

การจัดการนวัตกรรมเชิงกลยุทธ์ของวิสาหกิจ เพื่อสังคมภาคบริการเพื่อลดความยากจนในบริบท ของจังหวัดเชียงใหม่

Strategic innovation management of social enterprises in service sector affecting poverty reduction based on the Chiang Mai context

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บทคัดย่อ

การวิจัยครั้งนี้มีวัตถุประสงค์เพื่อพัฒนากลยุทธ์การจัดการนวัตกรรมเชิงกลยุทธ์สำหรับวิสาหกิจเพื่อสังคมภาคบริการในจังหวัดเชียงใหม่ และศึกษาผลกระทบของกลยุทธ์ดังกล่าวต่อการลดความยากจน โดยใช้ระเบียบวิธีวิจัยแบบผสม การเก็บข้อมูลเชิงคุณภาพจากการสัมภาษณ์ถึงโครงสร้างและการสนทนากลุ่มจากผู้ให้ข้อมูลสำคัญ จำนวน 44 คน ประกอบด้วย ผู้ก่อตั้งวิสาหกิจเพื่อสังคม ผู้บริหาร และตัวแทนชุมชน โดยใช้การวิเคราะห์ SWOT และ TOWS Matrix เพื่อวิเคราะห์ปัจจัยภายในและภายนอก สู่การพัฒนาการจัดการนวัตกรรมเชิงกลยุทธ์ ข้อมูลเชิงปริมาณเก็บรวบรวมจากแบบสอบถามของผู้มีส่วนได้ส่วนเสียที่เกี่ยวข้องกับวิสาหกิจเพื่อสังคมภาคบริการในจังหวัดเชียงใหม่ จำนวน 400 คน ตามสูตรขนาดตัวอย่างของ Yamane (1967) ที่ระดับความเชื่อมั่นร้อยละ 95 และค่าความคลาดเคลื่อนร้อยละ 5 ผลการวิจัยเชิงคุณภาพ พบว่า การจัดการนวัตกรรมเชิงกลยุทธ์ 4 กลยุทธ์ ได้แก่ นวัตกรรมบริการชุมชนอัจฉริยะ (กลยุทธ์ SO) การพัฒนาศักยภาพเชิงสถาบัน (กลยุทธ์ WO) การตลาดบนฐานคุณค่าทางวัฒนธรรม (กลยุทธ์ ST) และการพัฒนาความยืดหยุ่นขององค์กร (กลยุทธ์ WT) ผลการวิจัยเชิงปริมาณ พบว่า ภาพรวมของการจัดการนวัตกรรมเชิงกลยุทธ์อยู่ในระดับมาก ($\bar{X} = 4.27, S.D. = 0.39$) และทั้ง 4 กลยุทธ์ มีความสัมพันธ์กับการลดความยากจนอย่างมีนัยสำคัญทางสถิติ ($p < 0.01$) ผลการวิเคราะห์การถดถอยพหุคูณชี้ให้เห็นว่า แบบจำลองโดยรวมสามารถอธิบายความแปรปรวนของการลดความยากจนได้ร้อยละ 79.4 ($R^2 = 0.794$, Adjusted $R^2 = 0.786$, $F = 94.621$, $p < 0.001$) โดยนวัตกรรมบริการชุมชนอัจฉริยะส่งอิทธิพลเชิงบวกมากที่สุด (Beta = 0.472, $p < 0.001$) รองลงมาคือ การตลาดบนฐานคุณค่าทางวัฒนธรรม (Beta = 0.316, $p < 0.001$) และการพัฒนาศักยภาพเชิงสถาบัน (Beta = 0.194, $p = 0.002$) ในทางตรงกันข้าม การพัฒนาความยืดหยุ่นขององค์กรส่งอิทธิพลเชิงลบ อย่างมีนัยสำคัญทางสถิติ (Beta = -0.248, $p < 0.001$) ซึ่งสะท้อนว่า การให้ความสำคัญกับกลยุทธ์เชิงป้องกันมากเกินไปอาจจำกัดการเติบโตทางเศรษฐกิจและสังคมเชิงรุก ผลการวิจัยชี้ให้เห็นถึงความสำคัญของการจัดการบริการ การใช้ประโยชน์จากต้นทุนทางวัฒนธรรม และการเสริมสร้างศักยภาพเชิงสถาบันในการขับเคลื่อน การลดความยากจนอย่างยั่งยืนผ่านการจัดการวิสาหกิจเพื่อสังคมในจังหวัดเชียงใหม่

