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**The relationships between strength of ties, absorptive capacity cum type of knowledge, and values creation: an exploratory sequential mixed methodology study of service-based social enterprise in Thailand**

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**BANGKOK  
UNIVERSITY**  
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**UGA**  
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Grenoble Alpes

## THÈSE

Pour obtenir le grade de

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**Satawat BUNYASIROJ**

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préparée au sein des **Laboratoires CERAG FRE 3748 CNRS/UGA et G-SCOP UMR 5272 CNRS/UGA**

dans les **Écoles Doctorale Sciences de Gestion**

**Les relations entre la force des liens, la capacité d'absorption, le type de connaissances et la création de valeurs : une étude exploratoire séquentielle à méthodologie mixte des entreprises sociales basées spécialisées dans les services en Thaïlande**

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THE RELATIONSHIPS BETWEEN STRENGTH OF TIES,  
ABSORPTIVE CAPACITY CUM TYPES OF KNOWLEDGE,  
AND VALUES CREATION: AN EXPLORATORY  
SEQUENTIAL MIXED METHODOLOGY STUDY  
OF SERVICE-BASED SOCIAL ENTERPRISES IN THAILAND

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&

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By

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December 2021

## DECLARATION

In accordance with the Bangkok University Honor Code, I certify that my submitted work here is my own work, and that I have appropriately acknowledged all external sources that were used in this work.

Date: 14 December 2021

Name: Satawat Bunyasiroj

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## ABSTRACT

Social enterprise is a sustainable approach to organically reducing social problems and creating impacts by using the mechanisms of business. The adoption of this approach can potentially help to improve the sustainable development of individual countries. This is especially the case for service-based social enterprises, where strengthening knowledge networks (ties strength), which comprise external and internal knowledge transfer processes, leads to the creation of economic and social values through the organization's absorptive capacity.

Currently, there is no published empirical research in this domain and in the context of service-based social enterprises in Thailand, which means there are gaps that need to be addressed. One of which is to identify the different ties strength in knowledge networks and knowledge types (content based) in organization's absorptive capacity that are relevant in the context of service-based social enterprises. Another is the missing link between strength of ties, absorptive capacity based on the type of knowledge (content), and value creation in service-based social enterprises. Both of these aspects are the focus of this study.

An exploratory sequential mixed method was used for this research. Initially, a qualitative research approach explores the various types of ties strength in the Thai service-based social enterprises' network and their absorptive capacity cum knowledge types. The exploratory case study approach identifies the types of ties and describes the roles and characteristics of each type of tie in the service-based social enterprise networks (e.g. business tie, political tie, university and research tie, social enterprise tie, and social stakeholder tie). Additionally, it examines in more depth the role of

absorptive capacity in service-based social enterprises. It also explores the types of knowledge (content based) transferred in the Thai service-based social enterprise network (social enterprise managerial knowledge, technological knowledge, market knowledge, and social knowledge). The qualitative findings reflect certain degrees of contextual sensitivity, which helps to better understand the implications of these additional ties and knowledge types in this novel context. The findings of the qualitative research are used to develop research hypotheses and a theoretical model that is tested in the quantitative part of this study.

The second part of this study adopts a quantitative approach to investigate the relationships between ties strength, absorptive capacity cum knowledge types, and value creation (social and economic) for service-based social enterprises in Thailand. A survey is used to collect data from a random sample of service-based social enterprises in Thailand (72) and the data is analyzed using Partial Least Squares of Structural Equation Modeling (PLS-SEM). The unit of analysis is at the organizational network level.

This exploratory sequential mixed method research ensures that the quantitative data explain the results from the initial qualitative phase of the study. The empirical results highlight the positive relationships between strength of ties, absorptive capacity based on the type of knowledge (content), and value creation (social and economic value creation). Interestingly, absorptive capacity is found to act as a mediator between the ties strength and the social enterprise value creation in service-based social enterprises, highlighting its importance and the importance of the managers in these contexts.

In addition to the theoretical contributions highlighted, the practical outcomes of this research are to help social enterprises better formulate and apply effective knowledge transfer strategies that enable them to better integrate the extant knowledge in the community for more effective decision and policymaking. Ultimately, this can lead to improvements in the sustainability and social impact of Thai social enterprise.

**Keywords: Tie strength, Absorptive capacity, Knowledge types, Value creation, Social enterprise, Thailand**

## RÉSUMÉ

L'entreprise sociale s'inscrit dans la logique du développement durable et vise à réduire organiquement les problèmes sociaux et à créer des impacts en combinant des mécanismes d'organisation sociale, à but non lucratif, avec des logiques plus économiques. Ce sujet est particulièrement important pour les entreprises sociales de services dans lesquelles le renforcement des réseaux de connaissances (la force des liens), qui comprennent des processus de transfert de connaissances internes et externe, conduit à la création de valeurs économiques et sociales grâce à la capacité d'absorption de l'organisation.

Actuellement, il n'y a pas de recherche empirique publiée dans ce domaine et dans le contexte des entreprises sociales basées sur les services en Thaïlande. L'un des gaps est d'identifier la force des différents liens dans les réseaux de connaissances et les types de connaissances (basés sur le contenu) dans la capacité d'absorption de l'organisation qui sont pertinents dans le contexte des entreprises sociales basées sur les services. Un autre est le chaînon manquant entre la force des liens, la capacité d'absorption en fonction du type de connaissances et la création de valeur dans les entreprises sociales de services.

Une méthode mixte séquentielle exploratoire a été utilisée. Premièrement, une approche de recherche qualitative explore les différents types de forces de liens dans le réseau d'entreprises sociales thaïlandaises basées sur les services, leur capacité d'absorption associé à différents types de connaissances. Cette approche d'étude de cas exploratoire identifie les types de liens et décrit les rôles et les caractéristiques de chaque type de lien dans les réseaux d'entreprise sociale basés sur les services (lien d'affaires, lien d'entreprise sociale...). De plus, il examine plus en profondeur le rôle de

la capacité d'absorption dans les entreprises sociales basées sur les services. Il explore également les types de connaissances (basées sur le contenu) transférées dans les réseaux d'entreprises sociales thaïlandaises basées sur les services (connaissances de gestion d'entreprise sociale, technologiques...). Les résultats qualitatifs reflètent certains degrés de sensibilité contextuelle, ce qui aide à mieux comprendre les implications de ces liens et types de connaissances supplémentaires dans ce nouveau contexte. Ils sont utilisés pour développer des hypothèses de recherche et un modèle théorique qui est testé dans la partie quantitative.

La deuxième partie de cette étude adopte une approche quantitative pour étudier les relations entre la force des liens, la capacité d'absorption associée à différents types de connaissances et la création de valeur (sociale et économique) pour les entreprises sociales basées sur les services en Thaïlande. Une enquête est utilisée pour collecter des données auprès d'un échantillon de 72 entreprises sociales. Les données sont analysées à l'aide de la méthode des équations structurelles (PLS-SEM) basées sur la modélisation des moindres carrés partiels. L'unité d'analyse se situe au niveau du réseau organisationnel.

Les résultats empiriques mettent en évidence les relations positives entre la force des liens, la capacité d'absorption selon le type de savoir et la création de valeur. La capacité d'absorption agit comme un médiateur entre la force des liens et la création de valeur de l'entreprise sociale dans les entreprises sociales basées sur les services, soulignant son importance et l'importance des gestionnaires dans ces contextes.

De plus, les résultats pratiques de cette recherche doivent aider les entreprises sociales à mieux formuler et appliquer des stratégies de transfert de connaissances efficaces qui

leur permettent de mieux intégrer les connaissances existantes pour une prise de décision et une élaboration de politiques plus efficaces. Cela peut conduire à des améliorations de la durabilité et de l'impact social des entreprises sociales thaïlandaises.

**Mots clés : Force des liens, Capacité d'absorption, Types de connaissances, La création de valeur, Entreprise sociale, Thaïlande**

## SUMMARY OF DISSERTATION

Social enterprise is a sustainable approach to organically reducing social problems and creating impact by using the mechanisms of business. Social enterprises can have a significant impact on a nation at many levels. The opportunity for sustainability combines the mechanisms of social, non-profit organization, economic and political to organically reduce social problems. Social enterprises can also help the government to reduce the costs of solving social problems by using social innovation to help improve the development of individual countries in a sustainable way. This is especially the case for service-based social enterprises, where strengthening knowledge networks (ties strength), which comprise external and internal knowledge transfer processes, leads to the creation of economic and social value through the organization's absorptive capacity.

Currently, there is no published empirical research in this domain and in the context of service-based social enterprises in Thailand. This study identified a number of gaps in the literature that need to be addressed. One of which is to identify the different tie strength in knowledge networks and knowledge types (content based) in organization's absorptive capacity that are relevant in the context of service-based social enterprises. This research addressed this gap to a certain extent by revealing other types of tie that should be considered in the Thai social enterprises context. These additional ties also contribute to the further development of the theory in this area.

In addition, this research study also identified and defined the specific types of knowledge required for this context. This will help scholars to build a greater

understanding of absorptive capacity and help practitioners capitalise their absorptive capacity in a more tangible way.

Another missing link in the literature addressed by this study, is that between strength of ties, absorptive capacity based on the type of knowledge (content), and value creation in service-based social enterprises. In this context, this research explored the mediating role of absorptive capacity based on type of knowledge (content) on strength of tie and value creation (economic value and social value). The outcome of this study will contribute to a deeper and more comprehensive understanding of the theory underpinning tie strength and organizational absorptive capacity for the social enterprises in a Thai context.

This dissertation is structured into nine chapters. The first, Chapter 1 is an introduction to the study, its background problem statement purpose and scope and setting out the research questions. Chapter 2 describes the research context of social enterprises in more detail and depth. The literature review, in Chapter 3, presents and discusses the main theoretical research domains relevant to this study, and identifies the gaps in the literature that will be addressed by this study. Chapter 4 presents the research design and methodology that will be used to answer the research questions posed. Meanwhile, Chapter 5 focuses on the exploratory qualitative part of the study, which is case study based, and presents the research findings and propositions that contribute to the development of the quantitative research model. Based on the qualitative findings and learning from the literature review, Chapter 6 develop a conceptual model and research hypotheses which is tested quantitatively. Chapter 7 consolidates the findings from the qualitative and quantitative parts of the study, to address the mixed-method research



question posed. Chapter 8 discusses the study's overall findings and learning. Finally, Chapter 9 presents the conclusions, contribution to theory and practice, limitations and recommendations of the study.

An exploratory sequential mixed method was used for this research. Initially, a qualitative research approach explored the various types of tie strength in the Thai service-based social enterprises' network and their absorptive capacity cum knowledge types. For this, a holistic multiple case study method with a stratified purposive sampling strategy was used. One of the selected case studies was based on an organization that plays dual roles; the role of a social enterprise and the role of an intermediary. The other selected case is a pure social enterprise. Both are small social enterprises operating in the service industry. The unit of analysis is the organizational network level. This exploratory case study approach identified the types of ties and described the roles and characteristics of each type of tie in the service-based social enterprise networks. Additionally, it examined in more depth the role of absorptive capacity in service-based social enterprises compared to more common research conducted in the context of for-profit organizations. It also explored the types of knowledge (content based) transferred in the Thai service-based social enterprise. The qualitative findings reflected certain degrees of contextual sensitivity, which helps to better understand the implications of these additional ties and knowledge types in this novel context. The findings of the qualitative research were used to develop research hypotheses and a theoretical model that was tested in the quantitative part of this study.

The second part of this study adopted a quantitative approach to investigate the relationships between tie strength, absorptive capacity cum knowledge types, and value

creation (social and economic) for service-based social enterprises in Thailand. A survey was used to collect data from a random sample of service-based social enterprises in Thailand (72) and the data was analyzed using Partial Least Squares of Structural Equation Modeling (PLS-SEM). The unit of analysis was at the organizational network level. This exploratory sequential mixed method research ensured that the quantitative data explained the results from the initial qualitative phase of the study.

The qualitative research findings answered **the qualitative research question** of how to describe the tie strength of its network and the absorptive capacity processes cum knowledge types for service-based social enterprises in Thailand. The findings answered the qualitative sub-research questions 1.1 - 1.3 as follows:

**Qualitative Sub-research Question 1.1.** What are the types of ties that constitute a service-based social enterprise network in Thailand?

**Qualitative Sub-research Question 1.2.** What are the specificity of the absorptive capacity of Thai service-based social enterprises?

**Qualitative Sub-research Question 1.3.** What are the types of knowledge that are transferred in Thai service-based social enterprises networks?

The exploratory case study described the types of ties as well as the roles and characteristics of each type of tie that occurred in the service-based social enterprise networks, namely business tie, political tie, university and research tie, social enterprise tie, and social stakeholder tie. Additionally it highlighted the absorptive capacity process in the service-based social enterprises which were found to be uniquely context

sensitive and situation independent. The types of knowledge (content based) transferred in the Thai service-based social enterprise network was found to consist of social enterprise managerial knowledge, technological knowledge, market knowledge, and social knowledge. Consequently, a number of propositions were developed.

**Qualitative Research Proposition 1:** Additional to the commonly studied network ties (managerial, business & political, university and research), the social enterprise tie and social stakeholder tie appear and are a part of service-based social enterprises in Thailand.

**Qualitative Research Proposition 2:** The absorptive capacity of service-based social enterprises in Thailand are similar to commercial organizations, but that their implementation is context specific.

**Qualitative Research Proposition 3:** Social enterprise managerial knowledge, technology knowledge, market knowledge and social knowledge are all necessary as types of knowledge in absorptive capacity for service-based social enterprises in Thailand.

The findings of the quantitative part of this study and the literature review, contributed to the development of the constructs, procedures, hypotheses of the quantitative research model. The PLS-SEM analysis addressed **the quantitative research questions** related to the relationships between strength of ties, absorptive capacity cum knowledge types, and value creation (social and economic) for Thai service-based social enterprises. Specifically,

**Quantitative Sub-research Question 2.1:** To what extent do tie strengths influence the Thai service-based social enterprise absorptive capacity cum knowledge types?

**Quantitative Sub-research Question 2.2:** To what extent does absorptive capacity cum knowledge types influence the Thai service-based social enterprise value creation?

**Quantitative Sub-research Question 2.3:** To what extent do tie strengths influence the Thai service-based social enterprise value creation?

**Quantitative Sub-research Question 2.4:** What is the role of ACAP to create value in relation to the type of strength ties in a Thai service-based social enterprise network?

The study found significantly positive relationships between strength of ties, absorptive capacity based on the type of knowledge (content), and value creation (social and economic value creation). Absorptive capacity was found to act as a full mediator between tie strength and the social enterprise value creation in service-based social enterprises.

The outcome of this research will contribute to a more comprehensive understanding of the theory related to tie strength, organizational absorptive capacity and value creation in the social enterprise context in Thailand. In addition to the theoretical contributions highlighted, the practical outcomes of this research are to help social enterprises better formulate and apply effective knowledge transfer strategies that enable them to better integrate the extant knowledge in the community for more

effective decision and policymaking. Ultimately, this can lead to improvements in the sustainability and social impact of Thai social enterprises.

## RÉSUMÉ DE LA THÈSE

L'entreprise sociale s'inscrit dans la logique du développement durable pour et vise à réduire organiquement les problèmes sociaux et à créer des impacts au combinant des mécanismes d'organisation sociale, à but non lucratif, avec des logiques plus économiques. L'entreprise sociale aide également le gouvernement à réduire les dépenses pour résoudre les problèmes sociaux en utilisant le concept d'innovation sociale. L'adoption de cette approche peut potentiellement contribuer à améliorer le développement durable de chaque pays. C'est particulièrement le cas pour les entreprises sociales de services, dans lesquelles le renforcement des réseaux de connaissances (force des liens), comprennent des processus de transfert de connaissances externes et internes qui conduisent à de la création de valeur économique et sociale. Dans ces transferts, la capacité d'absorption de l'entreprise sociale joue un rôle clé.

Actuellement, il n'y a pas de recherche empirique étudiant la capacité d'absorption des entreprises sociales en vue de créer de la valeur. Nous avons fait le choix de développer cette problématique dans le contexte des entreprises sociales produisant des services et basées en Thaïlande. Nos objectifs consistent à identifier la force des différents liens dans les réseaux de connaissances et les types de connaissances associées à ces échanges. Plus précisément, nous cherchons à comprendre comment la capacité d'absorption des entreprises sociales basées sur les services contribue à créer de la valeur dans ces réseaux. Cette recherche s'intéresse à la nature des liens partagés dans les réseaux d'entreprises sociales en mettant en évidence de nouveaux liens non identifiés dans la littérature : les liens relatifs aux échanges liés à des connaissances

sociales et des liens relatifs aux parties prenantes du réseau. En outre, cette recherche a identifié que ces entreprises sociales échangeaient sur la base d'une grande diversité de types de connaissances. Une des originalités de la thèse est d'appréhender la capacité d'absorption dans ces entreprises sociales en fonction de la nature des connaissances échangées. La proposition sous-jacente est que certains types de connaissances seront plus facilement absorbés que d'autres dans les réseaux d'entreprises sociales en vue de créer de la valeur.

Cette thèse explore comment la force des liens et la capacité d'absorption basée sur le type de connaissances contribuent à créer de la création de valeur dans les entreprises sociales de services. Cette recherche met en évidence le rôle médiateur de la capacité d'absorption en fonction du type de connaissance dans la relation entre la force des liens et la création de valeur (valeur économique ou valeur sociale).

La thèse est structurée comme suit. Le chapitre 1 comprend l'introduction, l'énoncé des problèmes, les questions de recherche, le but et la portée de cette recherche. Ensuite, le chapitre 2 décrit le contexte de l'objet d'étude que sont les entreprises sociales. Le chapitre 3 présente la revue de littérature. Le chapitre 4 présente la conception et la méthodologie de la recherche. Les chapitres suivants rassemblent les résultats. Tout d'abord, le chapitre 5 consiste dans une recherche exploratoire comprenant la description de deux études de cas qualitatives. Sur la base des propositions de recherche développées au chapitre 5 et sur la base des enseignements de la revue de littérature, le chapitre 6, développe un modèle conceptuel avec quatre hypothèses de recherche. Par la suite, le chapitre 7 présente les résultats de l'analyse séquentielle mixte qualitative

puis quantitative. Ensuite, le chapitre 8 consiste dans la discussion. Enfin, le chapitre 9 présente un résumé des résultats de la recherche ainsi que des recommandations.

Une méthode mixte séquentielle exploratoire a été mobilisée. En premier lieu, une approche de recherche qualitative explore les différents types de forces de liens dans les réseaux d'entreprises sociales thaïlandaises basées sur les services, leur capacité d'absorption associées aux types de connaissances échangées. Pour y parvenir, une méthode d'étude de cas multiples holistique avec une stratégie d'échantillonnage raisonné stratifié est utilisée. L'une des études de cas sélectionnées est basée sur une organisation qui joue un double rôle ; le rôle d'une entreprise sociale et le rôle d'intermédiaire. La deuxième étude de cas est une entreprise sociale qui n'a pas de rôle d'intermédiation. Toutes deux sont de petites entreprises sociales opérant dans le secteur des services. L'unité d'analyse est le niveau du réseau organisationnel. Cette approche d'études de cas exploratoire identifie les types de liens et décrit les rôles et les caractéristiques de chaque type de lien dans les réseaux d'entreprises sociales de services. De plus, il examine plus en profondeur le rôle de la capacité d'absorption dans les entreprises sociales en comparaison des organisations à but lucratif. Il explore également les types de connaissances transférées dans les entreprises sociales thaïlandaises basées sur les services. Les résultats qualitatifs reflètent certains degrés de sensibilité contextuelle, ce qui aide à mieux comprendre les implications de ces liens et types de connaissances supplémentaires dans le contexte des entreprises sociales. Les résultats de la recherche qualitative sont utilisés pour développer des hypothèses de recherche et un modèle théorique qui est testé par la suite dans la partie quantitative.



La deuxième partie de cette thèse adopte une approche quantitative pour étudier les relations entre la force des liens, la capacité d'absorption, les types de connaissances et la création de valeur (sociale et économique) pour les entreprises sociales basées sur les services en Thaïlande. Une enquête est utilisée pour collecter des données auprès d'un échantillon de 72 entreprises sociales basées sur les services en Thaïlande. Les données sont analysées à l'aide de la méthode des équations structurelles (PLS-SEM) basées sur la modélisation des moindres carrés partiels. L'unité d'analyse se situe au niveau du réseau organisationnel. Cette recherche exploratoire séquentielle de méthodes mixtes garantit que les données quantitatives prolongent les résultats de la phase qualitative initiale de l'étude. Les résultats empiriques expliquent les relations entre la force des liens, la capacité d'absorption basée sur le type de connaissance et la création de valeur d'entreprise sociale au sein du réseau d'entreprises sociales basées en Thaïlande. La recherche qualitative basée sur l'exploration de l'étude de cas a répondu à **la question de recherche qualitative** sur la façon de décrire la force des liens de son réseau, les processus de capacité d'absorption et les types de connaissances des entreprises sociales basées sur les services en Thaïlande. Ces sous-questions de recherche qualitative 1.1 à 1.3 sont les suivantes :

**Sous-question de recherche qualitative 1.1.** Quels sont les types de liens qui constituent un réseau d'entreprise sociale basé sur les services en Thaïlande ?

**Sous-question de recherche qualitative 1.2.** Quelle est la spécificité de la capacité d'absorption des entreprises sociales de services thaïlandaises ?

**Sous-question de recherche qualitative 1.3.** Quels sont les types de connaissances qui sont transférées dans les réseaux d'entreprises sociales de services thaïlandais ?

L'étude de cas exploratoire a décrit les types de liens ainsi que les rôles et les caractéristiques de chaque type de liens dans les réseaux d'entreprises sociales de services, à savoir le lien d'affaires, le lien politique, le lien universitaire et de recherche, le lien d'entreprise sociale et le lien acteur social. De plus, l'étude de cas exploratoire a élaboré le processus de capacité d'absorption dans les entreprises sociales. Cependant, ces phénomènes sont uniques, sensibles au contexte et indépendants de la situation. Les types de connaissances (basées sur le contenu) transférées dans le réseau thaïlandais d'entreprises sociales basées sur les services explorés dans la section précédente étaient les connaissances en gestion des entreprises sociales, les connaissances technologiques, les connaissances du marché et les connaissances sociales. En conséquence, il y a trois propositions qualitatives issues de l'étude qualitative comme suit :

**Proposition de recherche qualitative 1 :** Nous proposons qu'en plus des liens de réseau couramment étudiés (managérial, commercial & politique, universitaire et recherche), il existe un lien d'entreprise sociale et un lien d'acteur social.

**Proposition de recherche qualitative 2 :** Nous proposons que la capacité d'absorption des entreprises sociales basées sur les services en Thaïlande soit décrite de la même manière que dans des organisations commerciales, mais que la mise en œuvre est spécifique au contexte.

**Proposition de recherche qualitative 3 :** Nous proposons que les connaissances managériales, technologiques, du marché et sociales sont toutes nécessaires pour les entreprises sociales basées sur les services en Thaïlande.

Par ailleurs, les résultats quantitatifs visent à apporter des éléments de réponse à **la question de recherche quantitative** sur les relations entre la force des liens, la capacité d'absorption associée aux types de connaissances et la création de valeur (sociale et économique) des entreprises sociales thaïlandaises basées sur les services. Les sous-questions de recherche quantitatives 2.1 à 2.4 sont les suivantes :

**Sous-recherche quantitative Question 2.1 :** Dans quelle mesure la force des liens influence-t-elle la capacité d'absorption des entreprises sociales thaïlandaises basées sur les services?

**Sous-recherche quantitative Question 2.2 :** Dans quelle mesure la capacité d'absorption et les types de connaissances influencent-ils la création de valeur de l'entreprise sociale basée sur les services thaïlandais ?

**Question quantitative de sous-recherche 2.3 :** Dans quelle mesure la force des liens influence-t-elle la création de valeur de l'entreprise sociale basée sur les services thaïlandais ?

**Question quantitative de sous-recherche 2.4 :** Quel est le rôle de l'ACAP pour créer de la valeur par rapport aux types de force des liens présents dans un réseau d'entreprise sociale thaïlandais basé sur les services ?

En conséquence, il existe des relations significativement positives entre la force des liens, la capacité d'absorption basée sur le type de connaissances (contenu) et la création de valeur (création de valeur sociale et économique). La capacité d'absorption joue pleinement un effet médiateur entre la force des liens et la création de valeur de l'entreprise sociale dans les entreprises sociales basées sur les services. Les résultats de cette recherche contribuent théoriquement à éclaircir les liens entre la force des liens, la capacité d'absorption organisationnelle et de la création de valeur dans le contexte des entreprises sociales en Thaïlande. En plus des contributions théoriques mises en évidence, les résultats empiriques visent à aider les entreprises sociales à mieux formuler et à appliquer des stratégies de transfert de connaissances efficaces qui leur permettent de mieux intégrer les connaissances existantes dans la communauté pour une prise de décision et une élaboration de politiques plus efficaces. In fine, ces résultats contribuent à améliorer les contextes qui maximisent l'impact social des entreprises sociales thaïlandaises.

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**KEY ABBREVIATIONS AND ACRONYMS**

TSEO	Thailand Social Enterprise Office
SEs	Social Enterprises
EMES	Emergence des Entreprises Sociales
OECD	The Organization for Economic Co-operation and Development
KO	Knowledge as an object
KASCC	Knowledge as a subjective contextual construction
R&D	Research and Development
NGOs	Non-Governmental Organizations
NPOs	Non-Profit Organizations
ORG A	Organization A
ORG B	Organization B
KM	Knowledge Management
PLS-SEM	Partial Least Squares Structural Equation Modeling
AVE	Average Variance Extracted
HTMT	The Heterotrait - Monotrait
CBT	Community-Based Tourism
B2B	Business to Business
B2C	Business to Customer
CSR	Corporate Social Responsibility
KPI	Key Performance Indicator
SIA	Social Impact Assessment
BU	Business Unit
SET	Stock Exchange of Thailand

SCG	Siam Cement Group Thailand Co. Ltd.
TCDC	Thailand Creative & Design Center
PR	Public Relation
NIA	National Innovation Agency
RQ	Research Question
SMEs	Small to Medium Enterprises
SI	Strength of Ties
TI_BT	Strength of Business tie
TI_PT	Strength of Political tie
TI_UNI	Strength of University and Research tie
TI_SET	Strength of Social Enterprise tie
TI_ST	Strength of Social Stakeholder tie
ACAP	Absorptive Capacity
ACAP_SEMGK	Absorptive Capacity in Social Enterprise Managerial Knowledge
ACAP_TK	Absorptive Capacity in Technological Knowledge
ACAP_MK	Absorptive Capacity in Market Knowledge
ACAP_SK	Absorptive Capacity in Social Knowledge
SEVC	Social Enterprise Value Creation
SEVC_E	Economics Value Creation
SEVC_S	Social Value Creation

## **CHAPTER 1: INTRODUCTION**

### **1.1. Introduction**

This chapter provides an overview of the research. The first section explains the background of the research area. Next, an elaboration on the statement of problem and the identification of the research gaps leading to the research are presented. Subsequently, the research questions are developed based on the background of the problem and the identified research gaps. In the third section, the purpose and significance of the study are presented.

### **1.2. Background**

Social economy is a general term referring to the third sector of the economy that is controlled neither by the government nor private sectors. Within this economy, economic activities and exposure of information are examined among members of the society. Social enterprises, as part of the social economy, are mainly profit and social impact oriented. They can come in the form of any kind of organization, association, co-operative, mutual organization or foundation. Innovative social enterprises aim to achieve social impacts and engagement in the commercialization of their products and services (Haugh, 2005). Dees and Anderson (2003) defined social enterprise as profit-social venture which can be structured in the form of the special section within the organization or a separate entity.

According to Drucker (2002), innovation plays a significant and fundamental role in the social enterprises to solve social problems and issues. Porter (1985) mentioned that these enterprises recognized social opportunities based on their perspective of the value creation. While Dees and Anderson (2003) supported the argument that by identifying the activities that create economic value, social enterprises can achieve their objectives in solving social issues of their interests. Furthermore, Pearce and Kay (2003) cited some examples of market opportunities whereby social enterprises sought to service the disadvantage community through activities such as local development and regeneration by managing workspace, business incubation, enterprise training programs, business advice and support, local development and infrastructure improvement. In addition, the value added can be formulated and made available to the society that are previously not available. The solutions comprise of the introduction of new products, services, methods, market opportunity, source of raw materials, and even the creation of new organization in the industry (Haugh, 2005).

Chell, Nicolopoulou, and Karataş-Özkan (2010) agreed that it was necessary for social enterprises to foster innovation as a mean to seek business solutions to social problems. Therefore, innovation is essential for social enterprises. However, Chell et al. (2010) recommended that it would be interesting for future researches to compare how innovative social enterprise solutions in different societies helped to solve problems, such as social integration problems, socially dysfunctional behaviours, and socio-economic development because different societies have unique issues and needed diverse innovative solutions. In other words, the investigation of social enterprises in Thai context will contribute to the theoretical perspective and the society as a whole.

Intellectual capital, on one hand, is defined as the knowledge and knowing capability for a social collectively and it is embedded in organization, intellectual community, or professional practice. As such, it is a key valuable asset for any enterprises. Intellectual capital can be created through knowledge exchange and combination (Nahapiet & Ghoshal, 1998). Although, the diversity of knowledge helps organization to generate new ideas, it may not always lead to the implementation of new ideas (Mariotti, 2011). According to the literature on absorptive capacity, when organizations share the same common base between each other, the sharing helps the two organizations to easily combine and re-combine diverse knowledge to generate new insights and ideas (Ahuja, 2000; Reagans & McEvily, 2003). Absorptive capacity also facilitates organizations to improve or generate innovation outputs from many aspects, such as product innovation, service innovation, processes innovation, innovative offering and innovative solutions (W. M. Cohen & Levinthal, 1990; Nahapiet & Ghoshal, 1998; J. C. Spender, 1996). Furthermore, the innovation performance will lead to the improvement of the organizations in terms of productivity, profitability and performances. Previous research have shown that Innovations and innovativeness eventually affect organization performance (Cainelli, Evangelista, & Savona, 2004; Calantone, Cavusgil, & Zhao, 2002). It is therefore critical to study knowledge exchange and how the combination enables the creation of intellectual capital and innovation.

Significantly, individual, team, and organization have intensified collaboration through networks and knowledge exchanges to generate innovation. The network relationships can be explained through the Social Capital Theory. The structural aspects in social capital theory are the physical patterns of social stakeholder ties that characterize the

group of actors, such as network size, ties strength, network centrality, and network configuration. Thus, it is essential to study this aspect because it is the first physical step to connect between parties (Nahapiet & Ghoshal, 1998). There are also literatures that further explained that structural social capital has significant impacts to innovation performance (Maurer, Bartsch, & Ebers, 2011; McFadyen & Cannella, 2004; Moran, 2005; Obstfeld, 2005; Rodan & Galunic, 2004; Tortoriello & Krackhardt, 2010). This leads us to pay particular attention and place importance in these aspects for this research in social enterprises. However in recent years, there are increasing research trend in the area of knowledge transfer (including absorptive capacity) and inter-organization network (Ahuja, 2000; Gulati, 1998; Inkpen & Dinur, 1998; Inkpen & Tsang, 2005; Mariotti, 2011; Powell, Koput, & Smith-Doerr, 1996). Meanwhile, scholars have acknowledged that organizations have greater access into other resources, knowledge and technology through collaboration with external partners in order to create higher levels of organization performance and innovation (Inkpen & Dinur, 1998; Inkpen & Pien, 2006; Lavie, Lechner, & Singh, 2007; B. McEvily & Marcus, 2005; Norman, 2004). Owen-Smith and Powell (2004) described the inter-organization ties as pipelines linking knowledge between firms. According to structural social capital theories, scholars have studied the impact of 'tie strength' on knowledge transfer. Strength of ties covers the frequency of interaction between stakeholders that involve partners and the degree of the joint knowledge transferred. The literatures provide insights into the relationships between the structures that can be valuable for study (Algezau & Filieri, 2010; Molina-Morales & Martínez-Fernández, 2009; Moran & Ghoshal, 1996; Putnam, 2001).



There are a number of research showing the benefits of weak and strong ties to the absorption of organizational knowledge for innovation and performances of firms. Some research also pointed out that firms can gain benefit via knowledge absorption from weak ties. Considering bridging the ties relationships of weak ties, it is important for knowledge acquisition and the access to the varieties of knowledge from partners in the networks. Along this line of thought, Putnam (2001) mentioned that bridging social capital can benefit the organization by offering the connectivity across the diversity of social group which in turn helps the firm to obtain knowledge diversity from a variety of sources. When firms strengthen connection with their networks, this in turn create higher effectiveness for the firm and network's members to promote an environment conducive to knowledge exchange and become a stimulus in the knowledge combination process of the firm (Coleman, 1988). Even though, weak ties help firm to collect a variety of knowledge, they do not guarantee the integration of (Obstfeld, 2005; Padula, 2008). This can be due to the fact that the structure of weak ties lacks the drive to intent collaboration and the depth of understanding the flow of knowledge across the boundaries of the organizations.

On the other hand, most of the literature have associated the value as benefits in the strength of ties (Granovetter, 1973, 1982; N. Lin, Ensel, & Vaughn, 1981). The strong ties support the promotion of the process of recombinant (Fleming & Sorenson, 2001) and help new knowledge to recombine with existing of knowledge and transform into something radically and brings new value to the organization (Ahuja & Morris Lampert, 2001; Henderson & Clark, 1990; Nelson & Winter, 2009; Tushman & Rosenkopf, 1992). However, for strong ties, these ties provide cohesive benefits for

social capital. What this means is that strong ties help organizations to create engagement in intense interaction that accelerate knowledge transfer (Adler & Kwon, 2002; Putnam, 2001). Subsequently, the successes of knowledge integration across firm boundaries provides mutual learning among firms in their networks. As such, the company's enhances its ability to innovate (Mariotti, 2011).

Social capital and absorptive capacity connects externally and internally of an organization respectively. According to Easterby-Smith, Lyles, and Tsang (2008), the investigation on social stakeholder ties in inter-organization dynamics knowledge sharing domain is one of the future research area of organizational knowledge transfer or the absorptive capacity of firm particularly the social network within a cluster. In addition, Easterby-Smith et al. (2008) suggested that the role of organization boundaries is an important topic that can shape future agenda. The recommendation prompts us to study the two major factors in this study. The integration of different types of knowledge through the knowledge transfer method as discussed in the absorptive capacity context have the tendency to improve organizational value in social enterprises. Economic value and social value are the results of impacts of social capital and absorptive capacity. These values help the social enterprise to remain sustainable, gain competitive advantage, and improve the performance of the social entrepreneurs which eventually leads to the improvement of the society.

Perceiving the contributive value of social enterprises, the government in 2010 established the 'Thailand Social Enterprise Office' (TSEO) as a strategic agent. According to TSEO (2015), TSEO was tasked to create environmental factors that support all the sectors of the society to foster a social enterprise culture in Thailand.

The goal of TSEO is to ensure an effective and sustainable society. Innovation and design thinking become important tools for TSEO to solve social issues through collaborative efforts by both the private and public sectors. Nonetheless, TSEO's members have clear goals to maintain their dynamic capability by improving the process of absorptive capacity in the firm; create mechanism to generate more innovative outputs and to adapt their organizations according to the dynamic situations. This is due to the fact that these enterprises desire to make effective sustainable social changes generated from knowledge that spreads throughout the society. Therefore, TSEO has a strong belief that sustainable and systemic social changes cannot be successful by just a single organization or traditional methods. It reckons that the mechanism the Thai society needs is the power of innovation among organizations to optimize knowledge sharing and transfer.

As a result, this research focuses on the research area of social capital in structural aspects (specifically in tie strength), organizational absorptive capacity, and value creations of social enterprises in Thailand. There are still potential gaps in theoretical and practitioner perspective are explained in the subsequent section. The results of this research provide a valuable contribution to society and to the academic literature.

### **1.3. Statement of Problem**

Social enterprise has significant impacts on the nation at many aspects. Social enterprise is a sustainability approach that combines the mechanisms of social, non-profit organization, economic and political to organically reduce social problems. Social enterprise also helps the government to reduce expenditures for solving social problems by using the concept of social innovation. Its mechanism creates a sustainability effect for the society which is why the Thai government wanted to promote social enterprise and support the roles of TSEO.

On a global scale, the development of social enterprises is not a new phenomenon. There are different types of support from governments and many success cases in the USA and in Europe where the concept of social enterprise has emerged. The details of the trend are provided in Chapter 2. Social enterprises support the government to allocate funds to invest in more novel financing programs to overcome social problems. It is also contributing to the strategy of building up the engagement of stakeholders to participate in solving social problems of society.

Academically, the main school of thought for social enterprises acknowledges that the 'social innovation' concept uses innovation to solve social problems for sustainability reasons. From this point of view, innovation acts as the main component to drive social enterprises. Furthermore, according to Filieri and Algezau (2014), there was a clear literature gap pinpointing to the missing link in the knowledge transfer process between structural social capital and innovation theories. This gap was identified based on a

systematic literature reviews of the past 20 years research papers (Filiari & Alguezaui, 2014).

To examine this research gap, the literature review in Chapter 3 focuses on structural social capital and value creation and linkage between the two components. This lead to identify that organizational absorptive capacity could be the missing link between structural social capital and value creation. Interestingly, from our initial observations of social enterprises in Thailand, we made a primary assumption that social capital (networks) could play a significant role in the community. The structure of network (or Structural social capital) is a fundamental principle to understand social capital of social enterprises. There are two major types of social capital namely, relational social capital and cognitive social capital. Strength of tie is one of the topics that is discussed in the structural social capital. Scholars have tried to explain the significance of tie strength in several contexts including the different type of ties strength that have significant impact in the transfer of knowledge, innovation and firm's performance (Granovetter, 1973, 1982; N. Lin et al., 1981). Apparently, additionally to the commonly studied ties strength in the commercial business context (managerial ties (business & political) and university and research tie), we identified a **1<sup>st</sup> research** gap related to the currently underexplored social dimensions ties that should be considered. The relevance of the types of ties in the social enterprise context can unfold the dismissive proposition in social enterprises in the Thailand context.

Furthermore, the flow of knowledge transferred across or/and within organizations occurs among the networks of social enterprises. It is therefore important to better understand the process of knowledge transfer via the organizational absorptive capacity. This is critical since as of to date, there is to our knowledge no research focusing on this particular issue in the context of Thai social enterprises. The literature review (Chapter 3) will explain the different aspects of organizational absorptive capacity in terms of processes, practices, and types of knowledge (tacit and explicit), etc. Interestingly, we didn't find any studies mentioning about the type of knowledge (based on the content of knowledge) to explain the absorptive capacity context. The various types of knowledge, such as managerial knowledge, technological knowledge, market knowledge and others knowledge types that are relevant in the social enterprise context, should be considered as propositions in the study of types of knowledge (content based) in affecting organizational absorptive capacity of social enterprises in Thailand. This therefore leads to our **2<sup>nd</sup> research gap** indicating the lack of research to explain the variety and importance of various types of knowledge (content based) in absorptive capacity. Subsequently, we will conduct a quantitative study that will explore the missing link between strength of ties, absorptive capacity based on the type of knowledge (content), and values that are created in service-based social enterprises in Thailand. This study will help answer our **3<sup>rd</sup> research gap**.

Moreover, structural social capital, absorptive capacity and value creation have been mainly researched in various industries and in traditional business context, but rarely in the social enterprises context. Likewise, there is also no empirical research conducted on these research domain in the context of Thai social enterprises. As such, the absence

of empirical research leads to the **4<sup>th</sup> research gap** of this research. However, the detail content of the research gaps that are indicated in this section will be explained and discussed in more details in the literature review chapter.

From the practitioner point of views, many Thai social enterprises are aware of TSEO and have actively participated in it. Most social enterprises are in their early stages of development and lack studies by their members. One of the problems is the lack of systematic network integration, the lack of prioritization of partnerships due to limited resources and time, and the limited effectiveness of knowledge transfer methods among stakeholders which include all the social enterprise partners. Members have clear goals to improve the processes and mechanisms to accelerate organizational absorptive capacity to create an effective and sustainable society. The literature has suggested that structural social capital impact innovation outputs (McFadyen & Cannella, 2004). Understanding structural social capital (tie strength) and absorptive capacity process of social enterprises can help to develop strategies to achieve effective knowledge transfer methods through networks.

As a result, the study of the structural aspects of social capital, the organization's absorptive capacity based on type of knowledge (contents base), and the social enterprise value creation of service-based social enterprises in Thailand need to be researched to fill these theoretical gaps. Additionally, the findings and results also support social enterprise intermediaries such as TSEO and SE Thailand to develop strategies and make decisions for more effective knowledge transfer methods among social enterprise and stakeholders through their networks.

#### **1.4. Research Questions**

The discussion on the background, problems and research gaps in the previous section, lead to the development of the following research questions and sub-research questions.

**Qualitative Research Question 1.** How to describe the tie strengths of Thai service-based social enterprises' network and their absorptive capacity cum knowledge types?

**Qualitative Sub-research Question 1.1.** What are the types of ties that constitute a service-based social enterprise network in Thailand?

**Qualitative Sub-research Question 1.2.** What are the specificity of the absorptive capacity of Thai service-based social enterprises?

**Qualitative Sub-research Question 1.3.** What are the types of knowledge that are transferred in Thai service-based social enterprises networks?

**Quantitative Research Question 2.** What are the relationships between strength of ties, absorptive capacity cum knowledge types, and value creation (social and economic) for Thai service-based social enterprises?

**Quantitative Sub-research Question 2.1:** To what extent do tie strengths influence the Thai service-based social enterprise absorptive capacity cum knowledge types?



**Quantitative Sub-research Question 2.2:** To what extent does absorptive capacity cum knowledge types influence the Thai service-based social enterprise value creation?

**Quantitative Sub-research Question 2.3:** To what extent do tie strengths influence the Thai service-based social enterprise value creation?

**Quantitative Sub-research Question 2.4:** What is the role of ACAP to create value in relation to the type of strength ties in a Thai service-based social enterprise network?

### **Mixed Method Research Questions**

**Research Question 3.** Does the quantitative data help explain the results from the initial qualitative phase of the study?

### **1.5. Purpose of the Study**

From a theoretical perspective, in addition to the commonly studied network ties strength of managerial ties (business & political), and university & research ties, we propose to narrow the 1<sup>st</sup> research gap by unfolding the dismissive proposition that other types of tie should be considered in the Thai social enterprises context. These additional ties will contribute to the development of the theoretical explanation and reduce the theoretical gaps in this area.

Based on limited research, we propose to study and identify the types of knowledge needed to answer our 2<sup>nd</sup> research gap. Several types of knowledge should exist as type of knowledge (content based) in organizational absorptive capacity for social enterprises in Thailand. The type of knowledge is defined according to the content of knowledge identified in current research. This will help scholars to make greater understanding of the absorptive capacity in different aspects. This aspect of explanation seems to be more tangible in explaining absorptive capacity.

Subsequently, this research proposes to explore the 3<sup>rd</sup> research gap by testing the mediating role of absorptive capacity based on type of knowledge (content) between strength of tie and value creation (economic value and social value) of service-based social enterprises in Thailand. The results of this study will include the importance and performance of each variable. Therefore, the overall research will help scholars to further understanding these context areas. The outcome of this research will contribute the theoretical area of tie strength, organizational absorptive capacity, and value creation for the social enterprise context in Thailand to be more comprehensive.

Furthermore, we propose to investigate how SE network tie strengths, their absorptive capacity process based on the type of knowledge (contents base), and their social enterprise value creation is affected by the Thai social enterprises context. This study helps to fill this 4<sup>st</sup> research gap based on an empirical research in the Thai service-based social enterprise research context.

From a practitioner perspective, the research outcomes from the findings and results will aim to provide better recommendations on effective knowledge transfer methods and community integration strategies for social enterprise intermediaries to generate effective strategic policies that drive social enterprises in the country. The ultimate results will help to improve the overall social impacts and sustainability performances in Thai social enterprises.

### **1.6. Scope of the Research**

Three main theoretical domains are engaged in this study, namely social capital (ties strength), absorptive capacity (possession), and value creation. Firstly, based on Social Capital Theory, this research focuses on the structural social capital aspect from an intellectual capital perspective. Being part of network is perceived by people as explained in terms of network size, network strength, network position and network configuration (Folliero & Algezai, 2014). This research emphasises on the tie strength aspect that refers to the nature of tie between the theoretical strong and weak ties (Dyer & Nobeoka, 2000; Gilbert & Karahalios, 2009; Granovetter, 1973; Hansen, 1999; Haythornthwaite, 2002; Marsden & Campbell, 1984; Minguela-Rata, Rodríguez-

Benavides, & López-Sánchez, 2012). The scope of focus on ties strength in this study also examines the strength of ties based on the type of each tie namely, managerial ties (business & political), and university and research tie (Granovetter, 1973; N. Lin et al., 1981; Muzamil Naqshbandi & Kaur, 2014). In addition, this research explores social stakeholder ties and social Enterprise tie to justify if they should be considered or not in service-based social enterprises in Thailand.

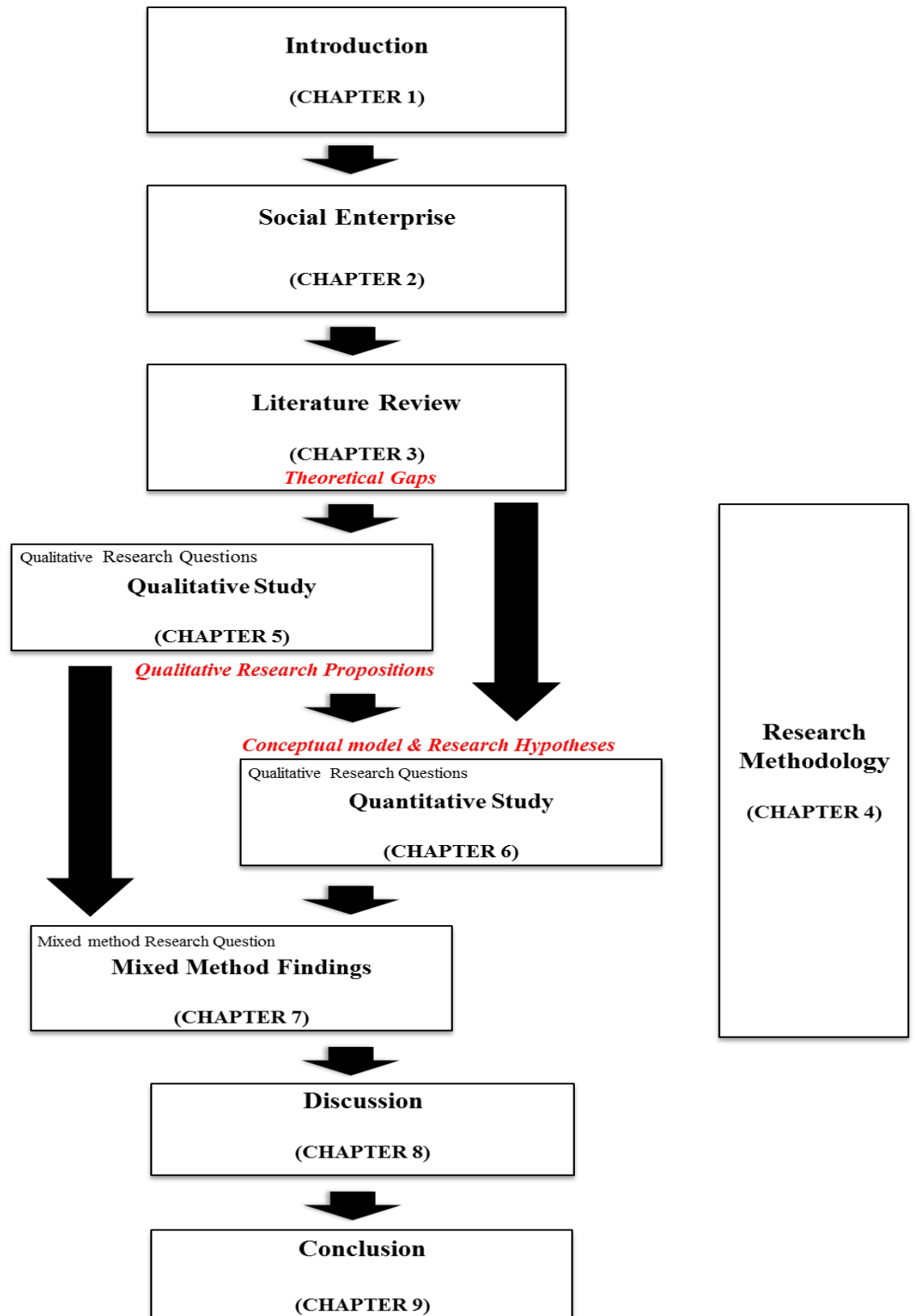
Secondly, this research undertakes the perspective of absorptive capacity theory to understand knowledge transfer. This research follows the epistemology of 'Possession' in which knowledge is associated with individuals who own and able to transferred it. This epistemology assumes that knowledge is located in the mind of an individual (Simon, 1991). This research also adopts Flatten, Engelen, Zahra, and Brettel (2011) definition and measurement to measure the organizational absorptive capacity. The measurement items have been validated across business industry. The explanations clearly highlighted that knowledge flows from external to internal from acquisition, assimilation, transformation, and utilization. In addition, it explains absorptive capacity and the types of knowledge in a combined way. The type of knowledge is content-based and it includes social enterprise managerial knowledge, technological knowledge, market knowledge and social knowledge (Sammorra & Biggiero, 2008).

Finally, value creation focuses on the value creation that is the outcome of the organizational absorptive capacity in the context of service-based social enterprises in Thailand. Examining the consequences of organizational outcomes will be valuable for the empirical research (Van Den Bosch, Van Wijk, & Volberda, 2003). The managerial decision and actions are the primary drivers for the value creation in both social and

economic perspectives (Day, 1994; Dess & Robinson, 1984; Morgan, Kaleka, & Katsikeas, 2004). Therefore, there are 2 perspectives of value creation that are relevant to the service-based social enterprises context, namely economic value creation and social value creation. This research follows the concepts of economic value creation and social value creation which lead to the financial and social performances of social enterprises. This research follows subjective measurement using the method by Liu, Eng and Takeda (Liu, Eng, & Takeda, 2015).

The scope of our population is at the organizational level of service-based social enterprises across Thailand. Those service-based social enterprises have been registered in the list of intermediary organization networks of TSEO, Ma-D, and SEs in Thailand. This list of organizations has been approved as service-based social enterprises by the intermediaries. Based on all the available databases, there are only 103 service-based social enterprises listed in Thailand. More discussions are presented in the later chapter.

## 1.7. Structure of the Dissertation



The overall structure of this dissertation follows the research processes. It starts by chapter 1 the introduction section that describes the background, statement of problems, research questions, purpose and scope of this research. Following by chapter 2, that describes the research context of Social enterprises. The literature review, in Chapter 3, presents and discusses our main theoretical research domains in order to identify the theoretical gaps of this research. Chapter 4 presents the research design and methodology that will be used to answer our research questions. Meanwhile, chapter 5 the qualitative study part, presents our exploratory research findings. This part will lead to the development of qualitative research propositions based on our exploratory case study. Based on the research propositions developed in chapter 5 and based on the learnings from our literature review in chapter 3, in Chapter 6 we will develop our conceptual model and its related quantitative research hypotheses that we will for the chapter 6. In the meantime, this section will describe our main research variables, measurements and the variable operationalization. The quantitative analysis results that answer our quantitative research questions will be presented in this chapter. Subsequently, the qualitative research findings from chapter 5 and the quantitative research findings from chapter 6 will be integrated to answer our mix-method research questions in chapter 7. Afterwards, in chapter 8 we will discuss the overall integrated learnings from our study. Finally, chapter 9 will present the conclusion of our research including the research findings summary, contributions, and recommendations.

## **1.8. Conclusion**

This chapter provided a detailed overview of this research. The background of the research, as well as its purpose, significance and scope were presented. The problems and research gaps that propel this study were identified and clearly stated. As such, the Qualitative, Quantitative and Mixed-method research questions of our research were stated with a clear understanding of the background, current problems/limitations and identification of the initial research gaps. Finally, the structure of the dissertation was presented following the research process.



## **CHAPTER 2: SOCIAL ENTERPRISE**

### **2.1. Introduction**

The chapter explained the research context for the foundational understanding to the background concept of social enterprises. This chapter provided the focused on the overall concept concerning the historical evolution of social enterprise, the definitions and principles based on different schools of thoughts, the progresses of social enterprise practices in various regions in the world and the current development of social enterprises in Thailand. The in- depth discussion enabled the identification of the various types of social enterprises which are critical for the analysis and adaptation of the research context in this study.

### **2.2. From Entrepreneurship, Entrepreneur, and Enterprise to Social Enterprise**

The words ‘Entrepreneurship’ and ‘Entrepreneur’ originated from a traditional French ‘entreprise’, which undertook projects as its business activity. Chell (2007) defined ‘entrepreneur’ as someone who undertook a commercial enterprise and often engaged in the activity depending on the assessment to their personal financial risk. As such, they considered themselves having the roles from the owner and manager of the business to the proprietor who controlled the day-to-day business activities. Therefore, entrepreneur characterizes themselves as the main leading actor assuming the economic and functional role. Nevertheless, such enterprises also depended on the chambers where much emphasis were given to any projects that were bold or dangerous. As for

the term 'Entrepreneurship', it is referred to as the disciplined knowledge system with principles supporting entrepreneurialism.

In the twentieth century, enterprise and entrepreneur research in academic concept had the tendency not to use the word 'enterprise' but there were some exceptions especially when used to identify set of individual type or class of behaviors, activity, or structure (Chell, 2007). On the other hand, theory of entrepreneurship has been re-conceptualized focusing on the consequences of the application as in the Trait theory to examining entrepreneurial personality as a nature of what an entrepreneur should be (Bouchikhi, 1993; Chell, 1985; Shaver & Scott, 1991). Other researchers became interested with the role of entrepreneurs in business establishment and the sets of behaviors associated with the business operation (Gartner, 1988). There were also some researchers who perceived social enterprise as a complex model that embeds cognitive decision making process (Krueger & Carsrud, 1993). Despite the various definitions, there were differences over the construction of the necessity in business funding or sufficiency condition of entrepreneurship (Chell, 2000). Others attempted to understand the conditions to distinguish between an entrepreneurial led enterprise and a small business (Carland, Hoy, Boulton, & Carland, 1984). Furthermore, there were even discussion papers that touched about the 'opportunity recognition' as an attribute of entrepreneurial (Gaglio, 2004). Subsequently, the direction towards objective behaviors of entrepreneur generate much interest linking social enterprise to the creation of values to a specific community (Chell, 2007).

Nevertheless, the definition and boundaries of social enterprise remained unclear and narrowly concentrating on the objectives of achieving efficiency in social and economic

business purposes (Austin, Stevenson, & Wei-Skillern, 2006). With the wide gap to an agreed definition, it is not surprising that even scholars acknowledged that there is no universal meaning for social enterprises (Baltaca, 2011).

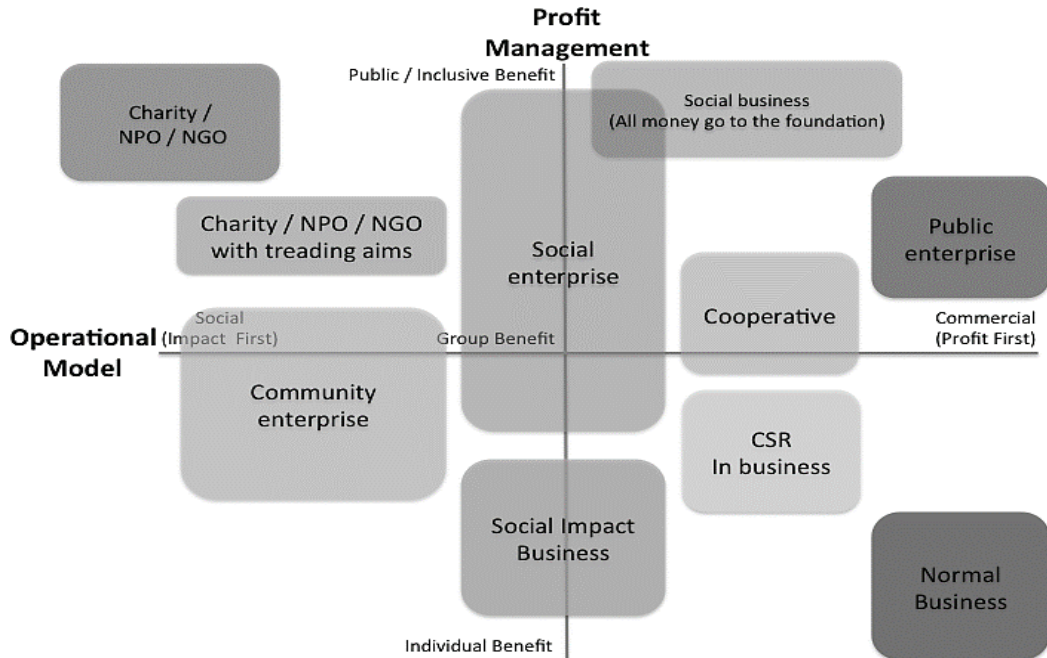
The term social enterprise is situation dependent and context sensitive. The current definitions are often unclear and overlapping. Apparently, each country has a definition of its own. These definitions are based on the details of the particular country. According to the Figure 1 that shows the Gray area in which organizations are often loosely referred to as 'social enterprise' across the commercial enterprise and NGO (TSEO, 2014). For Figure 2, it indicates the different dimensions, profit management and operational model of social enterprise in comparison to others social organizations as well as normal business operations. The operational dimension makes the first considers based on social aspects (social first) and then on the commercial aspects which concern profits making. In terms of profit management, the enterprise would consider individual benefit, group benefit, and public (inclusive benefit) (TSEO, 2014). Table 1, further indicates the comparison of characteristics between social enterprise and normal business to highlight the distinction among the two groups.

**Figure 1: Organizations loosely referred to ‘social enterprise’**



Source:Adapted from (TSEO, 2014)

**Figure 2: Different dimension of social enterprise comparing with others social organization**



Source: (TSEO, 2014)

**Table 1: Comparison of characteristics between social enterprise and normal business**

	<b>Social Enterprise</b>	<b>Normal Business</b>
<b>Emphasis</b>	Revenue Generation & Social Benefit	Revenue Focus
<b>Common Organizational Type</b>	Association/ Cooperative Nonprofit SMEs	SMEs
<b>Focus</b>	All Nonprofit Activities Human services	Profitable Activity
<b>Recipient Involvement</b>	Limited & Common	Common
<b>Strategic Development</b>	Foundations & Government	Commercial organizational
<b>University Research</b>	Business & social Science	Business
<b>Context</b>	Market & Social Economy	Market Economy
<b>Legal Framework</b>	Lacking & Underdeveloped but Improving	Developed
<b>Driver</b>	Social Innovation	Business Innovation

Source: Adapted from (Kerlin, 2006)

Evidently, the term social entrepreneurship has been commonly used to refer to entrepreneurs who have initiated environment or/and social mission that eventually reinvest their surpluses to support their mission in the longer ran (Petrella & Richez-Battesti, 2014). However, in the 1980s economic crisis, social entrepreneurship encountered many budgetary and financial constraints. In response, governments began to engage in greater interaction between public and private sectors in the hope to counter the new challenges. This became the turning point where social enterprises embrace four important aspects in terms of social, environment, economics, and sustainability (Petrella & Richez-Battesti, 2014).

The new emphasis embraced the new social needs which was perceived as a form of social innovation where, which social entrepreneurs sought innovative solutions to overcome social problems. Petrella and Richez-Battesti (2014) described social innovation as an emerging phenomenon of theoretical construct, which concerned an ongoing research in the area of social transformation. Seemingly, this has become increasingly important in many parts of the world especially in the US, Europe, and Asia for social enterprises to enhance its capacity to reconcile the value creation in a larger-scale of the economics development.

According to Petrella and Richez-Battesti (2014), Social entrepreneurship are favorable in crisis context as in the 2008 economics and financial crisis in the U.S.A and Europe. Noticeably, it was also a time where people became interested in social innovation. . Take for instance, the Obama's administration established the Office of Social Innovation and Civic Participation at the White House with the objective to encourage businesses to focus on innovative community solutions and partnerships to overcome economic shortfalls.

The European Community, on the other hand, created a series of stimulus to accelerate growth in social innovation and the promotion of social entrepreneurship roles. Interestingly, these business initiative further led to significant actions taken. The development of social enterprise in the U.S.A and Europe occurred about the same period. Prior to the mid-2000s, there were no social enterprise connection between them (Petrella & Richez-Battesti, 2014).

In the US and United Kingdom, social entrepreneurship has been characterised as a competitive process of marketing which is client orientated. In addition, it adopts a management method based on private sector that gears towards public value management (Benington & Moore, 2011).

In the United States, the Harvard Business School was the first institution to launch the Social Enterprise concept. It was later followed by many universities and institutions accelerating the progress of supportive programs for social enterprises (Defourny & Nyssens, 2010). In the 1980s, many entrepreneurs started their operations in the non-profit sector with social missions for American. By 1990s, these operations began to integrate and endorse the social entrepreneurship concept.

In Europe, the European Research Network or Emergence des Entreprises Sociales (EMES) was introduced in the 1990s as well. Italy was the first country in Europe to kick off and work with EMES with the launch of cooperative program for social mission and the movement was recognized by law in 1991.

### **2.3. Social Entrepreneurship, Social Entrepreneur and Social Enterprise**

Social entrepreneurship, social entrepreneur and social enterprise are three commonly used words that are interchangeable relevance in this area. However, there are differences in definition to each terms. is much diversity of their definition (Helmsing, 2015). However, there is some common trend on each definition of the word.

The term Social entrepreneurship is a broad concept to define the overall system of social from a commercial perspective. It embeds a large umbrella to cover many different activities and processes in developing social wealth (Santos, 2012). The analogy of social entrepreneurship approach pays greater attention on both the organizational process and the entrepreneurship collective dimensions (Petrella & Richez-Battesti, 2014). Helmsing (2015) further explained that the definition of social enterprise covered 4 aspects, namely the personality of the entrepreneurs, the scope of operation, the resources they deploy and the mission of social value creation. The scholar suggested that the first three were context dependent and not frequently used for the general definition. Elaborating the process of social entrepreneurial in different contexts is significant to uncover the social issue for an enterprise solution under social entrepreneurship (Helmsing, 2015).

Social entrepreneur, on the other hand, focuses on the individual entrepreneur or the personal characteristics and behaviors (Mair & Marti, 2006). In other words, social entrepreneur refers to the person who is the owner of social business ventures. Social entrepreneurs normally have strong vision for impactful social change. With this positive approach, individuals focus their core entrepreneurial talents to solve social problems as the main purpose (Drayton, 2002).

(Petrella & Richez-Battesti, 2014) also referred social enterprise as the tangible outcomes of social entrepreneurship. Such enterprises seek to achieve their visions as well as taking risks. They need creativity and leadership skills to support the social business venture. Nevertheless, the definitions of social enterprise are also developed based on the various schools of thought.



#### **2.4. Alternative School of Thought and its Definitions of Social Enterprise**

Academically, social enterprise has been defined in many ways and these definitions depend upon the researchers and policy makers (Haugh, 2005). Take for instances, DTI (2001) highlighted a general agreement terminology for social enterprise as an independent organization that respected social and economic goals leading to the accomplishment of social objectives and obtaining financial sustainability through commercialization. K. Alter (2007) added more aspects to social enterprises citing that they are “any business venture created for a social purpose mitigating or reducing a social problem or a market failure and to generate social value while operating with the financial discipline, innovation and determination of a private sector business” (p.27). Reiterating the social role of the enterprise, the Organization for Economic Co-operation and Development (OECD) categorized ‘social enterprise as the non-profit sector’ but clarifying that ‘has become more entrepreneurial than other non-profit organizations’ (OECD, 2013).

Despite the attempts to a more agreeable definition, scholars in social enterprise area across the world are still contesting and debating about the appropriate definition for social enterprise in today context. Researchers like Young and Lecy (2014) tried to pinpoint the essential nature of this terminology citing that coming up with a universal agreed definition of social enterprise is much challenge but would be a great contribution to help researchers in ensuring consistency in the research studies. Currently, the common definitions of social enterprise acknowledges social enterprises as organizations that integrate social purposes with the pursue of profits making in the marketplace. However, it remains a highly abstract definition (Young & Lecy, 2014).

An analysis of the literatures in the past twenty years, highlighted several common taxonomies in the classification of social enterprise. Seemingly, since the 1980s, the concept of social enterprise has expanded globally and developed by various schools of thought. However, some social entrepreneurship failed to fit into the definitional scope of existing schools of thought. A new perspective from practice has emerged. According to Dees and Anderson (2006), there are two mainly schools of thought. The first places emphasis on making profit and creating social impact, while the second gears towards earning income and promoting social innovation. However, there are some aspects that are mutually exclusive for both schools. Subsequently, an integration occurs with the emergence of a new perspective in Earned Income.

#### **2.4.1. 'Earned Income' School of Thought**

Originally, this was an approach based on the non-profit to commercial ideology. Massarsky (2006) defined social enterprise based on the number of publications that concerned non-profit organizations that sought alternate funding strategies with the starting of business activities to achieve income earning. This approach solves the non-profit's organization funding problem and reliance on the decreasing public grants as well as the raising difficulties to obtaining private donations. As a result, the new approach drives these organizations towards market-based commercial activities to obtain revenue from their consumers to sustain r their social objectives.

There are also signs from early literatures that various organizations have extended their socially directed venture following the social enterprise orientation even though they are profit inclined organizations (Defourny & Nyssens, 2010). This new social implication makes the term social enterprise more complex with the inclusion of the

types of organizations that is for profit and non-profit organization into consideration in refining an appropriate definition. In other words, the new perspective links market-base commercial activities to serve their social objectives as 'social enterprise'. Furthermore, S. Alter (2002) and A Nicholls (2006) indicated that when a social enterprise reaches a high level of business operation, the more it is to become a fully self-funded business organization. This prompted researchers like Di Domenico, Haugh, and Tracey (2010) expanded the definition of social enterprise to incorporate the idea of the selling of the products and services with social objectives and independently financial sustainability.

Defourny and Nyssens (2010) explained that formally known as Social Enterprise schools of thought, the Earned Income perspective has been widely accepted and adopted as a terminology. Apart from the academic world, practitioners have also provided their insights and contributed to the refinement of the definition from their practical viewpoints. The business practitioners have used social enterprise concept in a border mean to set initiatives. The new trend therefore allows both the non-profit and profit to explain the social enterprise concept with reference to the significant social-objectives undertaking instead of focusing solely on the non-profit scope.

As a result, scholars renamed this school of thought to cover all theoretical proposition as the 'Earned income' school of thought replacing the former. With the transition, scholars also make clear distinction between earlier concept that focuses on non-profit to the 'commercial nonprofit approach'. In addition, the Earned Income denotes connotation all forms of business organizations that significantly related to the social-objectives as 'Social-objective business approach' (Dees & Anderson, 2006).

Among the researchers in the Earn Income, one of the popular scholars in this school of thought is Muhammad Yunus who defines social enterprise as a ‘social business’ or a non-dividend organization that does not distribute all profits to its shareholders (Yunus, 2007). The social business organization needs to gain profit by covering all its production costs and reimburse the capital invest without dividend as they serve their social mission. In developing their activity process, it differentiates itself from social charities which are not dependent on donations or/and public subsidies. However, qualifying of the word social business is widely used for organizations that aim for limited profit redistribution that can be both ‘for profit’ or ‘not for profit’ from the organizational value proposition.

#### **2.4.2. ‘Social Innovation’ School of Thought**

Dees and Anderson (2006) came up with a new school of thought called ‘Social Innovation’. This perspective concentrates on how social enterprise creates new and better ways to meet social needs or address social problems. The dynamic of social innovation as a central role is driven by social entrepreneurs who aim to achieve social missions by being innovative, dynamic, creative, and possession of leaderships. Schumpeterian innovation concept and entrepreneurial creative destruction are some concepts that have been influenced by this school of thought (Defourny & Nyssens, 2010). The goal of social entrepreneur is to be a change maker with social mission but to follow the typical characteristics of entrepreneurs. The sense of social innovation is based on individual characteristics rather than business model or organization form. This school of thought pays attention more on outcomes of social impacts than the incomes received. The entrepreneur is a change maker to create new combinations of

some of novelty outputs in different levels such as, new services, new quality, new production methods, new factors of production, new organizational structure , and new market entry (Defourny & Nyssens, 2010).

From this school of thought, Dees (1998) proposed the most commonly accepted terminology in defining social entrepreneurs. In social sector, the scholar identified the word 'Change agents' as the mission of social entrepreneurs in recognizing and pursuing new opportunities so as to create sustainable social values of their missions During the process, social entrepreneurs continuously engage in learning, adaptation, and innovation within their enterprises. Importantly, these social entrepreneurs have to demonstrate high sense of responsibility for the outcomes that are created by their actions and works.

Since in the beginning of 1980s, some well-known foundations such as Ashoka have been established to support social innovation. Until recently, these foundations have gained internationally recognition and continue to encourage further social entrepreneurs' professional development especially in nonprofit organizations. There are also other institutions such as the French business school, ESSEC has been developing program called the Social Entrepreneurship Chair of the ESSEC School to support social entrepreneurs which is in line with the concept of social innovation.

Nevertheless, event many social enterprise concepts have originally initiated and started up for non-profit sector. In spite of the progress, Defourny and Nyssens (2010) opined that the development in social innovation school of thought has resulted in the

blurred frontiers and opportunities of social innovation between social enterprises, private sector and profit sector.

### **2.4.3. Integration Between Both Schools of Thought**

Emerson and Twersky (1996) introduced a more effective approach of directing non-profit organizations from being sole market orientated to the vision of business establishment methods. The new approach ensures that the social enterprises gains better funding and also increases social and economic value. . Emerson (2006) further explain the impact of the increase of double bottom line and the contribution of ‘blended value’ have on the balancing of the integration between economics value and social value derived from strategy particularly in the early stage. Defourny and Nyssens (2010) highlighting the important contribution in reducing the gap between the two schools of Earned Income and Social Innovation. The narrowing of gap allows the social enterprises to attain effective results of both economic and social benefits.

Moreover, Defourny and Nyssens (2010) also took into consideration about the diversity and common values beyond these two schools of thoughts. These factors are perceived as more important. According to Emerson (2006), social enterprises particularly in America shared common visions in the way they viewed social value, assessed social impact, sought social innovation, deployment of market-based resources as well as managerial practices. It does not matter if the organization are profit or nonprofit, public or private, or any organization status, if there are sharing the common vision as mentioned above, they are considered to be social enterprise (Emerson, 2006). However, the gap still remains between industrial practitioners in the

field and among academic scholars, foundations, or social consultancy (Defourny & Nyssens, 2010).

### **2.5. Social Enterprises in the United States and Europe**

Some scholars also attempted to contrast the differences in between social enterprises in the United States and Europe. In her research, Kerlin (2006) compared and contrasted social enterprise between the two continents and found that the social enterprises in the United States encountered more challenges in many areas as compared to those in Europe. Seemingly, Europe particularly the western European countries had more strategically development and greater state and legal supports. There were greater recipient involvement as Depicted in Table 2, are the major factors taken into consideration make comparison o of social enterprises between the United States and Europe (Kerlin, 2006).

**Table 2: Comparing overview of Social enterprises in The United states and Europe**

	<b>The United States</b>	<b>Europe</b>
<b>Emphasis</b>	Revenue Generation	Social Benefit
<b>Common Organizational Type</b>	Nonprofit	Association/ Cooperative
<b>Focus</b>	All Nonprofit Activities	Human services
<b>Type of social enterprise</b>	Many	Few
<b>Recipient Involvement</b>	Limited	Common
<b>Strategic Development</b>	Foundations	Government/ EU
<b>University Research</b>	Business & social Science	Social Science
<b>Context</b>	Market Economy	Social Economy
<b>Legal Framework</b>	Lacking	Underdeveloped but Improving

Source: Adapted from (Kerlin, 2006)

However, the social enterprises in both regions can learn from each other. Kerlin (2006) suggested that European social enterprises have many good practices which their American counterpart can follow and one of the areas concern recipient involvement. There are also good learning points for the European as well in terms of the range of services they can expand as well as the use of contacts from the government for their social enterprises. Particularly, social enterprises in Europe can provide potential guidance in terms of program beneficiary or the practice of recipient in the social enterprises. Another area that the US can learn from Europe is the governance roles in their social enterprises. European governing boards operate by multi-stakeholders embrace democratic management style to build a more civil society and this in turns reinforces and strengthens the democracatic process in business operations. In contrast, the social enterprises in the US is based on the marketization process which weakens



the civil society. Multi-stakeholder governance helps individuals to build up social capital by bringing people from the community together. The management style of democratic reinforces the nature of democratic practices at all levels. In addition, the USA state or federal government can also learn from Europe about how to foster environment to support the creation and development of social enterprises. As mentioned by Kerlin (2006) that the principles applied for comparison are significant to support social enterprise practices in the US economically, legally, and administratively. The adaptations allow the US develop a more sustainable and favorable environment for social enterprises.

As for Europe, the European social enterprises can also learn the best practices of America social enterprises Social enterprise activities in the US have a broader range of services than European. One distinctive non-profit activities is the environment protection programs. Another aspect relates to the expansion of service supports which the European social enterprises can learning. There are many other different income generating activities the European counterpart can adopt to increase their earning. . Other strategies include partnerships with profit oriented companies, cause related marketing (i.e. co-branding of for profit products and services), the formation of for profit subsidiaries by non-profits among others, and sales of related products or services (Sealey, Boschee, Emerson, & Sealey, 2000). However, these suggestions vary depending on how the European social enterprises define their social enterprises (Kerlin, 2006). Last but not least, Borzaga and Defourny (2001) advocated that social enterprises in Europe could also strengthen their operations by encouraging locals and central governments to support their initiatives.

## **2.6. Social Enterprises in Thailand and Local Context Definition**

Social enterprise is also an approach to a more sustainable social economy in many developed and developing countries. Noticeably, every country has some common characteristics that derive from the various different schools of thought and the reason being that there is a high degree of generation in terms of definitions (Young & Lecy, 2014). However, scoping down to the local context definition in Thailand is necessary. A provided definition by the Thai government under the Act to promote social enterprises in 2019, According to the definition from Thai government in the Act for promote social enterprise 2019 (Parliament, 2019) stating that social enterprise refers to a company, partnership, juristic person or other juristic person, established under the Thai law to engage in the production, and distribution of goods or services with social objectives as the main objective of the business.. (Parliament, 2019)

The 2019 Act stating the main conditions to be classified as social enterprise are listed as follows:

- 1). Promoting employment to individuals that enable them to solving problems or developing community, society or environment as beneficial returns to the society.
- 2). Having an income that is not less than 50% from the sales of goods or services from the business operation. With the exception of business that does not wish to share profits with partners or shareholders with income less than fifty percent from the distribution of products or services.

3). Allocating at least 70% of profits to purposes of:

3.1.) Sharing of profits with business owner or

3.2.) Distributing no more than 30% of the total profits from the investment with the shareholders. Note that, in one's own business has a production process or service in accordance with (1) or business expansion for purposes under (1).

Based on the criteria stated in the 2019 Act on Social Enterprises, this study adopts the definition provided as the research is carried out in Thailand. The adopted definition is deemed on the basis that the study of social enterprise is situational dependent and context sensitive. Therefore, this research will follow the above definition by (Parliament, 2019) where this research content is conducting in Thailand.

