Master's Programme in

Innovation and Global Sustainable Development

Social enterprise and stakeholder relationships

in Vietnam's social innovation

by

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Abstract

This thesis aims to investigate the role of social enterprise in coordinating stakeholder relationships to develop social innovation through the lens of stakeholder theory and its conceptual framework in sustainability management. Social enterprises are believed to feature the ability to establish and manage collaboration between stakeholders in the entrepreneurial process, therefore they are seen as the driving force in the success of social innovation.

Results from a qualitative study of a social enterprise case in Vietnam to develop a bottom-up social innovation suggest three important roles of social enterprise in coordinating stakeholder relationships. Particularly, social enterprise plays an important role in developing and supplying novel products to the unfettered markets, developing networks and communication to distribute the products and disperse the social objectives and developing capabilities of all stakeholders. Besides, the analysis also suggests the crucial role in evaluation of value created by social innovation, which distinguishes social innovation with other types of innovation and illustrates the legitimacy of social enterprise.

The study contributes to social innovation research in several ways. First, it extends previous studies on the success factors of social innovation and the role of social enterprise in processing social innovation. Second, the study highlights the important role of social enterprise in coordinating stakeholder relationships to create social values. The study proposes a process model for a social enterprise to enable social innovation process through the integration and embeddedness entrepreneurial action at both supply and demand sides. Third, it contextualises stakeholder theory in social innovation literature by developing the dual view of internal and external stakeholders, specifically for the civil society sector to demonstrate the role of business in society. Finally, the study contributes to the qualitative method by employing multiple data sources (interviews, documents and visual images) to enhance the rigour of the study, embodying an adaptive study approach during the current global pandemic.

The thesis suggests two policy implications in (i) favourable legal frameworks for social enterprise operating with ethnic minorities and in rural areas, e.g. incentive tax, innovative financial access, marketing and network platforms and (ii) detail guidelines for evaluation of value creation or impact assessment that help social enterprises pursue their primary aims and ensure their accountability and legitimacy.

Key words: social innovation, social enterprise, stakeholder relationships, social objective, value creation, empowerment, society, community.

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[1] Oxfam is an international confederation of 20 NGOs (non-governmental organisations) working with partners in over 90 countries to end the injustices that cause poverty.

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Abbreviations

SE(s)   Social enterprise(s)

SI(s)   Social innovation(s)

1   Introduction

"Social innovation will play a key role in sustainability by changing existing and creating new societal practices in order to build a sustainable economy and life style"

Atlas of Social Innovation: New Practices for a better future (Asenova & Damianova, 2018)

Social innovation (SI), as a response to unmet social needs that the state and the market fail to address, has a recognised role in improving the quality of life of society (Phillips, Alexander & Lee, 2019; Lettice & Parekh, 2010; Mulgan, 2006). Unlike commercial innovations maximizing economic benefits, SIs have demonstrated their potentials in the manifold areas of social integration and equal opportunities, or in empowering society's resilience and establishing sustainable patterns of consumption (Howaldt, Kaletka, Schröder & Zirngiebl, 2018). SI is a complex process, encompassing the involvement of actors across all sectors of society (Nicholls & Murdock, 2012; The Young Foundation, 2012), thus requiring a greater stakeholders' articulation and better communication and dialogues during its deployments than any other innovation forms (Portales, 2019). This represents an element that is currently understudied.

Meanwhile, social enterprise (SE), as a form of business, is actively engaged in several forms of innovation, and therefore, represents an organisational structure through which to examine the process of SI (Phillips et al., 2019). Although SE features the ability to establish stakeholders' cooperation and may provide a crucial contribution to coordinating stakeholder relationships in SIs (Phillips et al., 2019; Portales, 2019; Selloni & Corubolo, 2017a), this topic has not earned sufficient attention in current research. Therefore, the thesis aims to explore the role of SE in coordinating stakeholder relationships in the SI development process.

SEs are seen as the key actor in fostering SI (Schöning, 2013; Richter, 2019). The emergence of SEs and the growing attention to the field is driven by the potential to change social structures and relations through marketable SIs. Since SI cuts across all sectors of society (Nicholls & Murdock, 2012; The Young Foundation, 2012), stakeholders involved in SI interact with each other in dynamic and constructive partnerships with the interest of shared social value creation (Portales, 2019; Howaldt et al., 2018). SE is perceived as a SI itself (Agrawal & Hockerts, 2013;

The Young Foundation, 2012) and seen as the key driver to generate social value with entrepreneurial means and addressing social needs with high participation opportunities for stakeholders (Littlewood & Khan, 2018; Phillips et al., 2019; Richter, 2019). The discussion of stakeholder partnership in both SI and SE is very much aligned with what Freeman, Harrison, Hicks, Parmar and Colle (2010) argued in their stakeholder theory.

Over the last decade, in addition to the growing interests in the area of SI and SE (Mulgan, 2006; Nicholls & Murdock, 2012; van der Have & Rubalcaba, 2016; Phillips, Lee, Ghobadian, O'Regan & James, 2014), the most recent literature on SE specifically explores its link with SI in particular sectors e.g. textile, agriculture, forestry or countries or particular countries e.g. Australia, England, Germany (Barraket & Furneaux, 2012; Phillips et al., 2019; Ravensburg, Krlev & Mildenberger, 2018; Alegre & Berbegal-Mirabent, 2016). However, there is scarce literature on the practice of SI (Mulgan, Tucker, Ali & Sanders, 2007; van der Have & Rubalcaba, 2016), as well as the relationships between SI and SE and precisely of how SEs facilitate stakeholders' collaboration for SI development in particular country contexts for theoretical foundations (Alegre & Berbegal-Mirabent, 2016; Phillips et al., 2019; Selloni & Corubolo, 2017a; TEPSIE, 2014). This thesis thus aims to contribute to this topic by exploring the role of SE in coordinating stakeholder relationships in the SI development process.

1.1   Relevance of the topic

Long-standing issues have taken on an increasingly social dimension and challenged governments and communities spanning across countries. These challenges require insights and actions at every level of change, ranging from individual behaviours to international relations (George, Baker, Tracey & Joshi, 2019). SI and SE are on the rise as novel solutions, responding to the growing challenges and addressing unmet social needs all around the world. Over the last decades, SI has become one of the most promising approaches within the development agendas of actors from different sectors of society (Howaldt et al., 2018; Portales, 2019; The Young Foundation, 2012). It seeks to generate new social, economic and institutional structures that transform society through innovative solutions, satisfying social needs (Portales, 2019). Businesses are beginning to become concerned with solving social problems as well as making a profit. As the primary source of innovation (Murray, Caulier-Grice & Mulgan, 2010), the private sector can be proactive advocates of inclusiveness and social entities, embedded in the

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communities to which they operate (Martinez et al., 2017). SE, emerging in the private sector, is special with its incorporated contradictory institutional logics into its operation and mission, realising a social mission by actualising social business models. To be an SI of the organisational form itself, SEs are often the place where SIs are developed (Phillips et al., 2019). Their relationship was discussed in the literature (Osburg & Schmidpeter, 2013; Phillips et al., 2014; Portales, 2019), however how SIs take place in SEs is under-researched (Alegre & Berbegal-Mirabent, 2016; Phillips et al., 2019).

For SI, the result is as important as the process that it follows to achieve social value. It is hence crucial to recognise the process from creation and identify the value created to society as a whole (Phills, Deiglmeier & Miller, 2008). Also, Portales (2019) argued that the creation of social value in all SIs is made by the achievement of primary results of social change in new and intentional ways. Further, SEs incorporate social value creation in their social business models with novel market structures for the realisation of their social missions. One of the core features that constitute SI and SE is the creation of social value (Littlewood & Khan, 2018). As regards how SIs take place in SEs, the functioning of SEs to facilitate the process of social value creation is the key concern. However, there is little known about how SEs develop SIs to create social value (Phillips et al., 2019; Phills et al., 2008). Moreover, in the analysis of stages of the SI process, there has been less analysis of the stage of developing business models (The Young Foundation, 2012).

In addition, in social business models, SEs facilitate the participation of all actors along value chains, to create social and environmental benefits. In the creation of social value, which is believed to create more types of economic, environmental and institutional or even cultural values depending on the particular context, it is essential to take into account the creation of relationships and linkages with different actors in society (Portales, 2019). Stakeholder relationships in SEs during their entrepreneurial process (user, employees, volunteers, suppliers, etc) and the empowerment of users were mentioned (Selloni & Corubolo, 2017a). Similarly, there have been a few studies to discuss the embeddedness of stakeholders to shape the creation of social value in SEs (Littlewood & Khan, 2018) or the important role of stakeholder relationship in supporting the process of SI within SE (Phillips et al., 2019). However, the role of SE in coordinating stakeholder relationships is largely unexplored.

As discussed, SI and SE can offer innovative solutions to ease societal issues (Phillips et al., 2019). In addition, for the success of SI, all stakeholders must share objectives that encourage

them to work in a sustained and articulated way and cooperate in the process of value creation (Phillips et al., 2019; Portales, 2019). The question is how SEs trigger stakeholders' involvement in the SI process, sharing and creating social missions and values for a social change. This formulates the aim of the thesis and addresses the gaps in SI and SE literature by further exploration of the role of SE in coordinating stakeholder relationships in the SI process. At the same time, the thesis also expects to contribute to the contextualisation of stakeholder theory (Freeman et al., 2010) and its conceptual framework in sustainability (Hörisch, Freeman & Schaltegger, 2014) for the SI process, defining the importance of well-articulated stakeholder relationships to address societal challenges and create social value.

1.2   Research question

The general objective of the thesis is the role of SE in the SI development process and it specifically aims to explore the role of SE in coordinating stakeholder relationships in that process. The research question is:

> *"How does a social enterprise coordinate stakeholder relationships in the social innovation development process?"*

Answers to this question will be determined through an empirical analysis of a case study of a SE in Vietnam, confronting problems of social inclusion and equalities as well as environmental and climate change. This can be seen in particular in ethnic minority communities living in marginalised mountainous areas in close relationships with forests, which provide them with a variety of ecosystem services, including their local knowledge for health care and protection purpose. Due to deforestation, over-exploitation and limited adoption of users, they are now facing the loss of medicinal plants and remedies.

1.3   Outline of the Thesis

The remainder of the thesis is organised as follows. Chapter 2 (two) consists of three sections which present the theoretical framework of the thesis: understanding of SI and SE (2.1), stakeholder relationships and the role of SE in SI (2.2) and the analytical framework (2.3). The third section (2.3) presents and discusses the conceptual framework of stakeholders theory in

sustainability management (Hörisch et al., 2014) since it adds insights to stakeholder relationship and helps realise the coordinating role of SE.

Chapter 3 (three) presents the qualitative research design, the methodological procedure for guided interviews, data collection and analysis. Chapter 4 (four) discusses the empirical analysis of how a SE plays its coordinating role in the development process of SI for ethnic minority people in the Northern mountainous area of Vietnam. After that, the results are presented and discussed in Chapter 5 (five), with concluding remarks, suggested research as well as implications related to the findings.

2 Theoretical Framework

Stakeholder collaboration is discussed as the core element and critical factor to the success of SI as well as the key feature of SE in the SI development process. However, there is scarce literature discussing how SEs are coordinating stakeholder relationships. To this intent, the chapter starts with the basic understanding of SI and SE (2.1) and stakeholder relationships and the role of SE in SI (2.2) through literature review, from which develops the analytical framework for the research (2.3).

2.1 Understanding of social innovation and social enterprise

2.1.1 Definition of social innovation

Until recently the term social innovation (SI) served as "universal label" for any social phenomenon and processes of change (Howaldt et al., 2018). Accordingly, there are numerous definitions of SI with little consensus, indeed. The diversity of definitions demonstrates that SI is a predominantly practice-led field which varies across cultures, countries and cross fields of action. This thesis adopts the following definition that is comprehensive in both academic and practice perspectives:

> *"social innovations are new solutions (products, services, models, markets, processes etc.) that simultaneously meet a social need (more effectively than existing solutions) and lead to new or improved capabilities and relationships and better use of assets and resources. In other words, SIs are both good for society and enhance society's capacity to act" (The Young Foundation, 2012, p.18)*

First, the definition states the importance of stakeholder relationships in the SI process, helping contextualise empirical analysis of the research. Second, it points out two crucial aspects of SI: the social process and the social result (Portales, 2019; Nicholls & Dees, 2015), as the key concerns of the thesis. The 'result' provides a social value that addresses a social need by increasing society's capacity and generating new social structures and improving social relations. The 'process' creates new social structures and social relations through inclusive participation and relationships between stakeholders, social resilience through empowerment and socio-political capacities for inclusive accessibility to resources.

2.1.2   Definition of social enterprise

Social enterprise, a term frequently associated with SI, has been defined in a variety of ways, in many cases broad, vague and interchangeable. There remains much debate about definition and a lack consensus of what precisely constitutes SE, both in literature and in practice (Littlewood & Khan, 2018; The Young Foundation, 2012). This thesis adopts the following definition of SE (BIS, 2011) because this is in line with the widely used and shared definition of the EU Social Business Initiative 2012 (EU, 2012) and reflects the definition most closely and adopted by the Vietnam government, targeted country of this research.

> *"A social enterprise is a business with primarily social objectives whose surpluses are principally reinvested for that purpose in the business or in the community, rather than being driven by the need to maximise profit for shareholders and owners"(BIS, 2011)*
>
> *"a social enterprise is […] to resolve a number of social and environmental issues for a social purpose and reinvest […] profits to resolve the registered social and environmental issues"[2]*

Therefore, a SE operates completely in the social economy instead of being mixed with non-profit organisations who are driven mostly by acquiring grants. SEs operate by providing products and services to the market in an entrepreneurial and innovative fashion and primarily reinvest their profits to achieve social objectives.

2.1.3   Common features of social innovation and social enterprise

Common features of SI are defined in Fig.1 (The Young Foundation, 2012), identifying the importance of stakeholder relationships in the development of SI in general and in social value creation in particular. Stakeholder relationship is recognised through all of these features. Stakeholders are engaged in the SI process in a variety of forms with a variety of roles and in a sectoral cross. They play active roles as co-creators, are co-responsible for what they co-produce, use assets and resources in a better manner, become more capable and resilient through empowerment, and benefit from the social value they co-create while accruing the created social value for society as a whole (Phills et al., 2008). SI promotes and requires the integration of several actors since it is impossible for a single actor to achieve societal change in a sustained manner.

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[2] Article 10 of Vietnam Enterprise Law 2014
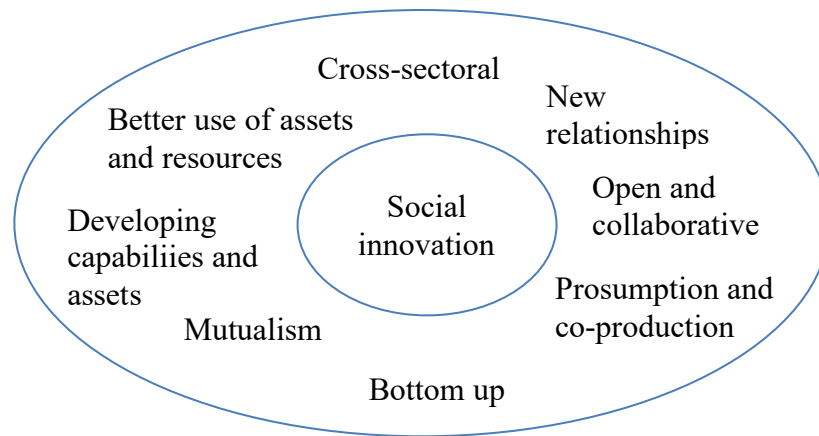
Figure 1. Core elements of social innovation (The Young Foundation, 2012)

Common features of SE are summarised in Fig.2 (p.9), implying its role in shaping SI. SEs, as a business form, arise in contexts of marginalisation and exclusion, working in difficult marginal markets, filling the gaps left by the state and the market (Portales, 2019; Munoz, Steiner & Farmer, 2015; Richter, 2019; Agrawal & Hockerts, 2013).
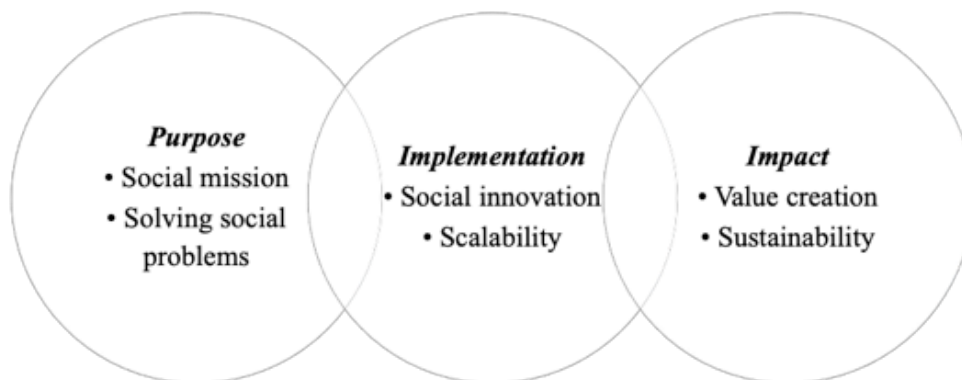
Figure 2. Analysis of common features of social enterprise (Portales, 2019)

SEs have the primary aims of solving social problems and creating social value, rather than the generation and distribution of private profits. They employ a market-based organisational form with the purpose of creating positive change in society (Littlewood & Khan, 2018; TEPSIE, 2014; Ramus & Vaccaro, 2017). SEs have the ability to establish relationships, develop collective actions, increase the empowerment of all actors and exert pressure on the system for the interests of the community (Portales, 2019; The Young Foundation, 2012).

SEs are believed to scale social impact through replication and translation of their identities, methods and processes (Agrawal & Hockerts, 2013; Portales, 2019). This indicates the role of

SEs in the scalability of SIs. Further, SEs must guarantee the generation of positive impacts in both short and long term. Both social and business offering of SEs reflects the tension between their mission, objectives and values and the financial viability, especially when facing with varied and conflicting demands from different stakeholders (Bandyopadhyay & Ray, 2019). This strongly affects the role and the ability of SEs in establishing and facilitating stakeholder relationships and threatens the sustainability of SEs and their social impacts.

2.2 Stakeholder relationships and the role of social enterprise in social innovation

The section presents the importance of stakeholder relationships in the SI development process and specifies the role of SE in coordinating stakeholder relationships in that process. The section analyses the stage of developing a business model in the SI process. Based on the definition of SI and literature review, the section discusses the role of SE in the development of (i) novel solutions which provide better use of assets and resources (ii) the new or improved social relationships and communication and (iii) the new or improved capabilities of stakeholders to act for their long-term social needs.

First, SI is recognised as a novel solution for which "the value created accrues primarily to society as a whole" (Phills et al., 2008, p.35). The novelty is in form and in use of resources that contribute to the achievement of the social goal (Portales, 2019). Novelty is a shared theme across SI literature (The Young Foundation, 2012). Scholars agreed that the novelty of the solution is the core element and key criteria of SI (Phills et al., 2008; Portales, 2019; TEPSIE, 2014; The Young Foundation, 2012). The literature on SE shared that SEs design innovative customer-friendly services, co-design services, since they are considered as service providers (Selloni & Corubolo, 2017a; b; Steiner, Farmer & Bosworth, 2019). The design and co-design of service and the involvement of stakeholders are mentioned as a key for the development of SEs' services and business models, *however, the distinctive collaborative role of SEs to facilitate stakeholders in designing services or developing business models is not specifically discussed. Moreover, so far, there are no studies that discuss the development of physical products or how SEs coordinate stakeholders to develop those novel products.*

In addition, SI often recognises, exploits and coordinates underlying social assets and resources, which would otherwise be wasted, under-used or not used at all (The Young Foundation, 2012).

