



An Exploring for Social Innovation Towards Social Enterprise Growth

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Abstract

The term of social innovation has been increasingly recognized in recent years. However, there is still lack of consensus definition and practice. The objective was to explore the social innovation that can be led to social enterprise growth in Thailand. The method was multiple cases study, which was qualitative research. Purposive sampling and the extreme cases were used to select 10 social enterprise owners and in-depth interview 10 social entrepreneurs. A data was analyzed by using grounded analysis. To get validity and reliability information, the interview to the expert of social entrepreneurship who has experienced in many years, this will give a reliable on the information. The results indicated that social innovation was improving the quality of community life by developing social services and new products, looking for solutions to create social change, developing new training techniques to increase the innovative capacity of the community, new technologies to solve problems and find solution to social need, creating novel ideas, ways to increase social interaction, looking for opportunities, and useful for community without any expectation of any financial benefit. Thus, each of social innovation is creating the impact to the society and community area that each of key informants lived in.

Keywords : Social Innovation, Social Enterprise Growth, Social Value, Social Enterprise

Introduction

The term of social innovation has been increasingly recognized in recent years (Eichler & Schwarz, 2019) in terms of academics research (Silveira & Zilber, 2017) and practice. Social enterprise that has adopted social innovativeness approach is going to be as the new phenomenon in Thailand. However, the concept of social innovation is still infant stage in



Thailand, but it is still going to be a driver for social enterprise growth or even to the pathway of strategy (Soma, van den Burg, Hoefnagel, Stuiver, & van der Heide, 2018).

Thus, there are many ways of creating social innovation that can be driven by such markets (for example, open source software or organic food), movements (for example, fair trade), and academia (for example, pedagogical models of childcare), as well as by social enterprises (microcredit and magazines for the homeless) (Mulgan, Tucker, Ali, & Sanders, 2007). By creating social innovation, it creates the social value (Mthembu & Barnard, 2019) that meet the needs to solve the social problems and growth of social enterprises.

In Thailand, the interest and the study of social innovation have widespread more widely than in the past. Especially from those who do work in practice both university, foundation, non-profit organizations, and social enterprises that support for creating social innovation. As for government sector, National Innovation Agency, Thailand (NIA) is an organization that is stimulating and promoting on the concept of social innovation with three key values; prosperity, healthiness, and happiness.

Therefore, social innovation is one of the backbone of national development with scientific and technological innovations. For social entrepreneurship and social enterprise, the underlying objective is to create social value. Social entrepreneurs are important because they see new patterns and possibilities for innovation and are willing to bring these new ways of doing things to fulfilment (Carmo Farinha et al., 2015). Thus, creating social innovation is the solution for the social need and social enterprise growth.

The objective of this research paper is:

- To explore the social innovation that can be led to social enterprise growth in Thailand.

This study's research question is as follows:

- How can social innovation be leading to social enterprise growth?

Theoretical Background

Social innovation

To define the word social innovation, at first, we illustrate what innovation means, and then examine what social means. Then, we first talk about innovation. The first stream is exploring the organization and social process that innovation, such as individual creativity, organizational structure, environment context, and social and economic factors (Guha, Majumdar, & Marakkath,



2015). Another stream approaches innovation as outcome that apparent itself in new products, product features, and production methods (Guha et al., 2015). Process or outcome have to meet two criteria. The first is newness. The second is improvement. In term of social, it has a broad definition. One of the finest thinker in the field of social entrepreneurship and social enterprise use social to describe very different things: social motivations or intentions, the social sector as a legal category, social problems, and social impacts (Mulgan, 2006). According to Gregory Dee's classic article, the meaning of social entrepreneurship, he identified that it is the adopting a mission to create and sustain social value (Dees, 1998) as central to the distinction between business and social entrepreneurship.

Thus, the term of social innovation has been used increasingly in recent years (Eichler & Schwarz, 2019). Mulgan (2006) identifies that social innovation refers to innovation activities and services that are motivated by the goal of meeting a social need and predominantly diffused through organization whose primary purpose are social. In entrepreneurship perspective, there is an address issue on social innovation by Dees and Anderson (2006) so-called social innovation school of social entrepreneurship. The understanding of social innovation within this literature emphasizes as social change. And Dees (1998) views social entrepreneurs as "change agents". Martin and Osberg (2007) also mentions that the importance of social change by referring to the entrepreneur as someone who develops a new solution that dramatically breaks with the existing one.