Although many Thai academics and practitioners are aware of the provided criteria and given definition, there is still a lack in the research on social enterprises in Thailand , (Lochanaphaiboon, 2014). As such, the Thai Government Office encourages scholars to conduct research in this area (TSEO, 2015). Highlighting the research gap in this field, Haugh (2005) suggested that research should focus on the impacts of asset transfer and asset development (including tangible and intangible assets) in social enterprises as they provide useful information for the source of asset and the sector. Knowledge is considered as one type of the important intangible assets that can help social entrepreneurs to create values. According to (Haugh, 2005), some researchers had pinpointed the problems and constraints to transfer assets, and the long term solutions for sustainable social enterprise development. In addition, (Haugh, 2005) also

suggested the study of the nature and opportunities for values creation by exploring external innovation of social enterprise. These studies would be beneficial to the all sectors and policy makers. Furthermore, K. Alter (2007) identified two significant enabling elements namely innovation, entrepreneurship, and market approaches for social enterprises to create value for social improvement.

Generally, social enterprises share three common characteristics namely social purpose, enterprise approach, and social ownership. Social purpose relates to the way organizations generate social change and social impacts to solve social problems or market failure. For enterprise approach, it is the use of innovation, commercial mechanism, entrepreneurship, market opportunity, strategic-orientation, discipline and factors determining a for-profit business. As for social ownership, it refers to the increase in the sense of belonging of the social enterprise by engaging in environmental and social issues. This sense of belonging may not be necessarily reflected in the legal structure. Innovation has been practiced within the social enterprises as a driving force for effective social change. There are many opportunities to help disadvantage people, alleviate poverty, and reduce social exclusion, with the improvement of the areas of health care; arts, and cultural; employment; housing assistance; social care; provision of education, and enhancement of environment. Those improvements can be created through innovation. The exploration and exploitation of opportunities facilitate the generation of value with the identification of new approaches to improve existing products and services, enhance system, to generate income with the implementation of a new strategy or a new way to deliver existing services exploiting available resources (Haugh, 2005). An overall comparison of social enterprises in USA, Europe and

Thailand is presented in Table 3 shows the comparison on overview social enterprises of Thailand comparing with the United States and Europe. From the table, it is clear that there are some factors common with the social enterprises in America. The areas of similarities include focus, recipient involvement, and university research. On the other hand, there are also common features with the European counterparts. The shared area include types of social enterprises and legal framework. Notably, there are also mixed factors such as emphasis, strategic development and context between the United States and Europe. ;. Interestingly, small and medium enterprises has been categorized as the common organization type for social enterprises in Thailand

**Table 3: Comparing overview of Social enterprises in The United states Europe and Thailand**

	The United States	Europe	Thailand
Emphasis	Revenue Generation	Social Benefit	Revenue Generation & Social Benefit
Common Organizational Type	Nonprofit	Association/ Cooperative	SMEs
Focus	All Nonprofit Activities	Human services	All Nonprofit Activities
Type of social enterprise	Many	Few	Few
Recipient Involvement	Limited	Common	Limited
Strategic Development	Foundations	Government/ EU	Foundations & Government
University Research	Business & social Science	Social Science	Business & social Science
Context	Market Economy	Social Economy	Market & Social Economy
Legal Framework	Lacking	Underdeveloped but Improving	Underdeveloped but Improving

Source: Adapted from (Kerlin, 2006)

## **2.7. Cycle of Social Enterprise Development in Thailand**

The development of social enterprises in Thailand evolve in a 3 stages cycle. The three major phrases comprise of Startup, Early & Sustaining stage, and Scaling phase. These stages are critical for the survival and growth of the Thai social enterprises.

### **2.7.1. Startup Stage**

In this stage, a new group for social entrepreneurs becomes aware and expressed interest in the social enterprise concept. The establishment can be carried out by individuals or groups This is also a stage whereby the entrepreneurs enter the process of establishing various forms of enterprises.. It can take about two years at this initial stage for the new generation of professional groups or individuals to become engaged in the social issues.

The main problem and concern for the entrepreneurs at this stage is the level of understanding towards the social issues that need to be addressed. Most entrepreneurs use the ‘problem insight’ approach and design an appropriate business model. Importantly, business strategies have to be feasible. As such, design thinking and market analysis on consumer demand and business operation cost are crucial to the success or failure of the enterprise development. The biggest challenge at this stage are the ability to acquire sufficient sponsorship or financial capital and the present of supporting system. The financial capital support should be based on the objective for prototype and market study of that social enterprise (TSEO, 2014).

### **2.7.2. Early & Sustaining stage**

At the early and sustaining stage, the social entrepreneurs have well established the social organization with business modeling suitable. The main problem and concern surround the need to make sure that the social enterprises survive and able to function under normal market mechanism. The biggest challenge for the social entrepreneurs is to obtain sustainable financial capital which can come in the form of low interest loans or any venture capital. The funding is needed to manage human capital and enterprise process capital or working capital. In addition, acquiring business coaching and mentoring, building business partner networks and connecting and linkage to supply chain are vital. . Worth noting is that the larger ordinary enterprises can provide the essential support to the smaller ones (TSEO, 2014).

### **2.7.3. Scaling**

At the scaling stage, the work of the medium sized social enterprise groups have gained acknowledgement and recognition from their consumers. This signifies the approval and support of the general market mechanism. Some of these social enterprises may transform their previously operation structure such as foundations, public organizations and government organizations to social enterprise organizations. As in the normal business operation, the main concerns of social enterprises focus on expansion, growth, and research and development. In addition, it is also a phrase whereby they tried to differentiate themselves to gain competitive advantage in the market. Innovation play a significant role in the organization and efforts to collaborate with research institutes, other network partners, and the private sector become prominent. . The expansion of the social enterprises at this stage to gain access to larger capital funding emerges as

another critical factor. To acquire more funds, the social enterprises can resort to loans or external investments. However, these lone and external investments must not conflict and conform to the foundation ideals of the founders or the organizations. This may be a difficult process especially for when a nonprofit organizations with long history and unfamiliar with funding involving a third party. Many of these social enterprises at this stage do not desire rapid development but are rather contented with naturally and sustainably growth. As such, the key challenge for social enterprises at this stage is to understand the importance and value of business growth that will create high impacts on society. Social enterprises can generate large scale social impact through private partnership because they can plan to raise funds from outside without affecting the goals of the organization. This enables them to have the chance to create innovative products, services and interesting business models (TSEO, 2014).

## **2.8. Typology of Social Enterprise in Thailand**

The ecosystem in the Thai social enterprise context can be divided into 3 main levels based on the roles of the organizations.

The first level is the policy making organization. The Thai government established a strategic agent named ‘Thailand Social Enterprise Office’ (TSEO) to create the needed environmental factors and supporting all the sectors of the society to develop a social enterprise culture in Thailand (TSEO, 2015). The purposes of TSEO are to support and encourage social enterprises through intermediary organization and networking to obtain capital and reach out to the market. The organization has to facilitate social



innovation and drive Thai social enterprises into action by creating social enterprise awareness, identifying Thai social enterprises limitations, and developing capitals and recourses for Thai social enterprises. Hence, the ultimate goal of TSEO is to ensure an effective and sustainable society.

TSEO has four main responsibilities. First, they have to administer the registration of social enterprises. Second, they assume the role of a policy maker, working directly with to the government to form laws and regulations supporting social enterprises. Some of the regulations include tax subsidies policy for Thai social enterprises. Third, TSEO has to facilitate social enterprise in areas of networking, knowledge transfer, and innovation. Finally, it is entasked to organize meetings, conferences, and workshops for social enterprises in Thailand.

At the second level is the intermediary organizations for social enterprises. According to TSEO (2015), there are nine intermediary organizations that facilitate activities for Thai social enterprises. Howells (2006) broadly defined intermediaries as set of actors in the innovation process who performed a variety of tasks. The actors play different roles in the innovation process. The two major characteristics that distinguish intermediaries. Intermediary can be perceived as an organization or/and as a process (Howells, 2006). There are many terminologies used in describing intermediaries roles; intermediary firms (Stankiewicz, 1995), bridgers (Bessant & Rush, 1995; Zaheer & McEvily, 1999), third parties (Mantel & Rosegger, 1987), brokers (Hargadon & Sutton, 1997; Provan & Human, 1999), information intermediaries (Popp, 2000), and superstructure organizations (Anderson, Reder, & Simon, 1996). In this research, we view intermediaries as an organization and refer them as intermediary organizations.

Presented in Appendix A is a list of intermediaries and information on the purposes of organizations, their business models and tasks. More than half of intermediaries are educational institutions or universities. Some of them have operated in two different roles, both intermediaries and social enterprise organizations such as Ma-D.

The third and final level is the social enterprise firm. These are firms that comprise of both registered and non-registered in the markets and are considered as social enterprise firms. The typology and detail are discussed in the following section base on both academic and practitioner evidences. TSEO (2014) pointed out that nowadays many organizations have tried to explain and classify the typology of social enterprise base on common characteristics.

Yunus (2007) called social enterprise as social business while defining them based on the benefits of social target. The first as in 'type one', focus on any businesses that deals solely on social objectives. Take for instance, the products or services that are produced for the benefits of poorer people or any targeted group to solve a specific social problem. The second as in 'type two' are enterprises that are owned by the poor or disadvantaged people that take up any profit maximizing business. The owners receive direct dividends or some indirect benefits. For example, this could be any product from the needy people but exported to an international market and the net profit would return back to benefit the specific community in need of help. However, TSEO (2014) based on its observation of the social enterprises in Thailand, has identified 5 distinctive business models typical of the Thai social enterprises.

Based on TSEO (2014), the five social enterprise models are as follows:

1. *'Plough-back-profit model'*: This model emphasizes on the business that has high revenue which enable the enterprise to bring profit to support its social work or social activities. The business itself may not necessary has direct impact or any relevance to the social issue. The good example of this category is the Cabbages & Condom restaurant in Thailand.
2. *'Cross-subsidy model'*: This model emphasizes on the business that offers some amount of its profit from selling products or service in the market to subsidy the price of product or service of the poor or disability people. This model is less popular in Thailand. An example of this model is the Grameen Danone yogurt which the social enterprise sold at normal prices for the urban consumers. The profit margin enable the enterprise to subsidy its yogurt sold in the countryside. This allow the yogurt to be sold at a cheaper price for the poorer people. . Therefore, when the yogurt price is cheaper, the local people in countryside are able to buy and consume the yogurt they produced. Another example is the Friend of TOMS campaign where the 'One-for-One' initiative allows a disabled child in the countryside to receive a free shoe from TOMS SHOES with every purchase from their customer.
3. *'Social need model'*: This business model stresses on the process, products, or/and services of the business that impact the social issue. This model requires strong social innovation concept for support. Some example of this model include Lemon firm, Chophya abhaibhubejhr Hospital, and Villager Innovation Company.
4. *'Beneficiaries-owned model'*: This model emphasizes on the ownership by the social target likes the disabled people or marginalized group. The first example of this

model is the Gramin Bank. The stockholder who are also the poorer people is the target group who deposit money. A second example is the TRY ARM, an underwear and bra company in Thailand. The stockholder of this company are also the ex-employee who were effected by the ununfair dismissal of the previous underwear and bra company.

5. '*Work integration model*': The fifth model focuses on the Employment for the underprivileged in the normal business operation. For example, 1479 call center outsources where the company employs disability people from the Redemptorist Foundation For People with Disabilities.

TSEO (2014) further explained that the uniqueness of the social enterprise situation in Thailand differentiates Thai social enterprises from that of other country. Uniquely, many of the established social enterprise organizations are linked to the institutions under the Thai Royal Family. A good example is the Mae Fah Luang Foundation that emerged through the initiative of former Thai king's mother Princess Srinagarindra, From this point of view, it such social enterprises are treated in highly specialized manners, particularly the level of support from the society. Such support embeds strong local social targeting, governmental commitment to assist, and acknowledgement from the general Thai citizens that ensure the success of the social enterprises' projects. From the society and readiness of the capital, there is higher degree of replication of those models that links to the loyal institution. As such, the model is not so easy to reprocess by today's modern entrepreneurs. The discussed factors should be considered in the Thai social enterprise context.

## **2.9. Conclusion**

In this chapter, an in-depth discussion of the background to the research context encompassing the history and development from entrepreneurship, entrepreneur and enterprise to social enterprise from various contexts. A further differentiation in terms of terminology relating to social enterprise has been provided. A comparison between the between social enterprise and normal business enhance a better understanding of the social enterprise context in Thailand.

This chapter also seeks to clarify beliefs from different schools of thought ranging from Earned income, Social Innovation, and Integration between the two schools. A further description on the social enterprise situations in different continents particularly in the United States, Europe, and Thailand in terms of practices and the situation are also included. Specifically, the social enterprise in Thai context including its scope of definition based on the local context has been identified as the core focus in this research. The last section comprises the cycle of social enterprise development from the startup stage to scaling and the different models and typologies of social enterprise based on various scholars are also discussed.

## **CHAPTER 3: LITERATURE REVIEW**

### **3.1. Introduction**

This literature review chapter explains the theoretical background underpinning this research and identifies the research gaps and the development of the research assumptions and hypotheses. The first section in the chapter examines the literature related to the main theoretical domain of Social Capital Theory and provides an in-depth explanation of the two critical elements underpinning this theory. The first concerns intellectual capital and the second involves the structural aspect of social capital, which also comprises strength of ties and different types of tie strength.

The next section reviews the concept of absorptive capacity and how it is connected to the concept of knowledge transfer in Thai social enterprises. The section introduces the literature fundamental to understanding knowledge, the management of knowledge and inter-organizational knowledge transfer taking into consideration absorptive capacity of the organization. Absorptive capacity is considered a significant component of dynamic capability. A further analysis on the knowledge categorization in absorptive capacity is carried out with emphasis on the content of knowledge.

In the third section, the review focuses on the literature related to the value creation concept and existing definitions to clarify the services provided by social enterprises in Thailand. This is important as it lays the foundations for the research context. The last section explains the linkage between tie strength, absorptive capacity and value creation in Thai social enterprises. Importantly, in this section, the research examines the missing link as the mediator effect of absorptive capacity to tie strength and value

creation. The literature review presented in all four sections will also help to develop the primary research framework based on the theoretical gaps identified in the literature.

## **3.2. Social Capital**

### **3.2.1. Social Capital Overview**

Social capital is the key factor in the socio-economic context which has emerged since 1980s (Bueno, Paz Salmador, & Rodríguez, 2004). It has been widely discussed by many scholars. One of the seminal works by N. Lin, Cook, and Burt (2001) defined social capital as “the sum of current and potential resources incorporated in, available in, and derived from the network of relations possessed by an individual or social unit”. Since then, the definitions and concept have been further developed making the studies in this area more complex. Nevertheless, all the definitions acknowledge the social relationships of individual or collective entity and social capital as well as the accessibility of resources in such relationships (N. Lin et al., 2001).

As social capital is multi-dimensional, it has been used in many academic fields for measurement and concept building. The definitions and interpretations vary across different academic domains. Bueno et al. (2004) explain that there are 4 main conceptual approaches in Social Capital Theory summarized in Table 4, which comprise Economic Development Driven, Social Responsibility and Ethics, Corporate Governance Codes, and Intellectual. This research proposes to adopt the intellectual approach, as it is able to explain the knowledge-based view of the study.

### **3.2.2. Social Capital in Intellectual Capital**

In recent years, there has been increasing interest in the area of intellectual capital within Social Capital Theory. Intellectual capital has been used to explain how the unit(s) such as individual, group, and/or organization transfer knowledge and generates innovation (Inkpen & Tsang, 2005)., Nahapiet and Ghoshal (1998) also pointed out that there were three dimensions in social capital, namely structural, relational, and cognitive. Structure social capital is described as part of the network ties that people, groups, and organization associate with. Filieri and Alguezaui (2014) saw structural dimension playing a dominant role in the Social Capital Theory from an intellectual capital perspective. This aspect has been much investigated in the literature. Relational Social Capital, on the other hand is used mostly in the social context. The theory explains how the sense of belonging, sharing of trust, practice norms, obligation and confidentiality develop relationships in networks. The third dimension, Cognitive Social Capital, is commonly presented through the network that is inspired by the principles of confidentiality and attitude of knowledge sharing. Some practical examples of this theory include community of practice and community of interest.

Filieri and Alguezaui (2014) also highlighted the significant role of structural social capital. As this is the first physical step to connect between network members, the structural dimension thus acts as an access gate for network members to combine and exchange intellectual capital (Nahapiet & Ghoshal, 1998). As the fundamental theoretical concept of network, it is important to recognize and understand this structural dimension. For this research, the scope of study will therefore focus on the dimension of Structural Social Capital at the analysis level of the inter-firm.



### **3.2.3. Structural Social Capital**

Nahapiet and Ghoshal (1998) associated the structural dimension of social capital as the patterns of social stakeholder ties that characterized the group of actors. It concerns the properties of the social system and relations in the networks as a whole. In addition, a number of scholars have focused on Structural Social Capital at the inter-firm level (Mu, Peng, & Love, 2008; Phelps, 2010; Schilling & Phelps, 2007; Shan & Walker, 1994; Smith, Collins, & Clark, 2005). Filieri and Alguezaui (2014) identified four major areas of study in Structural Social Capital, namely network size, tie strength, position in the network, and network configuration. Size of network refers to the number of ties from small to large. From the perspective of ties, the strength of network ranges from weak to strong ties. Centrality refers to the position in the network which discusses the participants of the networks at the central to peripheral. Network configuration focuses on the cohesive network and structure hole. Table 4 presents a summary of Social Capital Theory.

**Table 4: Summary of Social Capital Theory**

<b>Social Capital Theory</b>
<ul style="list-style-type: none"> <li>• <b>Economic Development Driven</b> (Confidence, civic behavior and associatively strength the social networks, contributing to be sustainable economic)</li> <li>• <b>Social Responsibility and Ethics</b> (Social capital expresses the degree of social integration and responsibility with respect to the whole society and its agents and groups. It is based on value and attitudes, such as confidence, cooperation, safety, principals, ethics, compromise and ethics” )</li> <li>• <b>Corporate Governance</b> (Ethics and corporate governance code have a positive impact on the creation of social capital, stimulating the solidarity and overcoming market imperfections)</li> <li>• <b>Intellectual Capital</b> (a component of intellectual capital. It is based on a set of values and the subsequent indicators such as confidence, loyalty, sincerity, compromise, transparency, honesty and ethic)</li> </ul>

(Source : Bueno et al., 2004, p.560)

<b>Social Capital in Intellectual Theory</b>
<ul style="list-style-type: none"> <li>• <b>Structure Social Capital</b> (being part of network is perceived by peoples social capital theory in intellectual topic and have investigate the most in the literatures.)</li> <li>• <b>Relational Social Capital</b> (sense of belonging and confidential in developing relationship in a network.)</li> <li>• <b>Cognitive Social Capital</b> (the common interest though the network that inspired by confidential principle and attitude of knowledge sharing.)</li> </ul>

(Source : Nahapiet & Ghoshal, 1998, p.251)

<b>Structural Social Capital</b>
<ul style="list-style-type: none"> <li>• <b>Network size</b> (number of tie - large vs. small)</li> <li>• <b>Tie Strength</b> (nature of tie - strong vs. weak)</li> <li>• <b>Position in the network</b> (centrality - central vs. peripheral)</li> <li>• <b>Network Configuration</b> (cohesive network vs. structure hole)</li> </ul>

(Source: Filieri & Alguezaui, 2014, p.732)

### 3.2.4. Strength of Tie

This research focuses on the perspective of the inter-organizational tie strength, which refers to the nature of strong to weak ties in organizational networks from an individual to organizational level. The focus of the majority of research tie strength has been from an organizational network perspective (Gilbert & Karahalios, 2009; Granovetter, 1973; Haythornthwaite, 2002; Marsden & Campbell, 1984). Generally, tie strength is explained as the characteristic of the link between two nodes that determine the, directions, means, and expressions of communication between the nodes. Furthermore, the motivation, needs, and desires for communication is also determined in tie strength context (Chu & Kim, 2011; Granovetter, 1973; Haythornthwaite, 2002).

There are 2 main dimensions to define tie strength. Firstly, scholars have defined strong ties as the frequency and relationships between two agents that frequently interact with high intensity among parties over the relationships (Dyer & Nobeoka, 2000; Hansen, 1999; Minguela-Rata et al., 2012). Hansen (1999) classified strong ties based on three characteristics. First, the greater availability and intention to assist of the transmitter in ties. Second, the supporting of relationships in ties that enables the development of mutual understanding. Thirdly, the engagement of two-way interaction of transmitter to prove, fail, and seek for the instructions and feedback.

The second dimension relates to the different approaches to define strong and weak ties. Granovetter (1973) defined tie strength as the amount of time, emotional intensity, intimacy and mutual services characteristics of tie. Marsden and Campbell (1984) later redefined and tested the measurement of Granovetter's (1973) concept, by explaining that the best indicator for tie strength was the closeness that enabled the measurement

of the intensity of emotion within the relationships. Krackhardt (1992) further developed the Philos relationship, the special type of relationships in strong ties where the people felt affectionate and like when they interacted with each other as stated in the theories of interactions. However, Marsden and Campbell (1984) and Uzzi (1997) supported the measurement by duration and frequency due to the tendency of overestimating the strength of ties. The tie strength is related to subjective output aspects such as, affection, respect and reciprocity. As a result, this research follows the definition of tie strength based on Granovetter that tie strength is the level of closeness in relationships that assess by "the intensity of emotional in relationships" between two nodes (Granovetter, 1973, 1982, 1985).

In addition, there was also a number of scholars that measured strong and weak ties as the separate entities (Dubini & Aldrich, 1991; Elfring & Hulsink, 2007; Granovetter, 1982; Uzzi, 1997). Nevertheless, Hite (2003) investigated embedded (strong) and non-embedded (weak) ties in detail by raising the question of whether there was any clear-cut distinction between strong and weak ties. Hite supported the scale range of market based ties from non-embedded (weak) to embedded relational (strong) ties citing that there were non-separate entities or the end of a continuum between strong and weak ties (Hite, 2005). This research follows the ties strength measurement based on Hite's point of view (Hite, 2003, 2005).

Furthermore, many scholars explained tie strength in inter-organizational context based on different type of ties namely; business tie, political tie, and university & research tie (Granovetter, 1973; N. Lin et al., 1981). Many studies provided insights into the relationships among the different types of tie strength that can be of value for studying

different research settings (Alguezaui & Filieri, 2010; Molina-Morales & Martínez-Fernández, 2009; Moran & Ghoshal, 1996; Putnam, 2001). This research explains the inter-organizational ties strength based on types of each tie in service-based social enterprise research context in Thailand. However, none explain this concept in the context of social enterprise in Thailand, as in doing so here, this study will contribute to a better understanding of the tie strength theories.

### **3.2.5. Strength of Managerial Ties (Business & Political), University & Research Tie, Social Enterprise Tie, and Social Stakeholder Tie**

#### ***Managerial Ties (Business & Political)***

Granovetter (1985) defined managerial ties from the dimensions of individual to firm levels. For an individual, managerial ties include the participation to mobilize personal contacts for the benefits of business opportunity purposes. The organization level, relates to the effort by the firm to cooperate with their business partners to obtain and sustain their competitive advantage opportunity (Powell, 2003). In both dimensions, there are two sub-ties, namely the government or political tie and the business tie (Chung, 2012; Peng & Luo, 2000). Geletkanycz and Hambrick (1997) described managerial ties as the associated interaction with the boundary-spanning activities of executives, which signifies part of social capital. Peng and Luo (2000) discovered that the strength of managerial ties helped firms gain external information and resources for competitive advantage. Wong and Ellis (2002) found that the organization with strong managerial ties had more chance to contact their partners and generate more opportunities with favorable business partners.

Business tie refers to the connection of the firm to the other firms' executives such as suppliers, buyers, and competitors (Chetty & Holm, 2000; Chung, 2012; Dubini & Aldrich, 1991; Johanson & Mattsson, 2015; Luo, Hsu, & Liu, 2008). A good relationship with suppliers helps an organization acquire good quality of materials, services, and delivery time. On the buyer side, the firm is able to obtain customers' royalty, higher sales volumes, and reliable payment. Good relationships with executives at competitors' firm enhance the organization's capacity to facilitate possible inter-organizational collaboration and implicit collusion with each other. These good relationships minimized uncertainties and risks that might occur. Williamson (1985) also indicated that the opportunity of inter-organizational relationships was the opportunity for the firm to reduce the transaction costs. Pfeffer and Salancik (2003), recommended that the more uncertainty in the environment, the more likely the mobilization of informal ties that could occur with managers at other firms. Chen, Liu, and Cheung (2014) found that the business tie had an inverted U-shape relationship with radical innovation.

In addition, political or government ties represent the networks of the firm and political field connected with various levels of government, regulatory bureaus and public organization (Chetty & Holm, 2000; Johanson & Mattsson, 2015; J. J. Li, Zhou, & Shao, 2009). Luo et al. (2008) also referred to the political tie or government tie as any firm's economics transaction that interacts with government officials. Walder (1995) added that government had the power to approve projects and allocate resources. Due to government intervention, it remains a risk to many enterprises (Nee, 1992). In the Chinese business environment context, Chinese executives remark that the state

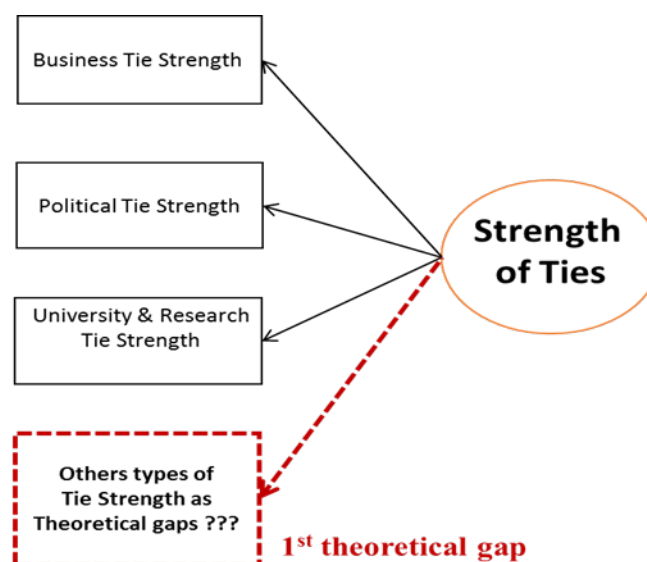
regulatory regime is the most influential, complex and unpredictable among the eight environmental factors that impact enterprise performance (Justin Tan & Litsschert, 1994). The Chinese context can also be applied to the Asian business context based on the fact that they have a somewhat similar nature to the business environment. To overcome the problem of uncertainty related to the government, the executives naturally have disproportionately greater contact with the government office (Pfeffer & Salancik, 2003). The top management in the enterprise has better ties connected to government offices that can support the firm where problems might arise, as well as create better performance. Chen et al. (2014) found out that political tie had a positive relationship with radical innovation of the firm.

### ***University & Research Tie***

University and research ties refer to the connection to the universities and research centers. There is limited research in this area to date. Laursen and Salter (2004) suggest that since firms are increasingly connected to universities and research centers, the university and research tie should be considered and included in the strength of ties area of the study. Muzamil Naqshbandi and Kaur (2014) later demonstrated that the university and research ties and research center ties influence the in-bound open innovation process in high-tech industry. Figure 3 shows the overall framework of tie strength and the theoretical gaps are highlighted. Surprisingly, even though social enterprise distinguish themselves by their social dimension, there is no research that mentions any type of ties that relate to the social dimensions and social enterprise that describe their tie strength for transferring knowledge and/or creating value. Thus, in addition to the commonly studied tie strength in the commercial business context

(managerial ties (business & political) and university and research tie), there are research gaps relating to the service-based social enterprise context. For instance, that there might be other types of ties that should be considered from a social perspective. The relevance of the types of ties in the social enterprise context are necessary to better understand and support social enterprises in the Thai context which leads to *the qualitative sub-research question 1.1 “what are the types of ties that constitute a service-based social enterprise network in Thailand?”* The qualitative part of this research study aims to explore this issue in more depth. This in turn will help develop the model that will be tested in the quantitative part of this study.

**Figure 3: The overall theoretical framework of Ties strength**





### **3.3. Knowledge Transfer and Absorptive Capacity**

#### **3.3.1. Knowledge**

Knowledge has a significant influence in today's economy which is increasingly becoming a knowledge-based economy where the capabilities to manage organizational knowledge are critical and more importantly, knowledge is one of the main factors for firm innovation capability and gaining competitive advantage (Grant, 1996; Nonaka, 1994; J.-C. Spender, 1994; Zack, 1999). Davenport and Prusak (1998) defined knowledge as "a fluid mix of framed experiences, values, contextual information, and expert insight that provides a framework for evaluating and incorporating new experiences and information" (p. 5). Moreover, Knowledge is not just in the form of documents or repositories, it can be embedded in firm's routines, processes, practices, and norms (Davenport & Prusak, 1998).

Many scholars consider knowledge as the raw material for innovation and the transfer of knowledge within and/or between firms and is thus essential to be a source of innovation (W. M. Cohen & Levinthal, 1990; B. McEvily & Marcus, 2005; Powell et al., 1996). The discussion and combination of existing knowledge innovative approach can generate innovations (W. M. Cohen & Levinthal, 1990; Henderson & Clark, 1990; Kogut & Zander, 1992).

In general, the term of knowledge and information are used interchangeably (Nonaka, 1994). However, although they are related, there is a clear distinction between them. Information is a message flow or meaning that changes or restructures knowledge (Machlup, 1983). Information helps to produce knowledge by learning from

information (Dretske, 1981). Knowledge is created and organized by information flow, while information is the message flow. There are two main epistemological views of the way to characterize knowledge possession and practice (Marabelli & Newell, 2014). The details of these two views are further explained in the section 3.3.6 of this chapter.

### **3.3.2. Knowledge Transfer versus Knowledge Sharing**

There are terminologies to explain the action and movement that is commonly used in the context of knowledge - knowledge transfer, knowledge sharing, and knowledge exchange. According to Paulin and Suneson (2012) there is an overlap between knowledge transfer and knowledge sharing. Jonsson (2008) identifies a blurriness or lack of clarity and often knowledge sharing and knowledge transfer are used interchangeably. In addition, Liyanage, Elhag, Ballal, and Li (2009) maintain that “many authors and researchers have failed to provide a clear-cut definition for knowledge transfer and, at times, it has been discussed together with the term “knowledge sharing” (p. 122).

Initially, there are two different research streams that deploy the terms knowledge transfer and knowledge sharing. In the first stream, the terminology appears in the literature of technological transfer and product innovation that discusses the communication and relationships between units (Allen, 1977; Clark & Fujimoto, 1991). As for the second stream, the most influential article is from Nonaka (1991), who described the type of knowledge in terms of tacit and explicit knowledge and these terms have been used to discuss knowledge transfer and knowledge sharing issues but the author did not explicitly mentioned these terms, “Explicit knowledge is formal and systematic. For this reason, it can be easily communicated and shared” (Nonaka, 1991)

(p. 102). An attempt has been made to merge the concepts based on the two mainstream school of thoughts. Nonaka and Takeuchi (1995) maintain that knowledge sharing is a critical stage in knowledge transfer. As this is the starting point of the critical stage of theoretical reemergence of knowledge sharing and knowledge transfer, many scholars accepted the notion of the integration. The concepts have been extensively and gradually developed and where these terms have been used interchangeably but later there have been attempts to use them separately. According to Paulin and Suneson (2012), the similarity and differences in use of the terms 'knowledge transfer' and 'knowledge sharing' were based on the past literatures in these streams. First, the authors found "the level of analysis" was the common dividing line to differentiate between knowledge transfer and knowledge sharing. Knowledge sharing is more frequently used by researchers who want to focus on the individual level of analysis., Knowledge transfer is more frequently used when the researchers focus more in groups, the organization or business level of analysis (Argote & Ingram, 2000). There is a question around the validity of this view from another group of researchers (Wei Choo & Correa Drummond de Alvarenga Neto, 2010).

As for "the basic view of knowledge", it derives from the main differentiation of knowledge transfer and knowledge sharing. According to Sveiby (2007), the two views of knowledge, that are 'Knowledge as an object' (KO) and 'Knowledge as a subjective contextual construction' (KASCC) have considerable influences on the research in knowledge transfer and knowledge sharing.

From the KO perspective, Sveiby (2007) reviewed the literature and highlighted the variations from this perspective; knowledge contained in stock, derived from the

content or its form, or act as implicitly objects. For instance, Sveiby (2007) mentioned the case that used a metaphor of transportation to explain KO. This case concerns Cagotec (a Swedish company) and involves the handling of cargo and transfer of their manufacturing solutions to reach the heavy forklift from their main manufacturing facility in Sweden to the plant in China between 2005 - 2006. After that, manufacturing set up was replicated without the initial stage applied to the local context which became their strategy. The products were designed in Sweden and reassembled in China. On the individual level, the operator from Sweden acted as instructor in order to transfer knowledge to Chinese operator who visited Sweden to learn how to assemble the reach stackers.

On the other hand, the discussion of KASCC is based on personal knowledge, whereas knowledge is something that is constructed in the social context. In addition, the social context cannot be separated from its context or individual (Polanyi, 1958). Moreover, many researcher subscribed to this view including (Nonaka, 1994), (Nonaka & Takeuchi, 1995) and (Sveiby, 2007). According to Sveiby (2007) there are several concepts that seen to be connected to KASCC. For instance, sense making which is a process to understand the world by an ongoing social retrospective process and dependent on the situation in which it is situated and constructed (Weick, 1995). Endsley and Garland (2000) and Klein (2008) explained that the process of sense making started from a personal brain function or a mental model of the world. Humans act as an actor in each situation and compare the situation with the mental model to understand the situation. Endsley and Garland (2000), introduced 'situation awareness', which was a process from the sense making, which explains how to develop the

perspective of the situation based on three different levels. The first level is the perception of situation that focuses on the perception in certain events or cues and their surrounding environment. At the second level, the individuals comprehend the situation, process on how knowledge can be combined, interpreted and retained. The last and third level is referred to as the protection stage of the situation, where individuals give a prognosis of the current situation in their minds for possible future actions.

Paulin and Suneson (2012) recommend that the choice of using knowledge transfer and knowledge sharing might be influenced by these different views. Based on a review of the relevant literature, Paulin and Suneson (2012) observed some bias when researchers used the term knowledge transfer from the point of view of knowledge towards KO. The bias can still be found when using the term knowledge sharing in the literature if there is the use of knowledge trend toward KASCC perspective. However, after reviewing the literature on knowledge management, Paulin and Suneson (2012) summarized the blurriness of knowledge transfer and knowledge sharing is associated mainly in the views and understanding of knowledge that has been used. Thus, there are clear indication that the researchers who use the term knowledge transfer are drawn more towards to the KO perspective, whereas the researchers who use the term knowledge sharing have a tendency towards the perspective of KASCC (Paulin & Suneson, 2012). This study will focus more on knowledge as an object based, focusing on transportation of knowledge via the network as well as considering the dynamic capability from the ability to absorb knowledge (absorptive capacity) to create

innovation output. Therefore, this research uses the term knowledge transfer instead of knowledge sharing.

### **3.3.3. The Development of Knowledge Transfer**

The concept of knowledge transfer began in the early 1990s with and associated with the transfer of knowledge with the firm knowledge-based theory (Grant, 1996; Kogut & Zander, 1992). Among the early researchers, Szulanski (1996) developed the concept of knowledge transfer based on intra-firm knowledge and referred to knowledge as the stock of the organization. Subsequently, in the later 1990s and early 2000s, the focus of knowledge transfer context shifted from knowledge based to more of a firm's strategic level. The new context was discussed more in empirical research than just as a theoretical concept.

Among the literature on knowledge transfer Osterloh and Frey (2000), analyzed this from an individual level. Their research integrated the psychological and sociological theoretical aspects to the knowledge transfer context by investigating the effect from extrinsic and intrinsic motivations of individuals in the organization. Hansen (1999), on the other hand, examined knowledge transfer from a group or business unit level at the intra-organization level. This research investigated the role of weak ties in knowledge sharing among sub-units in intra-organization.

In contrast, Gupta and Govindarajan (2000) explored the intra-organization knowledge flow in the context of multinational corporations. Tsai (2001) studied absorptive capacity, innovation and firm performance across intra-organization unit level. Last but not least, Paulin (2002) and Paulin (2006) did research at the inter-organizational level

and noted that recent research on knowledge transfer are analyzed under inter-organizational level. Paulin (2002) and Paulin (2006) investigated the knowledge transfer process across the automotive industry specifically focusing on the production and verification process. Both Easterby-Smith et al. (2008) and Van Wijk, Jansen, and Lyles (2008) studied intra and/or inter-organization knowledge transfer. Particularly, Easterby-Smith et al. (2008), indicated a number of issues in both theoretical and practical aspects under the area of inter-organizational knowledge transfer and raised the question of “How does the process of knowledge transfer unfold at different levels of analysis?” The authors also linked the study to the individual level. Moreover, this track of research has been further developed by Liyanage et al. (2009) highlighting that “knowledge transfer is the conveyance of knowledge from one place, person or ownership to another” (Liyanage et al., 2009) (p. 122).

#### **3.3.4. Knowledge Transfer in Knowledge Management**

Taxonomies identifying knowledge in knowledge management literatures include independent versus systemic and simple versus complex knowledge (Garud & Nayyar, 1994). Polanyi (1966) also used the taxonomy of knowledge by types; tacit versus explicit knowledge. Explicit knowledge refers to know-what, easy to codify and communicate (transfer) through the media in formal languages such as documents, Enterprise Resource Planning systems, books and libraries (Polanyi, 1966). On the other hand, tacit knowledge is the know-how which is more difficult to codify and transfer in language form. Tacit knowledge is also embedded in the mind of the individual (Nonaka & Takeuchi, 1995). Filieri and Alguezaui (2014) highlighted the types of knowledge that have been well studied among researchers. Both types of

knowledge are significant to the organization as tacit knowledge has a tendency to create more strategic value because it is more difficult to replicate and specific in context (Pérez-Luño, Wiklund, & Cabrera, 2011; Zack, 1999). Argote and Ingram (2000) defined knowledge transfer as the process through which a piece of knowledge was acquired in one situation and applied to another. This definition differs from other scholars who have also developed distinctive concepts and definitions for knowledge transfer.

### **3.3.5. Organizational Knowledge Transfer**

Knowledge transfer at intra and inter firm levels have been widely investigated in many studies because knowledge transferred helps firms to attain competitive advantage (Van Wijk et al., 2008). Organizational knowledge transfer is defined as the process through which individual, teams and organizations exchange and receive information and the knowledge is influenced by the experiences and knowledge of others (Van Wijk et al., 2008). Importantly, the integration of different knowledge is required for organizational knowledge transfer to enhance knowledge based and performance of knowledge recipients (Argote & Ingram, 2000). Van Wijk et al. (2008) pointed out that apart from the study that focuses on the explicit knowledge transfers (Argote & Ingram, 2000), there are some alternative research topics of knowledge transfer processes with related approaches. For instance, research that considered knowledge sharing (Hansen, Mors, & Løvås, 2005), knowledge flows (Gupta & Govindarajan, 2000); knowledge acquisition (Darr, Argote, & Epple, 1995), knowledge creation (Capaldo, 2007), exploitation (March, 1991) and knowledge exploration (Grant and Baden-Fuller, 2004).



There is evidence that organizational knowledge transfer needs both internal and external sources as these are important influencing factors for organizational performance and innovation (Van Wijk et al., 2008). However, this research proposes to investigate transfer knowledge across organizations (inter-organization). In addition, Inkpen and Tsang (2005) suggested that inter-organization knowledge transfer is more complicated than intra-organization knowledge transfer. However, Knowledge transfer is a complex phenomenon as it is not easy to achieve successful knowledge transfer (Easterby-Smith et al., 2008).

### **3.3.6. Inter-organizational Knowledge Transfer**

The transferring of knowledge inter-organizations has been characterized in a relatable way but in diverse practices. The past research defined it as the knowledge flows or knowledge movement across boundaries of organization (Easterby-Smith et al., 2008; Gupta & Govindarajan, 2000; Van Wijk et al., 2008), the sharing of knowledge between organizations (Appleyard, 1996; Hansen, 1999; Postrel, 2002), and the relationships of knowledge distribution in an inter-organizational network (Powell et al., 1996; Spencer, 2003b). The competitiveness of inter-organization relationships creates 'the learning competition' among those alliance partners while they engaged in knowledge transfer (Hamel (1991). For other scholars, inter-organizational knowledge transfer has been referred to as the grafting of new knowledge among alliance partners (Hamel, 1991; Lane, Salk, & Lyles, 2001).

The knowledge transfer phenomenon beyond organizational boundaries has been variously explained in different studies. One approach seeks to focus on the calculation of risks and the benefits of inter-organizational knowledge transfer as a firm strategy

(Appleyard, 1996; Hamel, 1991; Postrel, 2002). Hamel (1991) further suggested the reduction of partner dependency, increasing bargaining power and gaining a competitive advantage over partners and to stay outside the collaboration as some of the aims and goals for every organization to achieve while engaging in competitive collaboration with their strategic partners. Unintentional knowledge leakage in inter-organizational knowledge transfer is becoming an important concern that may cause negative externality for an organization such as the creation of new rivals (Becerra, Lunnan, & Huemer, 2008; Hamel, 1991). Due to the risk of knowledge transfer, it makes companies less willing to share knowledge with their alliance partners that may lead to conflicts and eventually degrade the knowledge transfer between networks (Kogut, 1988; Lyles & Salk, 1996; Postrel, 2002).

In relation to knowledge transfer, organization learning is often perceived from a social constructivism perspective. Brown and Duguid (1991) opined that “the communication of practice” is significantly associated to the access of new knowledge in the alliance network of inter-organizational knowledge transfer (Hansen, 1999; Lave & Wenger, 1991; Powell et al., 1996). The most appropriate strategy to achieve sustainable competitive advantage is the approach of sharing knowledge among alliance partners to create a global innovative system (Spencer, 2003a).

According to the relevant literature, 'Possession' and 'Practice' are the 2 main epistemologies (the ways of characterizing knowledge) and key concepts to explain knowledge transfer (Marabelli & Newell, 2014). Based on the epistemology of 'Possession', knowledge is associated with individuals who possess it and enable it to be transferred. This epistemology assumes that knowledge is located in the mind of an

individual (Simon, 1991). It is able to share and be transferred even if it has a sticky nature (Szulanski, 1996). The classical perspective of procession is explained by Nonaka and Konno (1998) who assumed that the individual knowledge transfer, or developing the common knowledge to understand things, is where knowledge originates from individual cognition, can be spread out to the group and organization levels. On the other hand, the epistemology of 'Practice' implies that knowledge is translated and needs to be applied to the consequence context where the process of knowledge absorption in each transfer phase are not straightforward. Nonaka and Konno (1998) further indicated that from the practice perspective, knowing is created by actions and cannot be transferred. However, the mediators can facilitate the interpretation and re-creation of knowledge in different environment settings (Bresnen, Edelman, Newell, Scarbrough, & Swan, 2003; Brown & Duguid, 1991; Lave & Wenger, 1991; Marabelli & Newell, 2012). The knowledge transferred is also associated with socio-material contexts where it is created (Bourdieu, 1977). Although individuals or organization own some knowledge, knowledge is associated with context, situations, and practices that occur with day-to-day interactions including the interaction with material objects (Leonardi, 2011; Marabelli & Newell, 2014; Orlikowski, 2007). The perspective of practice also implies an outstanding relationship between knowledge and practice (Nicolini, 2011). There are groups of scholars who have agreed that the two perspectives of knowledge are contradictory to each other (Gherardi, 2009; Nicolini, 2010, 2011). Nevertheless, some scholars argue that both concepts are complementary (Anderson et al., 1996; Cook & Brown, 1999; Marshall & Rollinson, 2004). This research follows the complementary view of knowledge (possessed) and knowing (practice) where they are recursively and mutually composed.

Interestingly, Marabelli and Newell (2014), pointed out that there had been very few scholars who were aware of the importance of combining the traditional possession concept of knowledge, with the practice perspective of knowing together in the knowledge transfer and/or absorptive capacity context.

The perspective of process on inter-organizational transfer of knowledge also pays attention to the nature of barriers and knowledge flow between the networks (Argote, McEvily, & Reagans, 2003). According to the literature, inter-organizational knowledge transfer has been influenced by the following factors; the characteristics of knowledge flow between the donor and recipient organizations (Gupta & Govindarajan, 2000; Lane et al., 2001; Mowery, Oxley, & Silverman, 1996), the knowledge nature (Chakravarthy, McEvily, Doz, & Rau, 2003; Kogut, 1988; Simonin, 1999a, 2004), and the dynamic of inter-organizational interaction (Inkpen & Dinur, 1998; Kostova & Zaheer, 1999; Tsang, Nguyen, & Erramilli, 2004; Van Den Bosch, Volberda, & De Boer, 1999; Yli-Renko, Autio, & Sapienza, 2001).

Some scholars have moved beyond the conceptualization of inter-organizational knowledge transfer by examining the improvement of firm performance via the learning process between organizations and among the alliance networks (Katila & Ahuja, 2002; Lane et al., 2001; S. K. McEvily & Chakravarthy, 2002; Mowery et al., 1996; Steensma, Tihanyi, Lyles, & Dhanaraj, 2005; Tsai, 2001; Zahra, Ireland, & Hitt, 2000). Martinkenaite (2011) added that the concept of inter-organizational knowledge transfer has been considered as the strategy for decision-making, context, process, flow and the outcome from the inter-organization learning. (Martinkenaite, 2011) further recommends that future research should examine the important questions the why and

how of organizational transfer of knowledge between firms, the barriers of transferring knowledge, what and where context of knowledge transfer particularly across boundaries, and the subsequent outcomes of knowledge transfer.

### **3.3.7. Inter-organizational Knowledge Transfer Processes**

In the process of knowledge transfer at the inter-organization level, some studies have focused on individual knowledge transfer. For examples, Capaldo (2007) studied knowledge creation as a relevant process to the outputs of knowledge transfer activities and as an approach to generate new knowledge; new products, processes, skills or capabilities resulting from the combination of existing knowledge. March (1991) highlighted two other directions in knowledge sharing. First, knowledge exploitation where the organization deploys its existing knowledge to come up with new values. Second, knowledge exploration, which happens when an organization involves learning activities that enable the development of new products and services. Take for instance breakthrough from innovations. Exploration is a long-term orientated strategy to generate new knowledge, while exploitation is short-term based in the adoption of existing knowledge to come up with incremental innovations (Grant & Baden-Fuller, 2004).

Harryson, Dudkowski, and Stern (2008) points out that focusing on knowledge transfer was insufficient as it excludes transformation and the integration of knowledge into commercial innovation and thus there is a need to provide a holistic approach that allows the complete process to be considered.

In relation to the intensity of knowledge transfer, W. M. Cohen and Levinthal (1990) highlighted another critical component that is the absorptive capacity of the organization. Absorptive capacity is the ability to recognize the valuable knowledge, assimilate and utilize the knowledge in the most effective manner (W. M. Cohen & Levinthal, 1990). Maurer et al. (2011) in their research include searching, mobilization, assimilation, and utilization in the conceptualized of knowledge transfer to the organization's absorptive capacity. Filieri and Alguezaui (2014) refined the knowledge transfer process with five key definitions of Knowledge search, Knowledge access, Knowledge assimilation, Knowledge integration and Knowledge utilization. *Knowledge search* entails the activity of the individual/group/focal firm in looking for and identifying useful knowledge that is produced externally". *Knowledge access* (or acquisition) is "the activity of accessing to externally generated knowledge that is critical to an individual/group/focal firm's operations". While *Knowledge assimilation* (or absorption) is "the process of analyzing, processing, interpreting and understanding the knowledge obtained from external sources", *Knowledge integration* (or combination) concerns "the activity of combination of new external knowledge with existing internal one". Lastly, *Knowledge utilization* (or use) is "the use of available knowledge" (p. 730). Table 5 summarizes the different definitions of knowledge transfer process in the literature.

**Table 5: Definitions of knowledge transfer process**

Authors	Knowledge transfer process				
	K. access (search & acquisition)	K. assimilation (absorption)	K. integration (combination)	K. utilization (use)	others
Cohen & Levinthal (1990)		✓ (Absorptive Capacity)			
March (1991)	✓ (Exploration)			✓ (Exploitation)	
Capaldo (2007)					✓ Knowledge creation
Harryson et. al. (2008)			✓	✓ (Transformation)	
Maurer et. al. (2011)	✓	✓		✓	
Filieri & Alguezaui (2014)	✓	✓	✓	✓	

### 3.3.8. From Knowledge transfer to Absorptive Capacity

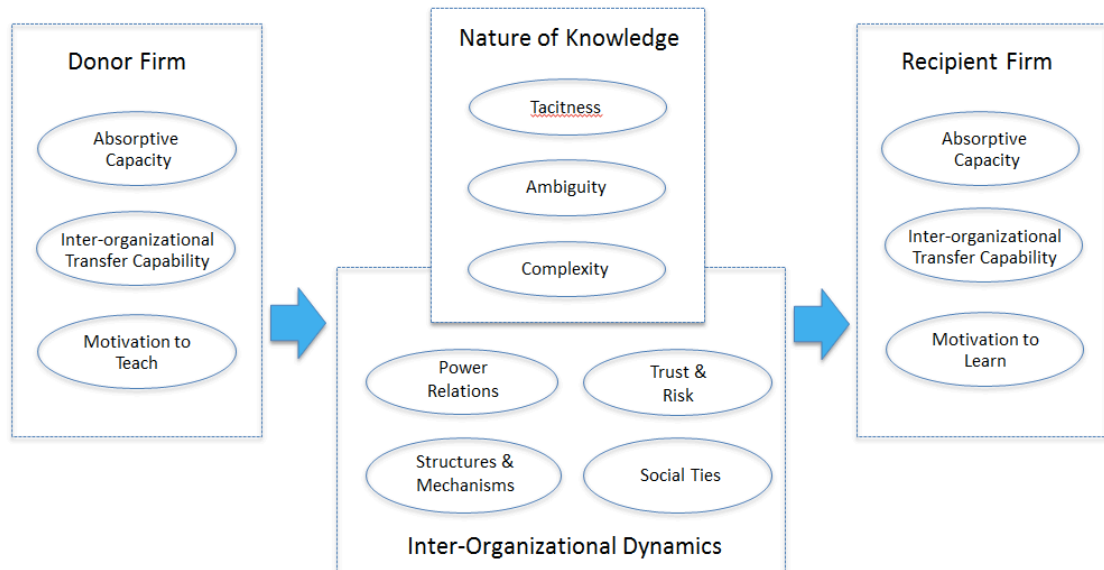
Many scholars have used the terms organizational knowledge transfer and absorptive capacity redundantly and ambiguously which has caused confusion. The core idea of these two terminologies is explained by Grant (1996) that these are sharing the same nature of transferring knowledge from the donor organization to the recipient organization. These include the nature of knowledge and the knowledge transfer process as the main focuses in developing the firm learning capabilities to create competitive advantage. Similarly, (Argote et al., 2003) also pointed out that the approach for the central element in mapping the knowledge resources from a knowledge management perspective is that knowledge is the property of the organization while their move are the relationships between them.

However, Easterby-Smith et al. (2008) clarified that the nature of knowledge transfer was dynamic and being exchangeable across an inter-organizational environment. Figure 4 explains the factors influencing inter-organizational knowledge transfer where the component factors that explain knowledge transfers of the donor firm are absorptive capacity, intra-organization transfer capability and motivation to teach (Easterby-Smith et al., 2008). For the recipient firm, the component factor is based on the absorptive capacity that is the intra-organization transfer capability and motivation to learn (Easterby-Smith et al., 2008).

Easterby-Smith et al. (2008) further indicated that there were common factors and reasons in explaining the perspective of resources and capabilities for both donor and recipient of organizational knowledge transfer (Easterby-Smith et al., 2008). Firstly, the knowledge transfer process takes place in both donor and recipient roles and the relationships through the alliances of the network. Secondly, the best teachers are often the best learners. Therefore, the key factor that helps to explain knowledge transfer in both cases is the absorptive capacity concept. The knowledge and absorptive capacity have the same ontology in nature where the approach focuses on the ontology of knowledge movement. However, the epistemology to observe the movement of knowledge from a different angle, but it still reliable in their ontology. Therefore, the absorptive capacity process can represent the capacity of knowledge transfer process of the organization or vice versa.



**Figure 4: Factor influencing inter-organizational knowledge transfer**



Source: (Easterby-Smith et al., 2008)

### 3.3.9. Absorptive Capacity

The theoretical concept of absorptive capability is positioned between the area of organization learning (Huber, 1991; Kim, 1998), knowledge management (Chiva & Alegre, 2005; Oshri, Pan, & Newell, 2006), and dynamic capabilities (Mowery et al., 1996). Although, several scholars have conceptualized absorptive capacity as the ability of individuals, the more common indications from the past research showed that absorptive capacity consent is a part of the organizational construct (Duchek, 2015). There are clear indications that the absorptive capacity is an important condition for the growth of innovativeness in organization that lead to improved performances (Zott, 2003). Barney (1991) further mentioned that absorptive capacity helps firms to allocate their resources and adapt to a changing environment to achieve competitive advantage.

However, the definition, dimensions and antecedents of absorptive capacity vary based on the specific contexts (Duchek, 2015). Likewise, there are 2 main epistemologies to explain knowledge transfer and absorptive capacity (Marabelli & Newell, 2014). The more common implication of research in absorptive capacity is mainly interpreted from the epistemology of possession. Table 6 summarizes the core concepts of absorptive capacity.

Absorptive capacity is the process of transferring knowledge. (W. M. Cohen & Levinthal, 1989, 1990, 1994) explained that it was the ability of an organization to learn from the external sources of knowledge. W. M. Cohen and Levinthal (1990) were the earlier scholars who conceptualized the absorptive capacity construct as 'the ability of a firm to recognize the value of new, external information, assimilate it, and apply it to commercial ends' (p. 128). The concept of W. M. Cohen and Levinthal (1990) also elaborated that absorptive capacity had the ability to evaluate and utilize external knowledge related to prior knowledge including the assimilation and exploitation of knowledge. The absorptive capability level is dependent on the internal knowledge across or within the sub-unit as well as the interface of external knowledge. Subsequently, Szulanski (1996) stated that the absorptive capacity issues in particular for the recipient related to the three barriers to knowledge transfer between source of knowledge and recipient at the intra-organization level. The important idiosyncratic theoretical knowledge barrier is the concept of 'stickiness' where knowledge is able to be transferred when the firm removes these barriers. Later, Kim (1998) supported the idea of absorptive capacity development based on organization learning from individual to organization level. The more actors and the synchronization of prior

knowledge make, the clearer the transfer becomes among or between them. Kim (1998) highlighted the challenges of organizations to increase learning to transform tacit knowledge to become explicit knowledge and to make it easier to manage in order to increase absorptive capacity. Dyer and Singh (1998) further introduced the double-loop learning process of inter-organizational level that allowed greater collaboration between organizational stakeholders to identify the value of knowledge and transfer this across the organizational boundary. The knowledge is smoothly transferred when there is commonality between the inter-organizational alliance partners. In addition, Dyer and Singh (1998) theorized the concept of 'Learning dyad'; where the metaphor of the student and teacher firm were linked to the absorptive capacity concept. Knowledge is transferred from teacher firm to student firm whereas the student firm is able to transfer to teacher firm as well. The learning process of teacher and student firm depend on the absorptive capacity of each firm. In the meantime, organizational learning depends on organizational variables such as, compensation practice and organizational structural as well as the transferring in various types of knowledge.

Moreover, scholars also make a connection between absorptive capacity and the structure of the organization. Van Den Bosch et al. (1999) extended the construct relative to the absorptive capacity concept by focusing on the organizational structure and environment (stable versus turbulent) that enable learning from different ways of integrating knowledge. The ability of knowledge absorption is depended on the organizational design, whereas the acquisition of external knowledge needs to be internally transferred among business units by cross-division communication and eventually the facilitation of knowledge flow helps firm to integrate knowledge

together. While, Tsai (2001) investigated the knowledge transfer over the firm's units by studying the effectiveness of network pattern and business innovation, concluded that business performance is moderated by the absorptive capacity. The research found that intra-unit learning relevance to knowledge transfer. In the same year, Lane et al. (2001) investigated the relationships between the development of absorptive capacity, the structure of international joint venture and its process with the learning and performance as dependent variables. They found that the new external knowledge was influenced by prior knowledge. The involvement of active management and training by the parent company had allowed the transfer of explicit and tacit knowledge in the organization-learning context (Lane et al., 2001).

Furthermore, Zahra and George (2002) viewed absorptive capacity as the buildup factor of dynamic capability. They re-conceptualized the absorptive capacity concept from the four classical capabilities of acquisition, assimilation, transformation and exploitation and combined two aspect potential (acquisition and assimilation) and realized (transformation and exploitation). The scholars focused only on the firm's knowledge flows instead of knowledge identification (Zahra & George, 2002). This approach has substantial influence in later research. Reagans and McEvily (2003) studied knowledge transfer as absorptive capacity between individual levels. They found that the common knowledge background particularly, explicit knowledge, training and informal networks facilitated the success of knowledge transfer. Jones (2006) further developed the concept of managerial agency with absorptive capacity based on the construct of (Zahra & George, 2002). The knowledge transfer processes

between business units and firms are associated with gatekeeper, boundary spanners and change agent (Jones, 2006).

Lane, Koka, and Pathak (2006) refined the construct of absorptive capacity by re-conceptualizing the absorptive concept under the three concepts of exploratory, transformative and exploitative learning. External knowledge enables the understanding and recognition of prior knowledge in an individual. Exploratory learning and transformative learning occur in individual and firm levels to assimilate the value from external sources. The exploitative learning is applied for the assimilation of external knowledge. Moreover, the scholars also mentioned that using multilevel analysis for absorptive capacity is significant (Lane et al., 2006). Todorova and Durisin (2007) retained the absorptive capacity concept from (Zahra & George, 2002), but they revised the model. In addition, the scholars highlighted the concept of 'power' in relationships of its construct particularly in the acquisition and exploitation phase. The scholars suggested that power somehow explained the reason why some organizations were exploiting the external knowledge. The author cited that knowledge might move forward and backward in-between the potential absorptive capacity and realized absorptive capacity in accordance to the concept by (Zahra & George, 2002). It is specifically the movement in pace of knowledge between the process of assimilation and transformations that are only interchangeable before being acknowledged or accepted into the organizational knowledge structure and exploitation. The capacity to identify the external knowledge and the capacity to exploit that knowledge are still independent of each other (Todorova & Durisin, 2007).

**Table 6: Summary of the core conceptual of absorptive capacity**

Author(s)	Absorptive Capacity Practice	Absorptive Capacity Process				Levels of Analysis		Study Aspects		
		Acquisition	Assimilation (Absorbtion)	Transformation	Utilization	Inter	Intra	Sharing (Source) Dissemminative Capability	Transfer (Source - Recipient)	Learning (Recipient) Absorbtive Capability
Cohen and Levinthal (1990)		/ (Recognize)	/		/ (Exploitation)	/	/		/	
Szulanski (1996)	> Knowledge Stickyness > Knowledge Barriers						/	/	/	/
Kim (1998)	> Organization learning concept (tacit to explicit)		/	/ Covert			/ Individual to organization			/
Dyer and Singh (1998)	> Double loop learning collaboration	/ (Identify value)				/			/	/
Lane and Lubatkin (1998)	> Learning dyad > Type of knowledge (not specific)					/			/	/
Van de Bosch et al.(1999)		/		/ Integration		/	/		/	
Tsai (2001)	> Business unit AC (R&D expenditure devided by sales) > Network position is moderated by AC toward innovation and performance						/		/	/
Lane et al. (2001)	Explicit knowledge learning & transfer Prior and new knowledge		/			/	/		/	/
Zahara and George (2002)	> AC seen as Dynamic capability	/ Potential		/ Realized		/	/		/	/
Reagans and McEvily (2003)	> Common knowledge > Codified knowlgedge > Tacit knowledge						/	/	/	/
Jones (2006)	> Gate keeper > Boundary spanner > Change agents	/ Potential		/ Realized		/	/		/	/
Lane et al. (2006)		/ Eploratory learning	/ Transformative learning		/ Exploitative learning	/	/		/	/
Todorova and Durisin (2007)		/	/	/	/	/	/		/	/

**Table 6: Summary of the core conceptual of absorptive capacity (Continued)**

Author(s)	Absorptive Capacity Practice	Absorptive Capacity Process				Levels of Analysis		Study Aspects		
		Acquisition	Assimilation (Absorbtion)	transformation	Utilization	Inter	Intre	Sharing (Source) Disseminative Capability	Transfer (Source - Recipient)	Learning (Recipient) Absorbptive Capability
Easterby-Smith et al. (2008)	> Power > Boundary	Identify that there are lack of research on process view and qualitative work				/		/	/	/
Zahra et al. (2008)	> Overall absorbtive capacity and board of directors are key foe product innovation in corporate entrepreneurship activiies	/	/	/	/	/	/		/	/
Sun and Anderson (2010)	> AC seen as organizational learning (learning capability)	/	/	/	/	/	/		/	/
Volberda et al. (2010)**	> Individual behavior and interaction mediated AC in multilevel perspective	/	/	/	/	/	/	/	/	/
Noblet et al. (2011)	> Operationalizing the AC concept > See AC as Dynamic capabilities	/	/	/	/		/		/	/
Lewin et al. (2011)**	> Distinguishes and link between internal AC process (creation, tranformation, exploitation, and assimilation) and external AC process (acquisition, assimilation, transformation, and exploitation) routines as a dynamic capability	/	/	/	/ (Exploitation)	/	/		/	/
Vasudeva and Anand (2011)	> Introduced latitudinal AC for diverse knowledge > Longitudinal AC (traditional AC) for distant knowledge > Similar prior knowledge from external support AC					/	/		/	/
Gebaure et al. (2012)	> AC as strategic innovation in knowledge network	/ Exploratory	/ Assimilative	/ Transformative	/ Exploitative learning	/	/	/	/	/
Ben-Menahem (2013)	> Organization learning process toward internal and external rate of change in environment	/	/	/	/ (Exploitation)	/	/		/	/

In addition, Easterby-Smith, Graca, Antonacopoulou, and Ferdinand (2008) conducted a systematic literature review and identified theoretical gaps of absorptive capacity from the procession perspective. The authors recommended that there was a lack in qualitative study in this area. The construct of procession in absorptive capacity should adopt the concept of power and boundaries to explain this concept (Easterby-Smith et al., 2008). The authors also identified three boundaries, namely syntactic, semantic, and pragmatic which support different types of knowledge movement across boundaries. Organizations move from a syntactic to semantic boundary as it moves to increase the level of absorptive capacity. The knowledge transfers in pragmatic mode depend on the episodic power mobilization (Easterby-Smith et al., 2008). After that, Zahra, Filatotchev, and Wright (2009) found that absorptive capability and board of directors were also influencing factors in the activity to produce innovation in corporate entrepreneurship. A mixture of knowledge background and relevance of prior knowledge at an individual level can increase the absorptive capacity level, as well as leading to innovation as an output (Zahra et al., 2009). Sun and Anderson (2010) distinguished between absorptive learning and absorptive capacity and defined absorptive capacity as part of organizational learning. The author integrated the absorptive capacity of (Zahra & George, 2002) and organizational learning model (Crossan, Lane, & White, 1999). Zahra and George (2002) advocated the idea that knowledge is transferred from individuals to groups. While Sun and Anderson (2010) suggested the transfer from the groups to organizational level. They identified the key driving factors that help organizational transfer of knowledge and facilitate the



organizational learning that elevated the level of absorptive capacity that could lead to innovation (Sun & Anderson, 2010). Additionally, Volberda, Foss, and Lyles (2010) suggested that the study in the absorptive capacity area needed to focus on both micro and macro antecedents, that is the interaction among individuals and a multilevel perspective. Volberda et al. (2010) emphasized individual behaviors and interactions to moderate the link between prior knowledge and absorptive capacity. Lewin, Massini, and Peeters (2011) explained the absorptive capacity in a routine based model by differentiating the process of internal and external absorptive capacity. The internal absorptive capacity in routines support knowledge creation, transformation, exploitation, and assimilation. On the other hand, the external absorptive capacity in routines allows acquisition, assimilation, transformation, and exploitation. Lewin et al. (2011) also commented that it was significant to balance the internal and external process of routines to increase the absorptive capacity level as well as the dynamic capability level. Vasudeva and Anand (2011) opined that prior knowledge was the condition for absorptive capacity and that learning was particularly difficult when the external knowledge was not similar to the organization's existing knowledge. These factors brings limitations to firm innovation. Additionally, Flatten et al. (2011) highlighted the development of measurement in the process of organizational absorptive capacity, which concerned acquisition, assimilation, transformation, and utilization.

Subsequently, a number of scholars explained the Absorptive Capacity Theory in different dimensions as well as conducting empirical studies. Vasudeva and Anand (2011) introduced the latitudinal and longitudinal absorptive capacity to pursue firm innovation. The latitudinal absorptive capacity is the firm's ability to absorb similar

knowledge and longitudinal absorptive capacity is the ability to captivate the distance from prior knowledge. The trade-off between latitudinal and longitudinal is the ability to understand the inter-organization alliances (Vasudeva & Anand, 2011). Gebauer, Worch, and Truffer (2012) investigated the empirical relationships between the independent variables of absorptive capacity, learning process and combinative capabilities, toward innovation as a dependent variable. The authors found that there was a significant relationship between combinative capabilities and innovation (Gebauer et al., 2012). The author also further studied the organization in the central position of the network and strong ties with their network partners tend to strengthen the process of knowledge creation, knowledge exploratory, transformative and exploitative learning (Gebauer et al., 2012). Ben-Menahem, Kwee, Volberda, and Van Den Bosch (2013) discovered that the potential of absorptive capacity is positively related to the alignment in rate of change in the internal and external organization. Furthermore, the alignment rate of change is also positively related to organizational performance.

In a recent review of the latest publications (total of 2,072 papers) spanning the last four years related to the domain of absorptive capacity, Cunha Filho, Pedron, and Ruas (2021) highlighted the main areas for potential future research. These included, the roles of the ability to absorb knowledge in alliance networks, open innovation processes, intra-organizational learning, as well as organizational exploratory and exploitative initiatives.

In the social enterprise context, Campos-Climent and Sanchis-Palacio (2017) investigated the influence of knowledge absorptive capacity on their shared value

creation. The scholars explain absorptive capacity using the internal process; knowledge acquisition, knowledge assimilation, knowledge transformation, and knowledge exploitation. Nevertheless, they did not explain the organization's absorptive capacity in knowledge content-based that is more useful for social enterprise practitioners. In the meantime, Granados, Mohamed, and Hlupic (2017) found that social enterprises' knowledge management practices in the UK are similar to those already identified in small medium enterprises but they have distinctive challenges in terms of knowledge management activity related to their hybrid mission, including social and economic objectives.

However, this research follows the absorptive capacity defined by Flatten et al. (2011), as the researchers have developed an instrument to measure organizational absorptive capacity. Importantly, their measurement items have been validated by scholars using various business sectors but not yet in the social enterprise context. This then leads to the development of *the qualitative sub-research question 1.2 to explore "What are the specificity of the absorptive capacity of Thai service-based social enterprises?"* The findings from this, will also form the foundation of the quantitative part of the study.

### **3.3.10 Knowledge Categorization in Absorptive Capacity**

Lane and Lubatkin (1998) suggested in that different types of knowledge influenced inter-organizational knowledge transfer. Moreover, several scholars have focused on the process of knowledge transfer paid attention to knowledge properties by categorizing them into many aspects and dimensions of knowledge attributes based on specific nature of knowledge characteristic. Take for instance, tacit - explicit, individual-cohesive, appropriable-exclusive, divisible-indivisible, distant-similar etc.

(Amin & Cohendet, 2004; Lane et al., 2001; Reagans & McEvily, 2003; Vasudeva & Anand, 2011).

Furthermore, some scholars have categorized knowledge differently from the above based on type of knowledge content. Holdt Christensen (2007) categorized knowledge into four different types, namely professional knowledge, coordinating knowledge, object-based knowledge and know-who. Sammarra and Biggiero (2008) grouped knowledge into three different types; technological, market and managerial knowledge. However, the discussion on the types of knowledge content in the absorptive capability context is still limited. Seemingly, there is more research interest in the type of knowledge based on the content applications perhaps because it is more tangible and applicable to industry. Brenner (2007) also clearly indicated that the gap of recent literatures on knowledge resources and knowledge flow citing that these research has the tendency to ignore the type of knowledge transferred. Brenner (2007) further suggested that this issue should be an area for future research. Thus, this study attempts to examine the specific types of knowledge in the firm and its role in absorptive capacity from the social enterprise context. It will also identify the specific knowledge content that could be conveyed through the organization's absorptive capacity.

Holdt Christensen (2007) identified four types of knowledge in their empirical study; professional knowledge, coordinating knowledge, object-based knowledge and know-who. First, 'Professional knowledge' refers to knowledge that helps the operation supporter to perform the job. According to Brown and Duguid (2017), the limitation of professional knowledge is for the operation supporter to identify the 'know-how'. The knowledge begins with the individual's personal knowledge based on their formal

education and the experience to perform their job. Professional knowledge is the principle of being a specialist and contributing to firm activities but the know-how does not contribute to any firm outcome.

Second, 'Coordinating knowledge', refers to the standard of routines for the job that support performance. Sometimes it appears as rules. This kind of knowledge guides the professional knowledge in the application of knowledge to perform efficient transformation based on individual input to the organization's output. Coordinating knowledge supports the performer in terms of 'what and when' to perform (Holdt Christensen, 2007).

Third, 'Object-based knowledge', refers to the knowledge toward the certain object as it passes through the firm production line. There are clusters for specializing that are independent from the central organization task. The nature of this type of knowledge is combining specialized knowledge and coordinating knowledge of a certain object i.e. a patient, a machine, or a customer (Holdt Christensen, 2007).

Fourth, 'Know-who knowledge', refers to where the knowledge exists. This type of knowledge supports the organization by identifying that 'who' to solve the specific problem (Holdt Christensen, 2007).

Holdt Christensen (2007) further described the four knowledge types as principles for activities in an organization without any level of professional knowledge, where the organization's activities cannot be performed. Meanwhile, without coordinating knowledge, the organization outcomes cannot be produced either. Without object-based knowledge, the organization can encounter many problems. Without know-who

knowledge, the organization will not know where the knowledge exists and the knowledge transfer cannot take place.

In addition, Sammarra and Biggiero (2008) adopt a categorization in terms of technology, market, and managerial knowledge in their study on inter-organizational knowledge transfer. For technological knowledge, it is the firm competency and know-how that are significant in the organization process and the execution of product and process development in response to rapid changes in the technological environment (Sammarra & Biggiero, 2008). This includes scientific knowledge and the application of experimental knowledge for new technology (Howells, James, & Malik, 2003). This type of knowledge has commonly been investigated in past research (Appleyard, 1996; Hagedoorn & Schakenraad, 1994; Mowery et al., 1996). Vanhaverbeke, Duysters, and Noorderhaven (2002) explained that the majority of the research on innovation collaboration indicated that the acquisition of technological knowledge was significant in the firm's innovation processes. However, the studies above have overlooked the role of managerial and market knowledge that influence the organization's processes and ignore the interrelationships that drive this knowledge (Sammarra & Biggiero, 2008).

Second, managerial knowledge. It is the know-how or competency of effectively and efficiently coordinating and managing resources in the organization. This embeds the processes, operation and application of the complex knowledge (Sammarra & Biggiero, 2008). In addition, managerial knowledge covers the integration of meta-knowledge that combine all specialized knowledge, which comprise of market knowledge and technological knowledge across firm functions and department. From this point of view, managerial knowledge is the approach to react to the different categories in the

organizational capability (Dosi, Nelson, & Winter, 2001; Grant, 1996), organizational knowledge (Nonaka, Von Krogh, & Voelpel, 2006; Tsoukas & Vladimirou, 2001; Yolles, 2006), and the system of organizational knowledge management (Gallupe, 2001). Hagedoorn, Roijakkers, and Kranenburg (2006) mentioned that managerial knowledge can also highlight the capabilities for networking strategies in helping firms to strengthen their competitive advantage.

The third type of inter-organizational knowledge transfer concerns market knowledge. It is the organization of know-how, and information about the market (T. Li & Calantone, 1998). It comprises the consumer knowledge and information of market on structure including know-how on the characteristic of customers, preferences, needs, and insights. The accumulated knowledge helps firms to achieve customer satisfaction (Samarra & Biggiero, 2008). The knowledge acquired also enables the firms to collaborate with their partners in the business ventures (Ju Choi & Lee, 1997; Simonin, 1999b). The competency of market knowledge further defines the acquisition and integration of market knowledge (T. Li & Calantone, 1998; Marinova, 2004).

These different types of knowledge relate to where knowledge resides in the specific organizational functions, such as R&D and production for technological knowledge, sales and marketing for the market knowledge. Firms can exchange each of the types of knowledge in the established external and internal ties. In the past, firms commonly focused on the technological transfer. Simonin (1999b) mentioned that there were a few studies that examine knowledge transfer from the market and managerial perspectives. Sammarra and Biggiero (2008) commented that the different types of knowledge in innovation collaboration for inter-organizational level are still immature with

insufficient conceptual and empirical frameworks. This gap is in-line with the innovation concept that the success of innovation, which is dependent on the strength of the search of technology, the understanding of the market needs and the organizational managerial processes. Innovation depends on the previous knowledge as well as the recombination of knowledge diversity (Hargadon & Sutton, 1997; Rodan & Galunic, 2004). Moreover, Sammarra and Biggiero (2008) eventually found that the quantification of inter-organizational knowledge indicated that the three types of knowledge were unevenly transferred in the same set of inter-organizational collaborations, and that each specific typology of knowledge needs specific network patterns, process of transferring and corresponding to transfer the knowledge.

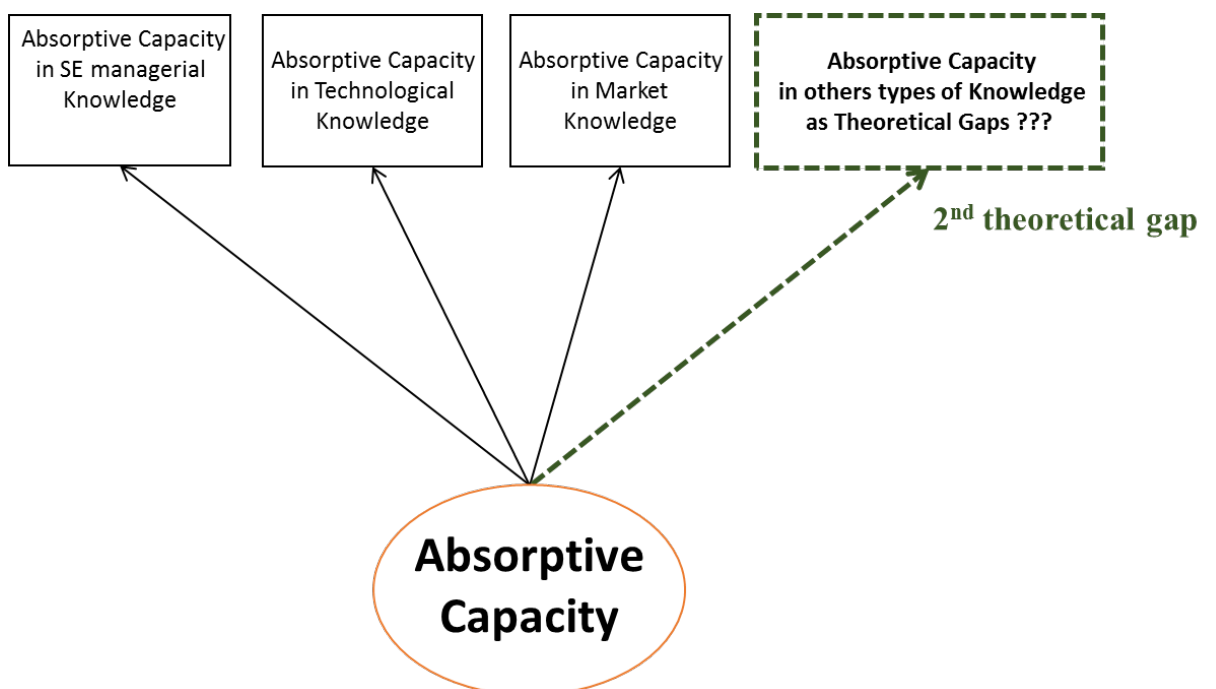
Based on this review of the literature on knowledge categorization, this research adopts and adapts using the three types of knowledge; technology, market, and managerial knowledge as suggested by (Sammarra & Biggiero, 2008). It is relevant as it is more focused on the enterprise context where these three types of knowledge are the principles for innovation. It is also crucial to investigate the organizational absorptive capacity on each type of knowledge. Moreover, even though social enterprises distinguish themselves by their social dimension, there limited research that mentions the social knowledge type that can be transferred and used in a way to strength tie strength and/or create value.

