which indicates a strong level of relationship between the statement items and the measured variable construct. All items are able to measure the research concept precisely and consistently.

Table 3 *Results of the Reliability Test of the Research Instrument*

Variables	Items	Cronbach Alpha (α)	Criteria	Criteria
X_1: The Basic Concept of Creating Shared Value (CSV)	10	0,886	α ≥ 0,70	Reliable
X_2: Shared Value-Based Marketing Strategy	10	0,902	α ≥ 0,70	Reliable
X_3: Integration of Economic, Social, and Commercial Values	10	0,879	α ≥ 0,70	Reliable
X_4: Stakeholders and Sustainable Marketing	10	0,861	α ≥ 0,70	Reliable
Y: Effectiveness of CSV Implementation on JOB Tomori	10	0,917	α ≥ 0,70	Reliable

Note: Cronbach's Alpha (α) ≥ 0.70

Table 3 shows that all constructs achieved satisfactory internal consistency, as their Cronbach's alpha coefficients exceeded the recommended threshold of 0.70. The Cronbach's alpha values were 0.886 for the basic concept of Creating Shared Value (X_1), 0.902 for the shared value-based marketing strategy (X_2), 0.879 for the integration of economic, social, and business values (X_3), 0.861 for stakeholder involvement and sustainable marketing (X_4), and 0.917 for the effectiveness of CSV implementation (Y).

Among the constructs, the effectiveness of CSV implementation recorded the highest reliability coefficient, followed by the shared value-based marketing strategy. Overall, the coefficients ranged from 0.861 to 0.917, indicating good to excellent internal consistency. Therefore, the measurement items consistently represent their respective constructs and are sufficiently reliable for subsequent statistical analysis.

Table 4 *Harman's Single Factor Test Results*

Component	Eigenvalue	Variance Explained (%)
Primary Single Factor	18,742	32.118%
Totals Variance	58 Items	100%

Table 4 shows the results of the Harman's Single Factor test, showing that the variance explained by the single main factor is 32.118%, still below the maximum limit of 50%. These results indicate that the research instrument does not experience Common Method Bias (CMB), meaning that the data obtained from respondents is not concentrated on a single dominant factor. The quality of the research data can be considered good and suitable for further analysis.

Table 5 *Full Collinearity VIF Results*

Variables	Full Collinearity VIF	Criteria	Description
X_1: The Basic Concept of CSV	2,145	< 3.3	No collinearity occurs
X_2: Shared Value-Based Marketing Strategy	2,318	< 3.3	No collinearity occurs
X_3: Integration of Economic, Social, and Commercial Values	2,087	< 3.3	No collinearity occurs
X_4: Stakeholders and Sustainable Marketing	1,964	< 3.3	No collinearity occurs
Y: Effectiveness of CSV Implementation on JOB Tomori	2,276	< 3.3	No collinearity occurs

Table 5 presents the collinearity diagnostic results for the research variables. The VIF values ranged from 1.964 to 2.318, which were below the recommended threshold of 3.3. These results indicate that excessive collinearity was not present among the variables included in the analysis. Specifically, the VIF values were 2.145 for the basic concept of Creating Shared Value (X_1), 2.318 for the shared value-based marketing strategy (X_2), 2.087 for the integration of economic, social, and business values (X_3), and 1.964 for stakeholder involvement and sustainable marketing (X_4). Therefore, the independent variables did not exhibit substantial overlap that could distort the estimated regression coefficients. The model consequently satisfied the collinearity requirement and was considered appropriate for subsequent hypothesis testing.

