

The Adopting Social Enterprise Model and Sufficiency Economy Philosophy for Alleviating Poverty of Minority in Thailand: A Case Study

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Abstract— This paper aims to investigate the approach of sustainable development for reducing poverty of minority in Thailand by adopting social enterprise model and sufficiency economy philosophy which have been promoted by Thai government for more than 20 years. This case study research is a qualitative study by used CIPP model as the essential concept. Qualitative data were collected through the semi structured interview form, and document analysis. Data were analyzed via content and thematic analysis. The results show that successful sustainable development to reduce poverty, especially among minorities, should consist of the following key elements: 1) Community cooperation is the first element for the success of the development. Thus, the initiators of the development project should be a community member or have a very good relationship with the community in order to reduce the language barriers used in communication as well as to strengthen trust between the project operators and the community to achieve good cooperation. 2) Government agencies and local educational institutes should support the necessary knowledge for social enterprises by training and researches. 3) The goals of the development project, inputs and development processes must be in line with the needs and lifestyle of the community and be able to help solving the real problems of the community. 4) Development implementation must be carried out by increasing income of the family sustainably in term of both household income and expenditure according to sustainable agriculture concepts and social enterprise model, and promoting reasonable spending of households based on the sufficiency economy philosophy. 5) Digital technologies and ICT are the necessary tools to search vital information of production, promote products, and open a distribution channel of products.

Keywords— Poverty alleviation, social enterprise, sufficiency economy philosophy.

I. INTRODUCTION

Poverty is that the individuals in an economy lack of competency to gain a minimum standard of living (World Bank, 1990), and it has become a major concern for all governments in the world. All countries have paid great efforts to solve the poverty problems and implemented the poverty reduction measures in different approaches. Furthermore, individuals need to seek ways to increase their incomes for meeting financial obligations. In China, digital finance is an effective way to get rural households out of the poverty as it significantly curbs the absolute poverty and relative poverty of rural households, by reducing credit restrictions and information restrictions, strengthening social networks and promoting entrepreneurial activities, since entrepreneurship focuses on accumulated profits at satisfactory levels rather than maximized profit (Chen and Zhao, 2021; Si et al. 2015). Additionally,

entrepreneurship, especially hybrid entrepreneurship, is also the decisive way to reduce the poverty rate in Nigeria (Thomas and Okunbanjo, 2021). In Ghana, there is an initiative, the Greater Rural Opportunities for Women (GROW), project to work toward poverty alleviation at scale by focusing on food securities in the initial stage, then moving to becoming empowered economically (Denomy and Harley, 2022). While microfinance models are adopted to reduce poverty in rural Uganda (Nyonna et al., 2022).

Nowadays, conservation, localization and global trends can go hand in hand and coincide with the participation process of local dwellers who own the area and reflect the local character including the identity of society until becoming a city with a clear identity (Thongdee et al., 2021). In Thailand, government has promoted the new theory agriculture that is a combination of integrated agriculture and sufficiency economy philosophy to develop agricultural products, and the social enterprise to solve marketing problems of those agricultural products. The aim of development projects is the sustainability of development in which there are several dimensions such as income, education, health, well-being, public service access, and so forth.

The poverty line of Thailand for 2021 is 2,803 Baht per month that is up from 2,415 Baht per month in 2011. It means Thai people who gain income under 33, 624 Baht or 957.95 US\$ (1US\$/35.1THB) are considered poor in 2021. However, the poverty ratio has reduced continuously for a decade from 13.22% in 2011 to 6.32% in 2021 based on the national poverty line (Office of National Economic and Social Development Council, 2022). Poor households in Thailand are most scattered in rural and remote areas with self-own small land. The poverty rate in rural areas was over 3% (by almost 2.3 million) higher than in urban zones in 2020. The average monthly income of rural families was only around 68% of urban households, additionally they also continue to suffer from low education, a high dependents, and difficult living conditions (Yujejwattana, 2022).

This paper examines the crucially successful elements of operating approaches of the social enterprise named “Akha Ama Coffee”. The main goal of this social enterprise is to reduce poverty of minority people, “Akha”, in Mae Chan Tai village, Chiangrai province, northern of Thailand. Akha Ama Coffee social enterprise adopts the social entrepreneurship model and sufficiency economy philosophy into its

organizational operation, and it obtains a high success in sustainable development for reducing poverty of minority in Thailand by creating a higher household incomes that take people in Mae Chan Tai village out of poverty, and leading all children's education in their community to least undergraduate level.