In addition, there is still a gap in the theory of knowledge type in social enterprise as the objectives and focus between social enterprise and commercial business entrepreneur are slightly different. There is a lack of research to explain the types of knowledge (content based) in absorptive capacity. Figure 5 visualizes the overall



framework of absorptive capacity cum type of knowledge where the theory in this domain is indicated in the research framework. This leads to *the qualitative sub-research question 1.3 to explore “what are the types of knowledge that are transferred in Thai service-based social enterprises networks?”* Figure 5 also indicates the theoretical gap. The research findings from the exploratory part of the qualitative research will support the construction of the search model and hypotheses development for the further investigation in quantitative part of the study.

**Figure 5: The overall framework of Absorptive capacity cum type of knowledge**



### **3.4. Value Creation**

#### **3.4.1. 'Value Creation' as an Outcome of Absorptive Capacity**

Understanding the significant and usefulness of the absorptive capacity concept, and focusing on the consequences of organizational outcomes are valuable for empirical research in difference contexts (Van Den Bosch et al., 2003). The very first article in the absorptive capacity literature, W. M. Cohen and Levinthal (1990) pointed out the connection of absorptive capacity to several organizational outcomes such as, innovation performance and innovation capability. They mentioned that the organizational expectation is reflected in organizational outcomes, which in turn are affected by the organizational absorptive capacity. As a result, the expectation formation allows the organization to accurately forecast the technological advancement for any commercial potentials (W. M. Cohen & Levinthal, 1990). They highlighted that the higher level of absorptive capacity of the firm, the more likely the firm is to exploit more opportunities from their current environment to improve their current performance (W. M. Cohen & Levinthal, 1990). These organizational outcomes contribute to meaningful and great significance as value creation among the several research areas. A number of papers have shown that absorptive capacity can act as the moderator variable between the related aspects such as, organizational learning, managerial cognition, innovation, organizational change, strategic renewal, entrepreneurship, knowledge-based view, dynamic capability theory, co-evolutionary research, and networks of inter-organizational relations (Van Den Bosch et al., 2003). These areas can be enriched and bridged by the construct of absorptive capacity to the organizational outcomes that associated with this construct (W. M. Cohen & Levinthal, 1990;

Dijksterhuis, Van Den Bosch, & Volberda, 1999; Dyer & Singh, 1998; Lane et al., 2001; Tsai, 2001; Van Den Bosch et al., 2003; Volberda, 1999; Zahra & George, 2002).

A numbers of researchers also studied the relationships between absorptive capacity and organizational outcomes. Innovation is one of the most common organizational outcome for the absorptive capacity. The original example from W. M. Cohen and Levinthal (1989) illustrated that the organizational learning process could be explained by the absorptive capacity as the new knowledge could be generate innovation. The researchers' explanation and interpretation were based on the role of Research and Development (R&D). Another example from Cockburn and Henderson (1998) was the explanation of in-house basic research on organizational investment in terms of absorptive capacity. The study concluded that firms are able to learn and access from the upstream basic research for innovation.

Next, the relationships between absorptive capacity and the managerial cognition literature as an organizational output. Dijksterhuis et al. (1999) illustrated the relationships between the changes in shared managerial schemas (the application from the management logics), organizational absorptive capacity, and being shared among an organizational key decision makers. In addition, Volberda (1999) highlighted the lack of absorptive capacity in the classical management logic that they did not consider the absorption from the environment as a valuable source of knowledge, meanwhile the modern management logic considers the environment as an open system to be used by their organization.

Strategic renewal or organizational competitive advantage is another example of organizational output from the absorptive capacity that has been mentioned in several studies. Dyer and Singh (1998) researched the organizational involvement in the external actions like strategic alliances aiming to create competitive advantage whereby the involvement of the absorptive capacity role was significant. Additionally, Volberda, Baden-Fuller, and Van Den Bosch (2001) pointed out that the organization significantly needs to involve the substantial exploration activity and the absorptive capacity for the internal strategic actions, such as starting new businesses and launching new services and products. The absorptive capacity is also considered as one of the main mediating variables between the micro and macro evolution in the co-evolutionary research area. Evolutionary is an organizational output for the research (Lewin, Long, & Carroll, 1999). Additionally, Zahra and George (2002) highlighted the competitive advantage as the organizational outcome from potential and realized absorptive capacity.

Other perspectives on absorptive capacity output concerns the organizational potential to create value. There is increasing research that focuses on the relevance of the role of intangible assets, which explains the perspective of sources and organizational value creation (Valentina & Passiante, 2009). The value has been explained in monetary terms in the classical literature (Allee, 2000). Penrose (2009) redefined the term of value as a collection of resources enclosed together in the administrative framework in accordance with the Resource Based Theory. According to Penrose (2009), resources means all existing tangible and intangible assets. Services can productively be used and the combination of a variety of resources enables the creation of new value for different services and products in the organization. As a conclusion of the new conceptualization,

‘the value’ is defined as a tangible or intangible experience, knowledge, or benefit from products or services that are meaningful to the recipients and that they are willing to pay back with a fair price (Allee, 2000). In addition, Moran and Ghoshal (1999) defined the term of ‘value creation’ from a resource-based view as the result of process in access, combination and exchange of resources including the ability to deploy them intra or/and inter organization for the purpose of value.

There are some scholars who have attempted to explain the relationship between absorptive capacity and value creation. Valentina and Passiante (2009) studied value creation that is influenced by organizational absorptive capacity, which measures organizational recognition of the value of external knowledge, assimilation, and finally applying them for commercial use. The researcher found that there were significant positive relationships between the absorptive capacity when the organization participated in the network and the potential for organizational value creation increased (Valentina and Passiante (2009). Value creation by its definition seems to be consistent and relevant in explaining all perspectives across absorptive capacity outputs that have been discussed above.

The term value creation relates to the organization’s expectation of the competitive environment when the organization needs to exploit their existing capabilities as well as exploring the new capabilities in the dynamic environment for survival (Levinthal & March, 1993; March, 1991). There is an increasing body of literatures focusing on the organizational value creation as the outcome from collaboration in the network through knowledge transfer in the different industrial sectors and contexts (Hamel, 1991; Nonaka, 1994; Powell et al., 1996). There seems to be some relevance for value creation

concepts from the network throughout to the absorptive capacity in the social enterprise context.

### **3.4.2. Social Enterprise Value Creation**

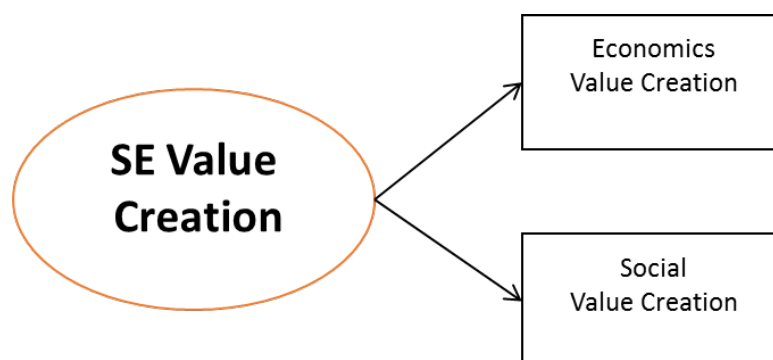
Meanwhile, many studies have tried to explain the key differences between commercial and social enterprises in an effort to balance the maximization between economic and social values (Austin et al., 2006; Dees, 1998; Meyskens, Robb-Post, Stamp, Carsrud, & Reynolds, 2010). However, due to definition of social enterprise discussed in Chapter 2, that is the act of recognizing the opportunity to solve any social problems by adopting creativity processes typical of entrepreneurship (Corner & Ho, 2010). These organizations have also adapted the fundamentals of social entrepreneurship to produce solutions to social problem issues as social value creation (Chell, 2007). With this definition and its value of social enterprise, it is clear that social enterprise is positioning itself to achieve both social and economic value creation (Liu et al., 2015). Social and economic value creation are thus part of financial and social performance for social enterprise which are evaluated through subjective measures (Liu et al., 2015). It denotes the managerial decision and actions as primary factors driving value creation from both social and economic perspectives (Day, 1994; Dess & Robinson, 1984; Morgan et al., 2004).

Economic value creation is adopted and modified to measure the 6 items taken from the extant articles (Cooney, 2006; Meyskens et al., 2010; Weisbrod, 2004). These six items represent the key economic performance indicators for social enterprises over the years as discussed by (Liu et al., 2015). Similarly for social value creation, five items taken from the extant articles are adopted and modified as the measurement method (Gainer

& Padanyi, 2005; Mottner & Ford, 2005; Alex Nicholls, 2010). These five items represent the part of social performance for social enterprise over the past years as discussed in previous studies (Liu et al., 2015).

This research focuses on value creation as an outcome from organizational absorptive capacity in the context of service-based social enterprise in Thailand. Meanwhile, the principle of social enterprise has applied the concept of recognition and persuasion of the opportunities to solve social problem by the typical entrepreneurial process so as to create social value (Corner & Ho, 2010; Perrini & Vurro, 2006). The social value occurs when the social enterprise produces solutions to social problems that create a social impact (Bornstein, 2007; Chell, 2007). Through the context of social enterprise, the main focus of social enterprise is to obtain social impact as the priority objective. Social value creation might contribute to a more important role in value creation of service-based social enterprises in Thailand. Ultimately, social enterprises pursue a double mission in achieving both social and economic value. Figure 6 presents the overall framework of Social enterprise value creation.

**Figure 6: The overall framework of Social enterprise value creation**



### **3.5. The relationship of Strength of Tie, Absorptive Capacity & Value Creation**

#### **3.5.1. The influence of Tie strength to Absorptive capacity**

Generally, there are internal and external factors that influence absorptive capacity (Noblet, Simon, & Parent, 2011). The external factors combine the external source of knowledge environment and the firm's positioning in knowledge network (Daghfous, 2004). The internal factors include the internal resources such as, employees' education and academic qualifications, the backgrounds, diversity of employees, role played by gatekeepers, structures of firm, levels of cross-functional communication, firm's culture, organization size, R&D investment, and management of human resource have influences on the absorptive capacity (Daghfous, 2004).

Focusing on the external factors, scholars from a resource-based view aspect mention that the interactions and connections between the firm and other organizations can help the firm to increase the level of absorptive capacity so as to gain the effectiveness of knowledge transfer process (Hamel, 1991; Levinson & Asahi, 1995). Whereas, a number of scholars considered that the strong communication interface between external environments helps firms to gain more absorptive capacity, they are also sources of competitive advantage (Burt, 2009; W. M. Cohen & Levinthal, 1990; Easterby - Smith et al., 2008; Grant, 1991; Lavie, 2006; Levinson & Asahi, 1995; Mason & Leek, 2008; Tsai, 2001; Van Wijk et al., 2008; Yao & Meurier, 2012). According to Tsai (2001) research, it stated that the network positioning of the firm is fundamental for the organization absorptive capacity. The scholar has proven that the more complex the relationships of the network, the more able it is to facilitate or inhibit



the interactions of competitive actor and complementary in the network (Lavie, 2006). Easterby-Smith et al. (2008) highlighted that the structure of network can either hinder or support knowledge transfer as each network structure involves with their own partners. The different context of knowledge transfer therefore creates a different degree of the interaction and the equity in investment (Easterby-Smith et al., 2008). Additionally, (Van Wijk et al., 2008) pointed out that there was significant difference between intra-organizational knowledge transfer and inter-organizational knowledge transfer. The number of the network relationships and centrality of organization's position in the network are more significant for inter-organizational knowledge transfer. Mason and Leek (2008) explained the development of 'inter-firm community of practice' that occurred in the network enabled a firm to create soft transfer mechanism. Burt (2009) argued that the amount and value of absorptive capacity derived from the transferring of knowledge based on the centrality and the ease of knowledge exchange. As for the research by Yao and Meurier (2012), it provided the evidence that the vertical and horizontal partnering in the supply chain helps firms to develop absorptive capacity. In addition, the structure of heterogeneous webs of a network in the supply chain supports the organizational absorptive capacity. As a result, it upgrades the internal knowledge through the external knowledge sourcing (Yao & Meurier, 2012).

However, focusing on tie strength and absorptive capacity this originated from the sociologist that studied the information transfer to the adoption of innovation (Granovetter, 1973, 1982; N. Lin et al., 1981). Minguela-Rata et al. (2012) clarified that there were a strong linkages between network players as the intensity of relationships became higher when the players continued the ongoing of meeting and visiting of each

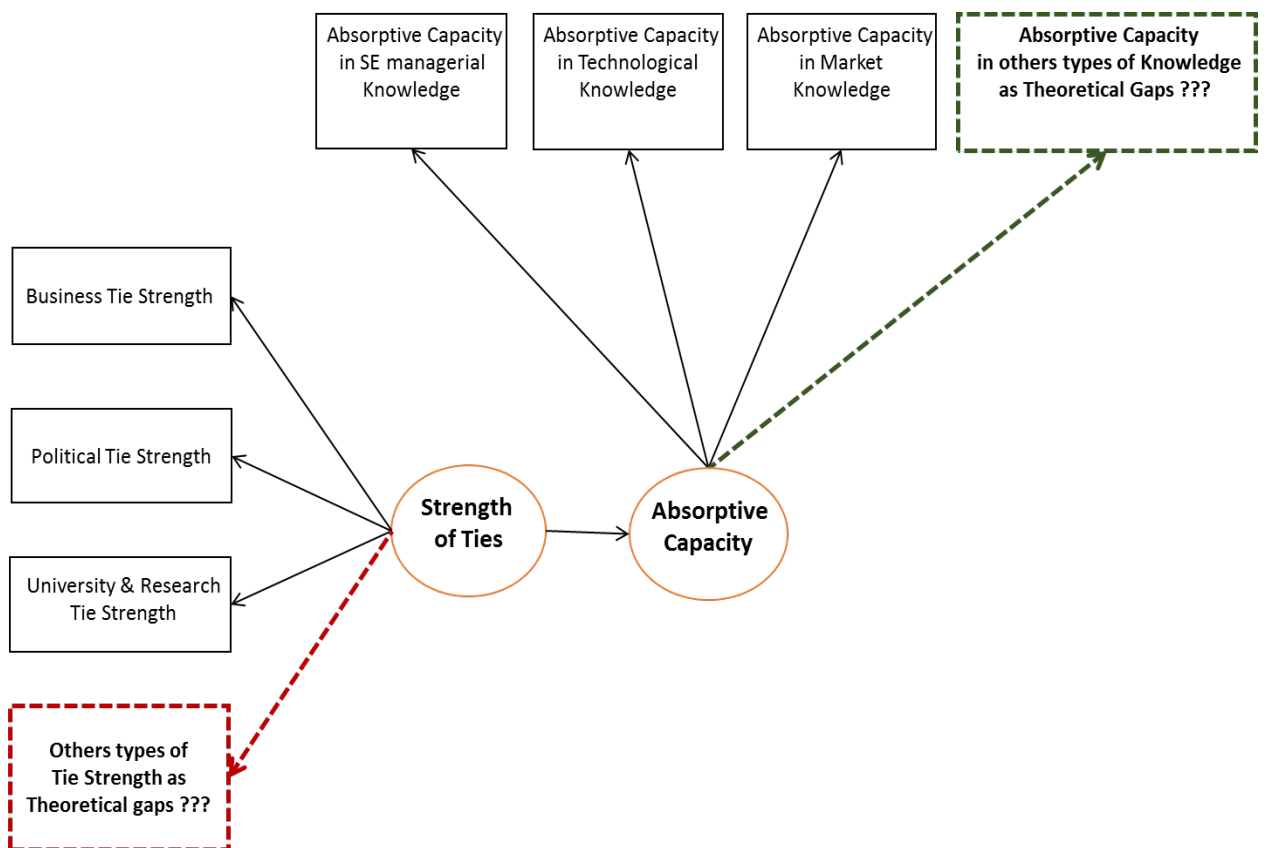
other on a routine bases. There are also other empirical research showing the relationships between tie strength and absorptive capacity. Strong ties have positive impacts to influence knowledge transfer in terms of trust and share understanding (Uzzi, 1997). However, the focus is limited to the aspect of structural social capital. There are some studies about tie strengths and absorptive capacity process that scholars have mentioned. Haythornthwaite (2002) found that the one with stronger ties were more likely to have common ground to transfer and exchange more knowledge and information than the one who had weaker ties. For example, close friend are more likely to exchange their knowledge and information than the acquaintances. Capaldo (2007) studied knowledge creation between firms and suggested that repeated social interactions help firms to develop common knowledge, content of social, and relation specific investment throughout the double-loop relationships. This development of knowledge-intensity and trust can create new knowledge among members of the network. For time series study by Capaldo (2007), strong tie was the characteristic of small networks and this helped to decrease the number of contacts, reduces new partners' collaboration flexibility, and diminished responsiveness to new market opportunities. In other words, small network cycle of a strong tie can influence firm's ability to response to organizational changes. Weak tie, on the other hand, can also accelerate innovation by connecting the organization to the pieces of knowledge. Tiwana (2008) discussed inter-organization knowledge integration. This research explained that strong ties and bridge ties have significant impact to knowledge integration in project alliance and these variables were mediated between social capital and alliance ambidexterity (the ability to seek exploration and exploitation at the same time). J. J. Li et al. (2009) investigated the issues in foreign direct investment's network

that the foreign organization were able to utilize knowledge that they had acquired from their strong manager's ties with other firms to strengthen their positioning in competitive market. The authors concluded that the firm's managerial ties could support marketing implementation in the host market and foreign organization needed to engage with their stakeholder in host market (suppliers, buyers, customers and competitors) (J. J. Li et al., 2009). Shu, Page, Gao, and Jiang (2012) implied that inter-firm knowledge exchange influenced knowledge combination with mediated variables of business tie and product innovation. Another study from Teimoury, Fesharaki, and Bazayr (2011) also found a positive relationship between ties strength and new product development. As a result, from the above literature, most of them have shown that absorptive capacity processes can be enhanced by the strong ties of network (Maurer et al., 2011; Shu et al., 2012; Teimoury et al., 2011; Tiwana, 2008). Recently, Benhayoun, Le Dain, Dominguez-Péry, and Lyons (2020) implemented the mix methods research about the role of absorptive capacity in the collaborative innovation networks in small medium enterprises context. The scholars highlight on the turbulence of its external environment, the motivations to contribute to the collaborative innovation networks, and the cognitive distance separating it from the network actors. As results, they recommended the instrument to assess organization's strengths and weaknesses with regard to the collaborative innovation networks and absorptive capacity.

However, none of them can explain the setting of social enterprises in the Thai context. The explanations of theories in service-based social enterprise research context in Thailand will enhance the better understanding of the ties strength and absorptive

capacity theories. The Figure 7 also visualizes the overall framework of Tie strength influence to Absorptive capacity

**Figure 7: The overall framework of Tie strength influence to Absorptive capacity**



### 3.5.2. The influence of Absorptive capacity to Value creation

Participating in the network itself does not automatically creates the value to the organization. The value creation for the organization is highly dependent on the organizational absorptive capacity (Valentina & Passiante, 2009). W. M. Cohen and

Levinthal (1990) clearly indicated that absorptive capacity is the organizational ability to recognize the new value of knowledge from external, assimilation and apply them to the commercial end. Many research on these have already been discussed in the previous section. Lane and Lubatkin (1998) suggested that the organization needs to have capacity to convert knowledge capabilities to achieve the environment demand in order to develop their sustainable competitive environment as part of their organizational value creation. Furthermore, Valentina and Passiante (2009) enhanced their research on the absorptive capacity to influence values creation found that there were significantly positive relationships between the absorptive capacity and the potential for value creation of the organization. Recently, Tassabehji, Mishra, and Dominguez-Péry (2019) conducted a mixed method approach to investigated knowledge sharing that contribution to values as firm's innovation performance improvements. They suggested that knowledge donation but limited evidence of knowledge collection in the knowledge sharing process. Their developed model to highlight the importance of industry context, individual knowledge and size of organization in knowledge sharing for innovation performance.

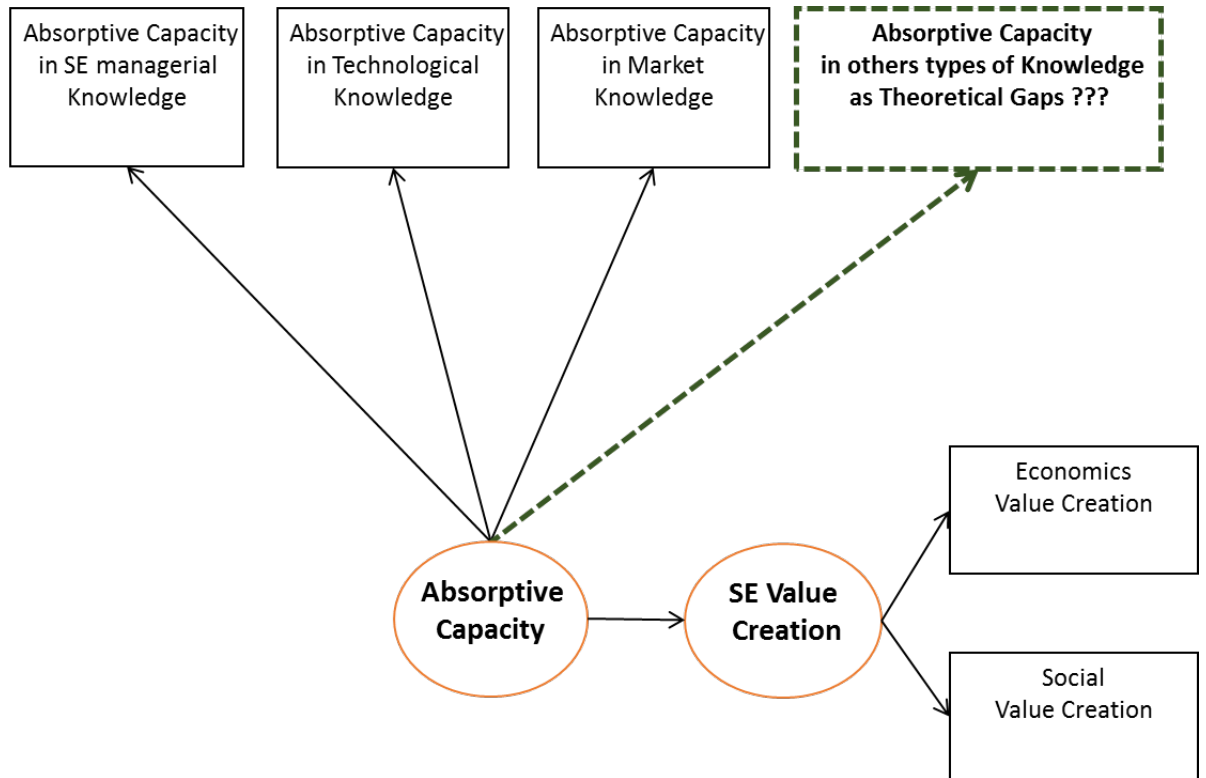
Lately, in social enterprise context, Campos-Climent and Sanchis-Palacio (2017) investigated the impact of absorptive capacity to shared valued creation in social enterprise in France and Spain. They concern that such dual aspiration can cause some tension among stakeholders. They believe that when the social enterprise is properly managed, it can turn into synergies that, in turn, allow the social enterprise to reinforce its capability to create economic value through the creation of social value. Therefore, they found that knowledge absorptive capacity has significantly affected to economic

value creation. While social value creation is the mediating role of knowledge absorptive capacity to economic value creation.

However, we have different opinion to Campos-Climent and Sanchis-Palacio (2017) that the social enterprises are able to optimize their economic and social value by themselves without any tension. While the value of social enterprise is aiming to achieve dual bottom line which are social and economic value (Liu et al., 2015). Therefore, in this research context, we consider social and economic value at the same level as the indicator for the overall of social enterprise value creation. Social enterprise aim to achieve both social and economic objectives, thus social enterprise should be capable to absorb knowledge by recognizing the opportunity in the acquisition of knowledge from the external sources, assimilation, transformation, and utilize them for the results of value creation in both social and economic aspect (Liu et al., 2015).

Nevertheless, drawing the perspectives of these research provide empirical evidence on the effects of the absorptive capacity process to the relevance value creation (economic and social value) as well as the context of service-based social enterprise in Thailand. The explanations of theories in service-based social enterprise research context in Thailand will enhance the better understanding of the absorptive capacity theories and value creation. The Figure 8 also visualizes the overall framework of absorptive capacity influence to value creation.

**Figure 8: The overall framework of Absorptive capacity influence to Value creation**



### **3.5.3. The missing links of Absorptive capacity between Tie strength to Value creation**

From the perspective of resource based view, the relationships continue to maintain the value derives from the level of resources as well as the capacities that are embedded in the relationships of network (Dyer & Singh, 1998). Adding to this is that Gulati, Nohria, and Zaheer (2000) also explained that the social exchange theory was relevant for the conversation conversion to the resource based view theory that the organization would survive by combining their internal and external resources while depending on each dependent organization to manage and exchange their own resources externally and internally. Gulati et al. (2000) further stated that the network from their surrounding environment was a powerful potential for the organization to allow them to access to resources such as knowledge, information, products, services, and capital. These resources enhance organizational ability to create values and their remained competitive advantage.

Essentially, organization's capacity is the exploratory learning of a variety of knowledge and the adaptation of the knowledge (McGrath, 2001). Meanwhile, Tsai (2001) found that the more development of organizational network could help organization to produce more value creation to innovation output and thereby increasing firm performance. This is particularly important for any firm in the central network positions. It helps firm to access to new knowledge that has been developed by other organizations. In the same line of thought, , C. Lin, Tan, and Chang (2002) mentioned that the higher levels of absorptive capacity helped firm to successfully integrate and apply the external knowledge. Daghfous (2004) pointed out that the increasing



absorptive capacity or ability to transform and implement external knowledge could help firm to strengthen their core competency as value to the organization. The firm is then able to foster innovation as their value creation with the access and recombining of a variety of knowledge from inter-organization network.

There is a number of literatures that presents different processes of knowledge transfer which are mediated variables between the relationships of tie strength and dependent variables that mostly are value creation of the organization (Capaldo, 2007; Maurer et al., 2011; Mu et al., 2008; Shu et al., 2012; Smith et al., 2005; Tiwana, 2008; Wu, 2008; Yli-Renko et al., 2001). Table 7 as shown below summarizes the literature review in strength of ties, absorptive capacity process and their dependent variables. According to Yli-Renko et al. (2001), strong ties allowed organization to improve technological knowledge and access to various types of knowledge and that knowledge exploitation is a mediating variable. However, some research address the dynamic and ever-changing situation in achieving the outcomes by the two types of ties (Capaldo, 2007). The different types of knowledge pose an issue in the mediating variables between the relationships of tie strength and innovation. Capaldo (2007) further suggested that the value creation from firm's innovation capability able to enhance by knowledge access, integration and exploitation for potential knowledge from dual network architecture (a core of strong tie and the integration of peripheral heterogeneous weak ties) based on network diversity. Another study from Sammarra and Biggiero (2008) recommended that the organization should transfer the heterogeneous knowledge through their network ties. With reference to an entrepreneurships context, particularly in small medium size enterprise, there are two considerations about inter-organization network

and the transferring of knowledge. Firstly, firm must always specialized in particularly a few phases of production line or has specific product and service specialization. Hence, they tend to have a specified capability in each organization rather than a broad or heterogeneous knowledge especially in market and managerial capabilities. Secondly, these specialization concepts focus at the particularly industrial clusters that the enterprise can be the first or second ties in the supply chain system. When the enterprises participated in the collaborative inter-organization network, the knowledge can then be transferred to gain competitive advantage (Belussi, Gottardi, & Rullani, 2012; Karlsson & Stough, 2005; Sammarra & Biggiero, 2008; Tallman, Jenkins, Henry, & Pinch, 2004).

Furthermore, Valentina and Passiante (2009) developed the value creation framework based on (Amit & Zott, 2001) model in the E-business context. Nevertheless, Valentina and Passiante (2009) focused their research in the SMEs network context. Based on these empirical studies of different contexts, the researchers realized that the two contexts shared similar results. There were significantly positive relationship when the organization becoming integral part of network system and could create value to their organizations (Amit & Zott, 2001; Valentina & Passiante, 2009). Furthermore, Amit and Zott (2001), explained the several benefits of the value creation to the organization when they participated in the network system. These benefits include market and distribution cost reduction, decreasing transaction time, possibility to access other goods and service, aggregating the needed supply and demand, being alternative channel to interact with their customer, activate customer relationship management for from the central application that provided by the network system, offering new

distribution channel to customers, and the ability to access in-depth knowledge and to integrate them.

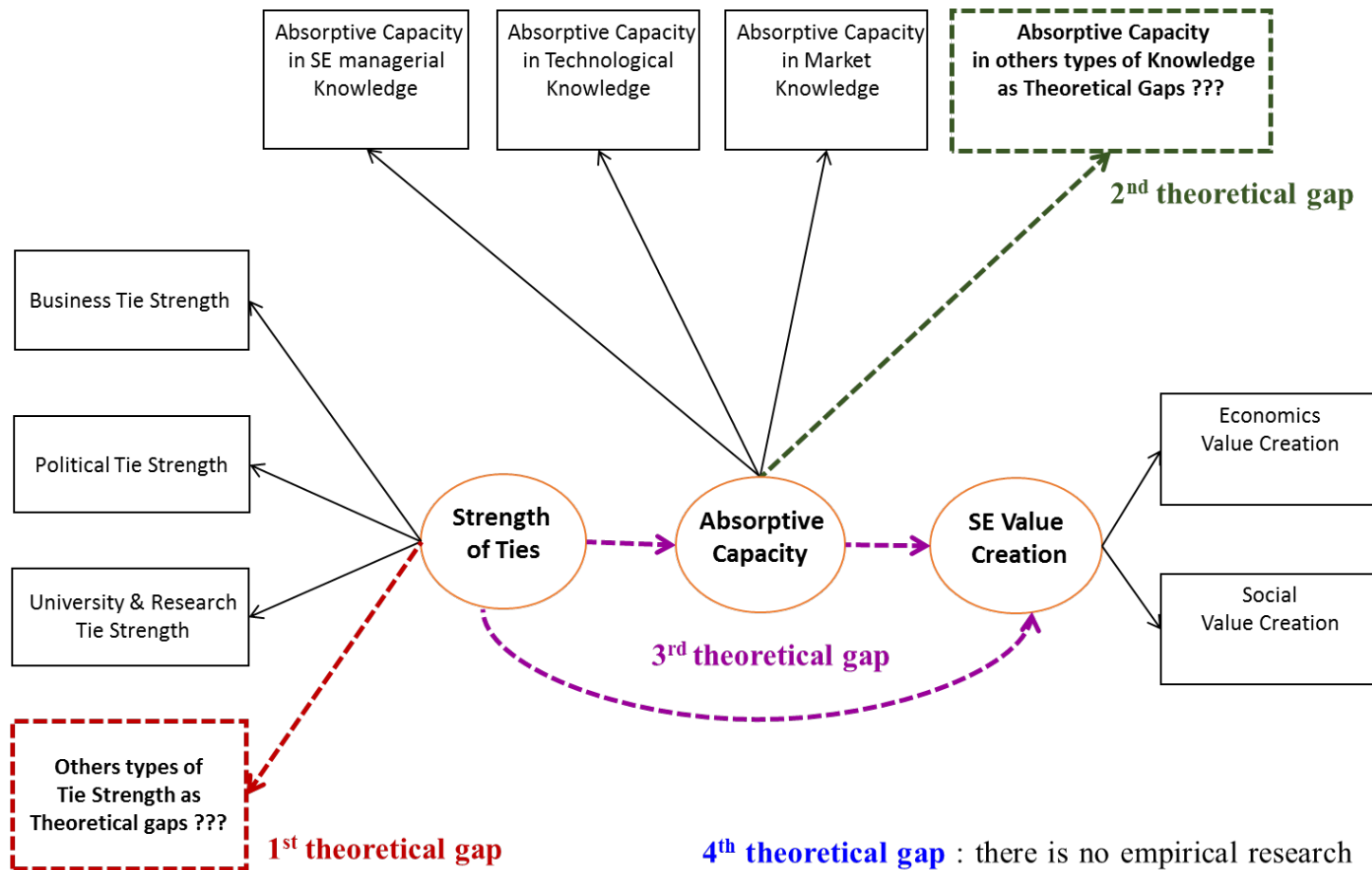
However, Valentina and Passiante (2009) suggested that it is important to observe the strength of network throughout the relationships between the organization and stakeholders such as customers, suppliers, industries, etc. Meanwhile the organizations have different abilities to capture and absorb knowledge from their network and to accumulate a large stock of different knowledge asset such as technology knowledge and other knowledge, that are not been use for the organizational capabilities (Valentina & Passiante, 2009). The appropriate values creation occurs when the organization participating in the network. Lee, Lee, and Pennings (2001) also perceived that values creation are organizational rewards from the opportunity when the organization are appropriately positioned in the network and able to absorb more external complementary resources as their absorptive capability. The internally absorptive capability in turns helps organization to transform and leverage knowledge from external sources to internal as the value creation output. Thus, the organization would face the difficulties in generating value creation from external network if they lack the absorptive capability to do so (Lee et al., 2001). In addition, Valentina and Passiante (2009) stated that the values creation of the organization depended on the intensity of the interaction and relationships among the organization networks as well as their own capability to acquire and absorb the knowledge inside the network.

Considering the different type of ties as the knowledge input for creation of value for the organization, participating in the strength of ties of each network type does not automatically creates the value for the organization. It is important for the organization

to focus on their absorptive capacity to determine the value that is needed to be taken from their networks. Therefore, the explanation of the absorptive capacity process that each organization performs is still a missing link in many different research contexts for value creation through their networks. While Dosi et al. (2001) supported the idea that to fulfill the gap required reliable capability to help the organization to attain the result of the intended action and the outcome contributed to definite similarity to what was intended as the creation of value. Moreover, the explanation of network and value creation need to be particularly explain the relevancy to each different context.

As a results, putting together these elements, the absorptive capacity could fill the gap between strength of ties (intention) and the organizational value creation (outcome) (see Figure 9). The Figure 9 also visualizes the overall research framework and summarizes all theoretical gaps that identify in this research. These gaps need to explore to be unfold including the overall point of views of this research context, there is still no empirical research conducted on these research domains (social capital, absorptive capacity, and value creation) in the context of service-based social enterprises in Thailand.

**Figure 9: The overall research framework and summary of theoretical gaps**



**4<sup>th</sup> theoretical gap** : there is no empirical research conducted on these research domain in the context of service social enterprises in Thailand

**Table 7: Summary of literature reviews in strength of ties, absorptive capacity process, and dependent variables**

Authors	Nature of relationship & typology of ties	Absorptive capacity process as mediating variables					Dependent variables
		Potential		Realized		Others	
		K. access (Acquisition)	K. assimilation (absorption)	K. integration (combination)	K. utilization (use)		
Uzzi (1997)	Positive and negative - strong ties						Enable the transfer of tacit, fine-grained and holistic information but overtime inhibit the access to information and knowledge diversity (non-innovation)
Yil-Renko et.al. (2001)	Positive - strong ties	✓			✓ (Exploitation)		New product development and Technology distinctiveness (different type of technological knowledge)
Smith et.al. (2005)	Positive - strong ties					✓ Knowledge creation capability	New product and New service introduction
Capaldo (2007)	Positive - strong ties Negative - strong ties Positive - dual network architecture based on strong ties integrated with a large periphery of weak ties	✓		✓	✓ (Exploitation)	✓ Knowledge creation capability	Dynamic innovation capability (new knowledge)
Mu et.al. (2008)	Positive - interction frequency	✓					Firm innovation
Tiwana (2008)	Positive - strong ties			✓			Firm ambidexterity (ability to seek exploration and exploitation at the same time) (non-innovation)
Wu (2008)	Positive strong ties and bridging ties					✓ Information sharing	Competitiveness improvement
Shu et.al. (2008)	Positive - managerial ties Positive - political ties Positive - knowledge exchange and combination Positive - knowledge combination			✓ ( A component of knowledge creation process)		✓ Knowledge exchange (a component of knowledge creation process)	Product innovation and process innovation

### **3.6. Conclusion**

This chapter explained the relevant literature to identify the literature gaps. There are three main theoretical domains for this study, namely social capital, absorptive capacity, and value creation.

Social capital theories were used to explain the large to the specific aspects. Social capital theory helps to highlight the intellectual capital perspective. The concept focuses on the explanation of structural social capital specifically in the strength of ties. The different types of ties strength was explained in this section.

Following this discussion, the absorptive capacity concept was developed based on the concept of Knowledge Transfer Theory. This section discussed the foundation theory of knowledge in knowledge management. The literature review highlighted organizational knowledge transfer specifically in inter-organizational knowledge transfer. It linked knowledge transfer to absorptive capacity concept. The core concept of absorptive capacity theory was clearly explained in this section. The absorptive capacity is considered a component of dynamic capability. Subsequently, the knowledge categorization in absorptive capacity with the emphasis on the different types of knowledge (content based) were discussed.

The third section examined the concept of value creation. In this section, the concept and definitions are clarified based on the research context of service-based social enterprise in Thailand.

The final part in the literature review discussed the missing links of absorptive capacity as a mediator variable. This section elaborated on the gaps in the literature that links tie strengths, absorptive capacity and value creation. The qualitative research questions lead to the exploratory study of the 1<sup>st</sup> and 2<sup>nd</sup> theoretical gaps. The qualitative research findings will generate propositions that will underpin the quantitative part study in developing the research model. The quantitative research question have been emphasized the 3<sup>rd</sup> theoretical gaps along with the research frameworks and explanation. Whereas, the 4<sup>th</sup> theoretical gaps in this research explores the overall point of view of the research context in that there is currently no empirical research conducted on these research domains (social capital, absorptive capacity, and value creation) in the context of service-based social enterprises in Thailand.



## **CHAPTER 4: RESEARCH METHODOLOGY**

### **4.1. Introduction**

In this chapter, we discuss the philosophical foundations of research in terms of ontology, epistemology, and philosophical worldview. The use of philosophical worldview foundation seems the most relevant to explain the philosophical foundation of this mix-method research. This chapter also explains the reasons behind the choice of research design which includes the research methodology and methods selected according to our proposed philosophical worldview. The population and sampling methods are also described in this chapter. The instrumentation and procedures of data collection and analysis are presented based on the qualitative, quantitative, and mixed methods. The last section addresses ethical considerations.

### **4.2. Philosophical Foundations**

There are several terms to explain the philosophical assumption as a foundation of research such as, ontologies and epistemologies (Crotty, 1998), paradigms (Lincoln, Lynham, & Guba, 2011), and worldview (Guba, 1990). The most central and popular that have been debated among philosophers are the discussions about ontologies and epistemologies (Easterby-Smith, Thorpe, & Jackson, 2012).

#### **4.2.1. Ontology, Epistemology, Methodology, and Methods**

Ontology is the principal assumption of philosophy related to the nature of reality. There are many way to classify them. Easterby-Smith et al. (2012) classified ontology into four groups; namely Realism, Internal Realism, Relativism, and Nominalism.

Realism is hypothesized as a single truth where the facts exist and can be revealed. In realism, there is the belief that the world is concrete and external. This means that researchers can observe truth and explain it directly. Internal Realism is hypothesized that truth exists but is obscure, which means that researchers cannot directly access to the facts but he or she can only observe and gather information from indirect evidences. Relativism, on the other hand, hypothesized that there are many truths, but these facts depend on the viewpoints of the observers. As such, there will always be differences involved. As for nominalism, it is a situation where there is no truth. This means that facts are created by human through language and discourse and the context changes overtime. The ontology is the root of epistemology.

Epistemology is about the different ways of inquiring about the nature of the world. There are many ways in which scholars and philosophers have classified epistemology. Easterby-Smith et al. (2012) recommended two main approaches to classify epistemology, namely Positivism and Social constructionism.

Positivism is the deductive approach as it is the best way of inquiry by using objective methods. It includes sensation, reflection, intuition and so forth. The main philosophical assumption as an ontological is that reality relies on the external and objective bases. Primarily, the role of researchers in this epistemological approach is independent from

what it is observed. According to the epistemological assumptions of positivism, knowledge is significant when it is observed from the external of reality (Easterby-Smith et al., 2012). The choice for the object to be studied and the way to study it, is determined by the objective criteria instead of human interest or belief. In social science, the objective of positivist should be to identify causal explanations and generalize the theory to explain the regularities in human social behaviors. Hypothesis is the fundamental law in the process of deducting the object to observation and to demonstrate the truth or falsity based on the hypothesis. The operationalization concept is needed to apply to this approach according to the need to define fact and quantitative measurements. The degree of generalization occurs with the shift from the specific to general based on the random sampling and the efficient sample size from the population that is applied to this case.

This epistemological approach is separated in to two categories that relate to the ontology assumption, namely Strong Positivism and Positivism. While strong positivism is derived from the ontological of realism, positivism originates from the ontological of internal realism.

Social constructionism, on the other hand, has been developed for over fifty years by philosophers (Berger & Luckmann, 1966; Easterby-Smith et al., 2012; Shotter, 1993; Watzlawick, 1984). This is an inductive approach which is considered the best way of inquiry using subjective methods to focus on people or collectively. It includes thinking, feeling, communicating and so forth. Research studies that emphasize more on social based call this approach Constructionism. Whereas studies that focus on psychological based call refer to this approach as Constructivism. Unlike the

positivism, this epistemology views reality not as an exterior and objective but, as socially constructed and given meaning to the world by human. Habermas (1970) referred this epistemologically as an interpretive method where human could make sense and interpret the world by the medium of language. The essence of social constructionism is about how people determine the reality rather than objective or external factor. Easterby-Smith et al. (2012) cited that the philosophical assumption for social constructionism was that the observer was part of what was being observed. Thus, human interests are the main driver of these sciences. In addition, greater explanation can support increasing understanding of the situation. As such, the research progress with a rich data of ideas. This epistemologically conceptual should be incorporated with the stakeholders' perspectives while the unit of analysis can include the complexity of the whole situation. These are smaller samples according to case base on the specific reason.

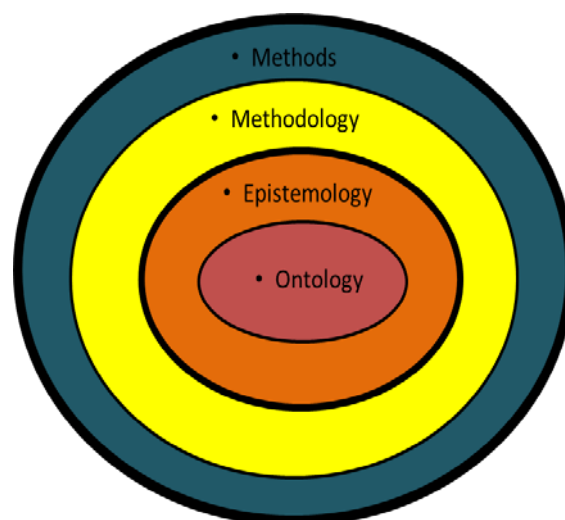
This epistemological approach is also separated in to two categories that relates to the ontology assumptions; Social Constructionism, and Strong Social Constructionism. Social Constructionism is based on the ontology of relativism, while Strong Social Constructionism derives from the ontological position of Nominalism. The epistemology always leads to the research methodology.

Methodology is a set of techniques used for inquiry into a special situation. Methodology concept is developed from ontology and epistemology. The epistemology of Strong Positivism derives from the ontological stand of realism and positivism that come from the ontological stand of internal realism leading to the quantitative methodology. In contrast, Social Constructionism from the ontological position of

relativism and Strong Social Constructionism based on the ontology of Nominalism will lead to qualitative methodology. These methodologies further direct the research method which is the individual techniques for data collection and analysis.

According to Easterby-Smith et al. (2012), there were close linkage between ontology, epistemology, methodology and method. As presented in Figure 10, the metaphor of the onion ring seeks to explain the linkage between ontology, epistemology, methodology and methods of research. In Table 8, an elaboration of the methodological implications of different ontology and epistemologies are given. However, Easterby-Smith et al. (2012) recommended that the philosophical foundation explained by ontology and epistemology, focuses on the methodology bases. The methodology, which derives from each ontology and epistemology should not be mixed or overlapped since the philosophical foundation in each ontology and epistemology are from distinct philosophical roots and have different fundamental set of beliefs.

**Figure 10: The metaphor of the linkage between ontology, epistemology, methodology and methods of research**



Source: (Easterby-Smith et al., 2012)

**Table 8: Methodological implication of different Ontology and Epistemology**

Ontologies	Realism	Internal Realism	Relativism	Nominalism
Epistemology	Strong Positivism	Positivism	Constructionism	Strong Constructionism
Methodology	Quantitative		Qualitative	
Aims	Discovery	Exposure	Convergence	Invention
Starting points	Hypothesis	Propositions	Questions	Critique
Design	Experiment	Large surveys; multi-cases	Cases and surveys	Engagement & reflexivity
Data types	Number & facts	Number & words	Worlds & numbers	Discourse & experiences
Analysis/ Interpretation	Verification/ falsification	Correlation & regression	Triangulation & comparison	Sense-making; understanding
Outcome	Confirmation of theories	Theory testing & generation	Theory generation	New insights & action

Source: adapted from (Easterby-Smith et al., 2012)

#### 4.2.2. Philosophical Worldviews

There is another group of scholars that focuses on philosophical worldviews instead of ontology and epistemology (Slife & Williams, 1995). The philosophical worldview is a basic set of beliefs that guides actions (Guba, 1990). It is more suitable for mixed methodology research because the worldviews focus on problem base or research questions instead of methodology. It describes a general orientation of philosophical about the world and the nature of research that we consider to study. There are four main elements of worldview, namely; Positivist, Constructivist, Transformative, and Pragmatic (Creswell, 2014).

First, the philosophical assumption of Positivist worldview considers the deterministic philosophy of the effect or outcome. It helps in the reduction of ideas into small or deductive approach. Positivist worldview are empirical observation and measurement

based. Significantly, the Positivist approach makes verification to the theory. Typically, worldview is seen as an approach to quantitative research.

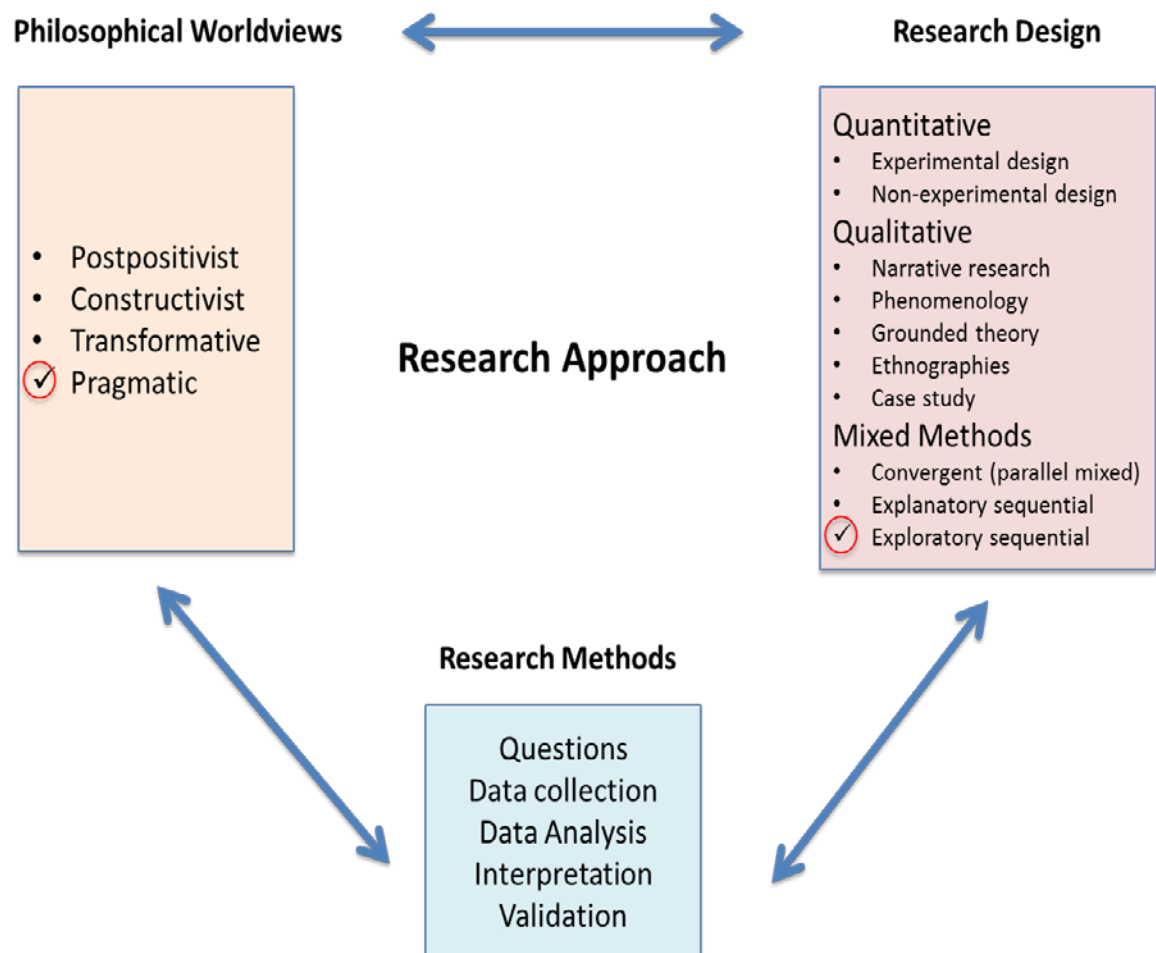
Second, the Constructivist worldview or social constructivism would consider it as a perspective of combined interpretation. This philosophical foundation has the assumption that individual seeking for understand the world where their live and work. The meanings developed are multiple and varied directly toward to certain objects or things. It has the nature of looking for the views of complexity rather than narrowing the meaning into a category or idea. This is the theory-generated approach. This worldview is commonly seen as qualitative research.

Next, the transformative worldview is the philosophical assumption concerning transformative approach. The research needs to intertwine and involves the political and political changes in order to confront social suppressions in any levels. This research contains action agenda with the collaborative and is change-oriented. It is usually seen as action research.

Lastly, the Pragmatic worldview that comes from many forms of philosophical assumptions. It arises out of action, situation, and consequence as it happens in the real-world practice. This worldview is problem-centered. In other words, it focuses on the application of the solution to problem by using all approaches of methods that are available to understand the problem.

Importantly, there are three components involved in this research approach; philosophical worldviews, research design, and research methods. The interconnection of worldviews, research design, and research methodology is depicted in Figure 11.

**Figure 11: Interconnection of worldviews, Research design & Research methods**



Source: Adapted from (Creswell, 2014)



### **4.3. Justification of Philosophical Foundation (Philosophical Worldview)**

According to Easterby-Smith et al. (2012), philosophical foundation explained by ontology and epistemology is based on the methodology. The methodology that is derived from each ontology and epistemology should not be mixed because each philosophical foundation comes from the different philosophical root and fundamental set of beliefs. Easterby-Smith et al. (2012) stated that "It is unwise to combine different paradigms within the same study because the different underlying assumptions means that it will not be possible to join the two parts of study together" (p. 63). Easterby-Smith et al. (2012) used the metaphorical description of about a 'semi-detached design' to argue against mixed methodology citing that it is "like two semi-detached houses, they are physically linked together, yet there is no adjoining doorway between the two parts of the house" (p. 63). Therefore, there are constraints in the using of ontology and epistemology to explain the mixed methodology as in our research question to use the two methods for support. However, based on the general philosophical orientation to the world and the nature of this research, this study proposes to follow the 'worldview philosophical' foundation as a mean to open up space for the possible methodology to answer the research questions. Thus, this study adopts the 'pragmatic worldview' to solve problems rather than focusing on methods as explained above. As Creswell (2014) stated that this paradigm does not see the world as an absolute unity, this research aims to use all available research approaches, qualitative and quantitative methodology, to understand the research problems. Clarifying the research problems is needed in this paradigm because it is important to focus on the research problems and then using pluralistic approaches to derive knowledge to the problems (Creswell, 2014).

The worldview approach to this study is beneficial and is seen as the best method to answer the research problems. There are several benefits using this paradigm. First, there is more freedom of choice for us to investigate on the research problems. Second, it helps to fulfill the methodology gaps between qualitative and quantitative methodology in terms of looking 'what and how' aspects of research based. Last but not least, it is an opportunity to open the gate to explore different worldviews, methods and assumptions as well as a new vision by using different forms of data collection and analysis (Creswell, 2014).

#### **4.4. Justification for Research Design, Methodology, and Methods**

This research uses the 'exploratory sequential mixed methodology' as our research design to answer our research questions. This study uses two sequential research methodologies (Creswell, 2014). We first explore the context by using a case study method that is based on qualitative research methodology. Subsequently, the qualitative findings are analyzed and used as a base for the questionnaire survey for the quantitative methodology.

In general, the case study method is commonly used in social sciences research such as, psychology, political science, sociology and business management, etc. (Yin, 2013). This particular method will help us to go in-depth in the investigation of what types of ties occur in a social enterprise network, what types of knowledge (content-based) flow in a social enterprise network, and how does the absorptive capacity process of social enterprise is affected by the tie strength of its networks. From the literature review,

there is no research about the ties strength and absorptive capacity in social enterprise context as there are many literature gaps based on the research propositions. As such, the exploratory study by using case study is significant for this research. A summary with the differences of each type of case study is presented in Table 9. There are four main types of case study, namely holistic single case study, holistic multiple case study, embedded single case study, and embedded multiple case study (Yin, 2013). The choice of each specific type of case study depends on the number of context and unit of analysis investigated. If there are more than one context, the analysis will be conducted across each case.

**Table 9: Distinction in type of case study**

	Single case study	Multiple-case study
Holistic (Single unit of analysis)	<b>Holistic single case study</b> <ul style="list-style-type: none"> <li>• Single context</li> <li>• Within case</li> <li>• Single unit of analysis</li> </ul>	<b>Holistic multiple case study</b> <ul style="list-style-type: none"> <li>• Multiple context</li> <li>• Across case</li> <li>• Single unit of analysis</li> </ul>
Embedded (Multiple-units of analysis)	<b>Embedded single case study</b> <ul style="list-style-type: none"> <li>• Single context</li> <li>• Within case</li> <li>• Multiple unit of analysis</li> </ul>	<b>Embedded multiple case study</b> <ul style="list-style-type: none"> <li>• Multiple context</li> <li>• Across case</li> <li>• Multiple unit of analysis</li> </ul>

Source: (Yin, 2013)

This research is conducted using embedded multiple case study to explore some theoretical gaps that have not yet been addressed or have yet been explained in the context of social enterprises. This study focuses on two contexts; pure social enterprise and the social enterprise that plays an intermediary role. The findings of each case are analyzed and compared with each other. The unit of analysis for this research is at the organizational network level and organizational level. This is therefore a multiple unit of analysis study. In other words, this research focuses on the organizational level network ties with the external and the absorptive capacity of the organization. In addition, it uses semi-structured in-depth interview, observation and secondary source as technique to collect the data for the case study. This technique is used in the exploration phase of the research. The objective is to explore the real field and see if the initial research framework and research propositions are explainable in the proposed context. The outcomes of the research findings support and validate the modification of research hypothesis and research model for the next phase in the quantitative section.

Upon the completion of the qualitative phase, this research continues with a quantitative survey which helps to test the research model. This is the reinforcement approach to support the theoretical model to identify what are the relationships between strength of ties (different types), absorptive capacity that is based on the type of knowledge (content), and social enterprise value creation that occur in the service-based social enterprises in Thailand. This research uses cross-sectional design that enables multiple variables to be measured and examined the underlining relationships (Easterby-Smith et al., 2012).

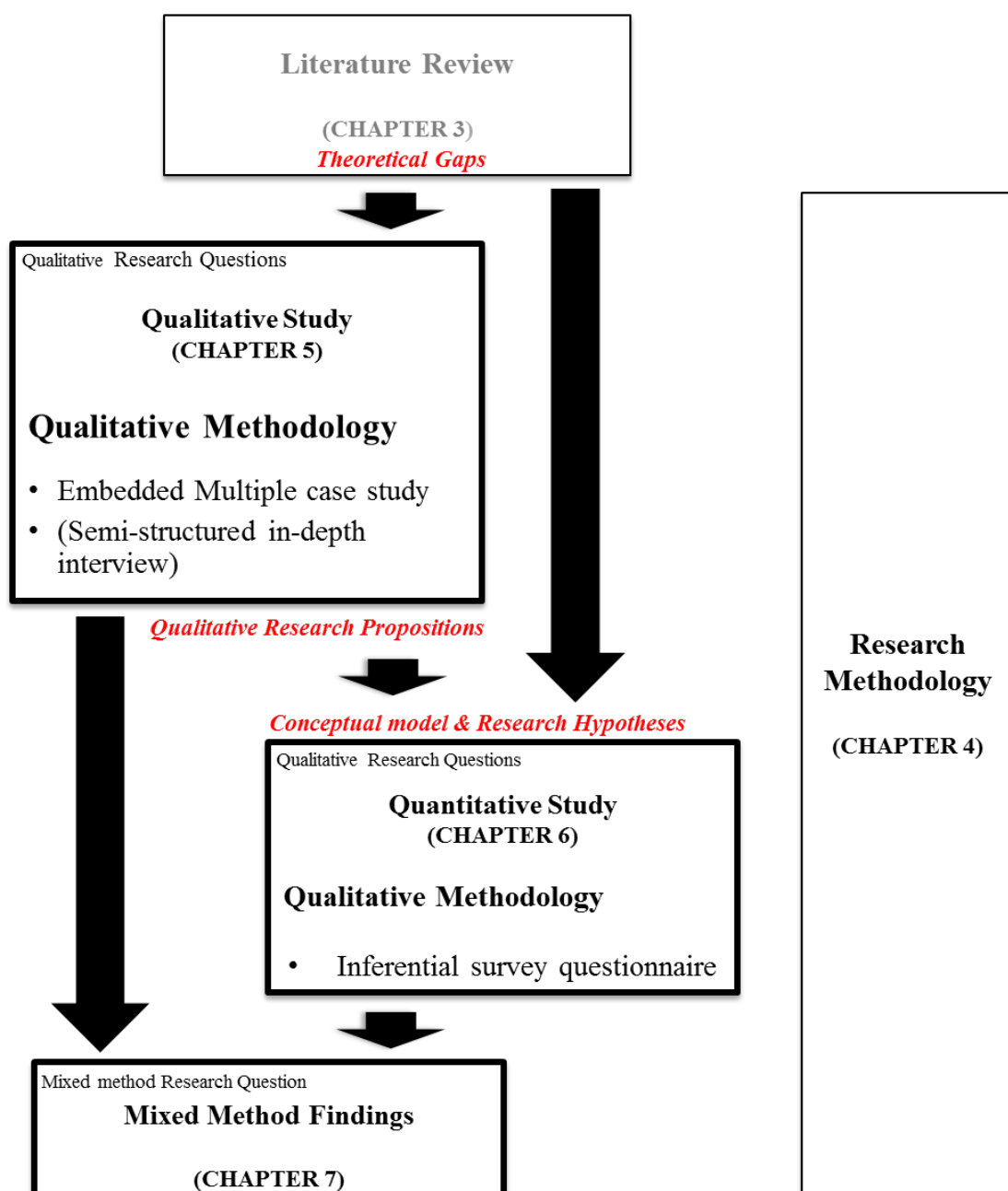
There are mainly three types of survey technique which comprise of factual surveys, inferential surveys, and exploratory surveys (Easterby-Smith et al., 2012). Factual surveys are more commonly used in market research or any opinion poll to see the factual data from different groups of people. Inferential surveys, on the other hand helps in explaining the causal relationship between variables. It is commonly used in the academic particularly in business management research such as marketing, organization behavior, and business strategy, etc. Exploratory surveys attempt to use the survey to develop a universal set of principles to explore develop variable or theoretical model. Some examples using analytic method in exploratory surveys include cluster analysis, factor analysis, and discriminant analysis.

However, this research uses inferential survey technique to investigate the relationships between predictor or independent variables (ties strength), mediating variables (absorptive capacity based on type of knowledge, and dependent variables (social enterprise value creation). The survey technique supports the conceptual development and measurement procedure for the generalization of the theoretical model which is the main part of research.

Finally, the challenges in using this mixed methodology design from both case study and survey methods help in combining the research results and findings together as the output aim to support each other in order to understand the context, theory and make the study more complete (Creswell, 2014). The combination of results and findings will help to answer the mixed methodology research questions that is to what extend and in what ways do qualitative case studies serve to contribute to a more comprehensive and nuanced understanding of this describing relationship between Strength of ties,

Absorptive capacity based on the type of knowledge (content) and Social enterprise value creation that are occur in service-based social enterprise ecosystem in Thailand, via integrative mixed methods analysis. The Figure 12 shows the summary of the overall research design and process of this study.

**Figure 12: Summary of research design procedure**



## **4.5. Population and Sampling**

### **4.5.1. Population**

The population for this research is composed of social enterprises across Thailand. These social enterprises have been recorded in the list of intermediary organization networks of Thailand social enterprise office (TSEO), Ma-D, and SE Thailand. The listed organizations have been approved as social enterprises by the intermediaries. Based on the Thailand social enterprises database available, there are 191 social enterprises registered in Thailand (see Table 10). Table 10 shows the number of organizations that are categorized as social enterprises industry in Thailand. They include products (food and nonfood), NGO, SE-Intermediary, and service. According to Table 11, only 103 organizations are service-based social enterprises which is the main scope for this research population. In addition, Table 11 also identifies the number of organizations by sub-category of service-based social enterprises in Thailand; namely healthcare service, hotel & tourism service, learning & education service, media & entertainment service, rental service, and retail service. The rationale behind choosing service-based social enterprise because the use of knowledge has been more significant in service-based social enterprise compared to product social enterprise. They also represent the largest proportion (54%) of social enterprises in Thailand. Therefore, our total population (N = 103) is the size of the population for the service-based social enterprises in Thailand.

**Table 10: Number of organizations that categorize by social enterprise industry in Thailand**

<b>Social enterprise's industry</b>	<b>#Organization</b>
Product (Nonfood)	43
Product (Food)	29
NGO	9
SE-Intermediary	7
<b>Service-based</b>	<b>103</b>
<b>Total</b>	<b>191</b>

**Table 11: Number of organizations by Sub-category of service-based social enterprises in Thailand as the research population**

<b>Service-based social enterprise</b>	<b>#Organization</b>
Service (Healthcare)	9 (9%)
Service (Hotel and Tourism)	22 (21%)
Service (Learning and Education)	38 (37%)
Service (Media and Entertainment)	26 (25%)
Service (Rental)	6 (6%)
Service (Retail)	2 (2%)
<b>Total Population</b>	<b>103 (100%)</b>



#### **4.5.2. Sampling for Qualitative Study**

For the qualitative study, this research uses a purposeful sampling strategy. It is the approach to select the case that strategically and purposefully enriches information collected. According to Creswell (2014), purposeful sampling is a specific type and number of cases selected depends upon the study objective and resources. There is also no rules for sampling size in qualitative inquiry.

The main objective for using Stratified purposeful sampling in this study is that the technique facilitates the comparisons of characteristics among particular subgroups of interest (Creswell, 2014). This research selects two organizations as case studies. Organization A (ORG A) is an organization that is a social enterprise which also plays the role of intermediary (based on nine intermediary organizations). The second selected case, Organizational B (ORG B), is a pure social enterprise (no intermediary role). It supports the research context by investigating on the diverse type of ties strength and types of knowledge. For ORG A, we interviewed 6 key persons (from the totally 6 employees) comprise of the Founder of the social enterprise (Female), Co-Founder 1 (Male), Co-Founder 2 (Male), Community manager (Female), Space manager (Female), and Communication manager (Female). For ORG B, 4 key personnel agreed to the interview (From the totally 22 fulltime employees). The 4 key persons included the Founder (Male), Knowledge Management (KM) manager (Female), Creative director (Female), and Communication manager (Female).

In the exploratory phase, the research aims to explore the validity of the research framework and propositions based on the real context of social enterprises in Thailand.

The findings from both cases (social enterprise cum intermediary and pure social enterprise) help to provide deeper understanding of on the context. The numbers of people to be interviewed depends on the role and involvement of each organization. We focuses in the collection of data from the managers or owners who play the main role in the social enterprises and other key employees based on their acceptance to join the interview.

#### **4.5.3. Sampling for Quantitative Study**

As for the quantitative study, the sample is drawn from the accumulated service-based social enterprises list provided by the intermediaries' network records. The above service-based social enterprises list has been validated as service-based social enterprises by the Social Enterprise Intermediaries. The organizations are represented by the entrepreneurs, leaders, managers or owners of the service-based social enterprises in Thailand. We collected data from the entrepreneurs, managers or owners of social enterprises because they can reflect and speak on behalf of the organization with insightful knowledge respectively to the overall organization. Normally, service-based social enterprises are entrepreneurial by nature. Most of the existing service-based social enterprises in Thailand are small size enterprises.

For the purpose of the quantitative research, the use of simple random sampling approach has been adopted. This is one of the random probabilities sampling method that permits the generalization from sample to population it represents, and the sample size is expected to use the minimum sample size requirements of Partial Least Squares Structural Equation Modeling (PLS-SEM) (Hair Jr, Hult, Ringle, & Sarstedt, 2016). Overall, the structural model for PLS-SEM has little influence on sample size

requirement because the algorithm of PLS-SEM does not compute all relationships of the model at the same time. PLS-SEM is a good choice when the population is still small and helps to optimize the sample size as its recommended by the PLS-SEM method (Hair Jr et al., 2016).

There are several methods to calculate sample size. First, there is the rule of thumb to estimate the minimum sample size for PLS-SEM and is called the 10 times rule (Barclay, Higgins, & Thompson, 1995). According to Hair Jr et al. (2016), the 10 time rule is "10 times the largest number of formative indicators used to measure any construct, or 10 times the largest number of structural paths directed at a particular construct in the structural model". In other words, the minimum of sample size should be 10 time of the maximum number of arrowheads pointing at latent variables that locates anywhere in the PLS-SEM structural model. However, the structural model in this research consists of the largest number of 2 arrowhead at the latent variable. Therefore, this method recommends 20 as the minimum sample size for the study. In the meantime, Hair Jr et al. (2016) also recommend that it would be better to use the calculation program such as 'G\*Power' to calculate this number for of the sample size.

Another recommendation for sample size calculation for PLS-SEM is recommended by J. Cohen (1992) to calculate the statistical power analysis for the multiple regression model. The root of this method is from the properties of the ordinary least squares regression (OLS regression). The statistical power analysis can also be used to calculate the number of sample size for PLS-SEM model. Hair Jr et al. (2016) highly recommended the 'G\*Power' software program to calculate the sample size based on the power analysis specific to the model. Table 12 shows the sample size estimation

from the G\*Power software. The fundamental statistical test is based on the Linear Multiple Regression Model, Fixed model, and  $R^2$  deviation from zero. The effect size of  $f^2$  makes it natural or have medium effect size which is equal to 0.15. The  $\alpha$  error in probability (type 1 error), the significant level that expects to reject null hypothesis is 0.05 at the expected confident interview at 95%. Meanwhile, the power  $1-\beta$  error in probability (type 2 error), the power of the test is expected at 80% (normally the minimum for the power of the test is 80%). In this research, the expected confident interview is high to reduce errors. The number predictors (the number of arrowheads in the path model) is estimated at the maximum number based on our assumption of proposition that is 2. As a result, the total sample size estimation from the given input is 68 as the minimum number of sample size. The number of sample size seems to be very small as the beneficial of the variance based structural equation modeling that helps to minimize the number of sample size. However, Hair Jr et al. (2016) further mentioned that the recommended number of sample size from G\*Power software is the minimum number of sample size while we can increase consistency of the stable to predict the model by maximizing the number of sample size from the minimum number of sample size estimation.

By the simple random sampling method which is drawn totally 102 ( $N - 1$ ) organizations from the accumulated service-based social enterprises list, the total organizations that allow us to make a face-to-face questionnaire interview as our data collection is 72 organizations ( $n = 72$ ). This number satisfies the minimum sample size recommendation which is over the minimum require number of predictors of 68 in G\*Power software.

**Table 12: The sample size estimation from G\*power statistical analysis software**

**F tests:** Linear multiple regression: Fixed model,  $R^2$  deviation from zero

**Analysis:** A priori: Compute required sample size – given  $\alpha$ , power, and effect size

**Input:** Effect size  $f^2$  = 0.15

$\alpha$  err probably = 0.05

Power (1- $\beta$  err probability) = 0.80

Number of predictors = 2

**Output:** Total sample size estimation = 68

## 4.6. Instrumentation and Procedure

### 4.6.1. Qualitative Data Collection and Analysis

In the data collection process, we conduct in-depth interviews to explore the types of tie strength of its network and the organizational absorptive capacity cum knowledge types for service-based social enterprises in Thailand. The research setting is located in the investigation with two social enterprises premises. The first is a social enterprise cum intermediary and the second is a pure social enterprise. The research places emphasis on the validity and reliability throughout the research process. It does not carry the same connotation as quantitative which is discussed in the later section (Easterby-Smith et al., 2012).

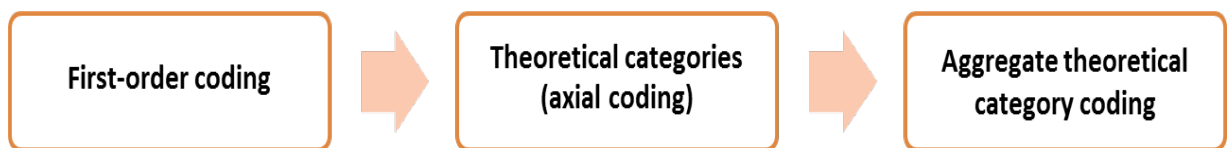
For in-depth interview data collection, this research uses semi-structured interview approach to interview respondents. We conducted the in-depth interviews personally

with leading social entrepreneurs who are the founders, CEOs and key personals in the organizations. They are the key decision makers and highly influential in their service-based social enterprise companies (Chetty & Campbell-Hunt, 2004; Zucchella, Palamara, & Denicolai, 2007). According to Chetty and Campbell-Hunt (2004) and Zucchella et al. (2007) the decision making in the small enterprises is usually made by the entrepreneur or/and a few key individuals. The secondary data in each company such as, documents and other data are also collected along with the qualitative research from each company. The interview guide for the qualitative study is presented in Appendix B. The interview guide is divided into two parts; set up and descriptive interview. Along the interview process, there is probing questions for the respondents to encourage them to explain the details to strengthen the findings. The interview guide is translated into Thai language as presented in Appendix C. The interviewing process was recorded with a voice recorder (Easterby-Smith et al., 2012). The interviews helped the researcher to further understand the different types of network ties to assess if they should be considered in the service-based social enterprises in Thailand. In addition, it was investigated what type of knowledge (content-based) should exists in organizational absorptive capacity for service-based social enterprises in Thailand.

For the in-depth interview analysis, the entire interview recorded was first transcribed into words and then translated into English. This is followed by the coding process and then the analysis of the coding. According to Table 13, there are three steps in the coding process. These are the first-order coding, theoretical categories (axial coding), and aggregate theoretical category coding. We analyze the findings based on themes and descriptions. Appendix D, shows the themes and descriptions of coding process

including the definition of each code. The meaning of themes and descriptions are interpreted based on each individual case study. The findings are then compared for further analysis across cases. Appendix E, presents the transcription and coding of ORG A and B. The content of situation analysis from the observation includes the supporting evidence. With the completion of the analysis, we report the findings into the case study format (see details in Chapter 5). Finally, we make a conclusion based on qualitative approach and develops the research proposition for the quantitative study phase (Easterby-Smith et al., 2012).

**Figure 13: Steps of coding in qualitative study**



#### 4.6.2. Quantitative Data Collection and Analysis

For the quantitative data collection and analysis, this research used a survey to make an exploratory of the theoretical model and test hypotheses using the second generation of multivariate method which is the Partial Least Squares Structural Equation Modeling (PLS-SEM) to analyze the data. This research seeks to find out that the absorptive capacity process based on type of knowledge (contents) of social enterprises in Thailand is mediated between tie strength of its networks and social enterprise value creation (economics value creation and social value creation). The validity and reliability are major concerned throughout the process.

