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STEP *up* 

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Operation, Business, Marketing and Sustainability Plans

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Introduction to Work Package 4: Operational Integration of the social entrepreneurship knowledge hubs (SEKHs)

The main aim of this work package is to develop social entrepreneurship knowledge hubs (SEKHs) for social entrepreneurship which are going to be installed at the partner country partners in Myanmar and Thailand. These SEKHs will aim to foster the concept of social entrepreneurship and disruptive business development in the target countries to strengthen the technical knowledge and skills of the Higher Education Institutions (HEIs) which can then lead to higher teaching standards and a higher reputation on a national and international basis. The hubs will also aim to promote better university-business cooperation due to the involvement of national companies operating in the field of social entrepreneurship and a high number of supporting partners and to higher employability of the students/graduates of business study programs.

When it comes to the operation of the SEKHs in Thailand and Myanmar, it is essential to mention that all knowledge hubs are going to have different foci. This can be traced back to the location of the different partners and the industry present in the specific regions. Foci can be environment, society, health, agriculture, or further education – these are possibilities not a limitation.

In Thailand and Myanmar, the SEKHs are going to further strengthen the university-business cooperation and increase their capacity to offer vocational training to various target groups on specific topics needed in both countries given their rates of entrepreneurship. In both countries the hubs strengthen the current economic situation and support their development. The main aim is to increase capacities for innovation through the SEKHs implementation to contribute positively to the current economic situation and the sustainable development of the business structures on a national/regional level. It also has to be taken into account that the majority of partners and their countries have different levels of expertise in social entrepreneurship. Therefore, the vocational trainings that are going to be offered in the SEKHs will be adapted to each pre-requisite of knowledge as well.

In order to have the SEKHs functioning it is essential that each partner appoints at least 2 academic staff and 5 students who are going to make sure that the SEKHs are operating according to plan – the students will be trained to act as assistant trainers for the planned vocational trainings. The academic staff will be selected by the management board of the STEP^{UP} project after internal consultation with the higher management of each university.

The 5 students that are going to work in the SEKHs focusing on social entrepreneurship will be selected by the faculty of business together with the representative of the STEP^{UP} management board as following. Students who are going to be involved in the selection process need to be either in their third year of the bachelor's degree Program or in the first year of the Master Degree Program in the business faculty. Possible criteria for the selection process are: average grades of the last year or special motivation. The selection process will be done by all partners on a local basis. The selection process needs to be finished before the internal workshops are going to take place as the students need to participate. During these internal workshops, the selected students are going to be trained on specific aspects on social entrepreneurship and will be trained to act as assistant trainers for the vocational trainings of the SEKHs.

It is essential that the academic staff and the students that are going to work in the SEKHs are selected before the start of the internal workshops to ensure that they are going to participate at both internal workshops to gain the necessary knowledge to guide the operation of the SEKHs and offer the planned vocational trainings to the target groups. If it is necessary and sought by the academic staff and/or the students, participants of the capacity building of trainers are going to conduct additional training

sessions to make sure that the knowledge about social entrepreneurship is in depth to implement the planned vocational trainings.

Support in the SEKHs provided by the students can be identified as working experience or project work for the students. All partners are going to implement the work done in the SEKHs as a part of a project-based course for the participating students which means that there is no need for accrediting an additional course which ensures fast operations of the SEKHs.

Introduction to Work Package 4.2: Operations, business, marketing, and sustainability plan for the Social Enterprise Knowledge Hubs (SEKH)

To guarantee adequate operations and long-term effects of the SEKHs it is necessary to develop an operation, business, and sustainability plan for each of the units as all partners have different requirements, pre-requisites given the university structure. Here an essential part is the marketing plan that is going to be included as well to increase the awareness of the vocational trainings of the SEKHs. Here it is essential to mention that each operation, business, marketing, and sustainability plan is going to look different as each Burmese and Thai partner might have different HEI structures and different needs when it comes to the implementation of the SEKHs.

Further, an essential part of the plan is also the sustainability aspect as it needs to be determined how the SEKHs will be operating after the end of the project. Generally, it is planned to act as a vocational education/training provider after the end of the project and to sell the services provided to the target groups due to the expertise available in the SEKHs. The additional income guarantees the continuity after the end of the project of the SEKHs as academic staff and students can be paid for their workforce after the piloting phase and network building as well as sustainable university-business cooperation can be maintained.

Further during this activity also so called “Liaisons” among EU and the SEA HEIs are going to be established. These liaisons enable direct communication and exchange with the experts of one EU HEIs whenever it is needed for the operation of the SEKHs. The informal relationship among the liaison partners will lead to valuable knowledge exchange and support during the operation phase. Within the liaisons it is essential that the partners understand each other as equal partners and exchange on ideas and knowledge is conducted. It should not be a teacher-trainee relationship – these liaisons should foster in depth collaboration and knowledge exchange among all partners.

Work Package Outputs:

- Development of 6 operations, business and sustainability plans for the SEKHs. First 6 individual reports are going to be developed
- WP leaders are going to compile one common report which will be published on the website for further dissemination.



Burapha University Social Enterprise Knowledge Hub (BUU SEL)



Address:

**Faculty of Management and Tourism, Burapha University
BBS-102, 1st Floor, Chalermprakiat Bldg.
169 Long-had Bangsaen Rd., Saensuk, Mueang,
Chonburi Province 20131 (THAILAND)**

Website URL: www.bbs.buu.ac.th/BUU-StepUp

Email address: bbsbuu@buu.ac.th, vorrapob@buu.ac.th

Contact detail: (66) 38 102 297 Ext. 765



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I. Executive Summary

The Social Entrepreneurship Knowledge Hubs of Burapha University is officially named as BURAPHA UNIVERSITY SOCIAL ENTERPRISE LAB or abbreviated as BUU SEL, the word 'lab' is inspired by being the central providing of Knowledge Management (KM) to the targets, including to decentralization of open-educational resource on innovative business solutions in the purpose of supporting social entrepreneurship in the East region of Thailand. Thus, as Burapha University (BUU) is interdisciplinary Higher Education Institute (HEI), which comprises almost sciences of knowledge such as social and humanities, management, basic and applied sciences, engineering, medical and health sciences. Result in being the leading university in the East region of Thailand or called comprehensive university. We would like to settle our service as the laboratory for the businesses and communities in the region to re-skill, up-skill and new-skill in terms of the Social Entrepreneurship or SE competencies for delivering the benefits for economics and society perspective in a frame of mission statements and our vision "WISDOM OF THE EAST TOWARDS PROSPEROUS AND SUSTAINABLE SOCIAL ENTREPRENEURSHIP PRACTICES" for the SE practitioners.

There has been conducted a lot of research based on the aspiration of the BUU SEL stated in the SOAR matrix, the value proposition of the HUB as whole, the survey amongst the diverse stakeholders of the HUB such as SE and Practitioners, Government Agencies and Regulators, as well as Non-Governmental Organizations and it has been found out that, the social entrepreneurship context in Eastern Thailand is mainly oriented towards Strategic Alliances which to enhance the business and competitiveness strengths. In addition, Measurement Criteria and Continuous Improvement are needed in systematic design for the particular context of the businesses. Taking into consideration the above, it lead to our structural design of a Matrix-organization by having multi-competent staffs and flexible management that can operate in partially the Production as well as the Operational Plan of the Lab.

Furthermore, our competitive advantage is as the center of knowledge, Burapha university can enable businesses and communities in terms of problem-solving and create value for products or services to develop their business. Moreover, Burapha university is a government agency that operates under the Government protocols of standard operating procedures (SOP). This matter enables Burapha University to compete among competitors and ensure our clients that the price offered is affordable.

Regarding the financial recognition, due to the fact that BUU SEL shall be operated under the supervision of the HEI, the financial budgeting and profitability of the project cannot be considered as private sector (i.e., initial budget (CO); NPV; IRR). Therefore, the revenue streams come from the Agreements and Tailor-made Contracts next to the granted Government funds for the specific project. Moreover, the cost structures can be controlled by using university infrastructures to support our services, in addition to other supportive such as facilities and amenities from our external partners, which affecting to the cost controllable effectively of the centre. Eventually, to create sustainably financing of the BUU SEL can do strategic alliance with the Government agency, in the frame of Eastern Economic Corridor (EEC) Model Types; the centre able to apply for full-granting either or co-financing in partially, which depend on the project pitching and negotiation. Besides, it is likely to approach the Government's shared resources for instances; knowledge kits and instrument for OEM manufacturing and product testing, databased on marketing' distribution channels.

II. SEKH Description

- **SEKH's mission statement**

Educate learning and practicing solutions of the SE for the internal and external, in addition to non-partner stakeholders. (Educate)

Cooperative the partnerships by strategic alliance with PPP in terms of good governance and sustainability of the lab. (Operate)

Integrating and innovation for implementation for local, regional, national and international level of the lab and EACEA. (Innovate)

- **SEKH's vision**

WISDOM OF THE EAST TOWARDS PROSPEROUS AND SUSTAINABLE SOCIAL ENTREPRENEURSHIP PRACTICES

- **SEKH's goals**

In overall, the goals of BUU SEL is set according to the mission statement, by congruity activities of following classification:

1. Education:

Goals:

- 1.1 To create social entrepreneur.

KPI¹ – a number of social entrepreneurs. (EO: 5 SE per year)

- 1.2 To develop curriculum or associated curriculum.

KPI¹ – a number of curriculum associated with social entrepreneur approach. (EO: minimum 1 short course per year)

KPI² – a number of trainees participate in the program. (EO: 50 participants per year)

- 1.3 To disseminate open-educational resource towards stakeholder.

KPI¹ – a number of clients. (EO: minimum 200 clientele per year)

2. Cooperation:

Goals:

- 2.1 To maintain existing community and extend collaboration with partners and stakeholders.

KPI¹ – a number of new partners. (EO: 4 partners per year)

KPI² – a number of activities. (EO: minimum 5 training programs per year)

- 2.2 To create awareness and stimulating of social entrepreneurship policy at university-level.

KPI¹ – a number of university executive and staffs involved social entrepreneurs' activities. (EO: 10 persons in the 1st year and increasing 50 per cent per year)

3. Innovation:

Goals:

- 3.1 To facilitate creation of social entrepreneurship innovation.

KPI¹ – a number of innovation in terms of product, service, procedure, and management. (EO: 5 innovations per year)

- 3.2 To transfer innovation and technology towards stakeholder.

KPI¹ – a number of transferred innovation. (EO: 5 innovations per year)

- 3.3 To incubate social innovator.

KPI¹ – a number of social innovators. (EO: 5 innovators per year)

In accordance with this, objective key results (OKRs) is adopted to use by integrating of Deming's PDCA to plan foresight and straight to our customer clients' demand, implement in a right way aligning with business code of conducts, transparency and effective evaluation tools. In addition, BUU SEL takes corrective action to build business competitiveness and social impact in a long run.

- **Target market**

BUU SEL target markets are social entrepreneurs, pre-entrepreneurs, in addition to small-medium enterprises, further to other regulators, association. Whilst minor targets are individuals and legal entities in the scope of service area, mainly focus in the Eastern part of Thailand. Moreover, we can offer our services to other regions and international networks based on availability of our capacity.

- **Industry**

Because of the digital era and since the advancement of technology has disrupted everything everywhere, the networking is a vital part of the implementation plan towards creating a competitive Lab in terms of the connectivity to the business-government context. Furthermore, an open-educational resources system is a key success factor to be provided to the target group, which it assures to retain the network, and also a way to strengthening our brand recognition and opportunity to advocacy our clients for the BUU SEL.

III. Services

1. **SEKH Services:**

2. To summarize, our value proposition is becoming the one-stop-shop service for local and regional SE by both virtual and on-site services. The products and services are determined based on the academic perspective for business achievement in a university-business context, such as source of funding, business consultancy, incubation, training, research and development, intellectual property and technological transfer for instance.

3. **Problem Solved:**

Clients can be served at the maximum benefits from the kick-start of the project e.g. incubation or stage of how, including to strategic planning, implementation, end up to the evaluation. Because of integration of specialized units in the institution make us as one-stop-shop service station.

4. **Unique Features:**

As aforementioned, BUU SEL aims for comprehensive field of expertise, particularly specialty of the sciences of the East region, for example specific business marine sciences, jewelry design, tourism and hospitality, etc.

IV. Marketing Plan

1. Market Research
2. Opportunities (SOAR)

SOAR Strengths: What makes us proud?	SOAR Opportunities: How do we make sense of the opportunities in our environment?
<p>5. What makes us unique?</p> <p>6. What is our greatest achievement?</p> <p>7. How do we use our strengths to get results?</p> <p>8. How do our strengths fit in the social enterprise/education ecosystem?</p> <p>9. What about us is world class?</p> <p>According to the compilations from situational analysis in the Eastern region, it can conclude the strengthens factors are consisting of:</p> <ol style="list-style-type: none"> i. Comprehensive (interdisciplinary, <i>stated in p.4 executive summary</i>) university and strategic location for one stop-shop service. ii. Strategic location as a hub of Thailand for industrial investment, transportation and logistics, tourism destination and future economic development. iii. The East region has lots of potential communities to become SE, based on economic, societal and natural resources available. <p>Therefore, BUU SEL provides the scholars and human development trainers to serve the stakeholders and our clients for example incubation, training and coaching, finding the cooperation and innovate solutions to create their business uniqueness and distinctive values.</p>	<p>10. What are our stakeholders asking for?</p> <p>11. What are the top 3 opportunities to focus on?</p> <p>12. Who are our new customers?</p> <p>13. How do we differentiate ourselves?</p> <p>14. What are our new markets?</p> <p>15. How can we reframe challenges into opportunities?</p> <p>16. Are new skills needed?</p> <p>According to the importance of the Government policy of re-boosting the infrastructures, as well as the human resources by new technology and innovation enhancement and creation of the following schemes:</p> <ol style="list-style-type: none"> i. Collaboration and promotion of the Government agencies and HEIs for supporting in terms of KM and technical supports (Machine, equipment, etc.). ii. Public Private Partnership (PPP) support for the strategic alliance. iii. EEC, the economic and development national policy. iv. Code of conducts on Corporate Social Responsibility. v. Technology disruption.
SOAR Aspirations: What do we care deeply about?	SOAR Results: How do we know we are succeeding?
<ul style="list-style-type: none"> • Who are we/ who should we become/ where should we go? • What is our most compelling aspiration? • What strategic initiative would support our aspirations? 	<ul style="list-style-type: none"> • What are 3-5 Indicators we could use to meaningfully measure our success? • Which resources are needed to implement these?

<p>To approach and reach out to our customers as strategic alliance key partners for the SE businesses and communities. To assist and accompany the SEs toward productive implementation and succession plans. Furthermore, the most compelling aspirations of the BUU SEL are to facilitate both economic and social impact in a sustainable way within the region and beyond.</p>	<p>Ideally, the BUU SEL generates its services in many categories upon the needs of its customers. They are classified in the following three groups:</p> <ul style="list-style-type: none"> i. Operate – SE can run their own business. ii. Educate – SE can do knowledge transfer. iii. Innovate – SE can create new solutions to compete in business environments in the disruptive era i.e. post-COVID-19. <p>Thus, to assess how we stated the success is to clarify evaluation of each phase by setting the goals and/or objectives in every step. Adopting of the Key Performances Indicators (KPIs) and Objective Key Results (OKRs) consecutively.</p>
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From the opportunities of the Government policy on promoting the SE with the other support facilities, the first urgent stage is to promote and disseminate among the target group to anticipate upon the perception and awareness of our SEL services.

Wherein, the next step is to approach the potential customer by developing agreements which to make sure of the sustainability in a long-run both of the Laboratory as such as well as of the tailor-made service with other group of the target segment which can be seen as optional.

As aforementioned in above paragraph, the bi-lateral agreement/cooperation is one of the tools to take into consideration of the succession plan of the laboratory, whereby the one-time service is dependable on the market demand. Thus, as an HEI unit, the integrated sustainability is to bring in the Government policy and demand-driven market to make a plan of the BUU SEL to stay on track for the future. However, the Contingency plan is also absolutely needed in case of future crises.

3. Service features and benefits

BUU SEL trust to pierce through our client's customer profile and causes behind needs, to specify what

Value Propositions of the BUU SEL is viable to response the clients' expectations, as our centre not only assist the social entrepreneurs by value creation, but also relief their pains from business operation suffers by disruptions.

relevant to provide for the business; operation, marketing, human resources management, or finance. To design and provide the appropriate solution the right way at the specific time, in order to valued-added, make quick-win to our customer. Moreover, we are located in a strategic area, so, all of stakeholders is easy access to us as the logistics hub for Eastern SE in Thailand.

4. Positioning/Niche

Price is guaranteed as most value of money due to the cost of goods sold (COGS) i.e. direct materials (DM), direct labors (DL) and manufacturing overhead (MO) is defined under supervision of the university-fixed rate in according with the Department of the Accounting General, Ministry of Finance. Moreover, as previous conditions, the operating expense as sales and administrative is allow to add at the maximum of 10% - 30% which is reasonable among the competitive set of rivalry.

Therefore, BUU SEL is automatically becoming the price-leader compare to the other private sector. Notwithstanding, facilities-supportive and comprehensive (interdisciplinary, *stated in p.4 executive summary*) university is a competitive advantage liken against the government sector. Benefit of the BUU SEL in terms of administration is the establishment under the Government Organisation, however; the protocols and regulations is separately as Public Organisation, for example the pros are flexible and consistency according to the provisions. Furthermore, we also get a chance to approach to the client as aforementioned about networking, together with pricing strategy. It is our advantage to create sales volume, then effecting to marginalize and profitability

5. How you will market your product/service

The BUU SEL segments are defined as broad because of the availability of deployment, therefore; the Integrated Marketing Communication (IMC) and digital marketing is a vital mandatory component of doing the marketing strategy. The Scholars are supposed to work with Master and Bachelor students in Business Administration especially in Marketing Management is a key player for designation the template, including Sciences, Management, and Tourism and Hospitality students and lecturers those usually collaborate with the communities and SE society.

Mostly, our lab should go online by using the social media via the data analytic platform to consider group of target segments and timing of the disseminating to get the potential clienteles. Following this matter, it is useful for the minor target as tailor-made programs.

As stated for the main targeting groups, an example of service process to started with doing an agreement, which described in details beneath BUU SEL Flowchart of Operational Plan, p. 11. Where BUU SEL do the Customer Relationship Management (CRM) program for the Customer Journey.

From the above, it is a conceptual framework of the lab, which it clearly explained of idea as an example program shown as below:

Example of Project SE HACKATION

Duration: 3 days 2 nights

Targets: Social Enterprise, Startups

Problems: Business solutions needs for value-chain creation and productive

Methods:

(1) Identified the problem statements of its business.

(2) Analyze the root cause of problems.

(3) Propose alternative solutions.

(4) Consider the possible scenario.

(5) Pitching for criticism.

(6) Test prototype.

Value Propositions:

i. Business solutions

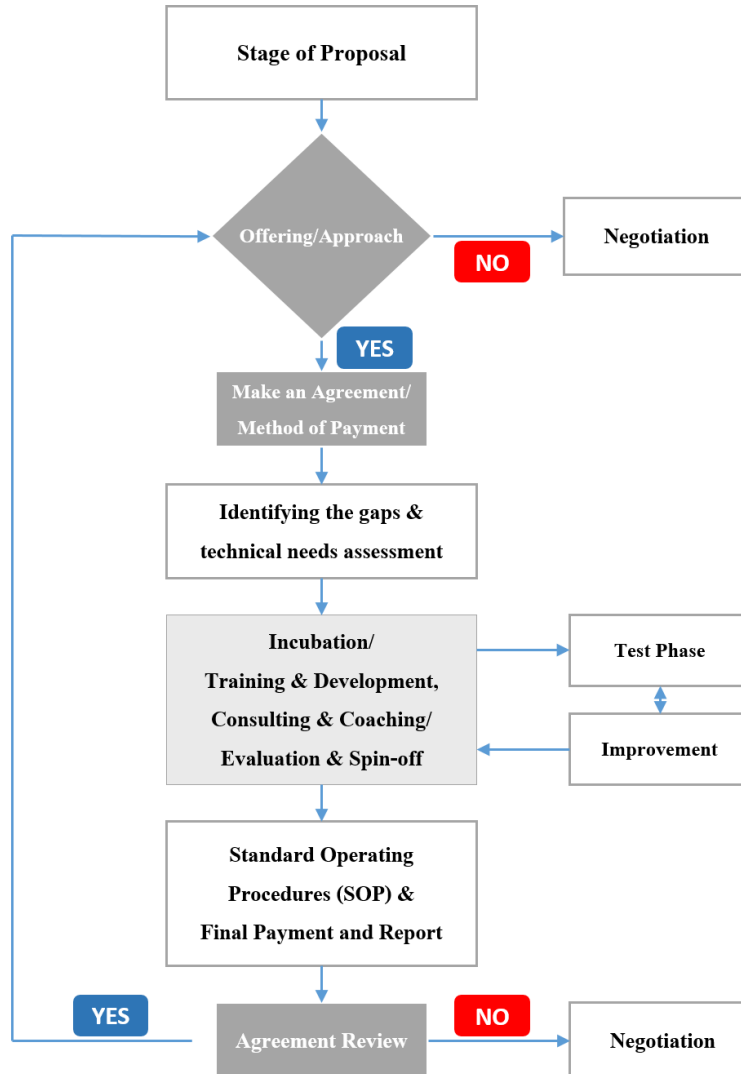
ii. New prototype

iii. Investment

iv. Connections

V. Operational Plan

BUU SEL Flowchart of Operational Plan



According to the above picture – the flowchart of operational plan of the BUU SEL, it can be illustrated the systematic design stage by stage for an example of a project providing to a customer/client. What the project duration would be, depends on the tasks and overall thus determining the duration of the agreement(s) signed. Other compliance is subject to availability of the provision agreed upon both parties.