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Abstract

This research aimed to develop strategic innovation management strategies for service-sector social enterprises in Chiang Mai and examine their impact on poverty reduction. A mixed-methods approach was employed. Qualitative data were collected through semi-structured interviews and focus group discussions with 44 key informants, including social enterprise founders, managers, and community representatives. SWOT Analysis and the TOWS Matrix were used to identify internal and external factors and formulate strategic innovation management strategies. Quantitative data were collected through structured questionnaires from 400 stakeholders associated with service-sector social enterprises in Chiang Mai. The sample size was determined using Yamane's formula

at a 95% confidence level and a 5% margin of error. Qualitative findings identified four strategic innovation management dimensions: Smart Community Service Innovation (SO), Institutional Capacity Development (WO), Cultural Value-Based Market Resilience (ST), and Organizational Resilience Development (WT). Quantitative results demonstrated that strategic innovation management overall was perceived at a high level ($\bar{X} = 4.27$, S.D. = 0.39), with all four dimensions showing statistically significant relationships with poverty reduction ($p < 0.01$). Multiple regression analysis indicated that the overall model explained 79.4% of the variance in poverty reduction ($R^2 = 0.794$, Adjusted $R^2 = 0.786$, $F = 94.621$, $p < 0.001$). Smart Community Service Innovation exhibited the strongest positive influence (Beta = 0.472, $p < 0.001$), followed by Cultural Value-Based Market Resilience (Beta = 0.316, $p < 0.001$) and Institutional Capacity Development (Beta = 0.194, $p = 0.002$). In contrast, Organizational Resilience Development demonstrated a statistically significant negative effect (Beta = -0.248, $p < 0.001$), suggesting that excessive emphasis on defensive strategies may limit proactive socioeconomic growth. The findings highlight the vital role of service innovation, cultural asset utilization, and institutional capacity enhancement in driving sustainable poverty reduction through social enterprise management in Chiang Mai.

Keywords: Strategic Innovation Management, Social Enterprise, Service Sector, Poverty Reduction, Chiang Mai

Introduction

Social enterprises (SEs) have become increasingly important mechanisms for promoting inclusive economic development, social innovation, and poverty reduction in Thailand. Following the enactment of the Social Enterprise Promotion Act B.E. 2562, social enterprises have gained greater institutional recognition and support, enabling them to integrate business operations with social and environmental objectives (Social Enterprise Promotion Office, n.d.). Unlike conventional businesses that primarily pursue profit maximization, social enterprises emphasize social value creation through employment generation, community empowerment, environmental sustainability, and stakeholder participation. Recent studies indicate that social enterprises contribute to reducing inequality, supporting vulnerable populations, and fostering sustainable local development (สุชาวัลย์ สัจจสมบูรณ์ และคณะ, 2567; Ramadani et al., 2022). Consequently, they have become important drivers of sustainable development and local economic resilience in Thailand.

Chiang Mai represents one of the most active social enterprise ecosystems in Northern Thailand due to its rich cultural heritage, tourism-based economy, agricultural resources, and strong community networks. Despite its economic importance, many communities continue to experience poverty, unstable income, and limited employment opportunities, particularly among rural households, women, and elderly populations (สุรียนต์ สูงคำ

และลัดดา ปินตา, 2565). To address these challenges, social enterprises have adopted community-based service models that combine local wisdom, social inclusion, and sustainable development principles (Ramadani et al., 2022). However, increasing market competition, economic uncertainty, digital transformation, and resource limitations continue to threaten the long-term sustainability of many social enterprises (Dombrovska & Farion, 2024; Duan et al., 2025). Therefore, innovative management approaches are required to enhance organizational competitiveness and social impact.

