Ecosystem of Social Enterprise

- **Government**
  - Regulations, directions

- **Funders**
  - Money
  - Supports

- **Enabling organisations**
  - Best Practices

**Social Enterprises**

- **Customers**
  - Products
  - Services
  - Social Impact

- **Beneficiaries**
  - Supports

- **Peers**
  - Competition

Source: https://www.futurelearn.com/courses/social-enterprise-business-doing-good/0/steps/17185
Inclusive Value Chain through Capability Building in Food/Agri Sector

- Social Problem
- Community Engagement & Acceptance
- Supplier Business Model Development
- SE Business Model Development
- Inclusive VC
- Refinement
## SE business model types (2018)

<table>
<thead>
<tr>
<th></th>
<th>Client = Beneficiary</th>
<th>Client ≠ Beneficiary</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Automatic operations</strong></td>
<td>Risk of mission drift: Low</td>
<td>Risk of mission drift: Intermediate</td>
</tr>
<tr>
<td></td>
<td>Financial Sustainability: Easy</td>
<td>Financial Sustainability: Moderately difficult</td>
</tr>
<tr>
<td><strong>Contingent operations</strong></td>
<td>Risk of mission drift: Intermediate</td>
<td>Risk of mission drift: High</td>
</tr>
<tr>
<td></td>
<td>Financial Sustainability: Moderately difficult</td>
<td>Financial Sustainability: difficult</td>
</tr>
</tbody>
</table>

Source: adapted from Santos et al. (2015) & Kittipanya-ngam et al. (2018)
Key challenges of Thai SEs

*based on 2 focused groups + 11 in-depth interviews (2017-2018)