II. LITERATURE REVIEWS

1) Social enterprise

In recent years, commercial organizations have been required to play an active role in addressing deep-seated social issues such as poverty, environmental damage, and wealth inequality (Margolis & Walsh, 2003; Spence et al., 2000; Hudon & Sandberg, 2013). The successful recombination of social and commercial performance is extremely thought-provoking.

The four core beliefs of social enterprises are: shareholders do not rely on investment to profit from the financial returns of the enterprise; The profits obtained by the enterprise will be reinvested in the enterprise to fulfill its social mission; Services and products are sold at lower prices to enable poorer members of society to afford them; Social enterprises do not accept public financial subsidies to maintain their independence from the national government (Nyssens, 2021). Thus, a social enterprise is a commercially profitable enterprise that exists to benefit a certain social group, rather than simply earning profits for its shareholders or business owners (Lindberg, et al., 2019). It refers to non-profit organizations used commercial activities to achieve their goals and missions, and hybrid organizations attempting to balance their objectives between social value creations and pursuing commercial objectives (Kabbaj, et al., 2016; Doherty et al. 2014).

Social enterprise has gained widespread acclaim as a tool for addressing social and environmental problems and may be part of a solution to food insecurity (Wry & York, 2017; Lindberg et al., 2019). Social enterprises are relevant in promoting social change by providing new, transformative solutions to eradicate poverty, solve environmental problems, enhance social inclusion and increase political participation or the well-being of society in general (Defourny & Nyssens 2008; Yunus et al. 2010; Popoviciu & Popoviciu 2011). Social enterprises can change society by focusing on vulnerable groups, and creating new alterations in the political and economic fields and even the entire social sphere (Alvord et al. 2004). Social enterprises have the potential to help solve major social and environmental problems. However, unleashing this potential requires a deep understanding of the attributes of the entrepreneurs who created these organizations. Since entrepreneurs usually have a prominent identity and are committed to pursuing social welfare and business goals. They have the dual right to creatively improve society and obtain private wealth (Wry & York, 2017). Social entrepreneurs also succeed by supplying or creating a new technology that allows users to do things they could not previously do (Martin & Osberg, 2015). Thus, many social enterprises are initiated by young people using new communication technologies (Göler von Ravensburg et al. 2021).

2) Sufficiency economy philosophy

Development is a process of educating people to create knowledge and ideas to achieve their potential for self-reliance. Community development is a unique way of development and has a unique style in developing philosophies, concepts, principles and practices based on originality. In order to achieve the vision of "Thailand's stability, prosperity and sustainability", Thailand's first national strategy was to develop the country based on the philosophy of sufficiency economy (PSE), which was initiated by His Majesty King Bhumibol Adulyadej of Thailand (King Rama IX: 1927-2016) in 1974 to develop the foundation of self-reliance to create sustainable life development and economic development in Thai society by strengthening immunity and resilience in a globalized economy with the objective of creating self-realized, flexible and sustainable development to effectively cope with challenges as a result of globalization and other related changes (Thongdee et al., 2021; Heingraj & Amornpan, 2019). Thus, the sufficiency economy is a holistic concept that recognizes the interdependence between people, society and nature, and calls for balanced and sustainable development to reduce poverty and establish healthy communities (Sathirathai & Piboolsravut, 2004).

The concept of sufficient economy was initially proposed to help the struggling farmers on the poverty breaking free from the debt trap, achieving self-sufficiency in agriculture and sustaining for integration into the national agricultural markets (Dayley, 2008). Then, sufficient economy became the guiding principle for people of all social classes, from families to communities, and then to the whole country (Sathirathai & Piboolsravut, 2004). The philosophy of sufficient economy is crucial in Thai society, as it is derived from the fundamental principles of Thai culture, aiming to improve human health and well-being and focusing on people's ability to rely on themselves and live along the middle path (Mongsawad, 2012; Arpanantikul et al., 2021).

3) Poverty in Thailand and Poverty Reduction

The Sustainable Development Goals (SDGs) 1.2 aims to reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions (Oxford Poverty and Human Development Initiative (OPHI), 2019). The poverty reduction also is the priority national goals for Thailand. The poverty ratio has reduced continuously for a decade from 13.22% in 2011 to 6.32% in 2021, that is consistent with global poverty trend which had declined from more than one in three persons (38 percent of the global population) in 1990 to less than one in 10 persons (8.4 percent) by 2019. (Office of National Economic and Social Development Council, 2022; World Bank Group, 2022).

