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Abstract

This research aims to examine the relationship between corporate social responsibility (CSR) and organizational sustainability, using the case study of Akha Ama Coffee Company Limited, a social enterprise in Chiang Mai, Thailand. The study focuses on two main aspects: firstly, exploring how customer perception of CSR influences customer engagement outcomes, and secondly, investigating how CSR perception impacts organizational sustainability. The research addresses research questions about how does customer perception of CSR influence customer engagement? How does Akha Ama's customer engagement influence customer brand loyalty, word-of-mouth intention, and influence customer feedback intention? To gather information, the study utilizes a convergent parallel design mixed method, which involves three steps: (a) conducting a quantitative online survey with 172 responses, (b) using qualitative methodology through in-depth interviews with 7 key participants, and (c) taking qualitative and quantitative data collection and analysis and comparing or relating to the two and then interpreting them. Areas of convergence or divergence between the qualitative and quantitative results will be discussed.

The research findings indicate that customers perceive CSR positively, leading to increased customer engagement. This positive relationship has beneficial outcomes for the business, including customer loyalty, positive word-of-mouth, and feedback intention. The findings also reveal that the strength of Akha Ama's brand lies in its social responsibility narrative and the quality of its coffee. However, the assessment of the organization's sustainability identified some challenges for its long-term viability. A significant number of Akha Ama's customers' express concerns about the CSR practices, particularly in terms of long-term impact. These concerns

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directly affect the brand's strength in the case of Akha Ama Coffee. Therefore, considering customer expectations and the findings from the sustainability assessment, the company should develop a social impact management strategy to maintain a strong relationship with its customers. Furthermore, this case study highlights the indirect positive impact of CSR activities on the government sector. The research also suggests that both the business and government sectors can achieve a win-win scenario through business CSR initiatives by supporting businesses in enhancing their CSR practices.

Keywords: Corporate Social Responsibility (CSR), Organizational Sustainability, Customer Engagement, Social Enterprise, Mixed Methods Research

1. Introduction

Over recent years, Corporate social responsibility (CSR) has been widely used in business. The definition of a good product has been broadened price along with promoting of global climate issue, quality, and social responsibility concept are now considered standard expectations. Regarding Thaipat and Deloitte in 2022, young consumers are becoming a large portion of market share as mentioned in Stakeholder Capitalism Market Trend. This group of customers possible to increase in prioritize brands that actively address social issues and believe they can influence corporate practices to promote positive change. However, it may differ from Asian context, including Thailand. As Thailand continues to embrace CSR, Thai companies are setting a benchmark for aligning business growth with social and environmental impact. However, this shift still underscores the broader trend of businesses transforming into purpose-driven entities, where CSR becomes not just a corporate responsibility but a critical driver of competitive advantage. In response to this situation, this study reinforces the idea that CSR become more than a peripheral activity but prioritize as a core component of sustainable business strategies. After surveying several businesses in Thailand, we found Akha Ama Coffee's is practicing to prioritizing environmental and contributing positively to society. The findings from Akha Ama Coffee show how SME can be implemented and offer valuable insights for businesses. This study try to navigate the complexities of balancing market expansion with social and environmental responsibility along with addressing the existing gap in CSR, particularly in the context of emerging businesses.

1.1 CSR in Thailand

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Since the United Nations (UN) promoted the Sustainable Development Goals (SDGs) in 2015, Thai businesses have seeking ways to align with the Sustainable Development Goals (SDGs). However, Thailand seems far to overcome a significant gap in translating broad goals into actionable targets, because the objectives of the SDGs did not align with the specific actions undertaken by the organizations, and the available indicators were not truly applicable (not applicable). Thaipat's report demonstrated that the highest SDGs promoted in Thai business industries are goal 5 (gender equality), followed by goal 8 (promote sustainable economic growth and productive employment), and goal 16 (promote peaceful societies for sustainable development, provide access to justice). The survey also suggests keys three main areas need to be prioritized, including environment (climate risk migration), social issues (Non-discrimination), and governance (Incentivized Pay). To achieve expected level Thailand needs more precise, applicable indicators to guide CSR practices and sustainable development efforts. Since 2022, Thaipat starts to promote of from 'Net Zero' to Social Positive Business. The current state of Corporate Social Responsibility (CSR) in Thailand can be described as still in its early stages. However, there is a growing recognition of the importance of developing CSR frameworks at a more measurable and standardized level. This would enable the government to better elevate CSR practices in Thailand, aligning them with global standards and objectives. As such, further efforts are needed to establish clear indicators and benchmarks that can help guide the evolution of CSR in the country (Thaipat, 2022).

