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ABSTRACT

Global pollution, climate change, and environmental disasters have been highlighting the role of business innovation and practices and their impact on the economy, society, and environment. There has been a corresponding rise in social entrepreneurship, which aims at creating shared value among an entrepreneur, its stakeholders, society, and the environment. Social entrepreneurship represents an innovative process that drives social and environmental benefits. Although, a social enterprise's primary purpose is to solve societal problems, it simultaneously needs to generate revenue for itself to survive through business practices that involve the combination of resources, the exploitation of opportunities for stimulating social change, satisfying social and environmental needs. Furthermore, the social entrepreneurship can be represented as a transitional vehicle leading to a new capitalist system for creating shared value.

Similar to other entrepreneurs, social entrepreneurs must acquire resources and develop appropriate capabilities for effectively using their resources to ensure a positive social and environmental impact occurred to the society and remain at a competitive advantage. Social entrepreneurs often operate in environments that make it difficult to acquire resources at reasonable costs while avoiding conflict with their social and environmental missions. The resource-based view (RBV) has always brought to research to understand how enterprises derive economic sustainability and remain competitive advantage from available resources and capability development. Nevertheless, regarding specialty and uniqueness of social enterprises, literature has been showing the idea that economic, environmental, and social resources are needed to manage and utilize simultaneously. In order to cover social and environmental constraints and resources, the extensions of the RBV (i.e., the natural resource-based view (NRBV) and social resource-based view (SRBV)) are also included in the study.

This dissertation aims to identify essential capabilities and supportive business practices that encourage shared value creation based on Thai social enterprises, and to provide guidelines to social entrepreneurs and other shared value-oriented entrepreneurs who want to advance the social and environmental conditions by creating shared value among themselves, society, and the environment. Particularly, this dissertation attempts to address the major research question: *"What are business practices and essential capabilities for creating sharing value for Thai social enterprises?"*. This study used a combination of fuzzy-set qualitative comparative analysis (fsQCA) and case analysis as an analysis tool to explore the complex relationships between a set of capabilities (i.e., mission-driven management, stakeholder management, cross-sector collaboration management, and environmental management capabilities) and shared value creation (i.e., social, environmental, and economic value). Economic value refers to a social

enterprise's benefits in order to survive, grow, and run the business smoothly. It relates to profitability-oriented goals such as making a profit and remain competitive advantage. Social value refers to benefits for society in order to resolve social problems around local communities such as enhancing community health and safety and uplifting well-being of local people. Environmental value relates to the betterment of the natural environment. It helps to resolve environmental problems around global communities such as reducing waste and pollution.

Due to the complex nature of social entrepreneurship, identifying alternative combinations of conditions provide a better solution for examining real-world phenomena because a viable outcome depends on combinations of several antecedents, not an individual condition. To the best of our knowledge, this is the first endeavor to employ asymmetric modeling (by using fsQCA) to assess antecedent capabilities of social entrepreneurship and shared value creation grounded in the stakeholder management theory, RBV, NRBV, and SRBV. The findings from fsQCA reveal various different pathways (combinations of capabilities) that lead to successful and fail social entrepreneurship, social, environmental, and economic value creation. Moreover, the findings from extensive case analysis show the business practices that support these capabilities and encourage the opportunity for creating shared value.

Keywords: social entrepreneurship; creating shared value; Thai social enterprise; fuzzy set qualitative quantitative analysis (fsQCA); case analysis