Poverty in Thailand are tended to be higher in rural areas (23% of children identified as poor) compared to urban areas (19%), in which the Northeastern (25.6%) and Northern (23.2%) regions had the highest incidence of multidimensional poverty. Poverty is expected to decline at a slower rate in rural areas in the medium term as agricultural prices are not expected to reach highs observed in recent years due to the global commodity

cycle (Oxford Poverty and Human Development Initiative (OPHI), 2019; Ariyaprichya et al., 2019). Policy measures, which increase agricultural productivity, support diversification to higher value crops, and improve access to markets through better rural connectivity and digital technology adoption, can help overcome the constraints faced by the rural poor (Yuvejwattana, 2022). The government needs to increase the capability of people to establish self-help groups, and should expand collaboration and integration with other institutions, such as the private sector (financial institutions to provide financial support, and the nongovernment organizations, which have close relationship with people in rural areas), to be partners in increasing the benefit to the people in Thailand (Chalamwong & Meepien, 2012).

The main actors involved in addressing the challenge of poverty are the government and private enterprises. The government should focus on providing basic public services such as education, public health, and infrastructure to the poor, and establish appropriate institutional infrastructure in poverty eradication. The private sector needs to focus its work on creating employment opportunities for the poor, since the enterprises are highly efficient, dynamic, and resourceful (Tirtosuharto, 2022; Karnani, 2017). In order to reduce poverty, any economy needs to develop commercial activities. If entrepreneurship or business activities are developed, an individual's daily income will increase (Ezeanyeji et al., 2019). Hybrid entrepreneurship involving the combination of self-employment and wage labor is an important approach to reducing poverty in Nigeria by mobilizing many untapped resources and opportunities (Thomas & Okunbanjo, 2021). Additionally, the successful experience of poverty reduction in Yiwu, China also emphasizes the role of innovation and entrepreneurship (Si et al., 2015).

4) Akha Ama Coffee Social Enterprise and Performance

The Akha Ama Coffee social enterprise is founded at Mae Chan Tai Village, Mae Saui District Chiang Rai province in the north of Thailand. This village is located on a hilltop more than 1,300 meters above sea level. The entire population is Thai Akha tribe, who emigrated from southern China. They lived on traditional agriculture as single plant cultivation emphasizing on use of chemical fertilizers and pesticides. Before 2010, all of them only communicated in their dialect, Akha language. Even if they are Thai nationality, they cannot communicate in Thai.

The poverty problem in this village is categorized into two aspects as production issue and marketing issue. They have a consensus that the organic and new theory agriculture developed by His Majesty the King Bhumibol Adulyadej of Thailand should be adopted to solve the production issue, and social enterprise should be employed to solve the marketing issue. The Akha Ama coffee social enterprise was founded with two missions as 1) promoting the production of high quality coffee cherry, and 2) seeking the new distribution channels for coffee bean. The requirements of this social enterprise are as follows: 1) Coffee growers in this village can apply to be partner and shareholder with free of charge; 2) The number of shares of each shareholder shall be calculated based on the amount of coffee sold to the social enterprise by such member

in the current year; 3) The year-end dividend for shareholder will also be paid based on the amount of coffee sold to the social enterprise by such member in the current year; 4) Partners must adopt organic agriculture to cultivate coffee plants and operate farmland along with new theory agriculture by growing multi-plants; 5) The social enterprise must purchase all coffee products as coffee cherry, parchment, and green bean from partners.

Nowadays, Aha Ama coffee social enterprise is a big roasted coffee producer and supplier in Thailand by supplying roasted coffee to many big chain coffee shops in Thailand, and exporting to many countries. The main and obvious tasks of this social enterprise are as follows:

1. Economic Outcomes: Farmers in Mae Chan Tai village can get higher income from 45,000 Baht a year in average for selling coffee cherry directly to 250,000 Baht a year in average for selling coffee cherry and other farm products all year round, and dividend from Akha Ama coffee once time a year. Their quality of life and well-being are improved in several dimensions and finally getting out of poverty.