Table 6 *Characteristics of Research Respondents (n = 250)*

Characteristics.	Categories:	Number of people	(%)
Type of Business.	Culinary	28	28%
	Crafts and Souvenirs	22	22%
	Services and Trade	25	25%
	Agriculture and Fisheries	25	25%
Length of Partnership with JOB Tomori.	< 1 year	15	15%
	1–3 years	40	40%
	> 3 years	45	45%
Average Monthly Turnover.	< Rp. 5 million	20	20%
	Rp. 5–10 million	35	35%
	> Rp10 million	45	45%
Average Monthly Turnover.	Low	10	10%
	Medium	45	45%
	High	45	45%

Table 6 presents the characteristics of the 250 MSME partners participating in the JOB Tomori Sulawesi program. In terms of business sector, culinary enterprises represented the largest group, accounting for 28% of the respondents. They were followed by services and trade at 25%, agriculture and fisheries at 25%, and crafts and souvenirs at 22%. Regarding the duration of partnership, 15% of the respondents had partnered with JOB Tomori Sulawesi for less than one year, 40% had participated for one to three years, and 45% had maintained the partnership for more than three years. In terms of average monthly turnover, 20% of the respondents earned less than IDR 5 million, 35% earned between IDR 5 million and IDR 10 million, and 45% earned more than IDR 10 million. These findings indicate that most respondents had participated in the partnership program for more than one year and had sufficient experience with its activities. Therefore, they were considered capable of providing relevant assessments of the effectiveness of CSV implementation among JOB Tomori Sulawesi's MSME partners.

Table 7 *Results of Descriptive Analysis of Research Variables*

Variables	Items	Score			Category
		Minimum	Maximum	Average	
X_1: The Basic Concept of Creating Shared Value (CSV)	10	3.20	4.85	4.25	Excellent
X_2: Shared Value-Based Marketing Strategy	10	3.10	4.90	4.32	Very Good
X_3: Integration of Economic, Social, and Commercial Values	10	3.05	4.75	4.18	Good
X_4: Stakeholders and Sustainable Marketing	10	3.00	4.70	4.10	Good
Y: Effectiveness of CSV Implementation on JOB Tomori	10	3.35	4.95	4.41	Excellent

Table 7 presents the respondents' assessments of the five research variables. The highest mean score was recorded for the effectiveness of CSV implementation (Y), with a value of 4.41, which was classified as excellent. This result indicates that respondents generally perceived the CSV program implemented by JOB Tomori Sulawesi as effective in generating economic, social, and business benefits for MSME partners. The shared value-based marketing strategy (X_2) obtained the second-highest mean score of 4.32 and was classified as very good. This finding suggests that respondents positively evaluated the company's efforts to integrate community empowerment, local market development, and economic value creation into its marketing activities. The basic concept of Creating Shared Value (X_1) recorded a mean score of 4.25 and was classified as excellent, indicating a strong level of respondent agreement regarding the application of CSV principles within the company's business activities and local partnerships. The integration of economic, social, and business values (X_3) achieved a mean score of 4.18, while stakeholder involvement and sustainable marketing (X_4) recorded the lowest mean score of 4.10. Both variables were classified as good. Although these scores remained positive, they were lower than those of the other constructs, indicating that the integration of multiple value dimensions and the involvement of stakeholders in sustainable marketing practices may still require further improvement. Overall, the descriptive results show that respondents held favorable perceptions of all dimensions of CSV implementation at JOB Tomori Sulawesi.

Table 8 *Results of Multiple Linear Regression Analysis with SEM*

Independent Variables	Regression Coefficient (β)	t-count	Sig. (p-value)	Category
X_1: CSV Basic Concepts	0,241	3,218	0,002	Significant
X_2: Shared Value-Based Marketing Strategy	0,267	3,504	0,001	Significant
X_3: Integration of Economic, Social, and Commercial Values	0,198	2,879	0,005	Significant
X_4: Stakeholders and Sustainable Marketing	0,213	2,967	0,004	Significant

Constant		1,154		
F-count		25,763	0,000	Significant model
R^2	0,712	71.2% of the variation in Y is explained by X_1-X_4		