VI. Management & Organization

1. Biographies

Director	<p>JS: Management Level in the Institution Profile: Asst. Prof. Sakchai Setarnawat (Ph.D.) Vice-President for Strategic Planning, Burapha University</p> <p>Assistant Professor Sakchai Setarnawat graduated in Ph.D. in Corporate Management at Xiamen University, PR China scholarship granted by Chinese Government and Ministry of Foreign Affairs, Thailand, further fulfilled his professional expertise by Graduate Diploma in International Hotel Management funded by WTO at Scuola International di Scienze Turistiche, Italy. Asst. Prof. Setarnawat currently taking a position of Vice-President of Burapha University for Strategic Planning. He is also the former Dean of Faculty of Management and Tourism, Burapha University.</p>
Project Manager	<p>JS: Scholar / Researcher who are professional in between sciences and social and humanities Profiles:</p> <p>(1) Dr. Salil Chanroj, Director of the Bio-technology Program, Faculty of Sciences, Burapha University</p> <p>(2) Dr. Panadda Chanphet, Director of Management Program, Faculty of Management and Tourism, Burapha University</p>
Business Adviser	<p>JS: Business Practitioner Profiles:</p> <p>Kittipol Supaset General Manager, Meesook Farm, Burapha University Subcontractor</p>
Technical Supporters	<p>Financial Planner (1) Supanee Homcham, Professional Finance Officer, Faculty of Management and Tourism, Burapha University</p> <p>Accounting Staff (2) Prowpan Sosawaeng, Certified Accountancy Officer, Faculty of Management and Tourism, Burapha University</p> <p>Supply Analyst (3) Sawitree Somchan, Professional Supply Analyst Faculty of Management and Tourism, Burapha University</p> <p>IT Staff (4) Pattanai Sosawaeng, Academic Technology-Development Officer Faculty of Management and Tourism, Burapha University</p>

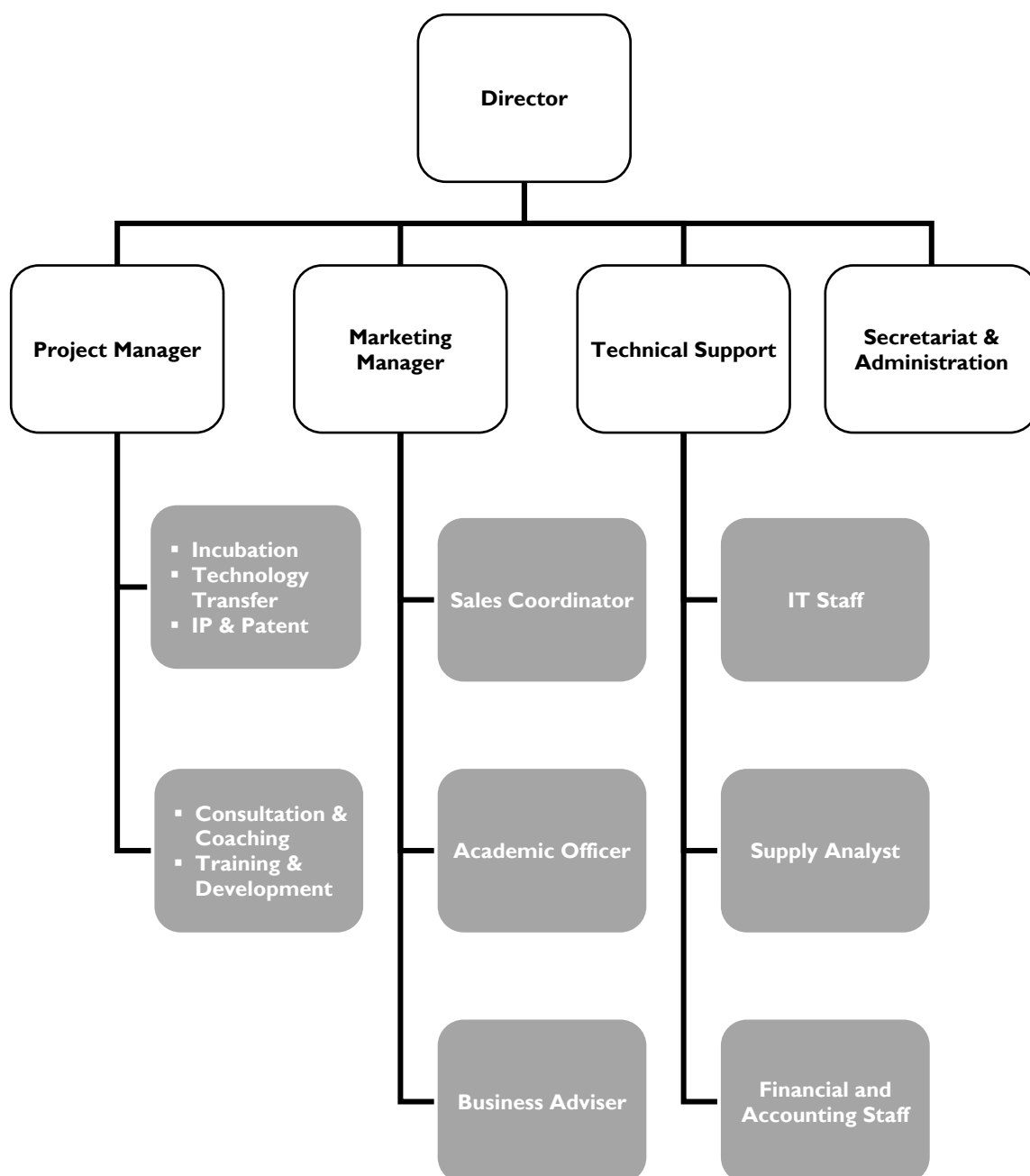
Secretariat & Administration	<p><i>JS: International Cooperation and Academic Service Experienced Profile:</i> <i>Vorrapob Vivatvanit</i> <i>Lecturer, International Cooperation Secretariat,</i> <i>Faculty of Management and Tourism, Burapha University</i></p> <p><i>Mr. Vorrapob Vivatvanit graduated in Bachelor of Business Administration in Tourism Management and Master in Management Program of International Tourism Management from Burapha University in Thailand, further to obtained Master of International Business from IAE School of Management, University of Montpellier in France. Mr. Vivatvanit definitely a cross-cultural person and has been experienced for the international cooperation projects and academic service activities for nine years consecutively.</i></p>
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2. Organization Chart

According to organization chart, BUU SEL defined the top management of the lab as an authorized person for all managerial task and activities under the center is the Director. Since the administrative structure is set as a Matrix-organization there are front-line managers divided into four cross-functions namely: (1) Project Manager, who is in charge of diverse project services such as incubation and IP issue, either of training and development program; (2) Marketing Manager, who supervises the strategic marketing, action plans and the networking of the BUU SEL thereof sales coordinator, academic officer, in terms of agreement and contract with the customer/client, and business adviser are under control; (3) Technical Support or Technician, who takes care of the IT issues to support marketing tasks and project activities, moreover, it is also the financial and accounting staff, further to the supply analyst those implied by legal and regulations. Finally, (4) Secretariat/Administration is the general coordinator for every service and cross-check point for any service provided under the laboratory.

Moreover, all technical and staff in the BUU SEL were trained as multi-task professionals whose core competencies employed within the BUU SEL guarantee our service excellence and professional performance.

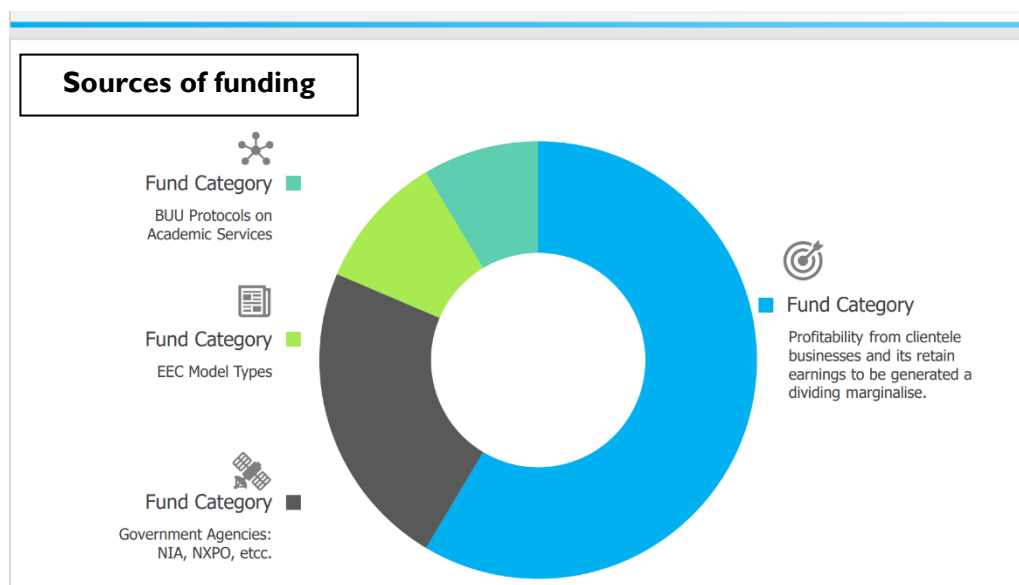
3. Organization Structure



VII. Financial Plan

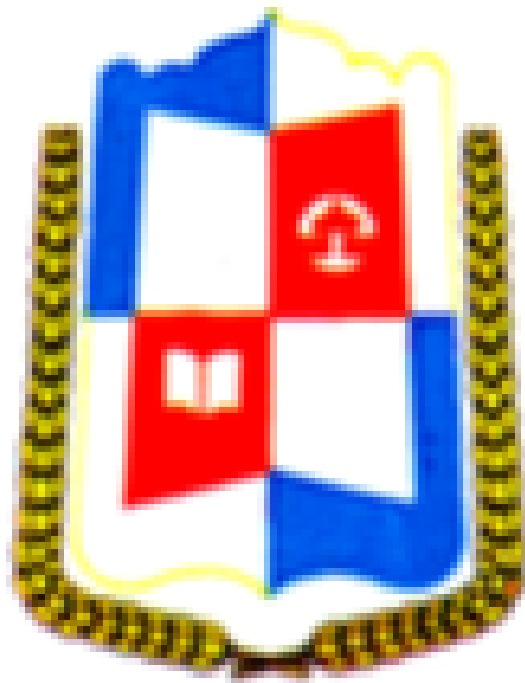
The project BUU Social Enterprise Lab runs under the supervision of the university which is in full compliance with the financial and accounting protocols of institutions. Therefore, the center can do both co-financing of activities incurred, further to providing demand-driven designation of the academic service to the internal and external stakeholders. Basically, the initial budgeting of the BUU SEL is allocated from the hiring project in such specific amount of money, 7 per cent of the total budget is automatically transfer to the General Administration Office of the university, besides, the other 5 per cent shall be settled to the faculty/department. Therefore, a number of projects sold in a year row represents to the capital for a fiscal year. Moreover, to identify positive enforcement in any agreements signed between the university and customers can encourage the profitability for example, more retain earnings of the customer, more marginalized gain to the university – it depends upon negotiation and specified in the contract.

To conclude about the finance, BUU SEL intend to create a sustainability of the lab for long-term, which ideally to make it feasible is to have efficient marketing strategies and thinking depth for digitalization and priority on relationship with the alliances e.g. communities, private and association or Non-Government organisation, and particularly the Government agencies. As stated, Eastern Economic Corridor (EEC) is an existing and powerful public organization based in the East of Thailand, aimed for skillful workforce development, and advancement of innovation and technology. As this consequence, it is a great opportunity for BUU SEL to cooperate with under the Agreement of Cooperation for funding, and strengthening the network for the future. Financial plan is illustrated in a Pie-chart in below:





University of Mandalay Social Entrepreneurship Knowledge Hub (UMSEKH)



Address:

**University of Mandalay
Mahar Aung Myay Township, Mandalay
Myanmar**

Website URL:

Email address economics@mu.edu.mm

Contact detail:



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I. Executive Summary

The University of Mandalay Social Entrepreneurship Knowledge Hub (UMSEKH) will focus on increasing the awareness of social entrepreneurs and the innovative business ideas in Mandalay region.

UMSEKH will provide social enterprise challenges and will implement networking activities to the students and companies in the field of social entrepreneurship.

The hub will provide technical and innovative ideas to social entrepreneurs in Mandalay Region. In one year, we expect to have increased the awareness about social innovative ideas. And, three years later, most of the social enterprises in Mandalay will transform from challenges faced in their field to opportunities. And five years later, income generation activities will be conducted sustainably.

Our ideal customers are students and social entrepreneurs in Mandalay region. The management team of UMSEKH will consist of members of the University of Mandalay staff, faculty of University of Mandalay, freelance trainers and stakeholders.

II. SEKH Description

1. SEKH's mission statement

To provide innovative ideas to Social Entrepreneurs and to fill the gap between theory and practice for the students.

2. SEKH's vision

Our hub will act as an information, training, and research centre to develop sustainable social entrepreneurship in Mandalay region. Honesty, Innovation and Community

3. SEKH's goals

- a. To increase social entrepreneurship's practices
- b. To create employment opportunities for students
- c. To fulfill the requirements of stakeholders

4. Target market

- a. All social entrepreneurs in Mandalay Region
- b. Alumni
- c. Students
- d. Stakeholders
- e. Lecturers

5. Industry

- a. Social Entrepreneurship Knowledge sharing centre.
- b. Our academic background makes our hub competitive.
- c. The industry is stable.
- d. The industry outlook long term is to enable successful social knowledge Hub.
- e. The industry outlook short term is to enable network building, create job opportunities for our students.
- f. Our Hub will take advantage of projected industry changes and trends.



III. Services

1. SEKH Services:

- Innovative ideas
- Market ideas
- Financial ideas
- Consulting/ counselling
- Research findings
- Problem solving methods

Delivery:

- Online training
- Seminars
- Workshops
- Focus group discussion
- Maybe webinars?
- Maybe also Conferences

2. Problem Solved:

- a. Market development (New market)
- b. Employment opportunities for local employees

3. Unique Features:

- a. efficient and effective use of local abundant raw materials

IV. Marketing Plan

1. Opportunities (SOAR)

SOAR Strengths: What makes us proud?	SOAR Opportunities: How do we make sense of the opportunities in our environment?
<ol style="list-style-type: none"> 1. Location advantage and second largest University in Myanmar 2. Many young social entrepreneurs 3. Central economic zone in Upper Myanmar 4. Sharing innovative ideas 5. To give the awareness of the environmental sustainability and nature conservation 	<ul style="list-style-type: none"> • Our stakeholder SE for <ul style="list-style-type: none"> -Technical support, - connect to international market -government regulation • Top 3 opportunities Employment, Technology and Market • Our new customers Every social entrepreneur in SME in Upper Myanmar • Differentiate ourselves Talented human resources • New Market Every social entrepreneur in the regions and states of Myanmar • Reframe challenges into opportunities Counselling, Awareness, Network building • New skills Yes. New skills are needed. (Especially conceptual skills)
SOAR Aspirations: What do we care deeply about?	SOAR Results: How do we know we are succeeding?
<ul style="list-style-type: none"> • We serve as <ul style="list-style-type: none"> -Researchers - Experts, - Counselors - Supporters • Our most compelling aspiration To serve every social entrepreneur in Mandalay region. • Strategic initiative To fill the gaps needed by Social Entrepreneurships in Mandalay Region 	<ul style="list-style-type: none"> • Three indicators <ol style="list-style-type: none"> 1. Increase the number of social entrepreneurs 2. Increase the sales/Profit 3. Increase rate of employment opportunities • Resources are needed to implement <ul style="list-style-type: none"> -Financial resources (Investment, equipment) -Human resources -Technical resources

To raise awareness about our SE Hubs and to share our innovative ideas to local SE owners.
 To contribute to and be the engine towards sustainable development of SE in Mandalay region
 To upgrade and promote the SE which are facing with challenges.

2. Service features and benefits

SEKH University of Mandalay will provide three services-

- Counselling
- Training
- Research

The most important features are- inspiration, resourcefulness, adaptability, openness to collaboration. Openness to collaboration is special for our hub.

The most important benefit is positive impact on society by improving quality of life for people in our community through social entrepreneurship.

3. Target customer

Our target customer groups are social entrepreneurs and local government.

For consumers:

- Above 25 aged social entrepreneurs
- Male and female
- Mandalay region
- SE
- Matriculation passed

For businesses:

- SE
- Mandalay region
- Small and medium SE
- Startup and growing

4. Key competitors

5. Positioning/Niche

SEKH University of Mandalay will act and promote itself as a knowledge centre for social entrepreneurs in Mandalay region. SEKH UM's products are

- Short course trainings
- Counselling services
- Research collaboration

6. Location or proposed location

UMSEKH is located in proximity to customers and better transportations

V. Operational Plan

1. Production

Our services are

- Short course training
- Focus group discussion
- Penal discussion
- Seminar
- workshop

2. Quality control

We used well feedback system.

3. Location

UMSEKH is located in central economic zone in Mandalay.

- 900 sq ft room
- Retail
- Good accessibility for customers, suppliers and employees
- Projectors, Web cam and facilities and teaching materials for hubs

4. Personnel

The SEKH staff will be comprised of six faculty members and three students and there shall be a regular temporary contracting scheme for freelancers and/or independent contractors.

VI. Management & Organization

1. Biographies

2. Organizational Chart

Project Management: Kalaya Lu and Moe Thida

Researcher/Trainers: Ni Ni Win, Than Than Joe, NKhum Ja Ra

SEKH Support Team: Khin Soe Wai

VII. Financial Plan

UMSEKH will continue to operate based on the income generated by providing the services such as training and research. Teaching materials will be supported from the Erasmus+ program. After the end of the project, we will provide the training program on SE innovative knowledge for the people who are interested in SE and the people who are eager to improve their new small-size enterprises in Mandalay region. We will start the short course SE trainings with reasonable fees. Upon successful completion of the training, the participants shall be awarded with certificates issued by the SEKHUM. And we will find out the research findings concerning with the challenges of the SE in Mandalay region.

Estimation for certificate course



1. Income

Training fees	95%
Donation from donor	5%

2. Operating cost

Staff (Trainer)	70%
Marketing expenses	10% (Advertising in Newspaper for training course)
Refreshment	10%
Reference's book	10%

3. Training fees per person (MMK) 60000 Ks

4. Number of Trainees per course 50

Income from the one training course (50 * 60000 MMk=3,000,000 MMk)



Maharakham University

Social Entrepreneurship

Knowledge Hub

(MSU-SEKH)



Address:

**Faculty of Engineering,
Maharakham University
Kham Rieng Sub-district, Kantarawichai District,
Maha Sarakham City, 44150 (THAILAND)**

Website URL: www.engineer.msu.ac.th

Email address: chonlatee.p@msu.ac.th; sarinya.sa@msu.ac.th

Contact detail: (66) 43-754316



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I. Executive Summary

Maharakham University Social Entrepreneurship Knowledge Hub (MSU-SEKH) has been developed under the Erasmus+ Capacity Building Project of the European Union with the objective to strengthen innovative social entrepreneurship practices for disruptive business settings in Thailand and Myanmar (Erasmus-StepUP) since January 2020. MSU-SEKH is a part of Faculty of Engineering, Maharakham University, Thailand, in cooperated with Maharakham University Industry University Cooperation Center (MSU-UIC).

MSU-SEKH has a vision to be the 1st leading center of excellence in comprehensive services for the local agricultural SEs in the Northeastern of Thailand by providing:

- SE trainings (upskill & reskill)
- SE consulting (products, services and marketing)
- SE developments (products, innovation and services)
- SE business matching
- SE networking (public relations, event organization and competitions)

MSU-SEKH has goals to fully operate by January 2022 while achieving at least 10 SEs counseling services and more than 20 and 30 SEs within 2024 and 2026 by increase incomes for the local SEs by 5-10% of their current revenues (SE sector based) and create at least 5-10 new jobs or startups/companies within 2024-2026.

The target markets for MSU-SEKH are mainly focused on agricultural SE and senior citizen SE with the following target customers:

- students/alumni who want to be the SE/startup/companies
- Exiting SE/farmer groups who are running business in the local areas
- aspiring SE
- local policy creators
- community leaders
- business organizers

By coordinating with MSU and MSU-UIC, the institutions that provide teaching, research and academic and industry services, the MSU-SEKH could be easily linked and transferred the new or up-to-date technologies and knowledge to the hub and thus providing more effective or better solutions for the local SEs.

The hub has strategic plans to conduct the services for local SEs, startups and companies continuously even after the end of the Erasmus-StepUP project. The estimated incomes for the hub would be increased by 5-10% per year while serving more than 5-10% back to communities at the same time.

II. SEKH Description

1. SEKH's mission statement

To create, develop and promote the training, services and networking for new jobs and more incomes for local agricultural SEs/startups/companies

2. SEKH's vision

To be the 1st leading center of excellence in comprehensive services for the local agricultural SEs in the Northeastern of Thailand

3. SEKH's goals

- Achieve the vision within 2022



- Have at least 10 SEs within 2022 and 20-30 SEs within 2024-2026
- Achieve increase incomes for local SE for 5-10% of their current revenue (SE sector)
- Create at least 5-10 new jobs or startups/companies on SE within 2024-2026 by selecting potential MSU students/local people to create their own SE jobs or startups or companies using the guideline from the hub

4. Target market

- Students/alumni who want to be SE/or startup
- Exiting SEs/farmer groups who are running business locally
- Aspiring SEs
- Local policy creators
- Community leaders
- Business organizers

5. Industry

Maha Sarakham province is one of the provinces in the Northeastern region of Thailand, which have the main production based on the agricultural industries. The province has the agricultural areas of 2.82 million Rai (1.11 million acres) from the total area of 3.31 million Rai (1.24 million acres), or 85.20% of the total area; consisting of rice fields, field crops, fruit orchards, and perennial plants. In 2021, the estimated economic crop value of Maha Sarakham province is 56,002 million Baht, an increase of 1,569 million Baht from 2020 counted for 12th out of 20 provinces in the Northeast. As a result, farmers in Maha Sarakham province have more income from the agricultural industry and turn to grow more economic crops causing government and private agencies to support and play a role in selling agricultural products. However, they are still unable to solve the problems that occur to the farmers. MSU-SEKH finds out this opportunity to be the hub for them to provide them the trainings, technology or innovation solutions, product development, marketing, and networking.