2. Educational Outcomes: All of families in Mae Chan Tai village earn higher incomes and high savings. Their offspring also have the opportunity to receive a higher level of education. For 15 years ago, nobody in this village graduated with bachelor degree, and there were very little people can communicate in Thai or other foreign languages. At present, all of the youth in Mae Chan Tai village have gotten undergraduate education certificate from educational institutes in big city such as Chiang Mai or Bangkok.

5) CIPP evaluation model

The CIPP Evaluation Model developed in the late 1960s is a comprehensive framework for guiding evaluations of programs, projects, personnel, products, institutions, and evaluation systems, and it can be used for both formative and summative evaluations. The core concepts of the model are context, input, process, and product evaluation. Context evaluations assess needs, problems, and opportunities within a defined environment to define and assess goals. Input evaluations assess competing strategies, the work plans and budgets of approaches chosen for implementation to design improvement efforts, develop defensible funding proposals, detail action plans and record the alternative plans. Process evaluations monitor, document and assess activities to carry out improvement efforts and maintain accountability records of their execution of action plans. Product evaluations identify and assess short-term, long-term, intended, and unintended outcomes (Stufflebeam, 2003). The CIPP Evaluation Model provides an overall view of all elements by evaluating context, process inputs, and outputs from each perspective, thus the evaluation can be conducted systematically to meet the general requirements of the evaluation (Aziz et al., 2018).

III. METHODOLOGY

The design of the study was qualitative in nature and it was basically a case study of a social enterprise operation. The research process is defined as follows: 1) Creating research tools: Researcher uses content analysis method to study and

summarize important content related to social enterprises, sufficiency economy philosophy, and Akha Ama Coffee social enterprise by studying various sources such as research articles, published materials, online websites, books, articles, magazines and newspapers, social media platforms, and TV documentaries. After that, researcher creates a research tool called an open-ended semi-structure questionnaire of 16 questions based on the concept of CIPP evaluation model. 2) Collecting data: The respondents to answer the open-ended semi-structure questionnaire are the founders. The summarization of the data from the questionnaire is sent to the respondents for reconfirmation again. In addition, the researcher interviews the founders online on an ambiguous issue. The approaches of social enterprise operation are summarized based on evaluation. 3) Defining the elements affecting the success of social enterprises: The researcher synthesizes the successful components of enterprise operation from analyzing the operational approach of social enterprises. 4) Confirming elements: The elements of success of enterprises are reconfirmed by founders and experts.

Validation of research instruments

The instruments used in this research were based on the literature of the study, validated by experts. Data were triangulated by comparing data collected through different instruments as open-ended semi structured questionnaire, online-interview and document analysis.

IV. RESULTS

The purpose of the study is to examine the crucial elements of success of social enterprises for reducing poverty of minorities in rural Thailand. The essential principle of CIPP evaluation model is employed to investigate such elements. The literatures on the basis of different indicators has collected according to the need of the study, and these literatures have been blended with the thematic analysis of data. The results are following:

Context evaluation

Context evaluation is defined as assessment of the needs, problems, opportunities and problems which can be addressed in a particular environment (Stufflebeam, 2002). Furthermore, the task of setting goals raises questions for a context evaluation, which in turn provides information for validating or improving goals (Stufflebeam, 2003). For this research, context is evaluated through document analysis which reveals that the primary objective of the development project is to improve and develop the well-being of people in Mae Chan Tai village.

Community development requires knowing and understanding the social contexts of the community both the problems and the real needs to pursue the good cooperation with them and to achieve the goals of sustainable development such as poverty reduction in rural areas. Thus, the founder, a first child of this village gotten the bachelor degree, employed the informal survey and brainstormed by spending a year talking and working with community residents to collect data. Then, they co-worked to analyze data, define problems, the sustainable solutions and community's needs of which all ideas

come from community members and all solutions are operated by them and for them. They found that the main income problems: 1) their agricultural products are low quality and don't meet the target customers' needs, 2) the price of their agricultural crops is low causing the income not cost-effective because of low quality products and lack of properly alternative distribution channels besides intermediary channel, 3) they only gain income once a year because they are engaged in single agriculture. In addition, they also found income related problems as the education of children in community. Apart from the founder, no one in the village has received undergraduate education.