Furthermore, Carvalho (2016) had done the research and interviewed 13 social innovators. The results indicated that they become social entrepreneurs because they aimed, first of all, to respond to a social need or problem without distribution of profit. Their products or solutions became social innovations because they had success in the market or in the organization (Carvalho, 2016; Management Association, 2017). Therefore, the success of these social entrepreneurs is related with the promotion of New Business Model (NBM) based on having creating behavior by proposing new solutions, producing multiple values, namely, to individuals, to planet, to economy, and to society; on *sharing* resources among partners; and, in fewer cases, on *trading*, mainly with services exchange, and the generation of value other than profit (Carvalho, 2016; Management Association, 2017). Thus, social innovation occurs when through the social entrepreneurial action, the newness has success to the market and it has the contribution to economic and social sustainability.



As a result, this research will define the social innovation as the social entrepreneurial action or activity, social practices, and products or solutions (good, service, process or idea) to meet social needs and create new social relationship had success in the market or in the organization.

Social innovation in Thailand

Social enterprises have existed in Thailand for many decades, but they just came into formal identification in 2010. To respond to the worldwide trend of the social enterprise, the Thai government has settled this concept for solving Thai social problems and promoting beneficial activities in society by deploying the social enterprise approach. The effort for promoting social enterprises was introduced by the cabinet in 2010. The Social Enterprises Master Plan 2010-2014 was also approved and the Social Enterprise Promotion Commission was appointed as a mechanism to give the private and third sectors a new role. In 2016, Thailand Social Enterprise Office (TSEO) was closed due to ended governmental funding program support. Then, National Innovation Agency of Thailand has become the major role for establish social enterprise and stimulating encourage these social entrepreneurs to create social innovation by opening the division of social innovation in 2016.

Social entrepreneurship, Social enterprise and social innovation are closely related concepts. Social enterprise's owner, who is social entrepreneur, creates social innovation to have widely impact for solving social problem. The term of social of innovation has become more popularity in academics research and practical day-to-day. In Thailand, with the promotion and supportive of National Innovation Agency of Thailand (NIA), NIA has encourage to establish social enterprises that can create social innovation that are addressing to the social and environmental needs to solve the problem. Key values are prosperity, healthiness, and happiness (National Innovation Agency, 2019). However, the concept of social innovation is still infant stage in Thailand, but it is still going to be a driver for social enterprise growth or even to the pathway of strategy (Soma, van den Burg, Hoefnagel, Stuiver, & van der Heide, 2018). NIA defines social innovation as an application of new ideas and appropriate technology to improve the quality of life of communities and environment, which will lead to equality in society and can reduce the problem of inequality in a solid way (National Innovation Agency, 2019). In addition, there are also other private, non-profit, and non-government organization that do promote the creation of social innovation such a social innovation foundation, Buddy HomeCare Social Enterprise Co., Ltd., FARMTO Thailand, and etc.



Social enterprise growth

Firm growth is related very closely to firm survival. Hence firms that experience continuous growth will have a higher probability of surviving in the market (Teruel-Carrizosa, 2010). It has also consequences for employment. A positive rate of growth implies a net creation of new jobs, while a negative rate implies the net destruction of jobs (Teruel-Carrizosa, 2010). Job creation and job destruction are closely related to the ability of incumbents and new entrants to grow. The third factor behind the importance of firm growth is its effect on economic growth (Teruel-Carrizosa, 2010). Then, it is a way to introduce innovation and is an idea of technological change (Caselli, Pagano, & Schivardi, 2003). Finally, to measure of social enterprise growth, it can be measured in different ways and this is depending on the author of research purpose. The growth of social business or social enterprise can be measured by many other factors. Some scholars studied the growth of these social business by looking at the expansion of production and the continuous development of the new customers group (Brooks, 2009). Other scholars believe that the basic mission of social enterprises is to create more social externalities and solve social problems, rather than to satisfy the economic interests of individuals and shareholders (Thake & Zadek, 1997). As social business or social enterprise is focusing on the dual mission in this research, the definition of social business or social enterprise growth is generally to be both economic and social interests (Ge, Xu, & Pellegrini, 2019). Moreover, in term of innovativeness, as social entrepreneurship is more constrained by resources and opportunities than by commercial entrepreneurship, social entrepreneurs need to have a higher level of innovation and initiative to advance their actions (Nordic Council of Ministers, 2015). As a result, the growth is measured by using sale, number of employee, and social impact for this research.