1.2 Social Enterprise in Thailand

A social enterprise is a business venture that unites people and communities to generate both economic and social benefits. These

businesses aim to create a surplus from their activities, which is reinvested to benefit the communities they serve (Alter, 2006). In the United States, social enterprises typically represent nonprofit organizations operating within market economies to generate revenue. In contrast, European social enterprises are often cooperatives focused on social benefits (Kerlin, J. A., 2010). The most common definition of social enterprise in the UK was created by the Department of Trade and Industry (DTI, 2002). The related context as in Asia, there is a study from Chinese mainland, Hong Kong, and Taiwan offers a definition to describe social enterprises as organizations that achieve social objectives through business means, especially at the initial entrepreneurial stage. It mainly focuses on both social goals and financial sustainability (Luo et al., 2019). However, social enterprise concept in Thailand is relatively new and still emerging. The Social Enterprise Promotion Policy was introduced in 2009, and the Social Enterprise Thailand Association (SE Thailand) was established in 2019. Currently, there are 145 registered social enterprises in the country. As of 2022, out of the 145 registered social enterprises in Thailand, 123 were created through a top-down approach by large companies and political parties, while only 22 were founded as start-ups. This highlights the emerging nature of social entrepreneurship in Thailand, with a small but growing number of start-up ventures.

1.3 Akha Ama Coffee Company

Akha Ama is a social enterprise that aims to improve coffee farmers' quality of life in the owner's hometown, Meachantai, Chiang Rai, Thailand. The underlying issue stems from the stateless status of villagers. This group of people have a limits opportunity to access education or basic healthcare. They were illiterate; they lost the power to negotiate with middlemen in the

business sector, which affected their quality of life. To address these challenges, Ayu Cheupa applied for and received a grant from the Child's Dream Foundation, which enabled him to start a small café called Akha Ama Coffee in Chiang Mai with the following objectives: (1) improve inequality of business opportunities for coffee farmers in Maechantai. (2) reduce lacking agriculture knowledge of coffee farmers. (3) Reduce the number of teenagers leaving the village (out-migration). Over the past 12 years since its founding in 2010, Akha Ama Coffee has proven its succession by increasing coffee value and quality in Maechantai, Chiang Rai, Thailand. Akha Ama Coffee has expanded its market channels, benefiting farmers and buyers. The outcome of Maechantai coffee has gained recognition in the Thai coffee market. Farmers have gained better knowledge to improve the quality of their products. Furthermore, Akha Ama Coffee has created opportunities for the younger generation in Maechantai by employing them to provide more options for their future. Regarding its background and effective corporate social responsibility (CSR) outcomes, Akha Ama Coffee is a suitable case study for this research. As a social enterprise, it is a valuable model for managing CSR and its successful application to business operations.

Based on its unique founding mission, deep-rooted social purpose, and recognition as a successful bottom-up social enterprise, Akha Ama Coffee was selected as the case study for this research. Methodologically, this case provides a rich example for evaluating how CSR-driven narratives influence customer engagement and sustainability perceptions, allowing exploration of theory-practice alignment in a real-world SME social enterprise context.

2. RESEARCH QUESTIONS AND THEORETICAL FOUNDATIONS

2.1 Research Questions

This study aims to examine the relationship between customer perceptions of corporate social responsibility (CSR) and its resulting outcomes, while comparing quantitative survey results with insights obtained from in-depth interviews. The goal is to generate knowledge that supports Akha Ama Coffee and similar enterprises in developing competitive strategies and enhancing sustainability within the Thai market. The following research questions were developed to investigate how CSR perceptions influence customer engagement and related behaviors, providing a foundation for practical business recommendations in the later part of this study:

- 1.How does customer perception of CSR influence customer engagement?
- 2.How does Akha Ama's customer engagement influence customer brand loyalty?
- 3.How does Akha Ama's customer engagement influence customer word-of-mouth intention?
- 4.How does Akha Ama's customer engagement influence customer feedback intention?

2.2 Literature Review

A substantial body of literature has investigated the impact of CSR on customer attitudes and behaviors. Abbas, Gao, and Shah (2018) identified customer engagement as a critical mediator between CSR and customer loyalty, highlighting how perceptions of ethical, philanthropic, and strategic CSR dimensions can enhance emotional connections with brands. Several studies support and reinforce this idea. For instance, Sarabia-Sánchez et al. (2018) emphasized the positive correlation between CSR perception and

brand trust, leading to favorable word-of-mouth and increased loyalty.