To solve such problems, they have a consensus that coffee is the right plant to be the economic crop of their community with four reasons: 1) According to searches for coffee consumption data from social media reports, the trend in coffee consumption is increasing year-on-year, both in Thailand and around the world. 2) Coffee plants can grow well in an environment of community and coffee is high quality. 3) Coffee plants can be cultivated in conjunction with other seasonal plants. Coffee growers can earn income throughout the year. 4) Dried coffee beans can be stored for a long time, not perishable.

Finally, they defined the goal of development project is to increase households' income, stabilize the wealth of family and improve people's well-being and quality of life through adopting organic and integrate agriculture into their farm.

The finding shows that initiating projects with people in the community will greatly reduce barriers to community's mistrust that could hinder cooperation in various dimensions. Since farmers dare to reveal their real needs and problems without fear of the negative consequences that may follow, it has led to cooperation in many other aspects. Moreover, the development goals and implementation plan can be set in accordance with the real needs and life style of people in village. Additionally, developers can determine inputs from local resources and develop the process based on the lifestyle of the community.

Input evaluation

Input evaluation includes available and existing resources for attaining objectives and fulfilling needs (Stufflebeam, 2002). Furthermore, planning improvement efforts generates questions for an input evaluation, which correspondingly provides judgments of plans and direction for strengthening plans (Stufflebeam, 2003). The findings of the study indicated that all farmers in the village are engaged in traditional agriculture and monoculture which rely heavily on chemical fertilizers and pesticides. Although the farm management is easy and low cost in the beginning yet higher in long term, the negative effects of chemical agents are very serious. These chemical agents not only destroy natural environment such as causing the acidic soil that affects the low quality of coffee bean in long run, but also have negative effect on farmers' health. Essentially, the coffee cherry cultivated by traditional farms with high agrochemical is small size and low quality. In addition, farmers can gain money once time a year. Intermediaries usually distribute community agricultural products on the markets. Therefore, the price is determined by intermediaries, which is a low and unreasonable.

The poverty problem in this village is categorized into two aspects as production issue and marketing issue. They have a consensus together that the organic and new theory agriculture developed by His Majesty the King Bhumibol Adulyadej of Thailand should be adopted to solve the production issue, and social enterprise should be employed to solve the marketing issue. The Akha Ama coffee social enterprise was founded with two missions as 1) promoting the production of high quality coffee cherry, and 2) seeking the new distribution channels for coffee bean. The requirements of this social enterprise are as follows: 1) Coffee growers in this village can apply to be partner and shareholder with free of charge. 2) The number of shares of each shareholder shall be calculated based on the amount of coffee sold to the social enterprise by such member in the current year. 3) The year-end dividend for shareholder will also be paid based on the amount of coffee sold to the social enterprise by such member in the current year. 4) Partners must adopt organic agriculture to cultivate coffee plants and operate farmland along with new theory agriculture by growing multi-plants. 5) The social enterprise must purchase all coffee products as coffee cherry, parchment and green bean from partners. The organic and new theory agriculture for improving the quality of farms and agricultural products are consulted by government agency and local education institutes as Maejo University, Rajamangala University of Technology Lanna, and Chiangrai Highland Agricultural Research and Development Center (CHARDC).

The finding shows that all farmers joining project involved in decision to change their farms from traditional agriculture and monoculture to organic and integrated farms, and to reduce dependency on intermediaries for distributing their agricultural products.

Process evaluation

Process evaluation refers to the types of activities done in implementation plan (Aziz et al., 2018). Improvement activities bring up questions for a process evaluation, which in turn provides judgments of actions and feedback for strengthening them (Stufflebeam, 2003). This study also evaluates and provides a description of production and marketing activities.

CHARDC has provided an extremely training about organic and integrated farming to villagers both in-class and on-site training, then they have regular follow-ups, suggestion, and to help solve some problems of the farmers. For example, coffee trees grow well and produce high-quality yields in forest-like environments. The integrated farming is therefore suitable for coffee cultivation. They have trained the coffee growers with modern coffee garden management technologies, such as creating coffee farm similar to forests by growing coffee in combination with a variety of other fruits and economic plants, selecting the kinds of fruits and other plants that are suitable for growing coffee trees that can generate income for the farmers as well, space management patterns of planning the distance of the coffee tree to other plants and so forth. However, coffee cherry is reduced from 700 trees/Rai for monoculture to 500-600 trees/Rai for integrated farming, (1,600 m²/Rai), but price is much higher.