It increases the efficiencies by using less assets and resources for more impacts than the way being carried at present (Portales, 2019). Uncovering and sharing latent assets, which could be intangible in some cases, help ensure that SI initiative provide wins for all stakeholders involved. The feature of the better use of assets and resources of SI comes from its inclusiveness. SI facilitates the participation of more actors, which increases the efficiencies of the solutions. This feature requires organisations with the ability to establish and facilitate stakeholders' collaboration for developing the novelty of the solutions they offer. Meanwhile, SEs respect the preservation and regeneration of the resources in developing products and services (Portales, 2019). *However, how SEs facilitate the better use of resources and the inclusiveness in the development of the novelty of the products is under-researched.*

Second, SI differentiates itself by new or improved types of relationship and communication it creates with and between beneficiaries (The Young Foundation, 2012). SI itself is a collaborative concept (Ziegler, 2017). It leads to new forms of governance, new and better of collaborative action, improves the inclusion and participation of stakeholders, including marginalised groups, shifting and changing the relationships entirely (Portales, 2019).

To date, the literature on SI focuses on the importance of stakeholder involvement and interactions in the SI development process, of which scholars discussed the distinctive feature and the success factors of SI (Murray et al., 2010; Nicholls & Murdock, 2012; Portales, 2019; The Young Foundation, 2012; Osburg & Schmidpeter, 2013). For instance, the literature discussed the cross-sectoral feature, the inclusiveness, the interface between sectors with the involvement of all actors in dynamics of interactions, especially the involvement of communities and beneficiaries, who often have ideas but lack of resources and ability to implement those ideas (Osburg & Schmidpeter, 2013; Portales, 2019; The Young Foundation, 2012). In addition, the literature also discussed largely the creating of new roles and new relationships through involving the users, as prosumers and co-creators, in the co-production, sharing social objectives and achieving social value (Nicholls & Dees, 2015; Phillips et al., 2019; Stott, Fava & Slawinski, 2019; TEPSIE, 2014; The Young Foundation, 2012). Scholars emphasized the importance of a stakeholders articulation and better communication and dialogues during the deployments of SI (Portales, 2019; Phillips et al., 2019; The Young Foundation, 2012); *however, there is little known about how the new role and relationships are created and through which communication stakeholders interact.*

As the most representative driver of SI (TEPSIE, 2014; Habisch & Adaui, 2013), SEs feature the ability to establish and facilitate the relationships between stakeholders to develop SIs (Portales, 2019; The Young Foundation, 2012). The literature on SEs discussed the crucial contribution of SEs in assigning new roles of stakeholders and create new relationships of social groups through the entrepreneurial process, playing brokering role in connection with communities (Phillips et al., 2019; Selloni & Corubolo, 2017a; b). The question of *through which SEs create new roles and new relationships or play their brokering role is understudied.*

The communities and beneficiaries are often the ones who develop the ideas and foster empowerment processes and increase the efficiency of solutions (The Young Foundation, 2012). Stott et al. (2019) also noted that communities are believed to help achieve the inclusion of the so-called "hard to reach" actors (p.145). Although bottom-up SI is a niche for changes in society at the local level (Portales, 2019), it is seen as an important issue in achieving the Sustainable Development Goals (Millard, 2018) because it faces the great challenge of "how to access the power and money to shift big system" (Murray et al., 2010, p.109-110). In cross-sectoral collaboration, SEs play the role of the "trees" in the alliance with the community as the "bees" to formulate their ideas (Murray et al., 2010). SEs can help marginalised communities, who are seeking to create solutions to overcome their difficulties, but lack resources and capacity to implement their generated ideas (Stott et al., 2019) by formulating the ideas into practice through their ability of establishing and facilitating collaboration between stakeholders. *Nevertheless, how SEs facilitate the relationships with the community and in what ways they play their role as the "trees" for the beneficiaries is not yet addressed.*

Specifically, the literature argued on the role of rural SEs in the interconnectedness between local communities with cross-sectoral stakeholders, maintenance of social contacts with groups in other places, playing an intermediary role for the benefit of communities (Richter, 2019; Steiner et al., 2019). *In spite of that, in what ways SEs play that role, through which networks or communication they facilitate the connection and recontextualization of social contacts is not discussed.*

In addition, SI is developed "with" and "by" users, who consume products or services and are not delivered "to" and "for" them. They are no more passive recipients of services but proactive players and prosumers, for the co-production of goods or services and share co-responsibility to maintain those services in the long run and for positive social changes (Medel-Rammrez, Ruuz-Ramirez & Medel-Lopez, 2018). Nicholls and Dees (2015) stated that the pace of

innovation and its spread are comparatively slow without clear consumers' demand. The engagement of the citizen is necessary to manage the complexity of the social challenges, which require behaviour change through participation, co-operation and buy-in of users (TEPSIE, 2014). If users collaboratively adopt more sustainable products or services, business is able to achieve a significant impact at a macro level (Schöning, 2013). The literature on SE shared that SEs are protagonists in engaging users, facilitating their co-production for products and services as prosumers, and at the same time, linking them up to producers through well-articulated relationships in the entrepreneurial process (Alegre & Berbegal-Mirabent, 2016; Bandyopadhyay & Ray, 2019; Phillips et al., 2019; Selloni & Corubolo, 2017a; b). The authors mostly discussed the importance of the design thinking, social business models and marketing in SEs, *however, in what ways SEs develop relationships, networks and communication to develop SIs have not earned sufficient attention.*

SI literature argued that the value created by SIs must primarily accrue to the beneficiaries and to society (Phills et al., 2008; The Young Foundation, 2012). SE literature argued that SEs focus on creating value for multiple stakeholders with multiple needs, expectations and objectives in collaborative linkages, mobilizing joint-interests of stakeholders and getting their support as complementary resources (Phillips et al., 2019; Bandyopadhyay & Ray, 2019). SEs interact with stakeholders, build up relationships and enhance a virtuous circle of relationships between stakeholders in democratic governance (Littlewood & Khan, 2018; Selloni & Corubolo, 2017a). *Even so, there remains little clarity on how SEs manage stakeholder relationships for mutual social objective and value of SI.* Phillips et al. (2019) recently discussed the importance of networks and stakeholder relationships in developing SI within SE. *However, their study was in the context of the UK and they also suggested further studies in other country contexts.*

Third, SI improves social resilience and the capacities of beneficiaries, giving them access to resources and the development of assets through a participatory approach (Portales, 2019; Hochgerner, 2018). SI structures relationships between social groups and empowers society in fulfilling their needs (Selloni & Corubolo, 2017b). In addition, society's resilience, as the key aim in society's empowerment, cannot rely on single actors but requires all actors involved in SI (Westley, 2018). Therefore, any actors who intend to solve social issues must establish some forms of collaboration, as it is essential and indispensable, in order to enhance capabilities of users and beneficiaries to better satisfy their needs over the long-term, as (Hochgerner, 2018).

The literature on both SI and SE discussed largely the role of SEs in building and improving capabilities to communities, increasing resilience for beneficiaries (Phillips et al., 2019; Richter, 2019; Selloni & Corubolo, 2017a; b; Steiner et al., 2019), particularly for people in rural areas (Steiner & Teasdale, 2019). *In spite of that, in which ways the communities and beneficiaries' capabilities are developed is under-researched.* Some authors discussed the role of SEs in fostering stakeholder relationships in building their own capabilities and through well-link to communities, develop communities' ability (Phillips et al., 2019). Some other studies particularly discussed how SEs improve capacities of beneficiaries, for instance, building skills through practical experience (Steiner & Teasdale, 2019), opening knowledge hub or through social network approach (Richter, 2019), or through the engagement of stakeholders in co-design of services (Selloni & Corubolo, 2017a; b). All these studies focus on SEs in developed European countries' local context. *Very few studies discussed the contexts of SEs in developing countries and how those SEs facilitate the capacity building for beneficiaries, especially where the social norms and culturally informal relationships affect the collaboration.*

In addition, SEs have the primary aims of solving social problems and have the creation of social value and positive change in society through employing a market-based organisational form (Littlewood & Khan, 2018; TEPSIE, 2014; Ramus & Vaccaro, 2017). To do so, SEs establish collaborations between stakeholders and build their competencies, so that they can perform as co-creators, sharing collective social objective and creating social value. In stakeholder theory, Freeman et al. (2010) also illustrated the role of the firms in managing stakeholder through the empowerment in the creation of value. The literature discussed the improved capacities of SEs themselves along of all SI process, especially in balancing dual objectives, needs and expectations to manage identity and build their acceptability and legitimacy, overcoming the trade-off and keeping coherence of social mission (Bandyopadhyay & Ray, 2019; Siegner, Pinkse & Panwar, 2018). SEs are responsible for their stakeholders' accountability, therefore, *in which ways these SEs build competencies for wider stakeholders to reach the shared identity and legitimacy shall be further studied.*

To sum up, stakeholder relationships contribute to the success of SI and its value creation, especially when these relationships are based on shared common beliefs in addressing needs (Phillips et al., 2019). It is important to identify the diversity of stakeholders, their role and functions and improve the synergy and dynamics of stakeholders' interactions in networks to achieve social transformation in the long term (Portales, 2019; Howaldt et al., 2018). Further,

SEs must guarantee the social impacts they generate, reducing the conditions that provoke the social issues addressed (Agrawal & Hockerts, 2013; Ramus & Vaccaro, 2017). This can only be done with the engagement and well-managed collaboration with stakeholders. *Nevertheless, there is lack of knowledge on how they form and manage stakeholder relationships to facilitate the process of social value creation is also largely unexplored* (Alegre & Berbegal-Mirabent, 2016; Phillips et al., 2019; TEPSIE, 2014).

The detail discussions above on the role of SEs in the development of novel solutions, the relationships and communication and the capabilities of beneficiaries, which all together support for the stage of developing social business model, one of the least treatment in the analysis of SI process (The Young Foundation, 2012) motivated me to formulate the aim of the thesis.

In the next section, the thesis presents the analytical framework, responding to the literature review above as well as the gaps highlighted regarding the role of SE in SI development process by coordinating the stakeholder relationships.

2.3 Analytical framework

This section reviews the stakeholder theory (Freeman et al., 2010) and its conceptual framework in sustainability management (Hörisch et al., 2014) as the analytical framework of the thesis in (2.3.1), followed by stakeholder relationships in SI and stakeholder framework in the selected case of Vietnam's SE (2.3.2).

2.3.1 Stakeholder theory & its conceptual framework in sustainability

Stakeholder theory (Freeman et al., 2010) is about value creation, trade and effective business management. In order to solve a problem of value creation, stakeholder theory shows how firms can be described through stakeholder relationships and how they should manage their relationships with stakeholders for sharing interests, facilitating the competitive resources and attaining the larger ideas of sustainable success (Parmar, Freeman, Harrison, Wicks, Purnell & de Colle, 2010). Stakeholder theory aligns firstly with the process of value creation, a key

feature of SI and SE and secondly with stakeholder relationships that are important to SI process and SE development. Therefore, stakeholder theory will be the fundamental theory of the thesis.

Further, the authors argued that stakeholder theory is a key framework to address sustainability because sustainability provides a multi-dimensional construct that involves all key stakeholders. The conceptual framework was developed based on stakeholder theory for sustainability management. In which, stakeholder theory considers nature as a stakeholder, while sustainability considers human beings, social groups and organisations as stakeholders, interpreting developments in nature (Hörisch et al., 2014). To develop SIs, SEs embody stakeholder relationships in joining a shared social mission in order to collaboratively achieve their social objectives and create social value (Phillips et al., 2019). Thus, the thesis employs a conceptual framework of stakeholder theory in sustainability management as the key theoretical framework.

The framework (Fig.3) suggests three interrelated mechanisms (education, regulation, value creation), which aims to (i) strengthen the sustainability mindsets of stakeholders (ii) create mutual sustainability interests and (iii) empower societal stakeholders to act as intermediaries on behalf of nature.
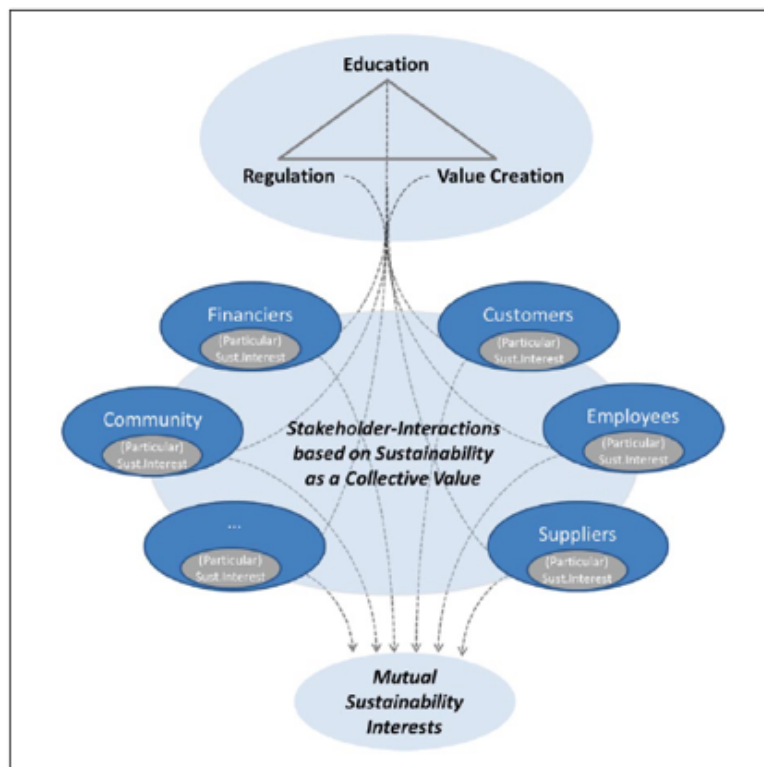
Figure 3. Conceptual framework of stakeholder theory in sustainability (Hörisch et al., 2014)

In this thesis, I investigated the role of SE in coordinating stakeholder relationships in processing SI through the case study of a SE in Lang son province of Vietnam. The stakeholder relationship framework in the selected Vietnamese SE case is presented in the next section.

2.3.2   Stakeholder relationships in social innovation and framework in a Vietnamese social enterprise

The thesis adopts the conceptual framework of stakeholder theory in sustainability as the key theoretical lens to investigate the role of a Vietnamese SE in coordinating stakeholders relationships in (i) creating a mutual social objective of SI from various strengthened sustainability interests of stakeholders and (ii) empowering societal stakeholders to implement SI to create value, which includes economic, social and environmental value.

The SI developed by the selected SE is a bottom-up idea, addressing a particular need of ethnic herbal healers in Lang son province in the Northern mountainous area of Vietnam, where ethnic community groups, as the most socially excluded communities, are living on and by the forests' ecosystem services and medicinal plants provide significant livelihoods of the local residents and primary community health care. The stakeholder relationships in the Vietnamese SI are presented in Fig.4, based on stakeholder theory (Freeman et al., 2010).

Figure 4. Stakeholder relationships in the local healers' social innovation
(illustrated by author based on Freeman et al., 2010)

The SE identifies stakeholders involved in its SI process and connects with ethnic healer communities through adopting the "community-centred" approach (Selloni & Corubolo, 2017b, cited Meroni & Manzini, 2012). With this approach, the SE can rebuild their social ties and reinforce the diffused capacity of local context to find solutions to people's needs (Selloni & Corubolo, 2017b). The SE, in this figure, is one natural stakeholder, playing its crucial role in creating new roles, building new relationships and coordinating stakeholder relationships.

Fig.5 presents the conceptual framework of stakeholder theory for the case of Vietnamese SE developing a SI (Hörisch et al., 2014). Empowerment, in this case, means the capabilities of stakeholders to participate and co-produce the mutual social objective and the creation of value.
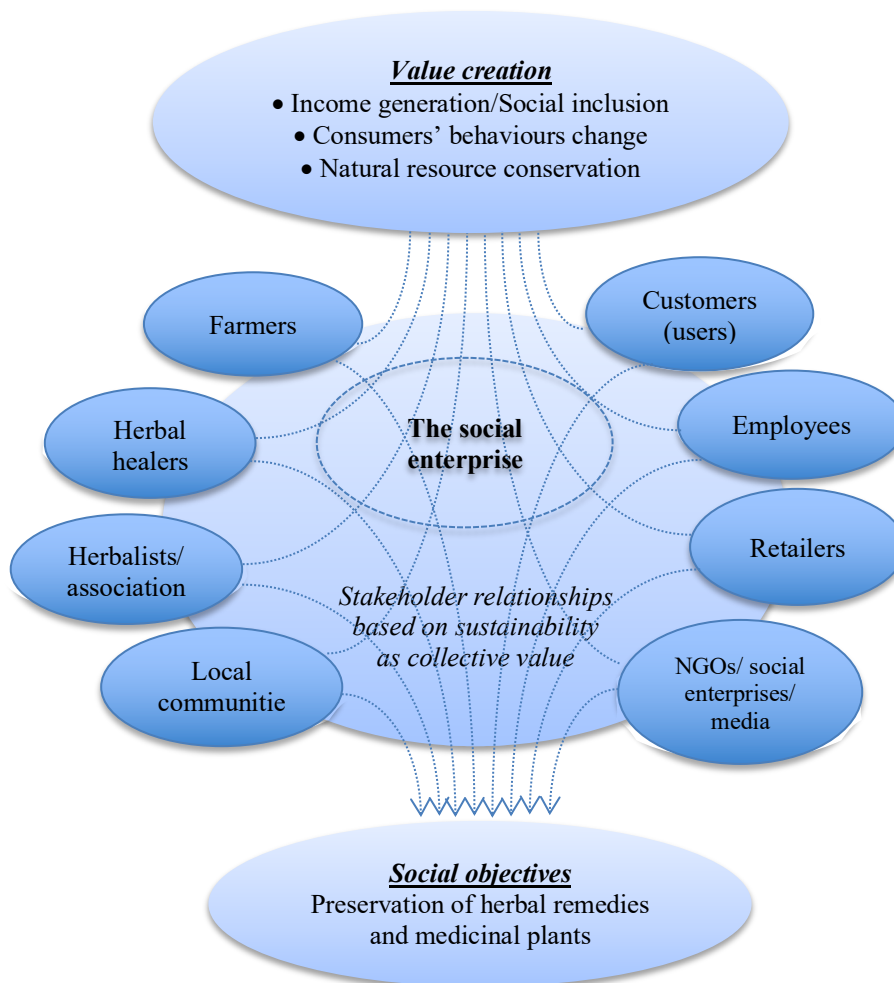
Figure 5. Conceptual framework of stakeholder in social innovation of the selected SE
(Illustrated by author based on Hörisch et al., 2014)

Each stakeholder has its particular sustainability interests; therefore, the role of the SE is to design approaches and collective activities, targeting its social objectives. In the entrepreneurial process, the SE identifies internal and external stakeholders, their role and functions in different stages of the SI process in order to create and enhance a virtuous circle of relationships.

3   Research Methodology

This chapter aims to identify research design and methodology to answer the central research question of this study: *How does a social enterprise coordinate stakeholder relationships in the social innovation development process?* It starts with the development of research design in (3.1), continues with the selection of case (3.2), follows with data collection (3.3) with details to ensure a high level of transparency concerning how the research was conducted and data analysis (3.4) with the formulation of data structure performed and concludes by discussing strategies for achieving rigour and the quality of the study (3.5).