Possible competitors would be the private businesses or government agencies that could operate similar to the MSU-SEKH. However, MSU-SEKH could cooperate with these competitors as the partners instead.

In summary:

- Government support & policy implementation
- Individual or group training, knowledge transferring and innovation developing
- Local SEs/communities that may need to improve their production processes and develop their products with suitable innovation or technology in order to increase productivity and quality while promoting environmentally friendly operations.
- Educational institutions where the new or up-to-date SE innovation and technology could be required.
- Young farmers
- Local business: changed from individual to community-based business/enterprises

III. Services

1. Hubs Services:

MSU-SEKH intends to provide a variety of services for the local agricultural SEs/startups/companies with respect to enhance knowledge and innovation to support the agricultural social entrepreneurs in the area of Maha Sarakham province and nearby provinces in the northeast region of Thailand. The available services are as follows:

- Training/workshops
- Consultant about business model and marketing
- Develop & implement of innovation and technology
- Prefer IP for product development
- Crowdfunding
- Business matching
- Scaling their business
- Incubating SE/SME to growing leading result of higher income, create jobs and solve social problems

2. Problem Solved:

Many farmers in the northeast of Thailand have problems with low technologies to improve the productivity, quality and value added strategies for their business. As a result, they have low income and tend to use more chemical products to accelerate their agricultural products which harm consumers and themselves. Moreover, most farmers do not have effective plans for their budget management as well as efficient marketing. MSU-SEKH will solve their problems with the above counseling services. MSU-SEKH aims for providing the comprehensive fields of expertise, particularly specialty of the sciences of the Northeast region of Thailand by focusing on agricultural products, services, development and networking. The expected delivery items are as follows:

- Up-to-date knowledge and innovation
- Consultancy on the application of technology that is suitable for agricultural products and services
- New SE jobs
- New product and service development (i.e. value added and more incomes)
- Supporting infrastructures and equipment
- Utilizing technologies and information available in MSU and Erasmus STEPUP
- Guidance for strengthening local SE

3. Unique Features:

MSU-SEKH is a learning center for social entrepreneurs; especially, for agricultural business groups, which is to educate and to be a consultant on the product and service development, create innovation solutions for agricultural entrepreneurs taking into account the impact on society in terms of economy, society, finance and environment. At the same time MSU-SEKH is the center that linking the network of social agricultural entrepreneurs with the government and private sectors. As MSU-SEKH is located in the university campus; therefore, new and up-to-date technologies and innovation from the researchers/staff lead high competitive and high potential for sustaining the hub with diversity and continuity of support and services of the hub.

IV. Marketing Plan

1. Market Research

Primary market research plan of MSU-SEKH has the purpose to identify the real needs of the local SEs, as well as to clarify the competitors in the area. This research plan will be running in cooperation with MSU-UIC and MSU's activities. Some of the previous primary market research outcomes are as follows:

- Direct survey with local SEs/ relevant people/organizations
- Interview
- Focus group meeting and discussion

Secondary market research is information from sources such as trade organizations and journals, magazines and newspapers, Census data and demographic profiles. You can find this information online, at libraries, from chambers of commerce, from vendors who sell to your industry or from government agencies.

- High demands for agricultural SE startups/companies in the northeast of Thailand
- Potential incomes for local agricultural SE sector can be by 5-10% of total revenue
- Agricultural products and services market trend is growing up
- Trend to have more support from both private and government (to solve national and global economic, society and environmental problems in compliance with the government policy (Thailand 4.0)

We focus on the agricultural SE targets from 4 provinces: Maha Sarakham, Khon Kaen, Kalasin and Roi-Et, which would have the total market size of about 10,880, 21,772, 12,880 and 14,804 million baht, respectively or 60,336 million baht in total. The MSU-SEKH plans to achieve the share market of 5-10% of the total market size in these provinces. The market size of this target trends to increase because of Government policy (Thailand 4.0, BCG) in order to promote and support the 'Thai World Kitchen' project while creating environmental friendly ecosystems in the country.

2. Opportunities (SOAR)

Opportunities of the MSU-SEKH are as follows:

- Government support & policy (Thailand 4.0 and BCG)
- High demands of training and transfer knowledge and innovation
- SE/communities need to improve their production process and product development with high innovation and technology
- MSU-SEKH is located in the university where varieties of innovation and technology are created by a number of academic staff and researchers.
- Number of young farmers/new generations who interested in agricultural SEs is increasing
- Local business changed from individual to communities' business/enterprise

SOAR Strengths: What makes us proud?	SOAR Opportunities: How do we make sense of the opportunities in our environment?
To fit with the requirement of the first factor of SOAR, strength is the prospect of what MSU-SEKH can apply into the operational of the SEL,	According to the importance of the Government policy of re-boost the infrastructures, human resources by new technology and innovation



<p>complied by the Eastern region implications consists of:</p> <ul style="list-style-type: none"> i. Succession plan for the continuous improvement and sustainability ii. Priorities on the well-participated and engaged communities as a good practice and a successful case toward further expansion to the other communities iii. Distinctive natural-scarred resources <p>Therefore, MSU-SEKH provides the scholars and human resources in service of communities for incubation, consultation and cooperative with the business itself by using their own country and continental uniqueness and finest resources in order to run their SE.</p>	<p>enhancement and creation at the following schemes:</p> <ul style="list-style-type: none"> i. Collaboration and promotion of the Government agencies and HEIs for supporting in terms of KM and technical supports (Machine, equipment, etc.) ii. Public Private Partnership (PPP) support for the strategic alliance iii. Sense of Social Responsibility iv. Change preparedness (readiness to develop of the people in the community)
<p>SOAR Aspirations: What do we care deeply about?</p>	<p>SOAR Results: How do we know we are succeeding?</p>
<p>To the aftermaths, our commitment for the aspirations of the MSU-SEKH, we are pleased to approach our clientele as the promising Strategic Alliance as a key partner for the SE businesses and communities in order to assist and escort the SE for their productive implementation and meet the indicators. Furthermore, the systematic continuous improvement is the upcoming stage to assessment how the SE stay sustained.</p>	<p>Ideally, the MSU-SEKH generates our services in many categories upon the needs of the clients. However, all are classified into 4 stages as follows;</p> <ul style="list-style-type: none"> i. Education (by 30 SEs in 2026 to understand about entrepreneurial/innovative SEs) ii. Consultancy and services (by 30 SEs in 2026) iii. Incubation and knowledge transfer (building innovative potential SEs by 30SEs in 2026) iv. Evaluation (by measuring impacts on economics more than 30 million baht in 2026) <p>Moreover, MSU-SEKH measuring the success through the networking, showcases, events and competitions organized by the hub.</p>

From the opportunities of the Government policy on promoting the SE with the other support facilities, the first urgent stage is to promote and disseminate among the target group to expect the perception and awareness of our SEKH services.

Wherein, the next step is to approach by developing such an agreement to make certain on sale forecast is continued and in furtherance a long-run of the laboratory, either or tailor-made service with others group of segment as optional.

As aforementioned in the above paragraph, the bi-lateral agreement/cooperation is one of the tools to take into consideration the succession plan of the laboratory, whereby the one-time service is dependable on the market demand. It thus, as an HEI unit, the integrated sustainability is to bring in

the Government policy and demand-driven market to make a plan of the MSU-SEKH to stay on track for the future. However, the Contingency plan also absolutely needed in case of future crises. In summary, the long-term goals/next steps of the hub are as follows:

GOALS:

Local SEs have more income by about 20 million baht/year

New job employments have been created by +10 SEs/year

New SW startup increase by +5 startups/year

Government agencies continue collaboration with MSU-SEKH

Number of customers who use the services of the hub increase by +2% /year

NEXT STEPS:

MSU-SEKH become more famous and well-known in the northeast of Thailand

Like all the SE components to become completed SE ecosystem in the northeast of Thailand

3. Service features and benefits

The following list shows the customer's point of view for the MSU-SEKH

- training/workshops: To build and support the local SEs, the topic start from social entrepreneur mindset, innovation creation, business model canvas, market strategies, customer analysis, GAP analysis, cash flow/accounting, crowdfunding Business law, IP, including how to run business in this new normal, will be educated and trained by MSU-SEKH staff. Moreover, in order to provide business skills to SEs, all workshops that necessary for our clients, will be happened.
- consultant about business model and marketing: because MSU-SEKH is the place located in university, not only MSU-SEKH staff but there are a lot of people who specialize business, they can support lead and coach SEs to get the right business direction, increase market share and, how to develop products that hit market needs. Our MSU-SEKH will help and support everything that SEs needs as coach and mentor.
- implement of innovation and technology: MSU-SEKH located in Mahasarakham university, there are many technologies and innovation including IP that ready to utilize for scale up the business and make sustainable economic happen.
- Crowdfunding: because Thai government support the local SEs to grow up, and MSU are one of Thai government partners, has connection with VC, and has experience work with many Thai angel investors. MSU-SEKH can help and support our clients for receiving Thai government grant or money from VC/angel investors.
- Business matching: by create event for business matching between our clients with our business partners.
- incubating SE/SME to growing leading result of higher income, create job and solve social problem.

4. Target customer

Target customer groups and a demographic profile for each group of MSU-SEKH have features as follows:

	Customer Group 1	Customer Group 2	Customer Group 3
Description	MSU students/alumni	Exiting SEs	Private/public sectors (Local policy creators, community leaders, Business consultants
Age Range	20 - 35	30 – 50	-

Income	> 15,000 THB	> 30,000 THB	-
Education level	Bachelor's degree up	-	-
Location	Focused 3 provinces	Focused 3 provinces	Focused 3 provinces
Stage in business	Beginner/none	startup level up	Established more than 5 years
Size	-	small	Small up

5. Key competitors

The competitors of MSU-SEKH are as follows:

1. SE Thailand (similar purposes and services compared to MSU-SEKH)
2. Private business companies (rather focusing on specific products & services)
3. Government agencies (policy based projects, limited in operating budgets but normally providing free funds for local SEs)
4. International SE business companies (Singapore, Malaysia, Japan, Korea, etc.; attractive products & services but have limitation in services not covering fresh & national agro-products)

SE Thailand would be the top SE competitor in Thailand while others have some limitation in the authorities for the possible products & services development. On the other hand, the MSU-SEKH has a wider and boarder space for business. This would cover also the varieties of solutions provided by the university's laboratories and researchers. Furthermore, there is no obvious SE knowledge hub available in the northeast of Thailand yet.

6. Positioning/Niche

The MSU-SEKH will be the 1st comprehensive SEKH in the northeast of Thailand who provide varieties of solutions (new or up-to-date technologies from the university's labs & individual researchers) for the local SEs in Thailand.

7. How you will market your product/service

Advertising will include:

- Official website: MSU-SEKH ([regularly updated](#))
- Official Facebook Page: MSU-SEKH Facebook ([regularly updated](#))
- Video presentation online (via Youtube, Instagram, Twister, TikTok, etc.) ([dependent on relevant occasions, about 1-2 times a month](#))
- Printed materials or brochures ([one updated details a year but distribute regularly to the customers](#))
- Local Radio: MSU 102.25MHz ([twice a month](#))
- Local TV: Sky-TV ([once a month](#))

Marketing will include:

- Business website
- Social media marketing
- Email marketing
- Mobile marketing
- Search engine optimization
- Content marketing
- Print marketing materials (brochures, flyers, business cards)

- Public relations
- Trade shows
- Networking
- Word-of-mouth
- Referrals

We will market MSU-SEKH by,

1. Website: by creating the MSU-SEKH website, landing page, add content about our services and success cases, what customers will get from MSU-SEKH to MSU-SEKH website blog
2. Video: by create MSU-SEKH introduction, services and promotional video including creating the YouTube Channels
3. Tiktok: by creating tiktok for advertising MSU-SEKH in social media
4. Booth and Events: by arranging the showcase MSU-SEKH services, success cases at an exhibition, as well as, creating or attending the events
5. Awards: by applying to win an award, enter competitions, or start our competition, and raise money for a charity with an event
6. Social Media: by creating the content/image/adverts about MSU-SEKH on our Facebook page, and post trend of industry news to promote/disseminate our service and MSU-SEKH.

8. Location or proposed location

There are 2 main locations for MSU-SEKH. The first one is at room EN2-201, Faculty of Engineering and the second one is at UIC office, Mahasarakham University.

EN2-201, Faculty of Engineering, is used as the innovation laboratory and training, which has capacity of 15-20 trainees.

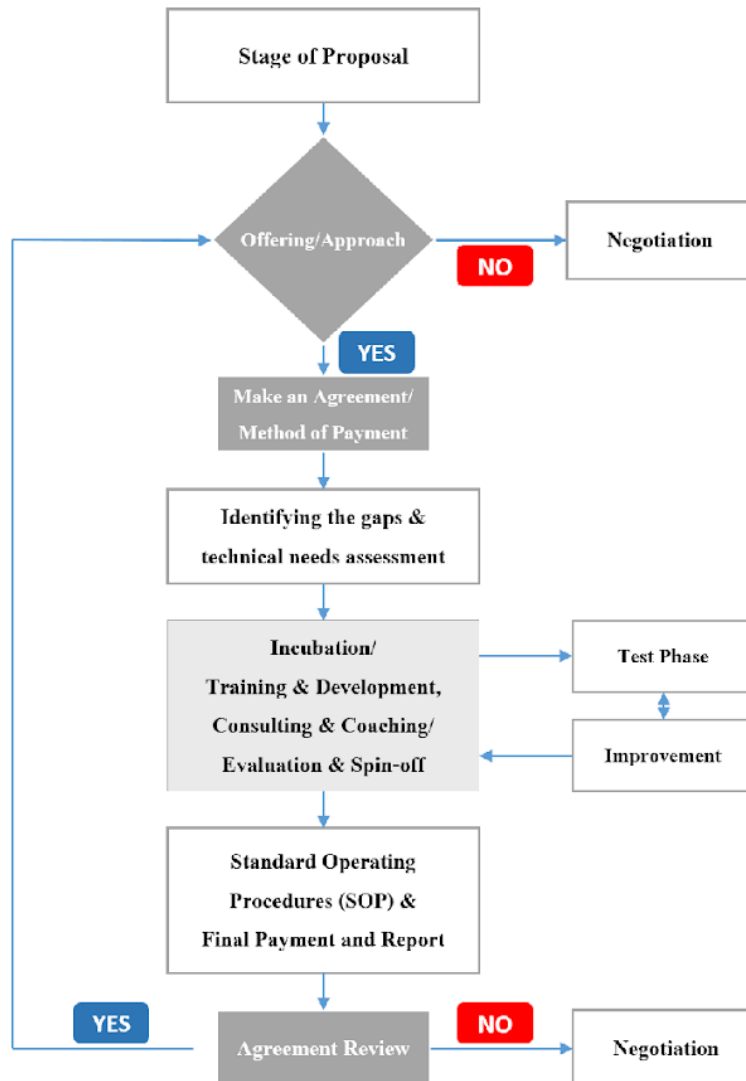
UIC office is used as the front desk of the MSU-SEKH, ease for visiting and well known since the UIC is already operating as the university-industry cooperation hub already.

EN2-201 and UIC office is not far from each other (about 1 minute by walking)

V. Operational Plan

I. Production

MSU-SEKH delivers services to the customers by following the flowchart in Picture 1
Picture 1 – MSU-SEKH Flowchart of Operational Plan



2. Quality control

To ensure high quality services, the customers' satisfaction survey is always conducted every time that the service is delivered. There are several possible channels for the surveys as follows:

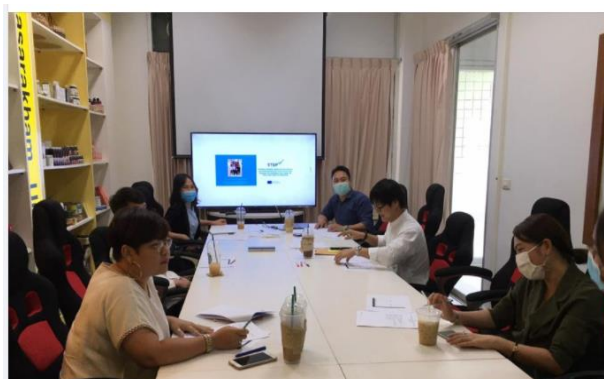
1. Feedback box in the Website
2. Front desk questionnaire/interviews
3. Facebook/Line feedback channels

3. Location

MSU-SEKH located at the faculty of Engineering and UIC center. The faculty of Engineering provides the training rooms & labs in many sizes dependent on the number of customers while the UIC office provides itself as the cooperation center. For example, the customers can contact UIC MSU-SEKH office for the first time and once the needed services are set up. The faculty of Engineering will provide the location for the training or large group discussing. Picture 2 and Picture 3 show the example of the rooms of the faculty of Engineering and UIC office, respectively.



Picture 2: MSU-SEKH training & lab at the
Faculty of Engineering



Picture 3: MSU-SEKH service center at the UIC office



4. Personnel

As MSU-SEKH has to be within the university, the staffs of MSU-SEKH have to be the full time staffs of the university as well. There are 4 faculties and 1 center that will staff the MSU-SEKH, which are listed as follows:

1. Faculty of Engineering: for innovation design & development trainings/consulting
2. University Industry Cooperation (UIC) Center: front desk of the MSU-SEKH
3. Faculty of Humanity and Social Sciences: Business English program training
4. MSU Business School: Business & Marketing trainings/consulting
5. Faculty of Informatics: website & media design/development trainings

The UIC staff will act as the MSU-SEKH staff automatically, which support the customer coordination, procurement, finance, documentary jobs and administration jobs. The other staffs work as the trainers and training assistants of the hub.

VI. Management & Organization

1. Biographies

<p>Director</p>	<p>JS: Management Level in the Institution Profile: Assoc.Prof.Dr. Keartisak Sriprateep (Ph.D.) Dean of the Faculty of Engineering and Director of University-Industry Cooperation Center Mahasarakham University Ph.D. D.Eng. (Design and Manufacturing Engineering) Asian Institute of Technology (AIT)</p> <ul style="list-style-type: none"> • Experience in organization management - Worked in the position of Engineer and management in the industrial/private sector for more than 7 years - Member of the Faculty of Engineering Mahasarakham University (Jun 2008 - Jun 2009) - Associate Dean for Educational Quality Assurance Faculty of Engineering Mahasarakham University (Jun 2009 - Aug 2009) - Industry Cooperation Center Manager (Enterprise Incubator Center) Mahasarakham University (Aug 2009 - present) • Experience training/technology management - Course "Improvement and Manufacture of Essential Machine Parts for Plant", JICA, Kitakyushu Japan. - Technology Management for Executives" course organized by the Ministry of Science and Technology • Consulting / Academic Services - Consulting with the private sector to increase productivity in small and medium-sized industries in various projects - Providing advice on incubating enterprises in setting up new businesses with support from the Office of the Higher Education Commission (OHEC) and the Northeastern Science Park Project Mahasarakham University Network with support from the Ministry of Science and technology which provides consulting in various fields with more than 50 SMEs
<p>Project Manager</p>	<p>JS: Scholar / Researcher who are professional in between sciences and social and humanities Profiles: (1) Assoc.Prof.Dr. Chonlatee Photong, Faculty of Engineering, Mahasarakham University</p> <ul style="list-style-type: none"> • Work Experiences :2019 – present - Associate Dean for Administration, Graduate School, Mahasarakham University, Thailand.