Strategic innovation management provides a systematic framework for improving organizational adaptability, sustainability, and value creation. SWOT Analysis and the TOWS Matrix enable organizations to evaluate internal strengths and weaknesses while identifying external opportunities and threats to formulate effective strategies (Wehrich, 1982). Previous studies have demonstrated that strategic innovation enhances organizational performance, stakeholder engagement, resilience, and sustainable competitive advantage (สุธาวีลย์ สัจจสมบูรณ์ และคณะ, 2567; สุวิมล มธุรส และคณะ, 2566). For social enterprises, innovation-driven strategies can improve service delivery, institutional capacity, and poverty reduction outcomes by aligning social missions with stakeholder needs and emerging opportunities (Atsalikorn et al., 2023; Kitchaicharoen et al., 2024). Nevertheless, empirical evidence on strategic innovation management and poverty problem-solving among service-sector social enterprises in Chiang Mai remains limited. Therefore, this study develops strategic innovation management strategies and examines their effects on poverty problem-solving in Chiang Mai.

Research Objectives

1. To develop strategic innovation management strategies of service-sector social enterprises on poverty reduction in the Chiang Mai context.
2. To examine the impact of strategic innovation management strategies of service-sector social enterprises on poverty reduction in the Chiang Mai context.

Research Hypotheses

H₁: Smart Community Service Innovation strategy for service sector of social enterprises has a positive impact on poverty reduction in Chiang Mai.

H₂: Institutional Capacity Development strategy for service sector of social enterprises has a positive impact on poverty reduction in Chiang Mai.

H₃: Cultural Value-Based Market Resilience strategy for service sector of social enterprises has a positive impact on poverty reduction in Chiang Mai.

H₄: Organizational Resilience Development strategy for service sector of social enterprises has a positive impact on poverty reduction in Chiang Mai.

Literature Review

Strategic Innovation Management is an important approach for enhancing the sustainability and social impact of social enterprises. SWOT Analysis and the TOWS Matrix provide systematic tools for evaluating internal strengths and weaknesses alongside external opportunities and threats to formulate effective strategies (Wehrich, 1982). Previous studies indicate that strategic innovation improves organizational adaptability, competitiveness, and long-term sustainability, particularly among mission-driven enterprises operating in vulnerable communities (Dombrowska & Farion, 2024; Duan et al., 2025). In the social enterprise context, innovation strengthens social value creation, stakeholder engagement, and poverty reduction outcomes (สุธาวัลย์ สัจจสมบูรณ์ และคณะ, 2567). Accordingly, this study develops SO, WO, ST, and WT strategies to support poverty problem-solving among service-sector social enterprises in Chiang Mai.

Smart Community Service Innovation represents the Strength–Opportunity (SO) strategy, utilizing community strengths and emerging opportunities to develop innovative social services. Service innovation supported by digital technology, community participation, and social entrepreneurship improves access to employment, healthcare, and social welfare, contributing to poverty reduction and inclusive development (Ramadani et al., 2022). Moreover, business model innovation enhances social enterprise performance by aligning social missions with stakeholder needs and market opportunities (สุธาวัลย์ สัจจสมบูรณ์ และคณะ, 2567). Based on this understanding, the following hypothesis is proposed.

H₁: Smart Community Service Innovation (SO strategy) has a positive impact on poverty reduction in Chiang Mai.

Institutional Capacity Development represents the Weakness–Opportunity (WO) strategy, focusing on overcoming internal limitations through external collaboration. Financial literacy, organizational learning, and stakeholder partnerships enhance the operational capacity and sustainability of social enterprises (Atsalikorn et al., 2023). Collaboration with supporting organizations strengthens managerial capabilities, resource access, and social value creation (Kitchaicharoen et al., 2024). Based on this understanding, the following hypothesis is proposed.

H₂: Institutional Capacity Development (WO strategy) has a positive impact on poverty reduction in Chiang Mai.

Cultural Value-Based Market Resilience represents the Strength–Threat (ST) strategy, utilizing cultural heritage, local wisdom, and stakeholder trust to address external challenges. Social enterprises that leverage community identity can strengthen market positioning and resilience against economic uncertainty and competition (Ramadani et al., 2022). Mission-driven branding further enhances consumer trust and market competitiveness, particularly in tourism-oriented regions (Duan et al., 2025). Therefore, the following hypothesis is proposed.

