

# **Moderating Effect of Individual Benefit of Senior Executive on Relationship Between Four-Box Business Model and Chinese SMES' Performance Under Covid-19**

**Zining Zhu**

**Charles Ramendran Spr**

**Wong Lai Soon**

*Utar, Malaysia*

The primary purpose of this research is to identify internal factors that influence a company's business performance. Under the covid-19 pandemic situation, many Chinese companies, especially SMEs, are struggling in the running, and some cannot even survive. This difficulty also makes the senior executives face challenges in management and developing business. This research uses a descriptive research design and applies structured questionnaires aim to collect 250 valid data through sending emails to target SMEs locate in Guangdong, Jiangsu and Shandong provinces of China. Through covariance-based SEM with AMOS analysing variables' correlation and regression to generate the research findings. This research expects to find out the relationships between the four-box business model and each box's content, such as customer value proposition, profit formula, key resources, key processes, individual benefit of senior executive, and company performance. And the moderating effect of the individual benefit of senior executive on the relationship between the four-box business model and company performance. They will have some significance on both theoretical and practical sides.

**Keywords:** *COVID-19, Four-Box Business Model, Individual Benefit of Senior Executive, Smes' Performance*