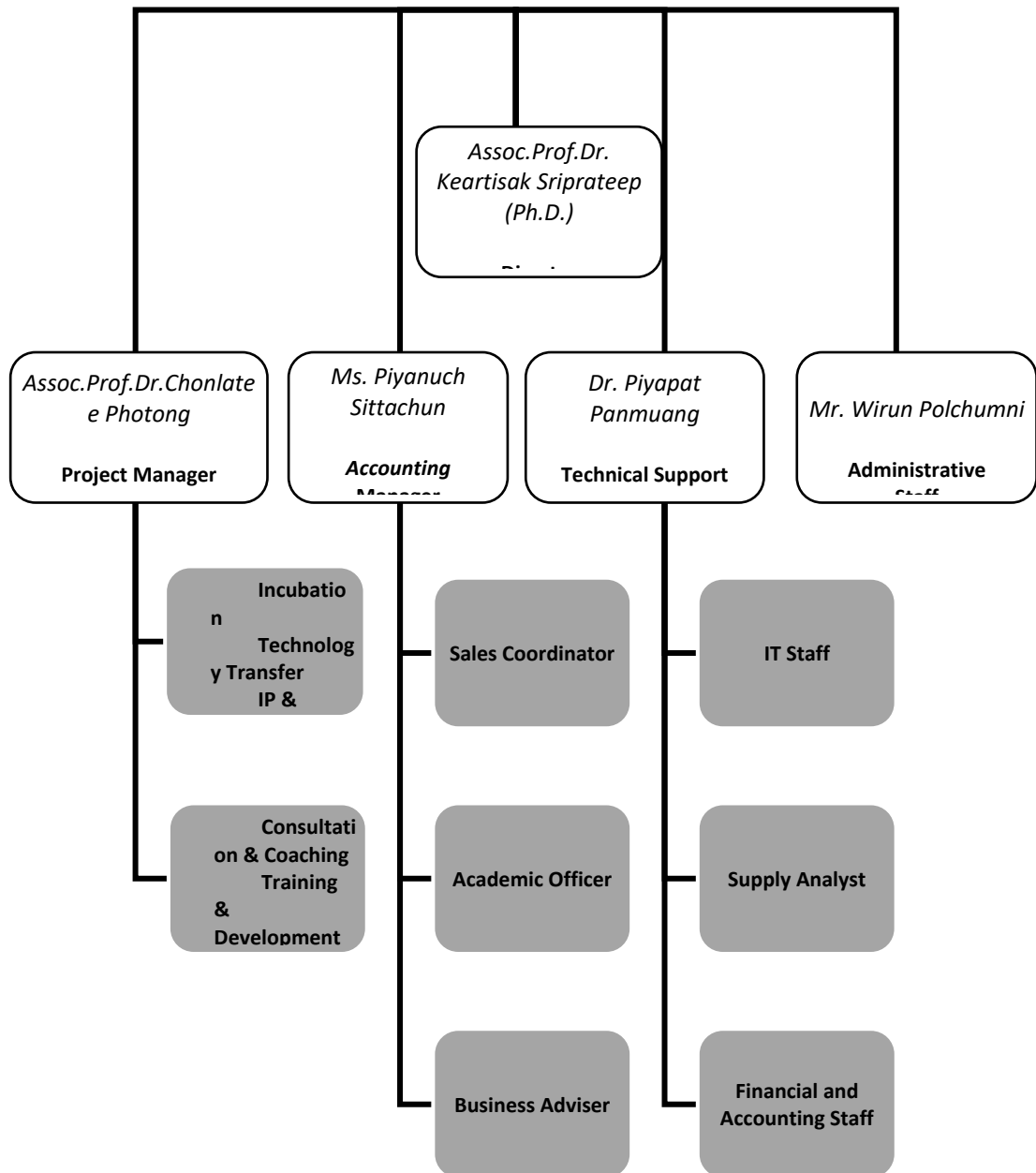


	<ul style="list-style-type: none"> - Program Director of Practical Engineering (Continuing Program), Faculty of Engineering, Mahasarakham University, Thailand - Head of Solar Energy and Energy Resources Research Unit (SEER), Faculty of Engineering, Mahasarakham University, Thailand - Editor-in-chief of Mahasarakham International Journal of Engineering Technology (MIJET), Faculty of Engineering, Mahasarakham University - Co-Editor-in-chief of Community University Engagement Journal (CUE-J), Division of Research Facilitation and Dissemination, Mahasarakham University, Thailand - Assistant Editor-in-chief of Science Technology and Engineering Journal (STEJ), Mahasarakham University, Thailand - IEEE member - Associate Professor since 1 April 2020 ● Expertise : - power electronics, solar applications, machines and drives - Journal & magazine management / paper reviews <p>(2) Dr.Sarinya Sala-ngam, Deputy Director of University-Industry Cooperation Center, Mahasarakham University Ph.D. D.Eng. (Industrial Engineering and Management) College of Industrial Technology, Nihon University, in Japan</p> <ul style="list-style-type: none"> ● Work Experiences :2017 – present - A lecture of Engineering Faculty in Mahasarakham University - Deputy Director of University-Industry Cooperation Center, Mahasarakham University, Mahasarakham - Head of Student Entrepreneurship development Project/Unit - Head of Local Startup Incubation Center - Graduated Certified Innovation Management Course organized by Ministry of Higher Education, Science, Research and Innovation - Work with Mahasarakham Provincial Industry Office, Mahasarakham Provincial Chamber of Commerce etc., as partner <p>(3) Piyapat Panmuang, Ph.D. ,Field of Electrical Engineering, Faculty of Engineering, Mahasarakham University Work Experience : 2012- 2014 ABB Pte Ltd (Singapore)</p> <ul style="list-style-type: none"> ● Prepare test plan for LV pane;, MV switch board, Power & Distribution Transformers, MV motors ● Raise RFI according to follow the test plan& competition of installations ● Coordinate with testing team implement testing activities <p>Research and Fund:</p> <ul style="list-style-type: none"> ● 2019, Automatic Brick Cutting Machine, Industrial Research and Technology Capacity Development : IRTC, University Industry cooperation Center : UIC, Mahasarakham University <p>(4) Ms. Piyanuch Sittachun, Business Development Officer University Industry cooperation Center : UIC, Mahasarakham University</p> <ul style="list-style-type: none"> ● Experienced in cultivating at least 10 entrepreneurs ● Encourage students to have the opportunity to receive scholarships to support their entrepreneurial growth during their studies.
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	<ul style="list-style-type: none"> ● <i>There are at least 5 public and private networks</i> <p>(1) Ms.Chompupan Samappitto, Business Development Officer University Industry cooperation Center : UIC, Mahasarakham University Staff of University-Industry Cooperation Center</p> <ul style="list-style-type: none"> ● <i>Experienced in cultivating at least 10 entrepreneurs</i> ● <i>Encourage students to have the opportunity to receive scholarships to support the Startup Thailand league project.</i> ● <i>Pushing students to become entrepreneurs during their studies</i> <p>(6) Ms. Ratchaneekorn Khamphukun, Business Development Officer University Industry cooperation Center : UIC, Mahasarakham University</p> <ul style="list-style-type: none"> ● <i>Experienced in cultivating at least 3-5 entrepreneurs</i> ● <i>Encourage students to have the opportunity to receive scholarships to support them as a Startup who is ready to become entrepreneurs in the future.</i> ● <i>There is a network in both the public and private sectors to provide support. and cooperate in creating entrepreneurs</i>
Business Adviser	<p>JS: Business Practitioner Profiles:</p> <p>Assoc.Prof.Dr. Keartisak Sriprateep (Ph.D.) Dean of the Faculty of Engineering and Director of University-Industry Cooperation Center Mahasarakham University</p> <p>Assistant Professor Sakchai Setarnawat graduated in Ph.D. in Corporate Management at Xiamen</p>
Technical Supporters	<p>Supply Analyst & IT Staff (1) Dr. Piyapat Panmuang, Faculty of Engineering, Mahasarakham University</p> <p>Financial Planner & Accounting Staff (2) Ms. Piyanuch Sittachun, Technical Staff of University-Industry Cooperation Center</p>
Administrative Staff	<p>Administrative Staff (1)Mr. Wirun Polchumni, Faculty of Engineering, Mahasarakham University</p> <p>Administrative Staff (2) Ms. Ratchaneekorn Khamphukun, Administrative Staff of University-Industry Cooperation Center</p> <p>Administrative Staff (3) Ms.Chompupan Samappitto, Administrative Staff of University-Industry Cooperation Center</p>

2. Organizational Chart



3. Organizational Structure

According to organization chart, MSU-SEKH defined the top management of the knowledge hub is an authorized person for all managerial task and activities under the center is the Director. Which the administrative structure set as Matrix-organization that are front-line managers were divided into four cross-functional as namely: (1) Project Manager, who take in charge of different of the project offering such as incubation and IP issue, either of training and development program; (2) Marketing Manager, who supervision the strategic marketing, action plans and the networking of the MSU-SEKH thereof sales coordinator, academic officer, in terms of agreement and contract with the customer/client, and business adviser are under control; (3) Technical Support or Technician, who takes care of the IT issues

to support marketing tasks and project activities, moreover, it is also the financial and accounting staff, further to the supply analyst those implied by legal and regulations. Finally, (4) Secretariat/Administration is the general coordinator for everything and cross-check for any task incurred under the laboratory.

Nonetheless, all technical and staffs in the MSU-SEKH were trained as the multi-task which is core competencies of the MSU-SEKH to make certain of our service excellence and professionals performance.

VII. Financial Plan

The MSU-SEKH is supervised by Mahasarakham University. Therefore, the financial and accounting protocols of the hub have to comply to the university's one. As a result, the hub can operate both co-financing of activities incurred, further to provide demand-driven designation of the academic services to both the internal and external stakeholders.

Notwithstanding, the creation of financial sustainability is somewhat extension on the preceding implemented of the STEPup project to be exist e.g. SE communities; private social enterprises or NGOs; and government agencies to continue in such a specific cooperative projects. Moreover, the opportunity for the MSU-SEKH in terms of the strategic area-based by local government agency on agro products and SE, wherein university-business context can collaborate for diversifying training and development program in order to re-skill, up-skill and new-skill on human capital improvement. In addition to advancing of technology and innovative solutions for the social enterprise productivity enhancement, thus supported by the local agency and the university itself. Last but not least, a successful good practice of the program could be an opportunity on proposition to other grants in the future.



National Management Degree College Social Entrepreneurship Knowledge Hub (NMDC-SEKH)



Address:

National Management Degree College
No.273/279, Merchant Road
Botahtaung Township,
YangonMyanmar 11161, 11162, 11163

Website URL: www.nmdc.edu.mm
Email address: nmdc.sekh@nmdc.edu.mm
Contact detail: (95) 967718839



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I. Executive Summary

NMDC's SEKH stands as an intermediary between community and business organizations providing services to social entrepreneurs, students and traditional entrepreneurs. Since there is a need for use of business theory and innovative ways and interaction among social enterprise businesses, NMDC SEKH fills the gap by providing training, consulting services and bringing networks that will solve their problems and enhance the potential of social enterprise. Our first and foremost goal is to be able to run the SEKH by the beginning of 2022. After that and until January 2023 at least 10 vocational trainings to the different stakeholders will be implemented. Until 2026 we are planning to have at least 50 Social Entrepreneurs as our SEKH members. Our members will receive frequent information about training possibilities, networking opportunities and mentoring opportunities to strengthen their social business model. NMDC SEKH's target markets are:

- a.) students who are in the higher education institutions and enthusiastic about social enterprise business
- b.) existing traditional entrepreneurs who want to turn their business into social business
- c.) social enterprises who are already running

After the end of the three years project, the NMDC SEKH will continue to operate based on the income generated by the proposed services (training, research, and consulting). The Hub's financial plan will operate in the way to meet the goals of social and business society. This requires that all profits made from income-generating activities be used exclusively to either:

- Cover general operating expenditure of the NMDC SEKH
- Fund further sustainable business projects in line with NMDC core value.

II. SEKH Description

1. SEKH's mission statement

NMDC SEKH aims to be the voice for social enterprises by enhancing awareness of social enterprises giving information to policy makers to generate support for social enterprises. With the cooperation of private sector organizations who want to explore the growing social enterprise market a variety of educational programs will be developed and offered to the key stakeholders.

2. SEKH's vision

NMDC's SEKH is a powerful accelerator for social enterprises by delivering social and economic value to the community. Value creation will be derived from the synergy triangulation between the government, social enterprises and the NMDC SEKH.

3. SEKH's goals

Short term goals

Our first and foremost goal is to be able to run the SEKH by the beginning of 2022. After that and until January 2023 at least 10 vocational trainings to the different stakeholders will be implemented.

Long-term goals

Until 2026 we are planning to have at least 50 Social Entrepreneurs as our SEKH members. Our members will receive frequent information about training possibilities, networking opportunities and mentoring opportunities to strengthen their social business model.

4. Target market

NMDC SEKH's target markets are:

- a.) students who are in the higher education institutions and enthusiastic about social enterprise business
- b.) existing traditional entrepreneurs who want to turn their business into social business
- c.) social enterprises who are already running

5. Industry

Based on our four different study programs like i.) Business Management, ii.) Tourism & Hospitality Management, iii.) Journalism, and iv.) English for Professional Purposes we want to support any social business idea that is linked to any of our study programs.

III. Services

1. SEKH Services:

Our Hub's service is planning to offer trainings on the following topics:

1. Introduction to Social Entrepreneurship & identifying social entrepreneurship opportunities:
 - a. Introduction the concept of SE
 - b. Different types of SE
 - c. Value Creations of an SE
 - d. Leadership styles for SE
 - e. New Technologies for SE (for example Miro, trello)
2. Social Business Model and planning for social innovation
 - a. SE business modelling
 - b. Marketing plan development
 - c. How to create advertising content
 - d. Customer need analysis
 - e. Funding strategies: Fund raising and finance management.
3. Social impact assessment and sustainability for social entrepreneurs
 - a. Impact assessment
 - b. Creation of Sustainability
 - c. Transparency and accountability

2. Unique Features:

As our hub is located on the College campus, the trainers of our hub are proficient in theory of Business.

The proprietary features that give us a competitive advantage are

1. Human Resource as our knowledge hub possesses a lot of experts who have strong commitment and good attitude of contribution toward the society.
2. As our hub is located in the downtown area, this could be one of the reasons for competitive advantages.

IV. Marketing Plan

1. Market Research

This market research was conducted by using both primary and secondary data. The secondary data are obtained from Dana Facility 2018 reports and for primary data collection, we interviewed with existing social entrepreneurs.

Our hub targets students, startup business, aspiring social entrepreneurs and existing social entrepreneurs. According to the secondary data, there are over 500 Social Enterprise Business all over Myanmar and the market share that we want to obtain during 3 years is 50 Social Enterprise out of 500. Currently, the trends in the target market are in a growing stage.

2. Opportunities (SOAR)

There is a change in society such as an increase in the awareness of SEs business and preference if the other factors/items are the same, they prefer to use more local products and handicrafts rather than imported items. As technology is moving very fast, firms are required to improve their offers in innovative ways, so consumers would prefer to purchase innovative and value-added products.

SOAR Strengths: What makes us proud?	SOAR Opportunities: How do we make sense of the opportunities in our environment?
<ul style="list-style-type: none"> • We can make ourselves unique by delivering/sharing disruptive business setting such as Social crowd funding and acting as an intermediary between government , Social entrepreneur and market • Our greatest achievement is "Good Reputation of College" for smart students and learning system • We use our strengths to get results by exploiting academic staff's expertise in business • Our strengths fit in the social enterprise/education ecosystem by <ol style="list-style-type: none"> 1. Providing theory and practices as start up support and Business plan competition events 2. Students-Business Networking 	<ul style="list-style-type: none"> • our stakeholders are asking for <ol style="list-style-type: none"> 1. Increased desire of the manufactures/firms in producing their products in innovative ways 2. Increased consumption of the local products 3. Increase interaction between civil society and business • The top 3 opportunities that we will focus on <ol style="list-style-type: none"> 1. Advance in technology 2. Society value change 3. Interaction between business and society • Our new customers are <ol style="list-style-type: none"> 1. National authority 2. community 3. academic staff from other universities



<p>3. Industry-College Research</p> <p>co-publication</p>	<p>Our new market will be business organizations which still need SEs awareness.</p> <ul style="list-style-type: none"> • We differentiate ourselves by providing expert human resource Who have Commitment and Good Attitude toward the society. • We reframe challenges into opportunities Main challenge – lack of networking , Difficulties in funding Lack of theoretical knowledge • But new skills are still needed Like In the touch with modern technology and Communication skills
<p>SOAR Aspirations: What do we care deeply about?</p>	<p>SOAR Results: How do we know we are succeeding?</p>
<p>We are an Engine for delivering social and economic benefits to the community. aim to be the voice for social enterprise</p> <ul style="list-style-type: none"> • Our most compelling aspiration is to change SE mindset in community • We will support our aspirations by “Giving Business Knowledge” and “bringing network” 	<ul style="list-style-type: none"> • Indicators we could use to meaningfully measure our success are <ol style="list-style-type: none"> 1. Number of events 2. Number of training 3. Increase in the amount of membership in our hub 4. Percentage of the businesses that they feel successful after joining our knowledge hub 5. The amount of startup business that are increased • resources needed to implement these are <ol style="list-style-type: none"> 1. Money 2. Building 3. Method (Technology) 4. Man Power 5. Attitude 6. Management Information System

Our immediate goal is to provide multiplier events and establish Facebook and Web Page

As a long-term goal, we will focus on brand recognition and aim to be the search engine or increase website traffic while possessing 10% of market share (50SEs) during 3 years.

3. Service features and benefits

Our Service Features are:

- Giving advice on Financial sources
- Consulting service
- Supply-Chain Idea
- Creating the marketing content
- Marketing Idea

Benefits

- As they get financial management knowledge they can make right financial decisions. They get the more option sources of the finance.
- According to supply change management, they can manage the flow of product information and funds.
- After getting marketing management can create competitive marketing strategies which can lead to success.
- After receiving a management course, managerial skills will be improved.

4. Target customer

Types of customer	Age	Gender	Location	Income (Per-month)	Occupation	Education level
Student	15-20	F/M	Rural/Urban	Nil	student	Under Graduated
Aspiring SE	Above 20	F/M	Rural/Urban	2-5 Laths(MMK)	Employee/ Employer	Under Graduated /Graduated
Existing SE	Above 25	F/M	Rural/Urban	10-15 Laths(MMK)	Self Employed	Undergraduate/Graduated

Types of Organization	Industry	Location	Size	Stage
Business Organization	No specific industry but we aim to provide service to small and medium Social Enterprise Business	Rural/ Urban	Small and Medium	Start up and growing stage

5. Key competitors

Main competitors of NMDC's SEKH are:

1. Social Enterprise Development Association Myanmar (SEDAM))
2. Entrepreneurship Development Network Asia Com.ltd. (Myanmar ENDA)
3. Myanmar Youth Empowerment Opportunities (MYEO)
4. Impact Myanmar, Yangon

Name	Price	Benefits/Features	Size	Market Strategy
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SEDAM		<ul style="list-style-type: none"> - establish by 40 SE consultants -networking, learning and sharing and enhancing, collaboration cooperation among organization -workshops are hold for social innovation ideas generation -forums are hold to promote more inclusions, innovations and interventions among impact organization in the ecosystem 	-early phase	- focus on start up and operating SME
EDNA	- reasonable price	<ul style="list-style-type: none"> - facilitate online business network with people from other region -facilitate startups owned and operated by participants -contribute to the development of region -confident to do business for women and youth - talk to fellow participate through zoom and exchange ideas 	<ul style="list-style-type: none"> -Nationwide (cross nation) -Mature phase according to step up term. 	<ul style="list-style-type: none"> - support to women and youth adults and disadvantages group across Myanmar(focus strategy) -linking some aspects of strategies such as "who, what, where, when, how" in order to achieve results (goals) than the present one.
MYEO	<ul style="list-style-type: none"> - Membership fee-5,000ks(MMK)Per month -Training fee-Per Course 30,000ks(MMK)only for member 	<ul style="list-style-type: none"> -equip all of Myanmar's graduates with the skills to become valuable members of the workforce and community Myanmar entrepreneurs. -offering content and skills development program both online and offline 	Medium	-focus on profit youth development social enterprise focusing on furthering the skills and professional development opportunities of young people across Myanmar
Impact Hub Yangon	free for training(funding by UNDP) rental fees is \$100 per	<ul style="list-style-type: none"> -established by 4 co-founders -start up services (Tech, mobile app, etc....) for Micro, Small and Medium enterprises (MSME) - provide co-working space 	<ul style="list-style-type: none"> -Medium in terms of MSME - Early phase according to Step up term 	<ul style="list-style-type: none"> - Community based strategy - focus on food and beverage manufacturing businesses which are in a very early stage.

	day for kitchen facility and production of food	- training for community - training for MSME (capacity building, innovation,...) - social enterprises snapshot program		(focus strategy)
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6. Positioning/Niche

The four main competitors listed above service are indeed already a huge number of students in terms of entrepreneurship. However, our SEKH will focus in particular on Social Entrepreneurship which is unique in Yangon.

NMDC is well known for the high quality of the students. With our developed service-portfolio for our students, potential Social entrepreneurs as well as existing social entrepreneurs we improve the understanding of the knowledge among these target groups and enhance the University-Business cooperation by using the open educational resources developed in this project.

7. How you will market your product/service

We will market our service by delivering not only through Social Media like Facebook, Website, but also with Printed Marketing Material like brochures and posters. In addition, we will use our alumni as ambassadors for our hub.

Facebook: Facebook is the most popular social media in Myanmar which accounted for 51.8% of the entire population using it. According to the recent amount of users, Facebook remains the single most effective social media marketing tool.

Website: Starting the habit of observing through websites to get more information among our target consumers.

Printed Marketing Material:

Folders: This will include presentation folders which will tell us our image immediately. Brochures and Posters to get the interest of the public.

Events: According to the current situation, only online events are more suitable.

Ambassadors: Alumni are used as brand ambassadors as this will lead to improve more seniors and juniors relationship. Besides most of them are already in leading roles and role models for juniors. They already have a business network and it will be a big chance for our members in hub.

8. Location or proposed location

The knowledge hub will be located in NMDC Campus with the Address of No.273/279, Merchant Road, Botahtaung Township ,Yangon, Myanmar. This place is located in the downtown area and therefore convenient for our targeted consumer.

We chose this place because it provides easy access to the NMDC students and should help to :

- a.) increase awareness & recognition,
- b.) attract a high number of interested students
- c.) foster a better cooperation between university - students - industry

V. Operational Plan

1. Production

Our service will be delivered online by using Zoom, Google meet and Microsoft Team. Offline Face to Face delivery will also take place through Seminars, Competition Events, Forums, Workshops, Panel Discussions and Case study.

2. Quality control

Figure 1 shows the planned procedure for quality control. Firstly, we will make a needs analysis for the topic that will be delivered so that the topic should address the problems currently facing. Then, select the trainers or experts who have expert skills in the chosen topic. After this process, a time table schedule for Training will be arranged and establish quality standards to be achieved from the training. As a third stage, training schedules will be announced through social media that is the greatest access of target customers.

Registration before the training and facility management for the training will stand as fourth and fifth stages. The training/workshop will be conducted following the time table. At the end of the training a feedback questionnaire will be collected from the participants aiming to see the performance of training. After collecting feedback from Trainees which emphasized both the learning aids facility and teaching assessment of the teachers, we will take action upon feedback for improvement and consistency.