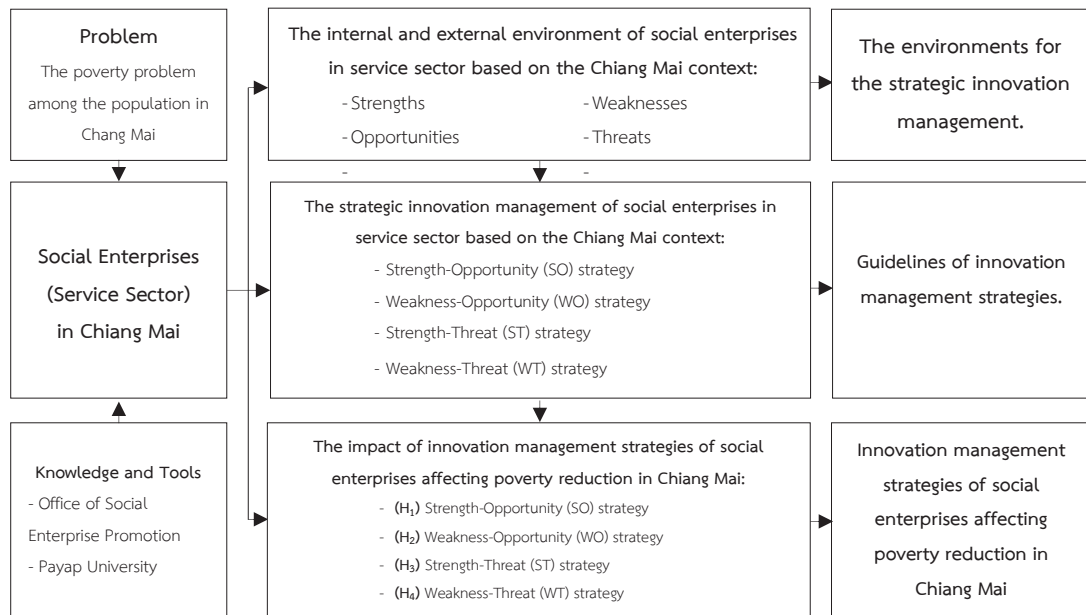
H₃: Cultural Value-Based Market Resilience (ST strategy) has a positive impact on poverty reduction in Chiang Mai.

Organizational Resilience Development represents the Weakness–Threat (WT) strategy, focusing on strengthening internal capabilities to manage external risks and uncertainties. Human resource development, digital transformation, and adaptive management systems enhance organizational resilience and long-term sustainability (Dombrovska & Farion, 2024). Strong organizational capabilities enable social enterprises to respond effectively to environmental and financial challenges while maintaining their social missions (สุธาวัลย์ สัจจสมบูรณ์ และคณะ, 2567). Based on this understanding, the following hypothesis is proposed.

H₄: Organizational Resilience Development (WT strategy) has a positive impact on poverty reduction in Chiang Mai.

Related research indicates that social enterprises contribute to sustainable development through economic, social, and environmental value creation. Ramadani et al. (2022) found that social enterprises support vulnerable communities by generating employment opportunities, promoting local entrepreneurship, and enhancing social inclusion. In the Chiang Mai context, Kitchaicharoen et al. (2024) demonstrated that Social Return on Investment (SROI) effectively measures social value creation in community-based enterprises. Similarly, Atsalikorn et al. (2023) reported that SROI enhances accountability and supports evidence-based decision-making in social development projects. Furthermore, sustainable business model innovation, stakeholder participation, and organizational adaptability have been identified as key determinants of social enterprise success and resilience (สุธาวัลย์ สัจจสมบูรณ์ และคณะ, 2567; Dombrovska & Farion, 2024). Therefore, strategic innovation management provides an appropriate framework for strengthening social enterprise performance and addressing poverty-related challenges in Chiang Mai.

Figure 1
Conceptual Framework



Research Methodology

This study employed a mixed-methods design to investigate strategic innovation management and poverty reduction among social enterprises in Chiang Mai (J. W. Creswell & J. D. Creswell, 2023). The conceptual framework integrated SWOT Analysis and the TOWS Matrix to develop four strategic innovation management dimensions: Smart Community Service Innovation (SO strategy), Institutional Capacity Development (WO strategy), Cultural Value-Based Market Resilience (ST strategy), and Organizational Resilience Development (WT strategy). These dimensions were examined to determine their effects on poverty reduction.

The qualitative phase aimed to analyze the internal and external environments of social enterprises and develop strategic innovation management models. A purposive sample of 44 key informants, including from the service sector of social enterprises in Chiang Mai was selected. Data were collected through in-depth interviews and focus group discussions involving social enterprise founders, managers, and community representatives. SWOT Analysis and the TOWS Matrix were applied to formulate strategic strategies, while content analysis and investigator triangulation ensured data credibility.