The researchers of Maejo University and Rajamangala University of Technology Lanna investigate the technique of improving soil quality generating coffee taste distinctive with high quality of coffee cherry. Since the farmers have been farming in mono-crops relying on agrochemicals for long time. As a result, the soil deteriorates and has high acidity. The cost of coffee cherry production is rising every year due to the increased use of chemical fertilizers. The researchers have provided the training coffee growers with new technologies preserving soil by using bio-compost and bio-hormone. Thus they have also provided onsite training for farmers regarding bio-compost technology and bio-hormone technology by using materials in local area. For example, they conducted a workshop to reduce the families of borers by using recycle water bottle to build a trap, and encouraged them to apply *Beauveria Bassiana*, the bio fungi that grows naturally to prevent the spread of the insect. The best way to prevent the harm of these borers is creating the ecological balance and applying a good practice in coffee production. Many farmers agreed to follow simple rules like cleaning the farm after harvesting, cleaning the processing station to eliminate a habitat for this insect and growing syntrophic forest.

Most poverty people in Thailand are farmers and settle in rural area. A main cause of poverty is the low price of crops (not cost-effective) in traditional distribution channel. An approach for reducing poverty in Thailand is to provide the fair-price market for their agricultural products, which is very difficult in traditional market. At that time, Akha Ama coffee was also experiencing the difficulties in distributing through traditional channels, faced with the problem of intolerance from Thai consumers and coffee distributors due to bias towards domestic coffee. Information and communication technology (ICT) and digital market have played a very vital role in the business operations of Akha Ama social enterprise as new distribution channels and communication channels, having a huge impact on the income of coffee farmers finally. In other words, without ICT and digital market, Akha Ama social enterprise cannot exist, and Mae Chan Tai village is still undeveloped village, farmers still in poverty as well.

Then, Akha Ama coffee social enterprise has imported ICT and digital market to implement the marketing strategic plan as follows:

Step 1: Building a reputation on online; Akha Ama coffee is extremely enthusiastic to join the coffee forum both domestic and international events. Akha Ama coffee is the first and only Thai coffee to be recognized by the World Cup Tasters Championship hosted by the Specialty Coffee Association of Europe (SCAE), an annual international coffee tasting forum. In addition, Akha Ama coffee was awarded the winner from national contests as the Smart Farmer Contest organized by the Ruam Daui Chuay Kan Sam Nuek Rak Ban Kerd Foundation annually. According to being the winner of both local and global contests, Akha Ama coffee is well-known among coffee consumers through several Medias such as television, newspapers, and streaming platforms.

Step 2: Distribution channel; According to the principles of marketing, after organizations make consumers know their products, and motivate them having needs to try or buy those

products. The convenient distribution channels are very crucial for sale success. Social media is the easiest and fastest medium to access recently. Online platforms such as face book, shoppee, Lasada, and so forth, are the key distribution channels of Akha Ama coffee to distribute all kinds of products including roasted coffee, and grinded coffee. Additionally, customers can shop their products on their website, that is, <https://www.akhaamacoffee.com/collections/frontpage>.

Furthermore, Akha Ama coffee also use social media to communicate with customers and consumers, in terms of public relations, advertising and data distribution to create a good image and an accurate understanding of the Akha community and Akha Ama coffee to the public.

The finding shows that key factors for project success are following: 1) Community involvement at all stages of project as initiation, planning, implementation, and evaluation; 2) Support from government agencies and local educational institutions in various aspects of development; 3) Utilizing modern agricultural technology to produce agricultural products on farmers' farms and conducting digital marketing in product distribution, promotion and direct communication with customers.

Product evaluation

A product evaluation assesses outcomes and outputs, short and long term, intended and unintended, which not only keeps track but also focuses on the fulfillment (or not) of objectives (Stufflebeam, 2003). The findings of the study showed that farmers in Mae Chan Tai village can get higher income from 45,000 Baht a year in average for selling coffee cherry directly to 250,000 Baht a year in average for selling coffee cherry and other farm products all year round and higher dividend from Akha Ama coffee once a year. Their quality of life and well-being are improved in several dimensions and they are able to get out of poverty. Furthermore, their offspring also have the opportunity to receive a higher level of education. At present, all of the youth in Mae Chan Tai village have received undergraduate education. Nowadays, Akha coffee products are famous and recognized by coffee consumers both in Thailand and abroad as high quality coffee with unique taste as well as safety and environmental friendly. Thus their coffee is sold at high price. All farmers in village are able to earn higher income and be out of poverty.