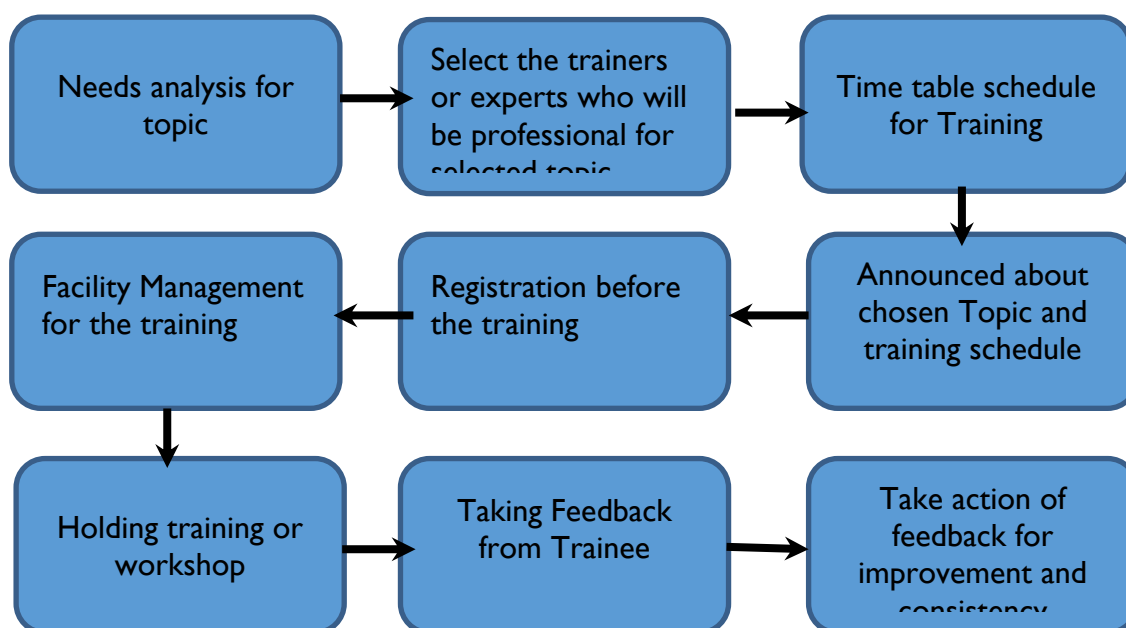


Figure 1: Workflow of Quality Control

3. Location

The size of our hub is about 2000 ft square and the type of building is public building. The accessibility for customers, employees, suppliers and transportation is convenient as it is located downtown. Equipment that is provided in SEKH are as follow:

1. Dell Laptop Computer Inspiration 5490
2. Printer
3. Smart Board LG Original LED Screen
4. Canon Video Camera XA-11
5. Motorized Project Screen
6. Microsoft Surface Pro
7. Portable Beamer
8. Teleconferencing Camera
9. Portable Sound System
10. Portable Wi-Fi Hotspot
11. Wireless Microphone
12. External hard Disk
13. Flip Chart Pad +Marker +Sticky Notes
14. Guidance system (Monitors)
15. SE Text Book

4. Personnel

Two teachers and five students will be assigned for operating NMDC's SEKH but no freelancers or independent contractors will be hired.



Job descriptions

Teachers	Students
Helping in Need Analysis for topic to be delivered	Assist the trainee
Contact the selected trainer	Take Survey and Feedback
Arrange Advisement for training/workshop	Facility Planner (Deliver hangout etc)
Assign duty to the student rightly	Manage Refreshment for Trainee
Prepare the certificate of completion training, preparing questionnaire for taking feedback	Registration of trainee
Responsible for Q and A	Access enquiries
Supervise affairs (scheduling and assigning the work, reviewing performance, prepare honoring fee and gifts for trainers)	

VI. Management & Organization

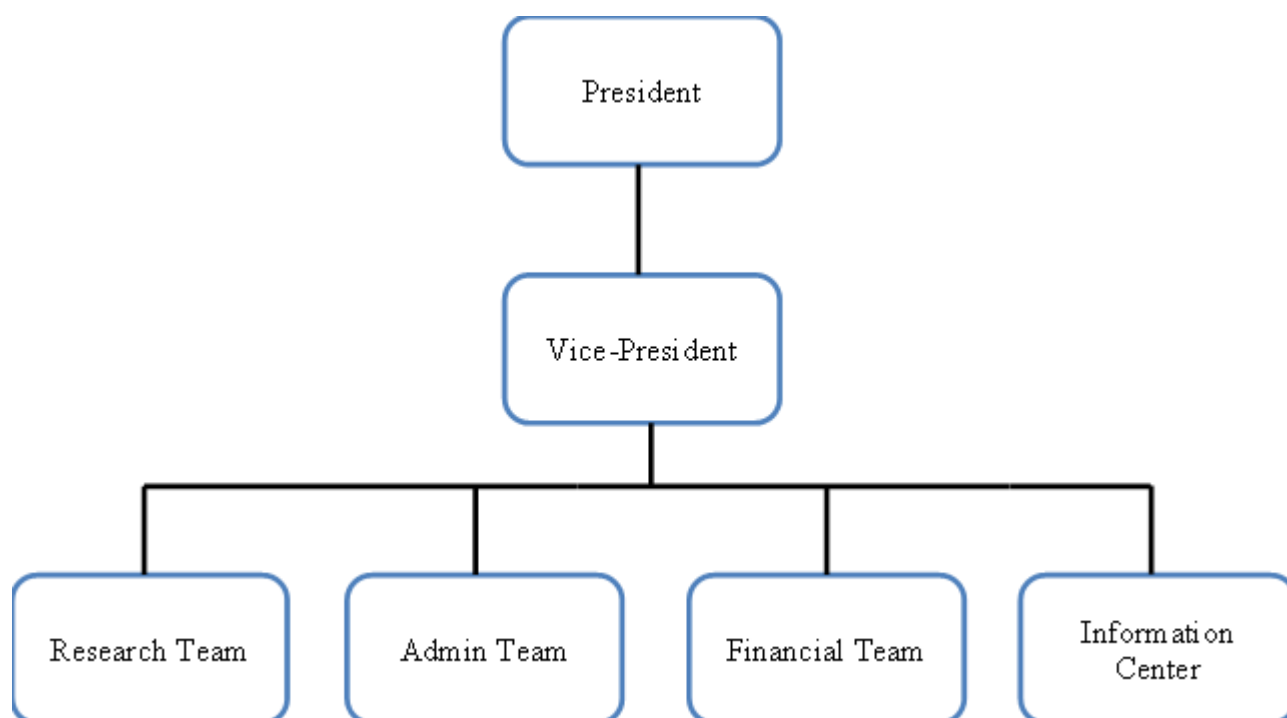
1. Biographies

Our Management Team is lead by Dr Nilar Myint Htoo, the Principal of NMDC, Yangon, Myanmar. Her specialization is in Economics, Development alternatives, International Economics, Agriculture Economics and Regional Economics. She did a lot of research work locally and internationally. She is eager to do various research field individually or to collaborate with international university or organization. She is also one of members of Co-creating STI policy in Myanmar since 2020 June. According to this task, she has some experience about technology and innovation. She is also a member of MSME (Micro, Small and Medium Enterprise) regional committee. That is why, she has knowledge, experience and skills related to SEs. Not only for her, but also for faculty and students internship program are organized to collaborate between university and industry. She also serve as a chair in business plan competition so that social entrepreneurs will be raised.

	<p>Name- Dr Nan Thiada Win Associate Professor Business and Economics Department</p> <p>Position in SEKH - Financial and Information centre Manager</p> <p>Area of Expertise-Teaching Skill - Problem-solving, Negotiating and Good at number</p>
	<p>Name- Dr Win Thandar Lecturer Business and Economics Department</p> <p>Position in SEKH - Admin Executive Area of Expertise-Teaching Skill -Leadership and Problem-solving</p>
	<p>Name- Dr Myint ThuZar Ei Lecturer Business and Economics Department</p> <p>Position in SEKH - Research Team Leader Area of Expertise-Teaching and Researching Skill -Leadership, Problem-solving and Can roll with every groups(Flexible person)</p>



2. Organizational Chart



VII. Financial Plan

After the end of the three years project, the NMDC SEKH will continue to operate based on the income generated by the proposed services (training, research, and consulting). The Hub's financial plan will operate in the way to meet the goals of social and business society. This requires that all profits made from income-generating activities be used exclusively to either:

- Cover general operating expenditure of the NMDC SEKH
- Fund further sustainable business projects in line with NMDC core value.

Financial Assumption

1. Income

1.1 SE training courses 60%



- 1.2 SE Products distribution 10 %
- 1.3 Consulting fee 10%
- 1.4 Member subscription fees 20%

Total 100%

2. Operating costs per year (Kyats)

- 2.1 25% government expenses upon SEKH Revenue + staffs cost 20,790,000 ks
- 2.2 Marketing expenses 3,240,000 ks
- 2.3 Utilities (Internet, electricity, telephone) 1620,000 ks
- 2.4 Miscellaneous 1350,000 ks
- Total 27,000,000 ks

3. Training price per person (kyat) 50,000 ks

4. Number of Trainees per course 50 person



Prince of Songkla Social Entrepreneurship Knowledge Hub (PSU-SEKH)



Address:

**Faculty of Natural Resources, Prince of Songkla University
FNR-138, 1st Floor, Building 1.
Kanjavanich Rd., Hat Yai,
Songkhla Province 90110 (THAILAND)**

Website URL: <http://natres.psu.ac.th/stepup/>

Email address: stepup-nr@group.psu.ac.th, Rungrat.s@psu.ac.th

Contact detail: (66) 74 286 016



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I. Executive Summary

Profitable and sustainable are keys to running a successful social entrepreneur. The Prince of Songkla University Social Entrepreneur Knowledge Hub (PSU SEKH) is established in 2021 under the Research Innovation and Social Engagement Section, Faculty of Natural Resources (FNR), Prince of Songkla University (PSU). As the first SE centre in Southern Thailand, PSU SEKH is positioning itself to become a regional SE center to reinforce community and social strength in profitable and sustainable SE business. Based on the university values expressed through PSU's guiding principle: "Our Soul is for the Benefit of Mankind", the services are carried out in various forms considered appropriate for different needs of different stakeholders and communities. Thus, PSU SEKH activities emphasizing social enterprise and community competencies capacity building align with PSU's mission, commitment to academic and research excellence, strong social responsibility, and active engagement in community services.

Following the PSU SEKH vision, the main aim of the hub is to develop the SE capacity to be a profitable and sustainable business sector. PSU SEKH identifies the operation step from increasing understanding and awareness of the SE, building human resource capacity, connecting SE with the funding sources, collaborating with the local community, and building a sustainable SE knowledge hub within the future five years.

PSU SEKH target markets are the beneficiary and customer groups that require knowledge and counseling in agriculture and agribusiness in the contexts of social entrepreneurship. In addition, the government organization, private sector, and academic institute will be identified as a partnership to collaborate in improving local livelihood and quality of life for farmers and community members and creating a new generation of students and farmers to be social entrepreneurs.

The PSU SEKH is established under the support of the STEPup Project. The hub is registered as a center within the organizational structure of the Research Innovation and Social Engagement Section, Faculty of Natural Resources. Therefore, the hub operation, including financial management, needs to follow the university and National rules and regulations in the context of financial and accounting protocol. The financial goals are mainly based on our products and services such as training, workshop, and consultant in agriculture, agribusiness, and social enterprise. To ensure that the PSU SEKH will become self-sustainable in SE services to strengthen the SE in Southern Thailand, the Faculty of Natural Resources can support human resources, infrastructures, and facilities as co-financing. The collaboration with stakeholders such as the government sector and the private company included community will help broaden the SE knowledge and encourage other institutes, associates, and the general public and interested parties to take part and invest in the hub's activities.

The management team of the PSU SEKH is composed of well-qualified persons from the Faculty of Natural Resources who have the expertise, skill, and experience in main hub operation, including agriculture and aquaculture, agribusiness and community development, social enterprise, management, and other professional areas which provides the hub with great benefits. The SEKH structure also involved several government agencies and private sectors. Therefore, their engagement in the hub will support and contribute to hub activities and goals at local and regional levels. PSU SEKH also involves some outstanding community leaders and NR alumni association which are active in cooperation with community enterprises and local farmers that will help provide study sites, experience, know-how, valuable advice, and dissemination of project activities.

II. SEKH Description

1. SEKH's mission statement

The mission of the PSU SEKH is:

1. To provide education and training on knowledge, skills, technology, and innovation in business and agriculture to the SE,
2. To collaborate and develop the new SE with community and farmer groups,
3. To be an effective and a leading hub on SE knowledge in Southern Thailand, and
4. To produce new generations and innovative young farmers for striving the solution to sustainably improving quality of life and well-being community.

2. SEKH's vision

As the first SE knowledge center in Southern Thailand, PSU SEKH is dedicated to developing Social Enterprises capacity to be the profitable and sustainable business sector.

3. SEKH's goals

Following the PSU SEKH vision, the main aim of the hub is to develop the SE capacity to be a profitable and sustainable business sector. PSU SEKH identifies goals for increasing understanding and awareness of the SE, building human resource capacity, connecting SE with the funding sources, collaborating with the local community, and building a sustainable SE knowledge hub. Following these ideas and concepts, the four stages for implementing PSU SEKH were divided into Phase I and II (short-term) and Phase III and IV (long-term).

The short-term and long-term stages for implementing PSU SEKH were summarized as below.

Phase I (2021): Preparing and increasing understanding and awareness of the SE

- Setting up the office and Launching PSU-SEKH
- Capacity building
 - Surveying and preparing the database of SE in Southern Thailand
 - Analysis of SE needs and problems
- Prepare documents and materials concerned with SE
 - on-line and off-line

Phase II (2021-2022): Developing HR capacity building and helping the SE connect with funding sources.

- Training and workshop
 - Students in university
 - Group leaders (head of the farmer group, community leader, smart young farmer)
 - Existing SE
 - Interested people
- Dissemination
 - SE exhibition area in faculty / on-line platform
 - Organizes or participates in the related events
 - Participates in Southern Agricultural Fair and PSU Education Expo/ Roadshow
- Connecting the SE with funding sources
 - Organize the focus group
 - Business matching

Phase III (2022): Collaboration with the local community

- To collaborate and develop the new SE with community and farmer groups.
 - To brainstorm with the SE members to formulate a business plan

To implement according to a business plan

- To monitor and evaluate the SE outcome
- To re-organize a business plan (PDCA cycle)
- Dissemination
 - SE exhibition area in faculty/ on-line platform
 - Organizes or participates in the related events
 - Participates in Southern Agricultural Fair and PSU Education Expo/ Roadshow

Phase IV (2022 onwards): sustainability of the SEKH

- Increasing the number of the SE in southern Thailand
- Offering training course/module
- integrating the SE course to existing curriculum
- Providing consultant service
- Promoting the SEKH to other four PSU campuses and interested universities
- Collaborating SE activities with partner universities, public and private organizations

The achievement of the hub can be measured by the impact on the local community in terms of a business venture and social impact, which can be indicated as follow:

i. Knowledge and counseling services

- Number of training/workshops
- Number of participants involving in training/workshops
- Number of served beneficiaries (individual/group/company)

ii. Networking

- Number of farmer groups/ community enterprises registered as PSU-SEKH's network
- Number of existing SE/investor/funders involve in PSU-SEKH's network
- Number of public organizations in supporting and enhancing SE as well as involve in PSU-SEKH's network

- Number of academic institute partners

iii. Sustainability

- Outcome measurement by
 - 1) SE profitability
 - 2) Sustainable Development Goals (SDGs)
 - Increasing social welfare and job opportunities in a community
 - Decreasing in social problems and environmental impact

4. Target market

PSU SEKH target markets are the beneficiary and customer groups that require knowledge and counseling in agriculture and agribusiness in the contexts of social entrepreneurship. For example, farmer and farmer groups, community enterprises, new social entrepreneurs, students in PSU and other nearby universities, and interested people. In addition, the government organization, private sector, and academic institute will be identified as a partnership to collaborate in improving local livelihood and quality of life for farmers and community members and creating a new generation of students and farmers to be social entrepreneurs.

5. Industry

The agricultural sector plays a vital role in Thailand in terms of employment and a significant source of food supply for domestic people and the world population. According to the Office of Agricultural Economics (OAE), the agricultural sector contributes 8% to the national GDP and employs around 30% of the total labor force, covering 9.6 million households or about 11 million farmers. There were 1.6 million households in southern Thailand that accounted for 17% of the total farming households or about 1.8 million farmers working in the agricultural sector.

Generally, the SE type in Thailand can be classified into five characteristics: community-based social enterprises, non-government organizations (NGO), government sector and state enterprises, new social entrepreneurs, and private businesses/institution-based social enterprises. Regarding implementing the Community Enterprise Promotion Act (B.E. 2548), most local SE has registered as community-based social enterprises. With this community-based development, the SE's scale has expanded from one community enterprise to the networks of community organization at the local level, then continue to the regional level and national level.

Southern Thailand consists of 14 provinces. In general, the community enterprise in this region focused on agricultural production (crop, livestock, fisheries) and food systems (food processing and product). According to Community Enterprise Promotion Division (2021), the total number of community enterprises and the networks of community enterprises in Thailand were 86,350 enterprises and 518 networks. As for the Southern region, there were about 8,541 community enterprises (with 160,240 members) and 69 community enterprise networks (with 1,672 members), or accounting for 10 percent and 13 percent of the total community enterprise and its networks in the country.

It can be noted that most of SE coming from the farmer groups. The old generation's background is mainly in the agricultural sector. They are experts in agricultural production in crops, livestock, and fisheries. However, these SE become more robust and can earn some revenue. Nevertheless, they still need new knowledge, technology, skill, and human resources to expand their business. The trend of food safety led to the new generation involved in the agri-business. With their higher education and worked experience, some SE became to be more substantial and self-reliant. Consequently, the local scale of SE can enhance to impact on the regional and national levels. In addition, the Thai government launched the Social Enterprise Promotion Act (B.E. 2562), which was effective in May 2019. The Social Enterprise Promotion Act is designed to define and support social enterprises in SE registration systems and financial sources. Under this regulation, the Office of Social Enterprise Promotion (OSEP) and the social Enterprise Promotion Fund set up and concrete support and encourage the social enterprises in Thailand. Despite this, the SE can access the fund and financial support from the related government agencies. However, some supporting is only allowed for registered community enterprises (or on the registration process). Therefore, it is also not easy for the new SE to access financial resources and dept/loan from the financial institution. In addition, public understanding and awareness of social entrepreneurship remain limited.

As mentioned above, the challenges of SE operation are not only lie in whether the community-based SE will be able to continue to operate their business for self-reliance and expand its service to its community but also on how to create the general public understanding and awareness of the SE to garner supports from beneficiaries and business partners or investors.

III. Services

1. SEKH Services:

PSU SEKH offers three primary services to our beneficiaries and customers, which align to create and develop SE capacity in agriculture and agribusiness.

- **Knowledge services:** aims at increasing SE capacity in terms of knowledge and skill in agricultural and business
 - PSU-SEKH provides education and training in academic knowledge, skills, technology, and innovation in business and agriculture, and aquaculture.
 - PSU-SEKH provides comprehensive research services coverages in agricultural resources/ livestock / aquatic resources/ resource sociology based on the stakeholders' requirements.
- **Counseling services:** aims at providing expert advice as well as an opportunity to building a network and connecting with the funding sources
 - PSU-SEKH provides professional and expert advice in agriculture, and aquaculture covers a wide range of fields throughout the supply chain (from production to marketing include standard of products).
 - PSU-SEKH provides the opportunity to build an Agri-business network and connecting with the funding sources.
- **Public relation and Promotion of the SE:** aims at increasing the understanding and awareness of social entrepreneurship
 - One of the crucial roles of the SE knowledge hub is to increase the knowledge on social entrepreneurship and disruptive business development. PSU SEKH has provided a source of knowledge in SE both on-line and on-site.

Service features and benefits

Based on collaboration with specialized units in PSU and among university partners and the private sector, PSU SEKH provides many resources of knowledge and various training courses regarding academic knowledge, skills, technology, and innovation in agriculture and aquaculture by fostering theory to actual practice. Moreover, PSU SEKH also provides counseling services to help farmers and farmers' groups identify obstacles, solutions, and opportunities for their agricultural production and concerned activities. All three primary services of PSU SEKH compile with the mission of the FNR and PSU.

PSU SEKH provides an opportunity to connect with the funding sources and build a business network through our strong connection with the public organization, private sector, and alumni association. For example, Songkhla Provincial Agriculture and Cooperatives Office, Office of Agricultural Extension and Development, Land and Development Department, Prince of Songkla University Southern Thailand Science Park (PSUSP), incubation center, and agricultural, food, farm, and media business owners.

PSU SEKH provides adequate information concerned with the social entrepreneurs through alternative forms of distribution. Since social enterprise concerns improving business performance

and social impacts, strategies for raising public understanding and awareness of SE would be delivered to the primary beneficiary groups and scaling out by expanding the number of beneficiaries served. In addition, sufficient information about social enterprise performance and the value-creating potential of social enterprise would also need to disseminate for raising awareness and stimulating the interest of the local community and broader inventor.

IV. Marketing Plan

1. Market Research

Many farmers in the south of Thailand have basic knowledge of agricultural production. Nevertheless, they still faced many problems regarding the aspect of production, farm management, marketing, and business operation. For example, inappropriate use of farm inputs included fertilizers and pesticides, inaccessibility to water resources, fluctuated prices of agricultural products, and irregular quality and standard of products. Additionally, knowledge and skills in business perspectives such as management and marketing were a key factor for income-generating and the possibility of self-sufficiency of farmers.

It is widely accepted that one of the key success factors to promote agricultural development is accessing financial resources. In general, the agricultural sector may have loans provided by financial organizations such as the Bank for Agriculture and Agricultural Cooperatives (BAAC) and nonfinancial support from the public sector such as equipment, technology, and knowledge. However, the lending process needs a multistep and complicated loan approval process (condition requirement/guarantee system/risk assurance). Some support from the government sector is only allowed for registered (or on the registration process) community enterprises or social enterprises.

Lack of understanding and low awareness of social enterprise are big challenges for social enterprise growth and development. Even though the public sector provided various communications and public relations both in formal and informal ways, the community has relatively low engagement in the SE sector. The probable reason is that it is not easy to access information concerned with social enterprise and the lack of sufficient information about social enterprise performance. Most communities focused only on the operation of their community enterprise's business. Therefore, participation in SE or community enterprise group is limited to the members of the group. On the other hand, social enterprise activities are beneficial to just a tiny number of people in the community.