The quantitative phase examined the effects of the developed strategies on poverty reduction. The population consisted of stakeholders associated with social enterprises in Chiang Mai. Using Yamane's (1967) formula at a 95% confidence level and 5% margin of error, 400 respondents were selected through purposive sampling. Data were collected using

structured questionnaires and analyzed using descriptive statistics, Pearson's correlation coefficient, multicollinearity diagnostics, and Multiple Regression Analysis.

The questionnaire was validated by three experts using the Index of Item-Objective Congruence (IOC), with values ranging from 0.67 to 1.00. A pilot study with 50 respondents produced correlations from 0.34 to 0.86 and a Cronbach's Alpha coefficient of 0.91, indicating excellent reliability (McQuitty, 2018).

Experimental Results

1. Research Objective 1 aimed to develop strategic innovation management strategies for service-sector social enterprises to address poverty reduction in Chiang Mai. Internal and external factors were analyzed through interviews and focus group discussions with 44 key informants. SWOT Analysis and the TOWS Matrix were employed to formulate strategic innovation management strategies.

Table 1

SWOT Analysis of Social Enterprises in the Services Sector based on the Chiang Mai Context

Strengths	Weaknesses
S1: Service enterprises create social and environmental value through community-based services. S2: Empowers vulnerable groups through employment and skills development opportunities. S3: Leverages local culture, wisdom, and community participation for services. S4: Builds competitive advantage through mission-driven branding and stakeholder trust.	W1: Limited financial literacy and working capital constrain business growth and scalability. W2: Weak digital marketing capabilities result in reliance on traditional face-to-face sales channels. W3: Insufficient human resource development limits long-term organizational expansion. W4: Difficulties in measuring impact reduce organizational credibility and performance assessment.

Table 1 (Cont.)

Opportunities	Threats
O1: Thailand's aging population creates increasing demand for community and elderly care services. O2: Strategic partnerships with universities, NGOs, and government can strengthen organizational capabilities. O3: The Social Enterprise Promotion Act provides legal and support for social enterprise development. O4: Digital technology adoption offers opportunities to improve marketing, service, and customer engagement.	T1: Competition from commercial businesses and service providers intensifies market pressure. T2: Dependence on tourism-related demand increases vulnerability to market fluctuations. T3: Limited access to affordable financing restricts investment and business expansion opportunities. T4: Low public awareness and complex policy environments hinder social enterprise growth.

Table 1 presents the SWOT analysis of service-sector social enterprises in Chiang Mai. The findings indicate strong internal capabilities in social value-based service differentiation, empowerment of vulnerable groups, utilization of local cultural heritage, and mission-driven stakeholder relationships. These strengths support social value creation, community participation, and organizational sustainability. However, key weaknesses include limited financial literacy, insufficient working capital, weak digital marketing capability, and inadequate human resource development, which constrain organizational growth and impact expansion. Externally, opportunities arise from Thailand's aging society, strategic partnerships, government support through the Social Enterprise Promotion Act, and increasing digital technology adoption. These factors provide favorable conditions for service innovation and market development. Nevertheless, the sector faces significant threats from market competition, tourism dependency, restricted access to financing, and limited public awareness of social enterprises. Strengthening organizational capacity, digital transformation, and impact measurement is therefore essential for sustainable poverty reduction.

Table 2

Development of Strategic Innovation Management of Social Enterprises in the Services Sector Based on the Chiang Mai Context Using the TOWS Matrix.

TOWS Matrix	S = Strengths S1 S2 S3 S4	W = Weaknesses W1 W2 W3 W4
O = Opportunities	Strength-Opportunity (SO) strategy (S1+S2+O1+O4)	Weakness-Opportunity (WO) strategy (W1+W4+O2+O3)
O1	Develop digital community-based	Strengthen financial
O2	care, wellness, and cultural tourism	management and impact
O3	services to expand social value and	measurement through
O4	market access.	partnerships with universities, NGOs, and government support.
T = Threats	Strength-Threat (ST) strategy (S3+S4+T1+T2)	Weakness-Threat (WT) strategy (W2+W3+T3+T4)
T1	Differentiate services through	Enhance digital marketing,
T2	cultural identity, community	human resources, and
T3	participation, and mission-driven	professionalism to strengthen
T4	branding to strengthen	resilience against financial and
	competitiveness.	environmental challenges.

