

A Validated Visionary Model of how Public Sector Innovation is Related to Social Innovation within the Subdistrict Administrative Organization for Developing Thailand 4.0: Kao Liao District Model

Arunwan Tesapaet

Faculty of Humanities and Social Sciences, Suan Sunandha Rajabhat University, Thailand

E-mail: arunwan.nong@gmail.com

Shayut Pavapanunkul

Faculty of Humanities and Social Sciences, Suan Sunandha Rajabhat University, Thailand

E-mail: seanbond_2000@hotmail.com

Article History

Received: 12 December 2018 **Revised:** 13 February 2019 **Accepted:** 13 February 2019

Abstract

Currently, two growing knowledge realms have been evolving along parallel pathway in public administration studies: public sector innovation and social innovation. This poses significant challenges to those interested in theory building, research and best practice in the strategic development of Thailand 4.0. This research paper creates an integrated framework based on the European Commission's "European Union's Seventh Framework Programme" for research, technological development and demonstration, under grant agreement No.612870, the MEPIN project (Measuring Public Innovation in the Nordic Countries), the Delphi technique and critical analysis of the Public Sector Innovation-Sector Innovation related literature. The study reveals, not just a grounded normality and codification that might be expected under this framework, but also the critical importance of the actions of the Subdistrict Administration Organization. Furthermore, a validated visionary model is offered to enhance research and provide assistance to the well-timed strategy of managing Thailand 4.0. Respectively, this model could be used to assist in design and uniquely oriented practices, with a view to increasing the capacity for the development of strategies centered on the public service area, conveying citizens' needs and to describe about the findings of public needs. This can be recounted in meaningful implementation, conducted in a new public sector innovation for Subdistrict Administration Organization within the Lower North Region, Kao Liao District Model, and its relevance for social innovation in the civil society within Nakhon Sawan Province.

Keywords: A Validated Visionary Model, Public Sector Innovation, Social Innovation, Thailand 4.0, Kao Liao District Model

Introduction

At the heart of innovation in focus is the public sector, which can be defined through innovation by implementation of new and/or improved processes of firstly, the internal focus (administrative) and secondly, the external (policy) objectives, through strategic change and the realization that citizens' needs are as crucial as public needs. Under these conditions, discovering citizens' needs as public needs is social innovation leading to social change, based on a new paradigm shift. It is needed in order to illustrate and assist an innovation

principle within the public sector, which also aides in developing its effective capacity strategy, particularly in public service delivery. It takes on a variety of innovation forms, such as, creating a social media influencer or a citizens' needs centric (humanizing) focus, as well as driving new public entrepreneurs and a public social enterprise culture. (Conglomerate Concepts from Rivera, Roman and Simmonds, 2012; European Commission, 2013; Bates, 2012: 223; Ulleberg, 2009)

Theoretical Approaches to the Literature Review

State-of-the-Art on Public Innovation Related to Social Innovation in Public Service Delivery

The European Commission (2012) main assumption is that there are three generic objectives of public sector innovation that are on the prescribed pathway, with the goal of public sector innovation which is based on the OECD Observatory Definitions. These definitions are aligned with the goal of how to use new approaches from policy design through to service delivery, for a higher performing, more responsive public sector and share innovation practices across the public sector, and also encourage social innovation across the four sectors.

Consequently, social innovation does not refer to the economy sector, but to the innovation in the creation of social outputs. Considered social innovation leads to social change which impacts all four sectors activities. The first sector is the non-profit sector, which is predominantly social or public needs as it defines the public service delivery as public performance and capacity development. For example: It refers to the terminology of stakeholders such as universities, media, non-profit organizations, interest groups, including political parties and social movements etc. The second sector is the public sector, both in terms of the policies and the service model. The public sector needs to meet expectations of public needs and connect them to and learn from citizens' needs, based on the new paradigm shift. In addition, it must respond quickly to public service delivery as a means to incentivize innovation as a capacity development strategy, and by also engaging in innovation in other sectors. The third sector is the private sector, which means that business opportunities in developing and viewing social innovation challenges. The private sector activities can also be drivers of a new paradigm shift, as innovative approaches to social challenges and to push citizens' needs to be run at a gold standard level of public needs such as E-commerce, Internet of Thing (IoT), Artificial Intelligent (AI), Global Warming and Corporate Shared Value etc. These are related to the public sector will design thinking for discovering citizens' needs (Pavapanunkul and Mahittichatkul, 2018: 52; Bates, 2012: 223; Hill, 2007; Boelman, Kwan, Lauritzen, Millard, Schon (TEPSIE), 2014; Porter and Kramer, 2011). The last or fourth sector is the informal sector, which describes the activity conditions of individuals, families and communities, as parts of citizens' needs which can be physical of validating public needs. In terms of social innovation, this sector is described as the public sector activity which is on a par with this sector and deals with the other sector, as it shares capacity development strategy in public service delivery for discovering citizens' needs, through campaign, advocacy and preparation of services. Similarly, the public sector capacity to take ideas from inception to impact for example, lacks the capital resource, lack of the early birth (baby), providing care in the home, volunteering for a local charity, includes all the activity online which is about connecting, sharing, collaborating and convergence.

Sustaining the Public Sector will Involve Social Innovations Model of the Public Sector

Relatively, from the early stages of idea generation to generate social innovation can take place in all four sectors as mentioned in the previous section. The value of sustaining the public sector will involve a social innovations model, identifying three things as validating public needs from citizens' needs.

- A business model that runs parallel to the core idea of innovation in the public sector which outlines how the new paradigm shift as the key role of validating public needs form citizens' needs.
- A governance model that provides a clear strategy of control of validating public needs and accountability of the new paradigm shift issues and paradigm questions for discovering citizen's needs as proactive safeguards for more capacity development strategy in public service delivery.

Appreciative Inquiry Model for Public Sector Innovation and Its Relation to Social Innovation, Including Application to Case Study

As stated, in this section is aimed at the public design thinking process of appreciative inquiry model (AI) deploys a cycle of 4 processes (<http://www.new-paradigm.co.uk>) all of which are linked to each other.