2. Opportunities (SOAR)

Educational institutions support financial and nonfinancial support, primarily via training, workshops, short courses, and incubation. PSU SEKH, collaborating with the Faculty of Natural Resources, expert units in the university, and the government and private sectors, plays an essential role in supporting and helping the local community self-reliance through the cooperation project with the government sector. Therefore, many opportunities for promoting SE are as followings:

- Connect the SE with the funding sources
 - Public organization support (central and local authorities)
 - Government sector has a policy and allocates the budget to promote and support the social enterprise at all levels (local, region, country)
 - Nonfinancial support from public sector such as equipment, technology, and knowledge

- The loan provided by a financial organization such as BAAC
- Collaboration with the agribusiness companies and agro-industrial sectors
- Promotion for crowdfunding
- Outstanding alumni association
- Increase understanding and awareness of the SE
 - Development of Open SE resources
 - Dissemination plan
 - Provide adequate information concerned with the social entrepreneurs which easy to access
 - Different communication channels include contents that align with stakeholders needs (virtual and in-person)
 - > hard copy documents
 - > website and on-line platform
 - > exhibitions/events/roadshow (as an organizer and a participant in different platform)
 - > organize a focus group
 - > training/workshop
- Collaboration with local communities to developing SE skills and competencies (HR capacity building)
 - Providing training courses that meet the SE needs
 - Identify the SE needs
 - Design the training courses with practical practice, For example:
 - > business skills in management and marketing
 - > technical skills in agriculture and aquaculture production (technology and innovation)
 - > hands-on learning and experience, field study/trip

3. Service features and benefits

- The first SE knowledge hub in Southern Thailand.
- Specialize in agriculture and aquacultures in terms of technology and innovation.
- Providing various training and module courses in agriculture and agri-business.
- Having various supporting units for students and community development in natural resource management and development, and management of farms and renewable natural resources.
 - Research Innovation and social Engagement Division
 - Research stations
 - Glasshouse/experiment field unit
 - Central Analytical Lab
- Close coordination and having a solid network with the government and private sectors: for example,
 - Government sectors: Ministry of Agriculture and Cooperatives (Department of Agricultural Extension, Department of Agriculture, Department of Fisheries, Department of Livestock Development), The Rubber Authority of Thailand (RAOT), and The Industrial Estate Authority of Thailand
 - Local communities, farmer cooperatives and community enterprise groups-Learning centers
 - Alumni association and agri-business sectors

- - Academic institute: Southern Science Park/Incubation Center/PSU Farmer Market/ FNR Business Unit

4. Target customer

PSU SEKH identifies the target customer into two main groups.

1. Beneficiary group

- Farmer and farmer groups
- Community enterprises
- New Social Entrepreneur
- Students in PSU and from other universities in Southern Thailand
- Interested people who want to involve in SE networks

2. Partners

- Related public and private organization
- Exiting SE company
- Agribusiness company
- Networking in university (i.e., science park, incubation center, PSU Farm, PSU Farmer Market)
- Partner universities
- Alumni Association

5. Key competitors

In Thailand, several organizations were established and supported by different levels and departments of government agencies to provide various knowledge and training for community enterprises and Small and Medium Enterprises (SMEs). For examples:

- The Community Enterprise Promotion Division, Department of Agricultural Extension, collaborated with many private sectors to develop community enterprise's capacity in business operation, marketing, production, and technology. Such as the collaboration with SCG Home provides the online seminar program on "Developing products and services to meet customer's requirements in the digital era" for all community enterprises in Thailand.
- Department of Alternative Energy Development and Efficiency, Ministry of Energy, organized the training course on technology transfer for saving energy in the production process for community enterprise.
- The Industry Transformation Center (ITC) was established under the collaboration among three government agencies, the Ministry of Industry (MOI), Ministry of Higher Education, Science, Research and Innovation (MHESI), and ministry of Digital Economy and Society. The ITC seeks to strengthen SMEs to develop their business under the transformation concept (product-process-people) through the ITC network and collaborate among ITC main center, ITC regional and provincial. The ITC provides knowledge and counseling services on entrepreneurship, commercialize research, and finance.

Recently, the importance of social enterprise, which focused on achieving economic and social impact, included environmental and community, has attracted different groups in society, both the government sectors and entrepreneurs involved in supporting the SE in Thailand. The Institute for knowledge development on Social Development and Welfare (IKDIW) is an example of a related agency supported by the government sector. The IKDIW started its operation in March 2015 with support from the Department of Social Development and Welfare, Ministry of Social Development and Human Security. The IKDIW provides the knowledge source in Social Enterprise by an on-line self-study. In academic institute, some university in the southern region has provided social enterprise basic knowledge for bachelor's level students and promoting the SE activities. Such as Rajamangala University of Technology Srivijaya, Nakhon Si Thammarat campus and Walailak University in Nakhon

Si Thammarat province, including Prince of Songkla University, particularly the FNR, which had an enormous impact on the agricultural sector and community livelihood in the southern region.

PSU SEKH is established under the Research, Innovation and Social Engagement Section of the FNR. PSU SEKH activities emphasizing social entrepreneurship align with PSU and FNR's mission and commitment for the present generation and beyond. Currently, various services and training courses are provided regarding the stakeholders' needs. Further, different training and workshops and compulsory and elective subjects with SE, are organized, not only for students but also for farmers and community enterprises (both local and regional) and international teachers and students. For example, social and financial management courses, farm management, resource utilization, cost reduction, product value-added, zero-waste production, career path development course (marketing and entrepreneurship), and organic farming management are the designed course for farmers. In addition, the compulsory and elective subjects such as Development of agricultural business, Community economics, Business Administration and International Standard also provided for the undergraduate students.

The PSU SEKH serves as a focal point of academic collaboration, knowledge sharing and technology transfer, business networking and capacity building and strengthening for farmers, farmers groups, community enterprise, social enterprise, and interested people, including students and staff in the university in Southern Thailand

6. Positioning/Niche

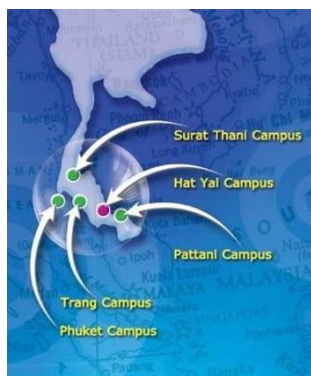
As the first SEKH in southern Thailand, PSU SEKH is positioning itself to become a regional SE center to reinforce community and social strength in profitable and sustainable SE business. Based on the university values expressed through PSU's guiding principle: "Our Soul is for the Benefit of Mankind", the services are carried out in various forms considered appropriate for different needs of different stakeholders and communities.

7. How you will market your product/service

PSU SEKH provides different communication channels to communicate with stakeholders both in virtual form and in-person.

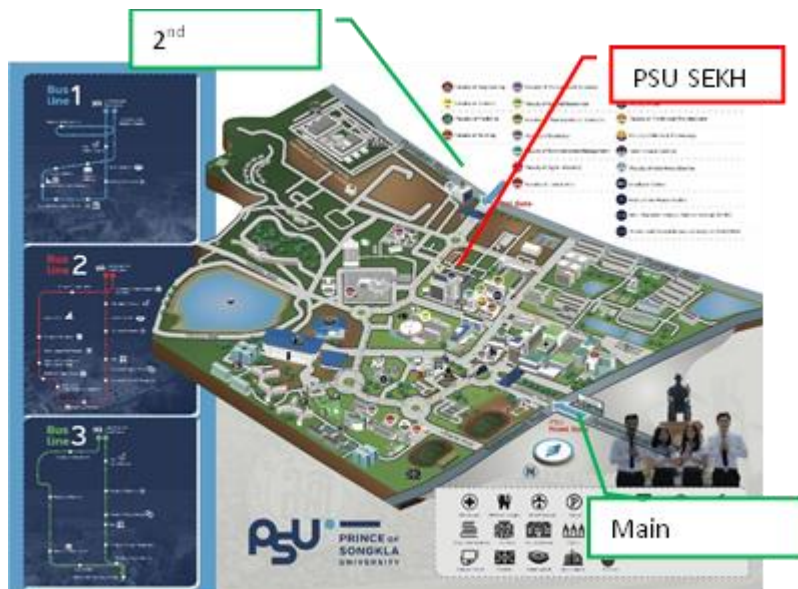
The content and communication channels were designed to suit the requirement and characteristic of each stakeholder (beneficiary/investor/customer). For example, hard copy document, website and on-line platform, exhibitions/events/roadshow (both organizer and participants), and focus group/training/workshop

8. Location or proposed location



The PSU SEKH is located at the Faculty of Natural Resources, PSU's main campus in Hat Yai City, Songkhla Province. The city of Hat Yai is about 60 km from the Malaysian border, one hour flying from Bangkok and 30 km from the beautiful tropical long beaches of Songkhla. PSU Hat Yai campus is approximately 4 km from the city center. The hub is surrounded by an attractive landscape and provides a serene setting ideal for education and learning. Most locations included PSU SEKH, which can be reached on foot in about 20 mins. Walking and cycling are also convenient ways of travel within the campus. An electrical bus service operates on Hat Yai Campus throughout the day.

Within 267 hectares in Hat Yai campus, PSU SEKH is located at the Faculty of Natural Resources and near the second main entrance of the campus. The hub provides comfortable and well-equipped training rooms, conference rooms, PSU Farm, and study fields. Furthermore, PSU SEKH also offers hands-on learning and experiences in the PSU Farmer Market and FNR Business Units.



V. Operational Plan

I. Production

PSU SEKH offered the services both in university and outside the office when the training, workshops, and research works were conducted in the countryside farm and a production plant. Our services include:

- Knowledge services in a frame of training, workshop, and research,
- Counseling services in a frame of professional and expert advice, building networks and connecting with the sources of funding, and
- Public relations and promotion services raise a public understanding and awareness of social entrepreneurship and SE competencies through a hybrid format of virtual and on-site platforms.

2. Quality control

PSU SEKH follows the quality management concepts to ensure that our services and the operation of the hub will be able to achieve the goals and objectives and deliver the best quality and value of services. PSU SEKH integrates the principle of business management and Deming Cycle (PDCA Cycle) as quality control tools. The operation of the PSU SEKH will be evaluated every year to ensure the achievements of the hub. Further, the PSU SEKH's vision and mission should be reviewed and revised every five years.

In general, the PDCA cycle will be used to check and monitor all activities. The corrective and preventive actions subsystem (CAPA) is applied to identify and investigate any problems and deviations and take appropriate and effective corrective or preventive action to prevent their recurrence.

3. Location

The PSU SEKH location is important, as customers must be reached easily, and the working environment and atmosphere must be professional and well-equipped. PSU SEKH is in the Faculty of Natural Resources on FNR Building No. 1. Within the 60m² space, the PSU SEKH office consists of a meeting area and working spaces which fully equipped with IT equipment and office infrastructure. The PSU SEKH and the Faculty of Natural Resources have several spaces which can be used for training, workshops, meetings, and event organizing. Different types of training and meeting rooms have the various capacity, starting from a small group (6-10 people), medium group (up to 40 people), and large group (up to 300 people). Additionally, a projector, computer, and screen are available in all rooms, and WiFi access is available around the faculty.

4. Personnel

The PSU SEKH will cooperate with all sectors in the faculty such as the Agricultural and Natural Resources Academic Service Center, Income Generating Center, academic divisions, and research centers to promote and support the stakeholders in terms of knowledge and counseling services in the field of agricultural, agribusiness, and social enterprise.

VI. Management & Organization

1. Biographies

Executive Consultant	<p>Management Level/ Provides advice, support, and guidance to the SEKH's management team</p> <p>(1) Asst. Prof. Dr. Chutima Tantikitti</p> <p>Asst. Prof. Dr. Chutima Tantikitti graduated with Ph.D. in Aquaculture at the University of British Columbia, Canada. Currently, she is taking the position of Associate Dean of Faculty of Natural Resources for International Relations and Graduate Studies. Previously, she was involved as a coordinator for PSU in various projects co-funded by the Erasmus+ Programme. For example, "Universities as key partners for the new challenges regarding food safety and food quality in ASEAN (AsiFood) and "Support of International Platform Merging Labour and Education (SIMPLE) with the aims of Strengthening of relations between HEIs and the wider economic and social environment. She is also the project coordinator of the Participatory and Integrative Support for Agricultural Initiative (PISAI). The PISAI project is co-funded by the ERASMUS + Programme of the European Union during 2017-2021.</p> <p>(2) Associate Dean for Research and Innovation Faculty of Natural Resources, Prince of Songkla University</p>
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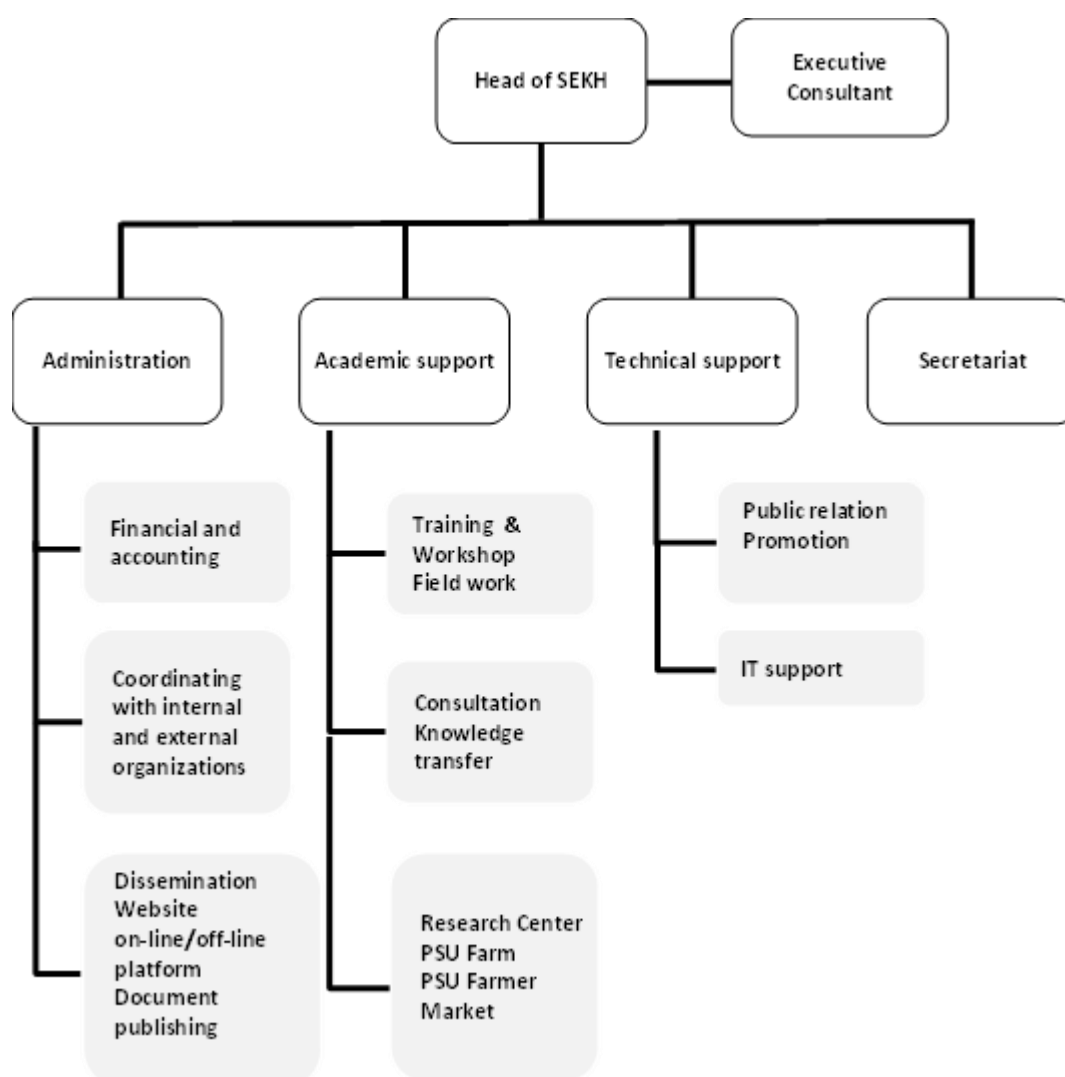
Head of PSU SEKH	<p>Management Level/ International Cooperation and Academic Service</p> <p>Rungrat Saeyang Lecturer and researcher, Agricultural Innovation and Management Division, Faculty of Natural Resources, Prince of Songkla University</p> <p>Miss Rungrat graduated with a Bachelor of Science in Biotechnology and Master in Business Administration from Tatung University in Taiwan (R.O.C.). She has experienced in quality assurance from a Japanese company, the international consultation at Thailand Trade and Economic Office, representative of the Thai government in Taiwan. She also served as a radio program host and reporter at Radio Taiwan International in Taiwan. Currently, she is a lecturer who is a professional in business administration, agribusiness, and agricultural economics.</p>
Administration Support	<p>Financial and accounting (1) Parittiya Saejew, International Relation Department, Faculty of Natural Resources, Prince of Songkla University</p> <p>Coordinating and dissemination support (2) Siriporn Prompat International Relation Department, Faculty of Natural Resources, Prince of Songkla University</p> <p>(3) Amonrat Buaklai, Agriculture and Natural Resources Academic Service Center, Faculty of Natural Resources, Prince of Songkla University</p>
Secretariat	<p>SEKH support</p> <p>Yaowalak Chaiphondetch Head of Agricultural and Natural Resources Academic Service Center, Faculty of Natural Resources, Prince of Songkla University</p>



<p>Academic Support</p>	<p>Professional in agricultural sciences, community development and economy</p> <p>(1) Asst. Prof. Dr. Vichot Jongrungrot Lecturer and researcher, Agricultural Innovation and Management Division, Faculty of Natural Resources, Prince of Songkla University</p> <p>Dr. Vichot graduated with Ph.D. in Tropical Agricultural Resource Management, Faculty of Natural Resources, Prince of Songkla University. He has been experienced in budget analyst and policy and plan analyst at the Prime minister's Office for twenty-five years. His area of expertise includes farming systems, agroforestry, and investment and appraisal and risk analysis.</p> <p>(2) Assoc. Prof. Dr. Narit Thaochan Lecturer and researcher, Agricultural Innovation and Management Division, Faculty of Natural Resources, Prince of Songkla University</p> <p>Dr. Narit graduated with Ph.D. in Agricultural Science (Entomology), Walailak University. Previously, he served as a Head of the Pest Management Department. His area of expertise includes entomology, pest control, and biological control. He is working closely with many farmer groups and community enterprises in Songkhla province and nearby for advising and supporting the farmer in terms of plant disease prevention and control.</p> <p>(3) Dr. Pongpatchara Tarasook Lecturer and researcher, Agricultural Innovation and Management Division, Faculty of Natural Resources, Prince of Songkla University</p> <p>Dr. Pongchara graduated with Ph.D. in Tropical Agricultural Resource Management, Faculty of Natural Resources, Prince of Songkla University. She has been experienced in community development and economic research for thirteen years in an academic institute. Her roles at faculty included Curriculum President of Master Program in Agricultural Development, researcher, and lecturer. She has been experienced in various training and teaching in community economic and sustainability in agriculture.</p>
<p>Academic Support</p>	<p>Training, workshop, and field work support</p> <p>(1) Worapat Phaikaew Head of Income Generating Center and PSU Farmer Market manager, Faculty of Natural Resources, Prince of Songkla University</p> <p>(2) Head of The-Pha Research Center Faculty of Natural Resources, Prince of Songkla University</p>

Technical support	IT and public relation (1) Yuwapha Kosakittikun Head of Information Technology and Public Relations Section Faculty of Natural Resources, Prince of Songkla University
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2. Organizational Chart



VII. Financial Plan

The PSU SEKH is established under the support of the STEPup Project. The hub is registered as a center within the organizational structure of the Faculty of Natural Resources for Research Innovation and Social Engagement Section. Therefore, the hub operation, including financial management, needs to follow and according to the university and National rules and regulations in the context of financial and accounting protocol.

The financial goals are mainly based on our products and services such as training, workshop, and consultant in agriculture, agribusiness, and social enterprise. The expenditures of the hub are mainly

based on the hub activities. Therefore, the profit will be used for all activities organized by the hub, such as documents, materials, and logistics costs. Furthermore, to ensure that the PSU SEKH will become self-sustainable in operation on SE services to strengthen the SE in Southern Thailand, the Faculty of Natural Resources can support human resources, infrastructures, and facilities. With the faculty co-funding, PSU SEKH's training and consultation services will be more effective and efficient. Additionally, providing a non-degree course integrating agricultural knowledge and social entrepreneur may have indirect outcomes from the courses such as agricultural products and academic knowledge service. Therefore, some part of the income may come from agricultural product selling and consultant fees.

The expected income of the hub will be both in monetary and non-monetary forms.

1. Monetary income

- Registration fees of training, workshop, and non-degree course
- Coordinating project with government sector in a framework of training and workshop for farmers, farmer groups, and community enterprise
- Coordinating project with partners to strengthen the human capital in SE
- Consultant service
- Budget for researching on social enterprise and entrepreneurs from the government agency
- Sells the products obtained from teaching class
- Donation from alumni and interested investor

2. Non-monetary income

- Faculty of Natural Resources support as co-financing such as human resources and faculty facilities include a greenhouse, research center, study field, training area, tools, teaching equipment.
- Support from government and private sector and alumni in terms of professional guest lecturer, research site, and study.

In summary, PSU SEKH intends to create and develop an effective training program and continue to implement and improve the program that results in positive, sustainable agriculture and supports the drive of comprehensive social enterprise and social impact after the project end. The collaboration with stakeholders such as the government sector and the private company included community will help broaden the SE knowledge and encourage other institutes, associates, and the general public and interested parties to take part and invest in the hub's activities.



Payap University Social Entrepreneurship Knowledge Hub (SEKH@PYU)



Address:

**Center for Social Impact
Payap University
Mae Khao Campus
Chiang Mai, Thailand 50000**

Website URL: www.payap.ac.th
Email address: meallem@payap.ac.th
Contact detail: (66) 84 610 6013



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I. Executive Summary

Payap University's (PYU) mission over the course of its history has always been driven by a focus on creating positive social impact for the communities it serves. It is within this context that the Social Entrepreneurship Knowledge Hub (SEKH) will operate as a focal point for activities related to promoting social entrepreneurship on campus, within the local community, as well as nationally and regionally. The hub will focus on supporting social entrepreneurs who are addressing social, economic or environmental issues facing marginalized communities in the northern regions of Thailand.

Within the next five years, the hub aims to build a successful self-sufficient business model based on the principles of social enterprise through the provision of advocacy, training, consulting, information resources and academic services for policy makers, entrepreneurs and the academic community in the northern region of Thailand.

The hub will be guided by four organizational core values, namely empathy (to always walk in the hub's stakeholder's shoes), responsibility (to always do the right thing with a minimal footprint), integrity (to always be transparent and accountable to the hub's stakeholder) and diversity (to always be open-minded and inclusive).