Gao and Sah (2018) further underscored those consumers who perceive brands as ethically and socially responsible are more likely to develop deeper emotional attachments, affecting their engagement and advocacy behaviors. This is also evident in the research by Rather and Sharma (2017), who stated that customer engagement encompasses affective, cognitive, and behavioral dimensions, all of which are activated through.

Refer from several studies also highlight the role of education and cultural background in shaping CSR perceptions. Karabasevic et al. (2016) found that education significantly influences individuals' understanding and valuation of CSR, a result that resonates with findings from the current study in the Thai context. Huang, Do, and Kumar (2019) noted similar variations in Vietnam, where consumers' responses to CSR differ based on demographic and cultural factors.

In terms of methodology, the use of mixed methods has been recommended to capture the complexity of CSR's. Which referred from Harvard Catalyst (2017) convergent parallel designs for integrating qualitative and quantitative insights, a strategy adopted in this study to strengthen validity and deepen interpretation.

Social enterprise literature also provides useful insights into the CSR–sustainability nexus. Doherty, Haugh, and Lyon (2014) conceptualize social enterprises as hybrid organizations balancing social and economic goals, which is particularly relevant to Akha Ama Coffee. Jayawardhana et al. (2022) call for sector-specific frameworks to assess sustainability in social enterprises, a gap this research addresses using the Sustainable Index model tailored to the Thai food cluster.

Despite the growing interest in CSR in Thailand, its operationalization remains uneven. Reports from Thaipat Institute (2022) indicate a need for clearer indicators and integration of CSR with Sustainable Development

Goals (SDGs). This study thus contributes by applying CSR constructs in a social enterprise context, offering empirical evidence and methodological contributions to both CSR and sustainability scholarship in emerging economies.

3. RESEARCH APPROACH AND METHODS

3.1 Data Type and Source

The research combined both qualitative and quantitative research for integrating perspectives of both methodologies, interviews and questionnaires. In detail, the interviews were designed to gather detailed information, perceptions, and opinions from seven key participants. The first part of this research used interview questions for cross-reference the questionnaire results and gathers additional insights interview. The second part was adopted the second is to study how the perception of CSR outcomes effect to organization's sustainability through the Sustainable Index for Thai Social Enterprise (Food Cluster Case) for providing business suggestions. (Figure 3.1.1 Convergent Parallel Design, and Figure 3.1.2 Research Approach)

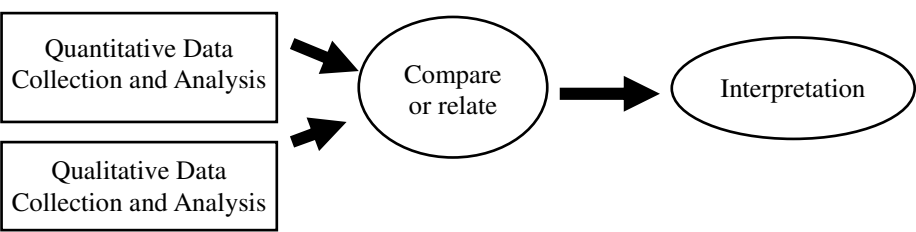
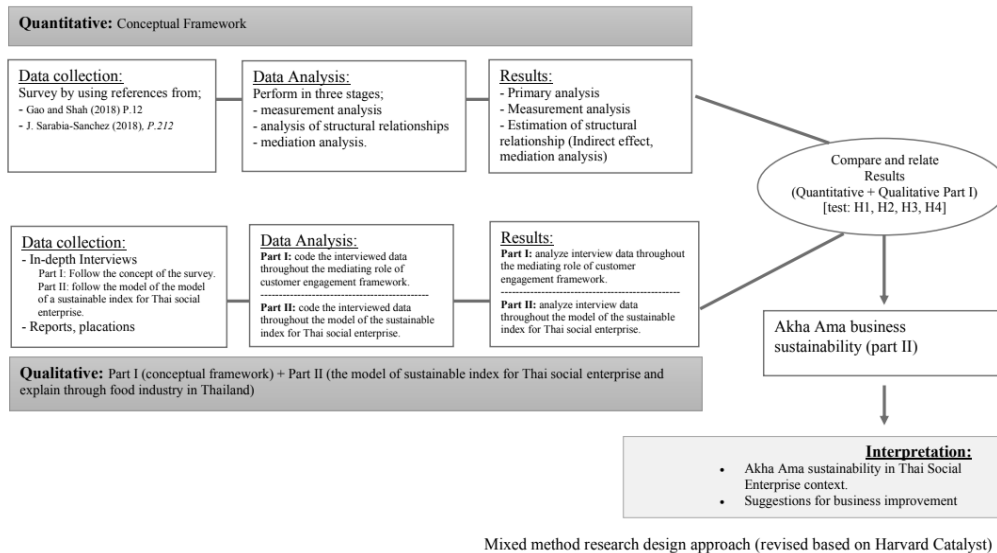