3.1   Development of research design

The literature review unveiled that few empirical studies on SI focused on the description of potential SI as well on the process of their creation (Murray et al., 2010) and there is scarce research on the relationship between SI and SE, particularly the role of SE in the development process of SI concerning the stakeholders' coordination (Alegre & Berbegal-Mirabent, 2016; Phillips et al., 2019; Selloni & Corubolo, 2017a). Furthermore, SI is context-dependent and both SI and SE are quite new fields from both academic and practice perspectives. Therefore, there was little that I could relate my study to. Thus, an explorative qualitative research design is considered appropriate to gain profound insights into the research question.

3.1.1   Research Methodology, Approach and Philosophy

The thesis employs qualitative research since: (i) it helps seek for insights from participants, who are directly or indirectly involved in SI in the contextualised background (Creswell, 2014), (ii) it is suitable to understand attitudes and behaviours observed in the local social context, (iii) it elaborates the topic by interpreting the collected data and explaining the undefined influencing of the SE in SI process (Saunders, Lewis & Thornhill, 2009; Flick, 2018a). This method fits with the study of SI due to the complexity of nature and interactions between various stakeholders, especially in Vietnam where social norms, traditional customs and informal institutions significantly affect formal relationships between stakeholders. In addition, SI and SE concepts are new and not well-defined and implemented in the Vietnam context.

The thesis uses interpretivism due to the following reasons: (i) it is typically seen as an approach to qualitative research (Creswell, 2014), (ii) it emphasizes the necessity to understand dissimilarities concerning humans in stakeholder roles as social actors in processing SI (Saunders et al., 2009), (iii) it creates richer understandings and interpretations of local ethnic minority groups, SE and co-creators along its value chain and of local agencies who support for small business in Vietnam.

The thesis also uses an inductive qualitative approach (Gioia, Corley & Hamilton, 2013). *First*, the approach is generally considered to be associated with the qualitative research (Gabriel, 2013) which helps explore the phenomenon of SI and identify preliminary relationships between stakeholders, as a key theme of this thesis (Saunders et al., 2009; Flick, 2018b). *Second*, the approach provides an accessible, systematic set of procedures for analysing qualitative data that produces reliable and valid findings for the research question (Thomas, 2006). Therefore, the inductive approach fits well with the purpose of the thesis, aiming to explore the unknown or little-known area and construct new knowledge.

3.1.2   Research Strategy

Case-study is employed in this thesis by the following reasons: (i) it develops an in-depth analysis of a case that is often activity or process, or one or more individuals (Creswell, 2014), (ii) it is appropriate for an exploratory study that aims to find answers to the questions 'who' are the stakeholders, 'what' functions and roles they are playing and 'how' they play their roles in a real context of the SE in a real-life context of SI process (Yin, 2009), (iii) it provides a more robust explanation for interpreting stakeholder behaviours in solving their particular needs (Stake, 2005) and (iv) it lends itself to a very limited number of participants involved in the case selected in a small geographical location like Lang son province of Vietnam.

The thesis applies case study approach to (i) explore the role of a particular SE in developing a SI, addressing a particular need of the community, (ii) realise specific issues of that SE that are bounded by time and its activity and relationships with other stakeholders in the local context (Corbin & Strauss, 2008).

3.2 Case selection

3.2.1 Setting of the study

The setting of the study was guided by the theoretical framework discussed in Chapter 2. SI and its role in attaining more sustainable uses of forest ecosystem services for the benefit of forest-dependent communities (FDCs) are increasingly in need (Nijnik, Secco, Miller & Melnykovych, 2019). *Firstly*, forests are providers of numerous ecosystem services, benefiting to the well-being of FDCs, living in marginalised rural areas in close relationships with forests (Nijnik et al., 2019). Forests enable FDCs to realise numerous economic and social activities, increasing the well-being of socially-excluded people and intensifying sustainable forest management practices that result in healthy, resilient and multifunctional forests (Nijnik et al., 2019). Accordingly, millions of people in the world gain income from their wild harvest or cultivation of medicinal plants and billions rely chiefly on the herbal medicine created (Hamilton, 2004). *Secondly*, the engagement of local FDCs in forest management and conservation is very important (Boissiere, Sheil, Basuki, Wan & Le, 2009). Similarly, the impacted communities and rural micro-enterprises are important stakeholders in the conservation of medicinal plants (Hamilton, 2004).

Vietnam is facing increasing inequalities and social exclusion, especially its ethnic minority groups, who represent around 73 percent of the extremely poor (The World Bank, 2019a). Ethnic minorities have a relatively high level of dependence on environmental services from natural forests and non-timber forest products (NTFPs) for their sustenance. Among NTFPs, medicinal plants significantly contribute as affordable primary healthcare, livelihood security, financial income and cultural identity of these communities. Meanwhile, local deforestation continues and the quality of its natural forest continues to deteriorate (The World Bank, 2019a). Lang son is an extreme Northern province of Vietnam (Map 1), where 83 percent of the population is made up of ethnic minority groups, stem Tay, Nung, Dao and H'Mong (GSO[3]), who are at low-middle level performers under 2015's multidimensional poverty index, among 53 ethnic groups (The World Bank, 2019b) and are facing near imminent loss of natural forest and thus running out of medicinal plants[4].

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[3] GSO: General Statistics Office of Vietnam
[4] Appendix 3, Clip9 (retrieved 00:00:01-00:00:34)

Therefore, the thesis sets the case study in the Lang son province of Vietnam with the SI developed by a SE, addressing the social need of preserving medicinal remedies and plants for the ethnic herbal healer communities.

Map 1. The geographical location of the selected case study in Vietnam
(Source: https://en.wikipedia.org/wiki/L%E1%BA%A1ng_S%C6%A1n_Province)

Lang son province: In far Northern Vietnam, bordering Guangxi province of China

Economy: 80% based on agriculture and forestry.

Demography: ethnic groups of 83% of the population

3.2.2   Case selection

The case was chosen following a purposeful sampling strategy (Gartner & Birley, 2002; Palys, 2008; Pratt, 2009) and according to the following criteria. *Firstly*, the selected case must fit with the definition of SEs identified from the research and the current Vietnam Enterprise Law 2014, as discussed in 2.1.2 (p.7). Accordingly, SEs are often constituted in different legal forms and framework for small and medium enterprises (SMEs)[5]. *Secondly,* the case was selected based on indicators available in reports by SE support agencies e.g. SE start-up (CSIP, 2017b) and SE in Vietnam (British Council, ESCAP & CIEM, 2019), illustrating definitions, features and impact assessment guideline for Vietnam's SEs. *Thirdly,* the case selected has been developing a community SI, engaging a variety of stakeholders and managing their relationships in its entrepreneurial process. *Finally,* the case, located in Lang son province, has its operation that relates to forestry and FDCs and ethnic minorities, one of the most socially vulnerable groups. *Furthermore, the* case was selected among a group of SEs listed in the SE booklist (CSIP, 2017a), which describes the successful cases in achieving their social missions,

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[5] Decree No. 96/2015/ND-CP

creating social values and generating impacts for communities and society. The case, coded as VH, helps realise the thesis's aim of examining the role of SE in coordinating stakeholder relationships in the SI process.

3.3   Data collection

The thesis employed multiple data sources to support different pathways to arrive at a deeper understanding by adopting data triangulation (Carter, Bryant-Lukosius, DiCenso, Blythe & Neville, 2014; Flick, 2018c; Kaczynski, Salmona & Smith, 2013). The data triangulation also builds more credible evidence for the research, enhancing transparent connections of evidence to the design, analysis and interpretation of the findings. Fig.6 illustrates the collecting data from the various sources (i) interviews with all the different internal stakeholders benefited by the SI (healers, herbalists, farmers, communities, users) (ii) interviews of experts who work closely and support the case as an external stakeholder and (iii) archived documents. The multiple data sources provide various insights into the relationships of the different stakeholders in the SI process. The experts who were indirectly involved in the case's social business models provided their objective views and evaluation on the role of the SE selected. The archived documents provide longitudinal observation along the case's operation period, helping realise the process of SI in different stages and the progress of the case in coordinating stakeholder relationships and achieving social value.
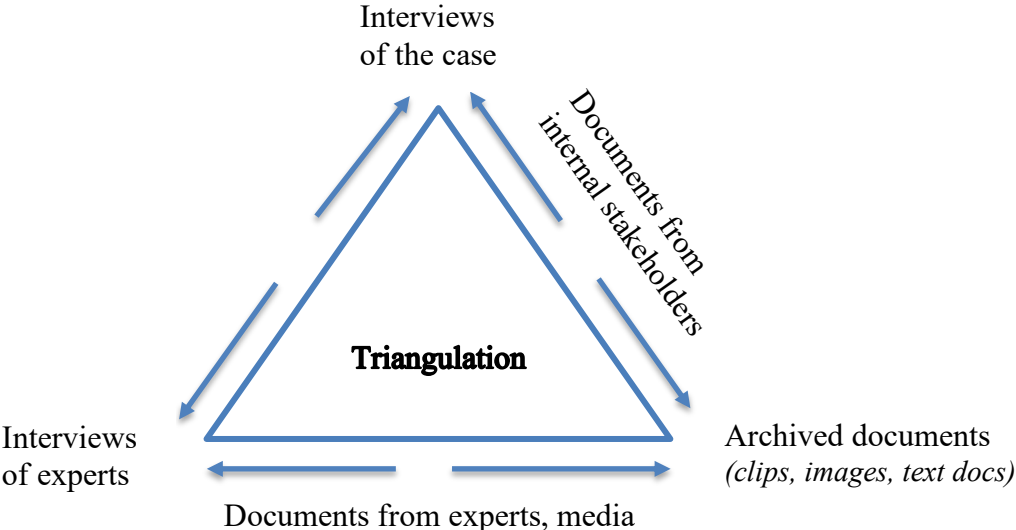
Figure 6. Data collection triangulation of the research

(Illustrated by author based on Carter et al., 2014; Flick, 2018c; Kaczynski et al., 2013)

3.3.1   Primary data collection

The study aims to discover the role of SE in coordinating stakeholder relationships in the development process of SI. Semi-structured through Skype or Zalo[6] interviews were chosen to gather as valuable and relevant information as possible and define the areas to be explored, allowing both the interviewer and/or interviewees to diverge in pursuing an idea or response in more details (Britten, 1999). The use of in-depth discussion helped seek for the meaning and core reasons of SI and understanding its process and stages (Morse & Richards, 2002).

3.3.1.1   Development of interviews guideline

The study conducted two rounds of interviews to enhance a deeper understanding of the phenomenon and establish greater rigour of the study because the second interview is to review the first interview and captures further insights about the topic and enhanced interpretation of the first interview (Jacob & Furgerson, 2012). The first-round was to explore the SI phenomenon and identify the key themes of the research while the second-round was to follow-up the initial findings with the first-order codes and evaluation of value created by SI.

The interviews were formulated by three key well-elaborated interview guides with open-ended questions, which left rooms to follow-up questions and made the interviews flexible. In the first round, one interview guide was developed for internal stakeholders (Appendix 1a), and another was for experts as, an external stakeholder (Appendix 1b). In the second round, there was one interview guide for all interviewees (Appendix 1c). Interview guides were designed under the theoretical framework employed in Chapter 2 *(e.g. what are social objectives of SI and SE, who are stakeholders involved in SI, what are their role and functions, in what ways are they coordinated by SE, and what value is created)*. Interview guide for the first-round consisted of preliminary information about the social mission and value of SE and SI and stakeholder relationships. The second-round interview guide consisted of follow-up questions connected to primary codes and evaluation of value creation to further the influencing role of SE in the SI process. The interview guides were sent in advance to participants to be reviewed together with an ethical consent form (Appendix 2), which clearly states the purpose of the thesis, reasons for which the participants were chosen, and how data would be processed.

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[6] Zalo: Vietnamese internet-based protocol

3.3.1.2   Interviewees

The thesis employed snowball techniques for the identification of key informants (Rowland & John, 2004). The snowball technique offers advantages for accessing populations such as the deprived, the socially stigmatized, and the elite. This technique helped the thesis to access to "hard to reach" informants in marginalised areas, generating more potential contacts, each referred by the prior contacts (Saunders et al., 2009). I connected with one of the founders of the VH. From the first contact, I was able to gain further acceptance from the other co-founder of VH and other relevant informants in the case, including employee, retailer, farmer and healers. For the expert group, I contacted four experts working for local agencies through my former involvement with these agencies. My good relationships with these experts supported me to access the informants and gain in-depth understandings of the case and selected informants. For instance, the experts provided me with all of the background and history of the case and contextual conditions of its start-up, so I was well-prepared to better refine my interview questions. They referred to multiple consumers so that I could select for direct contact. The previous relationships with the experts may have affected the discussion and sharing during the interviews that will be mentioned in the section below (3.3.1.3).

List of suitable interviewees for the study was established. A total of 20 interviews from 13 interviewees were conducted in two rounds (Table 1, p.26). Each interviewee had different role and function in the entrepreneurial process of the SE. They each observed and viewed the role of the SE from different corners. The interviewees for the case included internal stakeholders *(the founder, employee, healers, farmer, user)*, who directly engage in the case's social business model and external stakeholder *(expert)*, who is indirectly involved in its entrepreneurial process. However, some interviewees played two different roles *(e.g. healers are also farmers and herbalists, and experts are also users)*; therefore, they provided different perspectives. All interviewees met the requirements of (i) being over 18 years old and (ii) being able to communicate in Vietnamese.

3.3.1.3   Conducting interviews

Interviews were scheduled in February 2020 but postponed to March due to the global pandemic. Interviews were conducted in Vietnamese as I am a native Vietnamese. Each interview in the first-round lasted in 45-65 minutes, except three interviews of ethnic healers which lasted in 10-20 minutes. These informants could only speak limited Vietnamese and were not comfortable with the long online interview. The community informants belong to "hard-to-

reach" group, however, they are the central actor of the SI, so they were selected for interview based on purposive sampling (Chamberlain & Hodgetts, 2018). The founders of the VH played a gatekeeping role for the interview of such group, supporting interview facility and interpreting from Vietnamese to local accent and ethnic languages for better understanding. As gatekeepers, the founders can affect the interviews by imposing their considerations. However, they were very helpful in gaining access to the informants. As such, I utilised secondary data to support for this potential issue. I conducted the first-round interviews with 13 interviewees. They all agreed that the interviews were audio-recorded and anonymity as mentioned in the consent form (Appendix 2). The recording was then transcribed before data analysis started. Data of the first-round interviews was briefly analysed to identify tentatively first-order codes.

The second-round interview was made with 7 interviewees, who were purposively selected from the first round. Purposeful sampling involves strategically selecting "information-rich-cases" that helps explore an issue in-depth (Kaczynski et al., 2013). The second-round interviewees were the ones who provided rich information in the first-round. The second-round interviews lasted in 15-35 minutes each with follow-up questions to explore unique knowledge for the study. Interview codes in Table 1 below were used in the analysis.

Table 1. Interviewees list with a number of interviews

Interviewee number	Interview code	Primary role in the interview	Secondary role in the interview	Audio Recording time
The first round interview: the case				
1	V01.1	Founder 1		1.16.16
2	V02.1	Founder 2		1.15.11
3	V05.1	Employee		1.00.12
4	V09.1	Shop-owner/retailer		1.10.38
5	V10.1	User	Marketing Expert	44.00
6	V06.1	User	Gender expert	1.03.30
7	V11.1	Healer/ethnic community	Farmer	22.01
8	V12.1	Healer/ethnic community	Farmer	09.10
9	V13.1	Healer/ethnic community	Farmer	19.56
The first round interview: expert				
1	V03.1	Social enterprise expert	User	1.02.26
2	V04.1	Social enterprise expert	User	50.26
3	V07.1	Inclusive business expert	User	52.02
4	V08.1	Organisational expert	User	50.09
The second round interview: the case				
1	V01.2	Founder 1		32.16
2	V02.2	Founder 2		36.21
3	V05.2	Employee		30.02
The second round interview: experts				
1	V04.2	Expert	User	21.00
2	V07.2	Expert	User	32.20
3	V08.2	Expert	User	17.50
4	V10.2	User	Marketing Expert	16.30
			Number of interviewees	**13**
			Number of interviews	**20**
		Number of pages transcrips 188 pages (single space, font TimeNewRoman 12)		

During online interviews, I ensured that the interviewees correctly understood the information I presented. I also ensured a friendly atmosphere and social style of communication during the interviews. Thanks to my previous experience and partnerships with the local agencies, I was able to develop trusting relationships with the informants, who were then more inclined to provide in-depth and revelatory accounts of their stories. To avoid the small effects of the former relationships with the experts during the interviews, I emphasized the full independence of the study at the beginning of the interviews and encouraged the informants to be free for sharing and information. The technique of laddering questions was used to follow up questions to create a more thorough understanding of the subject discussed. This technique assisted in reaching saturation by asking questions until everything relevant was explored and no more new insights emerged (Reynolds & Gutman, 1988).

3.3.2   Secondary data collection

The study employed archived documents as support for primary data. These include documentation, video clips, journals, consumers' testimonies, websites, Facebook. These were collected from different internet sources. *First*, I identified where the archive of possible documents existed and justified my purposive sampling decision. *Second*, I went through cycles of searching, scanning, reviewing and pre-coding for initial output of the search and refining the search and repeating the cycles. I collected materials that were both practically manageable and analytical rich. Through this, I judged about the usefulness of a specific document, the fit with my research questions and the quality of the content (Rapley & Rees, 2018). *Finally*, I arranged documents into secondary data list: (i) text documents (ii) video clips (both images and audio are used).

All the text documents, collected from Facebook and other direct online platforms, were based on the analytical framework of the research and the research question (Ditchfield & Meredith, 2018). I captured what platforms and how different stakeholders interact with each other to explore the relationships of stakeholders. Images that were extracted from VH's website and the selected video clips were produced for purposes other than my study. Thus, I searched and judged the clarity, quality and relevance to my study with purposive sampling based on my research question (Eberle, 2018). The images were arranged in different folders with captions for each. Video clips were selected from various websites, YouTube, media agencies. They

were audio-extracted and transcribed for analysis. Data collection is detailed in Table 2 and the document/video list is in Appendix 3.

Table 2. Secondary data collected

Doc. type	Sources	Quantity (unit)	Audio Recording time/transcripts	Remark
Video clips	Media, website, YouTube, Facebook, Fan-page	31	220 minutes 26 seconds	Transcripts in 51 pages
Text		23	31 single-space pages	Font Time new roman 12
Image		219		
		Total	**82 single-space pages**	Font Time new roman 12

3.3.3 Limitations of the thesis

The study presents broadly analytical frameworks that investigate the role of SE in coordinating stakeholder relationship in the development process of SI and has some limitations.

First, the study interviews were conducted through Skype and Zalo due to restrictions during the global pandemic. Internet connection where many of interviewees are residing is sometimes limited which affects the audio quality of interviews. It created some difficulties in listening and consumed energy, while potential breaks may have affected the flow of conversation (Weller, 2015). Besides, "hard-to-reach" ethnic minorities with little Vietnamese language capabilities may have affected the understanding, audio recording and transcription. Moreover, the skype/zalo interviews face the challenges of building personal rapport due to limited interactions between interviewees and interviewer that face-to-face interviews can offer (Iacono, Symonds & Brown, 2016; Weller, 2015).

Second, the interviews were conducted in Vietnamese and then translated by myself which may reflect my subjective perspective in using indirect information filtered or coded. Due to time limitation and given the dire circumstance of the global pandemic, I was unable to use peer review or cross-coding methods to justify data analysis (Creswell, 2014).