1. Discover: the identification of organizational processes that work well. This study was applied to public sector innovation is best based on validating public needs.
2. Dream: the envisioning of the processes that would work well in the future. This study can be used to reach an already identified the new paradigm shift issue and paradigms questions for discovering citizens' needs based on New Engine Growth-S Curve and New S Curve of Thailand 4.0. as follows:

**Thailand 4.0 Prosperity, Security, Sustainability
Innovative/Value-Based Industry High Income Country**

**The Key Role of State-of-the-Art on Public sector Innovation Related to Social Innovation
that Concerning to Validating Public Needs (New-S-Curve)**

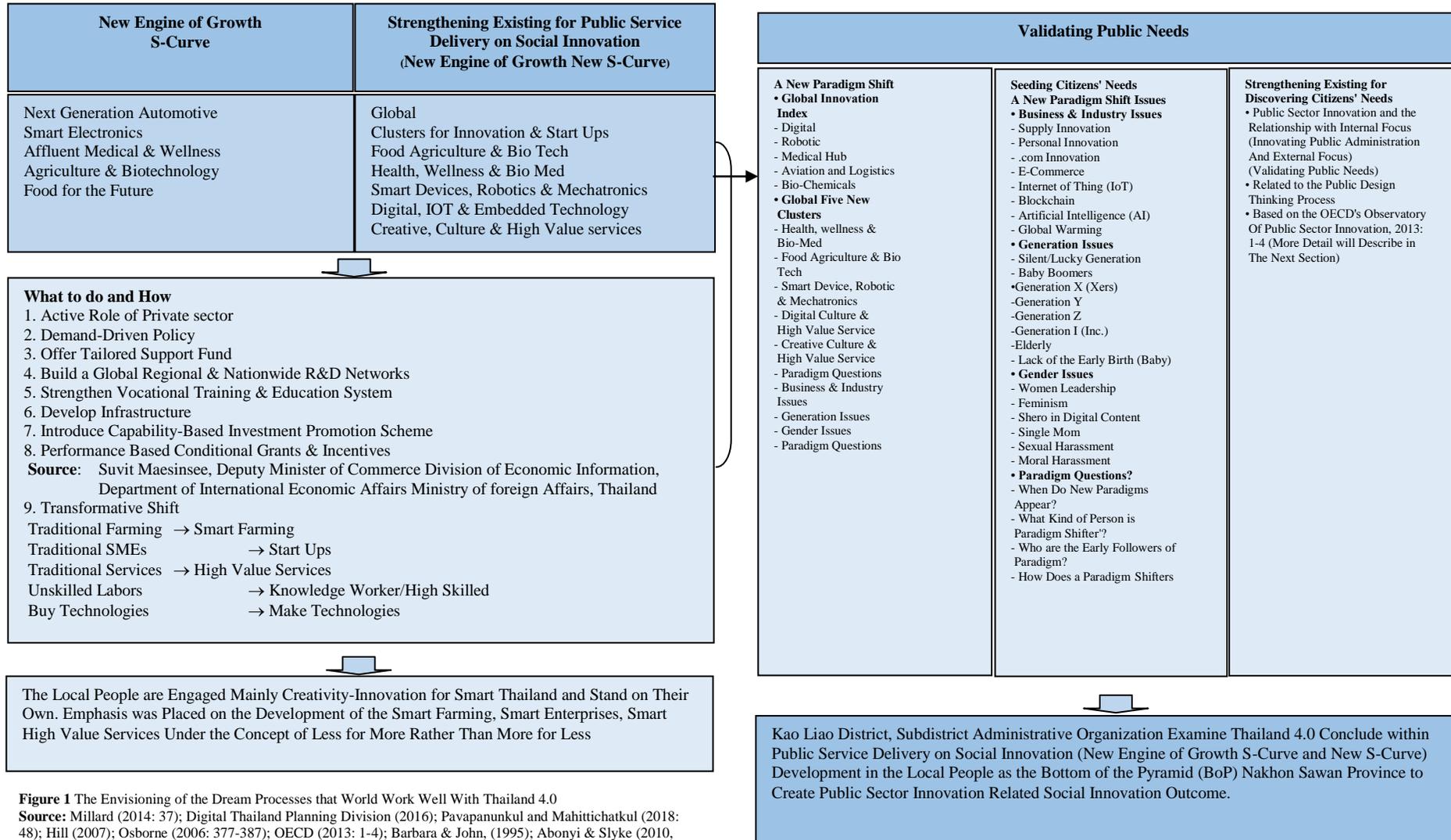


Figure 1 The Envisioning of the Dream Processes that World Work Well With Thailand 4.0
Source: Millard (2014: 37); Digital Thailand Planning Division (2016); Pavapanunkul and Mahittichatkul (2018: 48); Hill (2007); Osborne (2006: 377-387); OECD (2013: 1-4); Barbara & John, (1995); Abonyi & Slyke (2010, 2012); Docherty (2017: 719-724); Croft (2014: 3); European Commission (2013); Arundel, Bloch, & Ferguson (2016: 1271-1282); Bates (2012); Bettencourt & Ulwick (2008: 109-114); Prahalad (2004)

3. Destiny or deploy: the implementation (execution) of the propose of design thinking. This study is built on the potential of public sector innovation and the relationship with internal and external focus based on the OECD'S observatory of public sector innovation (2013: 1-4).

4. Design: planning and prioritizing processes that would work well. This study's findings determined the course that the value-based development approach lead to more capacity strategy in public service delivery. Relatively, in regards to lead to strengthening existing for discovering citizens' needs based on Thailand 4.0, and new regulatory and legal framework of Subdistrict Administrative Organization act (first draft), relevant to case study of this research Kao Liao District, Subdistrict Administrative Organization Nakhon Sawan Province. This district's main assumption is that tech-humanized management, as well as non-humans and humans, work together as public sector innovation specialists. Reality is created in the present so there are many tech-humanizing realities (uncovering the reality of citizens' needs as public needs for service delivery. The term non-humans primarily refers to technologies such as Internet of Thing (IoT), Mobile Application and Cloud Computing etc.