Figure 3.1.1: Convergent Parallel Design (Source: Harvard Catalyst)

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3.2 Data Collection

The research framework was developed by adapting the model proposed by Abbas, Gao, and Shah (2018), which links perceived CSR to customer engagement and subsequent behavioral outcomes (loyalty, word-of-mouth, and feedback). Hypotheses were derived based on the theoretical assumption that CSR perceptions positively affect customer emotions and behaviors, which are well-established in customer psychology and marketing studies. The adapted framework was then validated through quantitative measures and supported by qualitative insights.

3.2.1 Customers Perceived CSR and Outcomes.

The primary data collected from two methods for examining and comprehending the correlation between CSR perception and its outcomes.

(1) survey; data was collected from Akha Ama's customer respondents

onsite at Akha Ama cafés (Wat Prasigh branch and Santithum branch). The surveys were distributed directly to customers at the cafés by google form (QR code). It was utilized a 5-point Likert scale, ranging from 1 for strongly disagree to 5 for strongly agree, to measure five constructs: customer perceived CSR, engagement, word-of-mouth (WOM), loyalty, and feedback intention.

(2) In-depth interview structure; interview questions had been created by conceptual framework from the quantitative process and related with the survey questions as the following the conceptual framework (Figure 3.) and description (Table 1.)

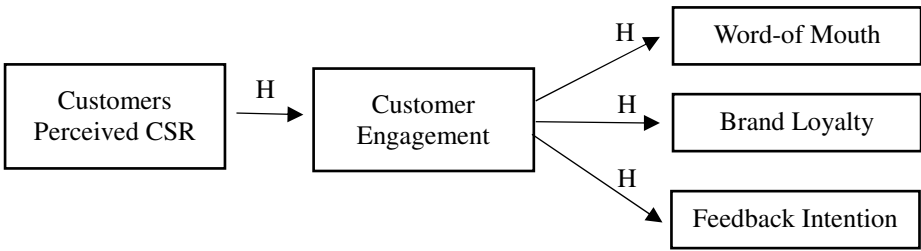


Figure 3.2.1: Conceptual Framework

Source: adopted from Abbas, Gao, and Shah (2018)

Table 3.2.1 CSR Perception and Outcomes

Customer’s CSR Perception and Outcomes	
Definition of	Consumers often reflect their perception of CSR through their behaviors, displaying a positive attitude towards brands that prioritize corporate social responsibility. This positive perception may lead customers to be willing to purchase products from these brands, even if the price is higher compared to similar products in the market. However, it is important to note that in a developing country like Thailand, the impact of CSR perception on consumer

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	behavior may be influenced by various factors, such as the cost of living, income levels, and education levels of consumers. These factors can potentially deviate the expected outcomes.
Indicator:	<p><i>Ref: Gao and Sah (2018), J.Sarabia-Sanchez (2018)</i></p> <p>1.Customers perceive a brand as being committed to well-defined ethics or ensuring that their employees adhere to legal standards (Ethical dimension).</p> <p>2.Customers perceive a brand as prioritizing both its own long-term success and the broader societal well-being, serving a purpose beyond solely generating profits (Strategic dimension).</p> <p>3.Customers perceive a brand as giving back to society, returning a portion of what it has received (Philanthropic dimension).</p>
Customer Engagement	
Definition:	Customers experience a continuous, positive emotional connection with the brand, marked by energetic and enthusiastic interactions. They are eager to put in effort, feeling both motivated and inspired by the brand. These customers are highly engaged and deeply involved in their relationship with the brand, consistently showing strong support and excitement.
Indicators:	<p><i>Ref: Raouf Ahmad Rather and Jyoti Sharma (2017)</i></p> <p>[1A] ... proud of the brand.</p> <p>[2A] ... passionate about using the brand's product.</p> <p>[3A] ... participate in their activities.</p> <p><i>Ref: Raouf Ahmad Rather and Jyoti Sharma (2017)</i></p> <p>[1]. ...feel happy when interacting with the brand intensely, I feel happy. (Absorption)</p> <p>[2]. ... heavily into the brand. (Enthusiasm)</p> <p>[3]. ... Anything related to this brand grabs their attention. (Attention)</p>