Finally, one additional limitation of the online interview was not able to make visual observation during interviews, limiting the sense of the context in which the interviews were taking place, that is important for the interpretation.

3.4   Data analysis

The thesis employed content analysis (Gioia & Pitre, 1990) to perform multiple analysis to develop a data structure showing how it progressed from first-order codes to second-order codes and from second-order codes to aggregate dimensions (Evansluong, 2016; Evansluong, Pasillas & Nguyen Bergström, 2019). The thesis adopted triangulation data analysis. My analysis consisted of the following four steps: constructing the case description, developing first-order codes, developing second-order codes and developing aggregate dimensions (Gioia et al., 2013). The data analysis involved a process of going back and forth between theory and the data (Gioia et al., 2013; Marshall & Rossman, 1995).

- Step 1: Constructing the case description

In the first step, a case description was constructed based on the transcribed interview materials and other secondary data. The multiple sources of data made it possible to maintain a high level of data triangulation (Pettigrew, 1990; Miles & Huberman, 1994). The purpose of constructing the case description was to create a background understanding of the case that allowed me to identify emerging themes (Miles & Huberman, 1994). In this step, I identified the stakeholders, their roles and functions and the dynamics of their interactions and how the SE are coordinating their relationships over the period. The case description was updated after interviews of different stakeholders to capture the details of each stakeholder's observation. The case description provides the readers with an informative story that lays the foundation for the empirical analysis of its role in SI.

- Step 2: Developing first-order codes

In this step, I used open coding where I analysed each paragraph to identify themes relevant to how VH coordinates stakeholder interactions and build their relationships. At the same time, I also combined listening to the audio files and reading documents to gain a more in-depth understanding and attached-emotion to the case study that helped facilitate me to recall the interviews and analyse the data better. Relevant information from each interview was coded and copied into a new document, resulting in a large number of primary codes across interviews that were arranged into different categories. This was also applied to the archived documents.

Triangulation data analysis was applied in this step. Primary coding for interviews to gain deep insights was analysed with input, action and output, from which identified the differences between internal and external stakeholders' views. Archived documents were similarly analysed. This helped recognise different perspectives of insiders and outsiders towards common themes. The primary codes wordings matched closely to the interview transcripts (Evansluong, 2016; Gioia & Pitre, 1990; Evansluong et al., 2019; Jaskiewicz, Combs & Rau, 2015). I re-organised primary codes and collapsed those that were redundant. The final set of primary codes reflects all of the identified themes as given by the interviewees. Table 3 below summarizes the first-order codes. After this, I contacted with the selected interviewees for the second-round interviews and asked follow-up questions and discussed the primary codes. The informants indicated that the codes captured the scope of the topic. The second-round interviews were then recorded and transcribed for next step's analysis.

Table 3. First-order codes of the role of the SE in coordinating stakeholder relationships (Evansluong, 2016; Gioia & Pitre, 1990; Evansluong et al., 2019; Jaskiewicz et al., 2015)

Primary codes	
Internal stakeholders' perspective	**External stakeholders' perspective**
1a1. Facilitating the sharing of traditional medicinal remedies by healers/ communities 1a2. Researching and taking note medicinal remedies and plants	1c1. Processing ready-made products and designing product packages 1c2. Designing healers-central and gendered stories
1b1. Designing and facilitating the usage of traditional natural herbs products 1b2. Organising sharing sections for users and healers to directly communicate 1b3. Sharing remedies, guiding self-made products and facilitating self-plantations	
2a1. Facilitating the networks with ethnic healers, associations, young physicians 2a2. Building retailers network with organic shops	2c1. Influencing enterprise communities, active individuals and media
2b1. Developing users' community for co-production 2b2. Organising study visits to the forest and communities 2b3. Building community house for stakeholders' experimentation	
3a1. Facilitating natural preservation by sustained reproduce and regeneration 3a2. Facilitating transplantation, nursery farm development and sustainable cultivation.	3c1. Orienting market trend and creating demand
3b1. Facilitating chemical-free production, recyclable and non-plastic packages 3b2. Limiting the packages and production volume	

- ## Step 3: Developing second-order codes

The first-order codes were discussed to interpret them into the second-order codes (Gioia et al., 2013). The second-order codes were interpreted by reviewing the combination of first-order codes, texts from each interview and document (Marshall & Rossman, 1995). To develop second-order codes, I went back and forth between the first-order codes and existing literature and grouped the primary codes into themes and organised them into a higher abstract level. For instance, to develop second-order code (1a), the primary codes (1a1) and (1a2) hint that the initial stages of product development, in which the SE engages the inclusion of ethnic healers, enhances their identity and empowers them. Comparing this with the literature on SE in developing SI (Portales, 2019), I induced that the SE takes into account of the set of resources and respects its preservation and generation. Therefore, I formulated the secondary code (1a) as "collection and documentation of resources of traditional medicinal remedies and herbs".

After the second-round interviews for the follow-up of primary codes with the interviewees, the transcripts were added and primary codes were re-arranged and grouped into second-order codes. Similarly, second-order codes of interviews were arranged based on input, action and output to determine the differences. Table 4 (p.31) and Table 5 (p.32) summarise the second-order codes (Evansluong, 2016; Evansluong et al., 2019; Corbin & Strauss, 2008).

- ## Step 4: Developing aggregate dimensions

In the last step, the themes of second-order codes were organised into overarching dimensions (Corbin & Strauss, 2008) by going back and forth between transcripts and literature. I reviewed the themes together with the interview transcripts for additional evidence of each theme to resolve minor issues to finalise the data structure (Gioia et al., 2013; Evansluong, 2016; Evansluong et al., 2019). I organised all themes into a higher level of abstractness as aggregate dimensions from both second-order codes of different interview sources. For example, to develop aggregate dimension (1), the second-order codes (1a), (1a) and (1a) hint that SE facilitates stakeholders to share interests and competitive resources to attain the success for entrepreneurial process. Comparing them with the literature on how SEs manage stakeholder relationships in developing SI (Phillips et al., 2019), I determined that the SE embodies stakeholder relationships in joining in the development of products and strengthening their sustainability interests in the design of products for achieving mutual social objectives.

Therefore, I formulated the aggregate dimension (1) as "the role of SE in the development of products". Table 6 and Table 7 (p.33) summarise the aggregate dimensions. The data structure of the thesis's analysis that includes first-order codes, second-order codes and aggregate dimensions is presented in Figure 8 (p.38).

Table 4. Second-order codes of the role of SE in coordinating stakeholder relationships from internal stakeholders' perspective (Evansluong, 2016; Evansluong et al., 2019; Jaskiewicz et al., 2015)

Primary codes	Literature	Secondary codes
1a1. Facilitating the sharing of traditional medicinal remedies by healers/ communities 1a2. Researching and taking note medicinal remedies and plants	Social enterprises construct social inclusion processes, enhancing the sense of identity and empowerment, through taking into account the set of resources and capitals, respect to preservation and generation of the resources in developing their products or services (Portales, 2019).	1a. Collection and documentation of resources of traditional medicinal remedies, herbs
1b1. Designing and facilitating the usage of traditional natural herbs products 1b2. Organising sharing sections for users and healers to directly communicate 1b3. Sharing remedies, guiding self-made products and facilitating self-plantations	Users become proactive players and co-creators (Medel-Rammrez et al., 2018).	1b. The adoption of traditional medicinal remedies by users/communities
2a1. Facilitating the networks with ethnic healers, associations, young physicians 2a2. Building retailers network with organic shops	Social enterprises implement social innovation through enhancing a virtuous circle of stakeholder relationships, create new roles for users and beneficiaries (Selloni & Corubolo, 2017a, 2017b).	2a. Participation and development of network and stakeholder communities
2b1. Developing users' community for co-production 2b2. Organising study visits to the forest and communities 2b3. Building community house for stakeholders' experimentation	Users become proactive players and co-creators (Medel-Rammrez et al., 2018). Collaborative linkages provide mechanism for mobilizing joint-interests of stakeholders (Phillips et al., 2019).	2b. Organising communication platforms
3a1. Facilitating natural preservation by sustained reproduce and regeneration 3a2. Facilitating transplantation, nursery farm development and sustainable cultivation.	Social innovation improves social resilience and capacities of beneficiaries, (Portales, 2019; Hochgerner, 2018) Social enterprises have ability to manage the flows of knowledge, establish relationships, develop collective actions,	3a. Preservation of medicinal plants
3b1. Facilitating chemical-free production, recyclable and non-plastic packages 3b2. Limiting the packages and production volume	increase empowerment of all actors, facilitating stakeholder relationships, contributing to creation of value (Phillips et al., 2019).	3b. Practice of natural resources conservation

Table 5. Second-order codes of the role of SE in coordinating stakeholder relationships from external stakeholders' perspective (Evansluong, 2016; Evansluong et al., 2019; Jaskiewicz et al., 2015)

Primary codes	Literature	Secondary codes
1c1. Processing ready-made products and designing product packages 1c2. Designing healers-central and gendered stories	Social enterprises construct social inclusion processes, enhancing the sense of identity and empowerment, through taking into account the set of resources and capitals, respect to preservation and generation of the resources in developing their products or services (Portales, 2019). Marginalised communities are encouraged to engage in social innovation by other actors in society (Stott, Fava & Slawinski, 2019).	1c. Added-value for products
2c1. Influencing enterprise communities, active individuals and media	Social enterprises implement social innovation through enhancing a virtuous circle of stakeholder relationships, create new roles for users and beneficiaries (Selloni & Corubolo, 2017a, 2017b). Social enterprise not only interact with stakeholders but also build up new relationships and facilitate collaboration of stakeholders (Littlewood & Khan, 2018). Social enterprises establish relationships, develop collective actions, increase empowerment of all actors and exert pressure on the system for the interests of the community (Portales, 2019; The Young Foundation, 2012).	2c. Communication through networks and communities
3c1. Orienting market trend and creating demand	Social enterprises are believed to scale social impact through replication and translation of their identities, methods and processes (Agrawal & Hockerts, 2013a; Portales, 2019). Citizen engagement is necessary to manage complexity of the social challenges, which particularly require behaviour change through participation, co-operation and buy-in of users (TEPSIE, 2014). The role of social enterprises in facilitating stakeholder relationships, contributing to creation of value (Phillips et al., 2019).	3c. Change users' behaviours for green lifestyle

Table 6. Aggregate dimensions of the role of SE in coordinating stakeholder relationships from internal stakeholders' perspective (Evansluong, 2016; Evansluong et al., 2019; Jaskiewicz et al., 2015)

Secondary codes	Literature	Aggregate dimensions
1a. Collection and documentation of resources of traditional medicinal remedies, herbs 1b. The adoption of traditional medicinal remedies by users/communities	Social enterprises embody a stakeholder relationship in joining a shared social mission through which to achieve their social objectives and create social value (Phillips et al., 2019). How firms should manage their stakeholder relationships, sharing interests, facilitating the competitive resources and attaining the larger ideas of sustainable success (Freeman et al., 2010; Parmar et al., 2010).	1. Development of products
2a. Participation and development of network and stakeholder communities 2b. Organising communication platforms	Social enterprises implement social innovation through enhancing a virtuous circle of relationships between stakeholders (Selloni & Corubolo, 2017a). Social enterprises interact with stakeholders, build up new relationships and facilitate collaboration of stakeholders (Littlewood & Khan, 2018).	2. Development of networks and communication
3a. Preservation of medicinal plants 3b. Practice of natural resources conservation	Social enterprises have ability to manage the flows of knowledge from and for a wide range of stakeholders, create mechanism to integrate knowledge and build competencies (Phillips et al., 2019). Stakeholder theory addresses sustainability, a multi-dimensional construct that involves all the key stakeholders (Freeman et al., 2010).	3. Development of capacities for stakeholders

Table 7. Aggregate dimensions of the role of SE in coordinating stakeholder relationships from external stakeholders' perspective (Evansluong, 2016; Evansluong et al., 2019; Jaskiewicz et al., 2015)

Secondary codes	Literature	Aggregate dimensions
1c. Added-value for products	Social enterprises embody a stakeholder relationship in joining a shared social mission through which to achieve their social objectives and create social value (Phillips et al., 2019). How firms should manage their stakeholder relationships, sharing interests, facilitating the competitive resources and attaining the larger ideas of sustainable success (Freeman et al., 2010; Parmar et al., 2010).	1. Development of products
2c. Communication through networks and communities	Social enterprises implement social innovation through enhancing a virtuous circle of relationships between stakeholders (Selloni & Corubolo, 2017a). Social enterprises interact with stakeholders, build up new relationships and facilitate collaboration (Littlewood & Khan, 2018). Social enterprises have ability to manage the flows of knowledge from and for a wide range of stakeholders (Phillips et al., 2019).	2. Development of networks and communication
3c. Change users' behaviours for green lifestyle	The role of social enterprises in facilitating stakeholder relationships, contributing to creation of value (Phillips et al., 2019). Stakeholder theory addresses sustainability, a multi-dimensional construct that involves all the key stakeholders (Freeman et al., 2010).	3. Development of capacities for stakeholders

3.5 Ethical considerations

Ethical considerations must be taken into account in all areas of the research. This qualitative research required frequent interactions with the research participants, it was important to employ an ethically sound approach. The thesis follows the ethical approval instruction of the Lund University School of Economics and Management for research involving human participants. Participants were informed of the purpose of the thesis and an ethical consent form was signed regarding affiliations and possible conflicts of interest. The consent form is included in Appendix 2. If participants wished to withdraw from the research after the last interview on Mar. 20th, 2020, they would be asked for their consent that the collected data would be retained and included in the thesis. If these participants preferred, the collected data would be destroyed and not included. However, they were also informed that it would not be possible to withdraw their data from the research once the research has been completed and submitted on May 27th, 2020. Personal details, including participants' name and address, will be kept confidential and not disclosed to the third party.

4   Empirical Analysis

This chapter consists of analysis of the case selected (4.1), findings of the role of SE in coordinating stakeholder relationships in developing a business model (4.2), the evaluation of value creation through coordinating stakeholder relationships (4.3). The structure corresponds to the data analysis procedure in Chapter 3. Section 4.1 is the outcome of step 1 (constructing the case description) in the data analysis. Section 4.2 is the results of step 2 (developing first-order codes), step 3 (developing second-order codes) and step 4 (developing aggregate dimensions) in the data analysis.

4.1   Analysis of the case

VH established itself in 2012 as a joint-stock company, claims to be a SE and maintains its social mission of revival of traditional medicinal remedies for community health care and protection, preservation of precious medicinal plants and improvement of livelihoods for local ethnic minority residents in the Lang son province. The following conceptual background formulated VH's SI and its social business model.

Rapid disappearance of medicinal plant species together with associated healing remedies of ethnic minority communities in many Northern highlands of Vietnam is reported (Sowerwine, 2004), including the Lang son province, where VH has been operating. There are so many reasons for this disappearance, including (i) the sporadically vernacular recorded forms of remedies (Wahlberg, 2006), (ii) the limitation of spread and transference to the younger generation that requires daily physiological experience (Sowerwine, 2004), (iii) the ecological nature of medicinal plants and changes of ecological patterns and processes shaped by livelihood processes over time and space (Sowerwine, 2004), (iv) the limited networking of ethnic minority groups (v) the unsustainable harvesting practices and over-exploitation of medicinal plants for mass production of large pharmaceutical companies (Sowerwine, 2004) and for increase export, including illegal export that happens regularly in Lang son province[7]

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[7] Appendix 3, Clip10 (retrieved 00:02:20-00:02:35)

and (vi) the lessening interest in using traditional herbal medicines by the younger generations for more convenient biomedical health care and treatment (Sowerwine, 2004).

In the stages of the SI process, the thesis focuses on the development of business models, which has received limited treatment in the analysis of SI (The Young Foundation, 2012). VH generated a solution and developed a business model, in which it built relationships with key stakeholders, created new roles for them and coordinated them in dynamic interactions, addressing identified social needs and achieving SI's objectives. Stakeholder relationships in VH's business model are presented in Fig.7 below.
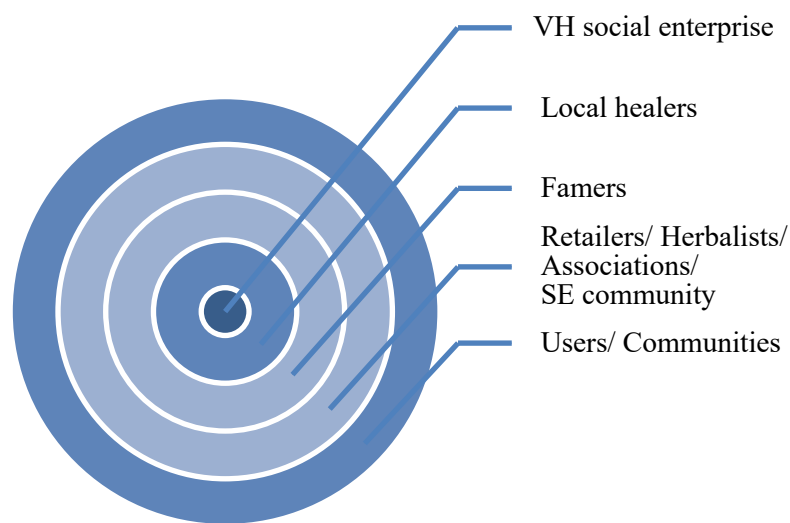
Figure 7. Stakeholder relationships in VH social enterprise's business model
(Illustrated by author following the interviews with the founders of the selected social enterprise)

In this figure, VH plays a central role in the design and implementation of the business model. The development of a business model is analysed through three key sub-stages of (1) development of products, (2) development of networks and communications and (3) development of capabilities. The roles, functions, degrees and types of interactions between stakeholders vary in this development process.

4.2   Findings and data structure

The thesis further explores the role of SE in coordinating stakeholder relationships to develop SI for value creation, particularly in the development of business models. The process of

analysing data results is demonstrated in a data structure (Fig.8, p.38). The dual view of internal and external stakeholders is presented to provide different views of stakeholders, who directly and indirectly involved in the case's business model, concerning the role of the SE. The data structure contains three aggregate dimensions (1) the role of social enterprise in stakeholder relationships in the development of products, (2) the role of social enterprise in stakeholder relationships in the development of networks and communication (3) the role of social enterprise in stakeholder relationships in the development of capabilities of stakeholders.

The aggregate dimension **(1) Development of Products**: The role of social enterprise in stakeholder relationships in the development of products is composed of themes (1a) Collection and documentation of resources of traditional medicinal remedies (1b) The adoption of traditional medicinal remedies by users/communities and (1c) Added value for products.

The aggregate dimension **(2) Development of networks and communication**: the role of social enterprise in stakeholder relationships in the development of networks and communication goes through themes (2a) Participation and development of network and stakeholder communities (2b) Organising communication platforms and (2c) Communication through networks and communities.

The last aggregate dimension **(3) Development of Capabilities for stakeholders**: the role of social enterprise in stakeholder relationships in the development of capabilities of stakeholders comes from the themes (3a) Preservation of medicinal plants (3b) Practice of natural resources conservation and (3c) Change users' behaviours for a green lifestyle.