They are underlying citizens' needs that involve public service delivery and innovative capacity in creating new models that mutually sustain benefits both for the public sector innovation and social innovation, or both public sector organizations. (This study was applied to Kao Liao District, Subdistrict Administrative Organization) and the bottom of the pyramid (BoP) refers to citizens or people in Kao Liao district, including the local people in Thailand 4.0.

Furthermore, in this case study, it can be identified and applied for the public sector concerning the socialtas civilis (global Latin language). It refers to the management of civil society affairs are available to the satisfaction of human needs (adapted from Moulaert, Martinelli, Swyngedouw & González, 2005). In this study, the satisfaction of human needs as a counterpart of citizens' needs all dominating validating public needs (adapted from Boltanski, 2013: 216). The issue highlighted in this section comprise at Subdistrict Administrative Organization to civil society. This local public organization as well as the institutional dynamic of civil society, including empowerment as the booming force of many initiatives for social innovation. In the idea of civil society goes ahead to the concept of social innovation in the social economy and refers to social organization aimed at the satisfaction of human needs, in social change or in terms of a new paradigm shift (adapted from Layton, 2006).

Finally, this section has strong relevance for theory and concept development both public sector innovation and social innovation in relation to practitioners and researchers on the great smart concepts from Prahalad (2004), Karnani (2006), Hart (2005), Taplin and Clark (2012), Bushe (2013). Tiwari and Herstatt (2012), Latour (2007), and Pavapanunkul and Mahittichatkul (2018: 48) created from Hill (2007), Osborne (2006: 377-388), OECD (2013: 1-4), Barbara and John (1995), Abonyi and Slyke (2010, 2012), Docherty (2017: 719-724), Croft (2014: 3), European Commission (2013), Arundel, Bloch and Ferguson (2016: 1271-1282), Bates (2012), and Bettencourt and Ulwick (2008: 109-114).

A Summary of Introduction and Inclusion in the Research Conceptual Framework

Implementation of above introduction and contents, as referred to in the previous section, is a process that requires validating public needs from citizens' needs based on Thailand 4.0 as a new paradigm shift issue and innovation in the public sector. This has led to the development of the research conceptual framework to support this research results, which directly effects the public design thinking process, and improves enterprise architecture as a validated visionary concept model and their inclusions are central to this agenda of validated models of the public sector innovation. This presented related to social innovation for developing Thailand 4.0 of "Kao Liao District Model" as the implementation of resilience requires civil society to more effectively capacity and leverage influencer relationships (Within and beyond

technology and social media influencer) to meet this challenge of public sector innovation influencer.

The Inclusive Framework for the Public Design Thinking Process as a Validated Visionary Concept Model of the Research Conceptual Framework

To apply this practically and to better understand how to meet the goals of influencer and social enterprise concepts and to support civil society implementation for developing Thailand 4.0. It can be mapped to the commitment for doing to both internal (empirics administration) and physical world (A New Paradigm Shift) layer. In these layers contains descriptions about Thailand 4.0 and located and how the public sector innovation can be validating public needs from citizens' needs including strengthening existing for discovering citizens' needs. (adapted from Notter and Grant, 2012; Mor Barak, 2015: 83-88; Riihimaa & Syynimaa, 2011; Stamper, 1973; Liu, 2000; Epple and Rhodes, 2018: 20-21). (See Figure 2)