Table 13 presents the eight stages of the systematic procedure for applying PLS-SEM (Hair Jr et al., 2016). In the first two stages, we specify the structural and measurement

model bases on the literature review in chapter 3 as well as the research proposition from research finding of qualitative study. Research hypotheses were developed from the literature review as well as from the qualitative research propositions. During the data collection process, we also re-validated the selected social enterprises organizations from the provided list of social enterprises in Thailand to make sure they fit with the social enterprise criteria that have been set by the Social Enterprise ACT. In addition, screening questions are asked to ensure that the company belongs to the service-based social enterprise industry. The screening question are as follows:

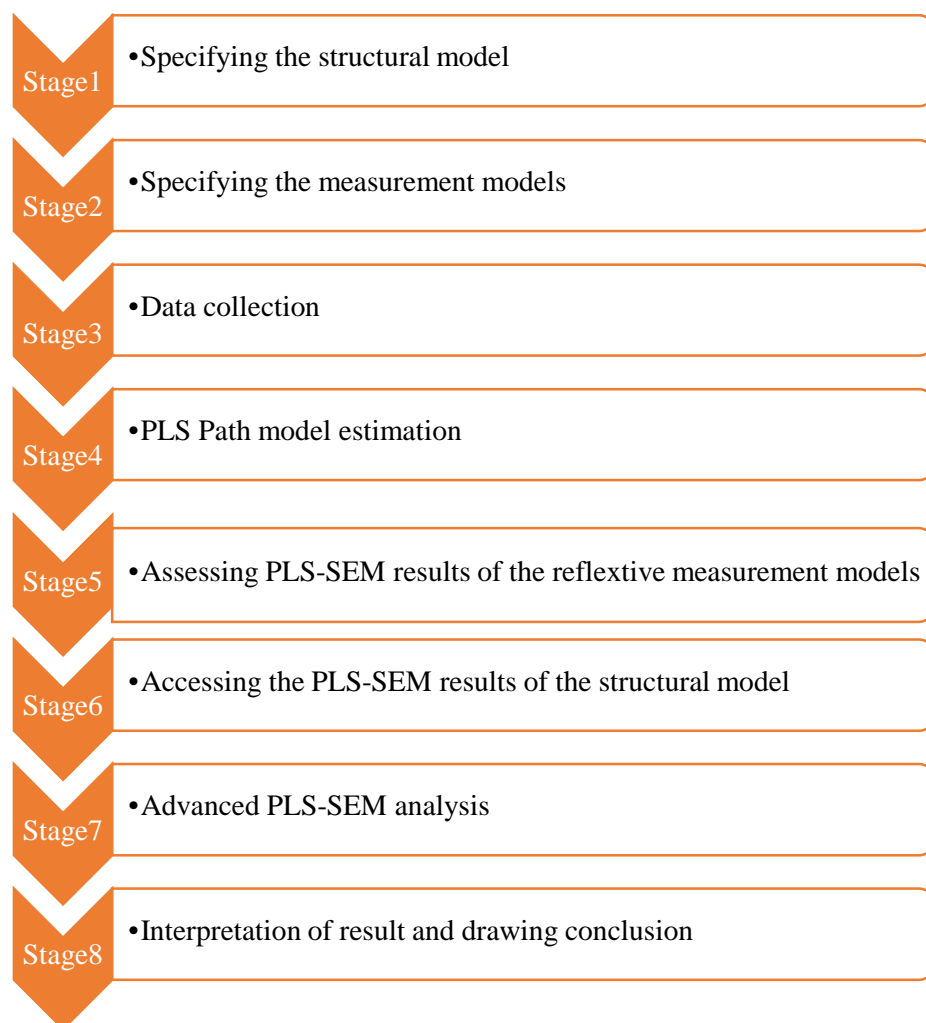
1. Your organization mainly operates in the service industry (Your enterprise may sell products related to the services).
2. Your organization pursues profit making in the marketplace by having an income of not less than 50% from the sales of services or products that is related to the services. (Except for business that does not wish to share the profits with its partners or shareholders may have income less than 50% from the distribution of services or products that is related to the services).
3. Your organization uses at least 70% of profits for the primary purposes of increasing employment for people in needs of special supports; either solving problems or developing community, society or environment for common interests and giving back to the society.

Stage three comprises of the data collection and examination process. The questionnaires were distributed in paper based. The survey were distributed to all



prospective respondents following a random selection process. The detail of the sampling method was previously discussed in section 4.5.3. The response rate improves with the use of face-to-face interview technique.

**Table 13: A systematic procedure for applying PLS-SEM**



Source: Adopted from (Hair Jr et al., 2016)

At stage four, we conducted the analysis using the PLS–SEM model estimation. The model estimation mainly uses the reflective measurement model and structural model.

With the use of the SmartPLS software, the estimate of the structural equation model enables the outcome of the statistical results so as to interpret in several dimension for answering the research questions and test hypotheses such as, the relevance descriptive statistical, coefficient value and the significance of each variable etc.

Stage five involves the assessment of the PLS-SEM results for the evaluation quality of data and measurement models such as factor analysis, internal consistency, validities and reliabilities. In stage six, the assessment from the PLS-SEM results of the structural model, is evaluated to see the quality of the structural model estimation and testing the significance level of path coefficients. Stage seven is the advanced PLS-SEM analysis process. We consider the investigation of important-performance mapping analysis for further recommendations. Finally, in stage eight, we interpret the results, draws conclusion and makes recommendations. However, from the stage five to the final stage, please see the details for further discussion in the chapter 6.

#### **4.6.3. Mixed Methods Data Analysis Procedures**

This research proposed to use the exploratory sequential mixed methodology approach to investigate research questions (Creswell, 2014). After completing both qualitative and quantitative methods, the combination of qualitative results and quantitative findings were used to answer our mixed method research question. The final validation of our conceptual model makes the primary contribution toward to generalization of this study (Creswell, 2014).

## **4.7. Validity, Trustworthiness, and Reliability**

### **4.7.1. Validity and Trustworthiness for Qualitative Research**

The validity and trustworthiness are major concerns throughout the process especially when it does not carry the same connotation as in the quantitative research. The validity of qualitative study is the accuracy of the study (Easterby-Smith et al., 2012). The research ensures the accuracy of the findings by employing certain procedures to determine that the findings are accurate from both the researcher's and participants' standpoint. This research uses the following validity strategies. In the method of data collection, this research triangulates the different data sources of information. In this case, we collected the data from both the primary interview data with the entrepreneurs and the secondary data from the websites or other sources. The biasness that we bring to this study is carefully clarified in the research findings. When the transcribed the interview and findings outcome, we sent them to the respondents to get reviews and feedbacks to verify the accuracy of the findings. We also used rich and thick description to convey the findings. We spend time in the field work to make sure that the findings we accurate. Moreover, the final findings were distributed for peer debriefing to enhance the accuracy of the accounts.

The trustworthiness of qualitative study is the consistency of the study. It indicates whether our approach is consistent across different studies (Easterby-Smith et al., 2012). Normally, the trustworthiness problem occurs in the team research that is coordinated by many researchers. This research is conducted by a single researcher, avoiding the trustworthiness problem. However, this research still follows the trustworthiness procedures to maintain the reliability of the study. We double checked

the transcripts to make sure that they do not contain obvious mistakes made during the transcription. For the coding session, this research made sure that there was no drifting in the definition of coding.

#### **4.7.2. Validity and Reliability of Quantitative Research**

Validity is the accuracy of the measurement (Easterby-Smith et al., 2012). It avoids systematic errors and random errors that might occur in the measurement. To avoid validity problem in the measurement, this research placed high concern by testing all four types of validity; Face validity, Content validity, Criterion validity, and Construct validity. For face validity, this research tested the validity issue by distributing the questionnaire to experts to read through and asked for comments. For content validity, this researcher recognizes the subject in the questionnaire to the experts to make comments. As for convergent validity, this research tested this validity issue by evaluating the average variance extracted (AVE) value for all items on each construct. For discriminant validity, this research assessed the HTMT confidence interval of each latent variable does not include 1. Construct validity is very important for validate new variables and measurements that explore from the qualitative study. This research also solved the validity issue by avoiding the Multi-collinearity problem by conducting factor analysis. Most of items in the questionnaire were adopted from previously validate survey instruments (Absorptive capacity and Value creation). Adopting the whole item questions in this research support the improvement of the validity issue.

Reliability is another issue of concern in this research (Easterby-Smith et al., 2012). It is the consistency of the result generated by the questionnaire. It involves random errors. Alternate form reliability and internal reliability are two actions taken to avoid

reliability problem in this research. Alternate form reliability is an approach to test if the respondent answering the questionnaire is telling the truth or not. Changing pattern of asking questions in the questionnaire supports the test in alternate form of reliability. Internal consistency reliability is to test the consistent score across the instrument in the questionnaire. This research used Cronbach alpha value ( $\alpha \geq 0.70$ ) to test the internal consistent reliability.

#### **4.8. Ethical Consideration**

The ethical issue is the principle standard to conduct research. During the research process, there are some ethical issues that we considered. The ethical in qualitative and quantitative study are almost similar. There are three phases to take into consideration. These phases consist of before the data collection, during data collection, and following up the data collection. We have carefully implemented the stated below procedures.

Before conducting data collection, we seek the permission from all the respondents by defining the purpose of research, the scope, and expectation of the study which include the explanation all the benefits or loses that they would gain when they participated the interview. All participants received the approval letter and were asked to provide their signature as permission for the interview.

During the data collection, we explained the purposes of the study again to each respondent. In the case of recorded interviews, researcher asked permission every time before making the record for the privacy rights of the respondents. The identification

for the name of organization in the report and publication are completed with permission of respondents as well. All the respondents have voluntarily participated in the interviews. They had the rights to stop anytime as they wished. Some questions that they might feel uncomfortable to answer; they could reject answering those questions. We avoided using any language that is deemed as disrespectful to the respondents in all conditions.

Following data collection, the interview transcript for in-depth interview session was sent to respondents to gather their feedback and to make any adjustments if needed. The analysis of findings and results are completed without any bias from all the collected data. We distributed the key results and findings to the organizations that have participated in this research.

#### **4.9. Conclusion**

This chapters discussed about the philosophical foundations of this research following a worldview approach. This research follows the 'pragmatic' philosophical worldview, as it is the most relevant in explaining the philosophical foundation of this mixed methodology research.

Furthermore, this chapter discussed about the research design justification in the use of an exploratory sequential mixed methodology. This research will start by using qualitative embedded case studies followed by a quantitative survey method. The

results of both data analyzes methods will be combined to answer our mixed method research question.

The population of service-based social enterprise and sampling techniques have been clarified with details in this chapter. A purposeful sample will be used for our qualitative study, involving two social enterprises, one also playing the role of intermediary. A random sampling technique will be used to select a minimum of 67 organizations among our population composed of 103 service-oriented social enterprises in Thailand. A face to face survey interview will be conducted to collect data.

Finally, the ethical consideration is presented to complete Chapter 4.

## **CHAPTER 5: QUALITATIVE RESEARCH STUDY**

### **5.1. Introduction**

This chapter presents and discusses the findings of the qualitative part of this study, which is based on the case study of two social enterprise organizations (ORG A and ORG B). ORG A is social enterprise with an intermediary role, while ORG B is purely a social enterprise. A brief background for each case study organization is presented, including an overview of each organization's objectives, business model, and value propositions. The findings of the cross case analysis are discussed and include the types of ties that occur in a service-based social enterprise network, the characteristics and roles of the various types of ties and the nature of the strength of those various ties. In addition, the absorptive capacity process and the type of knowledge (content-based) transfer that occurs in service-based social enterprise in Thailand are defined and explained.

### **5.2. Qualitative Findings**

This part of the study mainly addresses the first research question (RQ) and sub-questions. Specifically, how to describe the tie strengths of Thai service-based social enterprises' network and their absorptive capacity cum knowledge types (RQ1): What are the types of ties that constitute a service-based social enterprise network in Thailand? (RQ1.1) What is the specificity of the absorptive capacity of Thai service-based social enterprises? (RQ1.2) What are the types of knowledge transferred? (RQ1.3)



Two organizations are used as case studies for the exploratory part of this study - Organization A (ORG A) and Organization B (ORG B). Both enterprises are small businesses in the service sector, have been established for over 4 years and have positioned themselves as social enterprises.

ORG A was started to create a social space for doing good for society and at the same time generate some income for long term survival of the business. They provided the needed space for people to meet and share knowledge as well as resources to support other social enterprises.

ORG B applied the concept of Community Based Tourism (CBT) to help support the local community to develop its own business model through its service as a community development consultant and as a 'co-create journey' curator (mainly for B2B) to expand the marketplace (B2C). They also created a community founding program that contributed part of their profits back to support local community development. ORG B is the only social enterprise organization in Thailand that has applied knowledge management (KM) practices in the organization and appointed KM manager.

A comparative profile of each of these organizations based on 9 dimensions is summarized in Table 14.

**Table 14 Comparative Profile of Case Study Organizations**

	<b>ORG A</b> (SE combined with Intermediary)	<b>ORG B</b> (Pure SE)
<b>Years of Operation</b>	4 Years	7 Years
<b>Business Industry</b>	Service SE (SE intermediary + Space Rental)	Service SE (Community based Tourism)
<b>Social Targets</b>	Social Entrepreneurs	Local community around Thailand
<b>Market Targets</b> (sources of income)	<ul style="list-style-type: none"> <li>• Individual who interested</li> <li>• Government, SE &amp; private firms</li> </ul>	<ul style="list-style-type: none"> <li>• Individual tourist</li> <li>• Group tourists</li> <li>• Government &amp; private firms</li> </ul>
<b>Number of Employees</b>	6 person	22 person & many part time
<b>Organization Size</b>	Small	Small
<b>Value Propositions</b>	Friend who is ready to help you in what you want to do in good purpose and provide you support - to enable you to do so.	Using tourism as a tool in order to create sustainable value and development for local communities.
<b>Organizational Tasks</b> (In the beginning)	<ul style="list-style-type: none"> <li>• Providing space (Co-working space)</li> <li>• Connecting resources</li> </ul>	<ul style="list-style-type: none"> <li>• Community development solutions</li> <li>• Co-create journey curator (B2B)</li> </ul>
<b>Current Organizational Tasks</b>	<ul style="list-style-type: none"> <li>• Providing space (Co-living space)</li> <li>• Connecting resources (more variety)</li> <li>• Being a consultant</li> <li>• Running the incubation program</li> <li>• Designing the learning process</li> </ul>	<ul style="list-style-type: none"> <li>• Community development solutions</li> <li>• Co-create journey curator (B2B)</li> <li>• Market place (B2C)</li> <li>• Community fund</li> </ul>

### 5.3. Case study: ORG A (Social enterprise combined with Intermediary)

#### Background History:

The founder and co-founder of ORG A shared the same belief in the power of a community. They were convinced that if there was a place for people to meet to share knowledge and resources, this might help them to grow better. The partners initially acquired a place but soon realized it was not sufficient to

support other smaller social enterprises and financially unsustainable. They then decided to operate ORG A as a SE to support smaller social entrepreneurs who lacked the resources while also being self-sufficient as a going concern. One of the founders had previously worked for a social enterprise supporting other social enterprises explained, *“I wanted to do it for society and for a living...”* (Co-founder 2, Male).

ORG A began operating in 2014, at the outset, focusing on those social enterprises with few resources and little support that tend to struggle with limited ideas and resources. The team believed that the power of social enterprise could create both economic and social values, as one of the co-founders explained, *“...even though these smaller social enterprises have novel intention, they faced difficulties to ensure growth in their organizations. That’s why we are here to support...”* (Founder, Female).



### **Social Enterprise Business Model:**

In the beginning the founders tried to find a business model that a community could implement by themselves to gain revenues and contribute value at the same time. They expected to connect resources together to support the community social enterprises.

The first model was 'co-working space'. It was to collect a daily or monthly rental fee from people using this space to work and to build a community as the main source of income. One of the founders explained how "*...at that time, my business model was not clear. In fact, I did not have a business model at all. But I thought that I had to get the house first. During the renovation, I invited my friends who were interested in my project to help develop the business model. They were friends who were experts in marketing and other things. They helped me to develop the business model. Although they did not work with me, we brainstormed the ideas to create the space and came up with an appropriate business model...*" (Founder, Female). However, after 6 months the co-working space business model was operating at a loss. The managing team re-adjusted their business model targeted at increasing revenue. Their community manager supported the new business concept, "*...after working for a while, she [the founder] realized that our main revenues did not come from co-working spaces but from private offices space. It is from the offices for rental that we earned monthly or yearly revenues. But, for the co-working space, we offered the open space for people to work .... For instance, with a one day pass ticket or hourly fees....*" (Community manager, Female).

Thus, ORG A still provided space but repositioned itself from a co-working space to co-living space and continued building its connections for access to a greater variety of

resources. They started to run extra services which utilized their current resources, such as providing consultancy for organizations especially in the running of sustainable corporate social responsibility (CSR) programs, running the incubation programs for social enterprise, and designing the learning processes for social enterprises and individuals who are interested in social enterprise context.

*"... The first [business] model is a private office; the main model which passively earns money monthly. For the second model, the earnings come from collecting fees from renting meeting rooms and events. The third earning stream is from coordinating CSR for other companies. The last model generates earning in the form of pay-as-you-go. ... We have various selections of services which include meeting room, private offices, events, and this service, differs from others, which others called 'organizer' but we prefer to call it 'facilitator' having facilitators doing the jobs...." (Communication manager, Female).*

The various business models and services are summarized in Table 15 illustrate the development of the business model and services offered. The transition process allowed ORG A to remain in business and continue to connect resources to the social enterprise community.

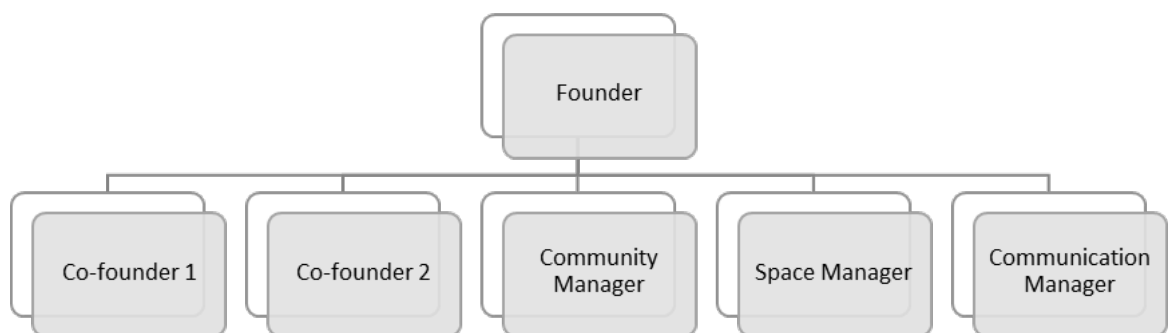
The organizational structure illustrated in Figure 14 is described as centralized, which is considered by the founder most suitable to ensure that the enterprise can response to the overall business operation. One co-founder is responsible for financial and accounting task. Another co-founder assists the founder. Other employees are tasked with providing other services according to their functions. For instance, the community

manager is responsible for connecting resources and databases, while the space manager takes care of the office rental and co-living space. The communication manager is also responsible for and responds to the internal and external organizational communication.

**Table 15: Summary of Business Model Tasks and Services for ORG A**

<b>Organizational Tasks (In the beginning)</b>	<ul style="list-style-type: none"> <li>• Providing space (Co-working space)</li> <li>• Connecting resources</li> </ul>
<b>Current Organizational Tasks</b>	<ul style="list-style-type: none"> <li>• Providing space (Co-living space)</li> <li>• Connecting resources (more variety)</li> <li>• Being a consultant</li> <li>• Running the incubation program</li> <li>• Designing the learning process</li> </ul>

**Figure 14: ORG A Organizational Structure**



Social enterprises like ORG A tend to be concerned about and balance between the value from the social and commercial sides. The social and market targets are the main priority for setting their value proposition. Figure 15, illustrates the value propositions and objectives of the organization determined by their social target, which is the social entrepreneurs. After that, the value propositions and objectives of the company will further determine their commercial target, which includes individuals, government,

social enterprises and private firms. Long term, they need to find a common link by combining the social and commercial sides, and it is likely that these dual targets overlap. When this happens, they are referred to as social entrepreneurs.

**Figure 15: ORG A Value Proposition, Objective, and Targets**

## Value Proposition

“...Friend who is ready to help you in what you want to do in good purpose & provide you support - to enable you to do so....”



“Social Entrepreneurs”



- Individual who interested
- Government, SE & private firms

ORG A’s value proposition and positioning is as a ‘friend’ who is ready to help social enterprises and others in what they want to do for good purpose and provides them support to enable them to do so as their value proposition.

*“...We are an intermediary for social enterprises that acts as a consultant and connects all resources together and we then create activities....”* (Founder, Female).

*"...Our goal is to work for the society and to improve it. We talk with everyone who comes in. They know that our source of income is small. We are interested in so many issues that it looks like we don't focus on any issue; ... the only thing we focus on is to better the society. We are not the initiator; so we have to do it together with other people....." (Co-founder2, Male).*

The management team made dynamic decisions when they set short-term objectives, which they called 'vision-mission'. "...*It happened every single year*" said co-founder 1 (Male), but the vision-mission was also a big part of the long run value proposition and objectives.

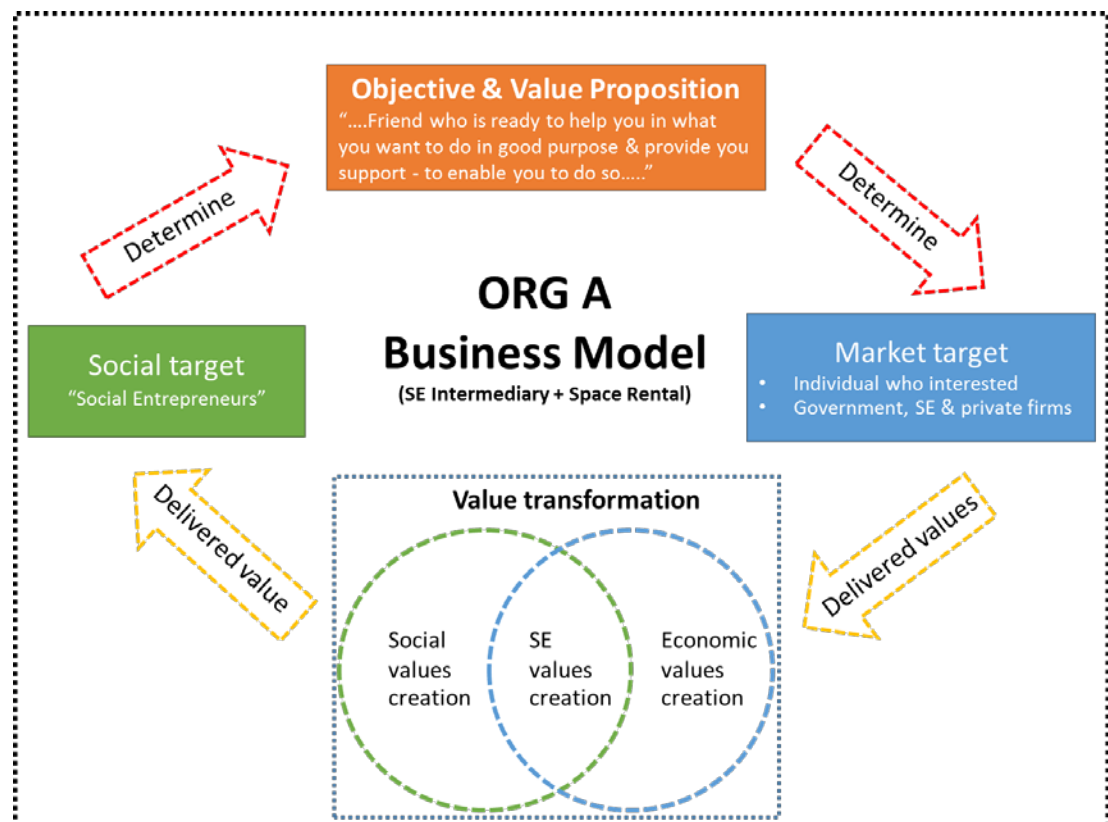
### **Value transformation:**

In this case, organizational value is reflected from the personal values of the entrepreneur and/or members of ORG A who are trying to balance social good and financial sustainability. As ORG A's community manager explained, "*...the problem is that there is no space that really supports social enterprise. We usually see a co-working space as using a meeting room. Mostly, the cost is quite high. In fact, some social enterprises may not be able to afford it. Or, they may have some other expenses. So, we think if there is an activity, a project or an event, they may want to use a meeting room. We are quite open for them to use the space. In this case, we can sponsor them the space if we have known them before. It is because we are a small group. When we get to know each other, we become friends. This would be easy for us to discuss space matter. Suppose that if they want to use this space, but they have a limited budget. We*



are willing to give some discount to them. This happens as a result of the revenue also..." (Community manager, Female).

**Figure 16: Value transformation of organization A's business model**



During the business activity, there are some values that can be created from these activities. These values are transformed in an elaborate process within their ecosystem as illustrated in Figure 16. Value creation transformation mainly occurs between their social target (beneficial to social) and market target (beneficial to economic). The transformation process goes through social enterprise operations, the values that are created in a social enterprise ecosystem will transform across the ecosystem participants including social enterprise itself.

Another common value that has been identified based on the reflections of ORG A is that social entrepreneurs have a cooperation mindset. At the outset, social enterprises want to share and support each other compared to for-profit commercial business operation that perceive other businesses as competitors.

*"... because the circle of social enterprises in Thailand is still so small, anyone who does something in the circle will be used as an intermediary, and everybody has the same vision to expand the circle – to support one another for survival first. Then, we will compete later. So, there is no feeling that we have to compete with one another. It is because the social enterprise in Thailand is tiny, and, our responsibility is to expand the social enterprises to be a wider circle..."* (Co-founder 1, Male).

Bearing this in mind, the Key Performance Indicators (KPI) for value creation in social enterprises, are economic value creation and social value creation. Focusing on these outcomes, we found that within ORG A, value creation was used to measure its successes. The participant also highlighted the significance of both types of value creation, *"...I understand that there are issues about society, social impact assessment and income model for sustaining revenue profit. I think these two factors play the important role...."* (Co-founder 2, Male).

Furthermore, there are some key outcome measurements to measure the success of Social enterprises. Most of social enterprises use "Income", that is revenue and/or profits to indicate the success of economic value creation. While one of the better known indicators to measure social value creation is called the Social Impact

Assessment (SIA). Almost every organizational member mentioned this. For example, *"...In terms of social impact, SIA is very important. It is social impact assessment. And, the essential knowledge is not merely theories but also insights about what we do. It important in terms of social value..."* (Founder, Female).

#### 5.4. Case study: ORG B (Pure Social enterprise)

##### Background History:

ORG B has been running its business for over 8 years as a pure social enterprise.

They have to make sure that they really understand the social problems and are able to solve them through the business model. The revenues they earn have to cover the expenses of the organization

before scaling up. If these increase quickly, then the organization will be able to create greater social impact. The founder defines a social enterprise as,

*"...It is the organization to solve problems. It is not to live with problems but we see problems as our income. For example, many NGOs say that they will solve problems but when the problem is about to be completely solved, they hold it back because they think that they will lose their source of income..."* (Founder, Male).



The founder first recognized the actual problem that needed to be solved while working with Doi-Tung foundation in Chiang Rai. He also had first-hand experience of sustainable development in practice. The founder had also seen and continued to see several problems related to the tourist industry. Among the problems were concerns about unfair income distribution to the community. He found that tour operators usually earned 63%, hotels or shops earned 27% whereas the local community earned less than 10% of the income. So, he tried to distribute more income to the local community through the organization's business model and was willing to have less profit, while the community could gain more benefits. This is called 'social innovation' and in this case they flipped the traditional tourism business model.

ORG B applied the concept of Community Based Tourism (CBT) to develop the local community by developing their business model from community development consultancy and co-create journey curator (mainly for B2B) to expand the marketplace (B2C). They also created community funding programs that contributed part of their profits to return back to the local community development. The founder strongly believes that social enterprise will create economic and social values,

*"... We started as social enterprise not an SME. Our organization focuses on unsustainable tourism such as unfair income distribution, behavior, or how tourism companies see the community as a source of labor and we don't want to see that. We try to solve the problem of why the community cannot manage itself. We tried to find out whether the available knowledge is enough or whether organizations focus on money more than the community's skills development. We try to solve these problems in local communities. Tourism should mainly*

*depend on the local community. Everyone in the community should deal with the problem together. Finally, we don't assess the success by numbers, but value and service quality of the local community...." (Founder, Male).*

### **Social enterprise Business Model:**

Organization B have 4 business units (BU) (see Table 16).

*"...Generally, we divide the work into 4 business units. We have the community's efficiency development, tourism company in cooperation with the community, with the market place to onboard the communities which are able to manage themselves, and the funds which use income from tourism to solve the community's problems...." (Founder, Male).*

In the beginning, ORG B started their business model with only 2 BUs. The enterprise first developed the community that could not manage by itself in BU 1 that is from the 'Community development solutions' to 'Co-create journey curator' in BU 2 (Business to Business). Subsequently, they expanded their business model from B2B to BU3 'Marketplace' which are business to customer (B2C). Eventually, the benefits returned back to local community as BU4. In BU 4, the 'Community fund' was set up with the key main idea was to bring the income from tourism to solve other problems in the local community.

They also have tools for social development which is designed as BU 1. *"...Most of their social development works operate as the project base and are based on the community....," (Founder, Male).* This 'community development solutions' provide

suggestions for the community to prepare themselves for tourism development. For example, they needed to have tour permits and standards for creating tours. In BU 1 the organization works closely with the community that is not ready for tourism. It is about the development project, which has a 13-step workshop for incubating the community. The 13-steps was designed and developed by ORG B themselves. The project manager's responsibility is to take control from the beginning to the end of the process. The project manager's task starts from proposal writing, presenting the work, to working with the community. The project manager participates in the community and raises questions to understand the community issues in depth. For instance the lifestyle of local people work process helps them to clarify the weaknesses and opportunities of the local community. The main goal of this process is to help the local community and ORG B to come up with types of tourism activities that are a real fit for the local community, while they have to voice their concerns and accept the consequences of change that may occur as a result when they are involved with the tourists. They have to test things until the tour program is ready.

They then move on to the task of BU 2 for doing tourism business, which they call 'co-create journey curator' that focuses on the B2B market to prepare the community to be ready for large tour groups. This BU delivers tourism activities mainly for the organizations' customers. For instance in the case of company outings. The tour operator will manage this similar to ordinary tour operations that starts by contacting clients and then taking care of them. Subsequently, they will pass on the clients' requirement to the tour operation team and the trip curator helps to design tour programs that are able to satisfy the customers' needs. This BU is all customized work and also

assists the local community and ORG B to reflect on how good the service and sustainable the businesses are. When the community is ready to some extent, they put them in to what they called 'Marketplace' in BU 3, which focuses more on B2C sales. According to the founder, this means that the community could now manage itself and ORG B would allow them to them take care of the tourism by themselves.

During the operation process in BU 3, the 'Marketplace' which is B2C based, has to make sure whether or not the community is self-reliant in terms of tourism management as well as making sure that their service is of the required standard. If they cannot reach to the standard, there will be an additional team to support them. However, if the community is strong enough and ready to run the business by themselves, ORG B will send them to the marketplace. Most of the channel of distribution is via an online platform. It uses technology as an inter-mediator to connect people who are interested in 'community-based tourism' (CBT) Thus, this BU establishes more engagement with the use of technologies. The content programs that achieve their standard requirements will be posted online. They connect directly with the individual customers as B2C. They sell the tour program to individual tourists. In this process, they allow customers to meet the community that is ready for self-management without their control. However, when they start to operate BU3, they can generate more revenues from both the local and foreign customers. For the first three parts, they are about cooperation until the structure can be set up. Each BU has its own revenue to support itself except BU4. Thus, they have to allocate some income back for community development, which takes place as BU4 - community funds to solve other problems in community. At BU 4 they also work on a project basis.

At BU 4, 'community fund' is the way to distribute benefits to stakeholders. When there is income from the first three parts, the income will be collected as CBT fund, the community will provide part of their revenue to the fund. It may be about 5-10%, depending on the agreement. This money will add 5% of ORG B's net profits to use for solving problems they have found in the community or the problems that the community would like to be solved together with them.

*"We realize the actual problem about how the community is unable to manage itself in the long run is. We try to adapt our business model to the methods that sustain community cooperation with the business lifecycle. Then, each business unit gradually appears and we adapt model by model according to the stages of the business cycle." (Founder, Male).*

They strongly believe that this business mechanism is sustainable when it can solve community problems. Apart from the business mechanism, some of the social issues need some extra effort to solve. Some of these issues include the situation where local communities need to construct roads leading to their villages and so on. BU4 comes in for such situations. The budget for solving the problems depends on how much the community can sell their tour programs each year. This could enhance the social impacts. Hence, the local community present the problems and build on this process by finding the right people who were interested or who would like to take part in the community problem solving process. Some of the social problem solving can also include projects from partners such as the Kiva project, which is a global social enterprise or other organizations. In this case ORG B matched the partners who are both supporters and members of the local community. Generally, the development project in



BU 1 is about a project consultant where many fund providers of the development projects are from the private sector such as, the Stock Exchange of Thailand (SET) and Siam Cement Group Thailand Co. Ltd. (SCG). For BU2 and BU3, their revenues come from providing services to private companies. BU 4 actually supported the local community, which was taking part as their stakeholders. Once the local community had achieved a better life and the problem was solved, the local community would then be able to put their efforts back into the tour business. Thus, the 4 business units help develop the community who was not able to manage itself from the first stage in BU1 to progress to BU2 and BU3 until in BU4, the community is able to manage itself.

The 4 business units in the business model have a centralized organizational structure (illustrated in Figure 17). Such project team based are quite common in entrepreneurial operations but is more centralized than the founder suggests,

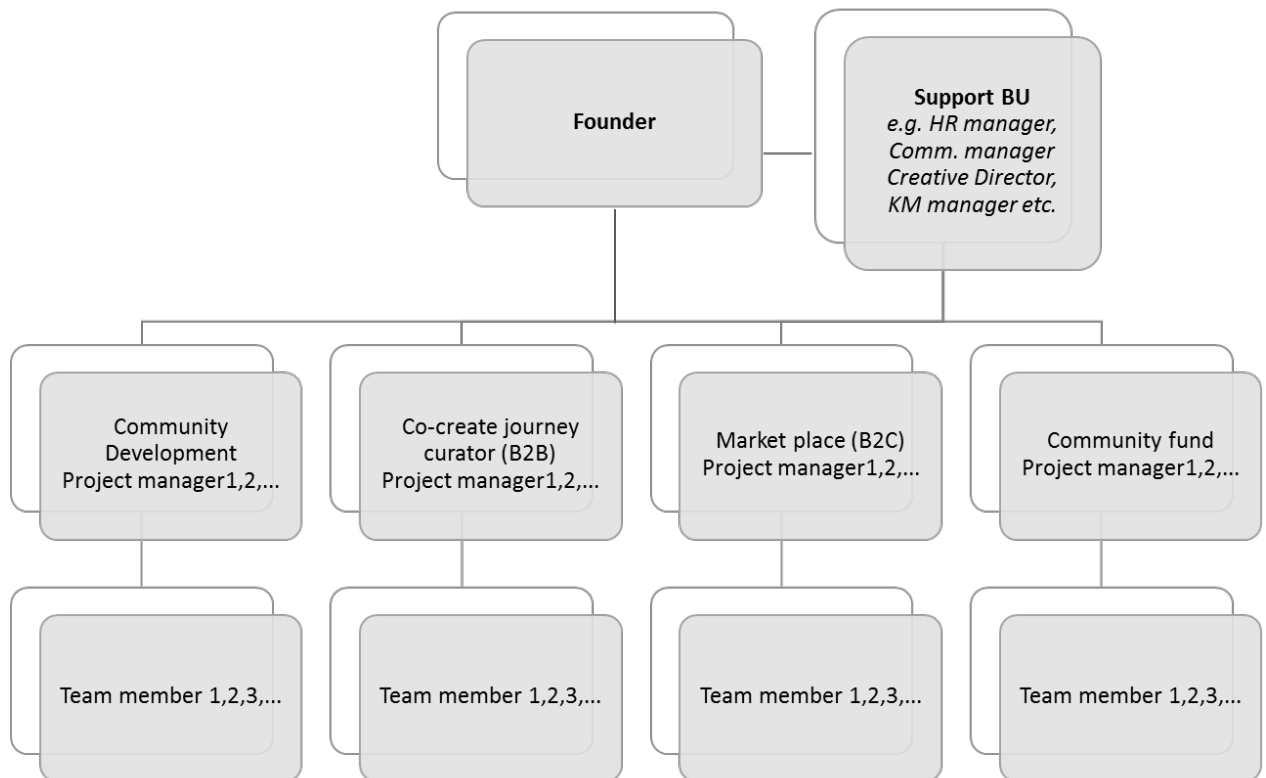
*"...We assign the work according to the 4 units and the roles of each person. However, we design ORG B to be flat or centralized as much as we can. We don't have ranks like director, department manager or positions like that. So, everyone has the power to make decisions. And I am the one who makes the final operational decision...." (Founder, Male).*

Currently there are 22 full-time employees and many part-time employees like freelance guides or designers. Part-time employees together with the locals who are local community members. The staff possess both social and business mindsets. They try to blend and balance the 2 groups who have different mindsets to work together.

**Table 16: Summary of task on business model for ORG B**

<b>Organizational Tasks (In the beginning)</b>	<ul style="list-style-type: none"> <li>• Community development solutions</li> <li>• Co-create journey curator (B2B)</li> </ul>
<b>Current Organizational Tasks</b>	<ul style="list-style-type: none"> <li>• Community development solutions</li> <li>• Co-create journey curator (B2B)</li> <li>• Market place (B2C)</li> <li>• Community fund</li> </ul>

**Figure 17: ORG B organizational structure**



**Figure 18: ORG B Value proposition, Objective, and Targets**



ORG B also balances the values from both the social and commercial sides in the social enterprise business format. The founder emphasizes they are “...a *Social Enterprise doing activities for society...*”, and that “*Our value propositions have been set based on our objectives and targets*” (Founder, Male). Thus, ORG B is “*using tourism as a tool to create sustainable value and development for local communities*”, a view supported by the KM manager, “...*It is about making tourism as a tool to create sustainable development...*” (KM manager, Female).

ORG B have clearly identified 2 target groups for their organization (see Figure 18). The first is the social target group, which represents the local communities around Thailand that are affected by social problems such as, disparity in income distribution, inequality issues, and environmental problems. The second relates to the commercial side that targets customers who pay them; individual tourists, group tourists, government, social enterprises, and private firms. The emphasized targets on both the social and commercial sides are of equal importance. However, the initial focus is on

the social side or local community and then moves towards the commercial or being a tour company, as highlighted in the business model units. They believe that if the organization had been first led by commercial interest, the social problem would receive less priority and the social problem would remain unsolved. This initiative can be compared to the general corporate social responsibility programs from commercial organizations where the organizer is expected to work with the local community on a longer term basis. The social act prompts the organization to become a better service provider for the customers.

The main goal of ORG B and its strategy is to solve social problems by the activities of the tour company, which is commonly understood by the executive team,

*"...It is about doing tourism business while supporting the community and being a partner of the community. We don't see community as service provider or beneficiary. We see them as partners and we want them to manage tourism by themselves in the long run..."* (Founder, Male).

*"...Since the beginning, we have focused on the social goal. But our marketing goal, comes along and is not our main goal. We want to make the community sustainably self-reliant through tourism..."* (KM manager, Female).

*"...Our main goal is to develop the community to make it become sustainable through tourism..."* (Communication manager, Female).

Although ORG B has a greater desire to overcome social problems, the business must generate sufficient income to operate sustainably. The principal mission for BU1 is to

ensure greater efficiency within the community to operate tourism activities. By supporting the local development by projects as a way to increase readiness of the community for the visitors, the obligation of the tourism company (BU2) is to provide the community with essential and relevant knowledge so that they can organize and design their own tourism activities. For marketplace obligations, the task of BU3 is to find a suitable market for the community. As for BU4, its obligation is to generate funds for the community to realize that the revenue from tourism does not only generate income but also increases earnings for a higher quality of life. Currently, the local community that ORG B works with earns approximately 40 million baht per year.

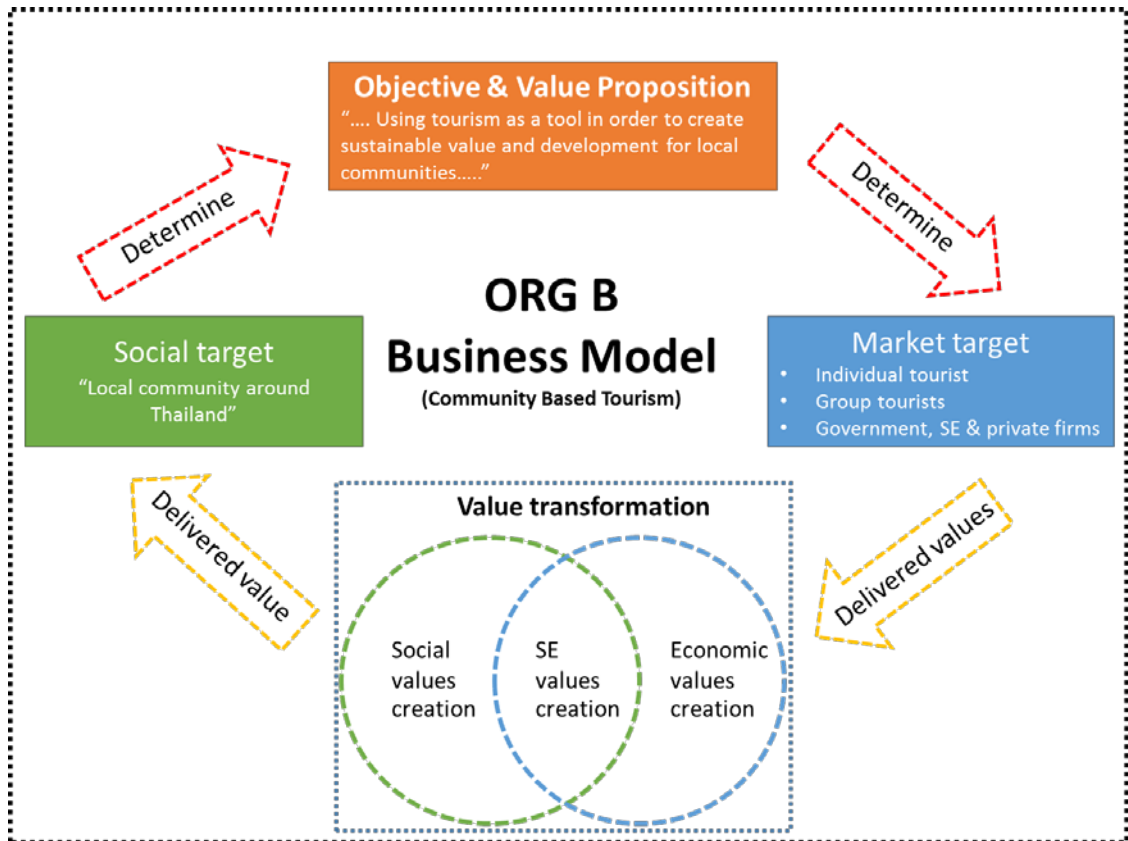
**Value transformation:**

ORG B's core value is based on the personal values of the entrepreneur/founder and members of the company. In this case, the value of ORG B is also the common value of the social enterprise which is to balance social and economic value.

*"...We are a social enterprise startup that is scaling up. Our strong value derives through our connection to provide information and ensuring the convenience to the community and the market that is to make these two sides connect to each other..."* (Creative director, Female).

This core value is what distinguishes a social enterprise organization like ORG B from other commercial businesses that mainly focus on economic value, while government or/and NGOs focus on social value. The social and economic values are created from the social enterprise's activities via their business model and operation of 'community based tourism' (see Figure 19).

**Figure 19: Value transformation of organization B's business model**



In the case of ORG B, value is created based on their involvement in social-business sectors,

*"...The overall picture of social enterprises right now is weighted towards the social dimension while they should be focusing more on business and marketing plans. That leads to the failure of many social enterprises..."* (Founder, Male).

According to the founder, the business model illustrates the balance between social and economic values as important principles for the success of the social enterprise. In this case, the value starts from the social problem in the local community (social target).

When ORG B recognizes the problems of the community, these social issues form the social target that determines the objective and the value proposition of ORG B. After that, the objectives and the value propositions define the market target for commercial purposes (in this case it refers to the individuals who are interested, the government, and social enterprise or private firms). The output from the business operations activity of ORG B will bring the delivered value to the social target. The output could be both social and economic value such as gaining more income, improving the quality of life among the local community, and reducing problems of inequality, etc. The community based tourism business model (and all the 4 BUs) leads to further development and the ultimate goal of ORG B is that the community can be self-reliant through tourism activities and use community resources to present their unique programs of tourism activities.

Furthermore, ORG B also believes in the creation of good relations and trust with the local community and works along with the local community to build those trusting relationships. This in turn will lead to identifying the root cause of problems, insights into their community, and even opportunities for creating both social and economic value.

ORG B aims to solve social problems in the community by creating more income and higher productivity with the expectation that in 5 to 10 years in the future, problems will be eradicated, with the ultimate aim that there will no longer be a need for this business. Even if this is achieved, there are numerous opportunities for this organization to create social enterprises to solve community problems beyond the tourism industry in many others sectors such as agriculture and farming.

For ORG B works relentlessly towards sustainable ‘social innovation’ by applying the value they have created with the local community (social value) and transforming it through the commercialization process in the form of business model. Then they deliver value to their customers (as economic value).

## 5.5. Cross case analysis

### 5.5.1. Different types of ties in service-based social enterprise networks: the exploration of ORG A and ORG B

The findings show that social enterprises have been connecting to different stakeholders. There are many connections already highlighted in this study, such as ‘ties’ between social enterprises and their stakeholders in the service SEs ecosystem in Thailand. All the respondents from ORG A and ORG B agreed that they were connected to their stakeholders

*"...we have a lot stakeholders. It is because we connects all together..."* (ORG A, Space manager, Female)

*"...There are a lot – we are connected to more than ten organizations. They are mainly the community related to our core value...."* (ORG B, KM manager, Female).

The connection between ties have varying degrees ranging from strong to weak and the combination of the different levels of connection reflect these ties, including individual and group level ties. The founder of ORG A explained how *"...For this group, I have*



*known them all very well, but I would know even better for the unit that connects with us...* " (ORG A, Founder, Female). Generally, the degrees of connection are also related to the different types of connection. As some of the managers explained,

*"...Social enterprise is the first rank. Business sector and Academic sector are the second rank. Market tie and Social tie are the third. Government sector is the fourth. Intermediaries are ranked fifth..."*  
(ORG A, Space manager, Female)

*"...Overall, the closest organization to us is the community. It is because the community and customers are our core value. Normally, we have to balance the relationship. We have to be close to the community and customers about 80-90%. But, in fact, we are closer to the community. It is because their story content will be presented to the target customers..."* (ORG B, KM manager, Female).

The ecosystem is established when the organization is strongly connected to other entities to create activities. They seem to agree that it is significant to establish a strong connection with one another to sustain the community. The social enterprise organizations have to involve other people, groups, and organizations around the ecosystem that are relevant to them.

*"...we connect to one another to create some ecosystem. For social enterprises, it is obvious in that we connect to one another to develop the ecosystem of social enterprises..."* (ORG A, Founder, Female).

In rare situations, the strong ties don't always seem to be a strength. The founder of ORG B pointed out that *"...there will be disadvantage if we connect them too much. It is a waste of time. So, selecting who to connect with is very important. However, we need to find ways to know those stakeholders. If there are new stakeholders, we must be glad to know them..."* (ORG B, Founder, Male). This indicates that the strength of weak ties occurs when the social enterprise tried to balance themselves by prioritizing their connections with their stakeholders but were still open to connect the possibilities to their advantage.

The evidence also supported the notion that each tie of a connection is categorized into different categories based on the nature of the connection. As the KM manager explained that *"...They [connections] can be classified into many categories..."* (ORG B, KM manager, Female) consistent with the 'types of tie' defined in this study. These are further detailed,

*"...Mainly the community is related to our core value. We work to solve the problems of the community. And, we also have individual customers and organizations. For the organizations, they are in both private and government sectors. Some of them are our current customers and others are potential customers. In terms of our tour company, there are two main parts – travel agencies and airlines – which are our sales and marketing partners. In addition, there are other organizations supporting this industry. Take for instance the Tourism Authority of Thailand. For the development project, we have partners who are NGOs and other organizations in the community..."* (ORG B, KM manager, Female).

The findings also showed that the identification of each type of tie is clearly categorized by their ‘characteristics’ (who are they) and ‘roles’ (what they do in action). The characteristics themselves could not indicate the type of tie. There are some examples from the cases, where organizations could be confused as having multiple types of tie when considering only their characteristics when in actual fact, their role could be different based on their action. For example,

*"...For customers, they are Thailand Creative & Design Center (TCDC) which is a government organization. We cooperate with them. CBT-I is a non-profit organization – the big one of community-based organizations..."* (ORG B, Creative director, Female)

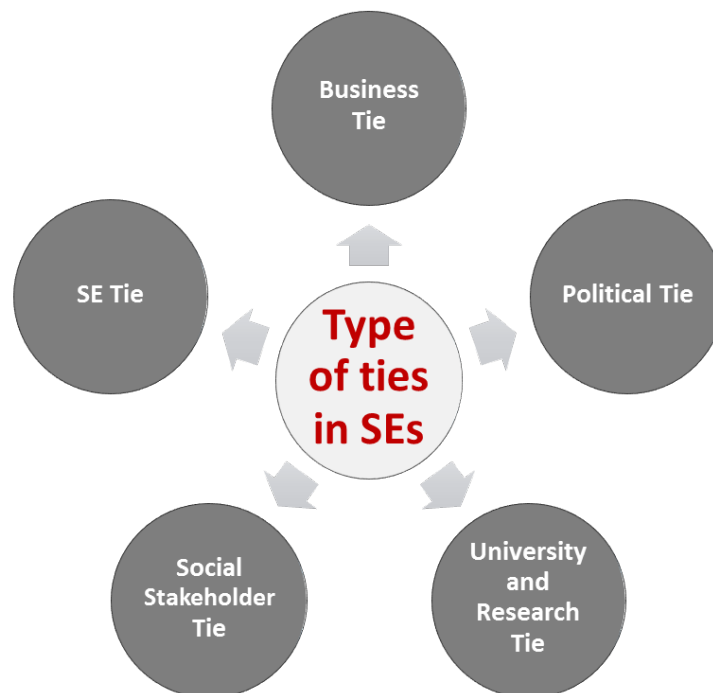
It shows that NGOs in ORG B are characterized by their social priority but might also be considering business ties as well as social stakeholder ties because of their roles. Thus a single characteristic could be actioned in multiple roles. Therefore, the best solution is to consider both ‘characteristics’ and ‘roles’ at the same time when identifying the type of ties.

Nevertheless, our findings suggest that it is much more meaningful when the type of ties are identifiable within different categories based on their nature that are relevant to the context of service-based social enterprises. By identifying these categories, it will make measuring the level of ties strength less ambiguous and more clear, which is relevant for the second part of this study.

### Characteristics and roles of various types of tie that occur in service-based social enterprise networks

Based on the analysis of the qualitative data collected, the main research findings presented in this section answer *the sub-research Question 1.1 what are the types of ties that constitute a service-based social enterprise network in Thailand?* The research reveals 5 types of tie in the service-based social enterprise in Thailand illustrated in Figure 20, which comprise the business tie, political tie, university and research tie, social tie, and social enterprise tie. The findings showed how each individual type of tie has its own specific characteristics and roles, which is discussed in the following section.

**Figure 20: Types of tie in service-based social enterprises**



### **The characteristics and roles of business tie**

The business tie has been found to be one of the types of tie in the service-based social enterprises in Thailand. The respondents highlighted the importance of the “... *Business sector!!!...*” (Space manager, ORG A) and how “...*we have tourists or customers, and other private companies who may be our clients, suppliers, or partners...*” (Communication manager ORG B). The characteristics of the business tie define the identification of the actors having a role in the business tie. A summary of the findings from respondents of the 2 organizations on the characteristics of the business tie and supporting evidence are provided in Table 17. This highlights the players involved in the business tie which include the organizational sponsor, target customer, competitor, and business partner.

**Sponsors** are individuals, groups of people, or/and organization that sponsor the organization through funding or other resource support, excluding customer who are a separate entity within the business tie. The **target customer** are individuals, groups of people, or/and organizations, “...*it does not need to be social enterprise. Our target can be anyone. And, most people coming in here are not social enterprise...*” (Community manager, ORG A). **The competitors** include individuals, group of people, or/and organization who are competitors of the organization. We found that both social enterprises repeatedly mentioned their competitors, who seemed to be friendly in nature to their business stakeholders by perceiving them as partners to create better off or value creation for society as their principle objective and try to avoid conflict,

*"...looking at a big picture, intermediaries seems to be our competitors but we are friends 'yes'..."* (ORG A, Founder, Female)

*"...I want to have good relations with them since they are supporting a business. I don't want to have any enemies..."* (ORG B, Founder, Male).

The final part of business tie relates to the **business partners**, which comprises individuals, groups of people, or/and organization who are involved and cooperate as business partners.

The roles in the business tie indicate the actions of the participants in the tie. We found that for the business tie, the main consideration of the action role relates to perceived 'benefits'. These actions are features that serve to identify the business tie. Figure 20 summarizes the elements between characteristics and roles in business ties. Firstly, the players in the business tie contribute benefits such as funding sources for the financial support to start the social enterprise organization. For example,

*"...a business sector. They might provide support. And, sometimes, they are granters, but they may not give a lot of funds. For instance, Banpu. They provide the fund for the first phase only. For other phases, those people have to help themselves to develop further...."* (ORG A, Co-founder 1, Male)

*"...Private companies support funds to us and become our sponsors..."* (ORG B, Communication manager, Female).

Secondly, the players in the business tie have shared benefits as partners. For example,

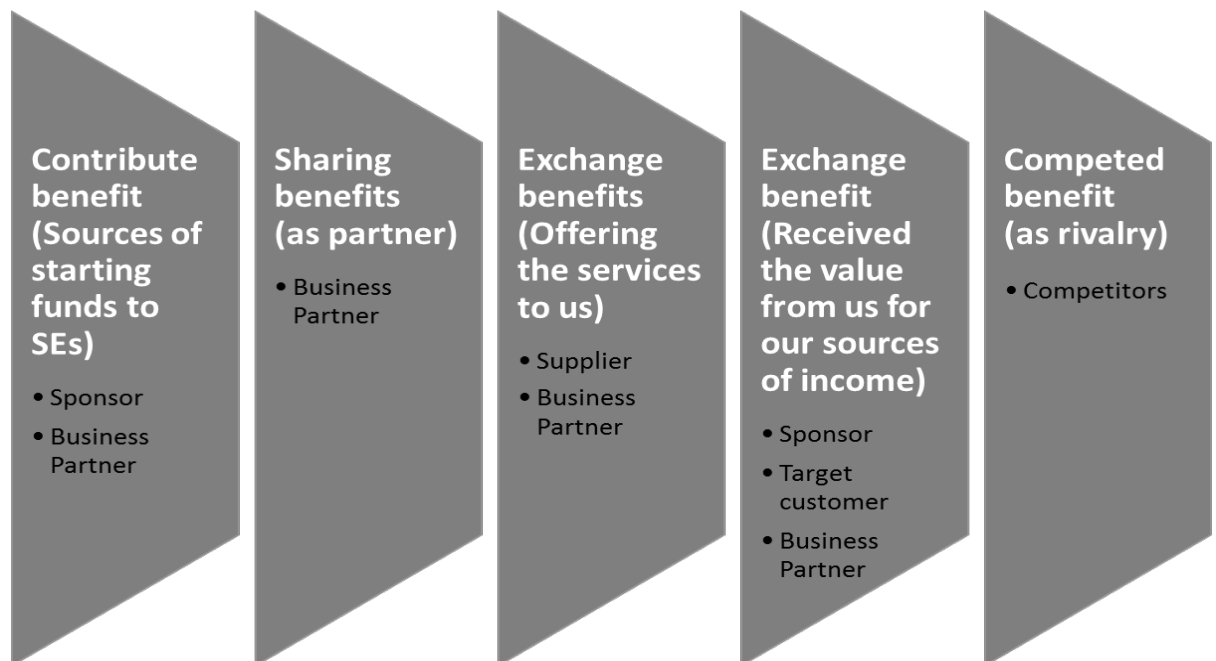
*"...Sal Forest Company just borrowed our space. Sometimes, we are invited to be a speaker for them. And, other times, we invited them to be our..." (Co-founder 1, Male)*

*"...The example is Air Asia that we have cooperated with and created the innovation together. We had been cooperating since the beginning process until public relation (PR), marketing and sales. In this year, Air Asia also decided to continue the project with us to build on the project and develop further with the community in terms of foods and product development..." (ORG B, Creative director, Female).*

**Table 17: Summary of the characteristics of business tie and evidences based on the interviews**

<b>Sponsor</b>	<p><i>"...a business sector. They may provide support. And, sometimes, they are granters, but they may not give a lot of funds. For instance, Banpu..."</i> (ORG A, Co-founder1, Male)</p>
	<p><i>"...Private companies become our sponsors..."</i> (ORG B, Communication manager, Female)</p>
<b>Target customer</b>	<p><i>"...They are those office tenants. It is clear that they can be either business or social sector – or they can be any organizations. We do not restrict tenants to SE only. Tenants are both organization and individual..."</i> (ORG A, Founder, Female)</p> <p><i>"...Tourists are our customers. We talk to them, exchanging feedback and insight information..."</i> (ORG B, Communication manager, Female)</p>
<b>Competitors</b>	<p><i>"...looking at a big picture, intermediaries seems to be our competitors but we are friend 'yes'..."</i> (ORG A, Co-founder1, Male)</p> <p><i>"...I want to have good relations with them since it is a supporting business. I don't want to have any enemy..."</i> (ORG B, Founder, Male)</p>
<b>Business Partner</b>	<p><i>"...we cooperated with them in that they provided us money and we worked together. They had their goals – what they wanted to create. And, we customized things for them..."</i> (ORG A, Founder, Female)</p> <p><i>"...Air Asia, SET, SCG, CP and many more. They are our partners and customers..."</i> (ORG B, Founder, Male)</p>



**Figure 21: Characteristics and roles in business tie**

In our cases, we found that innovation was created through the co-creation process between organizations when they shared the benefits in the business tie and eventually led to a new product and service for both organizations in the form of business and economic value creation. Thirdly, there was evidence of an exchange of benefits, which were offered to the social enterprise organizations where the services were given to the social enterprises and as part of the cost for the organization. For example,

*"...they helped us in terms of the internal management. Take for example in accounting and finance. We hired them to do accounting for us. Apart from this, there are things about repairs and maintenance companies or cleaning-services companies. Sometimes, they are companies and other times, they can be individuals...."* (ORG A, Community manager, Female)

"...there are organizations working as outsource for our companies..." (ORG B, Creative director, Female).

Fourthly, there was an exchange of benefits based on receiving value from the social enterprise organization. This could come in the form of an income source from the service provided. For example,

"...I consider the business sector as companies and organizations that generate revenues for Ma-D that can move Ma-D forward..." (ORG A, Community manager, Female)

"...They have budgets and propositions, for example, to promote a province. They contacted us to design the trip. It is like outsourcing to us..." (ORG B, Creative director, Female).

### **The characteristics and roles of political tie**

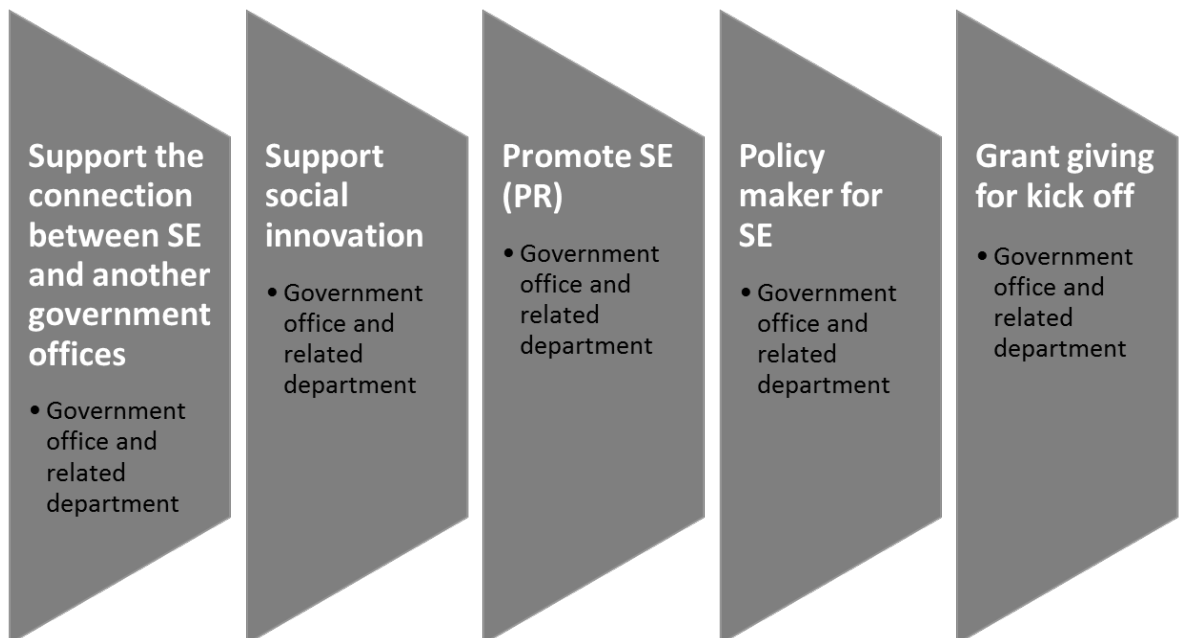
The political tie was another type of tie identified by both case organizations in the service-based social enterprises in Thailand. For example, "...Governmental sector, this one is about government organizations..." (ORG A, Communication manager, Female) or "...There are many government organizations in this module..." (KM manager, Female). The characteristics of the political tie is defined by the identification of actors that play a role in the political tie. A summary of the findings from both case organizations in Table 18, shows the characteristics of the political tie with supporting empirical evidence. The players who are in the political tie consist of **government**

**offices and their related departments** and include organizations, groups of people, or/and individuals that are related to government office and others relevant departments.

**Table 18: Summary of the characteristics of political tie and evidence based on the interviews**

Government office and related department	<p><i>"...we have contacted Department of Business Development from the ministry of commerce..."</i></p> <p>(ORG A, Founder, Female)</p>
	<p><i>"...we work with TAT. It is a government organization..."</i></p> <p>(ORG B, Creative director, Female)</p>

**Figure 22: Characteristics and roles in political tie**



The roles of political tie specify the action of participants in that tie. There are several connected actions between social enterprises and other government offices. Figure 22 presents the summary of elements between characteristics and roles of political tie. Firstly, political tie support the connection between social enterprises and other government offices. For example, the founder of ORG A explains "*...There may be more connections between social enterprise and the government...*" and the KM manager of ORG B "*...G Adventure, the government organizations will work with other sectors to arrange tourism activities and match the relevance private and public organizations together...*". Secondly, political ties supports social innovation in terms of know-how and financial resources, which was acknowledged by both case participants.

*"... NIA innovation gave funds for people who created space that could generate new innovation..."* (Co-founder, ORG A)

*"...There is National Innovation Agency (NIA) which is in a government sector. But we do not frequently contact them, perhaps just one project a year. We also have NSTDA which is in a government sector. They are classified in the project-based group that supports us in terms of technologies. Take for instance the project of Startup Voucher..."* (KM, Manager ORG B)

Thirdly, this type of tie helps promote social enterprises as good public relations and has widely promoted the concept of social enterprises to the public. As the founder of ORG A explains, "*...The government sector may help to make social enterprise become more well-known...*", and in the case of ORG B "*...Color of Boutique Stay which are*

*campaigns of TAT – we co-create MOU with them by helping us do public relations...*” (KM manager, ORG B). Fourthly, the political tie is the policy maker for social enterprises, for example, the social enterprise ACT 2019.

*“...what we have now is like they invited us to give a lecture based on their given vision. For instance, their boss orders them to do this in order to support for social enterprise ACT regulation...”* (Co-founder 1, ORG A)

*“...sometimes, the government sector assigned our founder being a part of board of directors for social enterprise policy making...”* (KM manager, ORG B)

Lastly, this tie makes grants available to kick-off start-ups, with financial support for the starting stage as a change maker. As co-founder 1 from ORG A explained, *“...if we have a project, we talk to them and they give us money...”*. Similarly with ORG B *“...Government organizations e.g. NIA, provides funds for technological development to create innovation...”* (Communication manager ORG B).

### **Characteristics and roles of university and research tie**

University and research tie is another type of tie identified by respondents in the two case service-based social enterprise studies, as the ‘*educational sector*’ (ORG A, Communication manager, Female) and ‘*academic sector*’ (ORG B, Communication manager, Female). The characteristics of the university and research tie defines the identification of actors with a role in university and research. The findings are

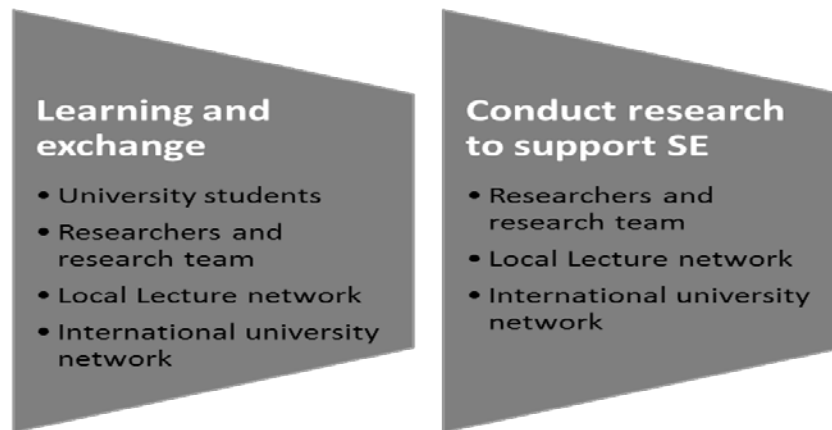
summarized in Table 19 which shows the characteristic of university and research ties with supporting evidence. The players who are in the university and research tie consist of university students, researchers and research teams, local lecture network, and international university network.

Firstly, the **university students** are individual or/and groups of students from undergraduate to post graduate levels in the university. Secondly, the **researcher and research team** include the individual researchers, scientists, research team, or/and research institution. Next, the **local lecture network** are domestic scholars from individual to group levels or/and the representatives from the local universities. Lastly, the **international university network** consists of international scholars who are individuals, group levels or/and the representatives from the overseas universities.

**Table 19: Summary of the characteristics of university & research tie and evidences based on the interviews**

<b>University students</b>	<i>"...we cooperated with the students in terms of procedures – to make them understand the concept of SE..." (ORG A, Founder, Female)</i>
	<i>"...Mostly, the university have us as a guest lecturer for their student..." (ORG B, Founder, Male)</i>
<b>Researchers and research team</b>	<i>"...Yes. We also discuss with many researchers i.e. science and social science..." (ORG A, Founder, Female)</i>
	<i>"...It is a part that we ask them for knowledge. For example, researchers..." (ORG B, Communication manager, Female)</i>
<b>Local Lecture network</b>	<i>"...we also have universities i.e. Thammasat University, Thaksin University and other universities. There are are our lecturer network..." (ORG A, Founder, Female)</i>
	<i>"...We contact the university professors in a faculty of tourism..." (ORG B, Communication manager, Female)</i>
<b>International university network</b>	<i>"...there are universities in Singapore that do SE in the aspect of ecosystem..." (ORG A, Founder, Female)</i>
	<i>"...we have academic sector: university students, universities both local and outside..." (ORG B, Communication manager, Female)</i>

**Figure 23: Characteristics and roles in university and research tie**



The roles of university and research tie identifies the action of participants in this tie. There are several connections between social enterprises and the players in the university and research tie. Figure 23 summarizes the elements between the characteristics and roles of its ties. The University and research tie facilitates learning and exchange as well as conducting research to support social enterprises. The actors in this tie act as facilitators in learning and exchange of knowledge about social enterprises and other knowledge relevant to the field. For example,

*"...those who take university students here to have a field trip and to learn about social enterprises..."* ORG A co-founder 1

*"...We help them to facilitate their learning and provide some case examples. They also develop knowledge from us. They realize that we can work and they want their students to gain know-how..."* ORG B founder



The university and research tie also enable the conducting of relevant scientific research to support social enterprises. “...*For the researcher group, they may conduct the research that would help improve the ecosystem and that would provide more clear knowledge...*” (ORG A Founder). Similarly “...*Researchers sometime help us get into the community. We would like to know how many communities and where they are in each province...*” (ORG B Communication manager).

### **The characteristics and roles of social stakeholder tie**

This study further revealed the social sector or social stakeholder tie as another type of tie in service-based social enterprises in Thailand. It was frequently mentioned by every respondent in both case organizations. For examples “...*we have many contacts with social sector or NGOs...*” (ORG A, Co-founder1, Male) or “...*The fourth group is the social community, which could include the NGOs...*” (ORG B, Creative director, Female). The characteristics of social stakeholder tie is also defined by the identification of actors that have roles in the tie. A summary of the findings from ORG A and ORG B, are presented in Table 20 and show the characteristic of the social stakeholder tie with supporting evidence. The players in the social stakeholder tie include the social target of social enterprises, social foundations, non-profit organizations (NPOs), and Non-Governmental Organizations (NGOs).

First, the **social target of social enterprises** focuses on the individuals in society, and/or social and community groups that are effected by the social problems. Secondly, **social foundations** include individuals, groups of people or/and organizations that are

founded to deal with social and community problem. This excludes social enterprises but includes **NGOs**, individuals, groups of people or/and organizations that are non-profit organizations.

**Table 20: Summary of the characteristics of the social stakeholder tie and evidence based on the interviews**

<b>Social target of SEs</b>	<p><i>"...those entrepreneurs also have hidden social sectors behind that, which is people or communities who are affected from social issues. those who are their social target, or those who they want to help. Those people are the target of those SE..." (ORG A, Co-founder1, Male)</i></p>
	<p><i>"...For the local community, we always cooperate with them in every working process..." (ORG B, Communication manager, Female)</i></p>
<b>Social foundations</b>	<p><i>"...There are social foundations i.e. Oxfam, Mae Fah Luang Foundation, SCB Foundation and SN foundation..." (Founder, Female)</i></p> <p><i>"...we have fieldwork in the areas that there are foundations..." (KM manager, Female)</i></p>
<b>NGOs</b>	<p><i>"...There are in social sector too. We also had to work with USAID and UNDP..." (ORG A, Founder, Female)</i></p> <p><i>"...There are other social sectors e.g. NGO and foundations...." (ORG B, Communication manager, Female)</i></p>

**Figure 24: Characteristics and roles in the social stakeholder tie**



The exploratory findings on the roles of the social stakeholder tie are based on the action of participants in this tie. There are several identified actions of connection between social enterprises and the players in the social stakeholder tie. The summary of elements between characteristics and roles of the social stakeholder tie is presented in Figure 24 and include the players who work and are involved in the social and community sectors to identify and support their problems and issues.

*“...Actually, the NGO is the group that know the social background from the beginning...”* (ORG A Co-founder2)

*“...The NGOs also own resources we want. It is because we work in the social sector...”* (ORG B Communications manager)

The players in the social stakeholder tie are also those in the social sector that are affected from the social issues as they are part of the society and community,

*“...there was also a case that we dealt directly with people in a community...”*  
(ORG A Co-founder)

*"...They are our target that we want to push them and develop them further. We have to rely on each other and we raise the issues to let everyone know that there are social problems occurred..." (ORG B Communication manager)*

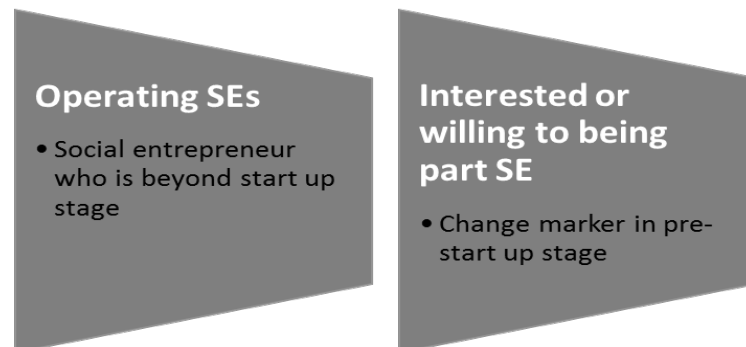
### **The characteristics and roles of social enterprise tie**

We also found that the social enterprise should be the one of the tie types in the service-based social enterprises in Thailand because their special characteristics are distinct from the business tie and combine both the business and social stakeholder tie.

**Table 21: Summary of the characteristics of social enterprise tie and evidence based on the interviews**

<b>Social entrepreneur who is beyond start up stage</b>	<i>"...Social entrepreneurs are those who already clear and want to do something for the society and they want to find some meanings of their lives..." (ORG A, Founder, Female)</i>
	<i>"...SEs who are operating their own business, we frequently meet them...." (ORG B, Communication manager, Female)</i>
<b>Change maker in pre-start up stage</b>	<i>"...they are those who have ideas to create projects. They come in as individuals with the intention to do SE..." (ORG A, Founder, Female)</i>
	<i>"...we usually meet them at the contests of SEs..." (ORG B, Communication manager, Female)</i>

**Figure 25: Characteristics and roles in the social enterprise tie**



Evidence from both cases point to the presence of a social enterprise tie.

*“...For this one, all are social enterprise. Regarding to social enterprise, all of them have income model. They have both income model and social model...”*

Community Manager, ORG A

*“...We always have meetings and events with social enterprises...”* (ORG B, Communications manager)

The characteristics of the social enterprise tie is based on the identification of actors that play a role within that tie. A summary of characteristics and evidence based on the two organizations is presented in Table 21. The players who are in the social enterprise tie are defined as **social entrepreneurs** who are beyond the startup stage and are **change makers** in the pre-start up stage. The social entrepreneurs who are beyond start up stage include the social enterprise, social entrepreneur, groups of social entrepreneurs or/and their organizational members who are already establishing and operating as social enterprises. This is consistent with the definition and scope of a social enterprise highlighted the previous chapter. The change makers in the pre-start up stage comprise of individuals, or/and group of people who are preparing to establish

and operate social enterprises, which is also consistent with the established understanding of a social enterprise.

The exploratory research into the roles of the social enterprise tie reveals the several actions of the participants related to this type of tie. A summary of elements between characteristics and roles of the social enterprise tie is presented in Figure 25. Here, the players could be already established and operating social enterprises or/and interested or willing to be part of the social enterprises,

*“...people who do social enterprises have grown to a certain level. Then, they want to have an office. They could stay here...”* (ORG A, co-founder).

*“...We often meet social enterprises who are operating their own businesses when we joined the workshops to improve our skills...”* (ORG B communication manager)

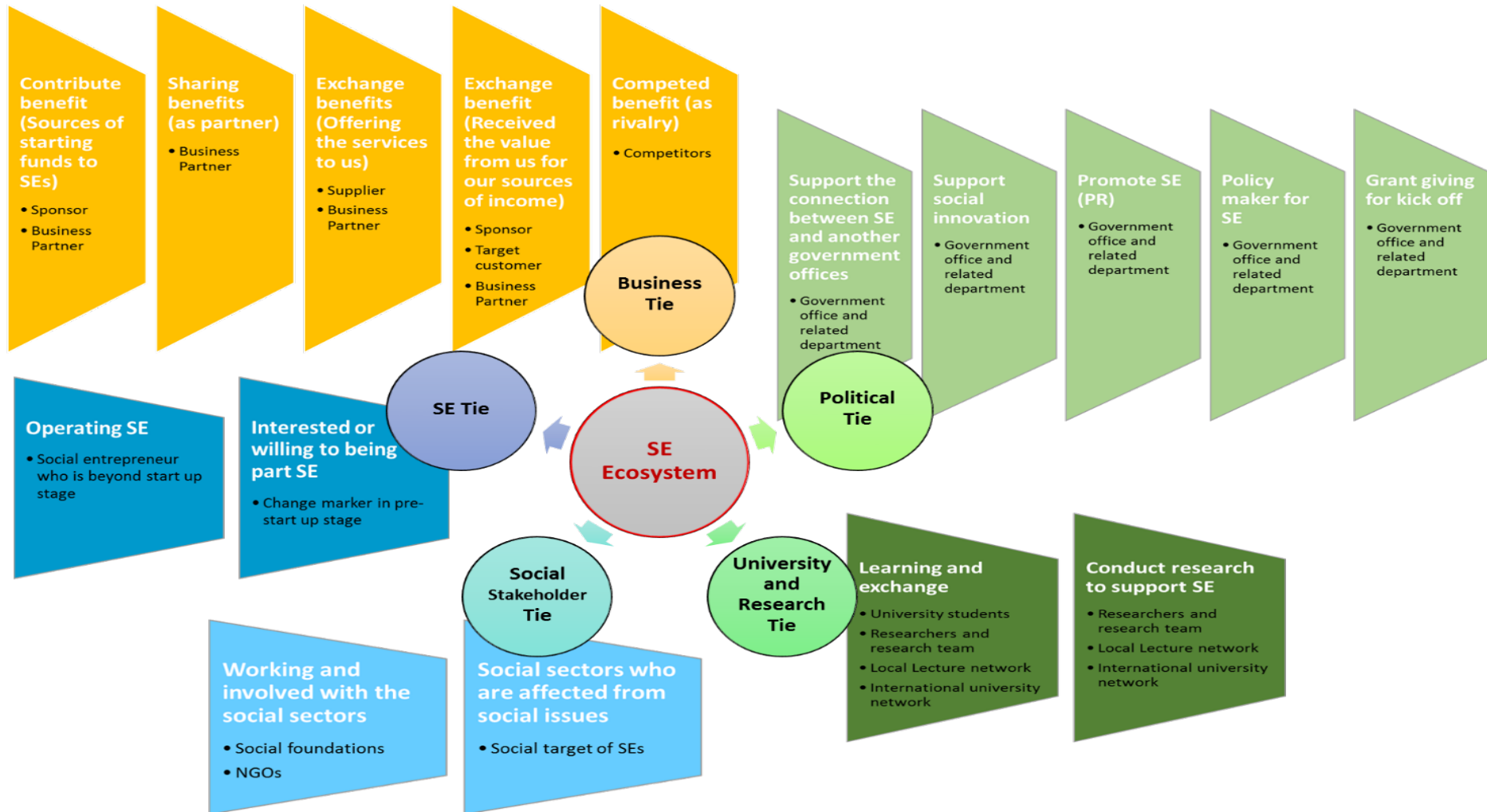
*“...people who try to find some meanings of life. They may not be so clear that they would like to be social providers, but they seem to find something in themselves. They feel empty and would like to be fulfilled. They would like to be linked with communities that have positive energy, but they may not be clear about themselves – about what they want to do...”* Founder, ORG A.