Figure 8. Data structure of the role of social enterprise in coordinating stakeholder relationships to develop a social innovation (Evansluong, 2016; Evansluong et al., 2019; Jaskiewicz et al., 2015)
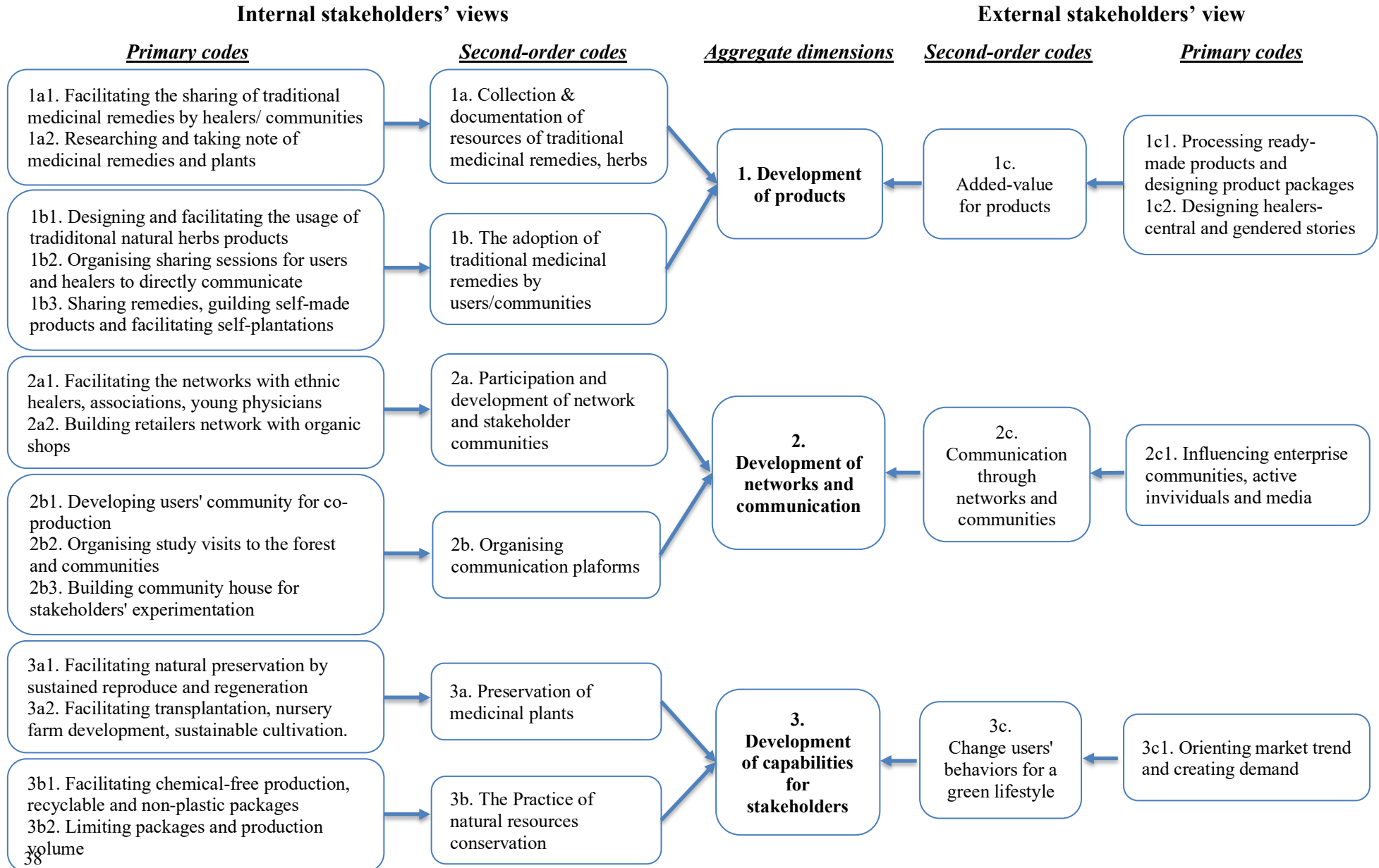
4.2.1 The role of social enterprise in coordinating stakeholder relationships in the development of products

The findings suggest the important role of SE in coordinating stakeholder relationships to develop products, being achieved through (1a) Collection and documentation of resources of tradition medicinal remedies (1b) The adoption of traditional medicinal remedies by users/communities and (1c) Added-value for product development. The product development ensures the novelty of products for the unfettered market, addressing a particular social need and creating value uncreated for society, which is in line with the SI literature on the novelty of solutions (Phills et al., 2008; Portales, 2019; The Young Foundation, 2012). In addition, as suggested by Hörisch et al. (2014), the SE strengthens stakeholders' sustainability interests into the product design to create a mutual interest that SI targets.

(1a) The role of social enterprise in the collection and documentation of resources of traditional medicinal remedies

The SE's role involves (1a1) Facilitating the sharing of traditional medicinal remedies by healers/ communities and (1a2) Researching and taking note of medicinal remedies and plants.

The efforts in (1a1) facilitating the sharing of traditional medicinal remedies by healers are huge and takes a long time to build trust between VH and healers. The sharing does not only mean sharing the remedies to the firm but also the communities *"Substantially, these remedies belong to the community"*[8]. Answering the question of how VH persuaded herbal healers to share their remedies for product development, the founder admitted that "*It has been a long process*"[9]. The founders have built trust with healers since they had worked for natural resource management projects. Ethnic healers have changed their minds and shared their knowledge:

> *"The healers have changed their minds that giving is not losing but preserving" (V02.1)*
>
> *"I have been persuaded to share my remedies and working with the company for nearly 10 years now" (V11.1)*
>
> *"VH does not want the healers to keep those remedies for themselves, but share to the wider communities [...] only with sharing, the traditional remedies can be preserved better, can be developed into better products" (V03.1)*

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[8] Appendix 3, Clip5, interviewing founder (retrieved 00:25:52-00:25:54)
[9] Appendix 3, Clip12, interviewing founder (retrieved 00:16:49-00:16:51)

> *"I am getting older now. If I can transfer my knowledge of traditional remedies to the youngers, who want to preserve it, I would be very happy" (V12.1)*

The next step is to <u>(1a2) research and take note of traditional medicinal remedies and plants</u> not only for product development but also for further application and transference.

The diversity of traditional medicinal remedies and plants of ethnic minority groups is produced and reproduced over time through specific social and ecological processes. Medicinal plants are grown in diverse microecological habitats while medicinal remedies are generated through the treatment of everyday physiological processes. Meanwhile, most of the remedies and medicinal plants are transferred from one generation to the next generation through the acts of walking to and from and working within, also experimenting of everyday treatments. The founder of the VH shared the reason why the company did research and note-taking of the remedies and the usage of medicinal plants *"Local knowledge of medicinal remedies and plant are preserved in the healers' heads, no documentation, no record. It will surely die out someday when the elderlies pass away" (V01.1).*

Therefore, VH works with herbalists and healers, joins their forest study visits to capture the remedies and medicinal plants.

> *"We follow the Tay, Mong and Dao ethnic healers to the forest. The different healers show us different medicinal plants. We document all these into books" (V02.1)*

> *"No matter how strenuous it is, these young people still get over their obstacles and strive to learn about medicinal plants with enormous enthusiasm"[10]*

> *VH has facilitated field trips with the healers, for the purpose of contributing to the books on ethnic medicines[11]*

The key step before introducing products to the market is to do legal registration of the traditional medicinal remedies, ensuring the safety and confidence for the users. The documentation gathered is essential to support the registration of the products.

> *"Legal registration is the way to bring their remedies to the market, we take photos and follow registration procedures for their remedies" (V02.1)*

The limited number of users, due to inconvenient product forms and knowledge loss, threaten the disappearance of the remedies. Therefore, VH facilitates the adoption of traditional medicinal remedies, analysed in the next section.

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[10] Appendix 3, Clip9, interviewing healer (retrieved 00:09:23-00:09:35)
[11] Apeendix 3, Clip9, voice-over (retrieved, 00:01:22-00:01:30)

(1b) The adoption of traditional medicinal remedies by users/communities

The influencing role by the SE to the adoption of medicinal remedies by users and communities involves (1b1) Designing and facilitating the usage of traditional natural herb products (1b2) Organising sharing sessions for users and healers to directly communicate and (1b3) Sharing remedies and guidance for self-made products and facilitating self-plantations.

Recognising the users' interests of having personal care products made by natural herbs but in ready-made forms, VH started by (1b1) designing and facilitates the usage of some ready-made products from traditional herbs. VH develops a range of natural herb products to drive the demand for traditional medicinal remedies and push the adoption of these remedies by the users:

> *"The first product is not a medicinal remedy. It is traditional hair-wash made from natural Gleditsia that our grand grand-moms, grand-moms and moms have been using for long, as a cure for dandruff. [...] we decided that we need to train the market, to bring the users back to the usage of natural herbs" (V02.1)*

> *"VH started with its Gleditsia hair-wash and green bean facewash, not real medicinal remedies. These are the key products that establish their value proposition of natural herbal producers" (V08.1)*

VH promotes and facilitates the adoption of traditional medicinal remedies by users. Indeed, its products are highly appreciated by users, reminding them of their medicinal herb heritage:

> *"The company's hair-wash product, made of Gleditsia and Ocimum sanctum L, brings me back to my childhood with Gleditsia tree in our home garden and my traditional habit of washing our hair with Gleditsia" (V10.1)*

In addition to the designing and facilitating the usage of traditional natural herb products, VH also (1b2) organises sharing sessions for users and healers for direct communication, helping users understand the real value of the products and use them more effectively. VH shared that:

> *"We bring healers and users/communities together here so that healers can share and advise users while users can enhance their knowledge of personal health care and adjust or change their lifestyle [...] we play a small bridging role" (V01.1)*

> *"We regularly organise sharing sessions for different themes such as healthcare for the elderlies, for mothers and babies, or healthcare in the cold winter… where the healers share their remedies and advise users" (V05.1)*

The experts agreed on the positive effects of the sharing sessions:

> *"I joined a sharing session, where the healers advised us to use natural herbs for our health care from our home garden, for instance, when and how we should use perilla, when and how we should use crested late-summer mint [...]" (V10.1)*

In addition to the sharing sessions, VH also (1b3) shares traditional medicinal remedies, guide self-made products and facilitating self-plantations to assist and encourage users/communities to make products themselves by planting herbs in their home gardens or house corners.

> *"Our preservation concept of medicinal plants is not static but dynamic, meaning that we don't hide the precious plants in protected areas, but show their value to communities so that communities will preserve and plant them for their future use" (V02.2)*

VH is considered to have an "unusual" entrepreneurial model, which it shares all product documentation and organises training courses for anyone who wants to produce similar products. Discussing this approach, the founder stated that:

> *"When we first introduced our natural herbal hair-wash in 2011, only a few similar products were available. There are many handmade products now, indicating that medicinal plants and herbs are being adopted by users, that is our real gain" (Journal1)*

> *"Many of my customers stop buying Gleditsia hair-wash and make it themselves. However, they are inspiring others to use and buy my Gleditsia hair-wash as well as being self-motivated to start using other natural herbal products" (V09.1)*

The code (1c) Added value for product development is discussed and shared by the experts, indicating the important role of SE in developing business models by putting the ideas into practice and strengthening stakeholders' interests for a mutual objective.

(1c) Added-value for product development

The SE's role in added-value for product development involves (1c1) Processing ready-made products and designing product packages (1c2) Designing healer-central and gendered stories.

One of the reasons for users' disinterest in traditional herbal products or medicinal remedies is the inconvenience. Addressing these users' need, VH starts (1c1) processing ready-made products of natural herbal remedies and plants with well-designed product packages for more convenience.

> *"The facewash made from green bean, honey and pomelo peel, is processed into a jar, easy to use. That is how VH adds its value of processing ready-made products" (V07.1)*

> *"I consider them as a rescuer, we healers can rely on [...]. With technical assistance given by them, we can manufacture the herbs into different applicable forms from raw materials to powders, oilmen, capsules, which are handier for the patients, also helping to preserve the herbs from humidity and make for easier transport"[12]*

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[12] Appendix 3, Clip9, interviewing healer (retrieved 00:02:12-00:02:42)

The founder admitted that *"Instead of raw packing as local healers are doing, our task is to grind medicinal plants into filter bags, as ready-made products" (V01.1)*. Experts believe in VH's innovation in producing ready-made products as well as package design.

> *"VH innovates to make the products fit market demand, instead of just introducing raw medicinal herbs. Its innovation comes from the relationships and trust between the company and healers and users, from which it builds its value proposition" (V03.1)*

Many users expressed their high appreciation of the products and packaging on the company's fan-page *"Environmentally friendly! Fancy packaging"*, *"I like the design of packages"*, *"Do you really need such a nice and charming glass bottle for mouthwash product"*.

VH (1c2) designs healer-central and gendered stories, attaching to its natural products. Healers, as a central actor of its SI, *"present in all of its activities and images" (V07.1)*.

> *"The products exemplify the concepts of caring, traditional local knowledge, of the motherland, of ethnic minority communities and male and female healers. I can see self-stories in those products and so do the users" (V03.1)*

> *"In VH's stories, women who live by and from the forest, transfer knowledge to their daughters and daughters-in-law, generation to generation and connect the past, present and future. They are preserving the ecosystem services for our human" (V10.1)*

More excerpts for the role of SE in coordinating stakeholder relationships in product development are presented in Table 8 below (p.43-46).

Table 8. Excerpts for the role of SE in coordinating stakeholder relationships in product development

(1) The role of SE in coordinating stakeholder relationships in development of products	
(1a) The role of SE in collection and documentation of resources of traditional medicinal remedies	
(1a1) Facilitating the sharing of traditional medicinal remedies by healers/ communities	Interview quotes
	"After long close relationship, the healers trust and share remedies with us […] You can now see all prescriptions of the remedies on our product packages" (V02.1)
	"I know and keep relationships from 2008 till 2012, I shared two remedies" (V13.1)
	Excerpts from documents
	VH meets healers in person […] It is the dedication of the young people, that generates confidence from healers (Clip9, retrieved 00:07:30-00:07:42)
	VH discussed with the community to develop the remedies for preservation and encouraged them to transfer these remedies to the younger generation (Journal16)
	I consider him [the company's founder] as my family, I share all and no more secrets (Clip5, retrieved 00:24:40-00:25:03)
	Images
	Discussing with healers for sharing remedies (Journal 1; Clip5, 00:23:06; Clip9, 00:11:32)

Table 8 (continued).

(1a2) Researching and taking notes of medicinal remedies and medicinal plants	Interview quotes
	"VH arranges the taking-note and documentation of all these remedies" (V07.1).
	"We support a group of healers to make legal registration of their medicinal remedies, so that they can work professionally as oriental medicine physicians" (V01.1)
	Excerpts from documents
	VH comes to meet who grasp age-old experience with the aim of building treasure of traditional medicinal remedies and plants (Clip11, retrieved 00:04:25-00:04:35)
	"We support the healers to take note the descriptions of medicinal plants, pharmaceutical value for preservation" (Clip10, retrieved 00:13:58-00:14:06)
	"We go to ethnic communities to collect the remedies" (Clip12, retrieved 00:02:06-00:02:12)
	VH has facilitated field trips with the healers, for the purpose of contributing to the books on ethnic medicines (Clip9, retrieved 00:01:22-00:01:30)
	VH collaborates with local healers to research transform into products (Clip9, retrieved 00:05:30-00:05:46)
	Images
	Researching and collecting information (Clip9, 00:22:13; Clip12, 00:00:38; Journal2)

(1b) The adoption of traditional medicinal remedies by users/communities

(1b1) Designing and facilitating the usage of traditional natural herb products	Interview quotes
	"VH understands market demands and develops products to meet the demands based on its original care value of promoting traditional medicinal remedies and herbal plants" (V04.1)
	"We started with traditional herbal products that remind users of traditional value and memories of using natural herbs for personal care such as gleditsia, ocimum sanctum L, pomelo peel or lemongrass, perilla, crested late-summer mint, coriander" (V.01.1)
	"No'poo is the first natural gleditsia hair-wash. Its concept is caring and traditional value, very environmentally friendly. It brings users back to natural life, to the nature" (V03.1)
	Excerpts from documents
	A set of Year's End bath and New year's facewash is naturally made from coriander, pomelo leaf, ocimum sanctum L and other local herbs, a special product for lunar new year occasion as traditional habit. It brings traditional value of using natural herbs (Journal5)
	"The mouthwash product is made from betel leaf, which I believe many families have betel trees in their garden corners but don't use it for a long" (Journal6).
	Images
	Designing products of traditional natural herbs (website)

Table 8 (continued).

(1b2) Organising sharing sections for users and healers to directly communicate and	Interview quotes "We open health treatment service for the local healers to work directly with local communities first, and then widen to other urban areas" (V02.1) "VH opens health treatment service and sharing sections, in which the healers directly feel the patient's pulse and check for health treatment, share medicinal remedies" (V07.1) "I joined a sharing session of healthcare in the cold winter. It is very helpful to me, because I understand the products' value better for myself and for advising other consumers" (V09.1) "She stops buying our gleditsia hair-wash product, because she can make it herself from her family garden. We are a little bit sad to see her leave, but so much happy to see her co-produce. Instead of throwing pomelo peels away, users now keep for hair-wash" (V01.1) Images: Organising sharing sections for users and healers to directly communicate (website)
(1b3) Sharing remedies and guidance for self-made products and facilitating self-plantations.	Interview quotes "Users can apply these remedies and do if for themselves at home" (V01.1) "Many of our users happily share that they can make products themselves now. I don't think I am losing consumers; they are practising and delivering our social objectives" (V02.1) "We now know LUBU product [name of one product] is made from dry white radish leaf, simply and easily find in any markets, we can do ourselves" (V06.1) Excerpts from documents "The more available access, the more users use and therefore, the more users preserve" (Journal2)
(1c) Added-value to product development	
(1c1) Processing ready-made products and designing product packages	Interview quotes "The gleditsia hair-wash was the first filter bag form in the market" (V03.1) "The package design is simple but impressive, which is applied consistently to all products, that I can't find in any other green products" (V09.1). Images: Ready-made products and well-design packages (company website)

Table 8 (continued).

(1c2) Designing healers-central stories	Interview quotes
	"VH always puts ethnic healers in the central of activities. Images of local healers always attach to the images of products. Dao ethnicity's women are famous in healing remedies for women, especially post-natal women, therefore, the product has its own stories" (V07.1)
	"The products are attached to the stories of ethnic minority groups such as Dao or Mong ethnicities. That is remarkably different added-value of VH" (V06.1)
	Excerpts from documents
	"Kindness and humanity are truly a universal language. I love how they [VH social enterprise] use the healing herbs as a vessel to carry out their message of conservation and sustainability" (Blog6).
	Images:
	Healers-central and gendered stories of VH's products

Networks and communications build up and strengthen relationships between stakeholders allowing them to share and support the achievement of the company's social objectives. The next section (4.2.2) presents the aggregate dimension of the development of network and communication.

4.2.2   The role of social enterprise in coordinating stakeholder relationships in the development of networks and communication

The findings suggest the important role of SE in coordinating stakeholder relationships in developing networks and communications, achieved through (2a) Participation and development of networks and stakeholder communities (2b) Organising communication platforms and (2c) Communication through networks and communities. While two codes (2a) and (2b) are mainly concerned with the active role of the SE in coordinating stakeholder relationships, the code (2c), as observed by external stakeholder, recognises not only the role of the SE in coordination but also its impact in influencing stakeholder relationships, especially with external stakeholder. This dimension (4.2.2) strengthens stakeholders' sustainability interests in achieving the collective value of medicinal remedies and plants, and at the same

time, demonstrates core elements of SI, including collaborative knowledge, cross-sectoral relationships, mutualism, pro-sumption and co-production.

(2a) Participation and development of networks & stakeholder communities

The code (2a) involves two primary codes (2a1) Facilitating networks with ethnic healers, associations and young physicians and (2a2) Building retailer networks with organic shops.