Social innovation and social enterprise growth

Social innovation is the new concept for academics and practitioner (Guha et al., 2015) that can be used to apply the world of social and economy development. The understanding of social innovation within this literature emphasizes as social change. Dee (1998, p 4) views social entrepreneurs as “change agents”. And Dees and Anderson (2006, p44) refer to Jean Baptiste Say and Joseph Schumpeter by stating that social entrepreneurs is as the reform or revolutionize the patterns of creating social value, shifting resources into higher areas of higher areas of higher yield for society. Martin and Osberg (2007, p 33) also mentions that the importance of social change by referring to the entrepreneur as someone who develops a new solution that dramatically



breaks with the existing one. With the Schumpeter and Dee and Anderson concepts, social innovation is a new activity or process, or a new product or services that is driving to social change and social evolution that can be led to the growth. Some scholars argued that organizations should not spend time on anything other than increasing profits (Friedman, 2007) as it is not in the best economic interest of an organization and will not have a positive effect on performance (Hamilton, Jo, & Statman, 1993) or growth. Many have found mixed results in the realm of corporate social responsibility (Orlitzky, Schmidt, & Rynes, 2003). Interestingly, when examining social innovation in the industry, evidence from prior research indicates that socially responsible investing is profitable (Kempf & Osthoff, 2007). It is therefore possible that the positive relationship between financial performance or growth and socially responsible investing will also hold in the context of the social enterprise.

Research Method

The paradigm of this research is the constructivism in which is qualitative research. A qualitative research is taken in this research to be better understood of key informants in social entrepreneurship. All qualitative research is characterized by searching for meaning and understanding what meanings people attach to things in their lives (Merriam & Grenier, 2019). The research strategy is a case study in which this study is using multiple-cases study to explore the determination of social innovation. As a result, the process of qualitative research is to reply as much as possible on the key informants' views of the situation being studied (Creswell & Creswell, 2013). The questions become broad and general so that the key informants can construct the meaning of a situation, and meaning typically forged in discussion or interaction with other persons. From the result of this method, the researcher can come up with the new model for determination of social innovation in the Thai context. Therefore, this research is to explore the determination of social innovation that attempt to maximize dual mission. By taking case study approach, this research can be more understand what characteristics and motivation of creating social innovation and social entrepreneurial activity that can benefit to society. Therefore, in this research, there are 10 social enterprise owners. These are the extreme cases and the most well-known by magazine and TV channel interview. This research is mainly focusing on well-known social entrepreneurs, which is situated their business in Chiang Mai province, Thailand. Moreover,



purposeful sampling is a technique widely used in qualitative research for the identification and selection of information-rich cases for the most effective use of limited resources (Patton, 2002). This involves identifying and selecting individuals or groups of individuals that are especially knowledgeable about or experienced with a phenomenon of interest (Cresswell & Plano, 2011). With purposeful sampling, the samples has drawn out from the criteria of Social Enterprise Office, National Innovation Agency, and Ashoka organization. According to Thai Social Enterprise Office (TSEO) and EMES European Research Network, the offices have stated criteria for being social enterprise or social business, so there are 5 criteria as following; 1) target and social purpose 2) financial sustainable that has income from selling the product or services 3) the process of producing goods or services that has to be environmental friendliness and fairness to society 4) the business has to circulate income or profit to invest the business for future or expand for more of social impact rather focusing on the shareholder, and 5) the business is being good governance and transparency. For the data collection, the data is recorded by using electronic recorder and taking note. Before scheduling for interview, the researcher will use the telephone call requesting the permission to interview the social entrepreneurs. In addition, we ask for permission and agreement for interview. The in-depth interview was scheduled and used the time for at least one hour or more for some cases. The in-depth-interview will be taken place in each of social entrepreneurs' organization. According to Thechatakerng (2012), to get validity and reliability information, the interview to the expert of social entrepreneurship who has experienced in many years, this will give a reliable on the information. In this research study, the research is a using multiple case designs approach to find the answer. However, for qualitative research to get rigor analyze, the researcher is using grounded approach to analyze the data. Strauss and Corbin (1990) had created a series of data analysis steps for grounded theory that consists of open coding, axial coding, and selective coding. Therefore, we would describe the coding analysis for each variable.