*“...many organizations are just like us that have been through the incubation program and contests before when we are in the early stage...”* (KM manager, ORG B)

Based on the findings for sub-research question 1.1., we can conclude that: in addition to the commonly studied network ties (managerial, business & political, university and research), we propose that the social enterprise tie and social stakeholder tie appear and are a part of service-based social enterprises in Thailand.

**Qualitative Research Proposition 1:** Additionally to the commonly studied network ties (managerial, business & political, university and research), we propose that the social enterprise tie and social stakeholder tie appear and are a part of service-based social enterprises in Thailand.

**Figure 26: Summary of the overall characteristics & roles of different type of ties in service-based social enterprises ecosystem**





### The strength of different type of ties

Drawing on the overall findings of this qualitative study, a summary of the characteristics and roles of the different types of tie found in the service-based social enterprises ecosystem in Thailand is presented in Figure 26. Each type of tie could reflect the strength of its ties. The strength of ties is the nature of strong or/and weak links of the organization to their different types of stakeholders. It reflects the level of closeness in the relationships that assess ‘the intensity of emotional in relationships’ of the organization to the individuals and/or groups of people that are related to the different type of stakeholders. These types of tie help identify the strength of ties in the different specific categories in order to reduce the ambiguity of the indication of tie strength. There are some examples (presented in Table 22 to Table 26) from both cases to highlight the connection between ties and their subjective perception of the closeness in the relationship of each type of tie. This clearly is not appropriate for measurement as this stage, and more rigorous measurement will be addressed in the quantitative part of this study.

**Table 22: Evidences based on conversation of the strength of business tie**

<b>Strength of Business Tie</b>	<p><i>“...this one will meet our partners most often. It is because we will meet them at the same time we meet this group. But, if they are not our partners, we will rarely meet them...”</i> (ORG A, Co-founder1, Male)</p>
	<p><i>“...For the group of tourism industry, we frequently contact them e.g. Air Asia, TAT, DASTA, and Royal Orchid of Thai Airways. So, mostly, they are private companies...”</i> (ORG B, Creative director, Female)</p>

**Table 23: Evidences related to strength of political tie**

<b>Strength of Political Tie</b>	<i>"...not many for the government sector. We talked to them, but have not worked with them yet. The government sector are quite establish a little relationships..." (ORG A, Founder, Female)</i>
	<i>"...The Tourism Authority of Thailand, Local Administrations which are in tourism business and Sub-district Administration but they are not our main focus..." (ORG B, Founder, Male)</i>

**Table 24: Evidence related to strength of university and research tie**

<b>Strength of University and Research Tie</b>	<i>"...For researcher group also, we talked to them from time to time. They may come to connect with our network, but for this case, we have so many and I cannot remember them..." (ORG A, Founder, Female)</i>
	<i>"...Sometime we have connect academic sector: university students, universities..." (ORG B, Communication manager, Female)</i>

**Table 25: Evidences based on conversation of the strength of social stakeholder tie**

<b>Strength of Social Stakeholder Tie</b>	<i>"...Well, to social group, if you are here, you will see each other very often..." (ORG A, Co-founder2, Male)</i>
	<i>"...60% we work withthe local community. We were closer to the community that we developed, and it became trust. On the community side, we are so good at living in the community and becoming part of their family...." (ORG B, Creative director, Female)</i>

**Table 26: Evidences based on conversation of the strength of social enterprise tie**


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<b>Strength of SE Tie</b>	<i>"...The group I have known the longest would be SE group. Mostly, it is the SE that we often meet and talk to a lot so we think we know them well...."</i> (ORG A, Space manager, Female)
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*"...We always have meetings and events with SEs. Our management are invited to be a speaker, or to join their workshops – to build skills for SEs. So, we frequently meet them..."* (ORG B, Communication manager, Female)

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### **5.5.2. The Absorptive capacity in the Thai service-based social enterprise; the exploration of ORG A and ORG**

The research found that social enterprises gain knowledge from a variety of sources as indicated by supporting statement made by the creative manager of ORG B that,

*"...Social enterprise is a model that teaches us that it requires resources, knowledge, and budgets to work with or to develop the community. It is because this is not the thing that we can do on our own. We need to rely on many parties. It is important to gain a lot of support and budgets. So, we have to build relationships with many partners. They may be our clients..."*

*"...I think it is better to call us an organization of knowledge. It is because the innovation is a result of people, projects, or functions we have..."* *"...I still think it is a social innovation. It is still in a developing process. But, most innovations occurred from knowledge management in the community. In terms*

*of work processing with the community, we develop more and more knowledge each year and bring them to commercial implementation...*” (KM manager, ORG B)

This highlights the benefits of connecting to others in order to gain knowledge where eventually, the output of knowledge resources are expected to generate value. Social enterprises aim to achieve value from knowledge resources that pass through their absorptive capacity process.

In research findings based on the cases of ORG A and ORG B, focus on the absorptive capacity process in the service-based social enterprise in Thailand. These are presented here and address *the sub-research question 1.2, what is the specificity of the absorptive capacity of Thai service-based social enterprises?*

The findings indicated that knowledge plays a significant role in social enterprises and both organizations pinpointed how important knowledge resources were to their organization and especially for service businesses. For example,

*"...Social enterprise has always strived to improve itself from knowledge...."*  
(ORG A, Space manager, Female)

*"...Knowledge is the core of our work. It is because if we do not have working knowledge, we will have no capability for the competition and not qualified to position ourselves as an expert in tourism..."* (ORG B, KM manager, Female).

*"...Since we are in service business, knowledge is very important..."* (ORG A, Founder, Male).

Knowledge resources of the organization is a core value on which social enterprises focus, especially the capacity to transfer knowledge from external to internal. It demonstrates the ability to transfer knowledge by learning from external sources. The transferred knowledge is then communicated among members of the organization. This newly gained knowledge is then further processed to be integrated by the members. The integrated knowledge is then exploited for new value creation. There are several examples that this absorptive capacity process existed in both service-based social enterprise cases. The respondents explain,

*"...Yes, we also adapt to action of learning from external source..."* (ORG A, Community manager, Female)

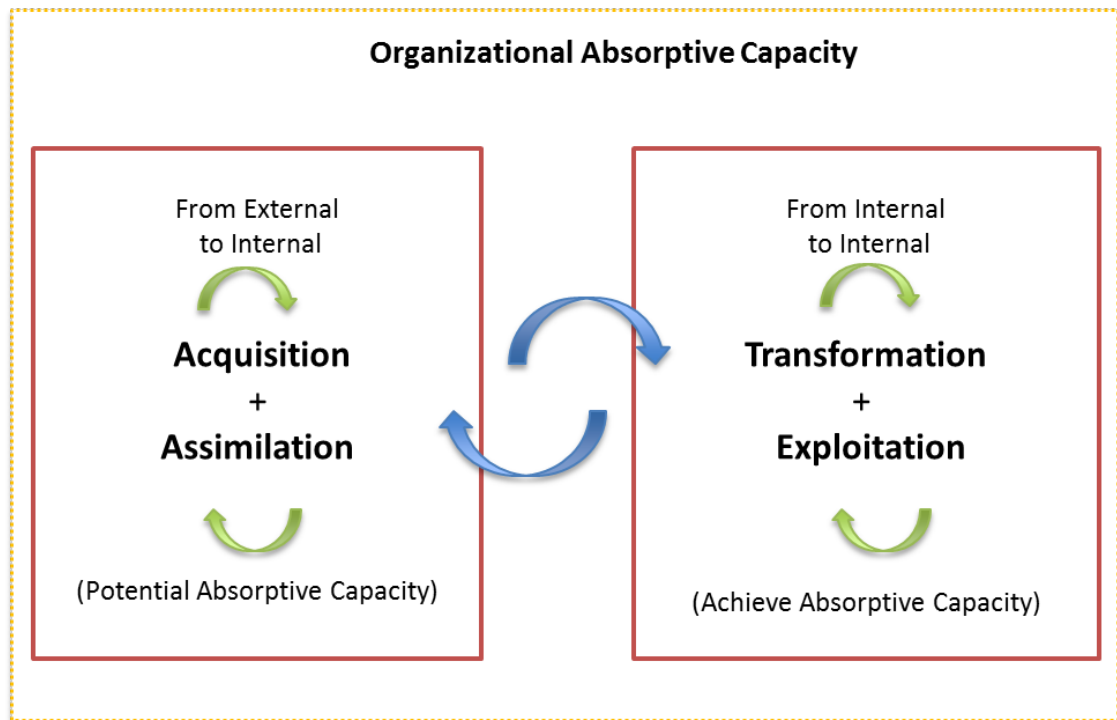
*"...It is knowledge accumulation of Local Alike. We realize the actual problem about how the community which is unable to manage itself in the long run is. We tried to adapt the business model to sustain the community in co-operation with the business lifecycle. Then, each business unit gradually appears and we adapted model by model according to stage of our business cycle...."* (ORG B, Founder, Male).

The absorptive capacity process explained by all respondents were reflected from individuals and groups through to the organizational absorptive capacity, which is illustrated in Figure 27.

There were 4 main organizational absorptive capacity processes, namely Acquisition, Assimilation, Transformation, and Exploitation. These 4 main process could be combined into 2 sections in the process; potential absorptive capacity and achieved

absorptive capacity. The potential absorptive capacity explains the absorption of knowledge from outside to inside the organization. This process can be explained as the acquisition of knowledge from outside. Then the individuals or groups of organization members communicate their knowledge resource across the organization. After that, the knowledge passes through the achieved absorptive capacity when the individuals and groups process knowledge to transform organizational knowledge systematically and non-systematically to knowledge exploitation. Moreover, Figure 27 also shows the inter-connection in terms of active and passive knowledge processing between the individuals. The feedback loop within the absorptive capacity process seems to be implicitly appearing along the absorptive capacity process. The feedback loops of the organizational absorptive capacity usually occur when the organizational members become aware of 'what knowledge do they need to communicate', 'what knowledge do they need to transform', and 'what knowledge do they need to exploit'. Meanwhile, the learning is hidden in every individual's cognitive processes. The details of each individual process and the situational examples are presented in the section below.

**Figure 27: The organizational absorptive capacity process of service-based social enterprises in Thailand**



### Acquisition

The first process studied the absorptive capacity in terms of the organizational ability to learn from external sources. According to the Space manager of ORG A, the company gained knowledge and other information from ‘stakeholders’. Seemingly, it is the ability of the company to acquire knowledge from many sources outside the organization that matters. Knowledge acquisition is important for service-based social enterprises in Thailand. It is an operational driving force for the organizations. The core value is to benefit from the knowledge flow from outside to inside of the organization. According to the founder of ORG A “...I think it affects our core value or all of our

*services. If they feel open to learning and when there was someone coming in they would feel active to learn with others...".*

Moreover, 'understanding' is the key for learning for social enterprises. This was highlighted by the communication manager of ORG B, "*...We have to know how we can reach people with those personalities. We have to understand people. It may be the knowledge that makes us start to do something for the society or to develop the organization to reach our goal....*". Most of the time the organization learns about personal skills, which include managerial knowledge from all difference stakeholders when they meet or work together. There is some encouragement and support to learn how to acquire external knowledge by the management. As the founders of both organizations explained,

*"...it is very important. To develop social enterprise and to make it survive, it requires many aspects of the knowledge. It is because it is about operating the organization to move forward. To be able to drive social enterprise, the social goals have to be clear. They have to understand about social impact attachment. It has to be clear what you want to change. At the beginning, it is okay if you do not have it. But, after you have worked for years, it has to be clear. In terms of business, the knowledge about marketing, finance, IT, law, and communications, all have to be improved. It has to be the continued improvement after trials. If they are not ready to do things, they have to take courses or do some workshops from the outside as an additional..." (ORG A, Founder, Female).*



*"...We need to keep up with such dynamic world. We urge our members to learn as we move forward..."* (ORG B, Founder, Male).

Many others organizational members agree. For instance,

*"...Indeed CEO has great impact on the operation of learning. You see, if we continuing doing this on and on and CEO have a pop-up project for us, we would have to turn our heads to our main duties first..."* (Communications manager, ORG A)

*"...The management provided us a lot of support. They sent people to join workshops and let them share with others. They set up the KM department to make the information easily distributed. There is the flow of communication. And, the management also reemphasizes the knowledge development. When there are outside events, they offer everyone opportunity to attend the events..."* (Communications manager, ORG B)

This underlines how absorptive capacity learning is encouraged through actions, engagement and policies from the management to support organizational members' learning from external sources.

However, in this context, there is some evidence from the cases that when they learn, there is less knowledge stickiness, which appears to be common in these contexts. Social enterprises have less knowledge stickiness by nature. In our cases, most of the organizational design is based on open work space more than opening for sharing knowledge and experiences, although there was support for these by the founders of both organizations.

*“...we share it with each other. For social enterprise, we do not worry much about this. We can fully and undoubtedly share things with one another...”* Co-founder, ORG A *“...Yes. Sometimes, we share too many things to each other. The nature of our organization is like this. We have the office space which is an open space. And, we also have a quiet space for people who want to concentrate on things...”* (KM manager, ORG B)

### **Assimilation**

After the organization has obtained knowledge from the external sources through knowledge acquisition, the knowledge resources go through the knowledge assimilation process. It signifies the ability to communicate knowledge within the organization. Based on the research evidence, there was an indication of the presence of knowledge assimilation processes in both organizations. The co-founder of ORG A remarked that *“...Actually we communicate a lot within the office...”*. This process is common in most social enterprises that is what social enterprises do via their activity. This observation was also made by the KM manager of ORG B, *“...There is sharing across teams. They will naturally talk to and share with each other. They will share it through activities...”*. They always had sessions like team meetings every week, where they would update each other on their knowledge resource, routine work, and reflect on actions taken for all projects to find out what knowledge they needed for further development. Figure 27 illustrates the feedback loops from knowledge assimilation back to the knowledge acquisition process.

In the communication process, both formal and informal communication methods had been evident within the organization. The Community manager of ORG A confirmed

that *"...Yes, it is informal communication...* and the founder of ORG B similarly described how *"...We have various way to share and absolutely we talk in our organization. We try to talk a lot and we hold monthly meeting that everyone have to join. Sometimes formal, sometimes informal..."*. From the communication methods, we found that in these organizations, there were some examples of communication technique activities. The communication methods could be supported by technology tools for internal communication among teams and other members of the organization. According to Founder B *"...Another tool is SLACK. It is our main tool for communications. It can create a channel. It is similar to Line, but I think its data storage is better. It can store data as a separated channel for each topic or each project. The files can also be stored as a separated channel"*. In ORG A, *"...we have another activity called 'Check-in'. It is an activity that we have to share things online to each other once a week..."* (Creative director). From these observation, both organizations used a lot of digital tools including Line or Facebook social platforms to communicate within their teams as well as for building their networks. Interestingly, ORG B also supported internal communication using the psychological techniques. For instance according to the Creative director of ORG B *"... it is one of the methods. We used questions instead of commands to tell them what to do. We changed the approaches to communicate to them. It is to encourage them to communicate more. We have to take it easy and become calmer than before...."*. This technique gains a lot of engagement from organizational members to communicate more to allow greater flow of knowledge within the organization.

Encouragement to communicate was the organizational culture norm in both organizations. According to ORG B's creative director,

*"...I just create our standard guide which is the guide of the organization, so the details are different from other organizations. It is like a manual used for communication. I think its role is to make people in the organization agree on the same benchmark. Actually, it is like creating an agreement with colleagues. This will make it easier for us to work when our team use it..."*

This is especially evident in the policy to support communication from the management to organizational members *"...I would like not to create the environment that makes them fearless to share things. I do not want them to be afraid of sharing things..."* (ORG A, Founder, Female).

### **Transformation**

Following this process, the knowledge resources will be automatically pass through the knowledge transformation process. This process illustrates the ability to systematically process knowledge within the organization that embeds the absorptive capacity of the external knowledge and the communication concerning the knowledge transformation within the organization. According to the respondents, both organizations having the capacity to integrate knowledge in corporate knowledge transformation process.

*"...It is like... we do not want to throw this away. We would like to keep it for recycle, but we never use it. So, we apply it to the knowledge. We select what (we) want to throw away and what we want to organize. It is because, before*

*that, it was too messy, and we did not make use of it..." (ORG A, Space manager, Female).*

*"...For our team, we have handled more varieties of work. We have to apply and make use of various knowledge. In fact, in every knowledge transfer process, there is new learning. We can see that the learning plays its role in every step of the process. For example, knowledge applying occurs from learning. To integrate the knowledge, we also have to learn and know how to apply it..." (ORG B, Creative director).*

This illustrates the significant integration of new know-how to the previous method as well as linking existing knowledge to new insights. The learning process implicitly played a role in the transformation process when the knowledge resources become integrated.

There was evidence showing the common purpose of knowledge transformation to make knowledge resources ready to use in the organizational operational activities and at the commercialization stage. Both organizations mentioned situational examples to elaborate on this point.

*"...Our main expectation is to be able to apply the knowledge gained in their real lives. It is not just listening to the theories but do not know to what it can be linked..." (Founder, ORG A)*

*"...we can bring all knowledge to integrate it into what we are doing – in terms of both the community development and business things. We can bring tools to develop the community. For example, when we teach the community, we can*

*use the tools and apply them with the real situations. It is to create innovation for the process. Or, even in the business, or clients or the marketplace, we can bring technologies to top up – or to develop – it to become more convenient for using in terms of commercialization or business development..."* (ORG B, Communication manager)

Based on the observations and interviews, we found that the service-based social enterprises in Thailand were knowledge-based organizations in nature. This was acknowledged by the management of the two organizations, where according to the co-founder 1 of ORG A *"...We considered ourselves as the knowledge-based organization..."* and *"...our competency is the learning process..."* (Founder, ORG A. This supports the finding that knowledge resources are significant assets for service-based social enterprises.

Thus, these findings support the effectiveness and efficiency of knowledge transformation and the recognition of it being a part of organizational competency for service-based social enterprises. The critical transformation of knowledge is described,

*"...Actually, it is about to learn and to grow up together. It is because the organization believes that people in the organization are friends. In my opinion, I think if we support employees to understand the knowledge procession as the main organizational competency for ORG A. They do it as routine process for their organization. Such knowledge will finally help the organization in return..."* (ORG A Space manager)

This also highlights the common understanding and empathy among the management team for the significance of effectiveness and efficiency in the knowledge transformation process based on routine activities in their practices.

This research further found that the transformation routines in organizational knowledge are 'systematically learning processes' in order to transform knowledge to the application for practical purposes. The sub-knowledge processing within the organizational knowledge transformation process are analyzed, combined, integrated, and linked to new insights. There were clear examples from ORG A's founder of the knowledge transformation process in the organization, which indicates that they initiated a sub-process to analyze the situation and combined the knowledge with that of the organization, "*...We are understanding which types of targets we have... after we have worked for 3 years, we can see our targets...*".

They are also aware of the effort needed to integrate knowledge within the organization, "*...we know which types of models we are able to work with them...*" and that "*...After we understand our targets, we launched the models to determine which types of models we should work with our targets...*" The process of thinking showed that the organization linked its knowledge to new insights. Importantly, the feedback suggested that the systematic learning process was seemingly hidden within the main knowledge transformation process.

The knowledge management system mainly appeared at the point when the organization has systematically transformed knowledge. According to the Community manager of ORG A, "*...Yes, we have systematically integrated and made use of knowledge and information within the organization...*". On the same point, ORG A co-

founder 1 agreed that in terms of knowledge transformation method they would reflect on work completed. It is also worth noting that this reflective decoding technique has been adopted by ORG A in every project. ORG A collects the output of lessons learned as a way to retain organizational knowledge. Every time when the staff decoded the lessons learnt, they gain additional knowledge for the organization. Informally, the concept of knowledge management has also been applied informally in ORG B. Most of the employees in ORG B understood they need to adhere to the practices of knowledge management. As the founder of ORG B explains, "*...We have a KM manager. She is responsible for managing knowledge. It is important. If we don't record any knowledge or don't develop new knowledge, it seems like we don't try to grow up....*".

### **Exploitation**

When the knowledge resource is processed in the organization, the knowledge exploitation process begins. One of the clear indications of exploitation came from the Community manager of ORG A who spoke about the utilization of their knowledge resources in creating value, "*...Yes, we have integrated knowledge and information for the practice in commercial....*". A view was shared by the KM manager of ORG B, "*...We know if it works or not when we do the action test in the commercialization progress. The board of directors are open minded for almost all opportunities. Based on my experience, there are very few cases that the Board of Directors do not allow us to go for commercialize....*".

According to the founder of ORG A, many economic and social values were created through the organization applying the new knowledge to their practice in terms of



commercial and social innovation " *...Yes! We are applying the new knowledge into their practices or projects in terms of innovation for both business and social*" (ORG A, Founder, Female). In terms of economic values, there were some improvement of their products and services for their target customers, which were clearly demonstrated in this case study. However, social value creation reflected the results of the work of the social enterprises that impacted the social targets of each organization identified from this case study. There were also improvements in organizational processes from the utilization of their knowledge resources. These values supported higher productivity in the organization. The evidence to this observation is based on one of the respondent's feedback that " *...We also learn from it and gain the knowledge. After making use of it, our organization can work more effectively and faster....*" (ORG A, Community manager, Female). Another management member of ORG A clearly explained the linkage between the integration of knowledge resources to the utilization for economic and social values in practice within the organization explaining that

*"...The integration of knowledge is coming into some outcomes. Now that our staff understands more on our practices, we can do something more on the matter of income. More income leads to more impact on society, more projects, and more people to join our cause. We are paying more attention on financial model instead of just explore what we are interested about..."* (ORG A, Co-founder2, Male).

These analyses, as presented in Figure 27, illustrate the presence of absorptive capacity as reflected in the internal feedback loop between the transformation and exploitation of knowledge resources. These findings address **the sub-research question 1.2**, that

the absorptive capacity of service-based social enterprises in Thailand can be similarly described as commercial organizations, but that the implementation is context specific.

**Qualitative Research Proposition 2:** The absorptive capacity of service-based social enterprises in Thailand can be similarly described as commercial organizations, but that the implementation is context specific.

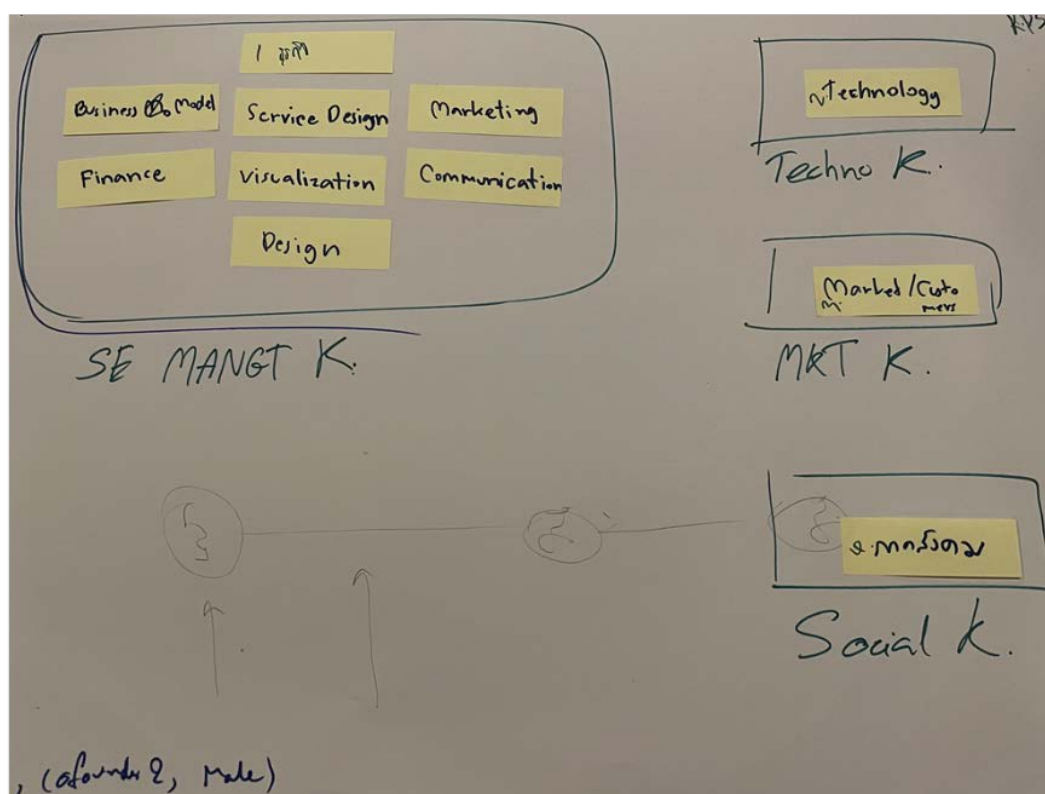
### **5.5.3. Types of knowledge (content based) transferred in Thai service-based social enterprises: the exploration of ORG A and ORG B**

The further explore the absorptive capacity in the service-based social enterprise in Thailand, the knowledge types of ORG A and ORG B that were transferred across the service-based social enterprise networks were analyzed and identified by examining the content base of the knowledge. In doing so, this section aims to answer the **sub-research question 1.3** what are the types of knowledge that are transferred in Thai service-based social enterprises networks?

Following are the exercises conducted with the participants on the types of knowledge that prevailed within their organizations. Figure 28 depicts a live example of the coding based on the exercise given to the respondents during the interviews. The respondents were asked to specify the knowledge resources that prevailed in their organization. Upon identifying the knowledge, participants were asked to group the knowledge based

on the type of content. The coding was completed manually along with the participants (see the details in Appendix F). The drawings demonstrated the actual joint working processes.

**Figure 28: Example of answer and coding from**



**(ORG A, Co-Founder1, Male)**

Based on the data analysis, 4 significant types of knowledge occurred in the Thai service-based social enterprises. The knowledge based on content are social enterprise managerial knowledge, technological knowledge, market knowledge, social knowledge. The clarification of each type of knowledge are further developed by the expert in the areas.

The following are the operational definitions based on each knowledge type developed based on the empirical data collected for this qualitative study.

1. **Social enterprise managerial knowledge** refers to “*the organizational know-how and competencies required to efficiently coordinate, solve problems and manage the internal and external resources in the context of social enterprises*”.

2. **Technological knowledge** refers to “*the organizational know-how and competencies required to efficiently manage and adjusting the technological knowledge related to the service/ product development process in order to respond to rapid changes*”.

3. **Market knowledge** refers to “*the organizational know-how and competencies required to collect and identify information about the market and customers. It includes market structure information, characteristics of customers, and insights into consumer perceptions and needs*”.

4. **Social knowledge** refers to “*the organizational know-how and competencies required to collect and identify information about the social context. This includes insights about the social issues, mechanisms of social issues, fundamentals of social problems, as well as social needs and solutions*”.

According to the coding analysis, technological knowledge and social knowledge were distinct from other knowledge types. However, the findings from the interviews were

able to clarify the difference between social enterprise managerial knowledge and market knowledge. The Communication manager of ORG A explained how *“...Knowledge about market should be separated here. It involves a clear portrayal of what we do. For marketing, it’s about what and where we want to offer and who our clients are. And also branding issue... how we are going to promote our offer...”*. The same line of thought was reflected by co-founder of ORG A, *“...I consider it as a part of marketing skills. It is like marketing-oriented. It is because the nature of doing business is to satisfy customers’ needs. It is unlikely that this is what we want to offer. The customers are clever. They have right to buy or not to buy our products and service. All in all, it is to produce things that customers need and want....”*.

The knowledge content relevant to the marketing aspects such as, the 4Ps (Price, Place, Product and Promotion) are part of market knowledge. However, it excluded marketing management. The procedures of marketing management are part of the social enterprise managerial knowledge. It also includes the knowledge about customer insights. Market knowledge, largely embeds the needs and wants of the consumers.

Focusing in the dimensions of knowledge types, imply a mixture of both tacit and explicit knowledge. In each type of knowledge (social enterprise managerial knowledge, technological knowledge, market knowledge, and social knowledge), we also explored the absorptive capacity processes of acquisition, assimilation, transformation, and exploitation.

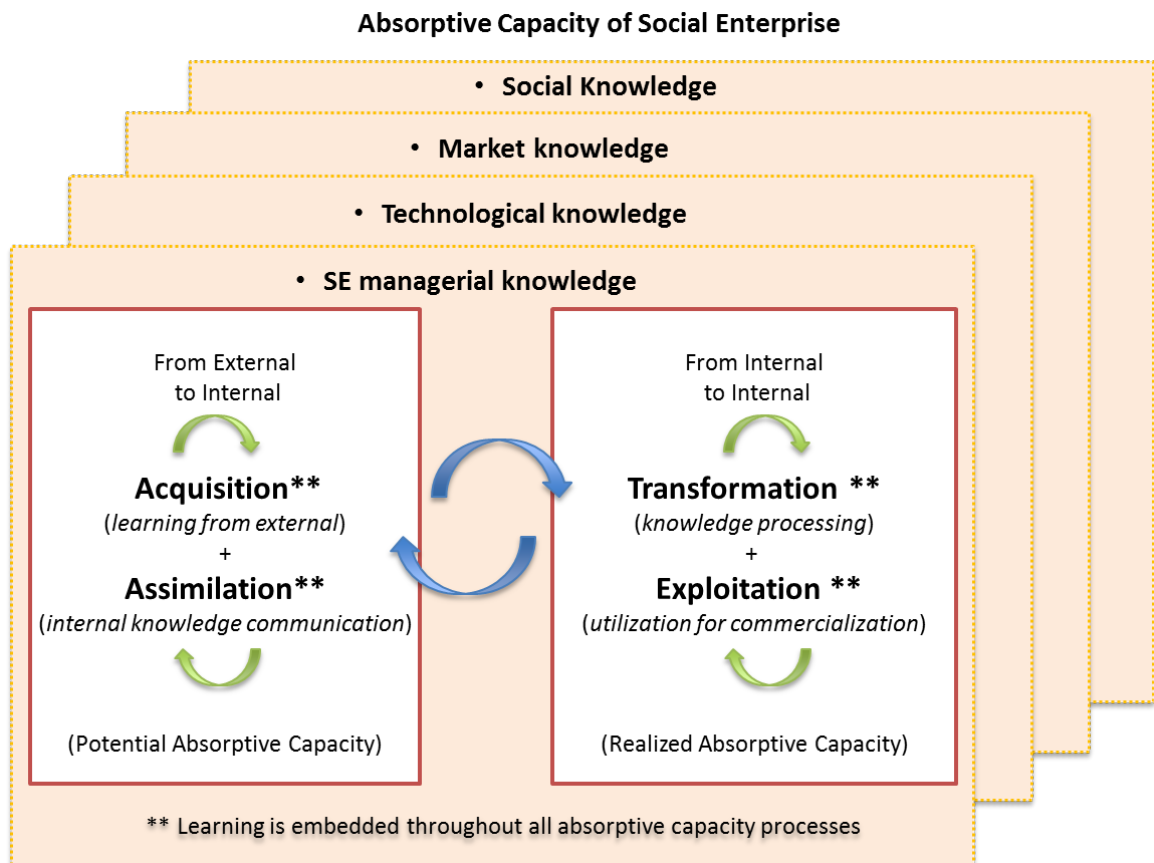
The findings of this qualitative part of the study addressed the sub-research question 1.3 which showed that social enterprise managerial knowledge, technology knowledge,

market knowledge and social knowledge are all necessary as types of knowledge in absorptive capacity for service-based social enterprises in Thailand.

**Qualitative Research Proposition 3:** Social enterprise managerial knowledge, technology knowledge, market knowledge and social knowledge are all necessary as types of knowledge in absorptive capacity for service-based social enterprises in Thailand.

These findings are collated and presented in the exploratory of conceptual framework illustrated in Figure 29 (more details of the research coding is presented in appendix E). Each knowledge type is explained by the individual process of absorptive capacity in both organizations. The findings from this exploratory qualitative stage will be used as a foundation for the quantitative part of the study to development a measurement model and hypotheses.

**Figure 29: The exploratory conceptual framework of absorptive capacity process and knowledge categories (content based) that are transferred in the Thai service-based social enterprises**



## 5.6. Conclusion

This chapter presented the qualitative findings based on the case studies of the two service-based social enterprises (ORG A and ORG B) introduced at the beginning of this chapter. ORG A was a case of a social enterprise combined with an intermediary, while ORG B was a pure social enterprise.

The cross case analysis addressed this study's research question 1 and sub-research questions 1.1, 1.2 and 1.3.

The findings from this exploratory qualitative part of the study showed the difference in tie types – specifically, the business tie, political tie, university and research tie, social enterprise tie, and social stakeholder tie. *The qualitative research proposition 1* that is in addition to the commonly studied network ties (managerial ties (business & political), university and research tie), the findings revealed the social enterprise tie and social stakeholder tie that were relevant to service-based social enterprises in Thailand. These ties occurred in the service-based social enterprise network and their characteristics and roles were further detailed and clarified from the case study data.

This part of the study also found organizational absorptive capacity. While this is not uncommon in many commercial organizations, what was novel in this case, was that the social enterprise context became sensitive and situation dependent. Therefore, this part of *the qualitative research proposition 2* suggested that the absorptive capacity of service-based social enterprises in Thailand can be similarly described as commercial organizations, but its implementation is context specific. Moreover, the findings in this chapter also identified the different type of knowledge and provided the definition and



explanation of these differences in types of knowledge based on content, such as social enterprise managerial knowledge, technological knowledge, market knowledge, and social knowledge. These types of knowledge enable transformation in service-based social enterprise in Thailand. These findings addressed *the qualitative research proposition 3* that social enterprise managerial knowledge, technology knowledge, market knowledge and social knowledge are all necessary as types of knowledge in absorptive capacity for service-based social enterprises in Thailand.

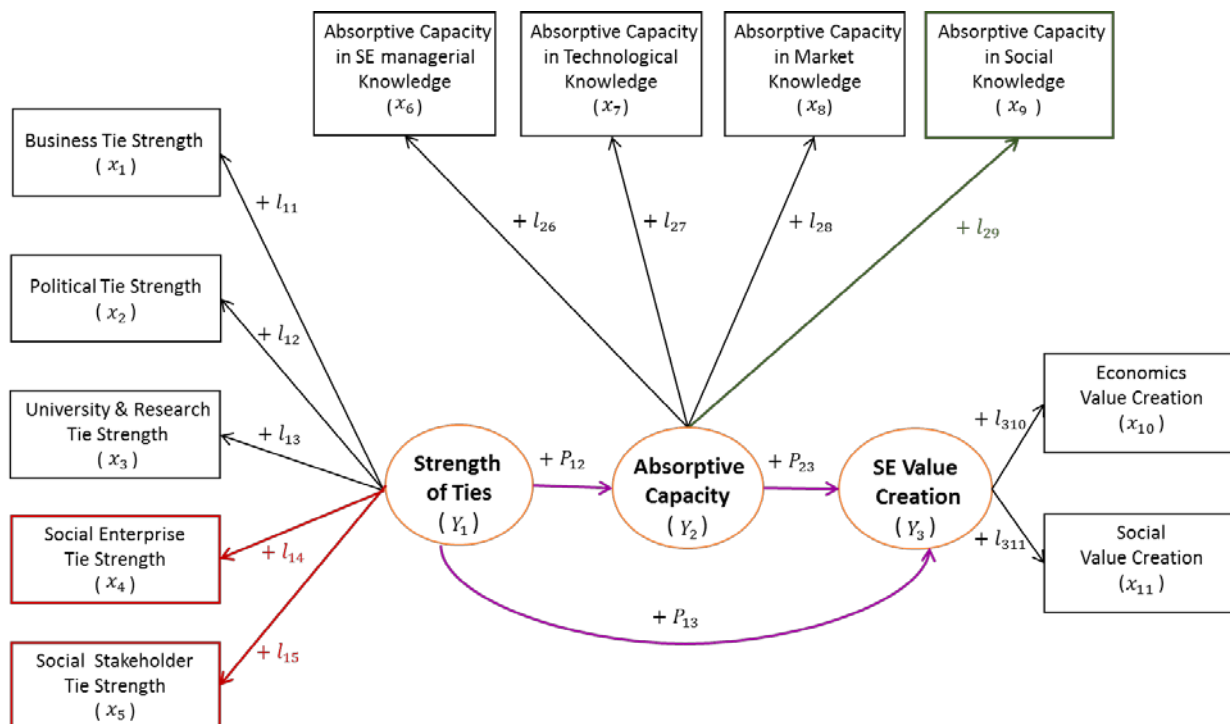
The findings from the qualitative study are collated and in combination with the review of the literature (Chapter 3) will form the basis of the research framework for formulating hypotheses and developing a quantitative research model for the quantitative part of the research study.

## CHAPTER 6: QUANTITATIVE RESEARCH STUDY

### 6.1. Introduction

In this chapter presents the developed research model and hypotheses to answering the quantitative research question 2 what are the relationships between strength of ties, absorptive capacity cum knowledge types, and value creation (social and economic) for Thai service-based social enterprises?. Meanwhile, the quantitative sub-research question 2.1. - 2.4. are provided to be answer in this chapter. The development of research model and hypotheses based on the literature review, the primary research framework along the identified research gaps (discussed in Chapter 3) combining with the research proposition that derived from the output of the qualitative study (in Chapter 5). Subsequently, the variables, measurements and the operationalization of questionnaire are explained in this section. We presents and discusses the research results of the study. The research results analysis are in accordance to the research questions, hypotheses as well as the methodologies that have been discussed. We presented the results of quantitative research. The section starts with a presentation of the descriptive statistics. Next, further explanation is made with the join two stages approach to identify the hierarchical components of the PLS-SEM model. The assessed results the PLS-SEM reflective measurement and structural model are discussed in greater details. In the next section, the hypothesis testing results of PLS-SEM structural model are presented. To add depth to the final discussion, advanced method of PLS-SEM analysis presents the importance-performance mapping to deliver the recommendations for the service-based social enterprise in Thailand.

## 6.2. Quantitative Research Model and Hypotheses:



The research model has developing from the framework in literature review (chapter 3). In addition, the research propositions from our qualitative exploratory study also support in validating the modification of research model and hypotheses in quantitative study (Chapter 5). The research propositions from our qualitative study are recapped in the following.

**Qualitative Research Proposition 1:** We propose that additionally to the commonly studied network ties (managerial, business & political, university and research), we propose that the social enterprise tie and social stakeholder tie appear and are a part of service-based social enterprises in Thailand.

**Qualitative Research Proposition 2:** We propose that the absorptive capacity of service-based social enterprises in Thailand can be similarly described as commercial organizations, but that the implementation is context specific.

**Qualitative Research Proposition 3:** We propose that social enterprise managerial knowledge, technology knowledge, market knowledge and social knowledge are all necessary as types of knowledge in absorptive capacity for service-based social enterprises in Thailand.

This development of quantitative research model supports in answering the quantitative research question 2 and the sub-research question 2.1 – 2.4 that have been discussed in Chapter 1. The quantitative research questions are recapped in the following.

**Quantitative Research Question 2.** What are the relationships between strength of ties, absorptive capacity cum knowledge types, and value creation (social and economic) for Thai service-based social enterprises?

**Quantitative Sub-research Question 2.1:** To what extent do tie strengths influence the Thai service-based social enterprise absorptive capacity cum knowledge types?

**Quantitative Sub-research Question 2.2:** To what extent does absorptive capacity cum knowledge types influence the Thai service-based social enterprise value creation?

**Quantitative Sub-research Question 2.3:** To what extent do tie strengths influence the Thai service-based social enterprise value creation?

**Quantitative Sub-research Question 2.4:** What is the role of ACAP to create value in relation to the type of strength ties in a Thai service-based social enterprise network?

The model explains the construct of the casual relationships between independent variables (Strength of ties), mediating variables (Absorptive capacity) and dependent variables (Social enterprise value creation). It presents an overall conceptual model of the study. In the meantime, the framework also describes the reflective measurement model between the indicator (observed variable in the quadrilateral) and each construct (latent variable in the circle). This research uses the 'organizational network level' and organizational level (multiple unit of analysis) as the unit of analysis. The organizational network represents the inter-organizational relationships of the network. The level of construct is at the organizational level.

Generally, there are 4 hypotheses in this research. Our research hypotheses are generated from the literature review that have been highlighted in Chapter 3 as well as the research proposition from qualitative research finding in Chapter 5. The qualitative research proposition clearly proposes that social enterprise tie and social stakeholder tie appear to be consider in service-based social enterprises in Thailand. In the meantime, the social knowledge also clearly proposes to be transfer and used in Thai service-based social organization.

Hypotheses developed by considering to the social dimensions that distingue social enterprise from commercial enterprise. Moreover, there is a clear indication from the discussion in the previous chapter that the social stakeholder is the principle for social enterprises as the social problem drives social enterprise concept. The social dimension

have been driven social enterprise. All hypotheses mainly are developed by considering based on the 3<sup>rd</sup> theoretical gap that are already discussed in the literature review that there might be the link between Tie strength, Absorptive capacity, and Value creation. The following are the summary and conclusion of the hypotheses in this research.

### **Quantitative Research Hypotheses**

**Quantitative Research Hypothesis 1:** The strength of tie positively influences with the organizational absorptive capacity of service-based social enterprises in Thailand.

**Quantitative Research Hypothesis 2:** The organizational absorptive capacity positively influences with the value creation of service-based social enterprises in Thailand.

**Quantitative Research Hypothesis 3:** The strength of tie positively influences with the value creation of service-based social enterprises in Thailand.

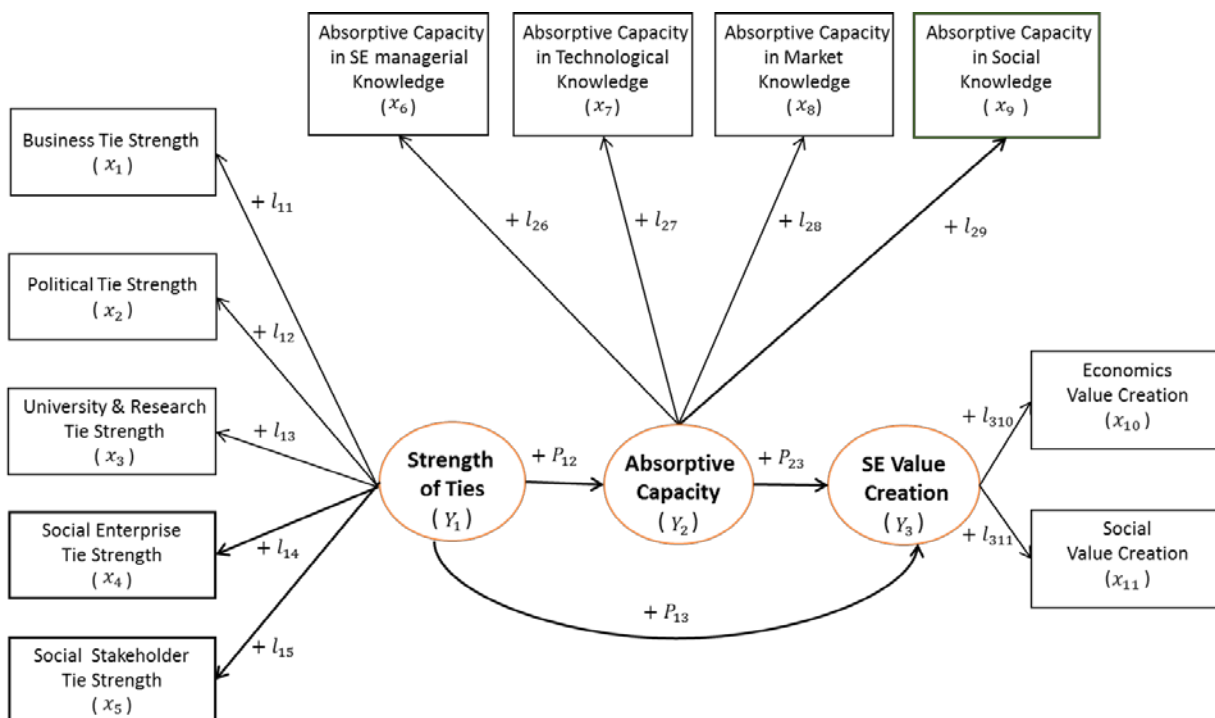
**Quantitative Research Hypothesis 4:** Organizational absorptive capacity acts as a mediating variable between the strength of ties and value creation of service-based social enterprise in Thailand.

### **6.3. Variable, Measurement and Operationalization**

The variables come from three theoretical domains which comprises of ties strength, absorptive capacity, and value creation. Literature review in the previous section

supported the modification of variables in research framework as well as the measurement procedure development and the operationalization items of questionnaire for quantitative study. Additionally, in the first phase of this research, the research proposition from the exploratory research findings in qualitative case study is used to validate the modification of variables in research model for the subsequent quantitative study.

The following research model diagram below summaries the relationship of variables indication which comprise of the measurement variables (indicators) in measurement model and latent variables in structural model. The figures of matrix as following shows the operational of each variables and relationships within the research framework. The later section explains each variable the measurement procedure and operationalizing questions in the questionnaire in detail. The details of items from the operationalization question and measurement procedure in the questionnaire are adopted from other relevance research publications as well as the qualitative research proposition from the qualitative finding that discuss in the following section on variable, measurement, and operationalization.



(1) Measurement Model

(2) Structural Mode

	$Y_1$	$Y_2$	$Y_3$
$x_1$	$l_{11}$		
$x_2$	$l_{12}$		
$x_3$	$l_{13}$		
$x_4$	$l_{14}$		
$x_5$	$l_{15}$		
$x_6$		$l_{26}$	
$x_7$		$l_{27}$	
$x_8$		$l_{28}$	
$x_9$		$l_{29}$	
$x_{10}$			$l_{310}$
$x_{11}$			$l_{311}$

	$Y_1$	$Y_2$	$Y_3$
$Y_1$		$P_{12}$	$P_{13}$
$Y_2$			$P_{23}$
$Y_3$			



Where

$x_1$  = Strength of Business tie (TI\_BT)

$x_2$  = Strength of Political tie (TI\_PT)

$x_3$  = Strength of University and Research tie (TI\_UNI)

$x_4$  = Strength of Social Enterprise Tie (TI\_SET)

$x_5$  = Strength of Social Stakeholder tie (TI\_ST)

$x_6$  = Absorptive Capacity in Social Enterprise Managerial Knowledge (ACAP\_SEMGK)

$x_7$  = Absorptive Capacity in Technological Knowledge (ACAP\_TK)

$x_8$  = Absorptive Capacity in Market Knowledge (ACAP\_MK)

$x_9$  = Absorptive Capacity in Social Knowledge (ACAP\_SK)

$x_{10}$  = Economics Value Creation (SEVC\_E)

$x_{11}$  = Social Value Creation (SEVC\_S)

$Y_1$  = Strength of Ties (TI)

$Y_2$  = Absorptive Capacity (ACAP)

$Y_3$  = Social Enterprise Value Creation (SEVC)

$P_x$  = Relationships between Latent Variables

$l_x$  = Factor Loading between Indicator and Latent Variables

### 6.3.1. Independent Variables

**Strength of ties (TI)** is the main construct among the independent variables. It is the latent variable for the research framework. It refers to strong and weak ties that link between two nodes in the network (Gilbert & Karahalios, 2009; Granovetter, 1973; Haythornthwaite, 2002; Marsden & Campbell, 1984). There are different approaches to define strong and weak ties. This research mainly adopt strong and weak ties based on type of ties when considering the measurement of time spent in the relationships and the frequency of the contact that have been used for each type of tie (Chen et al., 2014; Chung, 2012; Granovetter, 1973; N. Lin et al., 1981; Muzamil Naqshbandi & Kaur, 2014; Park & Luo, 2001; Ramos-Vielba, Fernández-Esquinas, & Espinosa-de-los-Monteros, 2010) As indicated in the research assumptions, there are five type of ties as indicated namely managerial ties (business & political), university and research tie, social enterprise tie and social stakeholders tie. These indicators are measurement variables to determine the latent or construct variable of ties strength. The detail of the measurement procedure development in each type of ties and the operationalizing questions in questionnaire are defined in the following section.

#### *Strength of managerial ties (business tie (TI\_BT) and political tie (TI\_PT))*

The managerial ties consisting of business and political tie, concern the participation to mobilize personal contacts for beneficial in business opportunity purpose (Granovetter, 1985). On organization level, it is an effort of the firm to cooperate with their business partners to obtain and sustain their competitive advantages and opportunities (Powell, 2003). Business tie refer to the connection of the firm to the other firms' executive such as suppliers, buyers, and competitors (Chetty & Holm, 2000; Chung, 2012; Dubini &

Aldrich, 1991; Johanson & Mattsson, 2015; Luo et al., 2008). Political tie or government ties refer to any firm's economics transaction that interact with government officials (Luo et al., 2008).

This research uses seven points Likert scale of measurement to assess the level of tie strength from strong to weak in the questionnaire. The respondents are asked with the question:

Each of the statement below has to do with your thoughts about your organization. Please circle the number that corresponds with your extent of total Disagreement (1) to full Agreement (7).

The operationalization of the question in the questionnaire are adapted from the various research work of (Chen et al., 2014; Chung, 2012; Muzamil Naqshbandi & Kaur, 2014; Park & Luo, 2001). The reliability Cronbach alpha of variable in their studied ranged from 0.78 - 0.87. The questions are developed based on the Thai social enterprises context. This process has been conducted after the qualitative study and adjusted items based on the qualitative findings. The operationalizing questions design for represent the overall organizational constructs. The question items identified are as follows:

To what extend do you agree with the following statement about your relationships with your business partners.

- Our organization has cultivated close connections with “other organizations in our business sectors” e.g. supplier's company, organization partnership, sponsor organization, rival organization, organizations that are Social enterprises or non-Social enterprises target customers.

- Our organization has cultivated close connection with “the business unit or group of people in our business sectors” e.g. supplier’s team, partner’s team, sponsor’s team, competitor business units, group of Social enterprises or non-Social enterprises target customers.
- Our organization has cultivated close connection with “the individuals in our business sectors” e.g. people from suppliers, partners, sponsors, competitors, Social enterprise or non-Social enterprise target customer.

To what extend do you agree with the following statement about your relationships with government partners.

- Our organization has cultivated close connections with “government organizations” e.g. government ministries, Ministry of Commerce, and Ministry of Social Development and Human Security
- Our organization has cultivated close connections with “government agencies or government units” e.g. government agency in the ministry, TSEO, tax bureaus , and commercial administration bureaus
- Our organization has cultivated close connections with “ government officers” e.g. people in government ministry, TSEO staffs, revenue office staffs, and commercial administration bureaus staffs

***Strength of University and Research tie (TI\_UNI)***

University and research ties refer to the connection to universities and research centers (Muzamil Naqshbandi & Kaur, 2014). This research uses a seven points Likert scale

measurement to evaluate the level of tie strength in the questionnaire. The respondents are asked to response to the following statement:

Each of the statement below has to do with your thoughts about your organization. Please circle the number that corresponds with your extent of total Disagreement (1) to full Agreement (7).

The operationalization of questions in the questionnaire is adapted from the questions based on the research by (Muzamil Naqshbandi & Kaur, 2014; Ramos-Vielba et al., 2010). The reliability Cronbach alpha of variable in their study ranged from 0.78 to 0.87. The questions are developed based on the Thai social enterprises context. This process starts after the qualitative study and adjusted base on the qualitative findings. The operationalizing question designs to represent the overall of organizational construct. The propose questions have been identify as follows:

To what extend do you agree with the following statement about your relationships you're your university and research partners.

- Our organization has cultivated close connections with “university and research institutions.
- Our organization has cultivated close connections with “university departments and research units”.
- Our organization has cultivated close connections with “university lecturers, students and researchers”.

***Social enterprise tie (TI\_SET), and Social stakeholder tie (TI\_ST)***

Social enterprise tie, and Social stakeholders tie are seem to be relevant and play significant roles in the social enterprises context. However, previously, these ties have not been discussed seriously in the research area of tie strength.

Although, there are some literatures that mentioned about the term 'social stakeholder ties' (Chetty & Holm, 2000; Chung, 2012; Johanson & Mattsson, 2015; Luo et al., 2008) much of the discussion are related to market and consumer ties, and not the real social stakeholders or social ties that are affected from the social issues. There is clear indication that social is the principle for social enterprises as the social problem drives social enterprise concept.

This research has developed these variables from the qualitative research propositions after the qualitative finding. We proposes to use seven points Likert scale measurement to measure level of strength of tie in the questionnaire. The respondents are asked the following question:

Each of the statement below has to do with your thoughts about your organization. Please circle the number that corresponds with your extent of total Disagreement (1) to full Agreement (7).

The operationalization of the question items to ask respondent in the questionnaire are developed based on Thai social enterprises context after the qualitative study. The pattern of the questions is developed based on the question from the existing type of ties in the previous section to make it representative to the overall organizational construct level. The questions is designed to represent the overall of organizational construct, while each question is generated from the exploratory qualitative research

findings that is of relevance to the service-based social enterprises context. In the meantime, the questions are developed based on the face validity in the service-based social enterprise context that is supported by the qualitative findings. The propose questions identified are as follow:

To what extend do you agree with the following statements about your relationships with your social entrepreneur partners.

- Our organization has cultivated close connections with “social enterprise organization”.
- Our organization has cultivated close connections with “business units or group of people in social enterprises.
- Our organization has cultivated close connections with “social entrepreneur who is running social enterprise and the change maker who wants to run social enterprise. This includes staffs in the social enterprise organization”.

To what extend do you agree with the following statement about your relationships with your social partners.

- Our organization has cultivated close connections with “the organization in our social sectors” e.g. NGOs, Social foundations, and communities that relevance to the social target.
- Our organization has cultivated close connections with “the business unit or group of people in our social sectors” e.g. NGOs team, Social foundation team, and group of social target.

- Our organization has cultivated close connections with “the individuals in our social sectors” e.g. NGOs staffs, Social foundation staffs, and individuals of social target.

### 6.3.2. Mediating Variables

**Absorptive capacity (ACAP)** is the main construct of mediating variables in the research framework. It is also another latent variable for the research framework. It is the ability to process transferring knowledge. Cohen & Levinthal (1989, 1990, 1994) explained that it was an ability of organization learnt from the external sources of knowledge. This research adopts the absorptive capacity concept from the procession aspect, acquisition, assimilation, transformation and exploitation (Flatten et al., 2011) as the indicator or measurement variable of the latent variable.

In addition, this research explains absorptive capacity and the types of knowledge in the combination dimensions. The type of knowledge is content based which include social enterprise managerial knowledge, technology knowledge, market knowledge and social knowledge (Sammorra & Biggiero, 2008). Some parts of definition of each knowledge type are adopted from (Sammorra & Biggiero, 2008). However, some definitions have been developed base on the face validity in service-based social enterprises context which have been supported by the qualitative propositions from the qualitative findings. In the questionnaire, the respondents are asked to learn and understand each type of knowledge before continuing answering the questionnaire in the absorptive capacity section. Therefore, the propose definitions of each type of knowledge are expressed as follows:



- *Social enterprise managerial knowledge*, refers to the organizational know-how and competencies required to effectively and efficiently coordinate, understanding insight to solve problems and manage internal and external resources in the context of social enterprises.
- *Technological knowledge*, refers to the organizational know-how and competencies required to effectively and efficiently manage and adjust the technological knowledge related to the product/service development process in order to respond to the rapid changes.
- *Market knowledge*, refers to the organizational know-how and competencies required to identify and collect information about the market. This include consumer knowledge, information about market structure, including know-how on the characteristic of customers, their preferences, and consumer needs and insights.
- *Social knowledge*, refers to the organizational know-how and competencies required to identify and collect information about the social context. This includes insights about social issues, mechanisms of social issues, fundamentals of social problems, as well as social needs and solutions.

***Absorptive capacity cum type of knowledge (content based)***

The absorptive capacity and the type of knowledge (content based) are the combination between the four processions of absorptive capacity (acquisition, assimilation, transformation and exploitation). It can be explained by combining them with different type of knowledge that are based on content relating to Social enterprise managerial

knowledge, Technology knowledge, Market knowledge and Social knowledge which have been explained as above.

Therefore, *Absorptive capacity in Social enterprise managerial knowledge (ACAP\_SEMGK)*, *Absorptive capacity in Technology knowledge (ACAP\_TK)*, *Absorptive capacity in Market knowledge (ACAP\_MK)*, and *Absorptive capacity in Social knowledge (ACAP\_SK)* are indicators or measurement variables to measure the latent or construct variable of Absorptive capacity in service-based social enterprises.

This research uses seven points Likert scale measurement to measure the absorptive capacity in the questionnaire. The respondents are asked the following question:

Each of the statement below has to do with your thoughts about your organization. Please circle the number that corresponds with your extent of total Disagreement (1) to full Agreement (7).

In the questionnaire, there is also the section to ask the respondents to learn and understand each type of knowledge before answering the questionnaire in the absorptive capacity section. The operationalization of the question to ask respondent in the questionnaire is adapt from the questions from (Flatten et al., 2011). The reliability of Cronbach alpha of variables in their studied is between 0.79 – 0.91. The propose questions identified are as follows:

To what extent your company search and use external knowledge: Please consider your answers based on the following types of knowledge (...Social enterprise managerial knowledge, Technology knowledge, Market knowledge and Social knowledge...)

- The search for relevant (...types of knowledge...) concerning our industry is every-day business in our company.
- Our management motivates the employees to use (...types of knowledge...) sources within our industry.
- Our management expects that the employees deal with (...types of knowledge...) beyond our industry.

To what extent the following statements fit the communication structure in your company: Please considering your answer based on the following types of knowledge (...Social enterprise managerial knowledge, Technology knowledge, Market knowledge and Social knowledge...)

- Our company, ideas and concepts are communicated (...types of knowledge...) cross individuals and team.
- Our management emphasizes cross individuals and team support to solve problems by (...types of knowledge...)
- In our company, there is a quick information flow about (...types of knowledge...), e.g., if an individual or business unit obtains important information about (...types of knowledge...) it communicates this information promptly to all other people, business units, and departments.
- Our management demands periodical cross departmental meetings to interchange new developments, problems, and achievements in (...types of knowledge...)

To what extent the following statements fit the integration of knowledge in your company: Please considering your answer based on the following types of knowledge (...Social enterprise managerial knowledge, Technology knowledge, Market knowledge and Social knowledge...)

- Our organization members have the ability to structure and to use collected (...types of knowledge...).
- Our organization members are used to absorb new (...types of knowledge...) as well as to prepare it for further purposes and to make it available.
- Our organization members successfully link existing (...types of knowledge...) with new insights.
- Our organization members are able to apply new (...types of knowledge...) in their practical work.

To what extent the following statements fit the commercial exploitation of the integrated knowledge in your company: Please considering your answer based on the following types of knowledge (...Social enterprise managerial knowledge, Technology knowledge, Market knowledge and Social knowledge...)

- Our management supports the development of innovation from using (...types of knowledge...).
- Our company regularly reconsiders new (,,types of knowledge...) and adapts them accordant to new technology.

- Our company has the ability to work more effective by adopting new (...types of knowledge...).

### **6.3.3. Dependent Variables**

**Social enterprise value creation (SEVC)** is main construct of dependent variables of the research framework. It is another latent variable of the research framework. It is the result of process in access, combination and exchanges of resources including the ability to deploy them intra or/and inter organization for the purpose of value creation (Moran & Ghoshal, 1999). In social enterprise context, there are social and economic value creation which are part of financial and social performance for social enterprises. There are outcomes from an organizational absorptive capacity in the context of service-based social enterprises in Thailand. The measurement of value creation in social enterprise are measured by the subjective measurement as in the research by Liu et al. (2015) on about value creation.

#### ***Economic value creation (SEVC\_E)***

Economic value creation is an indicator or measurement variable to measure the latent or construct variable of social enterprise value creation. The measuring method has been adopted and adapted from the 6 items based on the research work of Cooney (2006), Meyskens et al. (2010) and Weisbrod (2004). The six items forms the key economic performance indicators for social enterprises over the past one years as discussed in the earlier section (Liu et al., 2015).

This research uses seven-point Likert scale measurement to measure the level of Economic value creation in the questionnaire. The respondents are asked the following question:

Each of the statement below has to do with your thoughts about your organization. Please circle the number that corresponds with your extent of total Disagreement (1) to full Agreement (7).

The operationalization of the question to ask respondents in the questionnaire is adapt from the questions items from (Liu et al., 2015). The reliability Cronbach alpha of variable in their studied is about 0.88 - 0.89. The development of the questions is based on Thai social enterprises context. The operationalizing question designs to represent the overall of organizational construct. The propose questions is as follow

To what extend do you agree with statements about Economic value creation in your organization

- Our organization gains profit from doing business.
- Our organization can achieve its financial goals.
- Our organization is satisfied with its customers.
- Our organization has delivered value to its customers.
- Our organization has expanded our business activities to various locations.
- Our organization is more involved in various business activities.

### *Social value creation (SEVC\_S)*

Social value creation is an indicator or measurement variable to measure the latent or construct variable of Social enterprise value creation. In this research, the measuring method comprises of the five items based on the research work of Gainer and Padanyi (2005), Mottner and Ford (2005) and Alex Nicholls (2010). Social value occurs when the social enterprise produces solutions to social problems that creates a social impact (Bornstein, 2007; Chell, 2007). There are five items that represented the part of social performance for social enterprise over the past one year as discussed in the previous studies (Liu et al., 2015).

This research uses seven points Likert scale measurement to measure level of Social value creation in the questionnaire. The respondents are asked the following question:

Each of the statement below has to do with your thoughts about your organization. Please circle the number that corresponds with your extent of total Disagreement (1) to full Agreement (7).

The operationalization of the question to ask respondents in the questionnaire is adapted from the questions items from (Liu et al., 2015). The reliability Cronbach alpha of variable in their studied is about 0.88 - 0.89. The development of the questions is based on Thai social enterprises context. The operationalizing question designs represents the overall of organizational construct. Though the context of social enterprises, the main focus of social enterprises aim to obtain social impact as their priority objectives. Therefore, the questionnaire also identified the ultimate objectives of social enterprise in the questionnaire by mentioning the following question:

To what extent do you agree with statements about Social value creation in your organization

- Our organization is involved the contact for public contribution (for positive social impacts)
- Our organization is involved with government (or its funding body's) grants for enterprise activities (for positive social impact)
- Our organization serves more beneficiaries to the community (for positive social impact)
- Our organization provides more social contribution (for positive social impact)
- Our organization able to expand social contribution to different locations (for positive social impacts)

The Appendix G presents the table that summarize of variables, measurement and operationalization. The table conclude the list of latent variables (constructs), measurement variables (indicators), number of items, items, scales and reference. The complete questionnaire for the data collection is presented in Appendix H.



#### 6.4. Quantitative Results

After complete the quantitative data collection and analysis. The following part presents the quantitative results. The results help to answer the 2<sup>nd</sup> research question on the relationships between strength of ties, absorptive capacity cum knowledge types, and value creation (social and economic) for Thai service-based social enterprises. The first part elaborates the general views of the descriptive statistics from the collected data. It presents the evolution of data transformation using PLS-SEM method of the joint two stage approach for hierarchical component model which include the descriptive statistic from the 1<sup>st</sup> and 2<sup>nd</sup> stage.

The second section shows the assessment of the PLS-SEM measurement and structural models to evaluate the quality of data and measurement models such as factor analysis, internal consistency, validities reliabilities, and see the quality of the structural model estimation. Following this section, we conducted the hypothesis testing the significance level of path coefficients of the PLS-SEM structural models. This section would tests all 4 hypotheses from the quantitative sub-research question 2.1 – 2.4 as previously mention. These processes are clarified the PLS-SEM results of the structural model as well as bootstrapping results of structural equitation modeling. As a result, this section is able to answer the quantitative research questions 2 on what are the relationships between strength of ties, absorptive capacity cum knowledge types, and value creation (social and economic) for Thai service-based social enterprises. Lastly, this chapter presents the advanced method of PLS-SEM analysis by indicating the Importance-Performance Mapping to come up with the recommendations for the service-based social enterprises in Thailand.

## **6.5. Descriptive statistic**

### **6.5.1. Overall data of descriptive statistic**

For this study, a total of 72 samples were collected based on the face to face questionnaire interview. All the questionnaires had successfully answered based on the face to face interviewing method. We first called to make an appointment to all respondents before the questionnaire interview section. This enabled a very high response rate from the data collection method. All the samples met the all the 3 criterions in the screen questions in the beginning to make sure that all sample sizes were part of service-based social enterprises. First, these organization operated mainly in the service industry but might sell products related to services. Secondly, all the organizations pursued profits making in the marketplace by having income not less than 50% from the sale of services or products that were related to the services. There were exception for business that did not wish to share the profits with its partners or shareholders in cases where the income were less than 50% from the distribution of services or products related to their services. Third, every organization needed to make sure that they used at least 70% of profits for the primary purposes of increasing employment for people in needs of the special supports; either solving problems or developing the community, society or environment for common interests and giving back to the society. As depicted in Table 27, the positions of the respondents were all in management level or as owners of the social enterprises. There were randomly mixed between male and female (see Table 28). The sample represented 72 social enterprise organizations (see the chapter 4). There were also no missing any data.

Most of these service-based social enterprises have been in operation for an approximate of 8 years as average. Some were as young as 6 months while others as were estimated for as long as 40 years (see Table 29). Most of the service-based social enterprises were establish at the time similar to the period of time when TSEO first emerged. The result of wide range was due to the fact that some of the organizations had already been in operation for a long period time and were only recognized in recent years when the social enterprise concept was adopted with the setting up of TSEO. Some of them had already conducted social enterprise activities for a long time but they were not recognized them as social enterprises. Some of them were operating as a normal commercial business, and they transformed their organizations to social enterprises once they became aware of the concept of social enterprises.

These service-based social enterprises had employed around 40 people and considered as small enterprises. Most of organization had at least 4 organizational members. This is considered as the common natural for entrepreneurships. The number of employees in the organization ranged from 2 to 450 person. The wide differences was due to the fact that some of the organizations believed that social participation in the community should be counted as their organizational members. Some of them were also included their part time employees and out sourcing of people to their answering in this question. The other details summary of general descriptive statistics collected from the sample size are present in Table 27 - Table 29as illustrated as below.

**Table 27: The position title of respondents**

<b>Position Titles</b>	<b>#units</b>
Manager/General manager	27
Owner/CEO	23
Director/Managing Director	9
Organizational Leader	5
Founder	4
Co-founder	4
<b>Total (n)</b>	<b>72</b>

**Table 28: The gender of respondents**

<b>Genders</b>	<b>#units</b>
Male	37
Female	35
<b>Total (n)</b>	<b>72</b>

**Table 29: Number of years in operation of the organization and number of employees**

<b>Items</b>	<b>Mean</b>	<b>Median</b>	<b>Mode</b>	<b>Max</b>	<b>Min</b>	<b>SD</b>
<b>Years of operation (year)</b>	8.656	6	5	38	0.5	7.682
<b>Number of employees (people)</b>	39.056	10	4	450	2	77.351

n = 72

### **6.5.2. Joint two stage approach for Hierarchical Component Model**

The following part elaborates the evolution of data transformation. We did the rescaling technique using the PLS-SEM method of the joint two stage approach for Hierarchical Component Model from the 1<sup>st</sup> stage to the 2<sup>nd</sup> stage. The objective was to combine multiple items into a single score to represent each constructs (measurement variable). This process is considered the best approach to support the construction of PLS-SEM's research model and the analysis of the final research results according to the research questions and hypotheses.

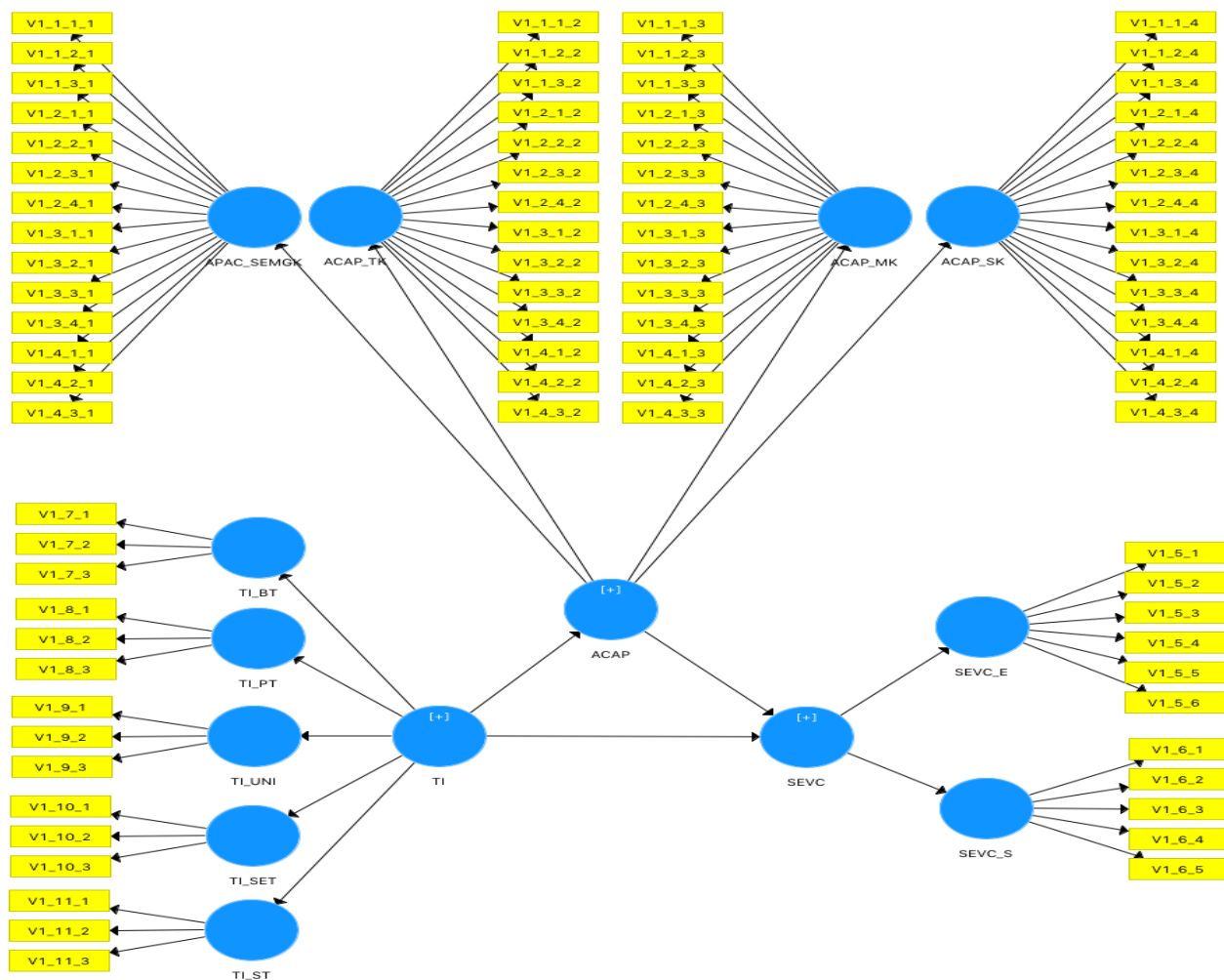
### ***6.5.2.1. Descriptive statistic of 1<sup>st</sup> stage (Reflective – Reflective type)***

This section presents the descriptive statistic of 1<sup>st</sup> stage of the joint two stage approach for the Hierarchical Component Model. It is the original data from the data collection. According to Figure 30, the theoretical framework of the 1<sup>st</sup> stage explained the complexity of the Hierarchical Component Model. It presents the overall model development including indicators (latent variables) and constructs (measurement variable). These are composed from 2 orders' variable component; 1<sup>st</sup> order and 2<sup>nd</sup> order. The nature of the model for these 2 orders' variable component are both 'Reflective – Reflective' type. The 1<sup>st</sup> order in the model is the construct variables (latent variables) which are reflected by the numbers of indicators (measurement variable). According to Figure 30 as an example, the first order of social enterprise value creation (SEVC) relates to latent variables that reflected from the Social enterprise economic value creation (SEVC\_E) and Social enterprise social value creation (SEVC\_S). In the meantime, the 2<sup>nd</sup> order in the model comprises of indicators variables (measurement variable) which are reflected by multi-items. Tale for instance, Social enterprise economic value creation (SEVC\_E) were reflected by items V1\_5\_1 to V1\_5\_6 and Social enterprise social value creation (SEVC\_S) were signified by items V1\_6\_1 to V1\_6\_5.

In the 1<sup>st</sup> stage of the measurement variables, there were more details to the results of descriptive statistic. Each item from the questionnaire reflected the measurement variables. According to Table 30 to Table 32 present the detail of the descriptive statistic for the 1<sup>st</sup> stage of measurement variables. In Table 30, the 1<sup>st</sup> stage descriptive statistic of measurement variables for ties strength. The Table 31 presented the 1<sup>st</sup> stage

descriptive statistic of measurement variables for absorptive capacity. Table 32, highlighted the 1<sup>st</sup> stage descriptive statistic of measurement variables for Social enterprise value creation.