	[4]. ... When someone criticizes this brand, it feels like a personal insult. (Identification)
	[5]. ... enjoys interacting with like-minded. (Interaction)
Customer Engagement Outcome (Loyalty)	
Definition:	In this regard, active, loyal customers are motivated to spread their evaluations and opinions on their purchasing experiences to the public. Therefore, this paper defines customer loyalty as a customer repurchase intention.
Indicators:	<p><i>Ref: Gao and Sah (2018)</i></p> <p>[1]consume this brand as first choice compare to other brands.</p> <p>[2]continue considering this brand as my main coffee products in the next few years.</p> <p><i>Ref: J.Sarabia-Sanchez (2018)</i></p> <p>[3] ... encourage friends and relative to buy product from this brand/company.</p> <p>[4] ... recommend to other about this brand/company.</p>
Customer Engagement Outcome (Word-of-Mouth) collected data	
Definition:	Word-of-Mouth in this study would be highlighted as a marketing information exchange process between customers. It is possible to influence and improve positive customers' attitudes toward products and services. This process can occur through customer-to-customer via offline interaction and online interaction.
Indicators:	<p><i>Ref: Gao and Sah (2018)</i></p> <p>[1]. ...say positive things about the brand to others.</p> <p>[2]. ...mention favorable things of the brand to friends, relatives and other people.</p> <p>[3] ...I would recommend this brand if somebody asked my advice about coffee.</p>

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Customer Engagement Outcome (Feedback Intension)

Definition: The emotional investment of customers in a business and its products or services, which leads them to be more eager to share their opinions and seek improvements. Customer engagement (CE) can be seen as a form of "love" that stems from the customer's fondness for the business beyond mere economic transactions. As a result, the customer develops a more positive perception of the business and becomes actively involved in providing feedback to contribute value through constructive criticism, suggestions, and sharing knowledge.

Indicators: *Ref: Gao and Sah (2018)*

- [1].....willing to provide them with helpful feedback if I can.
- [2].....would like to inform Akha Ama about the great experience of consuming their products.
- [3]willing to fill out a customer satisfaction survey to help them improve their product and service.

3.2.1 Organizational Sustainability

A combination of secondary and primary data was applied to this section. This secondary data has been collected by using relevant and reliable websites, articles, research reports, and publications, since the primary data has been collected by survey and in-depth interviews. Along with survey implementation process, the interview was conducted between 45 and 60 minutes from seven participants (Ayu Chuepa) founder, a manager, four long-time customers, an ex-staff (impact evaluation), and a member of the farmer community (direct beneficiaries) by applying the Model of Sustainable Index for Thai Social Enterprise structure.

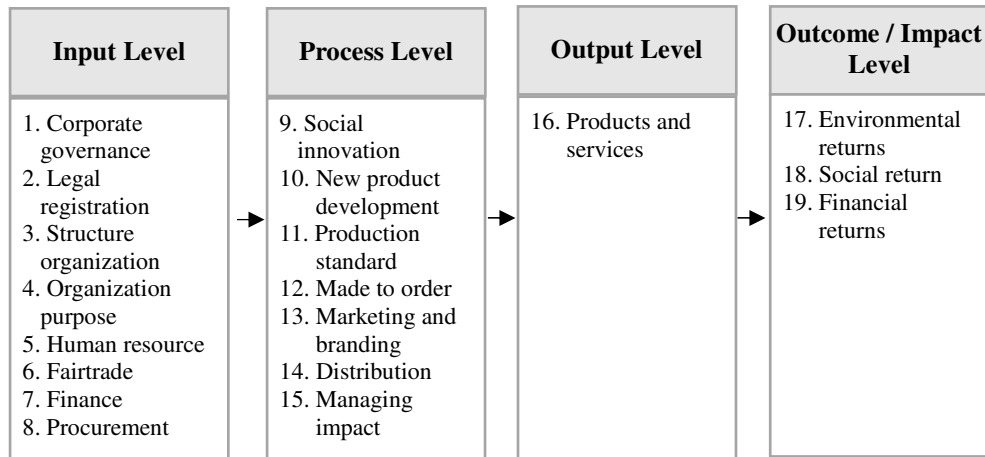


Figure 3.2.1: The Model of Sustainable Index for Thai Social Enterprise

Source: revised based on Phongphiphatwathana (2017)