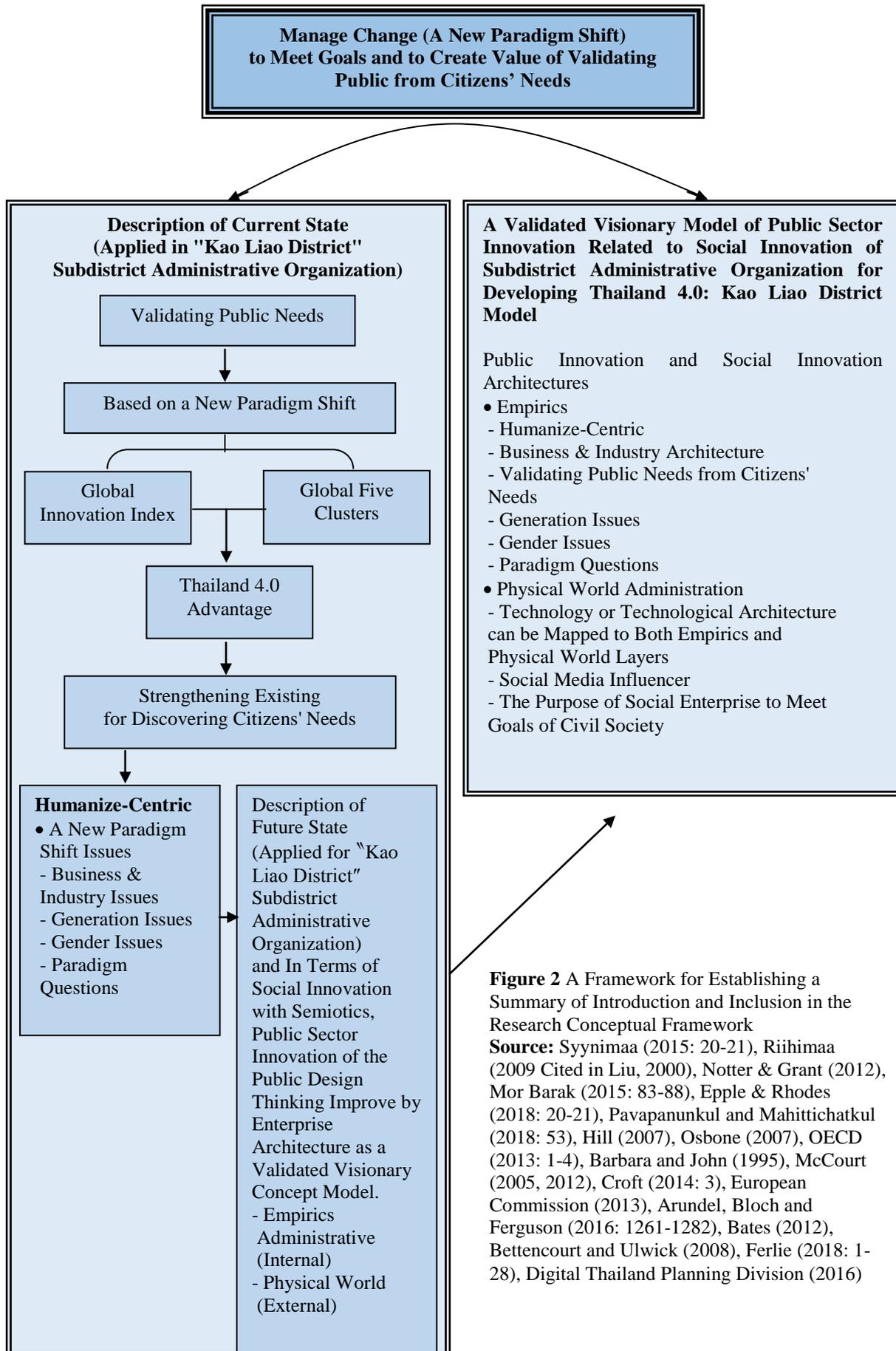


Figure 2 A Framework for Establishing a Summary of Introduction and Inclusion in the Research Conceptual Framework
Source: Syynimaa (2015: 20-21), Riihimaa (2009 Cited in Liu, 2000), Notter & Grant (2012), Mor Barak (2015: 83-88), Epple & Rhodes (2018: 20-21), Pavapanunkul and Mahittichatkul (2018: 53), Hill (2007), Osbone (2007), OECD (2013: 1-4), Barbara and John (1995), McCourt (2005, 2012), Croft (2014: 3), European Commission (2013), Arundel, Bloch and Ferguson (2016: 1261-1282), Bates (2012), Bettencourt and Ulwick (2008), Ferlie (2018: 1-28), Digital Thailand Planning Division (2016)

Research Objectives

1. To study the current situation of public sector innovation related to social innovation of Subdistrict Administrative Organization for developing Thailand 4.0: Kao Liao District, Nakhon Sawan Province.
2. To design of a validated visionary model of public sector innovation related to social innovation of Subdistrict Administration Organization for developing Thailand 4.0: Kao Liao District, Nakhon Sawan Province.

Method

This research was conducted via future research method, by using the Delphi Technique. The 18 purposive key informants consisted of government agencies and relevancies to Subdistrict Administrative Organization, Academics and local leaders of Kao Liao District, Nakhon Sawan Province. At least 5 years of professional experience in a relevant field, based on skill integration theory usage, with micro skill for international viewing practice of Allen E. Ivey, Mary Bradford Ivey and Carlos P. Zalaquett (2015) in Chapter 9. The descriptive statistics procedures employed included Mean, Median, Mode and Interquartile Range (IR).

Result

Base on objective 1 the research findings revealed that:

1. Currently, an extensive reach is an influences concepts of tech-humanize as validating public needs from citizens' needs was a humanize textual vision that represents a need for innovation strategy like online PR, Internet of Thing (IoT), mobile application, cloud computing and social media service. As the more classic capacity development strategy in public service delivery of this research: case study Kao Liao District, Subdistrict Administrative Organization, Nakhon Sawan Province.

This decisive new strictness has emerged as their progeny in the field of public sector innovation, it takes to be a virtuous innovation has established social media influencer. Relevantly, this Subdistrict Administrative Organization put to use influencers to integrate innovation both humanize-centric and social media as technological-centric.

According to the role of public sector innovation they must embrace to validating public needs and more capacity development strategy in public service delivery. This result remarks shapely with limitation of obstacles to the development of innovative incentive structures in this Subdistrict Administrative Organization, including the current budget that has been allocated and found insufficient to foster innovation. Lack of innovations in training for human development or talent management and lack of charitable support from outside agencies or organizations, which proved insufficient to develop innovative product process and service innovations. It would be much more authentic, and have a far more positive influence on public opinion and public customer behaviour and evoke endearing trust with public service delivery.

Consequent, to the continuation of objective 2, this Subdistrict Administrative Organization model. This a validated visionary model, was the humanize-centric and social media influencer which this innovation in the public sector. This model was improved strengthening existing for discovering citizens' need according to a new paradigm shift issues and more capacity development strategy in public service delivery. There are procurement systems, accounting systems, financial systems, correspondence systems, development in information technologies (computer/software) and social media influences, as a concrete factor for social innovation influence is the really decisive factor. Another important factor is the utilization of local wisdom contacts, to benefit, create and develop understandings and to make better use of public utilities and facilities to ensure safety for life and property. By treating social media

influence for the organization influencer has built a fan base in terms of fandom (Darling-Wolf, 2004). At this point, the goal is to earn credibility and demonstrate knowledge of technological ability, infrastructure and transportation system, ensure a fruitful campaign in the long term, raising the local income on the way of social enterprise etc. These elements of a validated visionary model can become integral to the local peaceful and livable community and maintaining a harmonious community identity. This model may be a desirable outcome of best practice, that can be used as a guideline of civil society that's called the "Kao Liao District Model" Consequently, the findings of this model should be applied when creating a public sector innovation model to promote social innovation for successful influencer management in Thailand 4.0. It demands the attention of the well-timed strategy management of the Thailand 4.0. For effective public administration, there should be clear benchmarks/criteria for success and for upgrading of the Subdistrict Administrative Organization structure.

The descriptive statistics results of these above previous results showed Median and Mode in level range between 4.00-5.00 and Interquartile Range not more 1.00 (IR<1.00) Respectively, the consensus of the expert groups from round 3 questionnaire answer following round 2 can be substantiated as follows: 1) the same answer related to above results in the previous section recur again 2) so also did the descriptive statistics results that Median Mode in level range was 4:00-5:00 and Interquartile Range not more 1.00 (IR<1.00).