**Figure 30: The 1<sup>st</sup> stage in the theoretical framework for overall indicators (latent variables) and constructs (measurement variable)**



**Table 30: The 1<sup>st</sup> stage descriptive statistic of measurement variables for Ties strength**

Latent Variables	Measurement Variables	Items	Mean	Median	Min	Max	SD	Excess Kurtosis	Skewness
TI	TI_BT	V1_7_1	5.458	6	2	7	0.999	0.991	-0.608
		V1_7_2	5.486	6	2	7	1.014	0.575	-0.452
		V1_7_3	5.667	6	2	7	0.986	1.336	-0.789
	TI_PT	V1_8_1	4.264	5	1	7	1.748	-0.717	-0.511
		V1_8_2	4.458	5	1	7	1.658	-0.626	-0.430
		V1_8_3	4.167	4	1	7	1.518	-0.541	-0.386
	TI_UNI	V1_9_1	5.153	6	1	7	1.613	0.211	-0.923
		V1_9_2	5.028	5	1	7	1.581	0.395	-0.865
		V1_9_3	5.153	5	1	7	1.543	-0.138	-0.633
	TI_SET	V1_10_1	5.528	6	2	7	1.247	0.952	-1.009
		V1_10_2	5.486	6	2	7	1.247	0.815	-0.911
		V1_10_3	5.417	6	2	7	1.222	0.844	-0.899
	TI_ST	V1_11_1	5.431	5	1	7	1.373	0.201	-0.592
		V1_11_2	5.236	5	1	7	1.349	1.261	-0.860
		V1_11_3	5.250	5	2	7	1.267	-0.234	-0.361

n = 72

**Table 31: The 1<sup>st</sup> stage descriptive statistic of measurement variables for Absorptive capacity**

Latent Variables	Measurement Variables	Items	Mean	Median	Min	Max	SD	Excess Kurtosis	Skewness
ACAP	ACAP_SEMGK	V1_1_1_1	5.750	6	2	7	1.127	0.792	-0.913
		V1_1_2_1	5.514	5	3	7	1.118	-0.673	-0.218
		V1_1_3_1	5.486	5	1	7	1.143	1.682	-0.707
		V1_2_1_1	5.583	6	1	7	1.341	2.063	-1.417
		V1_2_2_1	5.708	6	3	7	1.086	-0.092	-0.720
		V1_2_3_1	5.528	6	1	7	1.190	1.579	-0.876
		V1_2_4_1	5.806	6	2	7	1.209	1.679	-1.300
		V1_3_1_1	5.111	5	2	7	1.161	0.029	-0.385
		V1_3_2_1	5.333	5	3	7	1.118	-0.454	-0.210
		V1_3_3_1	5.056	5	1	7	1.039	2.368	-1.023
		V1_3_4_1	5.167	5	1	7	1.179	1.867	-1.060
		V1_4_1_1	5.833	6	3	7	1.054	0.340	-0.820
		V1_4_2_1	5.444	5	2	7	1.117	0.799	-0.591
		V1_4_3_1	5.319	6	1	7	1.153	1.801	-1.047

ACAP	ACAP_TK	V1_1_1_2	5.569	6	2	7	1.103	1.544	-0.909
		V1_1_2_2	5.181	5	1	7	1.427	0.338	-0.765
		V1_1_3_2	5.319	5	1	7	1.245	2.448	-1.163
		V1_2_1_2	5.264	6	1	7	1.509	1.632	-1.305
		V1_2_2_2	5.431	6	1	7	1.422	2.620	-1.513
		V1_2_3_2	5.236	6	1	7	1.419	1.567	-1.145
		V1_2_4_2	5.639	6	1	7	1.316	3.146	-1.543
		V1_3_1_2	5.056	5	1	7	1.343	0.433	-0.666
		V1_3_2_2	5.333	5	1	7	1.364	1.817	-1.132
		V1_3_3_2	4.944	5	1	7	1.311	1.603	-0.990
		V1_3_4_2	5.014	5	1	7	1.086	2.332	-1.156
		V1_4_1_2	5.764	6	2	7	1.136	0.679	-0.852
		V1_4_2_2	5.333	5	1	7	1.225	1.550	-0.994
		V1_4_3_2	5.306	5	1	7	1.198	3.274	-1.410
	ACAP_MK	V1_1_1_3	5.528	6	1	7	1.333	0.870	-0.905
		V1_1_2_3	5.375	6	1	7	1.358	0.347	-0.715
		V1_1_3_3	5.653	6	1	7	1.132	2.899	-1.210
		V1_2_1_3	5.375	6	1	7	1.409	1.174	-1.063
		V1_2_2_3	5.556	6	1	7	1.311	1.563	-1.124
		V1_2_3_3	5.569	6	1	7	1.289	2.410	-1.210
		V1_2_4_3	5.819	6	1	7	1.084	4.259	-1.432
		V1_3_1_3	5.139	5	2	7	1.194	-0.222	-0.425
		V1_3_2_3	5.250	5	1	7	1.210	0.953	-0.690
		V1_3_3_3	4.875	5	1	7	1.312	0.963	-0.707
		V1_3_4_3	5.000	5	1	7	1.302	1.302	-0.965
		V1_4_1_3	5.778	6	3	7	1.096	0.225	-0.772
		V1_4_2_3	5.389	5	2	7	1.149	0.687	-0.703
		V1_4_3_3	5.292	5	1	7	1.136	1.791	-0.949
	ACAP_SK	V1_1_1_4	5.875	6	3	7	1.053	-0.515	-0.618
		V1_1_2_4	5.861	6	3	7	0.990	0.248	-0.678
		V1_1_3_4	5.819	6	3	7	0.991	-0.371	-0.501
		V1_2_1_4	5.944	6	2	7	0.984	2.091	-1.046
		V1_2_2_4	5.972	6	3	7	1.000	0.692	-0.966
		V1_2_3_4	5.764	6	1	7	1.124	2.852	-1.134
		V1_2_4_4	5.986	6	3	7	0.905	1.577	-1.005
		V1_3_1_4	5.444	6	2	7	1.053	0.415	-0.544
V1_3_2_4		5.514	6	3	7	1.041	-0.232	-0.415	
V1_3_3_4		5.250	5	1	7	1.140	1.658	-0.798	
V1_3_4_4		5.292	6	1	7	1.172	2.374	-1.228	
V1_4_1_4		5.944	6	3	7	0.911	0.074	-0.563	
V1_4_2_4		5.625	6	2	7	1.033	1.087	-0.806	
V1_4_3_4		5.389	5	1	7	1.087	2.827	-1.032	

n = 72



**Table 32: The 1<sup>st</sup> stage descriptive statistic of measurement variables for Social enterprise value creation**

Latent Variables	Measurement Variables	Items	Mean	Median	Min	Max	SD	Excess Kurtosis	Skewness
SEVC	SEVC_E	V1_5_1	4.431	5	1	7	1.809	-0.595	-0.554
		V1_5_2	4.319	5	1	7	1.614	-0.347	-0.638
		V1_5_3	5.819	6	3	7	0.887	1.521	-0.973
		V1_5_4	5.736	6	3	7	1.000	0.081	-0.634
		V1_5_5	5.292	5	1	7	1.263	1.346	-0.910
		V1_5_6	5.153	5	1	7	1.351	0.403	-0.699
	SEVC_S	V1_6_1	6.181	6	4	7	0.887	-0.485	-0.734
		V1_6_2	4.972	5	2	7	1.472	-0.725	-0.405
		V1_6_3	6.000	6	2	7	0.972	2.617	-1.206
		V1_6_4	6.000	6	3	7	0.799	1.616	-0.833
V1_6_5		5.847	6	3	7	0.995	0.024	-0.548	

n = 72

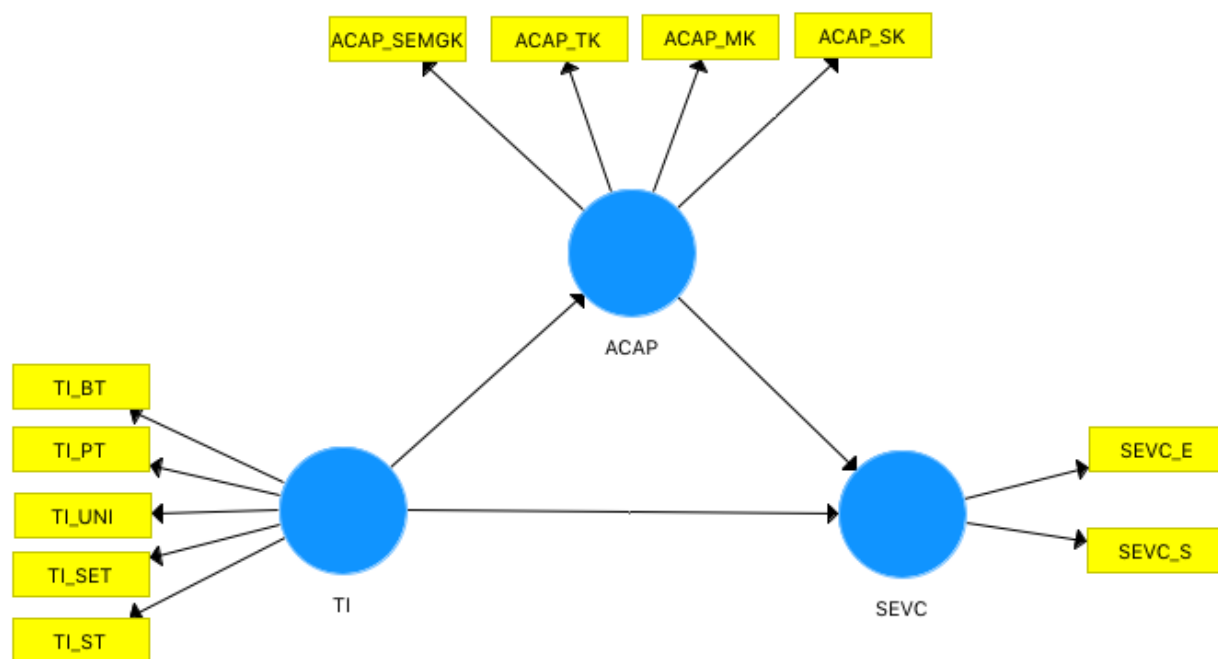
**6.5.2.2. Descriptive statistic for 2<sup>nd</sup> stage (Reflective – Reflective type) after joint two stage approach (Rescaling by using PLS-SEM Method)**

This section presents the descriptive statistic of 2<sup>nd</sup> stage on the reflective – reflective type of the hierarchical component model. It is the consequence process after jointing two stage approach for the hierarchical component model. During the process, the original score of individual sample has been rescaled by using PLS-SEM method to combine the score of multiple items into a single indicator (Measurement variable). The PLS-SEM joint two stage approach here are rescaled by the given mean equal to zero and standard deviation equal to one while processing the calculation in the Smart-PLS software. This process will support the consequent analysis which are measurement model analysis, structural model analysis, and other advance analysis.

As seen in Figure 31, the theoretical framework of the 2<sup>nd</sup> stage of constructs (latent variables) are reflected by indicators (measurement variable). According to Figure 31, the measurement variables appeared in the square box while the latent variables are presented in the circle. The constructs or latent variables in the model are Ties strength (TI), absorptive capacity (ACAP), and social enterprise value creation (SEVC). The indicators or measurement variables here in this section have already combined and rescale the score of multiple items into a single items using the PLS-SEM process as discuss above.

These constructs (latent variables) are reflected by the numbers of indicators (measurement variable). First, tie strength (TI) is reflected by business tie strength (TI\_BT), political tie strength (TI\_PT), university and research tie strength (TI\_UNI), social enterprise tie strength (TI\_SET), and social stakeholder tie strength (TI\_ST). Secondly, absorptive capacity (ACAP) is reflected by the social enterprise managerial knowledge absorptive capacity (ACAP\_SEMGK), technological knowledge absorptive capacity (ACAP\_TK), market knowledge absorptive capacity (ACAP\_MK), and social knowledge absorptive capacity (ACAP\_SK). Finally, social enterprise value creation (SEVC) is reflected by economics value creation (SEVC\_E) and social value creation (SEVC\_S). Moreover, the Table 33 presents the details of the final descriptive statistic of measurement variables after the process of rescaling in the PLS-SEM joint two-stage approach.

**Figure 31: The 2nd stage theoretical framework of constructs (latent variables) that are reflected by indicators (measurement variable)**



**Table 33: The descriptive statistic of measurement variables**

Latent Variables	Measurement Variables	Mean	Median	Min	Max	SD	Excess Kurtosis	Skewness
TI	TI_BT	0	0.141	-3.759	1.562	1	1.574	-0.778
	TI_PT	0	0.213	-2.09	1.718	1	-0.667	-0.521
	TI_UNI	0	-0.074	-2.731	1.254	1	0.067	-0.739
	TI_SET	0	0.183	-2.934	1.281	1	1.203	-0.984
	TI_ST	0	-0.242	-2.918	1.356	1	-0.012	-0.486
ACAP	ACAP_TK	0	0.225	-3.719	1.664	1	3.214	-1.42
	ACAP_MK	0	0.042	-3.832	1.702	1	1.757	-0.838
	ACAP_SK	0	0.092	-2.497	1.796	1	0.048	-0.411
SEVC	SEVC_E	0	0.164	-3.193	1.76	1	0.892	-0.808
	SEVC_S	0	0.105	-3.625	1.443	1	0.901	-0.654

n = 72

## **6.6. Assessing the PLS-SEM Measurement and Structural Models**

### **6.6.1. Assessing the PLS-SEM Measurement Models**

In the assessment of the results based on the PLS-SEM model, we discussed the evaluation of the measurement model. This section highlights the criteria to evaluate the measurement model. If the PLS-SEM measurement model meet all criteria, then we continue to assess the PLS-SEM structural models. The summary results of the reflective measurement are shown in Table 34. The evaluation of the reflective measurement model considers the convergent validity, internal consistency, and the discriminant validity.

First, the convergent validity should be considered as the indicator loadings. Each measurement variable loading should be above 0.7 as recommended by (Hair, Risher, Sarstedt, & Ringle, 2019). As shown in the results in Table 34, all of the indicators loading are above 0.7 except the business tie strength (TI\_BT) that the indicators loading equal to 0.690. However, if the indicator load is slightly below 0.7, it is still acceptable. According to Hair et al. (2019), the construct of measurement variables reliability as well as the convergent validity from average variance extracted (AVE), should explain more than 50% of its value. The results as presented in Table 34, demonstrates all the measurement variables above 50%. Thus, it should be accepted favorable with these conditions.

Secondly, to assess the internal consistency reliability, composite reliability and Cronbach's Alpha are commonly used. Higher levels of reliability generally signify higher values of composite reliability and Cronbach's Alpha. The reliability value

should be considered in between the range 0.60 – 0.90 (satisfactory to good). The value from 0.95 to above indicate the problematic of the redundant on used items (Hair et al., 2019). In the research cases, the absorptive capacity (ACAP) values of composite reliability and Cronbach's Alpha ranged from to 0.933 and 0.904, but these figures were still below the maximum of 0.95. To avoiding indicator redundancy, which would compromise by doing content validity as suggested by Hair et al. (2019) which this research have already done since in the questionnaire developing process. As shown in Table 34, that all of the measurement variables have met the favorably criteria and be accepted with reliable conditions. Therefore, it can be acceptable to assume that the factor model of this research is acceptable.

Thirdly, the reflective measurement model further assessed the heterotrait-monotrait (HTMT) ratio of the correlations to assess the discriminant validity problem. Hair et al. (2019) highlighted on the guideline that the discriminant validity would not be present when the threshold value of HTMT is above 0.85 or 0.90. Additionally, the guideline also stated that bootstrapping could be applied to the test with confidence interval of the HTMT statistic value that should not significantly include the value 1 for all combination construct (Hair et al., 2019). We examined the HTMT results after bootstrapping (5,000 bootstrap) with the 95% (bias-corrected and accelerated) confidence interval and discovered that neither of the confidence intervals includes the value 1. As a results, all of the HTMT values criteria are accepted and favorably supported the discriminant validity of measurement variables with the condition above that HTMT value is higher than 0.85 (see Table 34).

**Table 34: Results summary of reflective measurement models**

Latent Variables	Indicators	Convergent Validity			Internal consistency Reliability		Discriminant Validity
		Loading	Indicator Reliability	Average Variance Extracted (AVE)	Composite Reliability	Cronbach's Alpha	
		> 0.70	> 0.50	> 0.50	0.60 - 0.90	0.60-0.90	
TI	TI_BT	0.690	0.779	0.531	0.850	0.780	YES
	TI_PT	0.743					
	TI_UNI	0.723					
	TI_SET	0.721					
	TI_ST	0.764					
ACAP	ACAP_SEMGK	0.924	0.918	0.777	0.933	0.904	YES
	ACAP_TK	0.798					
	ACAP_MK	0.915					
	ACAP_SK	0.882					
SEVC	SEVC_E	0.889	0.739	0.793	0.885	0.739	YES
	SEVC_S	0.893					

### 6.6.2. Assessing the PLS-SEM Structural Models

Subsequently, after validation of our PLS-SEM measurement models, this section presents the results of assessing the reflective structural models. Hair Jr et al. (2016), recommended a guide line to assess the model based on the following steps; assess structural model for collinearity issue, assess the coefficient of determination (level of  $R^2$ ), assess the  $f^2$  effect size, assess the PLS-SEM model predictive relevance ( $Q^2$ ),

assess the predictive relevance  $q^2$  effect size, and eventually assess the significance as well as the mediating effect relationships of the PLS-SEM structural model.

First of all, the collinearity must be investigated to make there is no bias with the regression results. The variance inflation factor (VIF) is often used to assess the collinearity issue. In this research, as shown in Table 36, all the VIF values are below 3 - 5 which indicated that there was none of collinearity problems in the research model.

Secondly, the Coefficient of determination or  $R^2$  value needs to be consider. This value measures the variance of each endogenous latent variables. It measures the model explanatory power, which suggests that the higher the values, the greater the explanatory power. The  $R^2$  value ranges from 0 – 1. It is difficult to provide rules of thumb for acceptable  $R^2$  value but depending on the model complexity and research disciplines, Hair Jr et al. (2016) suggested that the  $R^2$  value of 0.02 in business management and consumer behavior could be considered as high in this discipline. In the meantime, the  $R^2$  value that is too high that is close to 0.90, may be considered to indicate over-fit. Therefore, according Table 35, the  $R^2$  value that measure the absorptive capacity ( $R^2 = 0.257$ ) and the social enterprise value creation ( $R^2 = 0.342$ ) are acceptable based on the discipline guideline.

We proceeded to assess the  $f^2$  effect size. This is considered as the level of how the removal of certain predictor construct will affect the endogenous latent variable's  $R^2$ . In other words, the  $f^2$  effect size measures the change in  $R^2$  value when a specified exogenous construct is omitted from the model that can be used to assess whether the omitted construct has a substantive impact on the endogenous construct. J. Cohen

(2013) recommended the rule of thumb of  $f^2$  effect size that the value higher than 0.02, 0.15, and 0.35 depict small, medium, and large of  $f^2$  effect size. However,  $f^2$  effect size value of less than 0.02 indicates that there is no effect. According to Table 36, the relationships from ties strength to absorptive capacity consider to be 'large'  $f^2$  effect size, the relationship from absorptive capacity to social enterprise value creation is considered as 'medium'  $f^2$  effect size, and the relationship from ties strength to social enterprise value creation is seen as having 'small'  $f^2$  effect size.

Next, we assessed the  $Q^2$  value to investigate PLS-SEM path model to predict the accuracy of each endogenous latent variable. In other words, it represents a measure of how well the path model is able to explain the original observed value. This value have been calculated through the blindfolding procedure for the Construct Cross-validate Redundancy approach. Hair et al. (2019) provided the guideline that the  $Q^2$  value should be above zero for each specific endogenous latent variable to indicate the predictive accuracy of the structural model for that particularly latent variable. The value of zero and below indicate a lack of predictive relevance. As illustrated in Table 35, the  $Q^2$  value of the absorptive capacity and the  $Q^2$  value of the social enterprise value creation are 0.197 and 0.247 respectively. The results supported the PLS-SEM model predictive relevance regarding the endogenous latent variables.

The  $Q^2$  value further calculated the  $q^2$  effect size. The  $q^2$  effect size indicates whether the exogenous latent variable has a small, medium, or large predictive relevance for their endogenous latent variable. Hair Jr et al. (2016) suggested a guideline that the  $q^2$  effect size value of 0.02, 0.15, and 0.35 depict small, medium, or large predictive relevance for a certain endogenous latent variables respectively. According to Table



36, the  $q^2$  effect size value for all the relationships in the model are higher 0.35. This indicates that all of the exogenous have large predictive relevance respectively for their endogenous latent variables.

**Table 35: Coefficient of determination ( $R^2$ ) and Model's predictive relevance ( $Q^2$ )**

	$R^2$	$Q^2$
<b>TI</b>	-	-
<b>ACAP</b>	0.257	0.197
<b>SEVC</b>	0.342	0.247

Note: Results from 5,000 Bootstrapping

**Table 36: Collinearity statistic (VIF),  $f^2$  Effect size, and  $q^2$  Effect size**

	VIF	$f^2$ Effect size	$q^2$ Effect size
<b>TI -&gt; ACAP</b>	1.000	0.346	0.507
<b>ACAP -&gt; SEVC</b>	1.346	0.155	0.370
<b>TI -&gt; SEVC</b>	1.346	0.104	0.490

Note: Results from 5,000 Bootstrapping

### 6.7. Hypothesis Testing Results of the PLS-SEM Models

With the satisfactory results using the PLS-SEM structural models, we assessed the statistically test of significance and the mediating effect relationships of the PLS-SEM structural model. We ran 5,000 bootstrapping as recommended by (Hair Jr et al., 2016) to assess the path coefficients' significance and evaluate their values. Based on this point of view, this research results supported the research hypothesis 1, 2, 3 and 4 (see details in section 6.2).

According to Table 37, the significance testing results of the structural model path coefficients shows that the empirical results of ties strength (TI) is statistically significance associated with organizational absorptive capacity (ACAP) at 95% confidence intervals ( $p$  value  $< 0.05$ ). The path coefficients value ( $\beta = 0.507$ ) showed positive relationships between these two latent variables. Therefore, the empirical result is favorable to accept **hypothesis 1** acknowledging that 'the strength of tie is positively associated with the organizational absorptive capacity of service-based social enterprises in Thailand'.

Evidently, as presented in Table 37, the empirical findings reveals that the organizational absorptive capacity (ACAP) is statistically significant associated with the social enterprise value creation (SEVC) in service-based social enterprises in Thailand with 95% confidence intervals ( $p$  value  $< 0.05$ ). The path coefficients value ( $\beta = 0.370$ ) also reflects positive relationships between these two latent variables. Therefore, the empirical result is favorable in accepting **hypothesis 2** that 'the organizational absorptive capacity is positively associated with the value creation of service-based social enterprises in Thailand'.

**Table 37: Significance Testing Results of the Structural Model Path Coefficients**

	<b>Path Coefficients Value</b>	<b>t value</b>	<b>p value</b>	<b>95% Confidence Intervals</b>	<b>Significance (p &lt; 0.05)</b>
<b>TI -&gt; ACAP</b>	0.507	4.605	0.000	(0.312 - 0.728)	Yes
<b>ACAP -&gt; SEVC</b>	0.370	2.252	0.022	(0.022 - 0.658)	Yes
<b>TI -&gt; SEVC</b>	0.303	1.833	0.065	(-0.011 - 0.644)	No

Note: Results from 5,000 Bootstrapping

In the meantime, as a results in Table 37, the direct effect of the association between ties strength (TI) and the social enterprise value creation (SEVC) are not statistically significance when there is 95% confidence intervals (p value < 0.05). However, the relationships could only have statistically significance when the confidence interval is reduced from 95% to 90% confidence intervals (p value < 0.10). Their path coefficients value ( $\beta = 0.303$ ) in the empirical result also exhibits positive relationships. Therefore, the empirical result is favorable in accepting **hypothesis 3** at 90% confidence intervals that ‘the strength of tie is positively associated with the value creation of service-based social enterprises in Thailand’. Presented in Table 38 is the statistically significance testing results of the total effects between ties strength (TI) and social enterprise value creation (SEVC). The result highlights that there are positively significance results with 95% confidence intervals (p value < 0.05). Based on the result, we can support the claim that there is somehow a mediating effect in the model.

We further assessed the mediating effect analysis (see Figure 32) based on the procedure and criteria of mediation analysis that was recommended by (Hair Jr et al., 2016). In the first step, we addressed the statistically significance of the indirect effect between ties strength (TI) to absorptive capacity (ACAP) and absorptive capacity

(ACAP) to social enterprise value creation (SEVC) via the mediator variable which is the absorptive capacity (ACAP). The results are presented in Table 39 which indicated that there was an indirect effect which was statistically significant at 95% confidence interval ( $p$  value  $< 0.05$ ). It can therefore be concluded that absorptive capacity (ACAP) does function as mediator in the tested relationships. We further analyzed the direct effect between ties strength (TI) to social enterprise value creation (SEVC). The findings, as shown in Table 39, indicated that there is non statistically significant at 95% confidence intervals ( $p$  value  $< 0.05$ ) for direct effect between ties strength (TI) to social enterprise value creation (SEVC). Hence, the empirical outcome supports the claim that absorptive capacity (ACAP) has a favorable condition to be indirect (full mediating) effect via ties strength (TI) and social enterprise value creation (SEVC) at 95% confidence intervals. In other words, **hypothesis 4** that 'organizational absorptive capacity acts as a mediating variable (indirect effect (full mediating)) between the strength of ties and value creation of service-based social enterprise in Thailand' is accepted.

In addition, as demonstrated in Figure 33, the overall model construct provided stronger conclusion on both the measurement and structural model. For the measurement model (outer model), it presents a much clearer visual of outer weights loading variable (coefficient value) of each measurement and  $t$  value. As for the structural model (inner model), it signifies the path coefficient of the direct effect as well as  $t$  value. The  $R^2$  value of each endogenous latent variable are also summarized in the PLS-SEM model.

**Table 38: Significance Testing Results of the Total Effects**

	Total Effect	t value	p value	95% Confidence Intervals	Significance (p < 0.05)
<b>TI -&gt; ACAP</b>	0.507	4.605	0.000	(0.312 - 0.728)	Yes
<b>ACAP -&gt; SEVC</b>	0.370	2.252	0.022	(0.022 - 0.658)	Yes
<b>TI -&gt; SEVC</b>	0.490	4.155	0.000	(0.248 - 0.710)	Yes

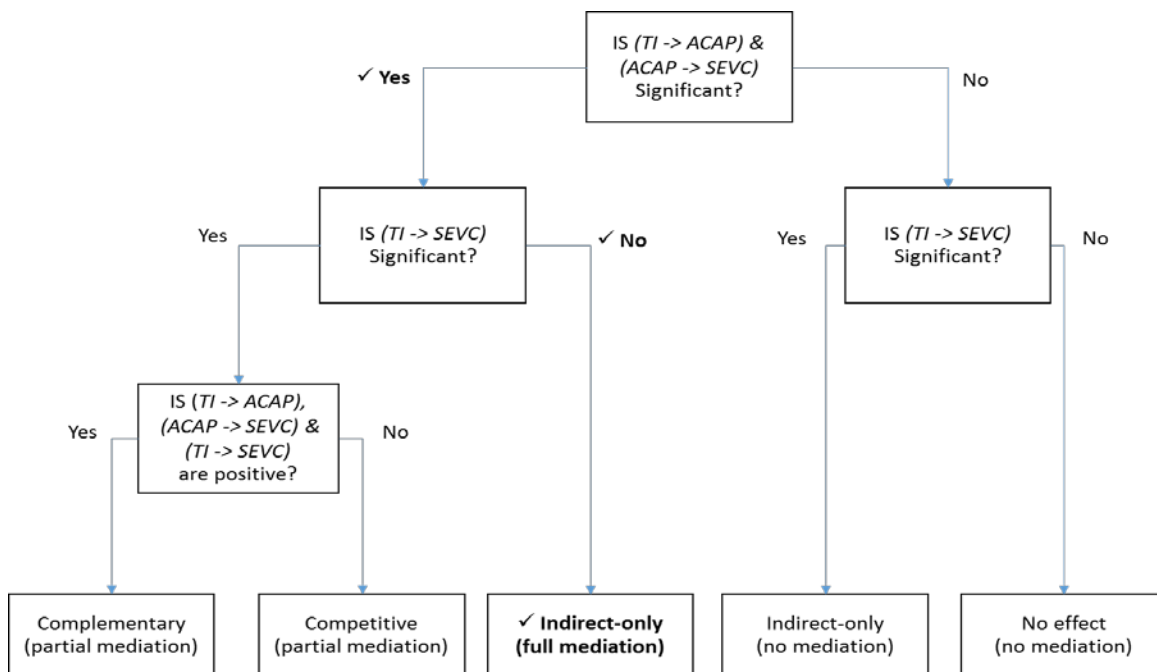
Note: Results from 5,000 Bootstrapping

**Table 39: Significance Analysis of the Direct and Indirect Effects**

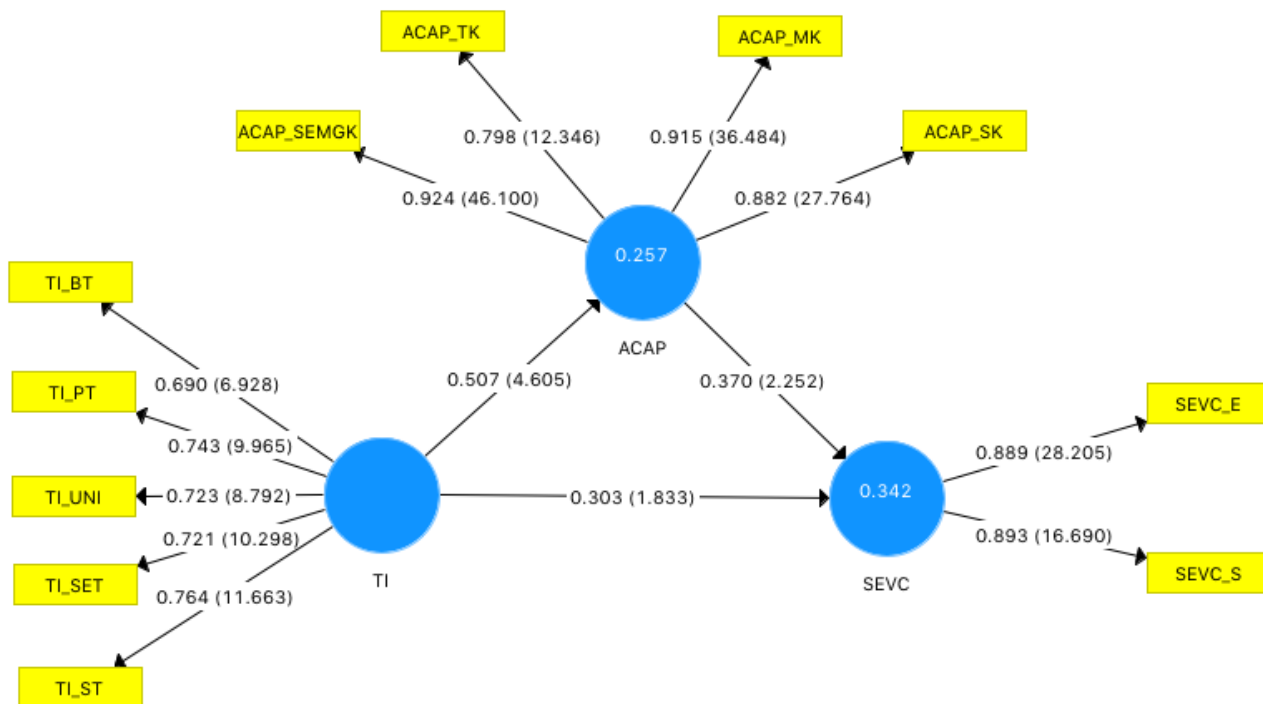
	Direct Effect	95% Confidence Interval of the Direct Effect	t value	Significance (p < 0.05)	Indirect Effect	95% Confidence Interval of the Indirect Effect	t value	Significance (p < 0.05)
<b>TI -&gt; ACAP -&gt; SEVC</b>	0.303	(-0.011 - 0.644)	1.833	0.065	0.188	(0.014 - 0.3850)	2.025	0.043

Note: Results from 5,000 Bootstrapping

**Figure 32: Procedure and criteria of Mediation analysis**



**Figure 33: PLS-SEM results including Path coefficients, Outer weights (loading), and t values**



Note: Results from 5,000 Bootstrapping

### 6.8. Advanced PLS-SEM Analysis

This section presents the advanced method of PLS-SEM analysis by indicating the importance-performance mapping or the impact-performance map analysis. This aims to come up with the recommendations for the service-based social enterprises in Thailand. The method has extended the standard PLS-SEM results of path coefficient estimates by adding the target dimension of the specific endogenous latent variable to the analysis (Ringle & Sarstedt, 2016). In this research, the target dimension that we have focused is the social enterprise value creation (SEVC). The research investigates both latent variable (TI and ACAP) and measurement variables (TI\_BT, TI\_PT, TI\_UNI, TI\_SET, TI\_ST, ACAP\_SEMGK, ACAP\_TK, ACAP\_MK, and ACAP\_SK). The predecessor's importance in shaping the target construct (SEVC) is represented by the total effects (direct effect + indirect effect). On the other hand, the performance is represented by the average latent variable scores that have been rescaled from the interval of 1 - 7 score, adjusted to the value between 0 -100 score. Ringle and Sarstedt (2016) recommended to calculate the total effect by using the unstandardized effect form as they explained that "by drawing on unstandardized effects, we can conclude that an increase in a certain predecessor construct's performance would increase the target construct's performance by the size of its unstandardized total effect" (Ringle & Sarstedt, 2016) (p. 1872). In this case, it works under the condition of *ceteris paribus* (if everything else remain constant).

At the construct level (latent variables), as shown in Table 40, the overall result of importance-performance matrix of latent variables (TI and ACAP) respectively to social enterprise value creation. In general, the result shows that the ties strength (TI,

0.601) has higher impact to the social enterprise value creation (SEVC) than the absorptive capacity (ACAP, 0.372). This is because connecting with external resources is more important than the absorptive capacity for the outcome of social enterprises value creation. Particularly, knowledge resources that acquire from the external via the ties strength throughout the processing in the organizational absorptive capacity. The ties strength and absorptive capacity (TI, 66.798 and ACAP, 61.695) have relatively medium performance, respectively to the social enterprise value creation (SEVC). According to Figure 34, the visualize support of Importance-Performance Mapping of Constructs (latent variables) respectively to social enterprise value creation that already explain above.

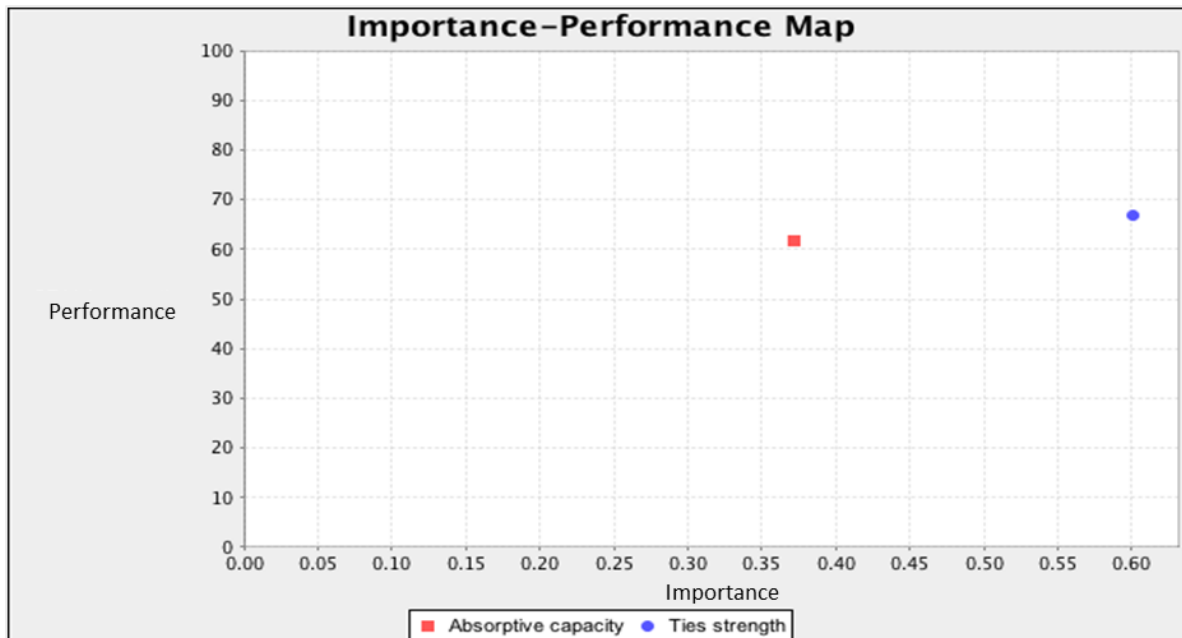
**Table 40: Importance-Performance Matrix of constructs (latent variables) respectively to Social enterprise value creation**

<b>Constructs (latent variables)</b>	<b>Importance</b>	<b>Performance</b>
<b>TI</b>	0.601	66.798
<b>ACAP</b>	0.372	61.695

Note: Calculate by using unstandardized effect



**Figure 34: Importance-Performance Mapping of constructs (latent variables) respectively to Social enterprise value creation**



Note: Calculate by using unstandardized effect

On the other hand, at the indicator level (measurement variable), Table 41 also shows the result of importance-performance matrix of measurement variable (TI\_BT, TI\_PT, TI\_UNI, TI\_SET, TI\_ST, ACAP\_SEMGK, ACAP\_TK, ACAP\_MK, and ACAP\_SK) respectively to social enterprise value creation. Focusing on the indicators of tie strength, the result shows that business tie strength (TI\_BT, 0.138, 70.643) has the highest impact to the social value creation (SEVC), whereas it has the highest performance score (relatively high) respectively to social enterprise value creation (SEVC). These results implied that the service-based social enterprise in Thailand were doing a good job in establishing good relationships in the business tie while this action had impacted the social enterprise value creation in Thailand. For the university and research tie (TI\_UNI, 0.122, 68.535) as well as social stakeholder tie (TI\_ST, 0.121,

68.277), both had subsequent impact on the social enterprise value creation. Even these two variables have relatively high impact to social enterprise value creation, but their performance were lower than social enterprise tie strength (TI\_SET, 0.116, 69.603) as the social enterprise tie strength had lower impact to the social enterprise value creation. These results implied that the service-based social enterprise in Thailand should improve their relationship with the university and research tie as well as social stakeholder tie to gain more benefits from the social enterprise values creation. If the service-based social enterprises in Thailand, they could trade off and down play the strength of social enterprise tie and focus more in establishing relationships with university, researchers, students, social stakeholders, NPOs, and NGOs. For the political tie strength (TI\_PT, 0.105), the social enterprise values creation as well as the lowest performance had the lowest impact. This implies that in the current situation, service-based social enterprises in Thailand is making appropriate levels of relationships with the political tie.

Focusing on the different dimensions in the type of knowledge absorptive capacity, the result shows that the social knowledge absorptive capacity (ACAP\_SK, 0.140, 58.164) and social enterprise managerial knowledge absorptive capacity (ACAP\_SEMGK, 0.101, 52.888) are relatively have the high impact to the social value creation (SEVC). In contrast, their absorptive capacity performance of both knowledge type are relatively lower than others. Meanwhile, market knowledge absorptive capacity (ACAP\_MK, 0.094, 69.245) and technological knowledge absorptive capacity absorptive (ACAP\_TK, 0.074, 69.088) are relatively have lower impact to the social value creation (SEVC), but their performance are relatively higher than others. Therefore, the results

imply that the service-based social enterprises in Thailand are seem to be slightly missing in their focus on the appropriate knowledge types for their organizational absorptive capacity to achieve the best outcome of the social enterprise values creation). The service-based social enterprises in Thailand should reconsider and focus more on the absorptive capacity in social knowledge and social enterprise managerial knowledge. Meanwhile, they could maintain the level of their absorptive capacity in market knowledge and technological knowledge to achieve the best output of the social enterprise value creation.

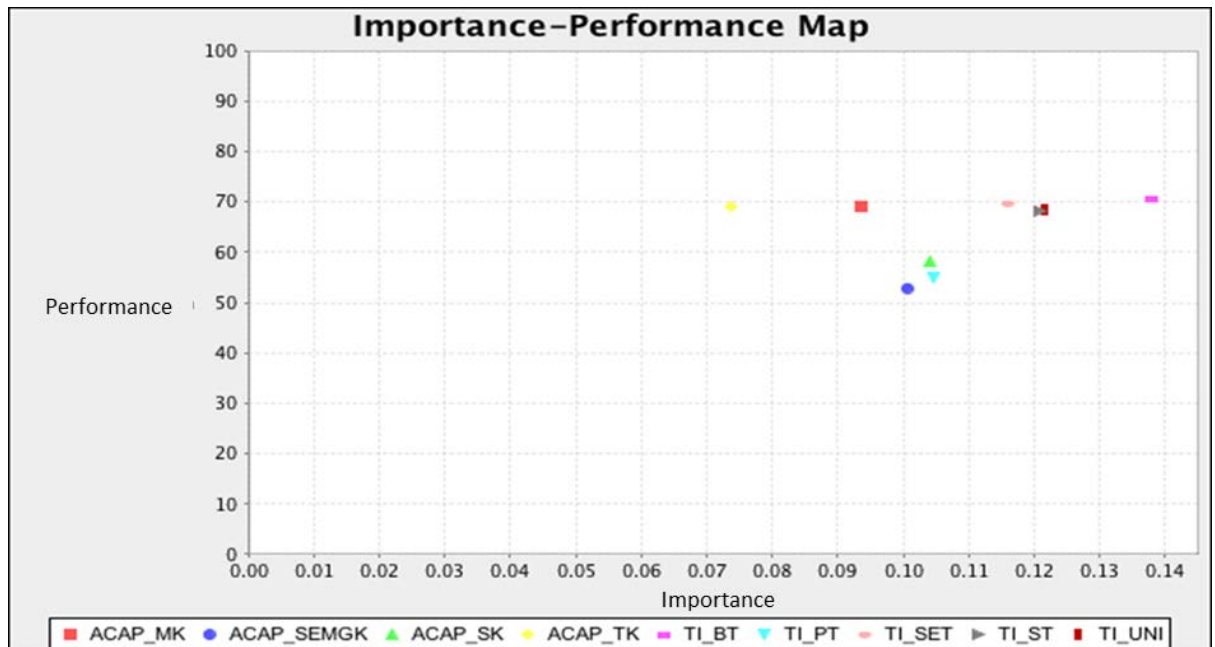
As depicted in Figure 35, there is visualize support of Importance-Performance Mapping of indicators (measurement variables) respectively to social enterprise value creation that had been discussed above.

**Table 41: Summary of Importance-Performance Analysis Data of Indicators (Measurement variables) respectively to Social enterprise value creation**

<b>Indicators (Measurement variables)</b>	<b>Importance (Total effect)</b>	<b>Performances</b>
<b>TI_BT</b>	0.138	70.643
<b>TI_PT</b>	0.105	54.884
<b>TI_UNI</b>	0.122	68.535
<b>TI_SET</b>	0.116	69.603
<b>TI_ST</b>	0.121	68.277
<b>ACAP_SEMGK</b>	0.101	52.888
<b>ACAP_TK</b>	0.074	69.088
<b>ACAP_MK</b>	0.094	69.245
<b>ACAP_SK</b>	0.104	58.164

Note: Calculate by using unstandardized effect

**Figure 35: Importance-Performance Mapping of Indicators (Measurement variables) respectively to Social enterprise value creation**



Note: Calculate by using unstandardized effect

## 6.9. Conclusion

This chapter presented the proposed the research model in accordance with the research frame work in literature review and the research proposition from the qualitative research finding. The variables, measurements procedure and the operationalization of questionnaire are explained in details as well in this chapter.

Subsequently, the quantitative research results based on the recommended procedure of PLS-SEM method as well as the research results answering research question 2 and the sub-research questions (details of research questions 2.1, 2.2, 2.3 and 2.4 have been discussed in the previous chapter). This section began with an overall data of

descriptive statistics. Followed by the details explanation and the results of combining the join two stages approach for hierarchical component PLS-SEM model that suit the research.

Additionally, the results of assessing the PLS-SEM reflective measurement and structural model were discussed. The results were based on the guideline showing all the favorable assessment of the model. In other words, there was no statistical problem issues that occur using the research PLS-SEM model. Subsequently, the hypothesis testing results of PLS-SEM structural model were presented. In addition, this section illustrated the advanced method of PLS-SEM analysis by indicating the Importance-Performance Mapping. This is critical to deliver recommendations for the service-based social enterprises in Thailand.

## CHAPTER 7: MIXED METHOD RESEARCH FINDINGS

### 7.1. Introduction

This chapter focuses on the discussion of the research results and findings of the mixed methodology. It presents the integrative mixed methods analysis, combining the qualitative methodology's findings (cases study) and the quantitative methodology's results (PLS-SEM).

### 7.2. Mixed Method Findings and Results

This section describes the integrative mixed methods analysis which is the combination of the qualitative methodology's findings (case study) and the quantitative methodology's results (PLS-SEM). The aim of this section is to answer **the mixed method research question** on does the quantitative data help explain the results from the initial qualitative phase of the study. The findings extend and elaborate the way that the qualitative case study serves to contribute to explaining the relationships between ties strength, as well as the absorptive capacity based on the type of knowledge, and social enterprise value creation that occurred in the service-based social enterprise ecosystem in Thailand, via the integrative mixed methods analysis.

As results, the qualitative research findings based on the exploratory from the case study answered the research question 1 on how to describe the tie strength of its network and the absorptive capacity processes cum knowledge types for service-based social enterprises in Thailand. The findings are answered the qualitative sub-research questions 1.1 - 1.3. The exploratory case study in the previous section has described the types of ties as well as the roles and characteristics of each type of ties that occurred in

the service-based social enterprise networks, namely business tie, political tie, university and research tie, social enterprise tie, and social stakeholder tie. Additionally, the exploratory case study elaborated on the absorptive capacity process in the service-based social enterprises that were similarly describe to the commercial organization. However, there phenomena are unique in context sensitive and the situational independent as these cases had indicated. The types of knowledge (content based) transferred in the Thai service-based social enterprise network explored in the previous section consisted of social enterprise managerial knowledge, technological knowledge, market knowledge, and social knowledge. As a results, there are 3 qualitative propositions propose from the qualitative study as discussed in the previous chapter.

On the other hand, the task of the quantitative research result has contributed to the development of the construct measurements, procedures, and quantitative research model. The development of construct measurements, procedures, and quantitative research model are based on the previous research frameworks that already discussed in details in the literature review as well as the integrative with the qualitative research propositions from the exploratory case study in the qualitative research findings in the previous section. The PLS-SEM results are able to answer the quantitative research question 2 on what are the relationships between strength of ties, absorptive capacity cum knowledge types, and value creation (social and economic) for Thai service-based social enterprises. The quantitative sub-research questions 2.1 - 2.4 are answered in this section. There are significantly positive relationships between strength of ties, absorptive capacity based on the type of knowledge (content), and value creation (social and economic value creation). While absorptive capacity plays the full mediator effect

between the ties strength and the social enterprise value creation the in service-based social enterprises, it has been tested all of 4 hypotheses based on all the research questions that have been discussed in detail in the previous section.

### **7.3. Conclusion**

To sum up, this chapter discussed on the integrated of the qualitative research findings and quantitative research results of the mixed methodology. This section described the integrative mixed methods analysis. The combination between the qualitative methodology's findings (cases study) and the quantitative methodology's results PLS-SEM were concluded in this section based on the relevance research questions, propositions, and hypotheses to see how these two methods fulfill each other.



## CHAPTER 8: KEY FINDING & DISCUSSION

### 8.1. Introduction

This chapter highlights the outcomes of the key research findings and discusses the key learning from this research and the answers to the research questions posed.

### 8.2. Key Findings and Results

This study aimed to address the main research questions posed at the outset of this thesis. These related to investigating the boundaries of social enterprises in a new context to better understand tie strength, absorptive capacity, and value creation. The context of social enterprise (Chapter 2) and the literature review (Chapter 3) lay the ground for the study and highlighted the theoretical background and gaps relevant to this study. This study is based on a mixed research methodology using both qualitative and quantitative methods (chapter 5) to address the research questions posed.

The key findings of the qualitative study addressed **Research question 1)**. ‘How to describe the tie strengths of Thai service-based social enterprises’ network and their absorptive capacity cum knowledge types?’ and sub - research question 1.1). ‘What are the types of ties that constitute a service-based social enterprise network in Thailand?’

The findings for the qualitative stage of the study were based on an analysis of the data from semi-structured in-depth interviews from two case study organizations. These were service-based social enterprises, namely organization A (a social enterprise with

an intermediary role) and organization B (a pure social enterprise). This part of the study explored the common network ties; business tie, political tie, university and research tie which were consistent with the findings of other studies such as by Chen et al. (2014), Chung (2012), Muzamil Naqshbandi and Kaur (2014) and Park and Luo (2001). In line with Muzamil Naqshbandi and Kaur (2014) and Ramos-Vielba et al. (2010) our research also identified university and research ties. One of the research findings at this stage, concluded that in addition to the commonly studied network ties (managerial ties (business & political), university and research tie), we propose that social enterprise tie and social stakeholder tie should appear and be considered as alternate types of ties in service-based social enterprises in Thailand. The findings from the case studies clearly illustrated the different types of tie strength and clarified these in more depth by describing their characteristics and roles in the context of the social enterprise network in Thailand.

This research considered others types of ties focusing more on the social dimension of social enterprise, since the social enterprise concept has emerged from the social economic system with the social objective as the main driver. Surprisingly, previous studies into the theoretical aspects of social enterprise and tie strength, have tended to overlook the explanation of social dimension. Consequently, this study has explored the emerging social enterprise tie and social stakeholder tie as elements that can provide additional relevance to the well-established understanding of the strength of ties related to the managerial tie (business and government) and university & research tie. The findings from this part of the study highlighted the strength of the social enterprise tie

and social stakeholder tie, their characteristics and roles in the context of service-based social enterprises that had not previously been discussed in the literature.

The proposition is that the social enterprise tie or the connection to the social enterprise itself can appear to be a significant function and element of the social enterprise context. The special roles and characteristics of social enterprise show the combining social and economic dimensions can be considered in other types of ties. From this point of view, social enterprise network can usually interact with and support each other.

In addition, from the perspective of Social Enterprise Theory and consistent with the literature on 'social stakeholder ties' (Chetty & Holm, 2000; Chung, 2012; Johanson & Mattsson, 2015; Luo et al., 2008), this study also found the social stakeholder tie one of the tie strengths in the context of social enterprises. However, this study extends this perspective beyond the market sector to the actual social stakeholders or social population that are affected by the social problem and non-profit organizations who are working closely with them. As the main objective of social enterprises is to address social problem issues, the social stakeholder tie identified in this context, highlights the importance of the connections with social stakeholders that are affected by the social problem issues and have a deep understanding of them. Consequently, it was clear from this study that the social dimension, which drives the social stakeholder tie is considered one of the most important ties to explain tie strength in the social enterprise context. Thus, this research finding provides a better understanding of the theoretical perspectives on the service-based social enterprise.

With regards to **Sub-research question 1.2)**. 'What are the specificity of the absorptive capacity of Thai service-based social enterprises?' The findings indicated

that knowledge and the process of absorptive capacity plays a significant role in service-based social enterprises. Interestingly, the findings from this part of the study are consistent with those related to commercial enterprises, where knowledge flows from external to internal, through acquisition, assimilation, transformation, and utilization (absorptive capacity) (Flatten et al. (2011). The findings from this study are in line with recent knowledge management research on social enterprises (Granados et al. (2017) supporting the idea that knowledge management practices are present in small and medium sized UK based social enterprises but also face distinct challenges related to knowledge management activity due to their hybrid social and economic objectives. Similarly the findings that explain absorptive capacity using the internal process; knowledge acquisition, knowledge assimilation, knowledge transformation, and knowledge exploitation align with studies in the context of France and Spain (Campos-Climent and Sanchis-Palacio (2017).

These case study findings therefore propose the presence of absorptive capacity of service-based social enterprises in Thailand which is a similar process to commercial organizations, but is unique in terms of its implementation which is context sensitive and relates to history, social enterprise business model, value propositions, organizational objectives, targets, and their value transformation.

Regarding **sub-research question 1.3** ‘What are the types of knowledge that are transferred in Thai service-based social enterprises networks?’ In addition the findings of the case study developed **the qualitative research proposition 3** that social enterprise managerial knowledge, technology knowledge, market knowledge and social knowledge are all necessary as types of knowledge in the absorptive capacity of

service-based social enterprises in Thailand. These difference types of knowledge were evident in service-based social enterprises in Thailand. The knowledge types identified in this study were consistent with Sammarra and Biggiero (2008) who categorized knowledge into 3 different types; technological, market and managerial knowledge in the another organizational context. In the context of this study, social knowledge was found to be a significant type of knowledge in the social enterprise context, driven by the social enterprise's main social objectives. Social enterprises need to absorb social knowledge from external to internal in order to benefit from and achieve their value creation outcomes. This study helped identify and define each knowledge type explored via the case study, and consequently provided an explanation of absorptive capacity based on the different knowledge type (content based) dimension.

All the findings from the qualitative stage of this study contributed to the foundations for developing a theoretical model and research hypotheses in the next quantitative part of the study, which aimed to address **Research question 2**). 'What are the relationships between strength of ties, absorptive capacity cum knowledge types, and value creation (social and economic) for Thai service-based social enterprises?'

The quantitative part of this study used a survey instrument to collect data and applied PLS-SEM modelling techniques to analyze the data following Hair et al. (2019). Having developed the hypotheses (1 - 4) from the literature and exploratory qualitative stage of the study, the results from PLS-SEM tested these in order to address research question 2 and sub-research questions (2.1, 2.2, 2.3, and 2.4). These findings of this part of the study supported the description of the overall casual relationships between ties strength, absorptive capacity based on the type of knowledge (content), and value

creation (social and economic value creation) in service-based social enterprises in Thailand.

Addressing **sub-research Question 2.1**: To what extent do tie strengths influence the Thai service-based social enterprise absorptive capacity cum knowledge types? The quantitative part of the study found that the strength of tie positively influences the organizational absorptive capacity of service-based social enterprises in Thailand, which supports **the quantitative research hypothesis 1**. These results are consistent with the majority of the existing literature that shows absorptive capacity processes can be enhanced by the strong ties of a network (Maurer et al., 2011; Shu et al., 2012; Teimoury et al., 2011; Tiwana, 2008). These results consolidate and contribute to the theories of absorptive capacity and service-based social enterprises, by enhancing our understanding of these interactions in the context of Thailand.

Addressing **sub-research Question 2.2**: To what extent does absorptive capacity cum knowledge types influence the Thai service-based social enterprise value creation? The findings showed that the organizational absorptive capacity positively influences the value creation of service-based social enterprises in Thailand, thus supporting **the quantitative research hypothesis 2**. These findings are consistent with existing studies in different context (Valentina and Passiante (2009). Furthermore, in order to achieve both social and economic objectives, social enterprises should be capable of absorbing knowledge by recognizing the opportunity for acquisition of knowledge from external sources, which ultimately results in both social and economic value creation. However, our findings differed from more recent research (Campos-Climent and Sanchis-Palacio (2017) investigating the impact of absorptive capacity on

shared value creation in social enterprises in France and Spain. Although the results was similar there were theoretical differences in model design. They found that knowledge absorptive capacity significantly influenced economic value creation, while social value creation is the mediating factor for absorptive capacity of knowledge to achieve economic value creation. In contrast, the model design which was the basis of this research was different in the Thai context compared to the European context of Campos-Climent and Sanchis-Palacio (2017). This can be explained by the different definitions and boundaries of social enterprises in the two contexts and the fact that the other study was less clear and the objectives were mainly around achieving efficiency in social and economic business purposes (Austin et al., 2006). Indeed, social enterprise scholars are still debating the appropriate definition of social enterprise in the current context, especially since each country has a unique definition of social enterprise as highlighted in Chapter 2 (section 2.2).

From the perspective of this study, social enterprises should be able to optimize their economic and social value by themselves without any tension. The ultimate outcome of social enterprise should be aiming to achieve a dual bottom line of social and economic value. Rather than focusing more social or economic values, social enterprises have to optimize their capability to balance both to fit the objectives of each of the respective service-based social enterprises. If the social enterprise's absorptive capacity is properly managed, it can create synergies that in turn allow it to reinforce its capability to combine both economic and social value to create the overall special characteristic of 'social enterprise value creation' (Liu et al., 2015). This finding

contributes to a better understanding of absorptive capacity theories and value creation in service-based social enterprises in the context of Thailand.

Addressing **Sub-research Question 2.3**: To what extent do tie strengths influence the Thai service-based social enterprise value creation? This study also found that the strength of tie positively influences with the value creation of service-based social enterprises in Thailand supporting **the quantitative research hypothesis 3**. However, in this case, there was no direct effect between tie strength (TI) and the social enterprise value creation. Again this finding is consistent with the literature that demonstrates the different processes of transferring knowledge are largely mediated through the relationships of tie strength and dependent variables that mostly are value creation of the organization (Capaldo, 2007; Maurer et al., 2011; Mu et al., 2008; Shu et al., 2012; Smith et al., 2005; Tiwana, 2008; Wu, 2008; Yli-Renko et al., 2001). However, there needs to be further detailed explanation of network and value creation to explain the relevance of different contexts for service-based social enterprises.

Addressing **Sub-research Question 2.4**: What is the role of ACAP to create value in relation to the type of strength ties in a Thai service-based social enterprise network? Building on the above, the findings of this study revealed that indeed the absorptive capacity (ACAP) did function as a mediator in the tested relationships between ties strength (TI) to social enterprise value creation (SEVC). These research findings confirmed the **quantitative research hypothesis 4** that organizational absorptive capacity acts as a mediating variable (indirect effect (full mediating)) between the strength of ties and value creation of service-based social enterprise in Thailand. The ties strength could not directly impact value creation in social enterprises



without the role of absorptive capacity. The absorptive capacity thus played a significant role in bridging the theoretical gap between ties strength of networks and value creation in social enterprises. This relationship is consistent with the resource based view perspective that to maintain value, this is derived from output from the level of resources as well as the capacities that are embedded in the relationships of the network. However, the findings from this study suggest that knowledge input from the different type of ties contributing to the strength of tie in the network to create value for the organization, does not automatically create value for the organization. Rather, the organization's absorptive capacity is necessary to drive its resource values from knowledge input to output. Thus, from this study it is clear that the absorptive capacity is necessary to fill the gap between strength of ties and organizational value creation. Interestingly, these results differ from other studies, as in this case, the organization's knowledge absorptive capacity appears to be the vital link to explain its mediating role between tie strength and social enterprise value creation. This study has responded to the recommendation from Dosi et al. (2001) that scholars try to fill the gap in understanding required to help practitioners understand how the intended organizational action and the outcome contributes to creation of value.

Finally, the exploratory sequential mixed methodology research aimed to address **Research question 3**). 'Does the quantitative data explain the results from the initial qualitative phase of the study?' The qualitative findings identified novel degrees of contextual sensitivity that helped us to understand in more depth additional ties and knowledge types in the local practice of social enterprises. This part of the study also

contributed to the development of the model and research hypotheses tested in the quantitative part of the study.

These two mixed-method phases of this research helped provide a more in-depth understanding of how social enterprises operate. Consequently, these findings can support decision-making and prompt organizational actions that enable social enterprises to increase their performance building on strength of ties in their networks and generating activities that help improve organizational absorptive capacity. This eventually can lead to improved outcomes of social enterprise in terms of value creation from the social and economic perspective. For greater optimization and effectiveness to achieve social enterprise value creation, social enterprises have to prioritize their decision-making and actions by establishing cordial relationships especially with particular stakeholders that possess the most beneficial value for them. This is also the case for building absorptive capacity, where social enterprises need to focus on activities that can generate the types of knowledge that have efficient value to them.

This research used the advanced method of PLS-SEM to indicate not only the importance, but also the performance matrix and mapping to deliver the recommendations for the service-based social enterprises in Thailand.

### **8.3. Conclusion**

This chapter summed up the key findings based on each of the research question posed. It discussed the key findings of the study and the implications to theory and practice.

## **CHAPTER 9: CONCLUSIONS**

### **9.1 Introduction**

The final chapter presents the overall conclusions of this study including a brief summary of the study, the contributions to theory and practice and the limitations of the study. Finally, areas for future research are highlighted and recommendations made for practical implementation of the findings from this research.

### **9.2 Recapitulation of the Study**

This research was driven by the theoretical gaps identified in the literature combined with potential problems observed in the practices of social enterprises in Thailand. The scope of the study is based on the 3 theoretical domains of strength of ties, absorptive capacity, and value creation. Four major theoretical gaps were identified in this research. First, the proposition of identifying tie strength beyond the established network ties of managerial ties (business & political) university and research ties in the literature, specifically to include the social enterprise tie and social stakeholder tie. The second gap concerned the limited research to explain absorptive capacity based on the types of knowledge content relating to social enterprise, specifically managerial knowledge, technological knowledge, market knowledge, and social knowledge of the social enterprises. Thirdly, this research empirically explored the mediating effect of absorptive capacity based on the type of knowledge (content), the strength of ties and social enterprise value creation in service-based social enterprises in Thailand. Lastly, there was a clear gap in terms of an absence of empirical research that focused on the

context social enterprise networks in Thailand, particularly for service-based social enterprises.

These theoretical gaps and potential problematic issues helped to develop the research questions and sub-research questions that were defined in Chapter 1. In order to address these questions and research gaps, a sequential mixed method qualitative and quantitative study was designed. The details were discussed in Chapters 3 to Chapter 7. The mixed methodology led to the development and validation of a quantitative model based on the data collected and analyzed from the two case studies in the first qualitative part. The ultimate objective of this research was to address the theoretical gaps to better understand the relevance of the field of study and to solve the problems that had been observed from the social enterprise practices at the qualitative stage. The details and discussion of key findings were present in Chapter 8.

This research explored the various types of tie strength in the Thai service-based social enterprise' network and their absorptive capacity cum knowledge types first using qualitative case studies of two organizations - one that has dual roles (as a social enterprise and an intermediary) and the other as a pure social enterprise. Both were small sized social enterprises operating in the service industry. The exploratory case study identified the types of ties and described the roles and characteristics of each type of tie in the service-based social enterprise networks (business tie, political tie, university and research tie, social enterprise tie, and social stakeholder tie). Additionally, it highlighted the difference in the role of absorptive capacity in the service-based social enterprises compared to the more common commercial organization, which was found to be context specific. The types of knowledge (content

based) transferred in the Thai service-based social enterprise network were related to social enterprise managerial knowledge, technological knowledge, market knowledge, and social knowledge). The qualitative findings reflect certain novel degrees of contextual sensitivity which helps better understanding the implications of these additional ties and knowledge types in the Thai social enterprise practice based on the conceptual theory. The research propositions based on the qualitative research will further support the development of theoretical model and research hypotheses in the quantitative study.

These findings added more granularity to the next quantitative phase of the study exploring the relationships between tie strength, absorptive capacity cum knowledge types, and value creation (social and economic) for service-based social enterprises in Thailand. We adopted an inferential survey questionnaire with a simple random sampling to explore the research results. Data was collected through a survey instrument and analyzed using Partial least Squares of Structural equation Modeling (PLS-SEM) techniques. The unit of analysis is at the organizational network level. The empirical results revealed that there are significant positive relationships between strength of ties, absorptive capacity based on the type of knowledge (content), and value creation (social and economic value creation). Absorptive capacity was found to have a full mediating effect on the tie strength and the social enterprise value creation in service-based social enterprises. The exploratory sequential mixed methodology adopted ensures that the quantitative data explained the results from the initial qualitative phase of the study.

In addition, the findings and results from this study supported the policies of the social enterprise intermediaries, such as TSEO and SE Thailand and emphasized the strategic recommendations for decision-making in social enterprise organizations to allow effective knowledge transfer among social enterprises and stakeholders through the networks.

### **9.3. Contributions to Theory and Practice**

#### **9.3.1. Theoretical contributions**

In terms of key theoretical contributions, the research findings provided additional insights and addressed some gaps in the theoretical domains of tie strength, organizational absorptive capacity, and values creation. Specifically, in the context of service-based social enterprises in Thailand. The contributions of this study can help other scholars to further understand this area and provide recommendations for future research.

In particular, the findings of this study have contributed to the theoretical understanding of the additional types of ties beyond what is commonly studied in terms of network tie strength (managerial ties including business and political tie as well as university and research tie). Specifically, the unfolded dismissive proposition of social enterprise tie and social stakeholder tie identified in the context of Thai service-based social enterprises. The theoretical contribution of these results is that the additional types of tie identified (social enterprise and stakeholder) significantly explained tie strength in this novel context.

In the extant literature there is limited research explaining absorptive capacity and different types of knowledge. The contribution of this fills this gap to a certain extent in that it demonstrates how social enterprise managerial knowledge, technology knowledge, market knowledge and social knowledge significantly contribute to organizational absorptive capacity for social enterprises in Thailand. These types of knowledge identified are described based on the content of knowledge. The findings of this study further benefits scholars by supporting the theoretical understanding of absorptive capacity from different dimensions and contexts. These dimensions of absorptive capacity have real world implications in practice and the findings of this study provide additional reliability to the recommendations made to social enterprises in the Thai and possibly other and similar contexts.

Finally, the main key contribution of this study is uncovering the full mediating role of absorptive capacity based on types of knowledge (content) between the strength of ties and value creation (economic value and social value) of service-based social enterprises in Thailand. This research has provided additional robustness by providing important levels and performance scores for each of the independent and mediating variables impacting value creation in social enterprises.

### **9.3.2. Contribution to Practice**

For practitioners, the contributions of this study based on the research findings are as follows. The research outcomes have provided helpful recommendations for the community in terms of the integration of strategies and effective knowledge transfer. Identifying and describing the roles and characteristics based on different types of tie strength and knowledge absorptive capacity in social enterprises in more depth, helps

the whole social enterprise community better understand their importance and thus how to achieve more effective outcomes from the value creation process.

The social enterprise intermediaries such as TSEO or SE Thailand will be able to generate effective strategic policies to better manage the social enterprise stakeholders in order to create valid and effective methods for knowledge transfer of different type of knowledge. In doing so, it drives other social enterprises in the country to follow and improve recommended best practice guideline.

Moreover, the results from this study and recommendations for best practice can help support and improve the overall value creation such as social impact and sustainability in service-based Thai social enterprises. Crucially, this can help facilitate decision-making and develop more effective knowledge transfer methods among stakeholder networks and their internal organization, which currently tend to be indifferent to the type of knowledge. By following the recommendations and guidelines that have emerged from this study, service-based social enterprises will be able to better manage their strategic direction in terms of prioritizing the level of relationships with their partners while also effectively managing the different type of knowledge to enhance their organizational absorptive capacity under the constraints of limited resources and time.



## **9.4. Limitations and Recommendations**

### **9.4.1. Limitations and Potential for Future Research**

This section discusses the limitation of this research that can potentially be improved in future research. The limitations of this research relate to the frame of scope of the research setting and context. As with all research studies there are limitations. First, due to limited time and budget, the qualitative focused on an individual theoretical domain and did not cover other areas. The qualitative research questions did not cover the investigation in crossing the theoretical domain. Nevertheless, this was considered to be suitable for the exploratory nature of the study and also provided more in-depth information about the context of service-based social enterprises in Thailand, consolidated with the literature review, to build the conceptual framework/model and hypotheses that were later tested quantitatively.

Another limitation again due to limited resources, is the number of case studies. Although only two organizations were selected, a total of 10 respondents were interviewed in-depth lasting between 1-2 hours each, which yielded detailed and very valuable insights into the live research context.

Future studies can extend the number of case studies and participants to further explain the crossing of theoretical domains, such as how the different type of tie strength could influence difference types of knowledge absorptive capacity, etc. The design in capturing ties strengths in qualitative methodology could be one of the challenging topic to study. While, currently, there are mainly quantitative methodology capturing the degree of ties strength in existing literature. The identification and description of

actions toward the measurement of tie strength levels could be another interesting dimension to investigate in future research.

Secondly, the numbers in the total population of social enterprises particularly in the service-based social enterprises in Thailand were limited. As social enterprises are in the emerging stage in Thailand, the databases of social enterprise organizations in Thailand, held by intermediary organizations, such as TSEO, Ma-D and SE Thailand, is still limited and lacks integration. In this study, the intermediary lists used were sometimes out-of-date and inaccurate where organizations had either closed down or were no longer operating. In fact only 103 of the 191 database entries were accurate. One of the recommendations to the intermediaries holding these databases is to try and improve the accuracy and validity of the database, as this is potentially an important resource that can be valuable for establishing a critical mass of social enterprises in Thailand for the betterment and sustainability of society and the local economy.

Future studies in this context might look to make a comparison between different types of social enterprises in different sectors and industries beyond service-based both within Thailand, but also in other country contexts. A comparison study between social enterprises and commercial business organizations is also an interesting area for future investigation.

A third limitation is the overall population of the quantitative study affects the small number of sample sizes in the quantitative research. This study included the few organizations that had a higher number of employees/members. The descriptive statistic in Chapter 5 showed that there were slightly large number of ranges for organizational

members. The minimum was 2, the maximum was 450, and the standard deviation equal to 77.351. Whereas the average was about 39 organizational members per organization. This research needed to keep all contained in the remain sample size according to the small population of service-based social enterprises in Thailand. The reason being that it enhances the proceeding of the data sufficient for the analysis in the quantitative studied. Considering the total population of social enterprises listed is around 103, that 72 participated in the survey is a very good rate of return and highly representative. Furthermore, the PLS-SEM method was selected, which is particularly appropriate for support a small sample sizes. It led to be the exploratory results and the development of measurement and procedures in the research. Considering the results from the data collection, the result of descriptive statistic in each question has no outlier data in any question.. However in the future, this survey could be extended to larger populations in other contexts, sample size and sectors as mentioned above. The size of organization should be considering to control.

Fourthly, the small sample size led to the limitation in the quantitative research methodology. This research had used the Variance-based structural equation modeling PLS-SEM as the analyzing method to support the exploratory study when there were small sample sizes. Even through, the sample size was small but it reached to the favorable criteria standard when using the calculation methods (G\*Power) to calculate the sample size as discussed in the Chapter 4. The PLS-SEM method uses bootstrapping technique (5,000 sampling) to stimulate the results. These limitations occur each time when we run the analysis, the coefficient and significant values varied slightly. This is because of the simulation of the bootstrapping technique. These can be improve and

solve by the confirmatory research method when conducting the Covariance-based structural equation modeling such as, AMOS or LISREL. This research was limited by the small sample size if attend to conduct the confirmatory research investigation. The Covariance-based structural equation modeling requires more sample size to confirm or reject the theories. If there are increasing number of population as well as the increasing of sample size in the future, the confirmatory research methodology can be applied and highly recommend to conduct in the future research. However, the Covariance-based of structural equal modeling also have their limitations in advance analysis of importance-performance matrix and mapping which support the recommendation as strategic guideline for social enterprises practices.

#### **9.4.2. Recommendations for practice**

The overall research findings and results of this study provide practitioners with a more in-depth understanding of the different types of tie categorizations including roles, characteristics and different types of knowledge that have been transferred into their organizations through a process of absorptive capacity for social enterprise value creation. The social enterprises' intermediaries can also use the findings of this study to identify and apply more effective knowledge transfer methods and community integration strategies (based on ties and strength of ties) to generate effective strategic policies for their target audience that have been categorized into difference type of ties as defined in this research findings.

As the service-based social enterprises' ecosystem is largely orchestrated by the intermediary such as TSEO and SE Thailand, they need to conduct effective systematic network integration and knowledge transferring methods. They should not limit

participation in the networks only to the social enterprises themselves, but rather should endeavor to include all stakeholders in these ecosystem. Having identified the different types of ties in this study, this can be used as the guideline in identifying the different types of tie including their roles and characteristics when the service-based social enterprises considerate establishing better relationships among stakeholders in the service-based social enterprises. We would recommend the intermediaries of social enterprises to build a central database to register all social enterprise stakeholders to ensure they have a record that is well maintained and kept regularly updated. Furthermore, physical activities and online platforms should be developed and built to facilitate networking among the stakeholders. The intermediary could conduct activities to help establish and build good relationships among and across the different type of ties in the network via platforms. For example, by organizing business sector & social enterprise seminars, social enterprise market exhibitions, community of practice for relevant social problems, social innovation workshops, social impact assessment workshops and so on.

The social enterprises intermediary should also support the facilitation of learning in different types of knowledge service-based social enterprises. As this research has clearly indicated, such actions would also support and be of ultimate benefit to social enterprises by transferring knowledge through organizational absorptive capacity into value creation. In addition, these actions could further support the fulfillment of systematic network integration in the social enterprise ecosystem by social enterprise intermediaries.

Moreover, as service-based social enterprises have limited resources and time, this study also recommends strategic action is taken to connect to stakeholders by prioritizing their ties of connection based on their importance to and impact on value creation (see Table 42).

**Table 42: Recommendations based on the Importance-Performance Analysis Data of different types of tie strengths for the social enterprise value creation**

<b>Indicators (Measurement variables)</b>	<b>Importance (Total effect)</b>	<b>Performances</b>	<b>Recommendation (Action)</b>
<b>Business tie</b>	0.138	70.643	Maintaining
<b>Political tie</b>	0.105	54.884	Maintaining
<b>University &amp; Research tie</b>	0.122	68.535	<b>Focusing to improve</b>
<b>Social enterprise tie</b>	0.116	69.603	Down tone
<b>Social stakeholder tie</b>	0.121	68.277	<b>Focusing to improve</b>

Note: Calculate by using unstandardized effect

The findings of this study provided some empirically-based recommendations to focus on the level of action according to each type of tie. First, the service-based social enterprise should prioritize their focus on improving the strength of relationships between their organizations in particular related to the university and research tie as well as the social stakeholder tie. This is because of the unbalanced results of the

performance scores of tie strength and importance level of tie strength towards the value creation. Secondly, the research results recommend that service-based social enterprises can maintain the levels of relationships in the business and political tie as they are able to balance the performance scores in the relationships of these types and importance level of these type of ties toward values creation. Thirdly, for the social enterprise tie, the service-based social enterprise in Thailand should refocus towards the current close connection with social entrepreneurs and change makers to trade off their effort in building good relationships with another types of tie that need to be maintained or to improve the strength of their relationships.

The research results also give rise to the development of recommended guidelines for the operation of service-based social enterprises to achieve effective knowledge transfer by prioritizing their performance scores with the important types of knowledge needed. Based on the analysis of the findings summarized in Table 43, the priority areas should be according to the importance levels and the performance scores of the different type of knowledge in organizational absorptive capacity toward the values creation.

Organizations need to make sure that they improve the absorptive capacity in social knowledge as well as the social enterprise managerial knowledge. This is especially the case for absorptive capacity in the social knowledge that organizations needed to prioritize and focus to improve the absorptive capacity level in this type of knowledge. as this in turn enhances the level of social enterprise value creation. It is because the currently performance score of the absorptive capacity in social knowledge is still slightly lower than another types of knowledge as illustrated in the research results. The findings showed that social knowledge was the most important type of knowledge for

service-based social enterprises' absorptive capacity in Thailand. In addition, service-based social enterprises in Thailand can sustain the current levels of absorptive capacity performance in the technological and market knowledge to achieve effective level of values creation.

Once, service-based social enterprises have clear directions to improve the process and mechanism of their relationships in their ecosystem as well as applying the effective actions on each type of knowledge in organizational absorptive capacity, the ultimate results can create highly effective and sustainable value for society as a whole.

**Table 43: Recommendations based on the Importance-Performance Analysis Data of Absorptive capacity in different types of knowledge for the social enterprise value creation**

<b>Indicators (Measurement variables)</b>	<b>Importance (Total effect)</b>	<b>Performances</b>	<b>Recommendation (Action)</b>
<b>Social enterprise managerial Knowledge</b>	0.101	52.888	Should improve
<b>Technological Knowledge</b>	0.074	69.088	Maintaining
<b>Market Knowledge</b>	0.094	69.245	Maintaining
<b>Social Knowledge</b>	0.104	58.164	*** <b>Prioritize to improve</b> ***

Note: Calculated by using unstandardized effect



## **9.5. Conclusion**

This chapter has consolidated all the research findings synthesized from this study. It has highlighted the key theoretical and practical contributions and the limitations of this research was discussed. Several areas for future research were presented and practical implications and recommendations of this study for service-based social enterprises in Thailand and their stakeholders were discussed.