Table 8 presents the effects of the four independent variables on the effectiveness of CSV implementation (Y). All variables had p-values below 0.05, indicating statistically significant effects. The shared value-based marketing strategy (X_2) demonstrated the strongest effect, with a standardized regression coefficient of $\beta = 0.267$ and a t-value of 3.504. This was followed by the basic concept of Creating Shared Value (X_1), with $\beta = 0.241$ and $t = 3.218$. Stakeholder involvement and sustainable marketing (X_4) also had a significant positive effect, with $\beta = 0.213$ and $t = 2.967$, while the integration of economic, social, and business values (X_3) recorded $\beta = 0.198$ and $t = 2.879$. The overall regression model was statistically significant, as indicated by an F-value of 25.763 and $p < 0.001$. The coefficient of determination ($R^2 = 0.712$) shows that the four independent variables collectively explained 71.2% of the variance in the effectiveness of CSV implementation. The remaining 28.8% of the variance was not explained by the variables included in the model. These findings indicate that the shared value-based marketing strategy and the application of CSV principles were the most influential factors in improving the perceived effectiveness of CSV implementation at JOB Tomori Sulawesi.

Table 9 *Path Analysis Results with SEM*

Relationship Path	Direct Influence	Through Z	Total Influence	Category
$X_1 \rightarrow Y$	0,241	0,072	0,313	Significant
$X_2 \rightarrow Y$	0,267	0,085	0,352	Significant
$X_3 \rightarrow Y$	0,198	0,091	0,289	Significant
$X_4 \rightarrow Y$	0,213	0,077	0,290	Significant

Table 9 summarizes the standardized direct effects of the four independent variables on the effectiveness of CSV implementation (Y). All relationships were positive and statistically significant. The shared value-based marketing strategy (X_2) demonstrated the strongest direct effect, with a standardized coefficient of $\beta = 0.267$. This finding indicates that improvements in marketing practices that integrate economic and social value are associated with greater perceived effectiveness of CSV implementation. The basic concept of Creating Shared Value (X_1) recorded the second-largest direct effect, with $\beta = 0.241$. Stakeholder involvement and sustainable marketing (X_4) had a standardized coefficient of $\beta = 0.213$, while the integration of economic, social, and business values (X_3) had a coefficient of $\beta = 0.198$. Although the magnitude of the coefficients varied, all four variables contributed positively to the effectiveness of CSV implementation. Overall, the results indicate that the effectiveness of CSV implementation among JOB Tomori Sulawesi's MSME partners is most strongly associated with the adoption of a shared value-based marketing strategy, followed by the consistent application of CSV principles, stakeholder involvement and sustainable marketing, and the integration of economic, social, and business values.

Table 10 *Classical Assumption Test*

Tests Type	Test Results	Criteria	Conclusion
Normality	Sig. (Kolmogorov-Smirnov) = 0.200	> 0.05	Data is normally distributed
Multicollinearity	VIF 1.126 – 1.895	< 10	No multicollinearity
Heteroscedasticity	Sig. > 0.05	> 0.05	No heteroscedasticity
Autocorrelation	Durbin–Watson = 1.957	1.5 < DW < 2.5	No autocorrelation

Table 10 shows that the model meets the SEM assumptions. The normal distribution test shows a Kolmogorov-Smirnov sig value of 0.200 > 0.05, indicating a normal data distribution. The multicollinearity test shows a VIF value between 1.126 and 1.895 (<10), indicating no signs of multicollinearity between variables. The heteroscedasticity test shows a sig value > 0.05, indicating homogeneous residual variance. The autocorrelation test shows a Durbin-Watson sig value of 1.957, within the safe limit of $1.5 < DW < 2.5$, indicating no autocorrelation. Therefore, all conventional assumptions are met, and the model used is valid and suitable for further analysis. These results increase the reliability of the research data, indicating that the relationship between variables in the CSV model on JOB is free from AMOS bias that can interfere with the interpretation of the results.