The SEKH@PYU is located at Payap's Mae Khao campus and falls under the organizational structure of the Center for Social Impact. The SEKH@PYU will be run in accordance with the principles of social enterprise, where all profits made are used to cover operating expenses or implement further social value creation projects. The SEKH@PYU's start-up funding will come from the Erasmus+ CBHE grant received as part of the STEPUP project and it is envisioned that the hub will be financially self-sufficient after the project through revenue generation activities linked to the services it provides in offering short courses, trainings, consultancy and research.

The management team of the SEKH@PYU will consist of members of PYU staff from the Center of Social Impact and the Faculty of Business Administration's MBA program. In addition, an advisory board will comprise of representatives from the university as well as key stakeholders such as local social enterprises, social impact organizations, etc.

II. SEKH Description

1. SEKH's mission statement

To empower local social entrepreneurs to develop and scale their social enterprises through a focus on developing human capital among the change agent community in the north of Thailand.

2. SEKH's vision

Within the next five years to grow the Social Entrepreneurship Knowledge Hub (SEKH@PYU) into a successful self-sufficient hub providing advocacy, training, consulting, information resources and academic services for policy makers, entrepreneurs, enabling organizations, local communities and academia in the northern region of Thailand.

The SEKH@PYU will be guided by the following organizational core values:

- Empathy – to always walk in the hub's stakeholder's shoes
- Responsibility – to always do the right thing with a minimal footprint

- Integrity – to always be transparent and accountable to the hub’s stakeholders
- Diversity – to always be open-minded and inclusive

3. SEKH’s goals

- Raise awareness of the field of social entrepreneurship within the university’s community as well as the general public.
- Serve as a focal point for supporting PYU in achieving its aims for community service projects and promoting the universities core values.
- Promote PYU as a center of excellence in field of social entrepreneurship to both the community it serves and prospective students and faculty.
- Develop best practices in the teaching of social entrepreneurship and related topics in university curricula.
- Serve as a resource hub to support local social impact practitioners.
- Develop partnerships with industry, community organizations, local government, and educational institutions to leverage synergies within the network to create and promote social enterprise initiatives.
- Generate sources of income to sustain the SEKH@PYU as a self-sufficient model.

Key Performance Indicators

- KPI-1 An increase in new SEs in Northern region of Thailand by 10% within 5 years.
- KPI-2 An increase in the number of successful existing SEs in Northern region of Thailand.
- KPI-3 At least 200 members of the SEHK @ Payap.

4. Target market

The target market for the hub is broadly divided into 4 categories:

- Payap university faculty, students, and alumni as well as other educational institutions.
- Industry actors within the social enterprise ecosystem such as funders, enabling organizations and social entrepreneurs themselves.
- Policy makers such as national and local government.
- Communities and civil society organizations (CSOs) interested in developing social enterprises as a sustainable source of income generation.

5. Industry

Over the past 2 decades Thailand has faced many social challenges such as inequality, an education gap, poor social mobility, and environmental degradation. This has led to an increasing interest in the use of social enterprise to address some of the most pressing issues within Thai society by delivering both social impact and economic benefit.

The Thai government has developed policies to support social enterprises in different ways and in 2019 enacted the Social Enterprise Promotion Act which is designed to offer tax relief for corporations setting-up social enterprises and tax incentives for social investment as well as a framework for registering and regulating social enterprises in Thailand.

The above developments have served to raise awareness of the field of social enterprise amongst both the general public, government officials and actors in the social innovation community leading to increasing interest in social enterprise business model development. In addition, the traditional business community is increasingly looking at undertaking a revamp of their business models, in terms of sustainability, because it is the right thing to do rather than something they are being pushed to do.

This new consciousness provides significant opportunities for the hub to offer its services on social entrepreneurship to all interested stakeholders. The current wave of social enterprises and corporate responsibility projects also provides potential for securing external funding in partnership with Thai corporations and funders.

6. SWOT Analysis

Strengths

- Payap University's mission has always been driven by a focus on creating positive social impact for the communities.
- The SEKH@PYU is supported by the EU's Erasmus + CBHE program.
- The SEKH@PYU can capitalize on the reputational value of engaging with a higher education institution.
- The SEKH@PYU has a network to share information including existing SEs in Chiang Mai, local government, universities etc.

Weakness

- The SEKH@PYU currently has only three part-time staff and five students to provide the services being offered.

Opportunities

- The Thai government has developed policies to support social enterprises.
- To help Thailand achieve the SDGs, universities are being encouraged to develop new innovative programs, and courses.

Threat

- Restrictions and government policies regarding an effect of the current COVID-19 pandemic.

III. Services

1. SEKH Services:

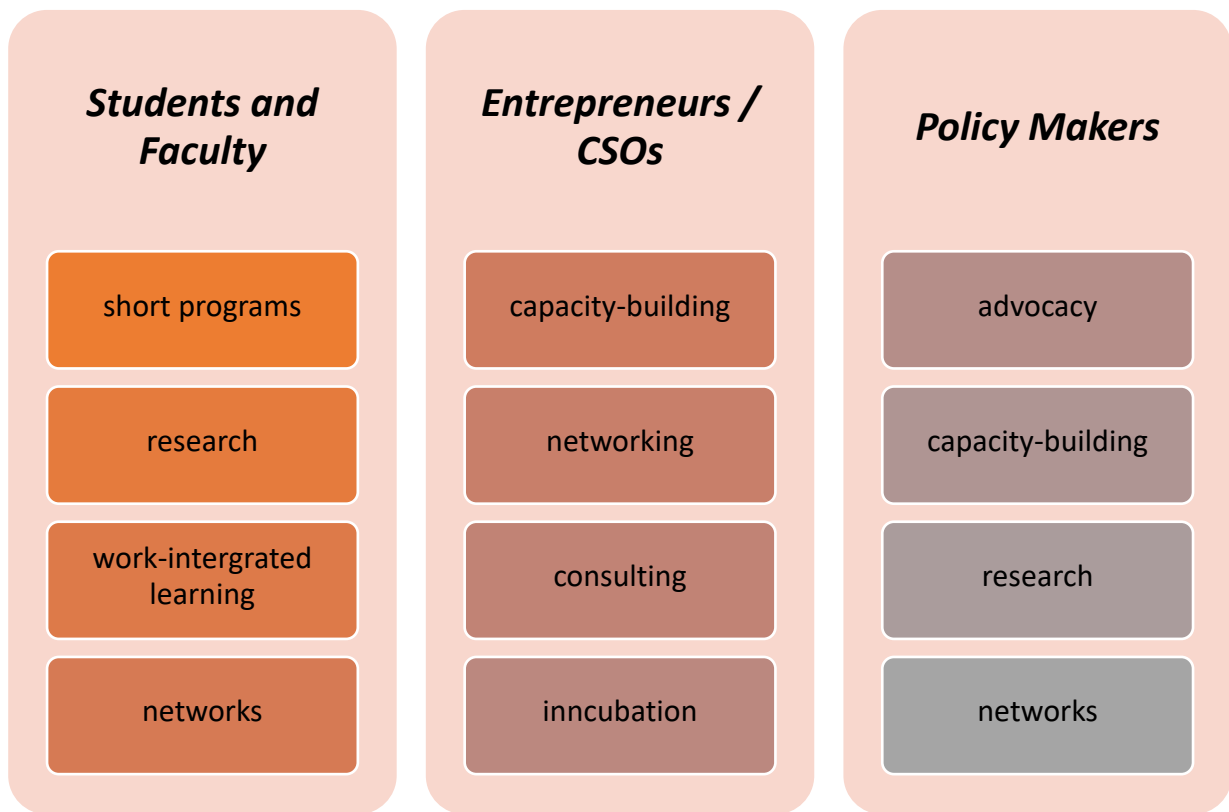
Many SE ecosystem players are in the metropolitan area of Bangkok. Most training courses, incubation and acceleration programs and other activities offered by these enabling organizations are for the most part inaccessible to SE actors in other areas, especially upcountry or in the deep southern provinces. These means that many SEs that are focused on marginalized communities in these areas lack the support infrastructure.

Therefore, the key services of the SEKH@PYU are focused on increasing access and opportunity to an SE ecosystem for those already existing social enterprises and social entrepreneurs who are planning to create one.

Target beneficiaries

The below diagram shows the SEKH@PYU's key target beneficiaries, and the services offered:

Figure 1 Target beneficiaries



The SEKH@PYU will be targeting four main markets by offering the following services:

1. Payap university faculty, students, and alumni as well as other educational institutions

- Research into social impact programs.
- Short courses and workshops in social entrepreneurship embedded into university curricula.
- Academic collaboration with top-tier international and national universities.
- Opportunities for community service and work-integrated learning (WIL) with industry actors.
- Internships at the hub providing an opportunity to gain real world experience.

2. Entrepreneurs

- Training programs and short course aimed at capacity-building to support the skill development of those practitioners.
- Consulting services to industry actors including social impact, marketing, and innovative finance.
- A hub to act as a bridge with a network of cross-sector stakeholders.
- Research services to identify and disseminate best practice responses and solutions to local issues.

3. Civil Society Organizations

- Training programs and short courses aimed at capacity-building to support the skill development of those practitioners.
- Consulting services to industry actors including social impact, marketing, and innovative finance.
- A hub to act as a bridge with a network of cross-sector stakeholders.

- Research services to identify and disseminate best practice responses and solutions to local issues.

4. Policy makers such as national and local government

- Advocacy programs aimed at local and national government in support of socially responsible legislation.
- Research services to identify and disseminate best practice responses and solutions to local issues.
- Awareness campaigns targeting the general public about the role and benefits of social enterprises.
- Partnership development to create a network of cross-sector stakeholders.

IV. Marketing Plan

1. Market Research

The SE ecosystem in Thailand is comprised of educational institutions, the government, social entrepreneurs, funders, and local communities. In addition, there are numerous enabling actors who support the development of the sector. Some enablers, such as Ashoka Foundation, School of Change makers, Change Fusion and the Thailand Social Innovation Platform provide a wide range of services including incubation programs, capacity-building, networking, impact investment, etc., to a wide variety of social impact organizations. Others such as the Social Enterprise Thailand Association, The Mae Fah Luang Foundation Under Royal Patronage, The Office of Social Enterprise Promotion, NISE Corp, and Yunus Thailand are more focused towards supporting social enterprises or social businesses.

The Thai government has developed policies to support social enterprises in different ways. The establishment of the Thai Social Enterprise Office (TSEO) in 2010 was designed to be a national focal point for promoting social innovation and social enterprise in Thailand. In 2016 the government announced the formation of the Pracharath Rak Samakkee Co., Ltd (Social Enterprise (Thailand) Co Ltd) which would have multiple shareholders including the Thai provinces and large Thai corporations such as ThaiBev, AIS and Mitr Phol. As of 2021, it is still unclear how exactly these provincial SEs will work, who they will benefit and how the Thai corporations will be engaged. Lastly, the new Social Enterprise Promotion Act, enacted in May 2019, is designed to offer tax relief for corporations setting-up social enterprises and tax incentives for social investment as well as a framework for registering and regulating social enterprises in Thailand.

The market for the Social Entrepreneurship Knowledge Hub's services is also expected to grow in relation to the above general trends. Social Enterprise as a business model and a focus on the SDG's are becoming more accepted amongst social service providers and the business sector which is being driven both by push and pull factors such as social awareness and preferences, government policies and regulations, community activism and the drive in the business community towards sustainability and social responsibility.

2. Opportunities (SOAR

As academic institutions, Higher Education Institutions (HEIs) are uniquely placed to serve as a 'bridge' between the different stakeholders within society in general and their local social enterprise ecosystem.

In addition, HEI's have a role to play in developing the next generation of 'change makers', who must be equipped with the skills, awareness and drive to improve society and help Thailand achieve the SDG's it has committed to. Universities need to develop new and innovative programs, courses and degrees that will link students with SE actors through internships, work-placement, cooperative education are more. Universities also need to serve as champions of the sector by raising awareness with the general public, government agencies and the business world of the both the idea of social enterprise and the potential solutions social entrepreneurs can develop to address the challenges Thai society faces.

To support the achievement of the above, the development of a SEKH@PYU will act as a resource hub for social enterprise practitioners and engage stakeholders from all sectors to tackle social issues. This can be achieved by facilitating interactions across various sectors such as policy makers, practitioners, academia, youth activists, funders and the general public to promote and support social enterprises and other positive social impact initiatives.

Given the above roles of HEI's and the current environment within which the SEKH@PYU operates, there exist the following opportunities for the SEKH@PYU to have an impact:

- The new Thai Education ministry policy includes a focus on more practical placements for students at HEIs. This provides an opportunity for the hub to leverage its network both at PYU, within the STEPUP consortium and other partner universities.
- The current wave of social enterprises and corporate responsibility projects provide potential for securing external funding in partnership with Thai corporations and funders.
- The social and economic effect of the current Covid-19 pandemic has created increased awareness of the issues Thailand faces and can serve as a catalyst for increased government and private sector support for the social enterprise ecosystem.

3. Service features and benefits

The SEKH@PYU will be targeting its four main markets by offering the following services:

- **Research**

Academic collaboration with top-tier international and national universities will enable the hub to offer research services to enable organizations to identify and disseminate best practice responses and solutions to social impact programs and social enterprises.

- **Education**

The SEKH@PYU will develop and offer short courses and workshops in social entrepreneurship aimed at capacity-building to support skill development of practitioners and other related stakeholders. These offerings will be either short workshops or intensive courses built around the specific requirements of the target market. In addition, the SEKH@PYU will act as a central hub offering coaching/mentoring services to social entrepreneurs, utilizing experts in related fields at the university as well as outside resources. The SEKH@PYU will also offer opportunities for community service and work-integrated learning (WIL) with relevant industry actors as well as internships at the hub providing an opportunity to gain real world experience.

- **Awareness and Advocacy**

Services offered by the SEKH@PYU will include development of advocacy programs aimed at local and national government in support of socially responsible legislation as well as awareness campaigns targeting the general public about the role and benefits of social enterprises.

- **Consulting Services**

Leveraging both faculty and staff at the university together with outside experts, the SEKH@PYU will offer consultancy services to local businesses, individuals and organizations looking to enter the social enterprise sector.

- **SEKH@PYU**

The hub will offer a bridge with a network of cross-sector stakeholders. This will provide opportunities for funders to connect with individuals or organizations requiring financial and organizational support in related areas as well as encourage partnership development to create a network of cross-sector stakeholders.

Unique Selling Points (USP)

The SEKH@PYU has the following unique selling points (USP)

- As an integral part of the PYU's structure, the hub can capitalize on the reputational value of engaging with a higher education institution which also includes the ability to offer academic certificates for workshops, trainings, etc..
- The SEKH@PYU will be managed by the Center for Social Impact at the university and as such benefits from a strong management team and institutional support.

4. Target customer

The Social Entrepreneurship Knowledge Hub has identified four target market segments as follows:

- Payap university faculty, students, and alumni as well as other educational institutions

This segment includes faculty and students who are conscious of the impact on both society and the environment from unsustainable business practices. They are generally interested in having a positive impact on their communities and willing to participate in community development projects. They may be pursuing a business-related degree or teaching as faculty but could also be from departments not directly related such as tourism, finance, marketing, social innovation, etc.

- **Entrepreneurs**

This segment includes individuals who are interested in creating a social enterprise. Additional actors in this group might include existing social entrepreneurs who would benefit from external support and capacity-building in areas such as financial management, marketing, and strategy.

- **Civil Society Organizations**

This segment includes civil society organizations and other social impact organizations who are interested in creating sustainable funding streams through revenue-generating activities.

- **Policy Makers**

This segment includes those public servants who have a direct or indirect influence on the development, implementation and enforcement of business policies and practices. The target person would already be aware of Thailand's commitments under the UN SDG's and the related social enterprise policies. Government departments not directly related to social enterprises (education, environment, tourism) are also part of this segment.

5. Key competitors

- Educational Institutions

In terms of Thai Higher Education Institutions, over the past few years, social entrepreneurship educational offerings have been developing quickly. Thammasat University offers a degree in Global Studies and Social Entrepreneurship (GSSE) at the bachelor's level. Chulalongkorn University's Social Entrepreneurship Organization, based at their Intellectual Property Institute (CUIPI), provides intellectual property education and support to social enterprises during the start-up phase. Udon Thani Rajabhat University launched the Master of Arts Social Entrepreneurship with the aim of supporting collaboration between practitioners, business leaders and academics in the North-eastern region of Thailand. King Mongkut's University of Technology Thonburi's (KMUTT) and Sriakarinwirot University are other examples of Thai HEIs developing social enterprise programs.

In addition, there are currently two Yunus Centers based at Thai universities working on supporting social business initiatives by acting as knowledge hubs. The Yunus Centre based at the Asian Institute of Technology (AIT) has been in operation since 2009 while the Yunus Social Business Center at Kasetsart Business School opened in 2016.

- Enabling Organizations

Within the Thai social enterprise ecosystem, there are several actors supporting the development of social enterprises:

- The Ashoka Foundation is a non-profit organization that supports various initiatives in the Social Entrepreneurship sector. Ashoka provides services such as access to social financing, bridges to business and academic sectors, and frameworks for partnerships that deliver social and financial value.
- The School of Changemakers (SoC) is an organization that helps cultivate and provide mentoring for those who are interested and are keen on initiating social projects or activities and are looking for knowledge, tools and support. SoC focuses on 4 key areas of support: resources such as funds / locations, tools and knowledge, coach, expert advisor and community or change network.
- The ChangeFusion Group consists of organizations that share the mission of building impact innovations to rebalance economy, society, and nature. It primarily incubates social innovations and social enterprises. ChangeVentures is an impact enterprise that advises on social innovation & social impact investment for social enterprises, corporations, and public organizations and ChangeCapital invests into promising enterprises that pioneer innovative and scalable impact solutions. In addition, the group also has a social crowd funding platform, Taejai.com, that empowers impact projects by connecting them with online social impact backers.
- The Thailand Social Innovation Platform (TSIP) is a part of the United Nations Development Program (UNDP) in Thailand. It is a Thai platform fully dedicated to the Sustainable Development Goals (SDGs), where social innovators in Thailand can access a unique eco system

of entrepreneurs, corporations, start-ups, universities, foundations, non-profits, investors, etc. The platform seeks to strengthen the social innovation ecosystem in Thailand in order to better be able to achieve the SDGs by bringing together prominent public and private sector actors to create a multi-stakeholder innovation facility to promote, unify and coordinate social innovation activities across the country.

- The Social Enterprise Thailand Association (SE Thailand) was established in January 2019, as an organized entity based on the unofficial network of social enterprises formed since 2016 and aims to enable Thai social enterprises to grow their businesses while tackling social and environmental problems. SE Thailand provides a membership network to connect SE actors, capacity-building training and mentoring to local social enterprises, awareness campaigns and partnerships with international organizations.
- The new Office of Social Enterprise Promotion was set up in 2019 as a result of the enactment of the Social Enterprise Promotion Act. The office is responsible for the administration and academic tasks of the Social Enterprise Promotion Committee (which itself is responsible for designing strategy, policy, and promotional plans for social enterprise promotion on Thailand). The office is also responsible for providing advice, capacity-building and promotion of social enterprises as well as managing the new social promotion fund.
- The Stock Exchange of Thailand (SET) established the SET Social Impact Platform in 2016 with the aim of connecting the capital markets and society towards collaborative sustainable growth, while supporting potential social entrepreneurs. SET Social Impact works in the form of an online platform offering access to stories, knowledge, and joint activities to promote cooperation and create sustainable social development.

6. Positioning/Niche

The SEKH@PYU will position itself as a center of excellence serving multiple stakeholders related to social entrepreneurship. The services offered by the SEKH@PYU will be of high quality and delivered at a premium according to the segment served.

SEKH@PYU's Products

1. SE Short courses
2. SE Product Distribution Platform
3. SE Consulting
4. Donation / Government supports
5. Research

7. How you will market your product/service

Channels

Given the current focus on social media marketing, most of the promotion mix will focus on using the LINE and FACEBOOK channels. In addition, a page will be created on the Center for Social Impact's website that will offer up-to-date information of related activities.

In addition to the above channels, the following activities will also contribute to the promotion mix.

- Quarterly newsletter emailed to potential customers and beneficiaries
- Breakfast club, roundtables and panel discussions
- Sponsorship of events related to social entrepreneurship

- SWAG giveaways

The SEKH will use the STEPUP logo along with the Payap University logo for marketing. As one of the leading private universities in Thailand, PYU is nationally and internationally recognized for its development projects and commitment to sustainability. This provides a competitive advantage for using the two logos together on any advertising/marketing materials.

STP marketing: Segmentation, Targeting and Positioning

1. SE Short Courses:

The SEKH@PYU will provide short courses in relation to the needs of SEs and local communities.

Segmentation

Demographic: Any gender, 20-50 years old, experienced in Business

Behavioral: Entrepreneur in SE or Business who concern/responsibility with social impact

Geographic: Northern of Thailand

Target

SE/Entrepreneurs, students, colleagues, alumni, and Civil society organizations and Policy Makers.

Positioning

A Center of excellence serving multiple stakeholders related to social entrepreneurship.

Channels for the target markets: Through the following channels our customers could be reached.

- Social Medias: Facebook page, Instagram, Line official, Twitter, etc.
- Flyer/Brochure
- WOM
- Payap's Radio
- Website/webpage etc.

2. SE Product Distribution Platform

The SEKH@PYU provides a distribution platform for new social entrepreneurs or existing SEs, so the STP marketing depends on the specific SE products. As an example, for an organic soil product, SPT can be implemented as follow:

STP Beneficiaries: New social entrepreneur, existing SE, Local communities

Segmentation

Demographic: Agriculturist, farmer, gardener

Behavioral: People who take care of the pollution environment

Geographic: Northern of Thailand

Target

Farmer, Gardener

Positioning

High quality and delivered at a premium.

Channels for the target markets: Through these channels customers could be reached.

- E-commerce platform; Shoppee, Lazada
- Social Medias: Facebook page, Instagram, Line official, Twitter, etc.

- WOM
- Payap's Radio
- Website/webpage, etc.