Understanding preservation of medicinal remedies and plants, as well as forest conservation, is not a single or separate mission, the founders of the VH actively <u>(2a1) facilitates networks with ethnic healers, herbalist association and young physicians</u>, at both local, provincial and regional levels for sharing and learning. Within ethnic community groups, the healers shared that:

> *"Thanks to these young guys [the company's founders] for opening networks and sharing a long-term vision. We are grateful for our congenial ten years relationships" (V12.1)*

> *"Since collaborating with VH, I have decided to pursue a healing profession, being networked with many healers to learn, share and help each other" (V13.1)*

The founder admitted that the initial purpose of accessing the associations was to link with healers and access available resources, but later found out also the important role of those for network extension, learning, sharing the purposes of replication and achieving greater impacts.

> *"Participation in the associations at different levels is to access to available resources, networking with herbalists and physicians, studying the ecological conditions of those locations and the most crucial is to influence them to generate more initiatives and models for scalability" (V02.1)*

Networking with young physicians, who are studying oriental medicine is also one of the key factors to facilitate the interactions for learning and sharing, transferring knowledge and preserving at the greater scope, as one expert observed:

> *"Many oriental medicine students, and young physicians, are interested in VH's model and work as volunteers, joining study visits to healers, with the healers' children and grandchildren too" (V08.1)*

Retailers play an important role in not only distributing products to users but also strengthening users' interests in products and influencing them for co-production and creating value to the company and the healers. The founder shared that *"After many failures of market segmentation, we started <u>(2a2) building retailer networks with green/organic shops</u>" (V01.1)*.

> *"These retailers are likely environmental activists, who disperse VH's social objective more widely" (V06.1)*

> *"These retailers are very selective because they must share social objective, at least towards natural and organic products and environmental-friendly. They are co-creators and get along well with each other" (V08.1)*

> *"VH inspires us and we re-inspire our friends and consumers. From concerning for chemical-free products, our consumers presently show their concerns for the spirits and stories behind the products and respect for the traditionally local knowledge. This change comes very naturally, slowly but firmly (V09.1)*

Beside building networks, VH also organises various communication platforms to facilitate the stakeholder relationships including online and offline platforms, analysed in the section below.

(2b) Organising communication platforms

Organising communication platforms is achieved through three different primary codes (2b1) Developing users' community for co-production (2b2) Organising study visits to the forest and communities and (2b3) Building community house for stakeholders' experimentation.

As a core element of SI, users play an active role in co-production of products, services and co-creation of value for the company. VH (2b1) develops users' community for co-production, pulling users towards healers and creating new roles for users. Users in the entrepreneurial process are the key factor to the success of SI. The founder argued:

> *"The key to our social mission is how to connect these two crucial stakeholders, how to embed traditional value and preservation into physical products. I don't know who our consumers are but they are co-creating social value for us and with us through our retailers. What we are trying to do is to bring them closer to us, to our healers, so that they also become key co-creators" (V01.1)*

> *"VH builds up a strong user community, which shares mutual interests in natural herb products and green lifestyle. The community includes royal consumers, the young and middle-aged people who have high influence in orienting society's consumption trend" (V07.1)*

> *"I am the person, who suggested VH develop a natural herbal facewash after being satisfied with Gleditsia hair-wash, and the second product was born since then" (V10.1)*

(2b2) Organising study visit to the forest and communities is a regular activity of the SE. Every stakeholder is welcomed, especially users. The study visits pay attention to link stakeholders and develop their relationships in sharing mutual social objectives through strengthening their interest. VH aims at creating more value for stakeholders from facilitating direct sharing and learning, promoting co-production by all stakeholders.

> *"We organise study visits to the natural forest with healers so that stakeholders can watch and learn how sustainably healers harvest medicinal plants" (V01.1)*
>
> *"We organise community visits for users, who want to experience for themselves and explore further the cultural life of healers. Users can stay with healers for 4-5 days and join their daily routine in medicinal harvesting and processing" (V05.1)*

Through study visits, VH expects the participants understand deeply about the value of natural and traditional medicinal remedies and plants, experience their value and the value to preserve what nature provides to human.

> *"I joined one forest visit with a Dao ethnic female healer. I learned that she picks medicinal herbs only enough for the patients in need. When doing so, she explained to me how to sustainably reproduce and regenerate those plants" (V10.1)*

Moreover, VH has recently (2b3) built up a community house, a meeting place for stakeholders. The purpose of the house is to promote experiments for stakeholders, where they can practise as a medicinal farmer or herbalist, where they can be involved in processing medicinal herbal products and meet with healers.

> *"In here, you can learn how to plant, pick and taste medicinal plants in our home garden, learn how to process a medicinal product in our workshop. You can meet up with the healers to gain from their advice. The healers' children, who directly run this community house, practise their healing here too. This community house is a space for linkages between stakeholders, developing their relationships" (V01.1)*
>
> *"The community house is like a learning hub where users can experiment with many learning activities, listen to community stories and live community life. These activities help change users' behaviours towards green lifestyle, practise the concept of 'lagom' [Swedish word signifying, just the right amount or perfectly simple]" (V10.1)*

The experts, who are influenced by VH's social business model, bring more insights into the role of VH in utilising a variety of networks and enterprise communities and mobilising available resources to implement its SI through the code (2c), analysed in the below section.

(2c) Communication through networks and communities

The code (2c) is achieved through primary code (2c1) Influencing enterprise communities, active individuals and media. Through (2c1) influencing enterprise communities, active individuals and media, especially SE community and activists who have a strong influence in the orientation of consumption trends, VH gains many benefits from its entrepreneurial and social missions. To gain this, VH has developed relationships with SEs, with inclusive-business SMEs and media agencies, influencing them to spread its social mission and co-create value.

"VH utilises the high influencing individuals in SE and organic shop communities to influence users with its unique products. For instance, the company collaborates with the founder of a famous Green shop [name of the shop], who is prestigious and has high influence in orienting green lifestyle through her numerous followers" (V07.1)

"In the SE community, one is the user of the others. The trusts between them promote the dynamics of entrepreneurial activities" (V10.2)

Discussing the participation in the SE community, the founders of VH shared that:

"SE community is very crucial for co-creation of value because environmental and social issues cannot be solved by us alone" (V01.2)

"SE community, promoting the movement of organic consumption, is our good marketing and communication channel and media agencies promoting organic consumption movement support us a lot in dispersing our social objectives" (V02.2)

Detailed evidence of the role of SE in coordinating stakeholder relationships in the development of networks and communication are presented in Table 9 below (p.50-52).

Table 9. More evidence of the role of the SE in coordinating stakeholder relationships in the development of networks and communication

(2) The role of SE in coordinating stakeholder relationships in the development of networks & communications	
(2a) Participation and development of networks and stakeholder communities	
(2a1) Facilitating the networks with ethnic healers, associations and young physicians	Interview quotes "VH networks and links healers with oriental medicine associations to disseminate and replicate its stories. These associations are the official channels for legal registration of medicinal remedies" (V07.1) "VH facilitates many young people, who even have little knowledge of traditional medicinal plants or who are young physicians to learn and experience" (V10.1) Excerpts from documents VH collaborates well with us to network and link local healers for learning and sharing medicinal plants and remedies, contributing to preservation and development of our traditional local medicinal knowledge and community health protection (Journal3) One healer revealed that traditional remedy for arthritis regenerated from own healing experience and learning though healers' network with other ethnicities of Dao, Mong and Thai in many provinces (Journal6) VH regularly visits and work with healer networks to find the dying out medicinal plant species and discuss how to preserve them (Clip10, retrieved 00:17:35-00:18:06). "Through VH, the local oriental medicine association expands more. We have more chance to share of precious medicinal plants and improve our knowledge and expertise" (Clip5, retrieved 00:11:05-00:11:25) Images: Networks of ethnic healers and association (Clip10, 00:12:00; Journal11; Clip5, 00:11:25)

Table 9 (continued).

(2a2) Building retailer network with organic shops	Interview quotes "Most eco-shops in the big cities now are its retailers, implying its market coverage and the adoption by users. The users, who are changing towards green or eco-consumption, are the company's royal consumers" (V04.1) "The retailer noticed me that if my single order is shipped, the motorbike shipper will emit huge amount of carbon dioxide, therefore I was advised to wait for other orders to be combined in one delivery" (V06.1) "The retailer network plays an important role in the company's business model. They are green shops, which follow principle of greening the consumption. They promote and share its stories and deliver its key messages" (V07.1)
(2b) Organising communication platforms	
(2b1) Developing users' community for co-production	Interview quotes "The first users are the key for co-production. They encouraged the company to experiment and provided their feedbacks for first products. And they become the royal consumers, who are mercifully tolerant and niche. I don't believe if you can find such tolerant users anywhere else" (V03.1) "Our users provide us feedbacks on products, package design, even recommend us the name for a new product" (V01.1) "Stakeholders are co-creators all together. VH creates new role for users, as co-producers and facilitates the changes by healers to fit and create value for all" (V03.1) "The users actively interact with us to provide their feedbacks and advice for our products" (V05.1) "VH has a strong user community, the royal consumers, who are co-producers of their products and value" (V08.1)
(2b2) Organising study visits to the forest and communities	Interview quotes "VH is facilitating well off-line learning platform by organising community or forest visits for users and other stakeholders, from which strengthen the users' interests in its products and social objective" (V06.1) "Users can experience themselves to be healers or farmers, working with medicinal plants" (V08.1) Images: Study visits for the forest and communities (Company website)

Table 9 (continued).

(2b3) Building community house for stakeholders' experimentation	Interview quotes "VH builds a community house, where healers can check up patients' health and do their healing for the community. Users or anyone can experiment to be medicinal farmers, workers or goes to the forest to study medicinal plants. It plays a bridging role between users and healers and farmers, from which users are involved in co-production" (V07.1) "Users come here to experiment our production, meet up with our healers. Healers comes here to share local medicinal knowledge for communities and users as well as improve their expertise" (Interview V02.1) "VH organises experimentation for users in its community house as herbalist or farmers. Many young physicians are so much interested in these activities" (V08.1) Images: Experimentation activities in the community house (more images in (1b2))
(2c) Communication through networks and communities	
(2c1) Influencing enterprise communities, active individuals and media.	Interview quotes "VH inspires others with its role model and practice, since it is a bit senior. Many others come and learn from VH. Through VH's model, inclusive business SMEs reflect their models for replication and scaling up of their own models" (V04.1) "No aggressive market competition in the community. Each of them has its own mission, targeting to a shared value of changing consumers behaviours. They motivate each other's innovations" (V10.1) "VH inspires other social enterprises and is self-inspired. It also inspires many SMEs promoting inclusive business models. When they all have beliefs in kindness and humanity, they can share their resources to create an ecosystem for their own development" (V08.1) "VH utilises available and affordable media, which is promoting sustainability and green lifestyle, so that it pays less or nothing for this channel. Media, inspired by VH's business model, tells its influencing stories […] Its role model could be applicable in other ethnic minorities in other locations because we have a variety of traditional medicinal remedies of 53 ethnicities" (V07.1) Images: Fair-Trade garden, "Good" Fair and "Organic garden" organised by the SE community

4.2.3 The role of social enterprise in coordinating stakeholder relationships in the development of capabilities for stakeholders

During the development of products as well as network and communication channel, the SE also demonstrates their influencing role in the development of capacities to stakeholders and enhancing accessibilities of stakeholders to assets and natural resources in a sustainable manner. The findings of the thesis suggest that the SE facilitates capacity building through (3a) Preservation of medicinal plants (3b) Practice of natural resource conservation and (3c) Creation of market demand to change users' behaviours. The two codes (3a) and (3b) mainly focus on the influencing role of the SE in coordinating stakeholder relationships in working together in its business model to create shared value and achieve its social objectives. The code (3c), from external stakeholder' insights, is an impact of the variety of activities implemented by the SE, in combination with other communities in society. This aggregate dimension (4.2.3) is aligned with the arguments of empowerment of society and value creation for society (Hörisch et al., 2014; Phillips et al., 2019; The Young Foundation, 2012).

(3a) Preservation of medicinal plants

The code (3a) is achieved through two primary codes (3a1) Facilitating natural preservation by sustained reproduce and regeneration and (3a2) Facilitating transplantation, nursery farm development and sustainable cultivation.

Ethnic healers have customarily practised reproduction and regeneration of medicinal plants for a long time, as one of the founders stated *"Ethnic healers know well how to sustainably harvest their medicinal plants. They use little and only partially take the roots of medicinal plants, always digging the roots back to the soil, instead of rooting them out"*[13]. However, many precious medicinal plants are at the risk of dying out, due to over-exploitation by local residents, *"for living, many residents rooted out many medicinal plants required by traders" (V02.1)*.

Therefore, VH (3a1) facilitates natural preservation by facilitating sustained preproduction and regeneration practice. Through ethnic healer networks, VH promotes sharing and learning sustainable harvesting practices, so that healers can self-maintain their practices and at the same time promote similar practice by local communities. This helps preserve medicinal plants, from

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[13] Appendix 3, Clip5, interviewing founder (retrieved 00:08:56-00:09:12)

which healers depend to maintain their healing professions and community benefit from access to affordable primary health care.

> *"The community-based concept of reproduction and regeneration must be protected and replicated. So that ethnic people, who are living upon the natural forest, may maintain their living, practise and preserve their invaluable local knowledge" (V01.1)*
>
> *"VH pays 3 or 4 times higher for medicinal plants as long as they are sustainably harvested"[14]*
>
> *"VH provides us training, so that we could do better and more effectively from harvesting and planting" (V13.1)*

One expert observed in a forest visit that:

> *"VH guides healers and communities in how to regenerate plants' branches and leaves for the next harvest. It also guides them on how to scatter seeds whenever visiting the forest" (V10.1)*

Recognising the dying out of many precious plant species, the transplantation of medicinal plants from forest to home garden is crucial. Transplanting herbs, whose name and uses would be otherwise unknown by the public, is yet another big step in conserving and studying traditional herbal medicines.

Therefore, VH also (3a2) facilitates transplantation, develops nursery farms and promote sustainable cultivation. VH collaborated with ethnic healers to study ecology and growing conditions of species and building up medicines growing areas with the aim that each location is associated with its predominant medicinal material areas.

> *"Healers have changed from observing us or unwillingly joining us to being interested in and transplanting those plants to their home gardens themselves"[15].*

Accordingly, VH works with farmers and supports them in planting medicinal herbs.

> *"We provide thousands of seedlings to farmers, and get support from professional experts for training to farmers on organic agriculture, compost and other sustainable plantation" (V01.1)*
>
> *"We also organise farm visits, so that farmers, healers and herbalists can learn and share for more effective" (V05.1)*
>
> *"Not only my family but also many households have been making strong efforts to improve the source of herbs. We work to nurture and propagate them in our home gardens for long-term purpose"[16].*

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[14] Appendix 3, Clip14, voice-over (retrieved 00:00:58-00:01:05)
[15] Appendix 3, Clip10, interviewing founder (retrieved 00:12:30-00:12:45)
[16] Appendix 3, Clip9, interviewing farmer (retrieved 00:06:42-00:07:00)

Further, VH embeds its preservation of medicinal remedies and plants to the natural resource conservation which is analysed in the next section.

(3b) The practice of natural resources conservation

The code (3b) is achieved through two primary codes (3b1) Facilitating chemical-free production, recyclable and non-plastic packages and (3b2) Limiting the packages and production volume.

The founder shared that *"the most important and fixed principles of the company is maintaining chemical-free along the entire value chain and ensuring efficient use of the natural resource" (V02.1)*. Thus, VH <u>(3b1) facilitates chemical-free production and the usage of recyclable and non-plastic packages</u>. Every materials and production must be natural, following natural and sustained harvesting and sustainable cultivation.

> *"We innovate for ready-made products but never compromise for any of the more convenient product forms such as extract or liquid, which requires preservation chemicals" (V02.1)*
>
> *"We only source medicinal plants from farmers/healers, who have been provided training for sustainable cultivation and follow our principles [...]. We use recyclable and non-plastic packages, and facilitate the adoption of healers and farmers by providing them with recyclable packages for sourcing" (V05.1)*

VH maintains its principles of natural resource conservation and delivers consistent messages to all stakeholders. It encourages and engages stakeholders to adopt and practise, accordingly. For instance, it says *"Glass is made from sand, so please reuse"* or *"Porcelain is made from soil, please reuse or return to us"* or *"Replacing glass jar by porcelain jar for our facewash product eliminates plastic lids"*.

VH applies refills, reuses and available resource-based production by <u>(3b2) limiting the package and production volume.</u> In addition to the messages delivered and arrangement for refills and returns of product containers, it facilitates the adoption by users/communities and retailers by self-limiting the number of packages.

> *"We only produce and use 1000 glass bottles of mouthwash product. We encourage you to refill. Share with our efforts for a simple and green lifestyle"* or *"Return porcelain jar and receive back your cash" (Company website)*.

VH produces based on available resources without commercialisation and revenue pressure, stimulating adequate consumption instead of increased consumption[17]. VH not only delivers social messages but also practises and maintains its principles, from which it influences the change in consumers' behaviours.

> *"I was surprised to notice that VH would only produce up to 5000 Gleditsia bags monthly because that is good for reproduction and regeneration of those herbal plants. VH does not run after the market" (V09.1)*

> *"VH manages well the production volume, balancing between market need and available incoming materials" (V10.1)*

To confirm, the experts shared that *"Revenue growth or the concept of 'the more the consumer the better' are not VH's goals" (V03.1).* Someone called them [the founders] as "the heads-in-the-cloud" as Don Quixote (Journal8), however, the founders have admitted that *"we believe in our adventure and will never shake off our armours and shields" (V01.1).*

By the company's self-practice and influence, VH coordinates stakeholder relationships through their collective adoption, application and practice of sustainability within their roles and functions. From external stakeholder' insight, VH has contributed to the change of consumers' behaviours, creating market demand for traditional medicinal remedies and herbs, as analysed in the section below.

(3c) Change users' behaviours for a green lifestyle

The code (3c), observed by external stakeholders, is achieved through (3c1) Orienting market trend and creating demand. VH indirectly creates new market demand of medicinal herbs, and change consumers' behaviours towards a green and natural lifestyle.

Applying community-central approach, promoting kindness and humanity, VH facilitates users' adoption and practice of green lifestyle, (3c1) orienting the market trend of organic and medicinal herbs, contributing to the creation of market demand.

> *"VH hasn't ever and will never run up for mass-production. That is its philosophy, very persevering" (V04.1)*

> *"VH increases environmental and green consumption awareness, contributing to consumers' behaviour change, orienting consumers to live with kindness, being close to nature and respecting the traditional value and local knowledge" (V03.1)*

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[17] Appendix 3, Blog6

"VH aims at production by the masses instead of for mass-production. It does not run after consumers' needs but orients them to change their habits and consume less" (V06.1)

Meanwhile, the founders of VH admitted that it is the networks and communities of enterprises, who are pushing some of the social missions, helping change consumers' behaviours, *"we can't do it alone" (V01.1)*. The experts agreed that VH gains its value proposition and creates value for stakeholders, including nature and the environment.

More evidence for the role of SE in coordinating stakeholder relationships in the development capabilities for stakeholders are presented in Table 10 (p.57-58).