Table 11 *Results of Hypothesis Testing and Relationship Patterns Between CSV Variables*

Hypothesis	Relationships Between Variables	Regression Coefficient (β)	Sig. Value (p)	Direction of Relationship	Relationship Strength	Description
H_1	$X_1 \rightarrow Y$	0,241	0,002	Positive	Strong	Received
H_2	$X_2 \rightarrow Y$	0,267	0,001	Positive	Very Strong	Received
H_3	$X_3 \rightarrow Y$	0,198	0,005	Positive	Moderate	Received
H_4	$X_4 \rightarrow Y$	0,213	0,004	Positive	Strong	Received

Table 11 summarizes the results of hypothesis testing. All four hypotheses were supported because the respective p-values were below the 0.05 significance threshold. The shared value-based marketing strategy (X_2) had the largest standardized coefficient in predicting the effectiveness of CSV implementation ($\beta = 0.267$, $p = 0.001$). Therefore, H_2 was supported. This result indicates that marketing activities designed to generate both business and social benefits were positively associated with respondents' assessments of CSV implementation effectiveness.

The basic concept of Creating Shared Value (X_1) had the second-largest positive effect on the effectiveness of CSV implementation ($\beta = 0.241$, $p = 0.002$), supporting H_1. Stakeholder involvement and sustainable marketing (X_4) also had a positive and statistically significant effect ($\beta = 0.213$, $p = 0.004$), thereby supporting H_4. Finally, the integration of economic, social, and business values (X_3) had a positive and significant effect on CSV implementation effectiveness ($\beta = 0.198$, $p = 0.005$), supporting H_3. Although X_3 recorded the smallest coefficient among the four predictors, its effect remained statistically significant. Overall, the results demonstrate that each dimension contributed positively to the perceived effectiveness of CSV implementation at JOB Tomori Sulawesi.

The findings indicate that the implementation of a Creating Shared Value-based marketing strategy is associated with more favorable assessments of local economic and social empowerment programs. The application of CSV principles, the integration of economic, social, and business values, and stakeholder involvement collectively contributed to explaining the perceived effectiveness of program implementation. Respondents generally assessed the CSV activities conducted by JOB Tomori Sulawesi as beneficial for the development of MSME partners operating within the company's surrounding areas.

The CSV approach adopted by JOB Tomori Sulawesi does not focus exclusively on the achievement of corporate economic objectives. Instead, it places economic, social, and environmental considerations within an interconnected value-creation framework. This approach encourages a more balanced relationship among the company, local communities, and MSME partners. Through such a framework, business activities can be directed toward generating economic returns while simultaneously addressing community development needs.

Programs such as entrepreneurship training, business mentoring, and human resource capacity development can strengthen the capabilities of MSME partners and expand their opportunities to participate in local economic activities. Nevertheless, the present findings are based on respondents' perceptions and therefore should not be interpreted as direct proof of objective increases in income, productivity, or community welfare. The results more specifically show that participants perceived these programs as contributing to business capacity development and shared value creation.

The effectiveness of a CSV-based marketing strategy also depends on the company's ability to coordinate the interests and contributions of different stakeholders. In the context of JOB Tomori Sulawesi, partnership activities were directed toward creating shared benefits and encouraging community participation in program implementation. This orientation positions CSV not merely as a philanthropic or supplementary social responsibility activity, but as a strategic business approach that can support corporate sustainability, stakeholder relationships, and organizational reputation.

These findings suggest that CSV principles can be adapted to a local context by considering the needs, resources, economic conditions, and social characteristics of the surrounding community. Collaboration between the company and MSMEs can enable economic value creation to occur alongside social and environmental value creation. Accordingly, CSV provides a framework through which business sustainability and community well-being can be pursued as mutually reinforcing objectives rather than as competing priorities.

The findings are consistent with previous studies that emphasize the role of shared value practices in promoting social welfare and business competitiveness within local communities. The CSV perspective proposes that economic and social value can be created simultaneously when companies position communities as strategic partners rather than merely as recipients of corporate assistance. This view is consistent with the sustainable business perspective developed by Omowole et al. (2024), which highlights the importance of incorporating social and environmental considerations into the business practices of small and medium-sized enterprises.