Results

Social innovation in the perspective of social entrepreneurs

The purpose is to explore the social innovation that can be led to social enterprise growth. On the finding, the researchers were using semi-structure interview guiding question to ask the key informants. These questions were “Describe how can you think of social change happen?” ,



“Describe what social innovation would/ might be look like?”, “How has your social entrepreneurship and social innovation practice affected others in your life?”, “Please describe social value from the perspective of a social entrepreneur.”, and “Describe your social mission and how this has shaped your social innovation.” Therefore, the researchers concluded the summary result to each question as the open coding for analyzing the data. In this section, the researchers explained social innovation in the perspective of social entrepreneurs.

Social entrepreneurship and social innovation practice affect others in life

To answer this question, the researchers summarized for each interview. SE1 has mentioned that “massage can help people to feel relax and even sometime can treat muscle ache.” In addition, SE1 also mentioned that “when many people know about Thai blind massage and getting famous, he started try to look for blind person to help them to have a job.” He was also saying that “by doing this business, he can help blind people in Chiang Mai to improve their quality of living and at least these people will have a job to do.”, so he had taught blind people know how to massage that created a job.

As SE2, he has mentioned that “before you start doing something, you need to know the problem in the society, once you know the problem, you can find the way to solve the problem.” SE2 is originally an Akha hill tribe. At Akha hill tribe, many people grow the coffee tree, but the problem is that they do not know how to sell coffee beans. SE2 sees this problem and it becomes an opportunity to do the business. At same time, it will help to solve the problem in the society and can also improve quality of living.

As SE3, Thai craft tribe has the purpose clearly on the Fairtrade. With Seven Hill tribes of Northern Thailand are involved in the project: the Akha, Hmong, Karen, Lahu, Lawa, Lisu and Mien groups, so that they can have better quality of life.

As SE4, this social business is to help the poor villagers in Northern Thailand by giving them a way to earn a living. SE4 also provides training to equip northern Thailand’s disadvantaged rural villages, with skills needed to create marketable products to sell around the world. With their new empowering trade, villages are able to earn a decent income and create their own businesses. It is also as the idea of Fairtrade.

As SE5, this is the Buddy HomeCare. The aim of this business is to help the elderly person’s development. In fact, because of this business, I will help other people in the family that has the old person in their house, so member in the family will not need to be worry when they are away



home. Actually, this business is not only helping the older person's development, but it will also help other who is the family member to improve their quality of living. This is innovative service model in the aging society.

As SE6, this is one of the most famous tea business not only in Thailand, but also exporting to at least more than 10 countries. Raming tea has created this business with participating and preserving local culture. Especially producing organic product, the owner had to find the way to produce organic tea, which took 12 years to become success and became one of the world leading organic tea producer.

As SE7, Rai Rung Rang is another example of producing organic fruits and vegetables. In fact, he has created private learning center of how to grow crops to children and youth because he believes that passing on the knowledge to the young one can build the inspiration of becoming a farmer and Thailand is well-known as the agricultural country.

As SE8, Homestay is common word for tourism business, which is one type of hotel business, but it is different in Homestay Mae Kom Pong. By creating of Po Luang, who is the most respectful village leader, he had created Homestay, which you will feel that you are safe and you rent for the whole village. This is another type of innovative services for Homestay business.

As SE9, this is not typical recycle business, but everyone calls "School of Recycle". The owner had participated to teach waste management in the community. To keep clean community, she had tried to encourage people in the community know how management their own trash. Not only they can make some money, but they can also keep community clean.