V. DISCUSSION

The success of Akha Ama coffee social enterprise on poverty reduction at least two dimensions as increase of households' income and increasing educational opportunity of children in Mae Chan Tai village involves several issues as follow:

1) Cooperation of farmers: Community development requires knowing and understanding the social context of the community both the problems and the real needs to pursue the good cooperation from them and to achieve the sustainable development. Cooperation between farmers and developers leads to the improved sustainability of the projects. Local farmers often also have a great deal of influence in their community and can help promote development initiatives

through informal local networks with greater success than developers. The implementation of poverty reduction projects should empower the rural poor by providing channels for them to participate in the implementation of the program and get their voice heard, since empowerment is a vital element in success of development (Zuo, 2022). Akha Ama coffee enterprise has achieved goal helping coffee growers in Mae Can Tai village get out of poverty for another reason that founder of Akha Ama coffee enterprise is a child of their community who is able to communicate with them in the same language to perceive their problems and needs deeply. Thus, the development projects operated by local children are easy to call for cooperation from local people. Furthermore, there is a national contest in Thailand as the Smart Farmer Contest organized by the Ruam Dauy Chuay Kan Sam Nuek Rak Ban Kerd Foundation annually. The purpose of this contest is to draw up the love of the homeland of young generation to inspire them returning and developing their homeland that lead to a positive impact on society reducing rural poverty.

2) The supports of public agencies and higher educational institutes: Higher education institutions are institutions with a wealth of knowledge in all areas and also have academics who specialize in many different fields. They provide a principal institutional mechanism for the development of human skills and knowledge, and create knowledge through activities including research, R&D, knowledge transfer to business and consultancy (Alexander & Conlon, 2011). Higher education institutions can indeed make direct contributions to poverty reduction through projects which focus on poor people and impoverished communities by training the professional skills that are necessary for the careers of the poor and setting out the solutions of the poor's problems. Akha Ama coffee enterprise and farmers in Mae Chan Tai village also get the supports from local universities and public agencies in the northern Thailand through receiving training both in class and onsite in several fields such as farm management base on organic and integrated farming, advance coffee processing, and necessary digital technology.

3) Alignment of project goals and community needs: The cooperation among people in the community stems from their perception of the benefits that will be gained from development projects. The benefits should meet the needs of households and can solve the poverty problem of community residents, in addition, the project implementation guidelines are in line with the traditional lifestyle of the community. Understanding of project managers on these issues and knowing the needs of the community and the residents' lifestyle also have a positive impact on the success of development projects to address poverty in remote rural areas. Thus, setting goals and guidelines for poverty alleviation projects should involve communities in decision-making at all stages, including using appropriate approaches to find out the actual problems and needs of the community. Since the participation of local residents is essential to enhance effectiveness of projects' development and social cohesion of communities, as well as to ensure sustainability because community members can have a sense of ownership to promote their confidence and skills to sustain developments (Burns et al, 2004). In this step, Akha Ama coffee

social enterprise conducted the informal interviews to identify the actual problems and needs of Akha community by living with Akha people in Mae Chan Tai village. The founders of Akha Ama coffee social enterprise collected data by discussion and exchanging opinions while spending time together in any activities such as having meal, working in their farm, etc. Although the founder is a descendant of the community, such actions will generate trust among people in the community towards the project. Importantly, villagers have a sense of ownership because they participated in every step of the project and they understand this project belongs to the community and for the community.

4) Promoting income and expenditure: The sustainable development to reduce poverty in rural Thailand should increase of households' income and decrease unnecessary expense of family. The philosophy of sufficiency economy should be employed to people living. The government should raise awareness of reasonable spending among people to reduce unnecessary extravagant expenditures on people's livelihoods to promote household savings that will have a positive impact on long-term economic development in terms of domestic capital supply. An aim of development is to increase income of households, Thai government has promoted social enterprise model called "community enterprise" to reduce poverty, since the best way to alleviate poverty is to raise the income of the poor by viewing the poor primarily as producers and focusing on increasing the productive capacity of the poor that is increasing their earning power (Karnani, 2011). Most of the poor in Thailand have lived in rural and owned a small land, thus improving income and asset holding position sustained for a longer period of time for the majority of small farmers in rural areas leads to achieve inclusive growth with social stability (Hirashima et al., 2019). The state of developing economies by forcing the people to think and rethink on a source of income (i.e. entrepreneurship) to achieve their personal and family goals is important to economic development of country, since the development in the entrepreneurial or business activities not only raises the daily income of individuals, but decreases the poor in any economy and increase the rate of growth (Dzomonda & Fatoki, 2018; Ezeanyejí et al., 2019). Social enterprise or social entrepreneurship base on sufficiency economy philosophy play a critical role on poverty reduction in rural Thailand.