4. Finding and Analysis

Research's findings were divided to analyze data collected from Part I (4.1) which includes a survey and in-depth interview to understand the relationship between customers' perceived CSR and its outcomes. After that the second part (4.2) will describe about organization sustainability of Akha Ama Coffee Limited Company for providing further business suggestions. Therefore, the following findings were analyzed from 172 surveys and key interviewees found the relationship between customer-perceived CSR and customer engagement outcomes, with both qualitative and quantitative findings supporting similar conclusions. Perceived CSR positively influences customer loyalty, word-of-mouth promotion, and feedback intention. Customers who recognize a brand's CSR efforts are more likely to remain loyal and share positive opinions. CSR also encourages constructive

feedback for business improvement. However, these benefits are often short-term unless brands deliver clear, measurable results from their CSR activities. To sustain long-term engagement, businesses must ensure their CSR efforts are transparent and effectively communicated. The findings emphasize the importance of aligning CSR with customer expectations to foster lasting loyalty and advocacy.

4.1 Part I: Customers Perceived CSR and Outcomes Finding and Result

4.1.1 Survey Responses

This process involved providing surveys to Akha Ama customers at both branches in Watprasingh and Santithum, with a total of 172 surveys collected. All these surveys were analyzed into three major parts. First, a demographic analysis was conducted to gather general information about the respondents, such as age, gender, education level, occupation, income, and frequency of brand consumption. Second, the study examined customer perceptions of Corporate Social Responsibility (CSR), assessing how customers view the brand's social responsibility initiatives and their impact on customer engagement. Lastly, the analysis explored the relationship between customer-perceived CSR and engagement outcomes, such as loyalty, word-of-mouth, and feedback intention. This comprehensive approach aimed to provide a deeper understanding of how CSR influences customer behavior and brand engagement as the following details.

4.1.2 Demographic Results

Based on demographic data, most samplings are aged between 18-25 years old; 81 people, or 47.1 %. The second majority of the proportion is between 26 – 35 years old (29.7 %). The age between 46 – 55 is the least

number of samplings, 6 people or 3.5 % of all. Moreover, most responses from the survey are from females, 87 people in total or 51.2 %. The survey result also shows that most samplings are from bachelor's degree/collage, 112 or 65.1%. In terms of occupation, all responses show the majority of samplings are students, 61 people in total or 35.5%. The monthly income of these samples is 9,001 – 15,000 THB, 57 people in total or 33.1%. Lastly, the largest proportion of samplings are first-time consumers, 70 people or 40.7%.

The analysis results obtained from the one-way ANOVA statistics comparing samplings and perceived CSR, it was found that age, gender, income, occupation, and the duration of consuming the brand do not significantly influence customers perceived CSR. However, it was observed that the education level impacts customer-perceived CSR. The data analysis shows that the various education levels have a different impact on customer-perceived CSR. The highest impact is from alternative education. This sampling group agreed strongly, showing 4.94 of the mean result, followed by high school education (4.52) and bachelor's degree/college (4.42).

Table 3.2.1 Descriptive Statistic of demographic

Demographic	\bar{x}	F	Sig.
Education		6.435**	.000
Below High School	3.00		
High School	4.52		
Bachelor degree/ Collage	4.42		
Master Degree	4.39		
PHD	3.40		
Alternative Education	4.94		

4.1.3 Hypothesis Testing

The hypothesis testing results confirm that perceived CSR significantly influences customer engagement (H1), and that engagement positively affects brand loyalty (H2), word-of-mouth (H3), and feedback intention (H4). These results show that customers who perceive Akha Ama Coffee as socially responsible are more emotionally attached to the brand, which fosters loyalty and advocacy behaviors. This aligns with previous literature and validates the conceptual framework adopted in the study.