Table 2 presents the strategic innovation management strategies for service-sector social enterprises in Chiang Mai developed through the application of the TOWS Matrix.

The Strength–Opportunity (SO) strategy, termed Smart Community Service Innovation, emphasizes leveraging social value creation, community participation, and digital technologies to develop elderly care, wellness, and cultural tourism services. This strategy enhances service accessibility, employment generation, and social impact while expanding market reach through digital platforms.

The Weakness–Opportunity (WO) strategy, Institutional Capacity Development, focuses on addressing financial management, organizational capability, and social impact measurement limitations through collaboration with universities, NGOs, and government agencies. Strategic partnerships support financial literacy, Social Return on Investment (SROI) implementation, capacity building, and access to external resources that strengthen organizational sustainability and accountability.

The Strength–Threat (ST) strategy, Cultural Value-Based Market Resilience, utilizes Chiang Mai’s cultural heritage, local wisdom, and community participation to create differentiated service offerings. The strategy promotes market diversification, stakeholder trust, and customer loyalty, thereby reducing dependence on tourism-related demand and enhancing competitiveness.

The Weakness–Threat (WT) strategy, Organizational Resilience Development, aims to strengthen digital marketing capability, human resource development, and organizational professionalism. Key initiatives include leadership development, digital competency enhancement, transparent governance systems, and continuous organizational learning. These efforts improve resilience against financial constraints, market uncertainty, and changing policy environments while supporting long-term social enterprise sustainability and poverty reduction.

2) Research Objective 2 aimed to examine the impact of strategic innovation management strategies of service-sector social enterprises on poverty reduction in the Chiang Mai context.

Table 3

The Mean and Standard Deviation of Strategic Innovation Management Affecting Poverty Reduction.

The impact of strategic innovation management of social enterprises on poverty reduction in Chiang Mai context.	$\bar{\chi}$	S.D.	Interpretation
(SO) strategy: Smart Community Service Innovation	4.68	0.28	Very High
(WO) strategy: Institutional Capacity Development	4.15	0.43	High
(ST) strategy: Cultural Value-Based Market Resilience	4.34	0.36	High
(WT) strategy: Organizational Resilience Development	3.89	0.48	High
Average	4.27	0.39	High

Table 3 indicates that the overall level of strategic innovation management affecting poverty reduction in the Chiang Mai context was high ($\bar{\chi} = 4.27$, S.D. = 0.39). Among the four strategic dimensions, Smart Community Service Innovation (SO strategy) received the highest evaluation ($\bar{\chi} = 4.68$, S.D. = 0.28), reflecting its strong contribution to creating social value and addressing local poverty issues. Cultural Value-Based Market Resilience (ST strategy) ranked second ($\bar{\chi} = 4.34$, S.D. = 0.36), followed by Institutional Capacity Development (WO strategy) ($\bar{\chi} = 4.15$, S.D. = 0.43). Organizational Resilience Development (WT strategy) received the lowest mean score ($\bar{\chi} = 3.89$, S.D. = 0.48), although it remained at a high level. These findings suggest that proactive and growth-oriented innovation strategies are perceived as more effective for poverty alleviation than defensive strategies focused primarily on organizational risk management.

Table 4

The Relationship between Variables was Tested Using the Pearson Correlation Coefficient (PCC) to Identify Significant Correlations.

Variables	r (Poverty Reduction)	Sig. (p-value)	Interpretation
(X ₁) Smart Community Service Innovation (SO) strategy	0.842**	< 0.001	Statistically Significant
(X ₂) Institutional Capacity Development (WO) strategy	0.516**	0.002	Statistically Significant
(X ₃) Cultural Value-Based Market Resilience (ST) strategy	0.684**	< 0.001	Statistically Significant
(X ₄) Organizational Resilience Development (WT) strategy	-0.410**	< 0.001	Statistically Significant

P** < 0.01

Table 4 shows that all strategic innovation management dimensions were significantly correlated with poverty reduction at the 0.01 significance level. Smart Community Service Innovation (SO strategy) exhibited the strongest positive relationship ($r = 0.842$, $p < 0.001$), followed by Cultural Value-Based Market Resilience (ST strategy) ($r = 0.684$, $p < 0.001$) and Institutional Capacity Development (WO strategy) ($r = 0.516$, $p = 0.002$). In contrast, Organizational Resilience Development (WT strategy) demonstrated a significant negative relationship ($r = -0.410$, $p < 0.001$). These findings suggest that proactive and innovation-oriented strategies contribute more effectively to poverty alleviation than defensive strategies.