**APPENDIXES**

**Appendix A: The lists of intermediaries, purposes of organization, model and tasks**

Intermediaries	Purposes of organization	Social Enterprise model / Tasks
<p><b>1. CHANGE FUSION</b></p> <p><a href="http://change fusion.org/">http://change fusion.org/</a></p>	<ul style="list-style-type: none"> <li>• Supporting social entrepreneurs and social enterprises</li> <li>• Providing network and resource linkages for social enterprises.</li> </ul>	<p>Providing the following support to social enterprises</p> <p><b><u>MENTORING</u></b> Advise and coach on business strategy, social impact planning &amp; measurement, marketing – branding &amp; design, team &amp; partnership development among others.</p> <p><b><u>INVESTING</u></b> Financial support via appropriate financing programs base on their stage of development. We also help with fund raising.</p> <p><b><u>NETWORKING</u></b> Connect to strategic partners as well as facilitate market access</p>
<p><b>2. Ashoka</b></p> <p><a href="http://thailand.ashoka.org/">http://thailand.ashoka.org/</a></p>	<ul style="list-style-type: none"> <li>• To advance everyone to be a changemaker, where anyone can apply the skills of changemaking to solve complex social problems.</li> <li>• To support social entrepreneurs who are leading and collaborating with changemakers, in a team model that addresses the fluidity of a rapidly evolving society. Ashoka believes that anyone can learn and apply the critical skills of empathy, team work, leadership and changemaking to be successful</li> </ul>	<p>An approach that offers critical interventions on three levels—the individual, the group, and the sector.</p> <p><b><u>SUPPORTTING SOCIAL ENTREPREURES</u></b></p> <p>Social entrepreneurs are the engines of social change and role models for the citizen sector. Ashoka identifies and invests in leading social entrepreneurs and helps them achieve maximum social impact.</p>

**The lists of intermediaries, purposes of organization, model and tasks (Continued)**

Intermediaries	Purposes of organization	Social Enterprise model / Tasks
<p><b>2. Ashoka (Continued)</b></p> <p><a href="http://thailand.ashoka.org/">http://thailand.ashoka.org/</a></p>	<ul style="list-style-type: none"> <li>To ensure that the leading ideas for social change are fully developed and sustained modern world</li> </ul>	<p><b><u>PROMOTING GROUP ENTREPRENEURSHIP</u></b></p> <p>Groups and networks of social entrepreneurs working together accelerate and spread social impact. Ashoka engages communities of entrepreneurs and develops patterns of effective collaborations that change entire fields.</p> <p><b><u>BUILDING INFRASTRUCTURE FOR THE SECTOR</u></b></p> <p>A global network of changemakers requires tools and support systems to deliver sustainable social solutions. Ashoka creates needed infrastructure, such as access to social financing, bridges to business and academic sectors, and frameworks for partnerships that deliver social and financial value.</p>
<p><b>3. Ma-D</b></p> <p><a href="http://madeehub.com/">http://madeehub.com/</a></p>	<ul style="list-style-type: none"> <li>Networking for all SE – trust building and facilitate people to meet each other and exchange knowledge</li> <li>Pushing and consulting SE start up in order to make the plan possible</li> <li>Linking resources for effective SE</li> </ul>	<p><b><u>LIVING ROOM</u></b> (pay as you like) – Psychical space that open for everyone to meet each other and exchange idea</p> <p><b><u>PROGRAMME AND EVENT</u></b> (Free) – Capacity building/ community building, Social communication and inspiration</p> <p><b><u>RENTAL SERVICE</u></b> (source of income) – Meeting room and class room, Event space, Private office</p>

**The lists of intermediaries, purposes of organization, model and tasks (Continued)**

Intermediaries	Purposes of organization	Social Enterprise model / Tasks
<p><b>4. Asom Silp</b></p> <p><a href="http://arsomsilp.ac.th/th/">http://arsomsilp.ac.th/th/</a></p>	<ul style="list-style-type: none"> <li>Alternative educational for Thai society as non-profit for higher educational institution</li> </ul> <p>Learning institution that integrated the skill of body mind and wisdom in order to develop people social change in an effective way</p>	<p><b>Educational programs</b></p> <p>Master of Architectural, Majoring in architecture for social and environment</p> <p>Bachelor of Architectural, Majoring in architecture</p> <p>Master of Education, majoring in integral education</p> <p>Master of Education, majoring in Primary education</p> <p>Master of Liberal art, majoring in Social entrepreneur</p> <p>Short course certificate</p> <p>And School (Ruang-Aoon School)</p>
<p><b>5. G-lab TU</b></p> <p><a href="http://www.sgs.tu.ac.th/lab">http://www.sgs.tu.ac.th/lab</a></p>	<ul style="list-style-type: none"> <li>The G-Lab is a social innovation's lab under the School of Global Studies (GSSE), Thammasat University</li> <li>Channel their work through our efforts to foster change makers to greater their impact and through cross-sector collaboration to co-create social impact &amp; innovation.</li> </ul>	<p>Leveraging social innovation tools and knowledge to work with education institutions, companies, and organizations to greater their impact &amp; innovation.</p>

**The lists of intermediaries, purposes of organization, model and tasks (Continued)**

Intermediaries	Purposes of organization	Social Enterprise model / Tasks
<p><b>6. Yunus Center</b> <a href="http://www.yunuscenter.ait.asia/">http://www.yunuscenter.ait.asia/</a></p>	<ul style="list-style-type: none"> <li>• University unit at Asian Intuition Technology that acts as a knowledge hub and an enabling platform to accelerate the spread of these technologies through enterprise-led development to address social challenges in Asia.</li> <li>• Applies interdisciplinary approaches and supports multi-stakeholder partnerships on and social business.</li> <li>• The movement of young people accelerating and incubating social business. The AIT chapter is the first chapter of its kind in Thailand and South East Asia. As the youth division of the Yunus Center AIT, we are a student-led initiative that strives to raise awareness about social business on campus and in neighboring communities by empowering students to solve social problems through enterprise-led development.</li> </ul>	<p>Providing a forum for discussion between people from the public, private, academic and grassroots sectors to exchange ideas on poverty alleviate. Operating under four main focus areas: SE Awareness, SE Action, SE Academy, and SE Learning.</p> <p><b><u>SE AWARENESS</u></b></p> <p>The SB Awareness Flagship Program aims to make participants conscious of social problems in their community and to showcase social businesses in the area. The programs enable networking opportunities to link up people from the private sector, public sector, academics, and civil society to collaborate in developing pro-poor technologies through enterprise-led development.</p> <p><b><u>SE ACTION</u></b></p> <p>Under this program, social business projects will be developed not only to reduce and alleviate poverty, but also the social problems associated with it such as health, education, gender-based violence, etc. Projects will focus on exploring how technological methods and devices can be applied to the pressing needs of society to empower people in securing their own livelihoods.</p> <p>An essential component of the projects is that they will all be gender mainstreamed. Considering that poverty and gender are closely interlinked, YCA will fill in an important gap by incorporating a gender approach. Specifically this means that for each project, the implications for both women and men from a specific community will be assessed in a way that avoids perpetuating current gender inequalities or creating new ones.</p>

**The lists of intermediaries, purposes of organization, model and tasks (Continued)**

Intermediaries	Purposes of organization	Social Enterprise model / Tasks
<p><b>6. Yunus Center (Continued)</b></p> <p><a href="http://www.yunuscenter.ait.asia/">http://www.yunuscenter.ait.asia/</a></p>		<p><b><u>SE ACADEMY</u></b></p> <p>There is a wealth of knowledge, information and lessons to be learned from and in the space of social entrepreneurship. The SB Academy captures, structures, organizes and manages this knowledge to facilitate wider knowledge-sharing and guarantee an enriching flow of original learning materials for learning and teaching.</p> <p>Backed-up by a strong research infrastructure, a thriving academic community and access - from policy-level to grassroots across Asia - YCA takes a lead in offering teaching-learning products in collaboration and partnership with social entrepreneurs, third sector organizations, private sector and academia.</p> <p><b><u>SE LEARNING</u></b></p> <p>The SB Learning Portfolio offers a dynamic range of guided or independent learning opportunities for various levels of learners, from field or community-level activists to post-graduate students, rooted in best practices and lessons collected from initiatives within and outside the Grameen family.</p> <p>It aims to disseminate knowledge around social business and to widen and broaden its very concept and types as suggested so far by Professor Yunus. This activity links to the YCA’s philosophy by investigating the different ways in which social business can be implemented and by making it part of business curricula at universities/institutes.</p>

**The lists of intermediaries, purposes of organization, model and tasks (Continued)**

Intermediaries	Purposes of organization	Social Enterprise model / Tasks
<p><b>7. IMBA TU</b></p> <p><a href="http://imba.bus.tu.ac.th/imba/">http://imba.bus.tu.ac.th/imba/</a></p>	<ul style="list-style-type: none"> <li>• IMBA is the International, Innovative, and Impact MBA Program. IMBA focuses specifically on giving the tools to students to be CHANGE MAKERS, in their existing company, family business, new venture, community or their country.</li> <li>• A Change Maker is a new kind of entrepreneur, with some very special characteristics, which set him or her apart. Change Makers don't only start companies. They work in existing companies, too. And the government. And universities. And non-profit organizations. They may also start companies, in order to fulfill their dreams.</li> </ul>	<p>International course that lead by 3 core values</p> <p><b>INTERNATIONAL</b></p> <p>A Change Maker looks for opportunities that are bigger, to be a leader in the region, or ultimately, even on the Global Stage.</p> <p><b>INNOVATION</b></p> <p>IMBA's Change Makers seek opportunities from technology, new business models, or other innovations, which change the way business is run.</p> <p><b>IMPACT</b></p> <p>The ultimate goal for someone seeking a Big Opportunity is Impact: doing something good for Society, the Environment, or building some other form of sustainable business.</p> <ul style="list-style-type: none"> <li>• Experimental period of 'Methamo' – Knowledge Transfer Platform for incubation</li> <li>• Global social venture competition</li> </ul> <p>Consult and mentor for SE</p>



**The lists of intermediaries, purposes of organization, model and tasks (Continued)**

<b>Intermediaries</b>	<b>Purposes of organization</b>	<b>Social Enterprise model / Tasks</b>
<b>8. SWU</b>	<ul style="list-style-type: none"> <li>• Facilitate short course for SE</li> <li>• Driven SE activity by research sponsorship</li> </ul>	<ul style="list-style-type: none"> <li>• Short Course for SE which is already finished 3 cohorts</li> <li>• Research Sponsorship sported (4 project in process)</li> </ul>
<b>9. KMUTT</b>  (Tech company)	<ul style="list-style-type: none"> <li>• Community of Social Enterprise of King Mongkut's University of Technology Thonburi, KMUTT</li> <li>• Part of subject GEN 352 Technology and innovation for sustainable development</li> <li>• Implement SE for the university</li> </ul>	<ul style="list-style-type: none"> <li>• Experimental period of Holding company, investing in research project or SE start up for their stuffs and students.</li> <li>• Have a new university building that implementing SE ie. SE incubation support, co- working space, knowledge transfer.</li> </ul>

## **Appendix B: Qualitative Discussion Guide in English**

### **Discussion Guide:**

#### **Introduction**

Hello, my name is Satawat. I am a Ph.D. student from Bangkok University and University Grenoble Alpes in France. Now I am conducting research about information and knowledge sharing within SMEs working in networks in Thailand. Today I would like to interview you as you are the representative for.... (Organization name)....

The interview will take about 1 hour.

Let's begin!

1. Could you please introduce yourself (i.e. name, background, current title, previous professional experience, different roles in the organization name, etc.)?
2. Can you share a little bit of story about your company background and history?

#### **Role of Organization**

3. What are objectives of..... (Organization name).....?
  - 3.1. Can you explain more about your organization model? (Probing: How do you function the organization? What are those functions?)
  - 3.2. How many people are working in this organization?
4. What are tasks of..... (Organization name).....?
  - 4.1. What type activities do you normally do/ organize? What is your value proposition?

- 4.2. Internal competences in terms of Human Resources?
- 4.3. How many social target and customer target groups do you have? Who are they?
5. What type of organization would you consider yourself? (See spontaneous)  
(Probing: What about government agency, business agency, social agency, intermediary agency or other?)
6. What are the values of your company?
7. What is your definition of a Social Enterprise?
8. Do you consider yourself as an innovative company? In which areas?

**Organizational network participation (Type of Ties Strength)**

9. Please consider 360 degrees of your stakeholders, are there any organizations, groups of people, or person who get involving, contact or connect with your organization? (If no, stop an interview)
  - 9.1. Please list the name of person or organization that your organizations have regularly involving, contact or connect with them? (list name on PostIt paper)
  - 9.2. According to the list of person and organization, how can you group them together?
    - 9.2.1. If you have to naming each group, what names will you naming each group? (Probing: What about market sectors likes consumer, academic sector, social sector, and intermediaries)
  - 9.3. Considering on the group that you arranged from the previous question, how well do you think you have known each of them? (Probing: Why do you think

you know them well /don't know them well? and how long approximately you have you known them? How often do you meet with them?)

9.4. Can you give examples of activities that each group has been interacting with your organization? (Probing: what do they do with your organization or what do you do with their organization?)

9.5. Why do you have to participate with their activity? (Probing: seek for their motivations?)

9.6. Then focus on Collaborative Networks of the company toward Innovation: Characteristics, history of links with company X, type of knowledge exchanged with company X,

### **Absorptive capacity cum type of knowledge**

#### **Internal to Internal**

10. What role does knowledge play in your enterprise? (Probing: How knowledge and information is importance for social enterprise? Expected outcome from learning?)

10.1. What kinds of knowledge or information are necessary for your company?

(Please list) (Probing: What about Technological knowledge, Managerial knowledge, Market knowledge, and Social knowledge? Any other type? )

10.2. How is it shared internally? IT tools and systems? What about more tacit knowledge?

10.3. How does your organization manage the knowledge processing within your organization? (Probing: What are actions such as, methods or activities do you use? Formal? Informal?)

- 10.4. Have your organization link existing knowledge to the new insight?
- 10.5. Can organization members apply new knowledge in their practical work and/or an innovation project? (Probing: Any cases example?)
- 10.6. Does your organization exploit the integrated knowledge and information for the practice in commercial use? (Probing: Why? /Why not? How is the process? Are there any feedbacks or adaptation to action of learning from external source?)
11. What are the outcome benefits to do this? Any hurdles to overcome?
- 11.1. Examples of any succeed of failed cases?

### **External to Internal**

12. According the group of stakeholders that you mentioned, does your organization learn those knowledge and information from them? (If no, stop an interview)
13. How does your organization learn those external knowledge or information internally? (Probing: What methods or activities do you use? How to seek for relevance source knowledge? Are there any motivation, support, and expectation from management to use those sources of information?)
14. Does your organization encourage members to communicate or exchange the knowledge and information within the organization? (Probing: Why?/ why not? How is the process?)

### **Intermediary ties (Questions for social enterprise cum intermediaries)**

15. What is your definition of an intermediary within SE?
16. What is your role?

17. Do you think are there any influenced from intermediaries organization such as, Change fusion, Ashoka, Ma-D, Asom Slip, Yunus Center, G-lab TU, IMBA TU and SWU to social enterprise organization? – included in question 16)
18. What are their actions/ practices or activities to support social enterprise in term of organization learning and knowledge processing?

**Intermediary ties (Questions for pure social enterprise)**

Do intermediary influence your organization such as, Change fusion, Ashoka, Ma-D, Asom Slip, Yunus Center, G-lab TU, IMBA TU and SWU?

19. What are their actions, practice, or activity to support your organization learning and knowledge processing such as organization learning consulting, knowledge exchange activity, community of practice building, enterprise capability building, or Knowledge broker?? (Probing: Do they support or interrupt your organization learning and knowledge procession? How?)

Anything to add, remarks a point that seems important to you and that we have not mentioned?

Who would you have any contacts that you could recommend me to pursue this research (internally or externally)?

Thank you!

## Appendix C: Qualitative Discussion Guide in Thai

### Discussion Guide:

เกริ่นนำ

สวัสดีครับ ผมชื่อ ศตวรรษัน ครับ ผมเป็นนักศึกษาปริญญาเอกจาก มหาวิทยาลัยกรุงเทพ และมหาวิทยาลัยเกรอน็อบล์แอลป์ประเทศฝรั่งเศสครับ ขณะนี้ผมกำลังทำวิจัยโดย ศึกษาเกี่ยวกับ information และ การ แชรข้อมูลในส่วนเครือข่าย SMEs ในประเทศไทย ครับ

วันนี้จะขอทำการสัมภาษณ์คุณซึ่งเป็นตัวแทนจาก.....(ชื่อองค์กร).....

การสัมภาษณ์จะใช้เวลาทั้งสิ้นประมาณ 1 ชั่วโมงครับ

เริ่มลงนะครับ!

1. ช่วยแนะนำตัวเอง (เช่น ชื่อ ,ประวัติความเป็นมา ,ประสบการณ์การทำงาน ,ตำแหน่ง ในองค์กร ,ตำแหน่งต่างๆในองค์กรอื่น และอื่นๆ)
2. ช่วยเล่าประวัติความเป็นมาของ.....(ชื่อองค์กร).....ให้ฟังหน่อยครับ

### **Role of Organization**

3. เป้าหมายหลักของ.....(ชื่อองค์กร).....คืออะไรครับ

3.1. ช่วยอธิบายเพิ่มเติมเกี่ยวกับรูปแบบหรือโมเดลของ...คร่าวๆได้ไหมครับ?  
(probing: ....(ชื่อองค์กร).....มีการแบ่งหน้าที่การทำงานอย่างไร? มีหน้าที่อะไรบ้าง  
ครับ?)

3.2.....(ชื่อองค์กร).....มีพนักงานในนี้ทั้งหมดกี่คนครับ

4. หน้าที่ของ.....(ชื่อองค์กร).....มีอะไรบ้างครับ?

4.1 .มีกิจกรรมอะไรบ้างที่.....(ชื่อองค์กร).....ประสานงานหรือจัดทำขึ้น? อะไรเป็นValue proposition หรือ คุณค่าที่องค์กรส่งมอบให้กลุ่มเป้าหมาย?

4.2. บุคลากรภายในองค์กรต้องมีความสามารถด้านใดบ้าง?

4.3. กิจกรรมต่างๆที่จัดขึ้นมีกลุ่มเป้าหมายทางสังคมและกลุ่มเป้าหมายทางการตลาดทั้งหมดกี่กลุ่ม? เป็นใครกันบ้าง?

5. ....(ชื่อองค์กร).....จัดว่าเป็นองค์กรประเภทใด (see spontaneous) (probing: หน่วยงานราชการ , หน่วยงานทางธุรกิจ , หน่วยงานทางสังคม, หน่วยงานตัวกลางในการเชื่อม , ธุรกิจขนาดกลางหรือขนาดเล็ก , การประกอบกิจการส่วนตัว , หรือคิดว่าหน่วยงานประเภทอื่นๆ)

6. คุณค่าของ.....(ชื่อองค์กร).....คืออะไร?

7. คำจำกัดความของ Social enterprise ของคุณคืออะไร?

8. คุณคิดว่า.....(ชื่อองค์กร).....เป็นองค์กรแห่งนวัตกรรมใหม่? ในด้านไหน?

#### **Organizational network participation (Type of Ties Strength)**

9. หากพิจารณาจากผู้มีส่วนได้ส่วนเสียของ .....(ชื่อองค์กร).....แบบ 360องศา มีองค์กร , กลุ่มบุคคล, หรือบุคคลที่เกี่ยวข้องติดต่อหรือเชื่อมโยงกับ .....(ชื่อองค์กร).....บ้างหรือไม่? (ถ้าไม่มีหยุดการสัมภาษณ์)



9.1. ช่วยระบุชื่อบุคคลหรือองค์กรที่.....(ชื่อองค์กร).....มีส่วนเกี่ยวข้องติดต่อหรือเชื่อมโยงกับพวกเขาอยู่เป็นประจำ (เขียนรายชื่อบนกระดาษPostIt)

9.2. จากรายชื่อบุคคลและองค์กรต่างๆ หากให้ลองจัดเป็นกลุ่มๆคุณสามารถจัดกลุ่มให้พวกเขาได้อย่างไร?

9.2.1. หากให้ลองตั้งชื่อกลุ่มในแต่ละกลุ่ม จะตั้งชื่อให้แต่ละกลุ่มว่าอะไร? (Probing: แล้วฝั่งตลาดเช่นผู้บริหารโกลด์คลับ ,ภาควิชาการคลับ ,ภาคสังคมคลับ ,และองค์กรที่เป็นตัวกลางเชื่อมต่อคลับ)

9.3. หากพิจารณาโดยรวมนะคลับจากกลุ่มต่างๆที่รวบรวมขึ้นจากคำถามก่อนหน้านี้ คุณคิดว่าคุณรู้จักแต่ละกลุ่มดีแค่ไหน (มาก ,ปานกลาง ,น้อย) (Probing: ทำไมคิดว่ารู้จักเป็นอย่างดี/ไม่รู้จักเป็นอย่างดี?, คุณรู้จักพวกเขามานานและเท่าไรหรือคลับ? , คุณพบหรือเจอกับพวกเขาบ่อยแค่ไหน?)

9.4. ช่วยเล่าตัวอย่างที่แต่ละกลุ่มมีปฏิสัมพันธ์กับ.....(ชื่อองค์กร).....ให้ฟังหน่อย (Probing: แต่ละกลุ่มมีทำกิจกรรมอะไรบ้างกับ.....(ชื่อองค์กร).....)

9.5. ทำไม.....(ชื่อองค์กร).....ต้องไปมีส่วนร่วมกับการกิจกรรมของพวกเขาเหล่านั้น? (Probing: seek for motivation)

9.6. คราวนี้ลองโฟกัสไปที่การให้ความร่วมมือของnetwork ของ.....(ชื่อองค์กร).....ที่มีต่อนวัตกรรม :คุณลักษณะรูปแบบเป็นอย่างไร ประวัติความเป็นมาต่อการเชื่อมโยงซึ่งกันและกันกับบริษัท X เป็นอย่างไร? ประเภทของความรู้ที่มีการแลกเปลี่ยนกับ บริษัท X มีอะไรบ้าง?

## Absorptive capacity cum type of knowledge

### Internal to Internal

10. องค์ความรู้ต่างๆมีบทบาทสำคัญอย่างไรบ้างต่อ.....(ชื่อองค์กร)..... (Probing: แล้วคุณคิดว่าองค์ความรู้ต่างๆมีความสำคัญต่อกิจการเพื่อสังคมโดยรวมอย่างไรบ้าง? มีความคาดหวังอะไรบ้างจากการเรียนรู้?)

10.1. องค์ความรู้อะไรบ้างที่จำเป็นสำหรับ.....(ชื่อองค์กร) .....(ช่วยเขียนลงบนกระดาษ PostIt ครับ) (Probing: แล้วความรู้ที่เกี่ยวกับเทคโนโลยีละครับ ,ความรู้ที่เกี่ยวกับการบริหารจัดการทางธุรกิจละครับ ,ความรู้ที่เกี่ยวกับการตลาดเช่นความต้องการของผู้บริโภคละครับ ,และความรู้เกี่ยวกับภาคสังคมละครับ ,มีความรู้ประเภทอื่นๆที่จำเป็นอีกไหม?)

10.2. ความรู้ต่างๆมีการแชร์ภายในอย่างไร? มีการใช้เครื่องมือทางไอทีหรือระบบอะไรหรือไม่? แล้ว ความรู้ที่อยู่ภายในหรือ Tacit knowledge ละมีการแชร์อย่างไร?

10.3.....(ชื่อองค์กร).....มีวิธีการกระบวนการแลกเปลี่ยนเรียนรู้ภายในองค์กรอย่างไรบ้าง? (Probing: มีวิธีการหรือกิจกรรมอะไรบ้าง? Formal?/ Informal?)

10.4. ....(ชื่อองค์กร).....มีการเชื่อมโยงความรู้ที่มีอยู่กับข้อมูลที่สำคัญในเชิงลึกใหม่ๆบ้างไหม?

10.5. คนภายใน.....(ชื่อองค์กร).....มีการประยุกต์ใช้ความรู้ใหม่ๆในการปฏิบัติงาน และ/หรือ โพรเจกต์ด้านนวัตกรรมต่างๆบ้างไหมครับ? (Probing: ช่วยเล่าเคสตัวอย่างให้ฟังหน่อยครับ)

10.6. ....(ชื่อองค์กร).....ใช้ประโยชน์จากการบูรณาการองค์ความรู้และข้อมูลต่างๆเพื่อการใช้ในเชิงพาณิชย์บ้างหรือไม่? (Probing: Why?/Why not? กระบวนการคร่าวๆเป็นอย่างไร?, มีการตอบรับหรือปรับตัวจากสิ่งที่เรียนรู้จากแหล่งภายนอกบ้างหรือไม่?)

11. แล้วประโยชน์ที่.....(ชื่อองค์กร).....ได้รับจากกระบวนการแลกเปลี่ยนเรียนรู้ต่างๆเหล่านี้คืออะไร? มีวิธีเอาชนะอุปสรรคอย่างไรบ้าง?

11.1. ช่วยเล่าเคสที่ประสบความสำเร็จหรือไม่ประสบความสำเร็จให้ฟังหน่อยครับ?

### **External to Internal**

12. ในฐานะที่.....(ชื่อองค์กร).....ก็เป็นหนึ่งในกิจการเพื่อสังคมเช่นกัน จาก stakeholder ที่แบ่งเป็นกลุ่มต่างๆที่เราพูดถึงข้างต้น, ....(ชื่อองค์กร).....ได้เรียนรู้องค์ความรู้และข้อมูลต่างๆจากกลุ่ม stakeholder เหล่านี้บ้างไหม (ถ้าไม่มีเหตุการณ์สัมภาษณ์)

13. ... ..(ชื่อองค์กร).....มีการเรียนรู้ในองค์ความรู้หรือข้อมูลต่างๆจากภายนอกอย่างไร? (Probing: มีวิธีการหรือกิจกรรมอะไรบ้างในการเรียนรู้?, ....(ชื่อองค์กร).....มีการแสวงหาแหล่งของความรู้ที่เกี่ยวข้องกับองค์ความรู้ต่างๆได้อย่างไร? ทีมบริหารของ.....(ชื่อองค์กร).....มีการให้แรงจูงใจหรือส่งเสริมสนับสนุนและมีความคาดหวังต่อการเรียนรู้ต่างๆอย่างไร?)

14... ..(ชื่อองค์กร).....มีการให้การสนับสนุนให้สมาชิกในองค์กรได้มีการสื่อสารเพื่อแลกเปลี่ยนเรียนรู้ในองค์ความรู้และข้อมูลต่างๆภายในองค์กรบ้างไหมครับ? (Probing: ทำไมถึงส่งเสริม?/ทำไมถึงไม่ส่งเสริม?, มีกระบวนการแลกเปลี่ยนเรียนรู้ยังงัยกันบ้าง?)

#### **Intermediary ties (Questions for social enterprise cum intermediaries)**

15. อะไรเป็นจำกัดความของคุณสำหรับ Intermediary หรือ องค์กรตัวกลางของกิจการเพื่อสังคม?

16. หน้าที่ของคุณในฐานะเป็นองค์กรตัวกลางคืออะไร?

17. คุณคิดว่าองค์กรตัวกลางเช่น Change fusion, Ashoka, Ma-D, Asom Slip, Yunus Center, G-lab TU, IMBA TU and SWU มีอิทธิพลต่อกิจการเพื่อสังคมอื่นๆบ้างไหม

18. องค์กรตัวกลางมีการจัดกิจกรรมต่างๆเพื่อสนับสนุนการแลกเปลี่ยนเรียนรู้และกระบวนการเรียนรู้ของกิจการเพื่อสังคมอย่างไรบ้าง?

#### **Intermediary ties (Questions for pure social enterprise)**

19.คุณคิดว่าองค์กรตัวกลางเช่น Change fusion, Ashoka, Ma-D, Asom Slip, Yunus Center, G-lab TU, IMBA TU and SWU มีอิทธิพลต่อองค์กรเราบ้างไหมครับ?

20. องค์กรตัวกลางมีการจัดกิจกรรมต่างๆเพื่อสนับสนุนการแลกเปลี่ยนเรียนรู้และกระบวนการเรียนรู้ของกิจการเพื่อสังคมอย่างไรบ้าง เช่น การให้คำปรึกษาในด้านต่างๆ , กิจกรรมแลกเปลี่ยนเรียนรู้ , การสร้าง Community of Practice , การเพิ่มขีด

ความสามารถขององค์กร , หรือแม้แต่เป็นโบรกเกอร์ขององค์ความรู้ต่าง? (Probing: พวกเขาสนับสนุนหรือขัดขวางกระบวนการเรียนรู้ของ...อย่างไร? ช่วยเล่าให้ฟังหน่อยครับ)

มีอะไรจะเพิ่มเติมนอกเหนือจากนี้อีกไหมครับ?

มีใครที่คุณอยากจะแนะนำให้ผมไปพูดคุยด้วย จะเป็นภายในหรือภายนอกก็ได้ เพื่อเรียนรู้เกี่ยวกับเรื่องนี้?

ขอบคุณครับ

### Appendix D: Defining Codification

Category	Theoretical categories (axial coding)		First-order coding	Definitions
	Third-order coding	Second-order coding		
Social Enterprise : <b>SE</b>	SE_ Entrepreneur : <b>SE_ENT</b>			General interesting views of being social entrepreneur
	Value Proposition : <b>SE_VP</b>			Proposition of believe or promise of value to be delivered, communicated, and acknowledged to their target stakeholders
	Objective : <b>SE_OB</b>			The ultimate goals
	Business model : <b>SE_BM</b>			SE Business model/ products and services
	Structure : <b>SE_STRUC</b>			SE Organizational structure/ Structure of management
	Value creation : <b>SE_VC</b>			The ultimate objective from doing SE including KPIs if any, perceived impacts, description of concrete actions to serve customers and society
	Values : <b>SE_VAL</b>			Personal values of the entrepreneur and/or members of the company and/or actors of the ecosystem describing the values of a SE
	History of the company : <b>SE_HIST</b>			Organizational background story

Category	Theoretical categories (axial coding)		First-order coding	Definitions	
	Third-order coding	Second-order coding			
Ties strength : <b>TI</b>				The nature of strong or/and weak links means the level of closeness in relationships that assess by "the intensity of emotional in relationships" of the organization to the individual or/and groups of people	
	Description of the SE ecosystem : <b>TI_ECOS</b>			Overview network in SE	
	Mixed ties : <b>TI_MIX</b>			When ties are both Research and Business or/ Government and Business for instance	
	Strength of business tie : <b>TI_BT</b>	Characteristics: who they are <b>TI_BT_CHA</b>			The nature of strong or/and weak links means the level of closeness in relationships that assess by "the intensity of emotional in relationships" of the organization to the individual or/and groups of people that related to the Business sectors including suppliers, sponsors, competitors partners, and customers
					Identification of actors that playing in the role of Business ties
			<b>Supplier</b>		People, groups of people, or/and organization from supplier organization
			<b>Sponsor</b>		People, groups of people, or/and organization that sponsor to the organization such as, funding or other resources. Excluding organization customer
			<b>Target customer</b>		People, group of people, or/and organization who are Social enterprise and Non-social enterprise target customer.
			<b>Competitors</b>		People, group of people, or/and organization who are competitors to the organization.
<b>Business Partner</b>		People, group of people, or/and organization who are involved as business partner.			

Category	Theoretical categories (axial coding)		First-order coding	Definitions
	Third-order coding	Second-order coding		
Ties strength : TI	Strength of business tie : TI_BT	Roles : what they do (actions) TI_BT_ROL		Describing feature that serving to identify the Business ties
			<b>Contribute benefit (Sources of starting funds to SEs)</b>	Sourcing for financial resources to start social enterprise
			<b>Sharing benefits (as partner)</b>	Sharing benefits to each other
			<b>Exchange benefits (Offering the services to the ORG)</b>	Exchange benefits to each other. They gave the services to the organization. It is part of cost for the organization.
			<b>Exchange benefit (Received the values from the ORG for ORG's sources of income)</b>	Exchange benefit to each other as they received the services from the organization. It is part of income for the organization



Category	Theoretical categories (axial coding)		First-order coding	Definitions	
	Third-order coding	Second-order coding			
Ties strength : TI	Strength of political tie : <b>TI_PT</b>			The nature of strong or/and weak links means the level of closeness in relationships that assess by "the intensity of emotional in relationships" of the organization to the individual or/and groups of people that related to the government office and government department.	
		Characteristics: who they are <b>TI_PT_CHA</b>		Identification of actors that playing in the role of Political tie	
			<b>Government office and related department</b>	Organization, groups of people, or/and individual that are related to government office and others relevance department.	
		Roles: what they do (actions) <b>TI_PT_ROL</b>			Describing feature that serving to identify the government ties
			<b>Support the connection between SE and another government offices</b>		Connecting SEs and others government offices
			<b>Support social innovation</b>		Support social innovation in term of know-how and financial resources for social innovation
			<b>Promote SE (PR)</b>		Promote the concept of Social enterprise to the public
			<b>Policy maker for SEs</b>		Make the policy to support SEs such as SE ACT 2019
			<b>Grant giving for kick off</b>		Financial support for the start stage for the change maker

Category	Theoretical categories (axial coding)		First-order coding	Definitions
	Third-order coding	Second-order coding		
Ties strength : TI	Strength of university and research tie: <b>TI_UNI</b>			The nature of strong or/and weak links means the level of closeness in relationships that assess by "the intensity of emotional in relationships" of the organization to the individual or/and groups of people that related to the Academic, University and Research center
		Characteristics: who they are <b>TI_UNI_CHA</b>		Identification of actors that playing in the role of University and research ties
			University students	Individual or/and groups of students from undergraduate to post graduate levels in the university
			Researchers and research team	Individual Researchers, scientists, research team, or/and research institution
			Lecture network (Local university network as host)	Domestic scholars from individual to group levels or/and the representative from the university
			International university network	International scholars from individual to group levels or/and the representative from the university

Category	Theoretical categories (axial coding)		First-order coding	Definitions
	Third-order coding	Second-order coding		
Ties strength : TI	Strength of university and research tie: TI_UNI	Roles: what they do (actions) <b>TI_UNI_ROL</b>		Describing feature that serving to identify the University and Research ties
			Learning and exchange	Facilitator in learning and exchange knowledge about SE and other
			Conduct research to support SE	Conducting the research that support SE form any relevance perspective

Category	Theoretical categories (axial coding)		First-order coding	Definitions
	Third-order coding	Second-order coding		
Ties strength : TI	Strength of social stakeholder tie : <b>TI_ST</b>			The nature of strong or/and weak links means the level of closeness in relationships that assess by the intensity of emotional in relationships of the organization to individual or/and group of people that purely related to the social and community sectors.
		Characteristics: who they are <b>TI_ST_CHA</b>		Identification of actors that playing in the role of Social stakeholder tie
			<b>Social target of SEs</b>	The focused individual in the society and/or, groups of social and community that are effected by social problem issues
			<b>Social foundations</b>	Individual, group of people or/and organization that are foundation. They are dealing with the social and community problem issues (Excluding SE)
			<b>NGOs</b>	Individual, group of people or/and organization that are non-profit organization. They are dealing with the social and community problem issues
		Roles: what they do (actions) <b>TI_ST_ROL</b>		Describing feature that serving to identify the Social stakeholder tie
			<b>Working and involved with the social sectors</b>	Working and involved with the social and community sector sectors in order to identify and supporting social and community problem issues
			<b>Social sectors who are affected from social issues</b>	Being part of Social and community sectors who are affected from social problem issues

Category	Theoretical categories (axial coding)		First-order coding	Definitions
	Third-order coding	Second-order coding		
Ties strength : TI	Strength of social enterprise tie <b>TI_SAT</b>			The nature of strong or/and weak links means the level of closeness in relationships that assess by "the intensity of emotional in relationships" of the organization to the individual or/and groups of people that related to the social enterprise sectors which is the combination of business and community social sectors
		Characteristics: who they are <b>TI_SAT_CHA</b>		Identification of actors that playing in the role of SE ties
			<b>Social entrepreneur who is beyond start up stage</b>	Social enterprise, social entrepreneur, groups of social entrepreneurs or/and their organizational members who is already establishing and operating social enterprise. (see the scope and definition of social enterprise)
			<b>Change marker in pre-start up stage</b>	People or/and group of people who are preparing to establishing and operating social enterprise. (see the scope and definition of social enterprise)
		Roles: what they do (actions) <b>TI_SAT_ROL</b>		Describing feature that serving to identify the SE ties
			<b>Operating SE</b>	Already establishing and operating social enterprise
			<b>Interested or willing to being part SE</b>	Interested in social enterprise concept and get themselves ready for establishment social enterprise (see the scope and definition of social enterprise)

Category	Theoretical categories (axial coding)		First-order coding	Definitions
	Third-order coding	Second-order coding		
Absorptive capacity of the SE: <b>ACAP</b>				Description of the ability to transfer knowledge by learning from external sources. Then communicating, processing (integrating) and exploiting knowledge.
	Acquisition <b>ACAP_ACQ</b>			Description about the organizational ability to learn from external sources
		Absorptive capacity learning <b>ACAP_ACQ_LN</b>		Indicating the encouragement actions, engagement action and policies from the management that support the organizational members to learn from external sources.
		Technological knowledge acquisition <b>ACAP_ACQ_TK</b>		Description of the Technological knowledge and indicate some examples of the ability in learning process of the Technological knowledge from external sources
			<b>Learning tacit and explicit Technological knowledge from external</b>	Description of learning tacit and explicit Technological knowledge from external
		Social knowledge acquisition <b>ACAP_ACQ_SK</b>		Description of Social knowledge and indicate examples of the ability in learning process of the Social knowledge from external sources
			<b>Learning tacit and explicit social knowledge from external</b>	Description of learning tacit and explicit social knowledge from external
		SE managerial knowledge acquisition <b>ACAP_ACQ_SEM</b>		Description of Managerial knowledge and indicate examples of the ability in learning process of the Managerial knowledge from external sources
			<b>Learning tacit and explicit Managerial knowledge from external</b>	Description of learning tacit and explicit Managerial knowledge from external
		Market knowledge acquisition <b>ACAP_ACQ_MK</b>		Description of Market knowledge and indicate examples of the ability in learning process of the Market knowledge from external sources
			<b>Learning tacit and explicit market knowledge from external</b>	Description of learning tacit and explicit market knowledge from external

Category	Theoretical categories (axial coding)		First-order coding	Definitions
	Third-order coding	Second-order coding		
Absorptive capacity of the SE: ACAP	Assimilation <b>ACAP_ASSI</b>			Description of the ability to communicate knowledge within the organization
		Technological knowledge assimilation : <b>ACAP_ASSI_TK</b>		Description of the ability for internally communicate the Market knowledge
			<b>Tacit and explicit Technological knowledge communication</b>	Description of tacit and explicit Technological knowledge communication
		Social knowledge assimilation : <b>ACAP_ASSI_SK</b>		Description of the ability for internally communicate the Social knowledge
			<b>Tacit and explicit Social knowledge communication</b>	Description of tacit and explicit Social knowledge communication
		Managerial knowledge assimilation : <b>ACAP_ASSI_SEM</b>		Description of the ability for internally communicate the Managerial knowledge
			<b>Tacit and explicit Managerial knowledge communication</b>	Description of tacit and explicit Managerial knowledge communication
		Market knowledge assimilation : <b>ACAP_ASSI_MK</b>		Description of the ability for internally communicate the Market knowledge
			<b>Tacit and explicit Market knowledge communication</b>	Description of tacit and explicit Market knowledge communication

Category	Theoretical categories (axial coding)		First-order coding	Definitions
	Third-order coding	Second-order coding		
Absorptive capacity of the SE: ACAP	Transformation ACAP_TRNS			Description of the ability to make a systematically processing knowledge within the organization
		Technological knowledge transformation : ACAP_TRNS_TK		Description of the ability to make a systematically processing of Technological knowledge within the organization
			<b>Tacit and explicit Technological knowledge transformation</b>	Description of tacit and explicit Technological knowledge transformation
		Social knowledge transformation : ACAP_TRNS_SK		Description of the ability to make a systematically processing of Social knowledge within the organization
			<b>Tacit and explicit Social knowledge transformation</b>	Description of tacit and explicit Social knowledge transformation
		Managerial knowledge transformation : ACAP_TRNS_SEM		Description of the ability to make a systematically processing of Managerial knowledge within the organization
			<b>Tacit and explicit Managerial knowledge transformation</b>	Description of tacit and explicit Managerial knowledge transformation
		Market knowledge transformation : ACAP_TRNS_MK		Description of the ability to make a systematically processing of Market knowledge within the organization
			<b>Tacit and explicit Market knowledge transformation</b>	Description of tacit and explicit Market knowledge transformation



Category	Theoretical categories (axial coding)		First-order coding	Definitions
	Third-order coding	Second-order coding		
Absorptive capacity of the SE: ACAP	Exploitation <b>ACAP_EXPL</b>			Description of the ability to exploit from knowledge
		Technological knowledge exploitation : <b>ACAP_EXPL_TK</b>		Description of the ability to exploit from the Technological knowledge
		Social knowledge exploitation : <b>ACAP_EXPL_SK</b>		Description of the ability to exploit from the Social knowledge
		Managerial knowledge exploitation : <b>ACAP_EXPL_SEM</b>		Description of the ability to exploit from the Managerial knowledge
		Market knowledge exploitation : <b>ACAP_EXPL_MK</b>		Description of the ability to exploit from the Market knowledge

## **Appendix E: Transcription and Coding**

Category	Theoretical categories (axial coding)		First-order coding	"ORG A"	"ORG B"
	Third-order coding	Second-order coding			
Social Enterprise : SE	SE_Entrepreneur : SE_ENT			"...SE is another good option. I want make it easily accessible and everyone can participate. I want to do it for society and for a living..." (Co-founder2, Male)	"...It is a business that has to make sure that we really understand social problems. And, we can solve those problems by the business. The revenues we earn have to be able to support the expenses of the organization before scaling up. If we can scale up a lot and fast, it will immediately create a greater social impact..." (Creative director, Female)
	Value Proposition : SE_VP			"...We are an intermediary for social enterprise that act as a consultant and connects all resources together, and then creating activities..." (Founder, Female)	"...A Social Enterprise doing activities for society..." (Founder, Male) "...It is about making tourism as a tool to create sustainable development..." (KM manager, Female)
	Objective : SE_OB			"...Our goal is to do for society; to improve it. We talk with everyone who came in. They know that our source of income is small. We are interested in so many issues that it looks like we don't focus on any issue; not interested in disabled or education. The only thing we focus on is to better the society. We are not the initiator; so we have to do it together with other people. ..." (Co-founder2, Male)	"...It is to do tourism business which supports community and is a partner with community. We don't see community as service provider or beneficiary. We see them as a partner and we want them to manage tourism by themselves in the long run..." (Founder, Male) "...Since the beginning, we have focused on the social goal. But, for the marketing goal, it has to come along but it is not our main goal. We want to make the community sustainably self-reliant through tourism..." (KM manager, Female) "...Our main goal is to develop the community to make it become sustainable through tourism..." (Communication manager, Female)
	Business model : SE_BM			"...Let me begin with the business model. The first model is private office; the main model which passively earn money monthly. The second model earns from fee for renting meeting rooms and events. The third earns from coordinating with CSR from other companies. The last model earns in the form of pay as your life. It is integrated with the meeting room model but earns much less. We have various selection of service: meeting room, private office, event, and this service, different from others, which other call 'organizer' but we prefer to call it 'facilitator' having facilitator doing the job..." (Communication manager, Female) "...at that time, my business model was not clear. In fact, I did not have a business model at all, but I thought that I had to get the house first. During the renovation, I invited my friends who were interested in my project to help develop the business model. There were friends, who were an expert in marketing and other things, helping me to develop the model although they were not working with me now. We brainstormed the ideas to create the space and to suggest how the business model would be..." (Founder, Female)	"...Generally, we divided the work into 4 business units. We have community's efficiency development, tourism company in cooperation with community, market place to onboard the communities which are able to manage themselves, and the funds which use income from tourism to solve community's problems..." (Founder, Male) "...Most of development works are project base. We base on community..." (Founder, Male) "...We realize the actual problem about how the community which is unable to manage itself in the long run is. We try to adapt business model to the methods to sustain the community cooperated with business life cycle. Then, each business unit gradually appear and we adapt model by model according to stage of business cycle. ..." (Founder, Male)
	Structure : SE_STRUC			"...Normally, the procedures are to understand problems and to design ways to solve the problems by using SE as a business model..." (Co-founder1, Male) "...at that time, we had pictures of social service like social workers with service mind, foundations, NGO doing some movements or government. SE is another good option. I want make it easily accessible and everyone can participate. I want to do it for society and for a living..." (Co-founder2, Male)	"...We assign the work according to the 4 units and the roles of each person. However, we design Local Alike to be flat or centralized as much as we can. We don't have ranks like director, department manager or positions like that. So, everyone has power to decide. And we are the ones who make final operation decision..." (Founder, Male)

Category	Theoretical categories (axial coding)		First-order coding	"ORG A"	"ORG B"
	Third-order coding	Second-order coding			
	Value creation : SE_VC			<p>"...Income! Suppose it's about agriculture, farmers would be assessed the difference between before and after they join the package in terms of income or health..." (Co-founder2, Male)</p> <p>"...In terms of social impact, SIA is very important. It is social impact assessment. And, the essential knowledge is not merely theories but also insights about what we will do. It important in term of social value..." (Founder, Female)</p> <p>"...I understand that there are issues about society, social impact assessment and income model for sustaining revenue profit. I think these two factors play the important role..." (Co-founder2, Male)</p>	<p>"...The overall picture of SEs right now has their weight over the social dimension while they should be focusing more on business and marketing plans. That leads to failure for many SE..." (Founder, Male)</p>
	Values:: SE_VAL			<p>"...Let's say this way. It is because our core value is to be a hub, so connecting to others is inevitable. This happens as a result of the revenue..." (Founder, Female)</p> <p>"...It is because the circle of SE in Thailand is still so small. Anyone who do something in the circle will be used as an intermediary. And, all have the same vision which is to expand the circle – to support one another for survival first. Then, we will compete later. So, there is no such feelings that we have to compete with one another. It is because the SE in Thailand is tiny. And, our responsibility is to expand the SE to be a wider circle..." (Co-founder1, Male)</p>	<p>"...We are a social enterprise startup that is scaling up. Our strong value is to the connection that we provide the information and convenience to the community and the market – to make these two sides connect to each other..." (Creative director, Female)</p>
	History of the company: SE_HIST			<p>"...In terms of social impact, SIA is very important. It is social impact attachment. And, the essential knowledge is not merely theories but also insights about what we will do. It important in term of social value..." (Founder, Female)</p>	<p>"... We has been running for business for 7 years. We started as social enterprise not an SME. Local Alike focuses on unsustainable tourism such as unfair income distribution, behavior, or how tourism company sees community as labor for which we don't want to see that. We try to solve the problem why community cannot manage itself, whether the available knowledge is enough or whether organizations focus on money more than community's skill development. We try to solve these problem in local communities. Tourism should mainly depend on local community. Everyone in the community should deal with the problem together. Finally, we don't assess the success from numbers but value and quality of service of local community..." (Founder, Male)</p>
<b>Ties strength: TI</b>				<p>"...we have a lot stakeholders. It is because Ma-D connects all together..." (Space manager, Female)</p> <p>"...For this group, I have known them all very well, but I would know even better for the unit that connects with us..." (Founder, Female)</p> <p>"...SE is the first rank. Business sector and Academic sector are the second rank. Market tie and Social tie are the third rank. Government sector is the fourth rank. Intermediaries are the fifth rank..." (Space manager, Female)</p>	<p>"...There are a lot – we connect more than ten organisations. Mainly the community which is related to our core value. ..." (KM manager, Female)</p> <p>"...They are community and customers or partners in business. If I have to weigh whether I know which group more, I think it's fifty-fifty..." (Founder, Male)</p> <p>"...there will be disadvantage if we connect them too much. It wastes time. So, selecting whom to connect with is very important. However, we need to find way to know those stakeholders. If there are new stakeholders, we must be glad to know them. ..." (Founder, Male)</p> <p>"...Overall, the closest organization to us is the community. It is because the community and customers are our core value. Normally, we have to balance the relationship. We have to be close to the community and customers about 80-90%, but, in fact, we are closer to the community. It is because their story content will be presented to the target customers..." (KM manager, Female)</p>

Category	Theoretical categories (axial coding)		First-order coding	"ORG A"	"ORG B"
	Third-order coding	Second-order coding			
	Description of the SE ecosystem: <b>TI_ECOS</b>			<p>"...we connect to one another to create some ecosystem. For SE, it is obvious in that we connect to one another to develop the ecosystem of SE..." (Founder, Female)</p> <p>"...if they are still SE Thailand, it is the network that ORG A is a committee, ChangeFusion is a partner who work together for many projects, Mae Fah Luang Foundation is a big brother who drives SE Thailand. We all three organisations cooperate a lot in terms of developing the ecosystem of SE..." (Founder, Female)</p> <p>"...we have a lot stakeholders. It is because ORG A connects all together..." (Founder, Female)</p>	<p>"...They can be classified into many categories..." (KM manager, Female)</p> <p>"...To sustain the community, we need to involve other people in. It is like a value chain. They are all related..." (Founder, Male)</p> <p>"...Mainly the community which is related to our core value. We work to solve the problems of the community. And, we also have individual customers and organisations. For the organisations, they are in both private and government sectors. Some of them are our current customers and others are goind to be our customers. In terms of our tour company, there are two main parts – travel agencies and airlines – which are our sales and marketing partners. In addition, there are other organizations supporting this industry e.g. Tourism Authority of Thailand. For the development project, we have partners who are NGO and other organizations in the community..." (KM manager, Female)</p>
	Mixed ties:: <b>TI_MIX</b>			<p>...For this group, I have known them all very well, but I would know even better for the unit that connects with us... (Founder, Female)</p>	<p>"...For customers, they are TCDC which a government organization. We cooperate with them. CBT-I is a non-profit organisation – the big one of community-based organisations..." (Creative director, Female)</p> <p>"...There are many groups, both within and without SE circle. You must understand that right now it is the period of ecosystem development..." (Founder, Male)</p>
	Strength of Business ties <b>TI_BT</b>			<p>...this one will meet our partners most often. It is because we will meet them at the same time we meet this group. But, if they are not our partners, we will rarely meet them... (Co-founder1, Male)</p>	<p>"...For the group of tourism industry, we frequently contact them e.g. Air Asia, TAT, DASTA, and Royal Orchid of Thai Airways. So, mostly, they are private companies..." (Creative director, Female)</p> <p>"...We have approximately 15000 customers per year; 70% are Thai and 30% foreigners..." (Founder, Male)</p> <p>"...To do business, if you run a business and you don't know them well, you shouldn't do it..." (Founder, Male)</p>
		Characteristics: who they are <b>TI_BT_CHA</b>		<p>...SE is the first rank. Business sector and Academic sector are the second rank. Market tie and Social tie are the third rank. Government sector is the fourth rank. Intermediaries are the fifth rank... (Space manager, Female)</p>	<p>"...we have tourists or customers, and other private companies who may be our clients, suppliers, or partners..." (Communication manager, Female)</p> <p>"...Private companies are our partners..." (Communication manager, Female)</p>
			Supplier	<p>"...they are kind of supporter. For other jobs related to the learning process, for example, the project of Banpu Champions for Change, we would invite Global Impactor and TYPN to support us. For Banpu, it is a connection of ChangeFusion and Ma-D..." (Founder, female)</p>	<p>"...there are our outsource companies – but they may overlap with those groups..." (Creative director, Female)</p>
			Sponsor	<p>"...a business sector. They may provide support. And, sometimes, they are granters, but they may not give a lot of funds. For instance, Banpu..." (Co-founder1, Male)</p>	<p>"...Private companies become our sponsors..." (Communication manager, Female)</p>
			Target customer	<p>"...It does not need to be SE. Our target can be anyone. And, most people coming in here are not SE..." (Community manager, Female)</p> <p>"...They are those office tenants. It is clear that they can be either business or social sector – or they can be any organisations. We do not restrict tenants to SE only. Tenants are both organization and individual..." (Founder, Female)</p>	<p>"...Customers who are tourists, public local organization, private organization and state enterprise..." (Founder, Male)</p> <p>"...Tourists are our customers. We talk to them, exchanging feedback and insight information..." (Communication manager, Female)</p>

Category	Theoretical categories (axial coding)		First-order coding	"ORG A"	"ORG B"
	Third-order coding	Second-order coding			
			Competitors	"...looking at a big picture, intermediaries seems to be our competitors 'yes'..." (Co-founder1, Male)	"...I want to have good relations with them since it is a supporting business. I don't want to have any enemy..." (Founder, Male)
			Business Partner	"...For this one, it is about partners that manage the open space..." (Community manager, Female) "...we cooperated with them in that they provided us money and we worked together. They had their goals – what they wanted to create. And, we customised things for them..." (Founder, Female)	"...They are partners to us..." (Founder, Male) "...Air Asia, SET, SCG, CP and many more. They are our partners and customers..." (Founder, Male) "...Besides, booking.com is also our partner..." (KM manager, Female) "...We need to be a partner with other organizations to generate customers..." (Founder, Male)
		Roles: what they do (actions) <b>TI_BT_ROL</b>			
			Contribute benefit (Sources of starting funds to SEs)	"...a business sector. They may provide support. And, sometimes, they are granters, but they may not give a lot of funds. For instance, Banpu. They provide the fund for the first phase only. For other phases, those people have to help themselves to develop further..." (Co-founder1, Male)	"...Private companies support funds and to us and become our sponsors..." (Communication manager, Female)
			Sharing benefits (as partner)	"...There are teams from Mae Fah Luang and our organization to run a workshop for SE Thailand..." (Co-founder1, Male) "...Sal Forest Company just borrow our space. Sometimes, we are invited to be a speaker for them. And, other times, we invite them to be ours..." (Co-founder1, Male) "...when they arrange workshops. Sometimes, they ask for our support..." (Co-founder1, Male)	"...The example is Air Asia that we cooperate with and create the innovation together. This innovation starts from CSR activities. Air Asia hired ORG 2 to be an intermediary to teach English. It is a CSR activity that teaches English about tourism context to Thai people in the community. At that time, Air Asia employees could both travel and teach people at the same time. But, Air Asia saw some potential things that could be built on from CSR – to make it become CSV: Create Share Value. This activity has been developed till it becomes the innovation. It becomes our product that can be sold. During the time we worked with Air Asia, we chose the communities in 4 provinces that are their destination base. Then, we created the project together. It was an cooperation – we had meetings and did fieldwork together to develop the community to become new destinations in their provinces. For example, in Chiangrai, we did the report for the community called 'Pha Mhee'. Before that, we were interested in this community, but we were not ready to do things for them till Air Asia came in and worked with us. We had cooperated since the beginning process till PR, marketing and sales. In this year, Air Asia also decide to continue the project with us – to build on the project and develop further with the community in terms of foods and product development..." (Creative director, Female)
			Exchange benefits (Offering the services to us)	"...they help us in terms of the internal management e.g. accounting and finance. We hire them to do accounting for us. Apart from this, there are things about repairs and maintenance companies or cleaning-services companies. Sometimes, they are companies. Other times, they may be individuals..." (Community manager, Female)	"...there are organizations working as outsources for our companies..." (Creative director, Female)

Category	Theoretical categories (axial coding)		First-order coding	"ORG A"	"ORG B"
	Third-order coding	Second-order coding			
			Exchange benefit (Received the values from us for our sources of income)	"...Yes. It is like they give us money, and we run the programmes..." (Community manager, Female) "...for these organisations, they come to us with their own goals. They have some goals and they want us to help them design..." (Founder, Female) "...I consider business sector as companies and organisations that generate revenues for Ma-D that can move Ma-D forward..." (Community manager, Female)	"...For the private sector, we have AIS The Startup and AIS Chivas Competition which provide support to startups..." (KM manager, Female) "...They have budgets and propositions, for example, to promote a province. They contact us to design the trip. It is like outsourcing us..." (Creative director, Female)
	Strength of Political ties <b>TI_PT</b>			"...not many for the government sector. We talked to them, but have not worked with them yet. The government sector are quite establish a little relationships..." (Founder, Female) "...This one is government..." (Space manager, Female)	"...We also have the government organizations which are our partners..." (Communication manager, Female) "...The Tourism Authority of Thailand, Local Administrations which are in tourism business and Sub-district Administration but they are not our main focus..." (Founder, Male)
		Characteristics: who they are <b>TI_PT_CHA</b>		"...Governmental sector, this one is about government organisations..." (Communication manager, Female) "...Based on what I have known, the only government organization that we contact is just Thai Health Organisation..." (Space manager, Female)	"...There are many government organisations in this module..." (KM manager, Female)
			Government office and related department	"...there are the Department of Business Development from the ministry of commerce come to talk with us..." (Co-founder I, male) "...we have contacted Department of Business Development from the ministry of commerces..." (Founder, Female)	"...we work with TAT. It is a government organization..." (Creative director, Female)
		Roles: what they do (actions) <b>TI_PT_ROL</b>			
			Support the connection between SE and another government offices	"...There may be more connections between SE and the government..." (Founder, Female)	"...the incubation program arranged by SET. And, there is the matching..." (KM manager, Female) "...G Adventure, the government organizations will work with other sectors to arrange tourism activities and matching the relevance private and public organization together..." (KM manager, Female)
			Support social innovation	"...For example, NIA innovation. They give funds for people who create a space that can generate new innovations..." (Co-founder, Male)	"...There is National Innovation Agency (NIA) which is in a government sector, but we do not frequently contact them – just one project a year. Also, we have NSTDA which is in a government sector. They are classified in the project-based group that supports us in terms of technologies – e.g. the project of Startup Voucher..." (KM manager, Female)
			Promote SE (PR)	"...The government sector may help make SE become more well-known..." (Founder, Female)	"...Colour of Boutique Stay which are campaigns of TAT – we co-create MOU with them and they helping us doing PR..." (KM manager, Female)

Category	Theoretical categories (axial coding)		First-order coding	"ORG A"	"ORG B"
	Third-order coding	Second-order coding			
			Policy maker for SEs	"...what we have now is like they invited us to give a lecture based on their given vision. For instance, their boss orders them to do this in order to support for SE ACT regulation..." (Co-founder1, Male) "...I just know brief information about them e.g. SE Acts, but I did not know in detail – how far the procedures have been proceeded..." (Community manager, Female)	"...Sometimes, the government sector assigned our founder being a part of board of directors for SE policy maker..." (KM manager, Female)
			Grant giving for kick off	"...if we have a project, we talk to them and they give us money..." (Co-founder1, Male)	"...For the government sector, they are also our sponsors like private companies..." (Communication manager, Female) "...Government organisations e.g. NIA, they provide funds for technological development to create innovation..." (Communication manager, Female)
	Strength of University and Research Ties: <b>TI_UNI</b>			"...For researcher group also, we talked to them from time to time. They may come to connect with our network, but for this case, we have so many and I cannot remember them..." (Founder, Female) "...we have connected with academics..." (Co-founder2, Male) "...for students and university students, there are a lot of them coming in quite often. And, we have talked to each other..." (Community manager, Female)	"...We have academic sector: university students, universities..." (Communication manager, Female)
		Characteristics: who they are <b>TI_UNI_CHA</b>		"...This one is educational sector..." (Communication manager, Female)	"...It is academic sector..." (Communication manager, Female)
			University students	"...what I have faced, most of them are university students at graduate level. They come here to ask for interviews. For this type of people, we have a lot..." (Community manager, Female) "...we cooperated with the students in terms of procedures – to make them understand the concept of SE..." (Founder, Female)	"...Mostly, the university have us as a guest lecturer for their student..." (Founder, Male)
			Researchers and research team	"...Yes. We also discuss with many researchers i.e. science and social science..." (Founder, Female) "...there are some researchers come in to ask for the information..." (Co-founder1, Male)	"...It is a part that we ask them for knowledge. For example, researchers..." (Communication manager, Female)
			Lecture network (Local university network as host)	"...we also have universities i.e. Thammasat University, Thaksin University and other universities. There are our lecturer network..." (Founder, Female) "...Regarding the case of faculty of medicine at Chula, for example, we would like to create a community of good foods that are good for consumers' health, producers and the environment. So, we would like to know what to be done and how to do it..." (Space, Manager, Female)	"...We contact the university professors in a faculty of tourism..." (Communication manager, Female)
			International university network	"...there are universities in Singapore that do SE in the aspect of ecosystem..." (Founder, Female)	"...we have academic sector: university students, universities both local and outside..." (Communication manager, Female)
		Roles: what they do (actions) <b>TI_UNI_ROL</b>			



Category	Theoretical categories (axial coding)		First-order coding	"ORG A"	"ORG B"
	Third-order coding	Second-order coding			
			Learning and exchange	"...those who take university students here to have a field trip and to learn about SE..." (Co-founder1, Male) "...there are lecturers from Thammasart University. They come here to arrange the workshops..." (Community manager, Female)	"...We help them to facilitate their learning and provide some case examples. They also develop knowledge from us. They realize that we can work and they want their students to know how..." (Founder, Male) "...We bring the university students to experience the fieldwork and we can gain new, creative ideas..." (KM manager, Female)
			Conduct research to support SE	"...For the researcher group, they may conduct the research that would help improve the ecosystem and that would provide more clear knowledge..." (Founder, Female)	"...Researcher sometime help us get into the community. We would like to know how many communities and where they are in each province..." (Communication manager, Female)
	Strength of Social stakeholder ties <b>TI_ST</b>			"...Well, to social group, if you are here, you will see each other often..." (Co-founder2, Male) "...I know the social sector a lot because I am the one who deals with them and is the main contact..." (Community manager, Female) "...For the social sector, we are very close to them. The foundation group, I know them so well as we work together..." (Founder, Female)	"...60% community and 40% customers. We were closer to the community that we developed, and it became trust. On the community side, we are so good at living in the community and becoming part of their family. But, on the customer side, we do not have such type of the relationship. Anyway, we still can further develop the relationship with customers..." (Creative director, Female) "...We think that community is the most important..." (Founder, Male) "...We work with 70 communities in 30 provinces all over the country. It is a lot..." (Founder, Male)
		Characteristics: who they are <b>TI_ST_CHA</b>		"...we have many contact with social sector or NGO..." (Co-founder1, Male)	"...The fourth group is the social community, which may include NGO..." (Creative director, Female)
			Social target of SEs	"...those entrepreneurs also have hidden social sectors behind that, which is people or communities who are affected from social issues. – those who are their social target, or those who they want to help. Those people are the target of those SE..." (Co-founder1, Male)	"...For the local community, we always cooperate with them in every working process..." (Communication manager, Female)
			Social foundations	"...There are social foundations i.e. Oxfam, Mae Fah Luang Foundation, SCB Foundation and SN foundation..." (Founder, Female)	"...we have fieldwork in the areas that there are foundations..." (KM manager, Female)
			NGOs	"...There are in social sector too. we also had to work with USAID and UNDP..." (Founder, Female) "...we used to contact Green Peace..." (Space manager, Female)	"...There are other social sectors e.g. NGO and foundations..." (Communication manager, Female) "...The Thailand Community Based Tourism Institute is also NGO..." (KM manager, Female)
		Roles: what they do (actions) <b>TI_ST_ROL</b>			

Category	Theoretical categories (axial coding)		First-order coding	"ORG A"	"ORG B"
	Third-order coding	Second-order coding			
			Working and involved with the social sectors	<p>"...they are who work for the society. Suppose that if there is someone who can support for this issue, who can be a mentor for this topic or who have resources for this thing..." (Co-founder1, Male)</p> <p>"...Actually, NGO is the group that has known social background from the beginning..." (Co-founder2, Male)</p>	<p>"...The NGO, they also own resources we want. It is because we work in the social sector..." (Communication manager, Female)</p> <p>"...For community part, there are many organizations working with us in budget and investment and providing knowledge for community so that the community can manage itself..." (Founder, Male)</p> <p>"...This group has community at hand. If we want to do new jobs, they may provide it for us..." (Founder, Male)</p>
			Social sectors who are affected from social issues	<p>"...people or communities who are affected from social issues. For example, there was also a case that we dealt directly with people in a community..." (Co-founder1, Male)</p>	<p>"...They are our target that we want to push them and develop them further. We have to rely on each other and we raise the issues to let everyone know that there are social problems occurred..." (Communication manager, Female)</p>
	Strength of SE ties TI_SAT			<p>"...In fact, the group we know the most would always be this one. It is because we have to help them – to make them able to survive. We have to understand them – what their real problems are or what difficulties they are facing..." (Co-founder1, Male)</p> <p>"...The group I have known the longest would be SE group. Mostly, it is the SE that we often meet and talk to a lot so we think we know them well..." (Space manager, Female)</p> <p>"...It must be SE group that I meet most frequently..." (Communication manager, Female)</p>	<p>"...Based on its characters, SE is in a middle between business and social sectors. They should not be included in both social and business sectors..." (Communication manager, Female)</p> <p>"...We always have meetings and events with SEs. Our management are invited to be a speaker, or to join their workshops – to build skills for SEs. So, we frequently meet them..." (Communication manager, Female)</p>
		Characteristics: who they are TI_SAT_CHA		<p>"...For this one, all are SE. Regarding SE, all of them have income model. They have both income model and social model..." (Community manager, Female)</p>	<p>"...We always have meetings and events with SEs..." (Communication manager, Female)</p> <p>"...For SEs, our management are invited to be a speaker, or to join their workshops. We usually meet them at the contests of SEs..." (Communication manager, Female)</p>
			Social entrepreneur who is beyond start up stage	<p>"...Social entrepreneurs are those who already clear and want to do something for the society and they want to find some meanings of their lives..." (Founder, Female)</p>	<p>"...SEs who are operating their own business, we frequently meet them..." (Communication manager, Female)</p>

Category	Theoretical categories (axial coding)		First-order coding	"ORG A"	"ORG B"
	Third-order coding	Second-order coding			
			Change marker in pre-start up stage	<p>"...we would like to have people who want to do social things, but they have no idea what they can do. They may come in here and they may find the way to do next..." (Co-founder1, Male)</p> <p>"...First group is people who are interested in society. They are common people who come to talk. We provide them program and match them with the program..." (Co-founder2, Male)</p> <p>"...they are those who have ideas to create projects. They come in as individuals with the intention to do SE..." (Founder, Female)</p>	"...we usually meet them at the contests of SEs..." (Communication manager, Female)
		Roles: what they do (actions) <b>TI_SAT_ROL</b>			
			Operating SE	"...people who do SE and they are growing to a certain level. Then, they want to have an office. They could stay here..." (Co-founder1, Male)	"...We often meet SEs who are operating their own business when we join the workshops to improve our skills..." (Communication manager, Female)
			Interested or willing to being part SE	<p>"...it is about an incubation programme. Their target is people who want to be social entrepreneurs, and they have some ideas or have some work experiences. They are people who want to test the market. They want to know how their ideas would come true..." (Co-founder1, Male)</p> <p>"...people who try to find some meanings of life. They may not be so clear that they would like to be social providers, but they seem to find something in themselves. They feel empty and would like to be fulfilled. They would like to be linked with communities that have positive energy, but they may not be clear about themselves – about what they want to do..." (Founder, Female)</p>	"...many organisations are just like us that have been through the incubation program and contests before when we are in the early stage..." (KM manager, Female)

Category	Theoretical categories (axial coding)		First-order coding	"ORG A"	"ORG B"
	Third-order coding	Second-order coding			
Absorptive capacity of the SE: ACAP				<p>"...Knowledge sharing of SEs are different from normal business. For those who really do SE, they are less likely to feel that others are their competitors. Actually, Ma-D also shares things for incubating other organisations. And, Ma-D also tries to gather lessons. After that Ma-D gather knowledge for further sharing with others group. And,another SEs also have some of their learning to be shared with us..." (Co-founder1, Male)</p> <p>"...Yes, we also adapt to action of learning from external source..." (Community manager, Female)</p> <p>"...SE has to always be improved from knowledge...." (Space manager, Female)</p>	<p>"...It is knowledge accumulation of Local Alike. We realize the actual problem about how the community which is unable to manage itself in the long run is. Local Alike try to adapt business model to the methods to sustain the community cooperated with business life cycle. Then, each business unit gradually appear and we adapt model by model according to stage of business cycle..." (Founder, Male)</p> <p>"...Knowledge is the core of our work. It is because if we do not have working knowledge, we will have no capability for the competition and no quality to position ourselves as an expert in tourism..." (KM manager, Female)</p> <p>"...We have to be responsible for collecting the knowledge for our organization. For example, in the past, we started doing experience design. We started from doing the standard guide of our office. It is because we thought that the report is important to enable others to understand what we did when we were away. By having the report, anyone can continue our work. Otherwise, everyone has to start doing from scratch every time. Our goal is to create the continuity of work to reach the goal of scaling up..." (Creative director, Female)</p> <p>"...KM is the foundation of our company. Actually, we hit and missed since we know nothing. Finally, we try to do it but we don't know that we have done it before. It may waste time. Doing KM doesn't waste time because it is to extract knowledge. It is the easiest way because there are a lot of knowledge. We have to new staff know about our company as fast as possible..." (Founder, Male)</p> <p>"...Since we are service business, knowledge is very important..." (Founder, Male)</p> <p>"...Social enterprise is a model that teach us that it requires resources, knowledge, and budgets to work with or to develop the community. It is because this is not the thing that we need to do on our own. We need to seek on opportunities. It is important to gain..." (Communication manager, Female)</p>
Acquisition ACAP_ACQ				<p>"...we learned about the knowledge and other information from stakeholders..." (Space manager, Female) "...The benefit in gain knowledge from external to internal is all about that. Ma-D relies a lot on mentors..." (Co-Founder1, Male)</p> <p>"...I think it affects our core value or all of our services. If they felt open to learn, when there was someone coming in, they would feel active to learn with others..." (Founder, Female)</p> <p>"...Learning is important and it should not stop. Wherever you are, knowledge is with you and every one will be okay with you..." (Co-Founder2, Male)</p> <p>"...The benefit in gain knowledge from external to internal is all about that. Ma-D relies a lot on mentors..." (Co-Founder1, Male)</p> <p>"...it is very important. To develop SE and to make it survive, it requires many aspects of the knowledge. It is because it is about operating the organisation to move forward. To be able to drive SE, the social goals have to be clear. They have to understand about social impact attachment. In terms of business, the knowledge about marketing, finance, IT, law, and communications all have to be improved. To simply say, all knowledge that is related to impact improvements and business development is important to SE..." (Founder, Female)</p> <p>"..</p>	<p>"...We have to know how we can reach people with those personalities. We have to understand people. It may be the knowledge that makes us start to do something for the society or to develop the organisation to reach our goal. ..." (Communication manager, Female)</p> <p>"...We learn about personal skills, including the managerial knowledge, from them. We can learn from all stakeholders when we work. We gain different things from the community, tourists, private companies, and the market. But, we mostly learn from the market or tourists or our clients. In terms of technologies, we learn from tourists who are our customers. We know what they want to use. For private companies, they always have new inputs for us. We discuss and join their events. We can see their work examples. And, there are also technologies we learn from the community. It is that some technologies may not work for this community but for others. So, we can select, apply and integrate things that work for the community..." (Communication manager, Female)</p>

Category	Theoretical categories (axial coding)		First-order coding	"ORG A"	"ORG B"
	Third-order coding	Second-order coding			
		Absorptive capacity learning : ACAP_ACQ_LN		<p>"...Mostly we learn from people we know..." (Community manager, Female)</p> <p>"...Our CEO seeing that everyone is good at something differently, having various set of skills, CEO asked each of us to share skills. Mr. P shared what he knew about photography..." (Community manager, Female)</p> <p>"...Management also provide us support. For example, GSSE. I myself wanted to learn, so I told Ms. Gift and she allowed me to take a course..." (Community manager, Female)</p> <p>"... if they want to join a workshop, we also support the expenses for them..." (Founder, Female)</p> <p>"...it is like a policy of 'Everyday Reflection'..." (Founder, Female)</p> <p>"...we have to connect with people's feelings..." (Founder, Female)</p> <p>"...Actually, it is about to learn and to grow up together. It is because Ma-D believe that people in the organisation are friends. In my opinion, I think if we support employees to have 'Know How', such knowledge will finally help the organisation in return..." (Founder, Female)</p>	<p>"...We need to keep up with such dynamic world. We urge our members to learn as we move forward..." (Founder, Male)</p> <p>"...The management provide us a lot of support. They send people to join workshops and let them share with others. They set up the KM department to make the information easily distributed. There is the flow of communication. And, the management also reemphasises the knowledge development. When there are outside events, they offer everyone opportunity to attend the events..." (Communication manager, Female)</p>
		Technological knowledge acquisition : ACAP_ACQ_TK		<p>"...This one is about technology knowledge..." (Community manager, Female)</p> <p>"...Yes. It is like technology about 'Know How' ... we are going to do this, so we have to know how to do it..." (Space manager, Female)</p> <p>"...Actually, the topics about technology and know-how, which are related to innovation, are very essential..." (Co-founder1, Male)</p> <p>"...For SE, the new knowledge or methods in technology depend on each organisation. It depends on which knowledge each organisation uses or whether there is any invention that can satisfy their needs. According to what I have seen, the example may be that an agriculture sector can make use of the technology a lot in terms of soil testing or applications for soil testing. How is the soil? How can they plant anything in this soil? Or, water issues. It is a smart farming. It is like there are start-ups. If the start-ups can be linked to SE, this would help it expand quite a lot..." (Community manager, Female)</p> <p>"...technological knowledge would be applied with social network to communicate..." (Communication manager, Female)</p>	<p>"...These are all about knowledge. You must update new trends, new technology to apply to community..." (Founder, Male)</p> <p>"...Technology, we have to catch up trends. And, the world changes so quickly..." (Communication manager, Female)</p>

Category	Theoretical categories (axial coding)		First-order coding	"ORG A"	"ORG B"
	Third-order coding	Second-order coding			
			<p>Learning tacit and explicit Technological knowledge from extrenal</p>	<p>"...we learn about technologies, procedures, know how, or space. We learn from our networks and from government organisations e.g. the Ministry of Commerce. For a social sector, we have learned about technology from other SEs..." (Community manager, Female)</p> <p>"...we may invite people who have experiences to do workshops or training..." (Founder, Female)</p> <p>"...It is the thing that we always have to update as it is both cases and people in the society that we talk to. Or, it is the point that we think it can be developed further. This includes trends – what are future trends?..." (Founder, Female)</p> <p>"...I learn about refugee, environment, ocean waste, something like that. We have these database..." (Communication manager, Female)</p> <p>"...it is really essential. The social knowledge is in the very first rank..." (Community manager, Female)</p>	<p>"...It is very important to apply technology to work or apply it with the community. For us, there is the marketplace team doing this thing..." (KM manager, Female)</p>
		<p>Social knowledge acquisition : <b>ACAP_ACQ_SK</b></p>		<p>"...it relevance to social target..." (Space manager, Female)</p> <p>"...We have to understand them – what their real problems are or what difficulties they are facing. People increasingly discuss but few people are doing it because it is difficult and tough, it is the social impact assessment..." (Cofounder1, Male)</p> <p>"...there is the knowledge in terms of issues – the issues that we are doing – to realise if the problems we are solving are real..." (Co-founder1, Male)</p> <p>"...Knowledge that relate to social and community is also important..." (Co-founder2, Male)</p>	<p>"...Regarding development work, people who will involve in development work must know how to live in community, know how to deal with our partners of community..." (Founder, Male)</p> <p>"...If we talk to the community or the stakeholders, we will not be able to explain to or debate with them. We expect to learn about knowhow content from them..." (KM manager, Female)</p> <p>"...the knowledge about the community and the development. Many people working here have good understanding about this..." (Creative director, Female)</p> <p>"...We have to know who the community leader is, who drives the community, what weaknesses they have, what problems they really have, what details of the community are, and the geographical knowledge. So, they are the knowledge about society and community..." (Communication manager, Female)</p>