H1: Perceived CSR influences customer engagement

Table 4.5.1 Regression analysis result of impact of customer perceived CSR to customer engagement

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	-.118	.229		-.513	.608		
PercievedCSR	1.001	.052	.830	19.396	.000	1.000	1.000

a. Dependent Variable: CEbehaviors

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
dimension01	.830 ^a	.689	.687	.47482	1.831

a. Predictors: (Constant), PercievedCSR

b. Dependent Variable: CEbehaviors

$$\text{Customer Engagement} = .367 + .921\text{perceived CSR}$$

H2: Customer engagement has a positive effect on behavior of customer brand loyalty

Table 4.5.2 Regression analysis result of impact from customer engagement to customer loyalty

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	.367	.144		2.546	.012		
CEbehaviors	.921	.033	.906	27.844	.000	1.000	1.000

a. Dependent Variable: outcomeCL

Model Summary^b

Model	R		Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
	R	R Square	Square		
dimension01	.906 ^a	.820	.819	.36709	2.104

a. Predictors: (Constant), CEbehaviors

b. Dependent Variable: OutcomeCL

$$\text{Customer Loyalty} = .367 + .921 \text{ Customer Engagenent}$$

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H3: Customer engagement has a positive effect on behavior of customer Word-of-Mouth.

Table 4.5.3 Regression analysis result of impact from customer engagement to customer word of mouth

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	1.146	.163		7.024	.000**		
CEbehaviors	.773	.037	.846	20.650	.000	1.000	1.000

a. Dependent Variable: outcomeWoM

Model Summary^b

Model	R		Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
	R	R Square	Square	Estimate	
dimension0 1	.846 ^a	.715	.713	.41513	1.520

a. Predictors: (Constant), CEbehaviors

b. Dependent Variable: outcomeWoM

$$\text{Customer Word of Mouth} = 1.146 + .773 \text{ Customer Engagement}$$

H4: Customer engagement has a positive effect on the behavior of customer feedback intention.

Table 4.5.4 Regression analysis result of impact from customer engagement to customer feedback intension

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta				Tolerance	VIF
1 (Constant)	1.410	.184			7.673	.000**		
CEbehaviors	.702	.042	.788		16.661	.000	1.000	1.000

a. Dependent Variable: outcomeFI

Model Summary^b

Model	R		Adjusted R Square		Std. Error of the Estimate		Durbin-Watson
	R	R Square	Square		Estimate		
dimension01	.788 ^a	.620	.618		.46786		2.105

a. Predictors: (Constant), CEbehaviors

b. Dependent Variable: outcomeFI

$$\text{Feedback Intention} = 1.410 + .702 \text{ Customer Engagement}$$

Table 3.2.2 Hypotheses Testing Results

Hypotheses	Result
H1: Perceived CSR influences customer engagement	Supported
H2: Customer engagement has a positive effect on behavior of customer brand loyalty.	Supported
H3: Customer engagement has a positive effect on the behavior of customer Word-of-Mouth.	Supported
H4: Customer engagement has a positive effect on behaviors of customer feedback intention.	Supported

The findings of the data analysis demonstrate that customers' perception of CSR positively influences their engagement behaviors, thus supporting hypothesis H1. Furthermore, the results also provide support for hypotheses H2, H3, and H4, indicating a positive relationship between customer perceived CSR and outcomes. Therefore, it can be concluded that customers' perceived CSR's interactivity and novelty significantly influence customer engagement behaviors. Its relationship can create positive outcomes for the business, such as customer loyalty, word-of-mouth, and customer feedback intention, as the conceptual framework proposed in the conceptual framework. (Figure 3.2.1)

The study by Huang et al. (2019) highlighted the impact of cultural differences and various factors on consumer perceptions of CSR between developed and developing countries. This information relates to the result from the context of the case study, the analysis results from one-way ANOVA statistics reveal that the level of education significantly affects the perception of CSR among Akha Ama customers. Similar findings are also observed in a study conducted in Serbia by Karabasevic et al. (2016), indicating a strong impact of education level on knowledge and understanding of CSR concepts. It can be presumed that higher education levels increase awareness and comprehension of corporate social responsibility.

4.2 In-depth Interview with Long-term Customers

This process was conducted interview along with open-end question on the survey. The results show the majority of customers tend to express their perception of CSR in their customer engagement behaviors through four main findings.

Perceived CSR influences customer engagement (H1): the

examination found customers express their perception of CSR through positive emotions associated with the brand image. After customers heard the social responsibility story of Akha Ama Coffee, customers tend to feel joyful, proud and connected to the brand. This emotional connection influences their support for the brand, leading to customer loyalty, word-of-mouth promotion, and feedback intention. However, fake information or news about the brand's social responsibility could provide negative impact to customer behaviors, decreasing product consumption and support.