Conclusion and Discussion

Relative to objective 2, according to the research objective 1 results led to create value for objective 2 results, conclusion and discussion as follows:

1. Kao Liao District Subdistrict Administrative Organization to use influencer concepts that are necessary to cope with validating public needs depending on its organizational capability and discovering citizens' needs as social change (to utilize for public sector innovation). Accordingly, De Vita, Fleming, & Twombly (2001: 16-17) suggested a framework for assessing and addressing the capacity needs of an organization, which consists of five components, which are: vision and mission leadership, resources, outreach and product and services. These components work together to create effective outputs (applied for tech-humanize of this research based on Notter and Grant, 2012: 8; De Vita, Fleming, & Twombly, 2001: 16; Boon, et.al., 2012: 3) and outcomes and applied to a validated visionary model of public sector innovation related to social innovation) (adapted and referred from Weyrauch, Herstatt, 2016). (See Figure 3)

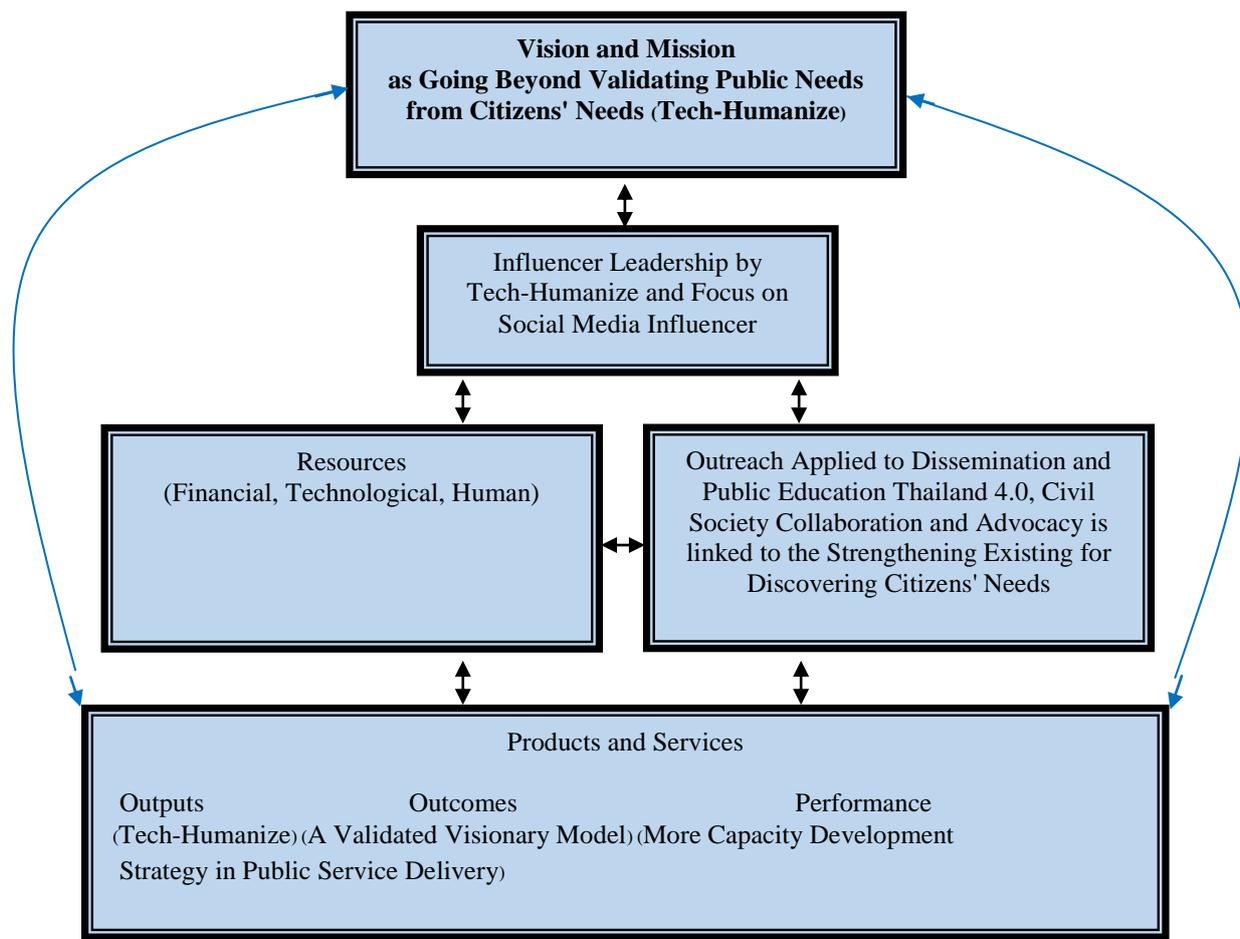


Figure 3 A Framework for Addressing Public Sector Innovation Capacity Building Public Service Delivery and Social Innovation Together to Create a Validated Visionary Model for Developing Thailand 4.0.

Source: De Vita, Fleming, & Twombly (2001: 17)

2. This discussion is currently ongoing; however initial findings are emerging. Analysis and integration of findings from the previous sections can be built-in and used for maintaining the local peaceful and livable community. It demands the attention of the well-time strategy managing the Thailand 4.0. Relevantly, Navarro (2006) has established this well-timed strategy and tactic. From a strategic perspective there are many fascinating reasons why one company or organization (assisted in Kao Liao District Subdistrict Administrative Organization, Nakhon Sawan Province) acquires another. Accordingly, the well-timed strategies and tactics are arrayed in the master Cyclist management (See Figure 3) wheel which can help any business executives (applied to Kao Liao District, Subdistrict Administrative Organization Executive), executive team to enthusiastically improve their company's performance in terms of more capacity development strategy in public service delivery for developing Thailand 4.0 and transform this organization to public sector innovation (adapted from Nambisan, 2008; McCourt, 2013; Ansell, 2014; Butzin, Rabadjiieva and Emmert, 2017).