The findings are also consistent with the integrative perspective of Menghwar and Daood (2021), who argue that CSV connects social problem-solving with the core strategies and value-creation processes of a business. In the context of JOB Tomori Sulawesi, collaboration between the company and MSMEs provides a mechanism through which products, services, supply-chain activities, and community development initiatives can generate benefits for both business actors and local stakeholders. The implementation of CSV in this setting therefore extends beyond corporate donations by incorporating community participation into business-related activities.

Compared with CSV practices commonly associated with large corporations, the present study provides evidence regarding its application among local MSME partners. The findings indicate that CSV principles may also be relevant in settings characterized by more limited resources, provided that companies establish sustained communication, institutional commitment, and meaningful cooperation with local communities. JOB Tomori Sulawesi appears to have adapted the general CSV framework to the socioeconomic conditions of its operational area, particularly through business development and community-oriented partnership activities.

The findings also have relevance to studies conducted in energy-, industry-, and resource-related contexts, where relationships between companies and surrounding communities strongly influence business legitimacy and sustainability. Rejeb et al. (2024) emphasize the increasing importance of sustainability, stakeholder integration, and human-centered innovation within contemporary industrial development. Although their work focuses on the broader Industry 5.0 research landscape rather than specifically examining CSV implementation, it supports the growing recognition that industrial competitiveness should be connected with social and environmental value creation.

The implementation approach adopted by JOB Tomori Sulawesi differs from conventional philanthropy because it seeks to generate shared value through economic empowerment, local partnerships, and business capability development. This approach expands the function of corporate community programs from short-term assistance toward a more strategic mechanism for strengthening MSMEs, stakeholder relationships, and sustainable competitive positioning.

The results further emphasize the importance of stakeholder involvement in program planning and implementation. Meaningful stakeholder participation can strengthen trust, improve the contextual relevance of programs, and facilitate more effective coordination between companies and communities. This finding is broadly consistent with Alghuried (2025), who identifies stakeholder-related coordination and engagement as important factors in the successful management of sustainability-oriented projects. Although the sectoral context differs, the underlying principle remains relevant: sustainability programs are more likely to achieve their intended outcomes when affected stakeholders are actively involved.

The present study therefore contributes to understanding how CSV can be implemented in the energy sector while taking local social, cultural, and economic conditions into account. The findings support the shared value perspective, which maintains that corporate performance should be assessed not only in terms of financial returns but also through the company's capacity to generate positive social outcomes. Rathobei et al. (2024) similarly emphasize the importance of integrating a broader range of stakeholders into sustainable business models to improve value delivery beyond shareholders alone.

JOB Tomori Sulawesi's CSV activities illustrate how economic, social, and business objectives may be incorporated into a mutually reinforcing framework. The positive relationship between stakeholder involvement and CSV implementation effectiveness is also consistent with stakeholder theory, which holds that long-term business sustainability depends on a company's ability to maintain constructive relationships with parties affected by its operations. Izzo et al. (2025) reinforce this perspective by showing that stakeholder-oriented approaches are central to sustainable disclosure, accountability, and the communication of corporate value creation.

Cross-sector collaboration among businesses, MSMEs, communities, local governments, and educational institutions can therefore generate complementary resources and capabilities. Companies may provide market access, training, managerial knowledge, and institutional support, while local stakeholders contribute contextual knowledge, labor, local networks, and entrepreneurial resources. When effectively coordinated, these contributions can support economic opportunities while improving the perceived social value and legitimacy of corporate activities.

Theoretical and Practical Implications

The findings provide several practical implications for sustainable business management. First, companies should integrate shared value objectives directly into their marketing strategies rather than treating community development as an activity separated from their core operations. Marketing programs can be designed to expand market access for local products, involve MSMEs in supply chains, support product development, and communicate the social value generated through business partnerships.