Table 10. Excerpts for the role of the SE in coordinating stakeholder relationships in the development of capabilities for stakeholders

(3) The role of social enterprise in coordinating stakeholder relationships to develop capabilities of stakeholders	
(3a) Preservation of medicinal plants	
(3a2) Facilitating transplantation, nursery farm development and sustainable cultivation.	<u>Interview quotes</u> "For long-term and larger scale production, VH collaborates with farmers, guide them how to cultivate medicinal plants sustainably" (V10.1) "When we need more material supply for our production, we collaborate with farmers and provide them with training on sustainable cultivation and medicinal plants requirement. To do so, local agencies are also engaged for building large growing areas and local restructuring for medicinal plantation" (V02.1) "The healers support the company to source medicinal plants from local farmers. Farmers from other locations share and learn from local healers and farmers through trainings. VH influences and engages local government agencies to support farmers and healers. With its long-term vision, they also promote sustainable cultivation, and builds material supply areas" (V07.1). "We invite experts in organic agriculture to do the training for farmers, and pilot the nurturing in the garden, provide farmers with seeds and seedling. We guarantee to source all materials from farmers (V05.1) <u>Excerpts from documents</u> VH has guided us towards notions to preserve and develop our medicine more (Clip9, retrieved 00:06:28-00:06:32) VH supports healers to build up medicinal plants home garden and it is the healers to preserve those plants (Clip10, retrieved 00:12:05-00:12:10)

Table 10 (continued)

(3b) Practice of natural resource conservation	
(3b1) Facilitating chemical-free production, recyclable and non-plastic packages	Interview quotes "We guide them [farmers] to plant our medicinal herbs, applying chemical-free cultivation" (V01.1) "VH refuses to transform current dry-grinded gleditsia hair-wash into extract and liquid form, because this form requires little chemical for storing […] Gleditsia hair-wash waste can be reused for bathing and as compost after use" (V09.1) "VH guarantees 100% of natural products, says NO with plastic, so its facewash, which was firstly contained in a glass jar with plastic lid, has been replaced by porcelain jar. Its mouthwash is packed in glass bottle and all other packages are in paper and cloths" (V07.1)
(3b2) Limiting the packages and production volume	Interview quotes "VH previously sets up its business plan of only 500 products, though market need is much higher. The company argued that it aims not run after and meet all market needs but aims at orienting market" (V08.1) "We continuously innovate. We replace filter bags by cloth bags, which you can reuse as many as you wish, although our filter bags can be used as compost for your home garden" (V05.1)
(3c) Creation of market demand to change users' behaviours	
(3c1) Orienting market trend and creating demand	Interview quotes "It creates value to stakeholders, generating consumers' trust with its business concepts" (V03.1) "VH contributes to change of consumers' behaviours. It respects local knowledge and natural value, aiming at empowering its local communities and consumers through its core products. It gains its value proposition" (V04.1) "VH promotes green lifestyle and creates market demand of natural herb products. It targets to young and middle-age, who have high influencing in consumption trend" (V07.1) "VH practises its social and environmental principles, maintain them well and gains value proposition, therefore, it generates market trend and changes users' behaviours" (V08.1) "The concept of preservation is also to preserve traditionally cultural value, for instance, sauna bathing product must be boiled instead of using industrially handy essential oil. It gains its success when users can mix their natural herbs themselves for using" (V06.1)

4.3   Evaluation of value creation

As scholars argued regarding stakeholder relationships in SI processes (Portales, 2019; The Young Foundation, 2012), firms management of targeting sustainability in (Hörisch et al., 2014) and SEs in (Phillips et al., 2019; Portales, 2019; Selloni & Corubolo, 2017a; TEPSIE, 2014), the relationships of stakeholders must be strengthened for a collective value and shared social objectives to be achieved and for creating multiple values among all stakeholders. SEs play a crucial role in managing stakeholder relationships to achieve social objectives while creating value for all stakeholders and themselves. Evaluation of the value created helps recognise how well SEs are playing their coordinating role and in what ways they are creating

value and which values are being created in its SI. The thesis discusses an initial evaluation of the value created and measuring the impacts that not only help identify the accountability and legitimacy of the SE, but also the development of SI.

The evaluation of value creation is based on a 1-5 scoring for economic, social and environmental aspects. The qualitative evaluation is made based on VH's self-evaluation and external stakeholder's observation. The definitions for scoring are as follows:

No value ①

Little value ②
- *mostly none or*
- *impossibly qualitative or quantitative*

Medium value ③
- *some values qualified with low influencing*
- *some values quantified but at small scale*

Good value ④
- *many values quantified*
- *high influencing with direct effects*

Very good ⑤
- *all quantified values*
- *value typical or symbolic*
- *high influencing*

Economic (*Being quantified*)
- Income increase
- Cost efficiency for primary community healthcare

Social (*Being qualitative changes in awareness and practices*)
- Preservation of traditional medicinal remedies
- Social inclusion of ethnic minority groups
- Knowledge transference to younger generation
- Empowerment of society

Environment (*Being qualitative changes in awareness and practices*)
- Harvesting practices
- Sustainable cultivation practice
- Natural resource conservation awareness
- Users' behaviours change towards the nature

Figure 9. The scale of value creation through social business model (Illustrated by author)

The self-evaluation provides average scoring at ③ (Table 11) for all three aspects because the founder argued that *"the direct impact is still at small-scale"* (V02.2). Though the healers engaged in SI increased their monthly income to 4-5 million VND, which is three times higher than the average monthly income of ethnic minority people (The World Bank, 2019b), the number of healers engaged in SI are small. The founders added that income increase among healers, who indirectly benefit from its business models, is not accounted for in this evaluation. Similarly, medicinal plantations are not main livelihoods of farmers, therefore, their income increase is not accounted for either. VH also admitted that *"VH pays a very low commission to retailers"* (V01.1). Though many farmers in the region changed to chemical-free farming

practices, including those who were not supplying medicinal plants, social and environmental value is qualitatively evaluated to be at small-scale.

Table 11. The scoring of value creation by social business model

	VH's self-evaluation	External stakeholder
Economic value	③	③
Social value	③	④
Environmental value	③	④

Meanwhile, the experts scored ③ for economic aspect due to their limited quantification and scored ④ for social and environmental aspects.

> *"VH has a strong influencing role to the changes of users' behaviours" (V04.2)*
>
> *"VH inspires other enterprises and works with them to influence users' change" (V08.2)*
>
> *"Farmers change their farming practices towards sustainability, not only for their medicinal plantation but also for other agricultural farming, leading to the restructuring of medicinal plantation by local government" (V07.2)*
>
> *"Many other healers, who have not yet joined in its business model, still learn from its sharing and benefit further. VH has its value proposition" (V10.2)*

The experts' evaluation is based on the common practice of similar SEs in Vietnam's context. They confirmed that VH's social business model and its SI process should be promoted, replicated and scaled up for greater impacts. One comments that *"I love how they [VH] use the healing herbs as a vessel to carry out their message of conservation and sustainability" (Blog6)*. VH receives high appreciation, support and advisory status from experts as a complementary resource for its development. They are communicating VH's role model of SI in their wide networks.

The difference in evaluation reflects the fact that VH self-evaluates its direct values to the relevant stakeholders, including nature, at local level. Meanwhile, external stakeholder evaluates both direct and indirect values at national level in the collaboration with other stakeholders as well as with the SE's acceptability and legitimacy. SI and SE evaluation have been in parallel tracks, implying that there should be stronger linkages in evaluation for both, covering a greater diversity of approaches (Szijarto, Milley, Svensson & Cousins, 2018).

5   Discussion and conclusion

5.1   Discussion

The thesis aims to examine the role of SE in coordinating stakeholder relationships in SI development process, focusing on the 'developing business model' stage by using stakeholder theory and its conceptual framework in sustainability (Hörisch et al., 2014; Freeman et al., 2010).

First, the findings show the distinctive role of SEs in coordinating stakeholder relationships in the development of products. The findings support literature on the novelty of solutions as the core element of SI (Phills et al., 2008; The Young Foundation, 2012), the involvement of stakeholders as the key for the development of SEs' services (Selloni & Corubolo, 2017a; b; Steiner et al., 2019). The findings extend the role of SEs in the development of physical products. Moreover, the findings highlight the ways how SEs facilitate the use of resources for the novelty of the products, instead of discussing their respects of the preservation and regeneration of the resources (Portales, 2019). The findings also expand on the insight of the embeddedness of products and add-on services as a novel solution, improving the novelty of the solution offered.

Second, the results demonstrate the crucial role of SEs in coordinating stakeholder relationships in the development of networks and communications. The results support the literature on the importance of a stakeholder articulation and better communication and dialogues during the SI deployment (Portales, 2019; Phillips et al., 2019; The Young Foundation, 2012) and the contribution of SEs in (i) assigning new roles especially the role of users as prosumers and (ii) creating new relationships (Alegre & Berbegal-Mirabent, 2016; Bandyopadhyay & Ray, 2019; Phillips et al., 2019; Selloni & Corubolo, 2017a; b), (iii) formulating communities' ideas into practice (Stott et al., 2019) and (iv) interconnecting rural communities with cross-sectoral stakeholders (Richter, 2019; Steiner et al., 2019). Nevertheless, the results extend the innovative ways in which SEs facilitate the relationships of stakeholders through a variety of networks and communication channels. Furthermore, the results further the understanding of the embeddedness of entrepreneurial action at supply and demand sides, enhancing the effectiveness of networks and communication developed.
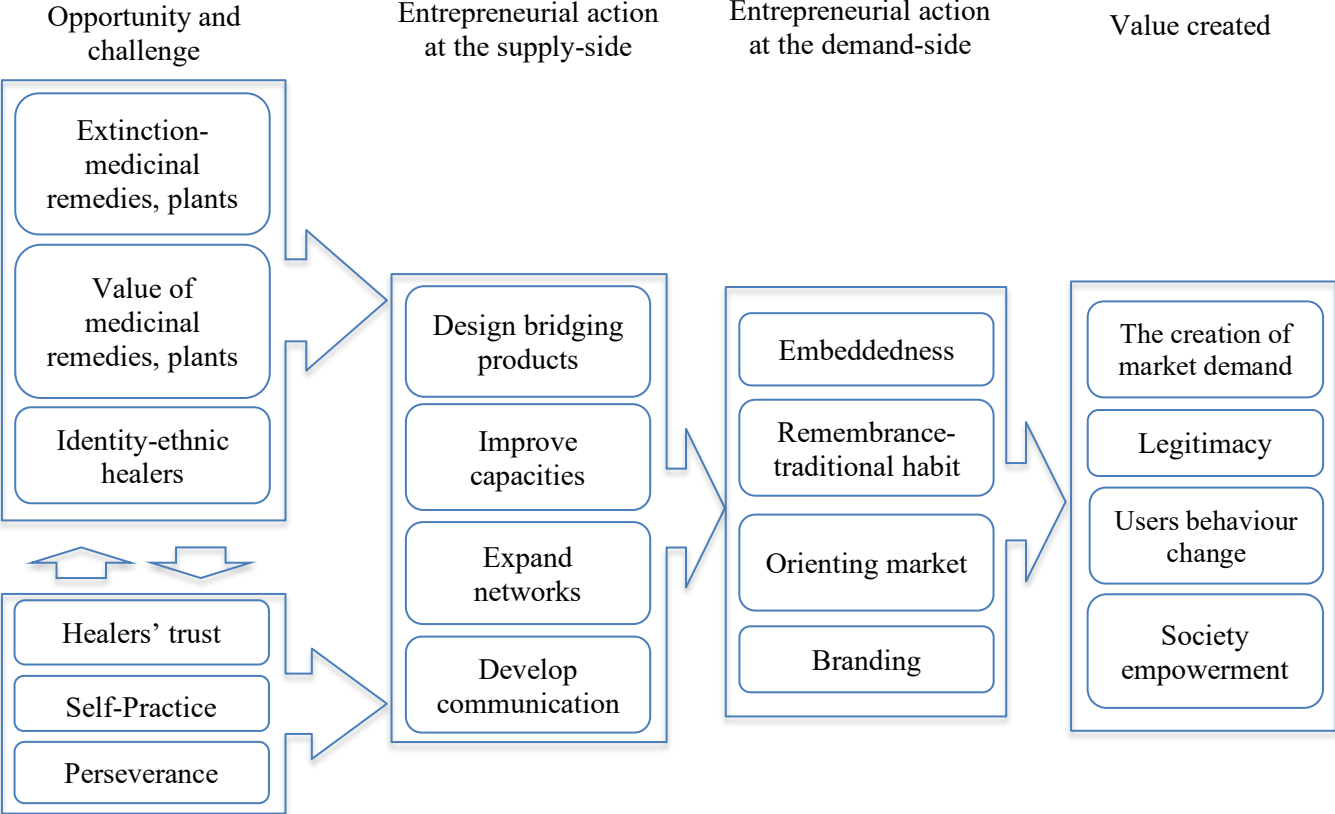
Third, the results show that SEs play an important role in building and improving the capabilities of the communities and increasing resilience for beneficiaries. These findings lend support to the literature on the ways capabilities were developed such as through developing SEs' self-capability development, building practical experience, opening knowledge hub, applying social network approach and co-designing services (Phillips et al., 2019; Richter, 2019; Selloni & Corubolo, 2017a; b; Steiner et al., 2019; Steiner & Teasdale, 2019). Notwithstanding, the findings broaden the theme from developed European countries' context to Vietnam, as one of the emerging economies where have been putting many efforts in capability development, especially the small-scale farmers and ethnic minority groups.

Additionally, the findings illustrate the SEs' ability in managing the complexity of stakeholder relationships for the creation of value for society through which keeping coherence of social objectives and building their legitimacy. These results reinforce the existing literature on the importance of value creation (Phillips et al., 2019; Phills et al., 2008), SEs' tensions in balancing dual objectives, avoiding trade-off and building legitimacy (Bandyopadhyay & Ray, 2019; Littlewood & Khan, 2018; Siegner et al., 2018; Agrawal & Hockerts, 2013; Ramus & Vaccaro, 2017). Despite, the findings expand entrepreneurial ingenuity in which SEs manage and build stakeholders' competencies for aligning goals, improving stakeholders' accountability, enhancing legitimacy in a particular context of Vietnam, a developing country where the accountability and transparency are the key concerns.

Furthermore, the findings support the role of the stakeholder relationships in the firms' business in stakeholder theory and its conceptual framework (Hörisch et al., 2014). However, the coordinating role of the firms, in this case of SEs who are at small-scale and lack of available supporting resources, should be emphasized, especially the role in developing novel solutions as well as the socially entrepreneurial communication with the inclusion of all stakeholders, for the success of SI (Phillips et al., 2019; TEPSIE, 2014).

Finally, the findings show the interdependencies and overarching links between the novelty of products, the network and communication and the capabilities of stakeholders. For example, the novelty of products is dependent on the degrees of capabilities developed by stakeholders and the networks and communication developed by stakeholders during the entrepreneurial process. These interdependencies complicate the entrepreneurial process, requiring the influencing role of SEs to develop innovatively social business models. Therefore, I followed the sequence indicated in the data to offer an initial representation of the coordinating role of

SE in stakeholder relationships in SI as a path to value creation (Fig.10). Fig. 10 illustrates the process model for a SE to develop SI as well as coordinate stakeholders. It is built up from data structure and the interdependencies of different codes and aggregate dimensions.

Figure 10. Process Model for social enterprise to develop social innovation (Illustrated by author)

The opportunity *(value of remedies/plants, healer identity)* and challenge *(extinction of medicinal remedies and plants)* the communities face encourages SE to set up and maintain its principles in developing its SI. The principles of SE, created by *self-practice and perseverance* and through interactions with ethnic communities *(healer trust)*, signal the requirement of entrepreneurial actions, as a means to deploy the advantages and circumvent the constraints of the ethnic communities. Indeed, with such opportunity and challenge, entrepreneurial actions need to be novel *(bridging products, communications, networks)* to the unfettered market. Networking, communication and capacity development motivate ethnic communities to engage in entrepreneurial action and at the same time enhances the entrepreneurial process. Together with entrepreneurial action at the supply-side, entrepreneurial action at the demand-side is the efforts of the SE in embedding novel products *(embeddedness)* with additional value *(remembrance of traditional habit)*, bringing users to be closer to the producers

(communication, branding), creating new roles of pro-summers *(orienting market)*. The process creates value for the SE itself through enhanced *legitimacy* and for all other stakeholders. However, first and foremost, it *empowers society* by *creating market demand* for products with better use of resources and change *users' behaviours*.

This process model supports argument on the processual approach that highlights the context, the activity of collaboration and strategic alliance and the substance of change (Dawson, 1994; Dawson, 2014) and with the feature of experimenting process of SI (The Young Foundation, 2012). The model extends the interchanges and interdependencies between initial conditions, including opportunities and challenges, entrepreneurial actions at both supply and demand sides, and impacts created for different beneficiaries but in the interconnection. Because social change is complex and at times chaotic, meanwhile the unplanned, unforeseen, unexpected may occur (Dawson, 2014), SEs should not reduce its change to a list of simple sequential steps in developing SI. In other words, SEs should be perseverant in keeping their principles and coherence of their social objectives instead of commercialising their business.

5.2   Theoretical contributions

Six prominent aspects emerged from my findings which contribute to advancing literature on SI, SE and stakeholder theory, together with its conceptual framework in sustainability, qualitative method and for developing country.

First, the thesis provides new insights into the role of the SE in coordinating stakeholder relationships to develop SI and investigates how SIs take place in SEs. The literature only discussed the relationships between SI and SE (Phillips et al., 2014; Selloni & Corubolo, 2017a; TEPSIE, 2014) and the role of stakeholder relationships in the SI process within SE (Alegre & Berbegal-Mirabent, 2016; Phillips et al., 2019). To the extent to which SEs trigger the involvement of stakeholders in their entrepreneurial process and facilitate their relationships in the SI process, the thesis contributes to understanding drivers of the success of SI.

Second, the thesis contextualises stakeholder theory (Freeman et al., 2010) and its conceptual framework in sustainability (Hörisch et al., 2014) in SI literature, especially in the context of SEs. SEs are applying a special organisational form with contradictory institutional logics, targeting both entrepreneurial and social value for all involved stakeholders. This complicates

even further stakeholder relationships to develop SI due to the respects of the nature and preservation of natural resources. Therefore, stakeholder theory and its conceptual framework in sustainability are applicable for managing cross-sectoral and collaborative relationships in SI, since it considers both the nature and the human as key stakeholders in its process.

Third, the study extends the practice of SI and SE in the context of a particular developing country and a particular sector for theoretical foundations of SI, as suggested by (Mulgan, 2006; TEPSIE, 2014; The Young Foundation, 2012; Phillips et al., 2019).

Fourth, the thesis offers a processual approach for SE to develop SI. The approach helps realise opportunities and challenges of SI as input for the design of business models and strategize entrepreneurial action at both supply and demand sides. The process approach extends the embeddedness of individual stakeholders' sustainability interests, enhancing the novelty of products, addressing social needs and orienting the market. The separation of entrepreneurial actions at supply and demand sides offers the integration of production and consumption, from which identify the motivation for co-production by different stakeholders, especially the users in the role of pro-sumers. This is very much in line with the core feature of SI (The Young Foundation, 2012), with the design thinking support for SIs in SEs (Selloni & Corubolo, 2017a) and supports for SE marketing (Bandyopadhyay & Ray, 2019)

Fifth, the dual view of internal and external stakeholders in stakeholder theory extends the participation of more stakeholders across sectors and their functioning in the firms' business. As discussed by literature on the role of business in society, especially for sustainable development (Painter-Morland, 2013; Roome, 2013), firms have collaborated with the civil society sector in approaching the community. However, the civil society should be engaged in firms' stakeholder relationships.

Last but not least, the thesis contributes to the qualitative method (Corbin & Strauss, 2008; Creswell, 2014; Flick, 2018a; Gioia et al., 2013; Marshall & Rossman, 1995) by the use of different sources of data, combining multiple secondary data and primary data of multiple interviews. This systematic use of data not only enriches the data but also enhances the rigour of the data and the study. It additionally provides longitudinal data for the study of the SI process, requiring the observation and analysis of progress, especially the creation of value.