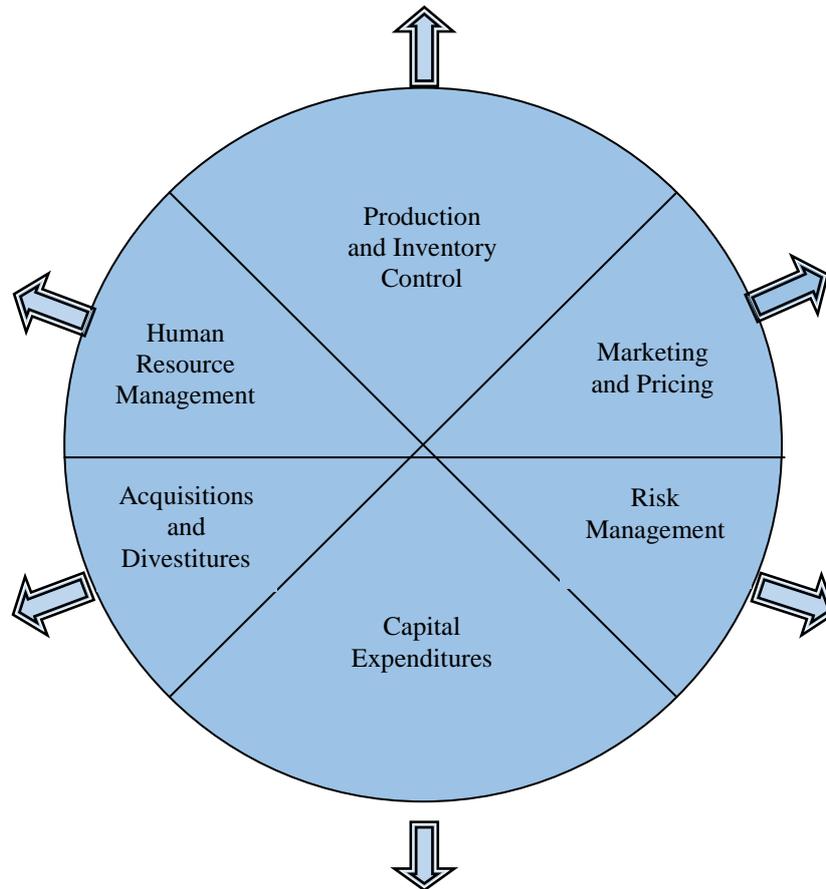


Figure 4 Well-Timed Strategies and Tactics of the Master Cyclist executive
Source: Navarro (2006)

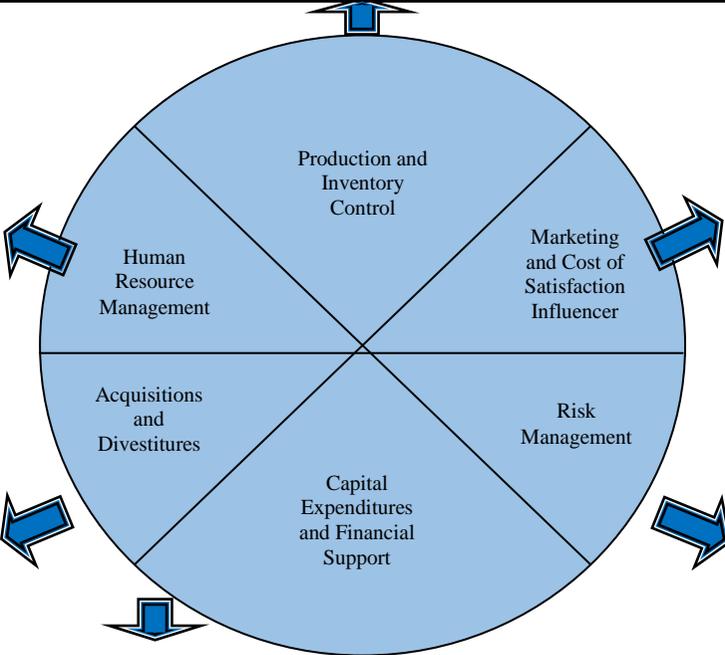
Still, from a Master Cyclist perspective, it makes a validated visionary model to impulsively make a convergence of the strategic reason for enterprise architecture as design thinking of Kao Liao District, Subdistrict Administration Organization called "Kao Liao District Model" and related concepts to introduction and results, including discussion in detail. After this a validated visionary model of this research adoption process is presented as follows. (See Figure 5)

- Protect organization team workforce high skill and the talent pool anticipation of recovery
- Use cross-training wage and work hour flexibility, and a supportive organization culture to make loyalty, no layoff policy work
- Utilize local wisdom persons to benefit
- In addressing humanize process at
 - The structural-to build open trustworthy, generative and courageous by walk, talk, and thought
 - Explore-internal-certain internal (Administrative) process and systems
 - External - the outside community or network include online and social media is let to participate
 - Knowledge - access to information as information architecture
 - Skills - interpersonal skills

- Digital Thailand/Thailand 4.0 Advantage
- Comparative advantage
 - Competitive advantage
 - Top local
 - Top ASEAN
 - Top global
 - By tactically time key strategic acquisitions and divestitures to the SMES market cycle
 - Use the patterns of innovation in public sector to fine tune this tactical timing of influencer organization and social enterprise
 - Understand that any long term cost of reputation advantage

- "Tech-Humanize" organizational vision and mission production. Inventory control in anticipation of validating public needs from citizens' needs
- Beware "Citizens' Needs"
 - Beware the "Whip"
 - Deploy "Production-to-Order" type system to preparing or reduce a new paradigm shift
 - Global innovation index
 - Digital - Robotic - Medical hub - Biofuels - Bio - Chemicals
 - Digital Thailand/Thailand 4.0
 - Bio-med
 - Smart device & High value
 - Health wellness
 - Food agriculture
 - Bio-tech
 - Creative culture & High value services