Second, the relatively strong contribution of the shared value-based marketing strategy indicates that companies should prioritize programs that connect market development with local economic empowerment. Training and mentoring alone may be insufficient unless they are accompanied by access to customers, distribution networks, technology, financing opportunities, and sustainable commercial relationships.

Third, stakeholder involvement should begin during program identification and design rather than only during implementation. Local governments, educational institutions, communities, suppliers, and MSMEs can provide information about local needs, available resources, implementation barriers, and potential market opportunities. Their participation can improve program relevance, accountability, and long-term continuity.

Theoretically, this study extends the application of CSV to the context of MSME development and corporate-community partnerships within the operational area of an energy-sector organization. The findings demonstrate that CSV implementation effectiveness is associated with several complementary dimensions: the application of CSV principles, shared value-based marketing, the integration of economic, social, and business values, and stakeholder involvement combined with sustainable marketing.

However, the findings do not establish that the CSV program objectively improved corporate performance or community welfare over time because the study relied on cross-sectional and perception-based data. Consequently, the model should be interpreted as explaining respondents' assessments of implementation effectiveness rather than proving long-term causal effects. Future studies should combine perception-based measures with objective indicators such as changes in MSME turnover, employment, market access, production efficiency, household income, and environmental performance.

For policymakers, the findings underline the importance of creating institutional mechanisms that support collaboration between private companies and local communities. Policies that facilitate MSME participation in corporate supply chains, provide business certification, strengthen digital and financial literacy, and connect local enterprises with broader markets can increase the potential contribution of CSV programs to inclusive economic development.

CONCLUSION & IMPLICATION

In conclusion, the implementation of a shared value (CSV)-based marketing strategy has proven effective in improving the economic, social, and commercial sustainability of MSME partners in local communities. The CSV strategy, which integrates economic, social, and commercial values, creates a positive synergy between the company and the community, leading to improved welfare, business efficiency, and corporate reputation. Through this approach, business success is not only determined by profits, but also by social contributions and the sustainability of the community's social environment. Through effective collaboration with local governments, educational institutions, and MSMEs, JOB Tomori has succeeded in building a shared value system that focuses on community welfare and local competitiveness. A limitation of this study is the limited sample size of MSME partners in the Tomori Sulawesi project area, so the findings cannot be generalized to all sectors in other regions. In addition, this study focuses on economic and social variables, while environmental aspects still require further research to deepen understanding of the long-term impact of Corporate Social Responsibility (CSR) and environmental sustainability. This study recommends that a CSV-based marketing strategy can be an effective model for companies in the energy sector and other industries to achieve sustainable competitive advantage. This practice fosters mutually beneficial partnerships between businesses and communities, while enhancing the company's social legitimacy in the public eye. Future research could also expand the study to other industrial sectors, the integration of environmental variables, and the digitalization of marketing. Another recommendation is to examine the mediating role of social innovation and community engagement on the effectiveness of CSR strategies in the context of sustainable development in the future.

STATEMENT OF USE OF GENERATIVE AI

During the preparation of this manuscript, the authors used ChatGPT, a generative artificial intelligence tool developed by OpenAI, solely to assist with English-language editing, grammar correction, sentence restructuring, and improvements in academic clarity and readability. The AI tool was used particularly to refine the presentation of the study concerning the implementation of Creating Shared Value, shared value-based marketing strategies, stakeholder involvement, and the development of MSME partners within the operational area of JOB Tomori Sulawesi. Generative artificial intelligence was not used to determine the research object, select the respondents, design the research instrument, collect data from MSME partners, conduct statistical analyses, generate empirical findings, or formulate conclusions regarding the effectiveness of CSV implementation. All information related to JOB Tomori Sulawesi, the characteristics of its MSME partners, the research variables, and the statistical results was derived from the authors' research data and supporting documents. All AI-assisted language revisions were subsequently reviewed, corrected, and verified by the authors to ensure their consistency with the research context, empirical results, and intended scientific meaning. The authors take full responsibility for the accuracy, originality, integrity, and final content of the manuscript.

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