

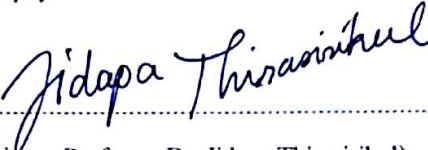
## Abstract


**Title** : Effective Management of Social Enterprises in Organic Food Industry in Thailand

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The objectives of this qualitative research were to 1) understand the current factors that enabled social enterprises (SE) in organic food to effectively manage their business 2) identify common characteristics that which enables organic food social enterprises to successfully manage their business 3) provide recommendation for policy setting and management of SE organic food promotion in Thailand. Six example cases of organic food social enterprises in Thailand were selected. These SEs were certified by an accredited governing body. The studied SEs were 1) Suan Nguen Mee Ma Ltd. 2) Khaokho Talaypu Ltd. 3) Green Net Cooperative 4) Chao Phraya Abhaibhubate Hospital 5) Farmer School of Khao-Khwan Foundation 6) Baannavilit. In-depth interviews were conducted during this research along with focus groups studies and personal observation. Key informants comprised of 4 main groups which were SE operators, academic experts, related government administrations, and stakeholders. Five dimensions of effective management of SE Organic foods were 1) Effectiveness 2) Leadership skills 3) Corporate culture 4) Stakeholders management 5) Governmental Policy

Findings from the study of common characteristics concluded that 1) management effectiveness comprised of SE's ability to manage social and environmental issues, ability to influence social change, enabling producers and farmers to be self sufficient, and the ability to

generate awareness. 2) Effective characteristics of SE Leaders included ability to develop products, packaging improve manufacturing process, expansion of product portfolio and superior customer service. Moreover, an effective leader in this industry must be able to leverage technologies that would further improve their business. Other important characteristics of an effective leader in this industry included having long term goals, being result oriented and promoting an environment of mutual value sharing amongst stakeholders. 3) Characteristics of an effective SE corporate culture were organizations that promoted inclusiveness of their associates, had center of learning excellence, motivated their employees, conducted on the job training, conducted occasional workshops, utilized technology in their product development and services. 4) Characteristics of effectively managing stakeholders in SE were transparency, fair compensation, teamwork, recognition, rewards, inclusiveness, dividends, knowledge sharing, sustainable farming, and clean source of raw materials and promotion of product origin. 5) Effective government policies included investment promotion, tax exemption/deductions for SEs, creating quality market system. Current challenges and issues that which SEs are facing included high manufacturing costs, low confidence and belief in organic food by farmers, and lack of management skills. In order to improve, SE must support farmers during manufacturing process. Moreover, the government should promote investment policies that would benefit SEs. This will ensure that SEs will continuously be motivated.