- Build the brand and market share of successful influencer marketing
- Change the product mix and campaign message to fit the influencer cycle
- Retarget the customer and market as economic and innovation in public sector conditions dictate
- Raise cost satisfaction of customer in a goodtime both to boost revenues and influencer
- To respect honesty and transparent community is very important in influencer marketing
- Establish multiplier targets for public service deliveries and brands online
- Use social media marketing as multipliers for corporate images and online marketing communication



- Develop new product and public markets in response to strengthening existing for discovering citizens' needs.
- A new paradigm shift issues
 - Business & Industry issues
 - Supply innovation
 - Personal innovation
 - Computer innovation
 - E-commerce
 - Internet of thing (IoT)
 - Blockchain
 - Artificial intelligence (AI)
 - Generation issues
 - Silent / Lucky generation
 - Baby / Boomers as elderly
 - Generation X as executive
 - Generation Y as middle manager
 - Generation Z as new coming consumer
 - Gender issues
 - Feminism
 - Single mom
 - Moral harassment
 - Sexual harassment
 - Younger crime
 - Paradigm questions
 - When do new paradigms appear?
 - What kind of person is a paradigm shift?
 - Who are the early followers of paradigm?
 - How does a paradigm?

- Counter cyclically cut capital expenditures in anticipation of civil society participation
- Modernize existing microfinance
 - Devote offensive management to schematically model adapted to Digital Thailand and SMEs 4.0
 - Increase outside capital by corporate shared value
 - Accounting support system
 - Return on investment (ROI) support system
 - Transportation/Infrastructure support system

Figure 5 The Well-Timed Strategy Managing the Validated Model of Public Sector Innovation Related to Social Innovation for Developing Thailand 4.0: Subdistrict Administrative Organization Kao Liao District, Nakhon Sawan Province.

Ultimately, in this model, the researchers highlight of this Figure 4 can be used as a best practice and for measuring the public sector innovation capacity, implementation process of social innovation which according to Steele and Derven (2015) recommend the following actions to foster an inclusive strategies and programs to local needs (applied to validating public needs from citizens' needs, embedding social media influencer and tech-humanize throughout the Subdistrict Administrative Organization, Kao Lio District Nakhon Sawan Province).

These are:

Advocate-promoting inclusion and valuing of public sector innovation related to social innovation with the well-being strategy.

Cultivate-nurturing the tech-humanize of inclusion, perspectives and to the invited civil society, implemented to social enterprises and social media influencer benefit.

Include-the outcomes and benefits that results from both empirics and physical world, human-centric and technological-centric are critical and synthesize of consistent role of public sector innovation. At this point, it can be help citizens to consciously address a new paradigm shift issues, look forward to validating public needs and expected norms to promote full engagement of Digital Thailand or Thailand 4.0. The recovery outcomes are yet to be developed towards a new architecture impact through more capacity development strategy in public service delivery and leveraging influencer relationships (within and beyond technology and social media influencer). Finally, this research suggests further research to link public sector innovation related to social innovation, as a source of innovation for a new public administration studies.

Reference

- Abonyi, G. & Slyke, D. 2010. "Governing on the Edged: Globalization of Production and the Challenge to Public Administration in the Twenty-First Century." **Public Administration Review** 70: S33-S45.
- Ansell, C. & Torfing, J. 2014. **Public Innovation through Collaboration and Design**. London: Routledge.
- Arundel, A., Bloch, C., & Ferguson, B. 2016. **Measuring Innovation in the Public Sector**. Hobart: Australian Innovation Research Centre, University of Tasmania.
- Barbara, N. & John, N. 1995. **Civil Service Reform and the World Bank**. Washington, D.C.: The World Bank.
- Bates, S. 2012. **The Social Innovation Imperative**. New York: McGraw-Hill.
- Bettencourt, L. & Ulwick, A. 2008. "The Customer-Centered Innovation Map." **Harvard Business Review** 5: 109-114.
- Boelman, V., Kwan, A., Lauritzen, J., Millard, J., & Schon, R. 2014. **Growing Social Innovation: A Guide for Policy Makers**. Retrieved from youngfoundation.org/wp-content/uploads/2015/04/YOFJ2786_Growing_Social_Innovation_16.01.15_WEB.pdf.
- Boons, F., Montalvo, C., Quist, J. & Wagner, M. 2012. "Sustainable Innovation, Business Models and Economic Performance: An Overview." **Journal of Cleaner Production** 45:1-8.
- Bushe, G. 2007. "Appreciative Inquiry is Not (Just) About Positive." **Organization Development Practitioner** 39 (4): 30-35.