Finally, as SE10, This is another type of producing organics farm. With the knowledge and know how to produce in the proper way, he has encouraged other farmers continuous producing organic product. He has also created a network that is called as organic network. With the brand of BoonDamrong, everyone knows as organic product seller.

As summary of social entrepreneurship, social innovation, and social impact practice affect others in life, the researchers concluded that there were several types of social entrepreneurship, social innovation, and social impact practice that affect to people in the society. Social entrepreneurship is a new business model that combines a social goal with a business mindset (Witkamp, Royackers, & Raven, 2011, p. 667). Also, social entrepreneurship involves an entrepreneur that creates something new, taking existing ways of doing things, and creatively transforming them into a more effective way of meeting needs, the novelty lies in new, and better combinations of existing knowledge. In this way, social entrepreneurs will provide social



innovation to the society. Leadbeater (1997) has supported that social entrepreneurs will be one of the most important sources of innovation. Social entrepreneurship and social innovation are closely related term that will lead to have an impact for society and community.

Social value shape social innovation

All social entrepreneurs talk about social value that is the way of creating to the social and environmental impact. It is the value that contribute to society helping one who is disadvantage. For SE1, the value of this business is to help the handicap person especially blind person, so blind person can have a job. Also massage therapy is to help other people who want to come to loosen the muscles. In fact, for some occasional, SE1 will provide a free massage and teach to other blind person for a free lesson. Moreover, for SE2, even though this business is a coffee business, but the main purpose is to solve the problem of hill tribe people to create the value add on the product. Because growing coffee beans is the main occupation of this hill tribe people, SE2 tries to find the way of creating value added to the coffee beans and pass on to other hill tribe people, so these hill tribe people can sustain their living by themselves. In addition, for SE3 and SE4, these are the business that has created social value by finding the market to sell hill tribe product as well. Most of the products are handicraft or hand-made product. In partnership with World Fair Trade Organization, every year, WFTO will come assess of how these businesses has the social impact to the society that is the member of these business. There are 10 Fairtrade principles that these two businesses have to follow. For SE5, it is another social business that has formed from the Foundation for Older Persons' Development. Due to the problem of becoming to ageing society, there will be a lot old people in the society and some of them are left out. Nobody has taken care. Therefore, the main purpose of this business is the help old person to have some activity and see the value of them. So, they don't feel left out from the society. In fact, it will improve the quality of living for the old person. For SE6, the impact of this business had affected to mostly Muser people for at least over 200 households, increasing income for at least 200,000 – 300,000 Baht per year, and better quality of life. For SE7, social value and mission are focusing on the children and youth to create private learning center for organic farming. For SE8, with the creation of a new way of eco and community-based tourism, homestay Mae Kom Pong is another example that has everyone in the village getting involve in every step. For SE9, "School of Recycle" is another name for Wongpanit Kungwaree. With getting involve in the community, this business is the best practice for helping people know how to manage on their garbage. Finally, for SE10, with Intelligence Incubation Station and organic farm



network, he has also created the Fairtrade on the organic product. With his new model of doing business, he can increase a bargaining power to larger distributor or channel, so that organic vegetables and fruits producer can sell at the fair price.

As summary of social value shape social innovation, the researchers concluded a result that each of key informants has social value that is shaping to create social innovation. For instance, social values are such an improve quality of living, higher income for the household, create more jobs. These social value has led to create social innovation such a massage by blind person, fair trade, organics product, community-based and ecotourism, School of Recycle, and Learning Center. Alex Nicholls (2009), defines social entrepreneurship as any innovative action that individuals, organizations, or networks conduct to enhance or reconfigure existing institutional arrangement to address the inadequate provision, or unequal distribution, of social and environmental goods. As for doing business and creating social value at the same time, social entrepreneurs are nowadays becoming more and more like traditional entrepreneurs, however, their difference lies in their mission and social value (Selladurai & Carraher, 2014). Social entrepreneurs are concerned with creating and maintaining social value, while traditional entrepreneurs are concerned with maximizing profits and growth (Letaifa, 2016). As a results, this research results will provide the evidence that social value is leading to shape social innovation.