Category	Theoretical categories (axial coding)		First-order coding	"ORG A"	"ORG B"
	Third-order coding	Second-order coding			
			<p>Learning tacit and explicit social knowledge from extrenal</p>	<p>"...For example, SE that wants to do something about disabled people. They have to understand about disabled people, they cannot assume things themselves. They have to talk to the disabled people, so they would know what linkages between them and the disabled people are. This is the important insight for what we want to do and for our target..." (Founder, Female)</p> <p>"...Mostly this kind of knowledge comes indirectly. For instance, someone interested in this type of knowledge would raise questions on a topic. We would discuss and in turn learn something out of the discussion from people we meet..." (Co-founder, Male)</p> <p>"...we had workshops all day long. We had to track the participants, of what they learned. This is the positive result but we also track the negative result too, for example, the amount of waste. Social knowledge was to be recorded..." (Communication manager, Female)</p>	<p>"...Listening to a presentation in the meeting doesn't work but working with the local community works and we have to be facilitator ourselves..." (Founder, Male)</p>
		<p>SE managerial knowledge acquisition : ACAP_ACQ_SEM</p>		<p>"...the procedures are to understand problems and to design ways to solve the problems by using SE as a business model..." (Co-founder1, Male)</p> <p>"...it is about business skills e.g. accounting, taxes, law and marketing. They are business skills, marketing and branding..." (Co-founder1, Male)</p> <p>"...this one seems to be related to business and entrepreneurship. It is about designing overall picture and services..." (Community manager, Female)</p>	<p>"...Tourism company like us will have knowledge about how to organize a standard tour and guide. We also must have knowledge about management. ..." (Founder, Male)</p> <p>"...We believe that each person has their own talent, but sometimes they may need to acquire additional working skills. Additionally for managers, they have to be further developed – one more step. Apart from the general knowledge in our organization, they have to be competent in effective management..." (KM manager, Female)</p> <p>"...It is also important. Personal skills are part of managerial skills. The person who can manage things is the one who have leadership skill, critical thinking skill, communication skill and listening skill..." (Creative director, Female)</p> <p>"...Managerial skills. We have to be capable of managing things, time, and people. It is all about personal skills..." (Communication manager, Female)</p>

Category	Theoretical categories (axial coding)		First-order coding	"ORG A"	"ORG B"
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			Learning tacit and explicit Managerial knowledge from extrenal	<p>"...For example, marketing. SE is not skilful at marketing. Ma-D used to create an event and invite staff of Facebook Thailand to give a free lecture. It is to make us know tools and how to basically use those tools – then we can adapt further. It is because, nowadays, social media is quite important..." (Community manager, Female)</p> <p>"...if we sometimes do not know the answer, we will ask them back and we will also ask our friends. So, we share it to each other..." (Co-founder1, Male)</p> <p>"...None of us had business background. So, we asked other people. We keep consulting others..." (Co-founder1, Male)</p> <p>"...I invited my friends who were interested in my project to help develop the business model..." (Founder, Female)</p> <p>"...Ma-D also does the learning process, so we have to regularly add the knowledge about the learning process..." (Founder, Female)</p> <p>"...We want to know more about business, about interests. SE mostly help us with the experience..." (Communication manager, Female)</p> <p>"...it may be about discussing with them. We have learned from their experiences. Then, we try to figure out what it comes from, or why this can happen..." (space manager)</p>	<p>"...When thing settled and we focused more on the personal improvement, overall performance was boosted. Human power is not the essential part just for service industry but for all type of business. It's more of a personal skill these people must have in order to be a constant learner...." (Founder, Male)</p>
		Market knowledge acquisition : ACAP_ACQ_MK		<p>...Knowledge about market should be separated here. It involves clear portrayal of what we do. For marketing, it's about what and where we want to offer. who our clients are. And also branding issue how we are going to promote our offer. ... (Communication manager, Female)</p> <p>"...For the knowledge such as market insight or consumer insight, it is very essential. Most of SE are not good at this..." (Co-founder1, Male)</p> <p>"...I consider it as a part of marketing skills. It is like marketing-oriented. It is because the nature of doing business is to satisfy customers' needs. It is unlikely that this is what we want to offer. The customers are clever. They have right to buy or not to buy our products and service. All in all, it is to produce things that customers need and want..." (Co-founder1, Male)</p> <p>"...market knowledge e.g. consumer needs is important..." (founder, Female)</p>	<p>"...There is knowledge in the community and customers also have trends about tourism. So, the information about target customers need to be clear..." (KM manager, Female)</p> <p>"...hat I have said before is the market knowledge – about consumers. The market knowledge is really important because if we have deep knowledge, it will be much easier for us when we work..." (Creative director, Female).</p> <p>"...Market skill is the marketing knowledge..." (Communication manager, Female)</p>



Category	Theoretical categories (axial coding)		First-order coding	"ORG A"	"ORG B"
	Third-order coding	Second-order coding			
			Learning tacit and explicit market knowledge from external	<p>"...Suppose that those who are responsible for branding become mentors for this group. We will attend the lecture and listen to them..." (Co-founder1, Male)</p> <p>"...There were friends, who were an expert in marketing and other things, helping me to develop the model although they were not working with me now...." (Founder, Female)</p> <p>"...Yes, because Ma-D always talk to clients. It is about our understanding – to understand customers and the market..." (Space manager, Female)</p>	<p>"...You must update new trends..." (Founder, Male)</p> <p>"...We are also in the business sector, so we have to keep up the market trends. We join workshops and gain more knowledge or even do more research about tourists – to understand our target customers, to know what they are using and how it is going..." (Communication manager, Female)</p>
	Assimilation ACAP_ASSI			<p>"...We always have a project every time we have a meeting. We have a meeting every week and we will share..." (Co-founder1, Male)</p> <p>"...Actually we communicate a lot within the office..." (Co-founder2, Male)</p> <p>"...Yes, it is informal communication...(Community manager, Female)</p> <p>"...We share it all the time. We have sessions like a team meeting every week. For each time, we will update each other. We work as a team. We care for each other and our lives. So, the learning is not limited to work. It is also about their lives – what they have found. Considering the work, we will do reflection, AAR, after action review of all projects, and the reflection in many aspects – how it can be developed further. We always do this as naturally. ..." (Founder, Female)</p> <p>"...Another tool is SLACK. It is our main tool for communications..." (Founder, Female)</p> <p>"...we also use Line and Facebook. We use a lot of tools –both for communicating within our team and for building the network. ..." (Founder, Female)</p> <p>"...I would like not to create the environment that makes them fearless to share things. I do not want them to be afraid of sharing things..." (Founder, Female)</p>	<p>"...We have various way to share and absolutely we talk in our organization. We try to talk a lot and we hold monthly meeting that everyone have to join. Sometimes formal, sometimes informal..." (Founder, Male)</p> <p>"...There is sharing across teams. They will naturally talk to and share with each other. They will share it through activities..." (KM manager, Female)</p> <p>"...we have another activity called 'Check-in'. It is an activity that we have to share things to each other once a week..." (Creative director, Female)</p> <p>"... it is one of the methods. We use questions instead of commands to tell them what to do. We change the approaches to communicate to them. It is to encourage them to communicate more. We have to be take it easy and become calmer than before..." (Creative director, Female)</p> <p>"...I just create our standard guide which is the guide of the Organisation, so the details are different from other organisations. It is like a manual used for communication. I think its role is to make people in the organization agree on the same benchmark. Actually, it is like creating an agreement with colleagues. This will make it easier for us to work when our team use it..." (Creative director, Female)</p>
		Technological knowledge assimilation: ACAP_ASSI_TK		<p>"... It is important. Recently, we add topics of innovation and technology into our organization event for others who are available to attend to. There will be concluding session so that those who were left out can access this knowledge..." (Co-founder2, Male)</p> <p>"...Other time we might invite or hire outside guests to lecture on some topics we would like to learn: Photoshop, Illustrator. Or even appoint a staff to switch role and then report on what he learns..." (Co-founder2, Male)</p>	<p>"...I have just uploaded the files of presentation and voice recording on the drive to share with the team..." (Creative director, Female)</p>

Category	Theoretical categories (axial coding)		First-order coding	"ORG A"	"ORG B"
	Third-order coding	Second-order coding			
			Tacit and explicit Technological knowledge communication	"...we talked to each other and she found that doing graphic was fun. So, we shifted him to work on graphic things more..." (Co-founder1, Male)	"...We do it through our Facebook page. We share things on it. And, there are events that anyone can share on our page. But, I am the one who moderates this page. I will mention to them that this thing they can take it, especially those who have potential to use the information. We communicate to each other in the beginning about the objectives of this page. And, those who find new events or have new knowledge, they will share it on the page. If I think those things related to them, I will book the events for them. But, it is an open environment which is defined by cooperate culture. To conclude, it is an open culture, so there is the knowledge linkage. ..." (Communication manager, Female)
		Social knowldege assimilation: ACAP_ASSI_SK		"...You must understand that our organization is small and doesn't pay much so what we could do is to provide them with what they are interested in. In the case of an employee having interest in corruption, he would have direct accesses to knowledge and participation in events we have. I say it's more of a self-actualization; to know what you want will enable you to go a long way..." (Co-founder2, Male)	"...We share it through the working cooperation. For example, a project manager will have a fieldwork with the community. They arrange workshops which incorporate all people involving in the workshop..." (KM manager, Female)
			Tacit and explicit Social knowledge communication	...we would like to communicate about social issues... (Founder, Female)	"... For example, they talk about one interesting project, so we may ask them to join their conversations. Or, we may make an appointment with them another time. We can check it from out Line group and Google Drive..." (KM manager, Female)
		Managerial knowledge assimilation: ACAP_ASSI_SEM		"...For information about Human Resource, the founder and I would visit oftentimes when we want to talk or share with others..." (Co-founder2, Male)	"...Yes, we have a project managers and they will pass down the communication to staff at the project..." (Founder, Male)
			Tacit and explicit Managerial knowledge communication	"...We brainstormed the ideas to create the space and to suggest how the business model would be..." (Communication manager, Female)  "...We will have a communication team to help coordinate. It is because we have a lot of communication work..." (Communication manager, Female)	"...The project manager has to be a facilitator, think and write a report to be shared with others. There are many methods we use to share the knowledge e.g. monthly meeting..." (KM manager, Female)  "...we have monthly meetings and our management are the one who talk about the organisation or our real work. It is to create correct understanding about working with the community. They see some problems and share with us. For example, they tell use that if we cannot manage the time, we cannot make the commitment like this. They will warn us and provide policies for self-improvement..." (Communication manager, Female)
		Market knowledge assimilation : ACAP_ASSI_MK		"...The founder once had us draw pictures back when there was a difficulty within staffs when they were handling our services..." (Co-founder2, Male)	"...Communication is very essential. We have an activity called 'Check in'. It is to allow everyone to share their stories which do not need to be related to work. It is team communication. We do not want to lose internal communication because some people may not work in the office for months or we may not meet each other for long. So, we want everyone in the office to talk to each other..." (Communication manager, Female)
			Tacit and explicit Marketed knowledge communication	The customer satisfaction level between our staff and actual level are different. We didn't want to create guideline for every possibilities or else there would be millions of them. What we do, we chose Disney case study of 4-5 episodes from the book – I couldn't remember the name – and gave everyone pages to read. It was about service at Disney where they also had no manuals guideline to follow but instead adapted service mind. Everyone had 10-15 minutes on their reading before they were asked to report on what they learned. The method varies from roleplay to drawing..." (Co-founder2, Male)	"...we share our working process of design thinking, for example, we will see that some knowledge can be applied in the workshop with the community to create new products or services..." (Communication manager, Female)

Category	Theoretical categories (axial coding)		First-order coding	"ORG A"	"ORG B"
	Third-order coding	Second-order coding			
	Transformation ACAP_TRNS			<p>"...Yes. We usually do the reflection..." (Co-founder1, Male)</p> <p>"...Yes. We integrated our knowledge when we designing the learning process in our service..." (Founder, Female)</p> <p>"...Our main expectation is to be able to apply the knowledge gained in their real lives. It is not just listening to the theories but do not know to what it can be linked..." (Founder, Female)</p> <p>"...The individual content might not important to all people in the organization. But, to have integrated knowledge helps people able to understand the overall picture from many angles of aspects. There is no complete or absolute knowledge in the organization..." (Founder, Female)</p> <p>"...We learn and do it by ourselves as we decode the patterns from what we do..." (Founder, Female)</p> <p>"...Then, they integrate the new know how to the pervious method..." (Co-founder1, Male)</p> <p>"...Yes, we systematically have integrated and make use of knowledge and information within the organization..." (Community manager, Female)</p> <p>"...It is like... we do not want to throw this away. We would like to keep it for recycle, but we never use it. So, we apply it to the knowledge. We select what want to throw away and what we want to organise. It is because, before that, it was too messy, and we did not make use of it..." (Space manager, Female)</p>	<p>"...We have KM manager. She is responsible for managing knowledge. It is important. If we don't record any knowledge or don't develop new knowledge, it seems like we don't try to grow up..." (Founder, Male)</p> <p>"...For our team, we have handled more variety of work. We have to apply and make use of various knowledge. In fact, in every knowledge transfer process, there is new learning. We can see that the learning plays its role in every step of the process. For example, knowledge applying occurs from learning. To integrate the knowledge, we also have to learn and know how to apply it..." (Creative director, Female)</p> <p>"...we can bring all knowledge to integrate it into what we are doing – in terms of both the community development and business things. We can bring tools to develop the community. For example, when we teach the community, we can use the tools and apply them with the real situations. It is to create innovation for the process. Or, even in the business, or clients or the marketplace, we can bring technologies to top up – or to develop – it to become more convenient for using in terms of commercialisation or business development..." (Communication manager, Female)</p>
		Technological knowledge transformation : ACAP_TRNS_TK		<p>"...For instance, when we learn something about Technology from Facebook, Youtube, websites, or media, we immediately apply them on the spot. If it's the creativity, we archive them, save them for future use when we want to exemplify cases in lectures or exchanging with others, and try to recreate them..." (Co-founder2, Male)</p>	<p>"... We also share this thing with our team, and they apply it in their work..." (Communication manager, Female)</p>
			Tacit and explicit Technological knowledge transformation	<p>"...There was one person coming to me and offered an idea. He had been collecting Buddha locket since 5 years old and wanted to make use of his expertise for society. The other person was working on embedding tracking device on watches that can track lost children. Since 80-90% of Thais wears Buddha locket, instead of having more accessories to track, the idea of planting tracking device onto the locket came to fruition. Our part is to make connection. They got their prototype that could be adapted to other works and this kind of idea spreads and inspires more works in the same fashion..." (Co-founder2, Male)</p>	<p>"...For instance, technologies or slacks which are the thing we use to manage our work. After research, we have found that this thing is helpful for making our work become more systematic and more effective..." (Communication manager, Female)</p>
		Social knowledge transformation : ACAP_TRNS_SK		<p>"...From that we are able to convey our understanding more deliberately. Gradually we grew and we feel like we could contribute more for society now after we passthrough the learning process..." (Co-founder2, Male)</p>	<p>"...It is mostly about tools we use e.g. Social Impact Assessment which is one of tools used for measuring social impact..." (KM manager, Female)</p>

Category	Theoretical categories (axial coding)		First-order coding	"ORG A"	"ORG B"
	Third-order coding	Second-order coding			
			Tacit and explicit Social knowledge transformation	<p>"...when we talk about social impact measurement in the social side, it could not be completed if we do not talk or integrate another knowledge about how far the social invention and social innovation can go..." (Founder, Female)</p> <p>"...For example, the goal of a big banking company project is to develop new generations further to discuss social issues. But, it is not just talking about social issues and that's all. We think further that for children who live in one place and want to do things for their society, what they have to know more. We will open their world and make them discover themselves too..." (Founder, Female)</p>	<p>"...It is mostly about tools we use e.g. Social Impact Assessment which is one of tools used for measuring social impact..." (KM manager, Female)</p> <p>"...We use 13 workshops as a tool to integrate the existing knowledge with new insights. We also bring in expertise and skills from different aspects we have – we ask them to participate in this project..." (KM manager, Female)</p>
		Managerial knowledge transformation : ACAP_TRNS_SEM		<p>"...Usually, we will reflect things with people who work here – about what they are doing, what they really want to do, and how likely they have a chance to do that part..." (Co-founder1, Male)</p>	<p>"...we need to make sure that those personal knowledges are stored for others to gain access. We need to keep up with such dynamic world..." (Founder, Male)</p> <p>I apply the knowledge with my job and use it to monitor my team. Our work is usually project-based, but each department has their own manager. There is one character of people here..." (Creative director, Female)</p>
			Tacit and explicit Managerial knowledge transformation	<p>"...For example, we cannot discuss about business, without mention anything about the integrated them to tacit knowledge that I call 'soft side' like feeling, emotion, and experience..." (Founder, Female)</p>	<p>"...It's true that some cannot be codified and stored but what is more important is how long the knowledge will prevail. This is a practice we try to implement as we believe it can be stored but may be not in the form of code. As we still don't know how to store them, we would like to keep our employees with us as long as they would let us..." (Founder, Male)</p>
		Market knowledge transformation : ACAP_TRNS_MK		<p>"...So, we apply this knowledge within our team – to define roles. It is because to arrange an event, it requires many roles and responsibilities. We can divide them by visualisation – summarise it in a picture. And, every time we create the event, we will look at the picture to see which process we are in, where we are now, and who is responsible for what. This can facilitate our jobs. It makes our jobs a lot easier and can reduce the time..." (Community manager, Female)</p> <p>"...in terms of the learning process, our selling point is quite strong as we customises things to satisfy individuals' needs..." (Founder, Female)</p> <p>...Yes, we have link the existing knowledge to new market insight..." (Community manager, Female)</p>	<p>"... We always tell people in our organization that they may think the current information might not be important for their current working. But, one day in the future, the marketing team might need for these peace of information..." (KM manager, Female)</p>
			Tacit and explicit Market knowledge transformation	<p>"...We are understanding which types of targets we have?..." (Founder, Female)</p> <p>"...after we have worked for 3 years, we can see our targets..." (Founder, Female)</p> <p>"...we know which types of models we able to work with them..." (Founder, Female)</p> <p>"...After we understand our targets, we launched the models to determine which types of models we should work with our targets..." (Founder, Female)</p>	<p>"...Due to the routine problem dynamics, all of this will be naturally integrated by itself..." (KM manager, Female)</p>

Category	Theoretical categories (axial coding)		First-order coding	"ORG A"	"ORG B"
	Third-order coding	Second-order coding			
	Exploitation ACAP_EXPL			<p>"...Yes, we have integrated knowledge and information for the practice in commercial...." (Community manager, Female)</p> <p>"...We also learn from it and gain the knowledge. After making use of it, Ma-D can work more effectively and faster....." (Community manager, Female)</p> <p>"...Yes we are applying the new knowledge in their practices or projects in terms of innovation for both commercial and social..." (Founder, Female)</p> <p>"...The integration of knowledge is coming into some outcomes. Now that our staff understands more on our practices, we can do something more on the matter of income. More income leads to more impact on society, more projects, and more people to join our cause. We are paying more attention on financial model instead of just explore what we are interested about..." (Co-founder2, Male)</p>	<p>"...We know if it work or not when we do the action test in the commercialization progress. The board of directors are open for almost all opportunities. Based on my experience, there are very few cases that the board of directors do not allow us to do for commercialize..." (KM manager, Female)</p>
		Technological knowledge exploitation : ACAP_EXPL_TK		<p>"...we all are gradually adapting to it. The company started off easy-going and would take some time to adjust the stricter practices...." (Co-founder2, Male)</p> <p>"...For me, it's more like, they teach us about AI and we make some simple poster. We are Thai. We make use of those knowledge...." (Communication manager, Female)</p>	<p>"...Knowledge about technology is very important. We attempt to use it more. And, it can be our working tools. It helps us a lot in terms of brainstorm or discussion through platforms. It helps reduce conflicts among people. If it can be applied with the team, it is so damn good..." (Creative director, Female)</p>
		Social knowledge exploitation : ACAP_EXPL_SK		<p>"...From that point, when we are able to convey our understanding more deliberately. Each year we grow, and people who came to us during that time only got what we could offer. Gradually we grew and we feel like we could contribute more for society now...." (Co-founder2, Male)</p>	<p>"...We aimed to change the old mindset about Klong Toey – to create it in a new, different way by using tourism as a tool. It is because Klong Toey has a really bad positioning – including news about drugs. People perceive Klong Toey as a place of crimes and dirt. We experience one point of view and we want to share another point of view. We would like to change the mindset by using tourism business as a tool..." (KM manager, Female)</p>
		Managerial knowledge exploitation ACAP_EXPL_SEM		<p>"...Mostly, it is about our internal management. As a result, there are more effectively in our process management..." (Community manager, Female)</p> <p>"...By discussing these knowledges, we understood why there must be our organization and all these activities. Eventually we will love what we do and put our dedication into our work in order to improve them and also to draw more people for business revenue..." (Communication manager, Female)</p>	<p>"...For instance, the 13 modules that every project manager applies to their work are what they have in their arsenals. But when they engage with real situation, they need to adapt and adjust with their own style and current situation. Some community requires only 5 modules, some 3, some 9. Project Manager will find out what's best for such situation. We are done with doing the same thing to every single community; lecturing on local experience and workshops..." (Founder, Male)</p> <p>"...The knowledge about working with the community. It is the things related to personal skills – the way to work with people in various contexts, or techniques that we use to approach the community. Even in the organisation, personal skills are important to reach people. We have to know how we can reach people with those personalities. We have to understand people. Or, managerial skills...." (Communication manager, Female)</p>

Category	Theoretical categories (axial coding)		First-order coding	"ORG A"	"ORG B"
	Third-order coding	Second-order coding			
		Market knowledge exploitation : <b>ACAP_EXPL_MK</b>	<p>"...For example, business. We changed it because we found the problem that our current target market did not have purchasing power. We reconsider by using the knowledge to identify our new customer segmentation to select our new target..." (Space manager, Female)</p> <p>"...Yes, we gain better satisfy the needs of the market..." (Community manager, Female)</p> <p>"...It is so great. It is better than what I expect. I mean I do not think that people will concern about this. At the beginning period that I did it, I did not have any knowledge before, so I did not think that there would be many people interested in this topic that much. If you ask whether or not this thing is related to us, I may say it is not related to us at all. It is not related to SE, but it is our source of income of Ma-D to run SE further..." (Community manager, Female)</p>	<p>"...Incubation would be unsuccessful or yield little success when you do not include commercial aspect into the process; no commercial growth..." (Founder, Male)</p> <p>"...Now, we have developed it till we can sell the tour programme at a very high price..." (KM manager, Female)</p> <p>"...Then, we use that knowledge as a tool for marketing communications. This occurs from our adjustment based on feedbacks. We adjust our working behaviour and business models. Those things are always adjusted, and they are related to commercial things..." (Communication manager, Female)</p>	

**Appendix F: Coding exercises of the Knowledge types (content based) in the  
Thai service-based social enterprises**

**Managerial knowledge**

- Self-Development - Management
- Branding - Finance& Accounting
- Marketing - Internal database
- Knowledge management

**Technological knowledge**

- Know how
- New Innovation

**Social knowledge**

- SIA
- Social target insight
- Social stakeholder insight
- Learning process

**Market knowledge**

- market trend

(ORG A, Founder, Female)

**Managerial knowledge**

- Business skills
- Business model canvas
- Know who
- Process design

**Technological knowledge**

- Know how
- Technology
- Innovation

**Social knowledge**

- SIA
- Understanding social issues

**Market knowledge**

- Market knowledge

(ORG A, Co-Founder 1, Male)

**Managerial knowledge**

- Business skill - Marketing
- Business model - Service design
- Communication - Visualization
- Finance - Design skill

**Technological knowledge**

- Technologies

**Social knowledge**

- Social perspective

**Market knowledge**

- Market
- Customer
- Consumer

(ORG A, Co-Founder 2, Male)

**Managerial knowledge**

- Know who
- Contact point
- Business model

**Technological knowledge**

- Technologies
- New things

**Social knowledge**

- How to create impact to social

**Market knowledge**

- Knowledge about market

(ORG A, Community manager, Female)



**Managerial knowledge**

- Entrepreneurial skill
- Taxation - Marketing
- Management skill - Financial
- Soft skill for human

**Technological knowledge**

- Technological knowledge
- Innovation/ invention

**Social knowledge**

- SIA
- Social insight / information
- Social value creation

**Market knowledge**

- Market needs/ want
- Consumer insight
- Branding
- Target market insight

(ORG A, Space manager, Female)

**Managerial knowledge**

- Service skill - Internal system
- Creativity - Soft skill human)
- Communication skill
- Business model

**Technological knowledge**

- Technological know how

**Social knowledge**

- Community & social insight

**Market knowledge**

- Market knowledge
- Consumer insight

(ORG A, Communication manager, Female)

**Managerial knowledge**

- Management skill
- Tour guide skill
- Entrepreneurial skill
- Marketing

**Technological knowledge**

- Technological trends

**Social knowledge**

- Community insight
- Social development

**Market knowledge**

- Market insight
- Consumer insight
- Customer insight

(ORG B, Founder, Male)

**Managerial knowledge**

- Finance
- Business
- Marketing
- Revenue

**Technological knowledge**

- Technologies

**Social knowledge**

- Community insight

**Market knowledge**

- Market
- Consumer
- Trends

(ORG B, KM manager, Male)

**Managerial knowledge**

- Management - Design thinking
- Personal skill - Analytical skill
- leadership - Critical thinking
- Communication skill

**Technological knowledge**

- Technologies
- Tools

**Social knowledge**

- Social perspective

**Market knowledge**

- Market in overall

(ORG B, Creative director, Female)

**Managerial knowledge**

- Personal skill - Social relation
- Managerial skill
- Critical thinking
- Decision making skill

**Technological knowledge**

- Technological knowledge

**Social knowledge**

- Community insight
- Social insight

**Market knowledge**

- Market insight

(ORG B, Communication manager, Female)

## **Appendix G: Summary of Variable, Measurement and Operationalization**

Latent Variables (Constructs)	Measurement Variables (Indicators)	No. of Items	Operationalizing Question in questionnaire (Items)	Scales	References
1. Ties Strength	1.1. Strength of business tie	3 items	<p><b>To what extent do you agree with statement about relationships with business partner</b></p> <p>1.1.1. Our organization has cultivated close connections with “other organization in our business sectors” e.g. supplier company, organization partnership, sponsor organization, rival organization, organization that are Social enterprise or non-Social enterprise target customer.</p> <p>1.1.2. Our organization has cultivated close connections with “the business unit or group of people in our business sectors” e.g. supplier team, partner team , sponsor team, competitor business unit, group of Social enterprise or non-Social enterprise target customer.</p> <p>1.1.3. Our organization has cultivated close connections with “the individual in our business sectors” e.g. people from supplier, partner, sponsor, competitor, Social enterprise or non-Social enterprise target customer</p>	7 Likert Scale	Adapted from Chen et al., (2014); Chung, (2012); Muzamil Naqshbandi & Kaur, (2014); Park & Luo, (2001)
	1.2. Strength of political tie	3 items	<p><b>To what extent do you agree with statement about relationships with government partner</b></p> <p>1.2.1. Our organization has cultivated close connection with “the government organization” e.g. government ministries, ministry of commerce, and Ministry of Social Development and Human Security</p> <p>1.2.2 Our organization has cultivated close connection with “the Government agency (the government unit)” e.g. government agency in the ministry, TSEO, tax bureaus , and commercial administration bureaus</p> <p>1.2.3. Our organization has cultivated close connection with “the Government officer” e.g. people in government ministry, TSEO staff, revenue office staff, and commercial administration bureaus staff</p>	7 Likert Scale	Adapted from Chen et al., (2014); Chung, (2012); Muzamil Naqshbandi & Kaur,( 2014); Park & Luo, (2001)

Latent Variables (Constructs)	Measurement Variables (Indicators)	No. of Items	Operationalizing Question in questionnaire (Items)	Scales	References
1. Ties Strength	1.3. Strength of university and research tie	3 items	<p><b>To what extend do you agree with statement about relationships with university and research partner</b></p> <p>1.3.1. Our organization has cultivated close connection with “university and research institution”</p> <p>1.3.2. Our organization has cultivated close connection with “university department and research unit”</p> <p>1.3.3. Our organization has cultivated close connection with “university lecturer, student and researcher”</p>	7 Likert Scale	Adapted from Muzamil Naqshbandi & Kaur, (2014) Ramos-Vielba, Fernández-Esquinas, & Espinosa-de-los-Monteros, (2010)
	1.4. Strength of social enterprise tie	3 items	<p><b>To what extend do you agree with statement about relationships with social entrepreneur partner</b></p> <p>1.4.1. Our organization has cultivated close connection with “social enterprise organization”</p> <p>1.4.2. Our organization has cultivated close connection with “business unit or group of people in social enterprise”</p> <p>1.4.3. Our organization has cultivated close connection with “social entrepreneur who is running social enterprise and the change maker who want to run social enterprise. Including staff in the social enterprise organization”.</p>	7 Likert Scale	Qualitative proposition 1
	1.5. Strength of social tie	3 items	<p><b>To what extend do you agree with statement about relationships with social partner</b></p> <p>1.5.1. Our organization has cultivated close connection with “the organization in our social sectors” e.g. NGOs, Social foundation, and community that relevance to social target.</p> <p>1.5.2. Our organization has cultivated close connection with “the business unit or group of people in our social sectors” e.g. NGOs team, Social foundation team, and group of social target.</p> <p>1.5.3. Our organization has cultivated close connection with “the individual in our social sectors” e.g. NGOs staff, Social foundation staff, and individual of social target.</p>	7 Likert Scale	Qualitative proposition 1

Latent Variables (Constructs)	Measurement Variables (Indicators)	No. of Items	Operationalizing Question in questionnaire (Items)	Scales	References
2. Absorptive Capacity	2.1. Knowledge Acquisition	3 items	<p><b>To what extent your company search and use external knowledge: Please consider your answers based on the following types of knowledge .....</b></p> <p>2.1.1. The search for relevant (types of knowledge) concerning our industry is every-day business in our company.</p> <p>2.1.2. Our management motivates the employees to use (types of knowledge) sources within our industry.</p> <p>2.1.3. Our management expects that the employees deal with (types of knowledge) beyond our industry.</p>	7 Likert Scale	Flatten, Engelen, Zahra, & Brettel, (2011)
	2.2. Knowledge Assimilation	4 items	<p><b>To what extent the following statements fit the communication structure in your company: Please considering your answer based on the following type of knowledge.....</b></p> <p>2.2.1. Our company, ideas and concepts are communicated (types of knowledge) cross individual and team.</p> <p>2.2.2. Our management emphasizes cross individual and team support to solve problems by (types of knowledge).</p> <p>2.2.3. In our company, there is a quick information flow about (types of knowledge), e.g., if an individual or business unit obtains important information about (types of knowledge) it communicates this information promptly to all other people, business units, and departments.</p> <p>2.2.4. Our management demands periodical cross departmental meetings to interchange new developments, problems, and achievements in (types of knowledge)</p>	7 Likert Scale	

Latent Variables (Constructs)	Measurement Variables (Indicators)	No. of Items	Operationalizing Question in questionnaire (Items)	Scales	References
2. Absorptive Capacity	2.3. Knowledge Transformation	4 items	<p>To what extent the following statements fit the integration of knowledge in your company: Please considering your answer based on the following type of knowledge.....</p> <p>2.3.1. Our organization members have the ability to structure and to use collected (types of knowledge).</p> <p>2.3.2. Our organization members are used to absorb new (types of knowledge) as well as to prepare it for further purposes and to make it available.</p> <p>2.3.3. Our organization members successfully link existing (types of knowledge) with new insights.</p> <p>2.3.4. Our organization members are able to apply new (types of knowledge) in their practical work.</p>	7 Likert Scale	Flatten, Engelen, Zahra, & Brettel, (2011)
	2.4. Knowledge Exploitation	3 items	<p>To what extent the following statements fit the commercial exploitation of the integrated knowledge in your company: Please considering your answer based on the following type of knowledge.....</p> <p>2.4.1. Our management supports the development of innovation from using (types of knowledge).</p> <p>2.4.2. Our company regularly reconsiders new (types of knowledge) and adapts them accordant to new technology.</p> <p>2.4.3. Our company has the ability to work more effective by adopting new (types of knowledge).</p>	7 Likert Scale	



Latent Variables (Constructs)	Measurement Variables (Indicators)	No. of Items	Operationalizing Question in questionnaire (Items)	Scales	References
3. Value Creation	3.1. Economic value creation	6 items	<p>To what extent do you agree with statement about Economic value creation in your organization</p> <p>3.1.1. Our organization gains profit from doing business.            3.1.2. Our organization can achieve the financial goals.            3.1.3. Our organization is satisfied with our customers.            3.1.4. Our organization has delivered value to our customers.            3.1.5. Our organization has expanded our business activities to various locations.            3.1.6. Our organization is more involved in various business activities.</p>	7 Likert Scale	Liu, Eng, and Takeda (2015)
	3.2. Social value creation	5 items	<p>To what extent do you agree with statement about Social value creation in your organization</p> <p>3.2.1. Our organization is involved the contact for public contribution (for positive social impact)            3.2.2. Our organization is involved with government (or its funding body's) grants for enterprise activities (for positive social impact)            3.3.3. Our organization serves more beneficiaries to the community (for positive social impact)            3.3.4. Our organization provides more social contribution (for positive social impact)            3.3.5. Our organization ables to expand social contribution to different locations (for positive social impact)</p>		

## Appendix H: Survey Questionnaire



**BANGKOK**  
UNIVERSITY  
THE CREATIVE UNIVERSITY



**UNIVERSITÉ**  
**Grenoble**  
**Alpes**

ID:

Dear Sir/ Madam,

You are invited to participate in a research study about “Knowledge transfer among networks for value creation in service-based social enterprises in Thailand”. This study is being conducted by Mr. Satawat Bunyasiriroj. It is part of a Ph.D. research program in Knowledge and Innovation Management at Bangkok University and University of Grenoble Alpes.

In this study, you will be asked to complete a survey. Your participation in this study is voluntarily. The survey takes appropriately 20 minutes to complete.

There is no right or wrong answer. The research will not identify specific information of any respondents. All responses in the survey will remain anonymous.

The information collected in this study will contribute to existing theories and in practice for better understanding of the social enterprises in their ecosystems.

Your participation is much appreciated. If you wish to receive the results, please provide us with your email contact at the end of the questionnaire.

Satawat Bunyasiriroj  
Doctoral student, Bangkok University (Thailand) and University of Grenoble Alpes (France)  
Bicksatawat@gmail.com

เรียน ท่านผู้ที่เกี่ยวข้อง,

ขอเรียนเชิญท่านเข้าร่วมเป็นส่วนหนึ่งในงานวิจัยเกี่ยวกับ “การถ่ายโอนความรู้ในเครือข่ายเพื่อก่อให้เกิดการเพิ่มคุณค่าในกิจการเพื่อสังคมด้านการบริการในประเทศไทย” การศึกษานี้จัดทำโดย ศตวรรษัน บุญยศิริโรจน์ ซึ่งเป็นส่วนหนึ่งของโครงการปริญญาเอก สาขา การจัดการความรู้ และนวัตกรรม ของมหาวิทยาลัยกรุงเทพ และ มหาวิทยาลัยแห่งเกรอน็อบล์แอลป์

การตอบแบบสอบถามในงานวิจัยนี้ โดยก่อนที่คุณจะเริ่มตอบแบบสอบถาม คุณจะต้องยินยอมที่จะเข้าร่วมในการศึกษานี้ ซึ่งผู้เข้าร่วมต้องทำด้วยความสมัครใจซึ่งจะใช้เวลาในการทำแบบสอบถามประมาณ 20 นาที

คำตอบของผู้เข้าร่วมจะไม่มีถูกไม่มีผิดและผลของการวิจัยจะไม่มีการเปิดเผยข้อมูลส่วนบุคคลของผู้เข้าร่วมวิจัย

ข้อมูลในการทำวิจัยครั้งนี้จะเป็นประโยชน์ในทางทฤษฎีและทางปฏิบัติเพื่อให้เกิดความเข้าใจถึงระบบนิเวศของกิจการเพื่อสังคมของประเทศไทย

ขอขอบพระคุณทุกท่านที่มีส่วนร่วมในงานวิจัยครั้งนี้มา ณ โอกาสนี้ หากท่านต้องการรับทราบผลวิจัยในครั้งนี้นำไปประจักษ์ณาได้ email ของท่านในส่วนท้ายของแบบสอบถามฉบับนี้

ศตวรรษัน บุญยศิริโรจน์  
นักศึกษาระดับปริญญาเอก, มหาวิทยาลัยกรุงเทพ และ มหาวิทยาลัยแห่งเกรอน็อบล์แอลป์  
Bicksatawat@gmail.com

**Part 0**  
**Screening Questions**

<p>Your organization mainly operates in the service industry (Your enterprise may sell products related to the services).</p> <p>องค์กรของคุณประกอบธุรกิจหลักประเภทการบริการ (กิจการของคุณสามารถจำหน่ายสินค้าที่เกี่ยวข้องกับการบริการได้)</p>	ใช่/Yes	ไม่ใช่/No
<p>Your organization pursues profit making in the marketplace by having an income not less than 50% from the sale of services or products that is related to the services. (Except for business that does not wish to share the profits with its partners or shareholders may have income less than 50% from the distribution of services or products that is related to the services).</p> <p>องค์กรของคุณมีการแสวงหาผลกำไรจากการทำธุรกิจมีรายได้ไม่น้อยกว่า 50% มาจากการการบริการ หรือจำหน่ายสินค้าที่เกี่ยวข้องกับการบริการ (เว้นแต่กิจการที่ไม่ประสงค์จะแบ่งปันกำไรให้แก่ผู้ถือหุ้นส่วนหรือผู้ถือหุ้นสามารถมีรายได้ไม่น้อยกว่า 50% มาจากการการบริการ หรือจำหน่ายสินค้าที่เกี่ยวข้องกับการบริการ)</p>	ใช่/Yes	ไม่ใช่/No
<p>Your organization uses at least 70% of profits for the primary purposes of increasing employment for people in needs of special supports; either solving problems or developing community, society or environment for common interests and giving back to the society.</p> <p>องค์กรของคุณมีการนำผลกำไรไม่น้อยกว่า 70% ไปใช้โดยมีวัตถุประสงค์หลักเพื่อ ส่งเสริมการจ้างงานแก่บุคคลผู้สมควรได้รับการส่งเสริมเป็นพิเศษ การแก้ไขปัญหาหรือพัฒนาชุมชน สังคม หรือสิ่งแวดล้อม หรือเพื่อประโยชน์ส่วนรวมอื่น หรือ คืนประโยชน์ให้แก่สังคม</p>	ใช่/Yes	ไม่ใช่/No

**Note:** If the answers in this section are all “YES”, please proceed to the next section. Otherwise, please discontinue the survey. Thank you very much.

หมายเหตุ: หากคำตอบในส่วนนี้เป็นคำตอบว่า “ใช่” ทั้งหมดโปรดดำเนินการตอบแบบสอบถามต่อในส่วนถัดไป นอกเหนือจากนั้นกรุณายุติตอบแบบสอบถามฉบับนี้ ขอขอบคุณมากครับ

## Part 1

**Before continuing to the next questions, please read carefully and understand the 4 types of knowledge that we will refer to:**

**Social enterprise (SE) managerial knowledge** refers to the organizational know-how and competencies required to efficiently coordinate, solve problems and manage internal and external resources in the context of social enterprises.

**Technological knowledge** refers to the organizational know-how and competencies required to efficiently manage and adjust the technological knowledge related to the service/ product development process in order to respond to rapid changes.

**Market knowledge** refers to the organizational know-how and competencies required to collect and identify information about the market and customers. It includes market structure information, characteristics of customers, and insights into consumer perceptions and needs.

**Social knowledge** refers to the organizational know-how and competencies required to collect and identify information about the social context. This includes insights about social issues, mechanisms of social issues, fundamentals of social problems, as well as social needs and solutions.

ก่อนที่จะตอบแบบสอบถามในข้อถัดไปโปรดอ่านและทำความเข้าใจเกี่ยวกับประเภทขององค์ความรู้ต่าง ๆ 4 ประเภทเหล่านี้:

**ความรู้ทางการจัดการสำหรับธุรกิจเพื่อสังคม** หมายถึงความรู้และความสามารถขององค์กรที่จำเป็นในการประสานงานแก้ปัญหาและจัดการทรัพยากรภายในและภายนอกในบริบทของกิจการเพื่อสังคมอย่างมีประสิทธิภาพ

**ความรู้เกี่ยวกับเทคโนโลยี** หมายถึงความรู้และความสามารถขององค์กรที่จำเป็นในการจัดการและปรับตัวต่อเทคโนโลยีที่เกี่ยวข้องกับกระบวนการพัฒนาการบริการ/ผลิตภัณฑ์เพื่อตอบสนองต่อการเปลี่ยนแปลงที่รวดเร็วได้อย่างมีประสิทธิภาพ

**ความรู้เกี่ยวกับตลาด** หมายถึงความรู้และความสามารถขององค์กรที่จำเป็นในการรวบรวมและวินิจฉัยข้อมูลที่เกี่ยวข้องกับตลาดและลูกค้า ซึ่งรวมถึงข้อมูลโครงสร้างของตลาด, ลักษณะของลูกค้า, และข้อมูลเชิงลึกเกี่ยวกับการรับรู้และความต้องการของผู้บริโภค

**ความรู้เกี่ยวกับภาคสังคม** หมายถึงความรู้และความสามารถขององค์กรที่จำเป็นในการรวบรวมและวินิจฉัยข้อมูลที่เกี่ยวข้องกับบริบททางสังคม ซึ่งรวมถึงข้อมูลเชิงลึกเกี่ยวกับปัญหาสังคม, กลไกของประเด็นทางสังคม, , รากเหง้าของปัญหาทางสังคม, ตลอดจนถึงความต้องการของสังคมและการแก้ปัญหา

Each of the statement below has to do with your thoughts about your organization. Please circle the number that corresponds with your extent of total Disagreement (1) to full Agreement (7)

หากเมื่อนี้ถึงองค์กรของคุณตามความเป็นจริง จากข้อความข้างล่างดังต่อไปนี้คุณเห็นด้วยหรือไม่เห็นด้วยอย่างไรกับข้อความต่างๆ อย่างไร? กรุณาวางกลมที่ตัวเลข (1-7) กล่าวคือ (1) คือ ไม่เห็นด้วยอย่างยิ่ง และ (7) คือ เห็นด้วยอย่างยิ่ง

### 1.1. Acquisition of knowledge (การได้มาซึ่งความรู้)

To what extent does your organization search and use external knowledge: Please consider your answers based on the following types of knowledge .....												
คุณเห็นด้วยกับข้อความดังต่อไปนี้ที่เกี่ยวข้องกับการใช้ทรัพยากรภายนอกขององค์กรของคุณเพื่อรับข้อมูลความรู้ โดยพิจารณาคำตอบของคุณตามประเภทขององค์ความรู้ดังต่อไปนี้ ...												
<b>1.1.1. The search for relevant (types of knowledge) concerning our industry is an every-day business in our organization.</b>					<b>Strongly disagree</b> ไม่เห็นด้วยอย่างยิ่ง				<b>Strongly agree</b> เห็นด้วยอย่างยิ่ง			
องค์กรเรามีการค้นหา (ประเภทขององค์ความรู้) ที่เกี่ยวข้องกับอุตสาหกรรมและการทำงานทุกวันๆ ของเรา												
SE Managerial knowledge (ความรู้ทางด้านการจัดการสำหรับธุรกิจเพื่อสังคม)					1.	2.	3.	4.	5.	6.	7.	
Technology knowledge (ความรู้เกี่ยวกับเทคโนโลยี)					1.	2.	3.	4.	5.	6.	7.	
Market knowledge (ความรู้เกี่ยวกับตลาด)					1.	2.	3.	4.	5.	6.	7.	
Social knowledge (ความรู้เกี่ยวกับภาคสังคม)					1.	2.	3.	4.	5.	6.	7.	
<b>1.1.2. Our management motivates the employees to use (types of knowledge) sources within our industry.</b>					<b>Strongly disagree</b> ไม่เห็นด้วยอย่างยิ่ง				<b>Strongly agree</b> เห็นด้วยอย่างยิ่ง			
องค์กรเรามีการจัดการที่กระตุ้นให้พนักงานใช้แหล่งค้นหาความรู้ตาม (ประเภทขององค์ความรู้) ภายในอุตสาหกรรมของเรา												
SE Managerial knowledge (ความรู้ทางด้านการจัดการสำหรับธุรกิจเพื่อสังคม)					1.	2.	3.	4.	5.	6.	7.	
Technology knowledge (ความรู้เกี่ยวกับเทคโนโลยี)					1.	2.	3.	4.	5.	6.	7.	
Market knowledge (ความรู้เกี่ยวกับตลาด)					1.	2.	3.	4.	5.	6.	7.	
Social knowledge (ความรู้เกี่ยวกับภาคสังคม)					1.	2.	3.	4.	5.	6.	7.	
<b>1.1.3. Our management expects that the employees deal with (types of knowledge) beyond our industry.</b>					<b>Strongly disagree</b> ไม่เห็นด้วยอย่างยิ่ง				<b>Strongly agree</b> เห็นด้วยอย่างยิ่ง			
ผู้บริหารขององค์กรเราคาดหวังว่าพนักงานจะจัดการกับ (ประเภทขององค์ความรู้) ที่นอกเหนือจากอุตสาหกรรมของเรา												
SE Managerial knowledge (ความรู้ทางด้านการจัดการสำหรับธุรกิจเพื่อสังคม)					1.	2.	3.	4.	5.	6.	7.	
Technology knowledge (ความรู้เกี่ยวกับเทคโนโลยี)					1.	2.	3.	4.	5.	6.	7.	
Market knowledge (ความรู้เกี่ยวกับตลาด)					1.	2.	3.	4.	5.	6.	7.	
Social knowledge (ความรู้เกี่ยวกับภาคสังคม)					1.	2.	3.	4.	5.	6.	7.	

## 1.2 Assimilation of knowledge (การรวบรวมความรู้)

To what extent does the following statements fit the communication structure in your organization: Please consider your answer based on the following types of knowledge.... คุณเห็นด้วยกับข้อความดังต่อไปนี้ที่เกี่ยวข้องกับโครงสร้างการสื่อสารขององค์กรของคุณ โดยพิจารณาคำตอบของคุณตามประเภทความรู้ดังต่อไปนี้ ...									
<b>1.2.1.</b> Our organization, ideas and concepts are communicated (types of knowledge) cross individual or team. องค์กรของเรามีแนวคิดของการสื่อสาร (ประเภทขององค์ความรู้) ข้ามบุคคลหรือกลุ่มงานภายในองค์กร	<b>Strongly disagree</b> ไม่เห็นด้วยอย่างยิ่ง							<b>Strongly agree</b> เห็นด้วยอย่างยิ่ง	
SE Managerial knowledge (ความรู้ทางด้านการจัดการสำหรับธุรกิจเพื่อสังคม)	1.	2.	3.	4.	5.	6.	7.		
Technology knowledge (ความรู้เกี่ยวกับเทคโนโลยี)	1.	2.	3.	4.	5.	6.	7.		
Market knowledge (ความรู้เกี่ยวกับตลาด)	1.	2.	3.	4.	5.	6.	7.		
Social knowledge (ความรู้เกี่ยวกับภาคสังคม)	1.	2.	3.	4.	5.	6.	7.		
<b>1.2.2.</b> Our management emphasizes cross individual or team support to solve problems by (types of knowledge). ผู้บริหารขององค์กรของเราเน้นให้การสนับสนุนโดยการแก้ปัญหาด้วย (ประเภทขององค์ความรู้) ข้ามบุคคลหรือกลุ่มงานภายในองค์กร	<b>Strongly disagree</b> ไม่เห็นด้วยอย่างยิ่ง							<b>Strongly agree</b> เห็นด้วยอย่างยิ่ง	
SE Managerial knowledge (ความรู้ทางด้านการจัดการสำหรับธุรกิจเพื่อสังคม)	1.	2.	3.	4.	5.	6.	7.		
Technology knowledge (ความรู้เกี่ยวกับเทคโนโลยี)	1.	2.	3.	4.	5.	6.	7.		
Market knowledge (ความรู้เกี่ยวกับตลาด)	1.	2.	3.	4.	5.	6.	7.		
Social knowledge (ความรู้เกี่ยวกับภาคสังคม)	1.	2.	3.	4.	5.	6.	7.		
<b>1.2.3.</b> In our organization, there is a quick information flow about (types of knowledge), e.g., if an individual or team obtains important information about (types of knowledge) it communicates this information promptly to all other people, business units, and departments. องค์กรของเรามีข้อมูลที่ฉับไวเกี่ยวกับ (ประเภทขององค์ความรู้) เช่น ถ้าบุคคลหรือกลุ่มงานในองค์กรได้รับข้อมูลที่สำคัญเกี่ยวกับ (ประเภทขององค์ความรู้) จะแจ้งข้อมูลนี้ให้กับบุคคลอื่นและหน่วยงานต่างๆในองค์กรทั้งหมดทันที	<b>Strongly disagree</b> ไม่เห็นด้วยอย่างยิ่ง							<b>Strongly agree</b> เห็นด้วยอย่างยิ่ง	
SE Managerial knowledge (ความรู้ทางด้านการจัดการสำหรับธุรกิจเพื่อสังคม)	1.	2.	3.	4.	5.	6.	7.		
Technology knowledge (ความรู้เกี่ยวกับเทคโนโลยี)	1.	2.	3.	4.	5.	6.	7.		
Market knowledge (ความรู้เกี่ยวกับตลาด)	1.	2.	3.	4.	5.	6.	7.		
Social knowledge (ความรู้เกี่ยวกับภาคสังคม)	1.	2.	3.	4.	5.	6.	7.		
<b>1.2.4.</b> Our management demands periodical cross individual or team meetings to interchange new developments, problems, and achievements in (types of knowledge)									

ผู้บริหารองค์กรของเรามีความต้องการให้แลกเปลี่ยนความคิดเห็นของแต่ ละบุคคลและกลุ่มงานในองค์กรเป็นระยะ ๆ เพื่อแลกเปลี่ยนความคืบหน้า ปัญหาและความสำเร็จใหม่ ๆ ใน (ประเภทขององค์ความรู้)	<b>Strongly disagree</b> ไม่เห็นด้วยอย่างยิ่ง				<b>Strongly agree</b> เห็นด้วยอย่างยิ่ง			
SE Managerial knowledge (ความรู้ทางด้านการจัดการสำหรับธุรกิจ เพื่อสังคม)	1.	2.	3.	4.	5.	6.	7.	
Technology knowledge (ความรู้เกี่ยวกับเทคโนโลยี)	1.	2.	3.	4.	5.	6.	7.	
Market knowledge (ความรู้เกี่ยวกับตลาด)	1.	2.	3.	4.	5.	6.	7.	
Social knowledge (ความรู้เกี่ยวกับภาคสังคม)	1.	2.	3.	4.	5.	6.	7.	

### 1.3. Transformation of knowledge (การเปลี่ยนแปลงของความรู้)

To what extent does the following statements fit the integration of knowledge in your organization: Please consider your answer based on the following type of knowledge..... คุณเห็นด้วยกับข้อความดังต่อไปนี้ที่เกี่ยวข้องกับกระบวนการบูรณาการความรู้ขององค์กรของคุณ โดยพิจารณาคำตอบของคุณตามประเภท ขององค์ความรู้ดังต่อไปนี้ ...								
<b>1.3.1.</b> Our employees have the ability to structure and to use collected (types of knowledge). พนักงานของเรามีความสามารถในการจัดโครงสร้างและการรวบรวม (ประเภทขององค์ความรู้)	<b>Strongly disagree</b> ไม่เห็นด้วยอย่างยิ่ง				<b>Strongly agree</b> เห็นด้วยอย่างยิ่ง			
SE Managerial knowledge (ความรู้ทางด้านการจัดการสำหรับธุรกิจ เพื่อสังคม)	1.	2.	3.	4.	5.	6.	7.	
Technology knowledge (ความรู้เกี่ยวกับเทคโนโลยี)	1.	2.	3.	4.	5.	6.	7.	
Market knowledge (ความรู้เกี่ยวกับตลาด)	1.	2.	3.	4.	5.	6.	7.	
Social knowledge (ความรู้เกี่ยวกับภาคสังคม)	1.	2.	3.	4.	5.	6.	7.	
<b>1.3.2.</b> Our employees are used to absorb new (types of knowledge) as well as to prepare it for further purposes and to make it available. พนักงานของเรามีการเรียนรู้ใน (ประเภทขององค์ความรู้)ใหม่ๆ รวมถึงการ เตรียมพร้อมเพื่อใช้งานของ (ประเภทขององค์ความรู้) ให้สอดคล้องกับ วัตถุประสงค์	<b>Strongly disagree</b> ไม่เห็นด้วยอย่างยิ่ง				<b>Strongly agree</b> เห็นด้วยอย่างยิ่ง			
SE Managerial knowledge (ความรู้ทางด้านการจัดการสำหรับธุรกิจ เพื่อสังคม)	1.	2.	3.	4.	5.	6.	7.	
Technology knowledge (ความรู้เกี่ยวกับเทคโนโลยี)	1.	2.	3.	4.	5.	6.	7.	
Market knowledge (ความรู้เกี่ยวกับตลาด)	1.	2.	3.	4.	5.	6.	7.	
Social knowledge (ความรู้เกี่ยวกับภาคสังคม)	1.	2.	3.	4.	5.	6.	7.	
<b>1.3.3.</b> Our employees successfully link existing (types of knowledge) with new insights. พนักงานของเราประสบความสำเร็จในการเชื่อมโยง (ประเภทขององค์ ความรู้) ที่มีอยู่ ในองค์กรกับข้อมูลเชิงลึกใหม่ ๆ	<b>Strongly disagree</b> ไม่เห็นด้วยอย่างยิ่ง				<b>Strongly agree</b> เห็นด้วยอย่างยิ่ง			

SE Managerial knowledge (ความรู้ทางด้านการจัดการสำหรับธุรกิจเพื่อสังคม)	1.	2.	3.	4.	5.	6.	7.
Technology knowledge (ความรู้เกี่ยวกับเทคโนโลยี)	1.	2.	3.	4.	5.	6.	7.
Market knowledge (ความรู้เกี่ยวกับตลาด)	1.	2.	3.	4.	5.	6.	7.
Social knowledge (ความรู้เกี่ยวกับภาคสังคม)	1.	2.	3.	4.	5.	6.	7.
<b>1.3.4. Our employees are able to apply new (types of knowledge) in their practical work.</b> พนักงานของเราสามารถใช้ (ประเภทขององค์ความรู้) ใหม่ ๆ ในการปฏิบัติงานได้	<b>Strongly disagree</b> ไม่เห็นด้วยอย่างยิ่ง						
SE Managerial knowledge (ความรู้ทางด้านการจัดการสำหรับธุรกิจเพื่อสังคม)	1.	2.	3.	4.	5.	6.	7.
Technology knowledge (ความรู้เกี่ยวกับเทคโนโลยี)	1.	2.	3.	4.	5.	6.	7.
Market knowledge (ความรู้เกี่ยวกับตลาด)	1.	2.	3.	4.	5.	6.	7.
Social knowledge (ความรู้เกี่ยวกับภาคสังคม)	1.	2.	3.	4.	5.	6.	7.

#### 1.4. Exploitation of knowledge (การใช้ประโยชน์จากความรู้)

To what extent do the following statements fit the commercial exploitation of the integrated knowledge in your organization: Please consider your answer based on the following type of knowledge..... คุณเห็นด้วยกับข้อความดังต่อไปนี้ที่เกี่ยวข้องกับการนำความรู้ไปใช้ได้จริงในทางปฏิบัติและเกิดประโยชน์ต่อองค์กรของคุณ โดยพิจารณาคำตอบของคุณตามประเภทขององค์ความรู้ดังต่อไปนี้ ...							
<b>1.4.1. Our management supports the development of service innovation from using (types of knowledge).</b> ผู้บริหารในองค์กรของเราสนับสนุนการพัฒนานวัตกรรมบริการจากการใช้ (ประเภทขององค์ความรู้)	<b>Strongly disagree</b> ไม่เห็นด้วยอย่างยิ่ง						
SE Managerial knowledge (ความรู้ทางด้านการจัดการสำหรับธุรกิจเพื่อสังคม)	1.	2.	3.	4.	5.	6.	7.
Technology knowledge (ความรู้เกี่ยวกับเทคโนโลยี)	1.	2.	3.	4.	5.	6.	7.
Market knowledge (ความรู้เกี่ยวกับตลาด)	1.	2.	3.	4.	5.	6.	7.
Social knowledge (ความรู้เกี่ยวกับภาคสังคม)	1.	2.	3.	4.	5.	6.	7.
<b>1.4.2. Our organization regularly reconsiders our services and adapts them accordant to new (types of knowledge).</b> องค์กรของเรามีการพิจารณาการบริการของเราและปรับตัวให้สอดคล้องกับ (ประเภทขององค์ความรู้) ใหม่ ๆ อยู่อย่างเป็นประจำ	<b>Strongly disagree</b> ไม่เห็นด้วยอย่างยิ่ง						
SE Managerial knowledge (ความรู้ทางด้านการจัดการสำหรับธุรกิจเพื่อสังคม)	1.	2.	3.	4.	5.	6.	7.
Technology knowledge (ความรู้เกี่ยวกับเทคโนโลยี)	1.	2.	3.	4.	5.	6.	7.
Market knowledge (ความรู้เกี่ยวกับตลาด)	1.	2.	3.	4.	5.	6.	7.
Social knowledge (ความรู้เกี่ยวกับภาคสังคม)	1.	2.	3.	4.	5.	6.	7.



<b>1.4.3. Our organization has the ability to work more effectively by adopting new (types of knowledge).</b> องค์กรของเรามีความสามารถในการทำงานได้มีประสิทธิภาพมากขึ้นโดยการนำเอา (ประเภทขององค์ความรู้) ใหม่ ๆ มาใช้	<b>Strongly disagree</b> ไม่เห็นด้วยอย่างยิ่ง							<b>Strongly agree</b> เห็นด้วยอย่างยิ่ง
SE Managerial knowledge (ความรู้ทางการจัดการสำหรับธุรกิจเพื่อสังคม)	1.	2.	3.	4.	5.	6.	7.	
Technology knowledge (ความรู้เกี่ยวกับเทคโนโลยี)	1.	2.	3.	4.	5.	6.	7.	
Market knowledge (ความรู้เกี่ยวกับตลาด)	1.	2.	3.	4.	5.	6.	7.	
Social knowledge (ความรู้เกี่ยวกับภาคสังคม)	1.	2.	3.	4.	5.	6.	7.	

#### 1.5. Economic value creation (การเพิ่มคุณค่าในเชิงเศรษฐกิจ)

Considering in the past 12 months, to what extent do you agree with the following statements about economic value creation in your organization หากพิจารณาย้อนไป 12 เดือนที่ผ่านมา คุณเห็นด้วยกับข้อความดังต่อไปนี้เกี่ยวกับการเพิ่มมูลค่าในเชิงเศรษฐกิจในองค์กรของคุณ มากน้อยเพียงใด	<b>Strongly disagree</b> ไม่เห็นด้วยอย่างยิ่ง							<b>Strongly agree</b> เห็นด้วยอย่างยิ่ง
1.5.1. Our organization gains profit from doing business. องค์กรเราได้กำไรจากการทำธุรกิจ	1.	2.	3.	4.	5.	6.	7.	
1.5.2. Our organization can achieve its financial goals. องค์กรเราสามารถบรรลุเป้าหมายทางการเงิน	1.	2.	3.	4.	5.	6.	7.	
1.5.3. Our organization is able to better satisfy its customers. องค์กรเราสามารถทำให้ลูกค้าของเราพึงพอใจมากขึ้น	1.	2.	3.	4.	5.	6.	7.	
1.5.4. Our organization has delivered more value to our customers. องค์กรเรามีการส่งมอบคุณค่าให้แก่ลูกค้าของเรามากยิ่งขึ้น	1.	2.	3.	4.	5.	6.	7.	
1.5.5. Our organization has expanded its business activities to various locations. องค์กรเรามีการขยายกิจกรรมทางธุรกิจไปยังที่ต่างๆ	1.	2.	3.	4.	5.	6.	7.	
1.5.6. Our organization has engaged in more enterprise activities (different types). องค์กรเรามีส่วนเกี่ยวข้องกับกิจกรรมทางธุรกิจต่างๆมากขึ้น	1.	2.	3.	4.	5.	6.	7.	

#### 1.6. Social value creation (การเพิ่มคุณค่าในเชิงสังคม)

Considering in the past 12 months, to what extent do you agree with the following statements about social value creation in your organization หากพิจารณาย้อนไป 12 เดือนที่ผ่านมา คุณเห็นด้วยกับข้อความดังต่อไปนี้เกี่ยวกับการเพิ่มมูลค่าในเชิงสังคมในองค์กรของคุณ มากน้อยเพียงใด	<b>Strongly disagree</b> ไม่เห็นด้วยอย่างยิ่ง							<b>Strongly agree</b> เห็นด้วยอย่างยิ่ง
1.6.1. Our organization is involved in public services (for positive social impact)	1.	2.	3.	4.	5.	6.	7.	

องค์กรเราได้มีส่วนร่วมในสาธารณะประโยชน์ (เพื่อผลกระทบทางสังคมในเชิงบวก)							
1.6.2. Our organization is involved with government (or its funding body's) grants for enterprise activities (for positive social impact) องค์กรเรามีส่วนร่วมต่อเงินทุนของภาครัฐหรือหน่วยงานระดมทุนต่างๆ เพื่อสนับสนุนกิจกรรมต่างๆขององค์กร (เพื่อผลกระทบทางสังคมในเชิงบวก)	1.	2.	3.	4.	5.	6.	7.
1.6.3. Our organization serves more beneficiaries in the community (for positive social impact) องค์กรเราทำหน้าที่ให้ประโยชน์แก่ชุมชนมากขึ้น (เพื่อผลกระทบทางสังคมในเชิงบวก)	1.	2.	3.	4.	5.	6.	7.
1.6.4. Our organization provides more different types of social service (for positive social impact) องค์กรเรามีการบริการทางสังคมประเภทต่างๆมากขึ้น (เพื่อผลกระทบทางสังคมในเชิงบวก)	1.	2.	3.	4.	5.	6.	7.
1.6.5. Our organization is able to expand social service to different locations (for positive social impact) องค์กรเราขยายการบริการมีส่วนร่วมทางสังคมไปยังสถานที่ต่างๆ (เพื่อผลกระทบทางสังคมในเชิงบวก)	1.	2.	3.	4.	5.	6.	7.

#### 1.7. Strength of Business Ties (ความสัมพันธ์กับภาคธุรกิจ)

To what extent do you agree with the following statements about the relationships with business partners คุณเห็นด้วยกับข้อความดังต่อไปนี้เกี่ยวกับความสัมพันธ์กับภาคธุรกิจมากน้อยเพียงใด	Strongly disagree ไม่เห็นด้วยอย่างยิ่ง							Strongly agree เห็นด้วยอย่างยิ่ง							
1.7.1. Our organization has cultivated close connections with other organizations in our business sector" e.g. supplier company, business partnership, corporate sponsor, rivalry company, and target corporate customer. องค์กรเรามีความสัมพันธ์อย่างใกล้ชิดกับ "องค์กรอื่นๆในภาคธุรกิจ" เช่น บริษัทซัพพลายเออร์, องค์กรพันธมิตรทางธุรกิจ, องค์กรผู้สนับสนุน, บริษัทคู่แข่ง, องค์กรที่เป็นกลุ่มองค์กรลูกค้าเป้าหมาย	1.	2.	3.	4.	5.	6.	7.								
1.7.2. Our organization has cultivated close connections with "the business unit or group of people in our business sectors" e.g. supplier team, partner team, sponsor team, competitor business unit, or other groups of target customer. องค์กรเรามีความสัมพันธ์อย่างใกล้ชิดกับ "หน่วยงานหรือกลุ่มคนในภาคธุรกิจ" เช่น ทีมงานซัพพลายเออร์, ทีมงานพันธมิตร, ทีมงานผู้สนับสนุน, หน่วยงานของคู่แข่ง, กลุ่มลูกค้าเป้าหมาย	1.	2.	3.	4.	5.	6.	7.								

<p><b>1.7.3.</b> Our organization has cultivated close connections with “the individual in our business sectors” e.g. supplier, partner, sponsor, competitor, and target customer. องค์กรเรามีความสัมพันธ์อย่างใกล้ชิดกับ “บุคคลต่างๆในภาคธุรกิจ” เช่น บุคลากรของซัพพลายเออร์, พันธมิตร, ผู้สนับสนุน, คู่แข่ง, ลูกค้าเป้าหมาย</p>	1.	2.	3.	4.	5.	6.	7.
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### 1.8. Strength of Political Ties (ความสัมพันธ์กับภาคการเมือง)

<p>To what extent do you agree with the following statements about the relationships with government officials คุณเห็นด้วยกับข้อความดังต่อไปนี้เกี่ยวกับความสัมพันธ์กับภาครัฐมากน้อยเพียงใด</p>	<p><b>Strongly disagree</b> ไม่เห็นด้วยอย่างยิ่ง</p>							<p><b>Strongly agree</b> เห็นด้วยอย่างยิ่ง</p>						
<p><b>1.8.1.</b> Our organization has cultivated close connections with “the government organization” e.g. Ministry of commerce, and Ministry of Social Development and Human Security, and other government ministries. องค์กรเรามีความสัมพันธ์อย่างใกล้ชิดกับ “องค์กรภาครัฐ” เช่น กระทรวงพาณิชย์, กระทรวงพัฒนาสังคมและความมั่นคงของมนุษย์, และกระทรวงต่างๆอื่น ๆ ของภาครัฐ</p>	1.	2.	3.	4.	5.	6.	7.							
<p><b>1.8.2</b> Our organization has invested heavily in building good relations with “the government agency or government unit” e.g. government agencies in in various ministries, Thailand social enterprise office (TSEO), tax bureaus , and commercial administration bureaus องค์กรเรามีความสัมพันธ์อย่างใกล้ชิดกับ “หน่วยงานภาครัฐ” เช่น กรมในกระทรวงต่างๆของภาครัฐ, สำนักงานส่งเสริมกิจการเพื่อสังคมแห่งชาติ (สกส.), สำนักงานสรรพากร, และสำนักงานบริหารเชิงพาณิชย์ต่างๆ</p>	1.	2.	3.	4.	5.	6.	7.							
<p><b>1.8.3.</b> Our organization has improved relations with “the government officer” e.g. people working in government ministry, TSEO staff, revenue office staff, and commercial administration bureaus staff องค์กรเรามีความสัมพันธ์อย่างใกล้ชิดกับ “เจ้าหน้าที่ภาครัฐ” เช่น บุคลากรในกระทรวงต่างๆของภาครัฐ, บุคลากรจากสำนักงานส่งเสริมกิจการเพื่อสังคมแห่งชาติ (สกส.), เจ้าหน้าที่สำนักงานสรรพากร, และเจ้าหน้าที่สำนักงานบริหารเชิงพาณิชย์ต่างๆ</p>	1.	2.	3.	4.	5.	6.	7.							

### 1.9. Strength of University and Research Ties (ความสัมพันธ์กับมหาวิทยาลัยและการวิจัยต่างๆ)

To what extent do you agree with the following statements about the relationships with university and research partners							
คุณเห็นด้วยกับข้อความดังต่อไปนี้เกี่ยวกับความสัมพันธ์กับมหาวิทยาลัยและสถาบันวิจัยวิจัยต่างๆมากน้อยเพียงใด	Strongly disagree ไม่เห็นด้วยอย่างยิ่ง						Strongly agree เห็นด้วยอย่างยิ่ง
<b>1.9.1.</b> Our organization has cultivated close connections with “universities and research institutions” องค์กรเรามีความสัมพันธ์อย่างใกล้ชิดกับ “มหาวิทยาลัยและสถาบันวิจัย”	1.	2.	3.	4.	5.	6.	7.
<b>1.9.2.</b> Our organization has cultivated close connections with “university departments and research units” องค์กรเรามีความสัมพันธ์อย่างใกล้ชิดกับ “คณะต่างๆภายในมหาวิทยาลัยและหน่วยงานวิจัยต่างๆ”	1.	2.	3.	4.	5.	6.	7.
<b>1.9.3.</b> Our organization has cultivated close connections with “university lecturers, students and researchers” องค์กรเรามีความสัมพันธ์อย่างใกล้ชิดกับ “อาจารย์มหาวิทยาลัย นักเรียน นักศึกษา และนักวิจัย”	1.	2.	3.	4.	5.	6.	7.

#### 1.10. Strength of Social enterprise ties (ความสัมพันธ์กับภาคกิจการเพื่อสังคม)

"Social Enterprise ties" refer to the connections with other social enterprises' organizations that are solving social problem issues while making profit.

“ความสัมพันธ์กับภาคกิจการเพื่อสังคม” หมายถึง การเชื่อมต่อกับกิจการเพื่อสังคมอื่น ๆ ที่กำลังแก้ไขปัญหาสังคมในขณะที่มีกำไรประกอบผลกำไร

To what extent do you agree with statements about the relationships with social entrepreneur partners							
คุณเห็นด้วยกับข้อความดังต่อไปนี้เกี่ยวกับความสัมพันธ์กับผู้ประกอบการกิจการเพื่อสังคมมากน้อยเพียงใด	Strongly disagree ไม่เห็นด้วยอย่างยิ่ง						Strongly agree เห็นด้วยอย่างยิ่ง
<b>1.10.1.</b> Our organization has cultivated close connections with “other social enterprise organizations” องค์กรเรามีความสัมพันธ์อย่างใกล้ชิดกับ “องค์กรกิจการเพื่อสังคมอื่นๆ”	1.	2.	3.	4.	5.	6.	7.
<b>1.10.2.</b> Our organization has cultivated close connections with “ other business unit or group of people in social enterprise” องค์กรเรามีความสัมพันธ์อย่างใกล้ชิดกับ “หน่วยงานและกลุ่มทีมงานของกิจการเพื่อสังคมอื่นๆ”	1.	2.	3.	4.	5.	6.	7.
<b>1.10.3.</b> Our organization has cultivated close connections with “social entrepreneurs who are running social enterprises, and with change-makers who want to run social enterprises. Including staff in the social enterprise organizations”.	1.	2.	3.	4.	5.	6.	7.

องค์กรเรามีความสัมพันธ์อย่างใกล้ชิดกับ “ตัวผู้ประกอบการที่กำลังดำเนินงานกิจการเพื่อสังคมและที่กำลังจะพัฒนาตัวเองเป็นผู้ประกอบการกิจการเพื่อสังคม รวมถึงบุคลากรภายในองค์กรกิจการเพื่อสังคม”							
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### 1.1.1. Strength of Social Stakeholder Ties (ความสัมพันธ์กับผู้มีส่วนได้ส่วนเสียภาคสังคม)

"Social stakeholder ties" refer to the connections with social stakeholders that are affected from the social problem issues and non-profit organizations that deeply understand the social problem issues. Examples are social target for social enterprise, NGOs, and non-profit social foundation.

"ความสัมพันธ์กับผู้มีส่วนได้ส่วนเสียภาคสังคม" หมายถึง การเชื่อมโยงกับผู้มีส่วนได้ส่วนเสียทางสังคมที่ได้รับผลกระทบจากปัญหาสังคมและองค์กรที่ไม่แสวงหาผลกำไรที่เข้าใจปัญหาปัญหาสังคมอย่างลึกซึ้ง อาทิเช่น เป้าหมายทางสังคมสำหรับกิจการเพื่อสังคมละองค์กรหรือมูลนิธิที่ไม่แสวงหาผลกำไรต่างๆ

To what extent do you agree with the following statements about the relationships with social partners คุณเห็นด้วยกับข้อความดังต่อไปนี้เกี่ยวกับความสัมพันธ์กับทางภาคสังคมต่างๆมากน้อยเพียงใด	Strongly disagree ไม่เห็นด้วยอย่างยิ่ง							Strongly agree เห็นด้วยอย่างยิ่ง									
<b>1.1.1.1.</b> Our organization has cultivated close connections with “the organization in our social sectors” e.g. NGOs, social foundation, and community that of relevance to the social target. องค์กรเรามีความสัมพันธ์อย่างใกล้ชิดกับ “องค์กรในภาคสังคม” เช่น องค์กรไม่แสวงหาผลกำไร, มูลนิธิที่ทำงานเพื่อสังคมต่างๆ, และ ชุมชนที่เกี่ยวข้องกับกลุ่มเป้าหมายทางสังคม	1.	2.	3.	4.	5.	6.	7.										
<b>1.1.1.2.</b> Our organization has cultivated close connections with “the business unit or group of people in our social sectors” e.g. NGOs team, social foundation team, and group of social target. องค์กรเรามีความสัมพันธ์อย่างใกล้ชิดกับ “หน่วยงานหรือกลุ่มคนในภาคสังคม” เช่น ทีมงานองค์กรไม่แสวงหาผลกำไร, ทีมงานมูลนิธิที่ทำงานเพื่อสังคมต่างๆ, และ กลุ่มเป้าหมายทางสังคม	1.	2.	3.	4.	5.	6.	7.										

<p><b>1.11.3.</b> Our organization has cultivated close connections with “the individual in our social sectors” e.g. NGOs staff, social foundation staff, and individual of social target. องค์กรเรามีความสัมพันธ์อย่างใกล้ชิดกับ “บุคคลคนในภาคสังคม” เช่น บุคลากรองค์กรไม่แสวงหาผลกำไร, บุคลากรมูลนิธิที่ทำงานเพื่อสังคมต่างๆ, และเป้าหมายทางสังคม</p>	1.	2.	3.	4.	5.	6.	7.
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## Part2.

The information below will ONLY be used for general information (i.e. 45% Female, 25% under 30 years old, etc.). It will NOT be used to identify individuals. CONFIDENTIALITY IS GUARANTEED.

ข้อมูลข้างล่างดังต่อไปนี้จะเป็นข้อมูลทั่วไปซึ่งจะถูกเก็บไว้เป็นความลับ ส่วนการนำเสนอผลนั้นจะไม่มีกรนำเสนอที่ละองค์กรแตจะนำเสนอไปในเชิงกว้างๆ เช่น 45% เป็นผู้หญิง, 25% มีอายุต่ำกว่า 30 ปี เป็นต้น

2.1. Are you คุณคือ \_\_\_\_\_ Male (เพศชาย) or \_\_\_\_\_ Female (เพศหญิง)

2.2. What is your position in the organization? ตำแหน่งของคุณในองค์กรคือ? \_\_\_\_\_

2.3. What is the name of your organization? องค์กรของคุณชื่อว่าอะไร? \_\_\_\_\_

2.4. Do you consider your organization as an intermediary? คุณคิดว่าองค์กรคุณเป็นองค์กรตัวกลางหรือไม่? \_\_\_\_\_

2.5. How long have you organization been established?

คุณดำเนินการในองค์กรนี้มาเป็นเวลาเท่าไร?

\_\_\_\_\_ years (ปี) \_\_\_\_\_ months(เดือน)

2.6. How many employees do you have in your organization? องค์กรของคุณมีพนักงานกี่

คน? \_\_\_\_\_ person (คน)

## End-of-Survey

Thank you for your co-operation

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