- Butzin, A., Rabadjieva, M., & Emmert, S. 2017. **Final Report: Social Innovation in Mobility and Transport**. Retrieved from www.si-drive.eu/wp-content/uploads/2018/03/SI-DRIVE-D8_4-Final-Policy-Field-Report-Mobility-and-Transport.pdf.
- Charlene, L. & Bernoff, J. 2008. **Groundswell: Winning in a world Transformed By Social Technologies**. Massachusetts: Harvard Business.
- Croft, J. 2014. "Community Enterprise Strategic Partnerships What Are They and How Can They Be Organized." **Factsheet** (19): 1-10.
- Derling-Wolf, F. 2004. "Virtually Multicultural: Trans-Asian Identity and Gender in an International Fan Community." **New Media & Society, SAGE Journals** 6 (4).
- De Vita, C., Fleming, C. & Twombly, E. 2001. "Building Nonprofit: A Framework for Addressing the Problem." In C. Vita & C. Fleming (eds.). **Building Capacity in Nonprofit Organizations**. Washington D. C.: The Urban Institute, pp. 5-30.
- Digital Thailand Planning Division. 2016. **Thailand 4.0 Digital Planning Development for Economics Society**. Bangkok: Thai Government Office.
- Docherty, C. 2017. "Perspectives on Design Thinking for Social Innovation". **The Design Journal** 20 (6): 719-724.
- Epple, A. & Rhodes, M. 2018. "Complexity Theory and Public Management: A Becoming Field". **Public Management Review** 20: 7949-959.
- European Commission. 2013. **European Public Sector Innovation Scoreboard 2013-A Pilot exercise**. Brussels: DG Enterprise.
- European Commission. 2013. **Powering European Public Sector Innovation: Towards A New Architecture**. Brussels: RTD Publications.
- Ferlie, E. 2018. **The New Public Management and Public Management Studies**. New York: Oxford University Press.
- Hart, S. & London, T. 2005. "Developing Native Capability: What Multinational Corporations Can Learn from the Base of the Pyramid." **Stanford Social Innovation Review** 32 (2): 28-33.
- Hill, B. 2007. **Paradigms Shift and the Long-Term Issues**. Canberra: Crawford School of Economics & Government, Australian National University.
- Howaldt, I., Kaletka, C., Schroder, A. & Zirngiebl, M. 2018. **Atlas of Social Innovation-New Practices for a Better Future**. Dortmund: Sozialforschungsstelle.
- Howaldt, J. & Schwarz, M. 2016. **Social Innovation and Its Relationship to Social Change: Verifying Existing Social Theories in Reference to Social Innovation and Its Relationship to Social Change**. Retrieved from www.si-drive.eu/wp-content/uploads/2016/07/SI-DRIVE-D1-3-Social-Change-final-260416-2.pdf.
- Howaldt, J. & Schröder, A., Butzin, A., & Rehfeld, D. 2017. **Toward A General Theory and Typology of Social Innovation**. Retrieved from www.si-drive.eu/wp-content/uploads/2018/01/SI-DRIVE-Deliverable-D1_6-Theory-Report-2017-final-20180131.pdf.
- Ivey, A., Ivey, M., & Zalaguet, C. 2015. **Essentials of International Interviewing: Counselling in a multicultural world**. Virginia: Alexander Street Press.
- Karnani, A. 2006. **July Fortune at the Bottom of the Pyramid: A Mirage. How the Private Sector Can Help Alleviate Poverty**. Michigan: Ross School of Business.
- Latour, B. 2007. **Reassembling the Social: An Introduction to Actor-Network-Theory**. Oxford: Oxford University Press.
- Layton, R. 2006. **Order and Anarchy: Civil Society, Social Disorder and War**. Cambridge: Cambridge University Press.
- Liu, K. 2000. **Semiotics in Information Systems Engineering**. Cambridge: Cambridge University Press.

- von Luc Boltanski. 2013. **Rätsel und Komplotte: Kriminalliteratur, Paranoia, Moderne Gesellschaft**. Berlin: Suhrkamp.
- McCourt, W. 2013. **Models of Public Service Reform: A Problem-Solving Approach**. Washington D.C.: The World Bank.
- Millard, J. 2014. **Development Theory**. Retrieved from www.new-paradigm.co.uk/Appreciative.htm.
- Mor Barak, M. 2015. "Inclusion is the Key to Diversity Management, but What is Inclusion?." **Human Service Organizations Management, Leadership & Governance** 39 (2): 83-88.
- Moulaert, F., Martinelli, F., Swyngedouw, E., & Gonzalez, S 2005. "Towards Alternative Model (s) of Local Innovation." **Urban Studies, SAGE Journals** 42 (11): 2037-2053.
- Nambisan, S. 2008. **Transforming Government through Collaborative Innovation**. Washington, DC.: IBM Center for the Business of Government.
- Navarro, P. 2006. **The Well-Timed Strategy 2012 Managing the Business Cycle for Competitive Advantage**. New Jersey: Wharton School.
- New Paradigm Consulting**. Retrieved from www.new-paradigm.co.uk.
- New Paradigm Consulting. 2008. **Public Design Thinking Process**. Retrieved from www.new-paradigm.co.uk.
- Notter, J. & Grant, M. 2012. **Humanize How People-Centric Organization Succeed in a Social World**. Indiana: Que Publishing.
- OECD. 2013. **Government at a Glance**. Paris: OPSI.
- Osborne, S. 2006. "The New Public Governance." **Public Management Review** 8 (3): 377-387.
- Pavapanunkul, S. and Mahittichatkul, N. 2018. "Currently, Labelled Innovation Model of Public Sector Innovation and the Public Design thinking Process are Rooted in Innovating Public Administration." **Asian Administration and Management Review** 1 (1): 43-57.
- Prahalad, C. 2004. **The Fortune at the Bottom of the Pyramid: Eradicating Poverty Through Profits**. Pennsylvania: Wharton School.
- Porter, M. E. & Kramer, M. R. 2011. "Creating Shared Value." **Harvard Business Review** Jan/Feb: 62-77.
- Rehfeld, D. & Terstriep, J., 2017. **A Theoretical Framework for the Economic Underpinning of Social Innovation**. SIMPACT Working Paper 2017 (1).
- Riihimaa, J. & Ssynimaa, N. 2011. **Enterprise Architecture Framework Adoption By Finnish Applied Universities' Network**. Dublin: EUNIS International Congress.
- Rivera, L., Roman, L., & Simmond, P. 2012. **Trends and Challenges in Public Sector Innovation in Europe**. Brussels: DG Enterprise.
- Stamper, R. 1973. **Information in business and administrative systems**. New Jersey: Wiley.
- Steele, R. & Derven, M. 2015. "Diversity & Inclusion and Innovation: A Virtuous Cycle." **Industrial and Commercial Training** 47 (1): 1-7.
- Ssynimaa, N. 2015. **Enterprise Architecture Adoption Method for Higher Education Institutions**. Reading: Informatics Research Center Henley Business School, University of Reading.
- Taplin, D. & Clark, H. 2012. **Theory of Change Basics: A Primer on Theory of Change**. New York: ALNAP Institute.
- Tiwari, R. & Herstatt, C. 2012. "Frugal Innovation: A Global Networks' Perspective." **Die Unternehmung** 66 (3): 245-274.

- Ulleberg, I. 2009. **Incentive Structures as a Capacity Development Strategy in Public Service Delivery**. Paris: International Institute for Educational Planning.
- Weyrauch, T. & Herstatt, C. 2016. "What is Frugal Innovation? Three Defining Criteria." **Journal of Frugal Innovation** 2 (1).