Coding process

Social innovation

Findings of this research, the researchers have found the concept of social innovation. Thus, the researchers present data from the ten social entrepreneurs to show, in a structured manner, how the researchers reached the themes from the first-order coding and second-order coding. The researchers provides representative quotations supporting each of our second-order coding. The researchers also used quotations in the text so as to provide a clear understanding of our analysis. Therefore, the researchers present the result as following.

By the entrepreneurship perspective on social innovation, it views as driving to social change and social evolution (Dees & Anderson, 2006). In the statement of Westwood, social innovation “aims at filling new needs not taken on by the market or creating new, more suitable ways of giving people a place and a role in economic and social life” (Jeppesen, 2005). The role of social innovation, by other authors, is the empowerment of people and as a way of creating



social structure and contributing to economic dynamis (Avelino et al., 2019) and leading to social change. From the key informants in this research, the researchers have key points of social innovation. Therefore, the researchers present the coding of social innovation of each social entrepreneurs that the researchers have interviewed.

As a results, these concepts coding of social innovation is presented above. In some way, the notion of social innovation aims to look as innovation of social practice (Eichler & Schwarz, 2019). This standpoint lays emphasis on the social purpose of innovation, the need to deal with social changes, and where networks and social innovation workshops are critical for innovation diffusion and to reach systemic change. As in the words of improving, developing, creating the new idea, and using new technology, it makes social innovation as the new combination of social practices (Eichler & Schwarz, 2019). It is consistent with Cajaiba-Santana (2014) that social innovations are new social practices created from collective, intentional, and goal-oriented actions aimed at prompting social change through the reconfiguration of how social goals are accomplished. Therefore, social innovation is about improving, developing, creating the new idea, and using the new technology to make a social change and accomplish the social goals.

Growth

For growth, the researchers have found that there is a key main factor of how they measure. Thus, the researchers present data from the ten social entrepreneurs to show, in a structured manner, how the researchers reached the themes from the first-order coding and second-order coding. The researchers provides representative quotations supporting each of our second-order coding. The researchers also used quotations in the text so as to provide a clear understanding of our analysis. Therefore, the researchers present the result as following.

To measure the growth, the researchers found that all social entrepreneurs have confirmed that their social businesses have the impact to the society. These social businesses can solve the social problem by looking at income of people increase and job opportunity, so they can sustain themselves. Here is some comments that support quantitative measurement.

SE1. “I have kept tracking of my blind student after they have finished the massage course. I go to see how they are living with my assistant. I found that some of them have gained the income because they can buy some facility. However, some of them are not really better, but at least they have a skill of massage so that they can use this skill to make a living.”



SE2. “I can see that people in the tribe have a car, higher income, and can buy some other facilities. Some of them can create their own business and make their own brand.”

SE3. And **SE4.** “Because these businesses are the member of World Fair Trade Organization, this organization will come to assess the impact to the society such as an increasing income” as I have mentioned earlier.

SE5. “How I measure the impact of my business, I calculated from number of amount of investment, and number of old people that they can help.” The owner has mentioned that he was measuring the social impact by using Social Return on Investment (SROI).

SE6. The growth of the company is measured by earning income and number of employee. In order to keep it as organic product, international organization from USA, Canada, and EU will come assess in every year. Not only, they are here to check on the soil, but they will also evaluate the quality of living in the community.

SE7 and SE10. By measuring the growth of their business, selling the product and income of business is the key goal for sustainability. For social impact, because of forming of an organic producer group, the sellers can sell their product at the fair price, so they can improve quality of living and earn higher income per household.

SE8. He mentioned that he operated homestay just like any other business. In order to sustain the business, number of customers or tourists is how they measure their own business. Higher of tourists will have higher income per household.

Finally, SE9, the growth of business is measured by the profit and the number of people selling their garbage.

Furthermore, another type of measurement, it is hard to measure. All of social entrepreneurs have mentioned that “most people as their target group have improved the quality of living or well-being.”