5) Information and communication technology (ICT): ICT can reduce poverty by improving poor people's access to education, health, government and financial services, and also help small farmers by connecting them to markets (Cecchini & Scott, 2003). Nowadays, ICT has played an important role in people's lives in communication, entertainment and business. Consumers do everything on their mobile phones, whether searching for product information, price calibration, decision making or purchasing. Due to financial technology, financial transactions are convenient and fast on the smart phone. A study in China reveals that digital finance significantly suppresses absolute poverty and relative poverty among rural households in China by promoting entrepreneurial activities of rural households (Chen & Zhao, 2021). ICT makes today's business operations much easier than before. ICT is an essential tool for

enterprises in marketing, creating product and building organizational image. Thus, everyone should access all marketing services that are useful for their business. Akha Ama coffee social enterprise and young farmers in Mae Chan Tai village also take several advantages from ICT. They use internet as learning resources, searching new technique of coffee cultivation, coffee processing and coffee roasting. They create network on internet to communicate and share knowledge among coffee social enterprises. Digital technology is a vital tool of small social enterprise in marketing strategy, whether communicating with their customers, promoting their products, presenting their community for touring purpose, or being a distribution channel. ICT plays the important role on poverty alleviation in Mae Chan Tai village through Akha Ama coffee social enterprise.

VI. CONCLUSIONS AND SUGGESTION

The aim of this study was to investigate the successful elements of poverty reduction development by using social enterprise model and philosophy of sufficiency economy. The researchers tried to evaluate the success of operational approach by assessing the context, inputs, processes and products of Akha Ama coffee social enterprise. It was concluded from the findings that there are at least five vital elements affecting on the success of minority poverty reduction development through social enterprises with adopting sufficiency economy philosophy as following:

1) Villagers' cooperation: the most important barrier for minority developments in Thailand is communication since most of minority people cannot communicate in Thai language, only speak their dialect. Thus, poverty reduction development projects initiated by members of village or descendants of the community who graduated high education from city and gained work experience can reduce such obstruction. Moreover, it can make a trustworthiness among villagers leading the cooperation of community.

2) Government agencies' support: developments to reduce rural poverty require various resources, including knowledge, research, training, problem-solving suggestions, research on problem-solving and necessary agricultural technology. Therefore, related government agencies and local educational institutions must play an important role in supporting the resources necessary to implement development projects.

3) Alignment of project goals and community needs: most successful development projects must make people in target community have a sense of ownership by letting them participate in any steps of development project as goal setting and implementing plan. Therefore, development projects should determine goals, input, and project implementation process based on the needs and lifestyles of community residents to address community issues.

4) Promoting income and expenditure: The development of poverty reduction not only considers the stable income of families, but also the well-being and life quality of the people. Thus, it is necessary to encourage households earning higher income and spending reasonably at the same time to create sustainable wealth for families. Communicating the knowledge about the concept of sufficiency economy in several production

training and activities is crucial for the success of sustainable development.

5) Information and communication technology (ICT): ICT and digital marketing have an effect on enterprise operation in production and marketing as a source of information, distribution channels, promotion channels and communication with customers and public. ICT makes today's business operations much easier than before. Manufacturers can communicate directly and instantly with consumers via various social media or streaming platforms. ICT is an essential tool for enterprises in marketing, creating product and building organizational image through marketing strategy as promotion making consumers to be customers with a high brand loyalty.

This study will be an example for research studies on the systematic evaluation of poverty reduction approaches of minority in remote area through social enterprise. According to the finding of this research, leaders of various communities and government agencies related poverty reduction development can adopt these results for initiating, implementing, and developing such poverty reduction projects in their villages. However, poverty reduction researches should be conducted with a larger group of similar participants or respondents and with other sources of information such as social enterprise's founder, shareholders and supporters both from public agencies and private sector.

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