3. SE consulting

Segmentation

Demographic: New SE, new entrepreneurs, students, startup

Behavioral: People who want know more information about SE

Geographic: Northern of Thailand, International (ASEAN)

Target

SE/Entrepreneurs, students, colleagues, alumni, and Civil society organizations and Policy Makers.

Positioning

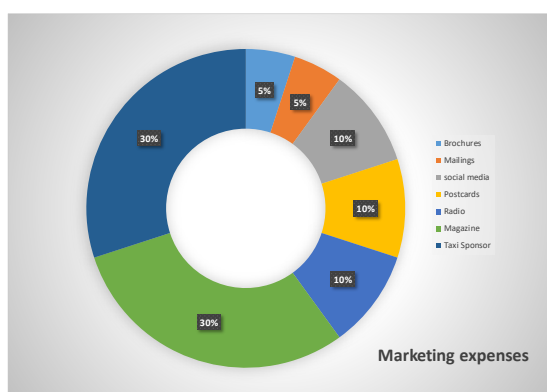
A Center of excellence serving multiple stakeholders related to social entrepreneurship.

Channels for the target markets: Through these channels our customers could be reached.

- SE Networking
- Social Medias: Facebook page, Instagram, Line official, Twitter, etc.
- WOM
- Payap's Radio
- Website/webpage etc.

Marketing Budget

			Year1		Year 2		Year 3		Year 4		Year 5	
			Baht	EUR (€)	Baht	EUR (€)	Baht	EUR (€)	Baht	EUR (€)	Baht	EUR (€)
Promotions												
Product giveaways	60%		21,600	579	22,032	590	22,473	602	22,922	614	23,381	626
Special offers	40%		14,400	386	14,688	394	14,982	401	15,281	409	15,587	418
Promotions Costs Total	100%	30%	36,000	965	36,720	984	37,454	1,004	38,203	1,024	38,968	1,044
Marketing expenses												
Brochures	5%		1,800	48	1,836	49	1,873	50	1,910	51	1,948	52
Mailings	5%		1,800	48	1,836	49	1,873	50	1,910	51	1,948	52
social media	10%		3,600	96	3,672	98	3,745	100	3,820	102	3,897	104
Postcards	10%		3,600	96	3,672	98	3,745	100	3,820	102	3,897	104
Radio	10%		3,600	96	3,672	98	3,745	100	3,820	102	3,897	104
Magazine	30%		10,800	289	11,016	295	11,236	301	11,461	307	11,690	313
Taxi Sponsor	30%		10,800	289	11,016	295	11,236	301	11,461	307	11,690	313
Advertising Costs Total	100%	30%	36,000	965	36,720	984	37,454	1,004	38,203	1,024	38,968	1,044
Public Relations												
Charity events	50%		60,000	1,608	61,200	1,640	62,424	1,673	63,672	1,706	64,946	1,740
Sponsorships	50%		24,000	643	24,480	656	24,970	669	25,469	682	25,978	696
Public Relations Costs Tot	100%	40%	48,000	1,285	48,960	1,312	49,939	1,338	50,938	1,365	51,957	1,392
Total		100%	120,000	3,215	122,400	3,280	124,848	3,345	127,345	3,412	129,892	3,481



8. Location or proposed location

The location of the SEKH@PYU is within the Center for Social Impact. As can be seen from the map below, the center occupies a central location on campus and thus has significant exposure.



V. Operational Plan

1. Production

The services offered by the SEKH@PYU will be delivered both at the SEKH@PYU itself, satellite offices, other locations within the university and at external locations dependent on the specific requirements of the project or activity.

2. Quality control

An advisory committee will be appointed to act as a check and balance to the SEKH@PYU management team with responsibility for budget audit, strategy, appointments, and guidance. Additionally, the committee will act as advisers to the hub and provide guidance on the overall strategy. Members will be invited from both internal PYU and external stakeholders and there is no remuneration associated with these positions.

3. Location

As stated above, the location of the SEKH@PYU is within the Center for Social Impact. As can be seen from the map, the center occupies a central location on campus and thus has significant exposure. The center is about 100m² and has a training room and an office. The training room, which is about 25m² has a capacity of approximately 15 people depending on the configuration chosen and is wheelchair accessible. The room is equipped with full IT and audiovisual equipment supplied as part of the Erasmus+ CBHE budget. Additionally, the space has a 75m² office fully equipped with computers, printers and IT infrastructure which can also be used as an additional training space with a capacity for 20-30 people.

4. Personnel

The SEKH@PYU will employ three faculties and five students to provide the services being offered. In addition, faculty, students and outside experts will be engaged on a project basis as required.

VI. Management & Organization

1. Biographies

SEKH@PYU Management

Dr Vanlapa Wongchan

vanlapa.wongchan@gmail.com

Dr. Vanlapa is a lecturer at the Accountancy Economics and Finance Faculty of Payap University. Previously, her roles at the university have included Vice President for Planning and Finance, Vice President of Asset Management, Dean of the Accountancy, Finance and Banking faculty as well as head of the Finance and Banking Department. Course that Dr. Vanlapa has taught include Business Finance, Financial Analysis, International Finance, Project Feasibility Study, Asset Management, Financial Management and Planning and Controlling in Finance. She is also a certified trainer for the Thailand Securities Institutes TSI Mentor program at the Stock Exchange of Thailand.

Mr. Thosaphon Bunsiri

thosaphon.bunsiri@gmail.com

Thosaphon is the Head of the MBA department and a lecturer at the Business Administration and Science Faculty of Payap University. In previous roles he also served as the Assistant to President for Student Development and Assistant to Vice President for Spiritual and Student Development. Thosaphon has significant experience in the private business sector having managed a tour company and is also a certified AMADEUS trainer, Freelance programmer and Freelance Web Developer

Ms. Rattikan Kuntapoung

rkantapuang@gmail.com

Rattikan has been a lecturer at the Accountancy Economics and Finance Faculty of Payap University for the past seven years. Previous to joining Payap University, Rattikan worked at the Government Saving Bank's Head Office in Bangkok in the Risk Management department.

Project Management

Mr. Waruth Kaosol

waruthks@gmail.com

Waruth is the co-director of the Center for Social Impact as well as a lecturer at the Accountancy Economics and Finance Faculty of Payap University. Previously, his roles at the university have included Assistant to the President for International Affairs, Director of Academic Services Office,

Manager of New Entrepreneur Creation Program, Head of Asset Management Office, Assistant to the president for Finance, and Dean of the International College. In addition to his work in academia, Waruth has vast experience in the financial sector within Thailand, having been a lecturer and trainer for The Stock Exchange of Thailand and a consultant for the Banyan Tree Resort, and WS Wire mesh Company. He also founded and owned the Singha Beer Terrace in Chiang Mai, Thailand. Waruth has also developed and delivered numerous teacher trainer workshops and trainings both at PYU and in other organizations related to social entrepreneurship, risk management, creative thinking, feasibility analysis, and innovative financial management.

Mr. Michael Jack Meallem

meallem@gmail.com

Michael is the co-director of the Centre for Social Impact at Payap University. Previously he was the department head for the International Business Management program at the International College. For the past 6 years he has also been the PYU project coordinator for a USAID funded multi-year program in partnership with the International Rescue Committee on building organizational capacity of community-based organizations in Myanmar. He is also the project manager for a European Union funded Erasmus+ grant in sustainable tourism, Internationalization at Home (IaH), Social Entrepreneurship and Green Entrepreneurship. As such he has a comprehensive working knowledge of quality assurance and reporting mechanisms for international donors. He has developed and delivered numerous teacher trainer workshops and trainings both at PYU and in Myanmar related to curriculum development, organizational development and social entrepreneurship. Michael has lived and worked in the UK, Israel, US and Thailand and has over 15 years of business experience in management and entrepreneurship.

2. Organizational Chart



VII. Financial Plan

Once the three-year Erasmus+ CBHE project funding ends, the SEKH@PYU will continue to operate based on the income generated by the proposed services (training, research, and consulting). The Hub's financial plan will operate under the conditions required to be classified as a social business under the generally accepted definition. This requires that all profits made from income-generating activities be used exclusively to either:

- Cover general operating expenditure of the SEKH@PYU.
- Fund further sustainable tourism projects in line with PYU core values.

In order to ensure that there is no reputational risk to the SEKH@PYU from the misuse of profits gained from income-generating activities, the following profit share is proposed:

- The start-up capital for the SEKH@PYU, IT equipment will be provided from the STEPUP Project funds received from the EU under the Erasmus+ CBHE project.
- The future operating expenses of the SEKH@PYU will be covered by income generation activities. These activities will be tailored to the specific target groups of the Hub as listed in section 3 above.
- Profit generated by the SEKH@PYU will be used exclusively to provide activities and programs in line with the STEPUP objectives.
- In order to ensure the SEKH@PYU stays true to its mission objectives and to fulfil PYUs core values, the profit can only be used to fund projects/activities with community service goals as determined by a steering committee composed of representatives from the SEKH@PYU, Center for Social Impact and the university.

Financial Assumption

1. Income

1.1	SE training courses	15%
1.2	SE Products distribution	35%
1.3	Donation	10%
1.4	Consulting fee	30%
1.5	Government support	10%
	Total	100%

2. Operating costs per year (Baht)

2.1	Staff	770,000.00
2.2	Marketing expenses	120,000.00
2.3	Utilities (Internet, electricity, telephone)	60,000.00
2.4	Miscellaneous	50,000.00
	Total	1,000,000.00

3. Variable costs for each income (Baht)

Variable costs for training courses per person (Baht)	150.00	
Variable costs for SE products distribution	1.00%	of operating cost
Variable costs for donation	0.50%	of operating cost
Variable costs for Consulting fee	0.50%	of operating cost
Variable costs for government support	0.50%	of operating cost

4. Training price per person (Baht)

1,000.00



5. Number of Trainees per course	30	person
6. Income over expenses for training course per year (Baht)	10,000.00	
7. Net Profit Margin	1%	
8. Cost Allocation per year for each income	Baht	%
SE training courses	150,000.00	15%
SE Products distribution	350,000.00	35%
Donation	100,000.00	10%
Consulting fee	300,000.00	30%
Government support	100,000.00	10%
Total	1,000,000.00	100%

9. Growth rate 2%

Ref. Average Inflation rate (18 years) = 1.67%

10. Exchange rate 37.3169 Baht: EUR

Ref. BOT website (www.bot.or.th) as of 15 June 2021

https://www.bot.or.th/english/_layouts/application/exchangerate/exchangerate.aspx



Financial forecasting for each income											
1.1 SE training courses											
Breake even point analysis for SE Training Courses											
		Year		Year		Year		Year		Year	
		1		2		3		4		5	
		Baht	EUR (€)	Baht	Euro (€)	Baht	Euro (€)	Baht	Euro (€)	Baht	Euro (€)
Fixed Cost per year		150,000.00	4,019.34	153,000.00	4,099.72	156,060.00	4,181.72	159,181.20	4,265.35	162,364.82	4,350.66
Variable costs per person		150.00	4.02	153.00	4.10	156.06	4.18	159.18	4.27	162.36	4.35
Price per person		1,000.00	26.80	1,020.00	27.33	1,040.40	27.88	1,061.21	28.44	1,082.43	29.00
Number of trainees per year		188		188		188		188		187	
Number of trainees per course		30		30		30		30		30	
Number of SE Training course per year		6		6		6		6		6	
Profit for training courses per year		10,000.00	267.96	10,000.00	267.96	10,000.00	267.96	10,000.00	267.96	10,000.00	267.96

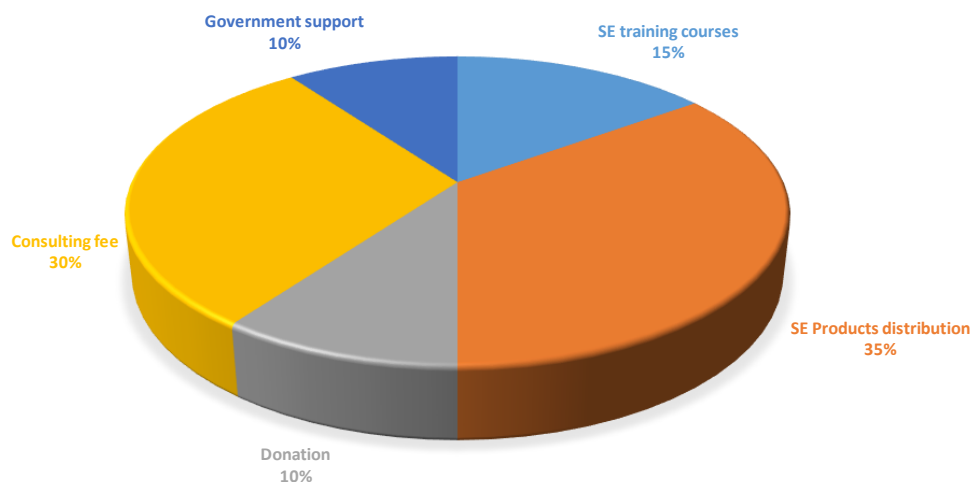
			Year		Year		Year		Year		Year	
			1		2		3		4		5	
			Baht	EUR (€)	Baht	Euro (€)	Baht	Euro (€)	Baht	Euro (€)	Baht	Euro (€)
1.2	SE Products distribution											
	Income		357,035.00	9,566.96	364,175.70	9,758.30	371,459.21	9,953.46	378,888.40	10,152.53	386,466.17	10,355.58
	Operating costs		350,000.00	9,378.45	357,000.00	9,566.02	364,140.00	9,757.34	371,422.80	9,952.49	378,851.26	10,151.54
	Variable cost		3,500.00	93.78	3,570.00	95.66	3,641.40	97.57	3,714.23	99.52	3,788.51	101.52
	Total cost		353,500.00	9,472.23	360,570.00	9,661.68	367,781.40	9,854.91	375,137.03	10,052.01	382,639.77	10,253.05
	Net income		3,535.00	94.72	3,605.70	96.62	3,677.81	98.55	3,751.37	100.52	3,826.40	102.53
			Year		Year		Year		Year		Year	
			1		2		3		4		5	
			Baht	EUR (€)	Baht	Euro (€)	Baht	Euro (€)	Baht	Euro (€)	Baht	Euro (€)
1.3	Donation											
	Income		101,505.00	2,719.88	103,535.10	2,774.28	105,605.80	2,829.77	107,717.92	2,886.36	109,872.28	2,944.09
	Operating costs		100,000.00	2,679.56	102,000.00	2,733.15	104,040.00	2,787.81	106,120.80	2,843.57	108,243.22	2,900.44
	Variable cost		500.00	13.40	510.00	13.67	520.20	13.94	530.60	14.22	541.22	
	Total cost		100,500.00	2,692.95	102,510.00	2,746.81	104,560.20	2,801.75	106,651.40	2,857.79	108,784.43	2,900.44
	Net income		1,005.00	26.93	1,025.10	27.47	1,045.60	28.02	1,066.51	28.58	1,087.84	43.65

			Year		Year		Year		Year		Year	
			1		2		3		4		5	
			Baht	EUR (€)	Baht	Euro (€)	Baht	Euro (€)	Baht	Euro (€)	Baht	Euro (€)
1.4	Consulting fee											
	Income		304,515.00	8,159.65	310,605.30	8,322.85	316,817.41	8,489.30	323,153.75	8,659.09	329,616.83	8,832.27
	Operating costs		300,000.00	8,038.67	306,000.00	8,199.44	312,120.00	8,363.43	318,362.40	8,530.70	324,729.65	8,701.32
	Variable cost		1,500.00	40.19	1,530.00	41.00	1,560.60	41.82	1,591.81	42.65	1,623.65	43.51
	Total cost		301,500.00	8,078.86	307,530.00	8,240.44	313,680.60	8,405.25	319,954.21	8,573.36	326,353.30	8,744.82
	Net income		3,015.00	80.79	3,075.30	82.40	3,136.81	84.05	3,199.54	85.73	3,263.53	87.45
			Year		Year		Year		Year		Year	
			1		2		3		4		5	
1.5	Government support		Baht	EUR (€)	Baht	Euro (€)	Baht	Euro (€)	Baht	Euro (€)	Baht	Euro (€)
	Income		101,505.00	2,719.88	103,535.10	2,774.28	105,605.80	2,829.77	107,717.92	2,886.36	109,872.28	2,944.09
	Operating costs		100,000.00	2,679.56	102,000.00	2,733.15	104,040.00	2,787.81	106,120.80	2,843.57	108,243.22	2,900.44
	Variable cost		500.00	13.40	510.00	13.67	520.20	13.94	530.60	14.22	541.22	14.50
	Total cost		100,500.00	2,692.95	102,510.00	2,746.81	104,560.20	2,801.75	106,651.40	2,857.79	108,784.43	2,914.94
	Net income		1,005.00	26.93	1,025.10	27.47	1,045.60	28.02	1,066.51	28.58	1,087.84	29.15

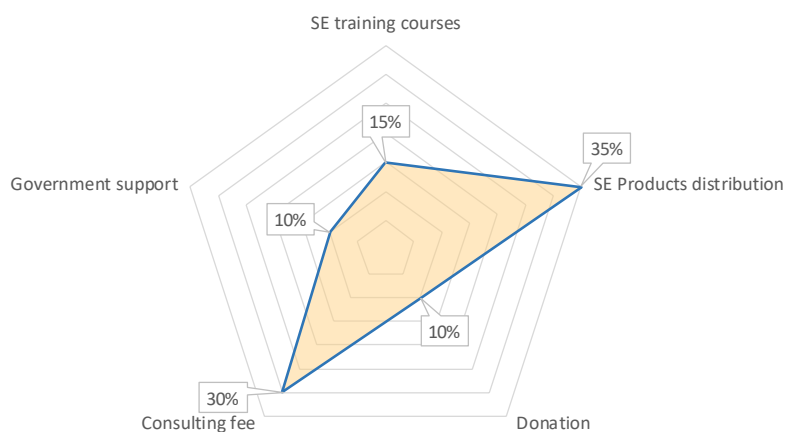
			Year		Year		Year		Year		Year	
			1		2		3		4		5	
			Baht	EUR (€)	Baht	Euro (€)	Baht	Euro (€)	Baht	Euro (€)	Baht	Euro (€)
	Income :											
	SE training courses		188,235.29	5,043.87	191,764.71	5,138.44	195,364.71	5,234.91	199,036.71	5,333.30	202,782.15	5,433.66
	SE Products distribution		357,035.00	9,566.96	364,175.70	9,758.30	371,459.21	9,953.46	378,888.40	10,152.53	386,466.17	10,355.58
	Donation		101,505.00	2,719.88	103,535.10	2,774.28	105,605.80	2,829.77	107,717.92	2,886.36	109,872.28	2,944.09
	Consulting fee		304,515.00	8,159.65	310,605.30	8,322.85	316,817.41	8,489.30	323,153.75	8,659.09	329,616.83	8,832.27
	Government support		101,505.00	2,719.88	103,535.10	2,774.28	105,605.80	2,829.77	107,717.92	2,886.36	109,872.28	2,944.09
	Total income		1,052,795.29	28,210.25	1,073,615.91	28,768.15	1,094,852.93	29,337.21	1,116,514.69	29,917.65	1,138,609.69	30,509.70
	Operating costs											
	- Fixed Costs		1,000,000.00	26,795.57	1,020,000.00	27,331.48	1,040,400.00	27,878.11	1,061,208.00	28,435.67	1,082,432.16	29,004.39
	- Variable Costs		34,235.29	917.35	34,884.71	934.76	35,547.11	952.51	36,222.75	970.61	36,911.91	989.08
	Total Cost		1,034,235.29	27,712.93	1,054,884.71	28,266.24	1,075,947.11	28,830.62	1,097,430.75	29,406.28	1,119,344.07	29,993.46
	Net Income		18,560.00	497.33	18,731.20	501.91	18,905.82	506.59	19,083.94	511.37	19,265.62	516.23
				-								
			Year		Year		Year		Year		Year	
			1		2		3		4		5	
			Baht	EUR (€)	Baht	Euro (€)	Baht	Euro (€)	Baht	Euro (€)	Baht	Euro (€)
	Net Income (1+2+3+4+5)		18,560.00	497.33	18,731.20	501.91	18,905.82	506.59	19,083.94	511.37	19,265.62	530.74
	Cumulative Net Income		18,560.00	497.33	37,291.20	999.24	56,197.02	1,505.83	75,280.96	2,017.20	94,546.58	2,547.93



PROPORTION OF INCOME



ALLOCATED FIXED COSTS TO INCOME



STEP



Strengthening innovative social entrepreneurship practices for disruptive business settings in Thailand and Myanmar

General information of the STEP^{up} project

Erasmus+ Capacity Building in Higher Education

Project Reference : 609711-EPP-1-2019-1-AT-EPPKA2-CBHE-JP

Project Management: FH JOANNEUM Gesellschaft mbH (Austria)

Duration: 36 Months (15.01.2020-14.01.2023)

Common capacity-building at three levels

- 1** STEP^{up} builds-up capacity on social entrepreneurship at higher education institutions (HEIs) in Thailand and Myanmar through international expert trainings to create awareness and spread the idea of the concept of social entrepreneurship ensure future economic growth while tackling social problems through innovative business models.
- 2** STEP^{up} implements six Social Entrepreneurship Knowledge Hubs (SEKHs) at partner higher education institutions to establish an on-campus vocational training facility to upgrade knowledge and support development of enable profound innovative business models.
- 3** STEP^{up} develops and realizes an Innovative Social Entrepreneurship Case Challenge focusing on enhancing the cooperation between higher education institutions and enterprises to create a unique learning experience for their students.

Definition of Social Entrepreneurship within the STEP^{up} Project

"Social Entrepreneurship (SE) is the process of applying innovative business models to address social problems (for people and communities) by generating both profit and purpose. SE creates long-term value and achieves sustainable impact for society and the connected ecosystem."

PROJECT COORDINATOR:

FH JOANNEUM
University of Applied Sciences

Coordinator

FH JOANNEUM Gesellschaft mbH, Graz/Austria
www.fh-joe.at
stepup2023@fh-joe.at
+43 (0)31 6 5453 6600
https://stepup.fh-joe.at
https://www.facebook.com/STEPupEU
https://www.instagram.com/stepup.eu



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