As a results, the growth measurement is concluded by in term of financial and social impact of social business. Like most businesses, business growth is often associated with specific survival and success goals, such as financial indicators, which, like sales, takes different forms (Delmar, Davidsson, & Gartner, 2003). The growth of social business or social enterprise can be measured by many other factors. Some scholars studied the growth of these social business by looking at the expansion of production and the continuous development of the new customers



group (Brooks, 2009). Other scholars believe that the basic mission of social enterprises is to create more social externalities and solve social problems, rather than to satisfy the economic interests of individuals and shareholders (Thake & Zadek, 1997). As social business or social enterprise is focusing on the dual mission in this research, the definition of social business or social enterprise growth is generally to be both economic and social interests (Ge, Xu, & Pellegrini, 2019). Moreover, in term of innovativeness, as social entrepreneurship is more constrained by resources and opportunities than by commercial entrepreneurship, social entrepreneurs need to have a higher level of innovation and initiative to advance their actions (Nordic Council of Ministers, 2015). The results of measuring growth is sale, number of employee, and social impact for this research. This coding results of social business or social enterprise growth is consistent with the study of Ge, Xu, and Pellegrini (2019) that they have used sales, number of employees, and market share as the key economic measurement, and social benefit, donation, beneficial, and improve quality of life or well-being as social impact measurement.

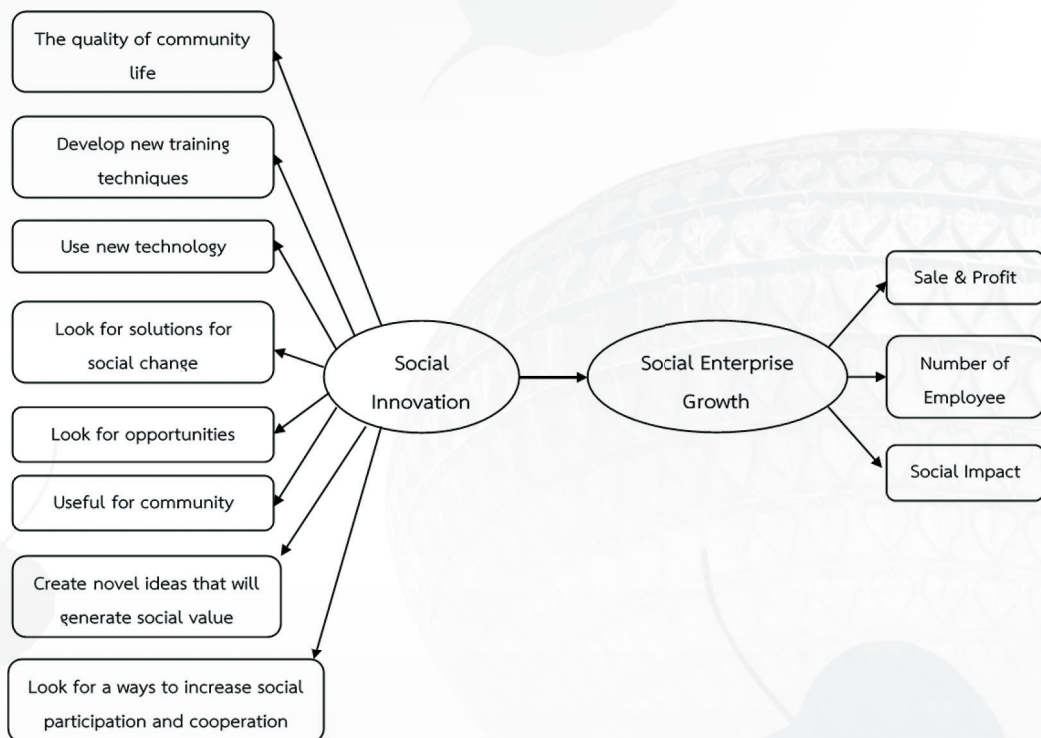


Figure 1 Social Innovation-Growth Model



Discussions

The purpose is to explore the social innovation that can be led to social enterprise growth. Commission European (2011) define social innovations as new ideas that simultaneously meet social needs and create new social relationships or collaborations. They are innovations that are not only good for society but also enhance society's capacity to act. Social Innovation is about the idea of doing things new that has the impact the society, but then, it is not just any "new idea" (Oeij et al., 2019). For the social sector, social innovation has to be an idea in the form of a product, service or method that creates change performs better than existing solutions and for which the value accrues primarily to society. By adopting and creating social innovation, social enterprise is about the business model (Gasparin et al., 2020). It is a business whether operated by a for-profit or nonprofit that has a dual mission of both maximizing social impact and financial return. In additions, social Entrepreneurship is about the mindset. Social entrepreneurs are change agents (Dees, 1998; Koehne & Woodward, 2018) who are relentless about fashioning bold and creative solutions through the creation of new organizations to create social change.