Table 5*The Multiple Regression Analysis of the Independent Variables Affecting Poverty Reduction.*

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity statistics	
	β	Std. Error	Beta			Tolerance	VIF
Constant	-0.082	0.147	-	-0.558	0.578	-	-
(X ₁) Smart Community Service Innovation (SO) strategy	0.682	0.079	0.472	8.633***	0.000	0.612	1.634
(X ₂) Institutional Capacity Development (WO) strategy	0.285	0.089	0.194	3.202**	0.002	0.703	1.423
(X ₃) Cultural Value-Based Market Resilience (ST) strategy	0.451	0.084	0.316	5.369***	0.000	0.658	1.520
(X ₄) Organizational Resilience Development (WT) strategy	-0.397	0.096	-0.248	-4.135***	0.000	0.815	1.227

Dependent Variable: Poverty Reduction

Model Statistics: $R = 0.891$, $R^2 = 0.794$, Adjusted $R^2 = 0.786$, $F = 94.621$, $p < 0.001$ ** $p < 0.01$; *** $p < 0.001$

Table 5 presents the integrated multiple regression analysis and collinearity diagnostics for variables influencing poverty reduction. Tolerance values ranged from 0.612 to 0.815, exceeding 0.20, while Variance Inflation Factor (VIF) values ranged from 1.227 to 1.634, below 5.00, confirming the absence of multicollinearity. The regression model demonstrated strong explanatory power ($R = 0.891$, $R^2 = 0.794$, Adjusted $R^2 = 0.786$, $F = 94.621$, $p < 0.001$), explaining 79.4% of the variance in poverty reduction ($Y = -0.082 + 0.682X_1 + 0.285X_2 + 0.451X_3 - 0.397X_4$). Smart Community Service Innovation (SO strategy) had the strongest positive influence (Beta = 0.472, $t = 8.633$, $p < 0.001$), followed by Cultural Value-Based Market Resilience (ST strategy) (Beta = 0.316, $t = 5.369$, $p < 0.001$) and Institutional Capacity Development (WO strategy) (Beta = 0.194, $t = 3.202$, $p = 0.002$). Organizational Resilience Development (WT strategy) showed a negative relationship (Beta = -0.248, $t = -4.135$, $p < 0.001$), suggesting excessive emphasis on defensive strategies may constrain poverty reduction.

Discussion

This study examined strategic innovation management of social enterprises in service sector affecting poverty reduction based on the Chiang Mai context. The findings indicate that all strategic dimensions were perceived at a high level ($\bar{X} = 4.27$, S.D. = 0.39). Smart Community Service Innovation (SO strategy) received the highest rating, suggesting that social enterprises prioritize innovative community-based services that create economic, social, and environmental value. This finding reflects Chiang Mai's distinctive social enterprise ecosystem, which integrates local culture, community participation, and social innovation to promote sustainable poverty reduction and social inclusion.

The findings support Hypothesis 1 (H1), indicating that Smart Community Service Innovation (SO strategy) is the most influential factor affecting poverty reduction. The strategy received the highest mean score ($\bar{X} = 4.68$, SD = 0.28), the strongest positive correlation coefficient ($r = 0.842$, $p < 0.001$), and the largest standardized regression coefficient (Beta = 0.472, $p < 0.001$). These results suggest that the development of innovative community-based services, particularly elderly care, wellness services, cultural tourism, and social inclusion programs, significantly contributes to employment generation and income creation for vulnerable groups. The findings are consistent with Ramadani et al. (2022), who argued that social innovation enables social enterprises to create sustainable economic opportunities while addressing local social problems. Similarly, (Duan et al., 2025) emphasized that innovative service models strengthen the long-term sustainability and social impact of mission-driven organizations.