5.3   Practical Implications

The thesis reinforces the application of stakeholder theory in general and its conceptual framework in sustainability management to recognise how the firms generally and the SEs particularly facilitate the relationships between stakeholders to share and achieve the entrepreneurial and sustainability objectives, through which create value to all stakeholders and generate more social impacts for society.

The thesis provides insights of potentials and challenges of SI implementation and SE development in Vietnam, as one developing country in Southeast Asia, to address societal challenges under the increasing inequalities, social exclusion, environmental degradation and climate change. These provide policy implications in (i) favourable legal frameworks for SE operating with ethnic minorities and in rural areas, especially for networks, communication and marketing and (ii) detail guidelines for evaluation of value creation or impact assessment that help SEs pursue their primary aims and ensure their acceptability and legitimacy. These legal frameworks would be very helpful to formulate ecosystem for SE development, addressing societal challenges that the marginalised communities are facing.

5.4   Future Research

Future research should continue examining the process model by extending qualitative research with more SEs in Vietnam in agriculture and forestry to develop a grounded model. The study should identify the context, process of action with internal and external stakeholders, achieving social change. The study should generalise the cases into a grounded model through which other SEs could refer to.

Another research should examine the influence of the SE community in facilitating the consumers' behaviours change for more sustainable consumption. This study should determine how SEs could collaborate to achieve their objectives and, in the meantime, achieve shared social goals. There is a high potential for their scaling up of impacts through creating social movements by masses and for masses.

Further research should examine SE marketing to increase their legitimacy and for the big impact potential in achieving Sustainable Development Goals (Bandyopadhyay & Ray, 2019).

The research should focus on how SEs embed its social objectives into the product design and how they create a role for prosumers since this facilitates their marketing strategy.

Finally, socio-ecological innovations by indigenous population should be examined to preserve their naturally rich knowledge in combating with the increasing humanity facing global environments and climate change and improve social inclusion and diversity.

Appendix 1a: Interview guidelines (1st round) for internal stakeholders

Preliminary information
- Presentation of interviewer
- Presentation of research project / overall purpose
- Confidentiality / anonymity / agreement

1. Introduction
(Objective: to learn about the company and business)

1.1   How did you start your company or join the company? *(legal, objective, resources)*
1.2   What motivated you to start your business? *(local context, social challenges, business minds, ...)*
1.3   How would you describe your business situation today in comparison with your start-up or with before?
          (progress of your business in realising business goal)
1.4   What is your vision for the business in the long term?

2. Social mission/value of the company
(Objective: understand what are the company's social mission)

2.1   What is the company's social missions/?
          (*addressing societal challenges that relates to social, economic or environmental*)
2.2   From who or which ideas did you that mission was set up? (*the origins of setting up social mission*)
2.3   Why do you choose to formulate that social mission?
          (*motivation of the social mission, stakeholders' influencing*)
2.4   How important is that social mission to your business?
          (how important for business objective, profit, stakeholders)
2.5   What social value has the company achieved?
          (*to what extent have you achieved your social missions, what kind of value and to whom*)

3. Social Innovation
(Objective: to understand originals of social innovation and its process)

3.1   What is your personal understanding of social innovation?
          (objective, form, process, value. Interview could provide concept and definition of social innovation in local language and context)
3.2   Have you recognised any social innovation in and around your business? And how?
          (from communities or other stakeholders)
3.3   Where did that social innovation come from? Tell a bit about its background.
          (who own the idea: your company, communities or any other stakeholders)?
3.4   Why do you think that social innovation is relevant to the company's social mission or value?
          (explicitly how the social innovation's fit with the company's)?
3.5   What motivated you to develop that social innovation? *(e.g. shared value, local context or challenges)*
3.6   What have you done to develop the social innovation?
          (e.g. structure the objective, form the method, process implementation or empower stakeholders)

4. Coordinating stakeholders
(Objective: to understand the role of different stakeholders involved in the social innovation and the coordination of their interaction in developing social innovation)

4.1   Who are main stakeholders? Who are the most crucial ones and how?
          (e.g: farmer, community, company, government, consumer or other)
4.2   How do stakeholders engage in social innovation? By what ways? By which communications?
          (e.g: farmer, community, company, government, consumer or other)
4.3   How do you explicitly coordinate stakeholders or how stakeholders are coordinated in SI implementation? By what ways? *(e.g: farmer, community, company, consumer or other)*
4.4   What are the key shared social value that social innovation has achieved?

Appendix 1b: Interview guidelines (1st round) for external stakeholder

Preliminary information
- Presentation of interviewer
- Presentation of research project / overall purpose
- Confidentiality / anonymity / agreement

1.Introduction

(Objective: to learn about the company and business)

1.1 How did the company start? *(legal, objective, resources)*
1.2 What motivated them to start their business? *(local context, social challenges, business minds, ...)*
1.3 How would you describe its business situation today in comparison with its start-up?
   (progress of its business in realising business goal)
1.4 What do you know about the company's business vision in the long term?

2.Social mission/value of the company

(Objective: understand what are the company's social mission)

2.1 What is the company's social missions?
   (addressing societal challenges that relates to social, economic or environmental)
2.2 From who or which ideas did they set up that mission? *(the origins of setting up social mission)*
2.3 Why do they choose to formulate that social mission?
   (motivation of the social mission, stakeholders' influencing)
2.4 How important is that social mission to their business?
   (how important for business objective, profit, stakeholders)
2.5 What social value has the company achieved?
   (to what extent have they achieved social missions, what kind of value and to whom)

3.Social Innovation

(Objective: to understand originals of social innovation and its process)

3.1 What is your personal understanding of social innovation?
   (objective, form, process, value. Interview could provide concept and definition of social innovation in local language and context)
3.2 Where do you think the social innovation idea of the company come from? Tell a bit about its background. *(who own the idea: company, communities or any other stakeholders)*?
3.3 Why do you think that social innovation is relevant to the company's social mission or value?
   (explicitly how the social innovation's fit with the company's)?
3.4 What motivated the company to proceed that social innovation?
   (e.g. shared value, local context or challenges)
3.5 What have they done to develop the social innovation?
   (e.g. structure the objective, form the method, process implementation or empower stakeholders)

4.Coordinating stakeholders

(Objective: to understand the role of different stakeholders involved in the social innovation and the coordination of their interaction in developing social innovation)

4.1 Who are main stakeholders? Who are the most crucial ones and how?
   (e.g: farmer, community, company, government, consumer or other)
4.2 How do the company engage them in social innovation? By what ways?
   (e.g: farmer, community, company, government, consumer or other)
4.3 How do they explicitly coordinate stakeholders SI implementation? By what communication?
   (e.g: farmer, community, company, government, consumer or other)
4.4 What are the key shared social value that social innovation has achieved?

Appendix 1c: Interview guidelines (2nd round)

- Explain the content and result of interview round 1
- Explain the objective of round 2 as further exploration of round 1 and quantification.

5. Follow-up 1st interview with Primary codes
(Objective: quantify the primary codes from the first interviews)

5.1 How do primary codes cover the themes you shared? Anything missing? *(Explicitly explain how)*
5.2 What should be changed? Why?
5.3 What do you want to add? Why?

6. Social Innovation 2
(Objective: quantify the recognised social innovation and value in relations with the company's)

6.1 What social values of social innovation are cohesive with the company's value?
6.2 What is your main role in developing social innovation? *(e.g. supporting, implementing, funding or coordinating stakeholders)*

7. Coordinating stakeholders 2
(Objective: to quantify the role in coordinating stakeholders in developing social innovation and assess social value created by social innovation)

7.1 How effective is the role of stakeholders in developing social innovation?
Please quantify the engagement of stakeholders. Score and explain why you scored as such
***1-very weak** (limited engagement, non-influencing role), **2-weak** (active engagement, inactive & non-influencing role), **3-Medium** (full engagement, active & non-influencing role), **4-Strong** (full engagement, active & limited influencing role), **5-Very strong** (full engagement, active & effective influencing role)*

Stakeholders	*1-very weak*	*2-weak*	*3-medium*	*4-strong*	*5-very strong*
Farmers					
Healer					
Consumers					
Community					
Retailer					

7.2 How effective are interaction between stakeholders in developing innovation?
Please quantify the interactions between stakeholders. Score and explain why you scored as such.
***1-weak** (no interaction, no collaboration), **2-medium** (interaction but not effective or no direct interactions), **3-strong** (Direct and effective interactions)*

Stakeholders	Famer	Company	Consumer	Community	Retailer
Farmers					
Healer					
Consumers					
Community					
Retailer					

7.3 What is the social value created by social innovation through your coordination of stakeholders?
Please quantify the social value created by social innovation. Score from 1-5 and explain why?
***1-no value**, **2-little value** (mostly no value), **3- medium** (some values qualified but impossible quantified), **4-good** (with direct effects that could be quantified), **5-very good** (quantified values that are typical or symbolic)*

Social value	Farmer	Community	Consumer	Reason for scoring
Economic aspect				
Social aspect				
Environmental aspect				

8. Concluding questions

− Who could be new stakeholders do you think relevant in developing social innovation?
− How do you think you could engage them?
− What opportunities and challenges do you think in developing social innovation?
− Would you like to add anything further?

LUSEM consent form

Master thesis:

Social enterprise and stakeholder relationships in Vietnam's social innovation

Master Candidate: Ha Do Thuy

Interview Consent Form

I have been given information about

Social enterprise and stakeholder relationships in Vietnam's social innovation

and discussed the research project with ***Ms. Ha Do Thuy*** who is conducting this research as a part of a Master's in Innovation and Global Sustainable Development supervised by Bo Görranson.

I understand that, if I consent to participate in this project, I will be asked to give the researcher a duration of approximately 60 minutes of my time to participate in the process.

I understand that the interview will be recorded, and I consent to record the interview. I also consent to transcribe and quote directly from the interview for the study purpose provided that my name is hidden or coded.

I understand that my participation in this research is voluntary, I am free to refuse to participate and I am free to withdraw from the research at any time without any reasons.

By signing below, I am indicating my consent to participate in the research as it has been described to me. I understand that the data collected from my participation will be used for thesis and journal publications, and I consent for it to be used in that manner.

Name: …………………………………………………………

Email: ………………………………………………………….

Telephone: ……………………………………………………..

Signed: …………………………………………………………

Appendix 3: Archived document and video list

	Code	Name of journals	Sources	Time	Links
1	book1	Redefining the success	Book	2017	
2	Journal1	VH, journey to preserve Vietnamese medicinal herbs	Online Journal	2018	https://vietnam.vnanet.vn/vietnamese/vietherb-va-hanh-trinh-gin-giu-cay-thuoc-viet/359484.html
3	Journal2	Start-up to pay debts to the forest	Online Journal	2019	https://cafef.vn/thanh-lap-cong-ty-de-tra-no-rung-20190328091024695.chn
4	Journal3	To understand and love Vietnamesemedicinal herbs	Online Journal	2018	https://saigondautu.com.vn/am-thuc/ky-2-ben-duyen-voi-thuoc-nam-59648.html
5	Journal4	Start-up from medicinal herbs	Online Journal	2017	https://tuoitrethudo.com.vn/khoi-nghiep-tu-cay-thuoc-nam-d2040402.html
6	Journal5	Start-up as a payment to the forest	Online Journal	2017	http://thuonggiaonline.vn/khoi-nghiep-nhu-mot-cach-tra-no-rung-4444.htm
7	Journal6	back to the forest for medicinal herbs	Online Journal	2019	https://dunghangviet.vn/hv/tin-tuc/khoi-nghiep/y-tuong/2019/07/ceo-tre-bo-pho-ve-rung-san-xuat-san-pham-lam-dep-tu-cay-thuoc-nam.html
8	Journal7	Solution to preserve medincial herbs and protect the forest	Online Journal	2016	http://www.khoahocphothong.com.vn/giai-phap-bao-ton-thuoc-nam-va-giu-rung-44898.html
9	Journal8	Dubios guys	Online Journal	2017	https://tuoitre.vn/nhung-ke-dang-ngo-1254646.htm
10	Journal9	Recyle waste: citizen voice or policies?	Online Journal	2019	https://thuvienbinhphuoc.org.vn/y-te-suc-khoe/rac-tai-che-cho-nguoi-dan-hay-cho-chinh-sach-11631.html
11	Journal10	VH CEO and story os start-up	Online Journal	2016	https://tiepthigiadinh.vn/giam-doc-cong-ty-vietherb-va-hanh-trinh-gin-giu-cay-thuoc-viet/
12	Journal11	Langson has a legendary doctor	Online Journal		http://xsktmiennam.vn/suc-khoe/xu-lang-co-mot-than-y.html
13	Journal12	Valuable remedy of Tay ethnic minority	online Journal	2015	https://laodong.vn/suc-khoe/bai-thuoc-quy-chua-phong-te-thap-va-moi-liet-gan-co-cua-nguoi-tay-389345.bld
14	Journal13	Motivations for indigenous healers	Online Journal	2018	https://giaothong.org/ky-1-dong-luc-cho-nhung-ong-lang-ba-me-10664
15	Journal14	Smart mothers choosing natural products for family	Online Journal	2019	https://afamily.vn/nhung-ba-me-thong-thai-va-lua-chon-san-pham-thuc-su-thien-nhien-cho-ca-gia-dinh-20190319115250946.chn
16	Journal15	Founder of the Centre for Social Initiatives Promotion.	Online Journal	2017	https://www.asialifemagazine.com/vietnam/pham-kieu-oanh/
17	Journal16	The remedy for osteoarthritis of the Langson healer	Online Journal	2016	https://baophapluat.vn/thuoc/bai-thuoc-xuong-cua-lang-y-xu-lang-199028.html
18	Journal17	Chinese traders and the dying out of Vietnamese traditional medicinal plants	Online Journal	2018	https://moitruong.com.vn/moi-truong-cong-luan/thuc-trang-moi-truong-thuong-lai-trung-quoc-va-cuoc-tan-diet-cay-thuoc-tu-nhien-o-viet-nam-18314.htm
19	Blog1	A social enterprise model in Vietnam	VH website	2015	http://christinebelanger.ca/vietherb/
20	Blog2	Medicinal herbs and remedies	VH website	2016	https://vietherb.vn/blogs/cay-thuoc-hay/duoc-lieu-quy-tu-cay-tam-gui-sau-sau
21	Blog3	Back to village of the farmer guy	VH website	2017	https://vietherb.vn/blogs/bao-chi-noi-ve-chung-toi/hanh-trinh-bo-pho-ve-rung-cua-ga-nong-dan-do-hoang
22	Blog4	Medicinal herbs and remedies	VH website	2017	https://vietherb.vn/blogs/thay-thuoc-gioi/luong-y-nguyen-viet-huy-benh-soi-va-cach-phong-chong
23	Blog6	VH and my emotions	Personal blog	2019	https://www.facebook.com/story.php?story_fbid=10159748218789852&id=753884851

	Code	Name of clips	Sources	Time	Links
1	Clip1	Social innovation and development	Hanoi Television	00:08:59	https://www.youtube.com/watch?v=qEOYjt9Kq4M&t=12s
2	Clip2	Fragrance of Tet holidays	Hanoi Television	00:03:56	https://www.facebook.com/vietherb.vn/videos/1589851511042147/
3	Clip3	Social innovation and development	Hanoi Television	00:01:52	https://www.facebook.com/vietherb.vn/videos/1227803670580268/
4	Clip4	Now and Here (No. 20/): The old and traditional value	Vietnam TV 2	00:29:55-00:39:00	https://vtv.vn/video/bay-gio-o-day-so-20-380005.htm
5	Clip5	Born in village: Preserve medicinal herbs and remedies	Vietnam TV 6	00:32:07	https://www.youtube.com/watch?v=CSzKePEqqCg&t=17s
6	Clip6	Cafe start-up	Vietnam TV1 youtube	00:04:02	https://www.youtube.com/watch?v=zu-jHrF_iv8
7	Clip7	Start-up Nation : Medicinal herbs	Vietnam TV1 youtube	00:03:05	https://www.youtube.com/watch?v=wcnbm4BEtWI
8	Clip8	Start-up Nation : 5 start-ups in the week	Vietnam TV1 youtube	00:03:41	https://www.youtube.com/watch?v=0_HLVFfYGf8
9	Clip9	Medicinal herbs of Viet	Vietnam TV1 youtube	00:11:37	https://www.youtube.com/watch?v=RQL3TMQ2S-I
10	Clip10	The person to save medicine herbs	VTC television	00:30:00	https://www.youtube.com/watch?v=hRLWAZwtvUc
11	Clip11	Preservation of medicinal herbs	VTC television	00:14:18	https://www.youtube.com/watch?v=3anH1KEEoNY
12	Clip12	Path to success: redefinging sucess	VTC10	00:30:03	https://www.youtube.com/watch?v=YL3yVpN9_mU
13	Clip13	Spring to plant herbs	Hanoi Television	00:07:53	https://youtu.be/D_11B-Yfrds
14	Clip14	Community-based start-up	Vietnam TV1 youtube	00:01:53	https://youtu.be/1IgNj8v6jqQ
15	Clip15	No'Poo Herbal hair-wash	VH facebook	00:03:41	https://www.facebook.com/watch/?v=1404499322910701
16	Clip16	Stories behind the Tag	VH facebook	00:04:56	https://www.facebook.com/watch/?v=546306802852071
17	Clip17	New year holiday of Vietnamese people	VH facebook	00:02:05	https://www.facebook.com/vietherb.vn/videos/1581700255190606/
18	Clip18	Langson, VH house	VH facebook	00:00:56	https://www.facebook.com/vietherb.vn/videos/2068909040080735/
19	Clip19	Some valuable reading about betel	VH facebook	00:00:36	https://www.facebook.com/vietherb.vn/videos/401386290570002/
20	Clip20	Garden corner	VH facebook	00:01:18	https://www.facebook.com/vietherb.vn/videos/719377595251614/
21	Clip21	Backache and self-treatment at home	VH facebook	00:10:41	https://www.facebook.com/vietherb.vn/videos/819811185203562/
22	Clip22	Acupressure at VH community house	VH facebook	00:01:21	https://www.facebook.com/vietherb.vn/videos/1417484598406453/
23	Clip23	A social enterprise model in Vietnam	VH youtube	00:01:58	https://www.youtube.com/watch?v=H5DPM8bsx28
24	Clip24	Guide to plant soapberry when you travel	VH youtube	00:02:43	https://www.youtube.com/watch?v=_Y2uM5Ub3g0
25	Clip25	VH and social mission	VH youtube	00:07:03	https://www.youtube.com/watch?v=-ZsRs7QfyF0
26	Clip26	VH Vietnamese herbal medicine	VH youtube	00:01:05	https://www.youtube.com/watch?v=PGYKbU1sGxY
27	Clip27	Guide to plant soapberry	VH youtube	00:03:58	https://www.youtube.com/watch?v=dcX-h7y8C18
28	Clip28	back to the forest	VH youtube	00:04:01	https://www.youtube.com/watch?v=rN0sQ9bTrHA
29	Clip29	How to dig the soil	VH youtube	00:02:14	https://www.youtube.com/watch?v=D53XPb9Mcok
30	Clip30	Feeling of the traditional new year holiday	VH facebook	00:02:45	https://www.facebook.com/vietherb.vn/videos/1021741847853119/
31	Clip31	Study visit to VH	Gruppo Trentino di Volontariato	00:06:34	https://www.youtube.com/watch?v=06RNVSpySLM

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