As the key informants, we can conclude social innovation as improving the quality of community life by developing social services and new products, looking for solutions to create social change, developing new training techniques to increase the innovative capacity of the community, new technologies to solve problems and find solution to social need, creating novel ideas, ways to increase social interaction, looking for opportunities, and useful for community without any expectation of any financial benefit. This is correspond to the other research that social innovation can contribute to changing behavior across different institutional settings, across markets and public sectors, and to enhancing bottom-up responsible inventiveness towards integration of social, economic and environmental objectives (Soma et al., 2018).

Our results have also found out that social innovation is developing new technologies to solve problems. This can be called as "Digital Social Innovation" (Cangiano et al., 2017). Cangiano, Romano, and Loglio (2017) have pointed out that "digital social innovation" was introduced to describe a wide range of projects that use digital technologies, community engagement and collaboration, co-creation strategies and bottom-up approaches to solve societal needs, so the impact of digital social innovation can scale the values beyond economic factors. Thus, each of social innovation is creating the impact to the society and community area that each of key informants lived in. As example of School of recycling, this is another type of social innovation of



recycle business, which is encourage people in the community how to do waste management and make a few money of it. As a result, social innovation is about the new ideas that can lead to social impact for community and financial growth to sustain the business.

Furthermore, we can classify social innovation into a group. The first of social innovation property is a network-base (Soma et al., 2018). A social services and new products that social entrepreneurs have created need to be involved with the people in the community. In additions, the social innovation can be linked to the social enterprise growth because these new products and services would fulfill the gap or need in the community. Another group is an enabler-base (Soma et al., 2018). A group of social entrepreneurs have created a new products and services and make things possible to help and fulfill the gap of society. As example of a new way of eco and community-based tourism, homestay Mae Kom Pong is one of the best practice for eco and community-based tourism. Then, Aka Ama Coffee brand is also on the most well-known for coffee seeds brand in the northern part of Thailand. These social entrepreneurs make things happen and try to help their communities' better way of living.

Recommendations

The recommendations for further research are in two broad categories: recommendations from the data, the research design, and recommendations from gaps identified in the literature reviewed. Firstly empirical testing with a large sample: Future research can advance the findings of this article by empirically testing social innovation that can be led to social enterprise growth in a large sample context. Secondly longitudinal study: To study social innovation that can be led to social enterprise growth that is particularly in such a social enterprise and cross-sectional studies cannot fully capture temporal growth effects on each factor. Therefore, a longitudinal study of social innovation that can be led to social enterprise growth would warrant substantial advancement of understanding of the concept and the research methodology.

Practical implication

The data from this study reveals several practical applications worthy of future study. It would be valuable to further examine how social innovation affect towards social enterprise growth. The findings of this study present the factors that are most relevant to the case of the social enterprise that has created social innovation in Thailand. In order to create social



innovation, social enterprises should try new processes and management methods, as well as launch new products which are different to the existing ones. Similar to commercial organizations, social enterprises confront resource constraints.

As finding of this research has pointed, social innovation is improving the quality of community life by developing social services and new products, looking for solutions to create social change, developing new training techniques to increase the innovative capacity of the community, new technologies to solve problems and find solution to social need, creating novel ideas, ways to increase social interaction, looking for opportunities, and useful for community without any expectation of any financial benefit. As a results, an innovation that social enterprise has created should provide the new goods or services that meet the needs of society or community. At same time, the impact of this innovation should provide to financially to sustain the social enterprise and growth of organization such as sale/profit, number of employ, and social impact that provided job opportunity, improved quality of life, and increased income.

Finally, the study can used as a reference basis for comparative study in the same or related fields such as non-profits and non-governmental organizations in order to monitor the current growth of non-profits and non-governmental organizations and to find ways to improve related factors. Regarding the contribution to policy, the recognition of social innovation needs is the key factor for social enterprise growth.

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