Hypothesis 2 (H2) is also supported. Institutional Capacity Development (WO strategy) demonstrates a positive and significant influence on poverty reduction, with a mean score ($\bar{X} = 4.15$, SD = 0.43), a correlation coefficient of 0.516 ($p = 0.002$), and a regression coefficient of Beta = 0.194 ($p = 0.002$). These findings indicate that strengthening financial management, social impact measurement, and organizational governance through collaboration with universities, NGOs, and government contributes to improved organizational effectiveness. The results align with Atsalikorn et al. (2023), who found that capacity-building programs and Social Return on Investment (SROI) implementation enhance accountability and improve social enterprise performance. Furthermore, สุธาวัลย์ สัจจสมบูรณ์ และคณะ (2567) suggested that institutional capability development is essential for scaling social innovation and sustaining social value creation.

The findings further support Hypothesis 3 (H3), showing that Cultural Value-Based Market Resilience (ST strategy) is the second strongest predictor of poverty reduction. The strategy achieved a high mean score ($\bar{X} = 4.34$, SD = 0.36), a strong positive correlation ($r = 0.684$, $p < 0.001$), and a significant regression coefficient (Beta = 0.316, $p < 0.001$). This result suggests that leveraging Chiang Mai's cultural identity, local wisdom, and community participation enables social enterprises to differentiate their services and remain

competitive despite increasing market pressures. The findings support the work of Kitchaicharoen et al. (2024), who reported that community-based enterprises utilizing local cultural assets generate stronger stakeholder engagement and more sustainable economic outcomes. Likewise, Dombrowska and Farion (2024) highlighted that market resilience is strengthened when organizations integrate cultural resources with strategic innovation and stakeholder collaboration.

Importantly, Hypothesis 4 (H4) is also supported as a statistically significant predictor of poverty reduction, despite exhibiting an inverse relationship. Organizational Resilience Development (WT strategy) received a mean score ($\bar{X} = 3.89$, $SD = 0.48$), a negative correlation ($r = -0.410$, $p < 0.001$), and a statistically significant negative regression coefficient ($Beta = -0.248$, $p = 0.001$). Because $p < 0.001$, this relationship is statistically significant and highly acceptable within the model. This inverse relationship indicates that while defensive WT strategies are crucial for organizational survival during crises, an over-emphasis on defensive, risk-averse survival measures may divert vital resources away from proactive, growth-oriented poverty alleviation efforts. The result supports Zaniarti et al. (2022), who found that resilience initiatives often require substantial resources and managerial capacity before producing direct social impacts. Similarly, Nik Jaafar et al. (2025) argued that organizational resilience investments primarily support risk mitigation rather than immediate socioeconomic improvements, particularly in resource-constrained organizations.

Overall, the findings demonstrate that strategic innovation management plays a critical and statistically significant role in addressing poverty within the Chiang Mai context ($R^2 = 0.794$, $F = 94.621$, $p < 0.001$). Smart Community Service Innovation emerges as the most essential proactive driver, followed by Cultural Value-Based Market Resilience and Institutional Capacity Development, whereas Organizational Resilience Development operates as a significant defensive dimension. To maximize poverty reduction outcomes, policymakers and practitioners should prioritize service innovation and cultural value utilization while balancing risk-management strategies to avoid limiting growth and social value creation.

Conclusion and recommendation

This study demonstrates that strategic innovation management plays a significant role in enhancing poverty reduction among social enterprises in Chiang Mai. The findings indicate that Smart Community Service Innovation is the most influential strategy, followed by Cultural Value-Based Market Resilience and Institutional Capacity Development, while Organizational Resilience Development requires further improvement. Social enterprises that integrate community-based service innovation, local cultural assets, stakeholder collaboration, and digital technologies are better positioned to create sustainable social and economic value for vulnerable populations. These strategies contribute to employment generation, income enhancement, social inclusion, and long-term community development.

Based on the findings, social enterprises should prioritize service innovation, strengthen partnerships with universities and government agencies, and expand digital platforms to improve service delivery and market access. Policymakers should provide financial support, capacity-building programs, and social impact measurement tools to strengthen organizational sustainability. This study employed mixed-methods research involving surveys and stakeholder interviews across Chiang Mai's social enterprise sector. Future studies should examine longitudinal impacts, compare different social enterprise sectors, and investigate the integration of Social Return on Investment (SROI) into strategic innovation management frameworks. The findings contribute to social entrepreneurship literature and support sustainable poverty reduction policies in Thailand.

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