Regarding customer loyalty test (H2), Customers identified Akha Ama as their preferred choice for coffee. They are willing to pay a higher price for the brand due to its social responsibility activities, indicating a long-term commitment to customers repurchase behavior.

Customer word-of-mouth findings (H3), customers tend to share positive opinions about the brand with others in their social circle. Additionally, some customers expressed willingness to volunteer as brand ambassadors, actively promoting Akha Ama Coffee's products to their friends and acquaintances.

Lastly, feedback Intention (H4), customers have a positive emotion toward the brand image, products, and service. Most are willing to provide critical feedback for business improvement and are concerned about its long-term success. It can be seen from this group of customers trying to identify the problems with the solutions for the company, rather than just saying if they like products or not. This group of customers actively identifies problems and offers potential solutions.

4.3 Key Findings from the Integration of Surveys and Interviews

This section aims to outline an integration between the survey outcomes and interview findings which demonstrate that the results are consistent and

mutually supportive. Its results can be highlighted into four key findings as the following.

- 1. Customers perceived CSR influences customer engagement behaviors and leads to three positive outcomes for the business:** customer loyalty, word-of-mouth promotion, and feedback intention. This finding aligns with the qualitative findings, indicating consistency across the data sources.
- 2. Customer perceived CSR tends to indirectly contribute to customer loyalty behaviors.** This implies that customers who perceive a brand's CSR efforts are likelier to exhibit long-term loyalty.
- 3. Customer perceived CSR also indirectly impacts word-of-mouth promotion.** Customers who perceive a brand's CSR activities are more inclined to share positive opinions about the brand with others, thus generating word-of-mouth referrals.
- 4. Customer-perceived CSR indirectly influences customers' feedback intentions.** As the qualitative analysis shows, customers who perceive a brand's CSR initiatives are more likely to provide constructive feedback and actively contribute to the business's improvement.

Additionally, the open-ended survey responses highlight that while these findings demonstrate the potential benefits of customer-perceived CSR, some customers expect clear and tangible outcomes from the brand's CSR efforts. Therefore, businesses should ensure their CSR activities are transparent and effectively communicate the impact of these initiatives to customers, thereby fostering long-term engagement.

“I believe they are not run their business because of only business purpose or try to do monopoly coffee marketing. Their original series

products brought customers to farmers directly..... expanding to Japan is also good for Thai coffee farmers because they are expanding Thai coffee to other countries.” [F]

“I believe that Akha Ama is established for solving community problems, that made be also believe that they are true SE, not just only for marketing purpose. I can feel it through their activities from many interview clips, researches, and hearing their story from my friends. Even I never go to see it at the field by myself, but I can assume it from their process pattern....I believed their business is for society.” [G]

“.... I Think a negative fake news about Akha Ama can create some doubts and decide to stop consuming it. For example, Akha Ama is not really serving their community as they told us. They only fake it for marketing purposes. They do ethical violations, society or environment. I won’t support them anymore.” [G]

“I know Akha Ama since their started. If I am not worried about traffic here, but I always chose Akha Ama because I know the benefit will go through communities.” [D]

“I still supporting Akha Ama because they are SE. Personally, I would like to know the destination of my spending. I would like to see my money worth to others. Akha Ama shown me where my money goes, more than write it only in the product packaging.” [F]

4.4 Interim Summary

In conclusion, the integration of survey outcomes and interview findings reveals a consistent link between customer-perceived CSR and customer engagement behaviors. Customers who recognize a brand’s CSR efforts are more likely to exhibit positive behaviors, such as loyalty, word-of-mouth promotion, and providing constructive feedback. These findings

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emphasize the importance of transparent, tangible CSR initiatives that effectively communicate their impact to customers, fostering long-term engagement. The alignment between qualitative and quantitative data support the idea that customer-perceived CSR is a key driver of business success, boosting customer engagement and generating positive outcomes for the brand. In the case of Akha Ama, their social initiatives have a significant impact on customer perceptions. Many customers accepted these CSR efforts as a crucial factor in their decision to stay loyal to the brand. Their positive view of Akha Ama's CSR initiatives, along with other factors such as product pricing, quality, services, accessibility, social impact, and ethical business practices, plays a key role in their ongoing support of the company.

4.4.1 Customer Engagement

In this part the survey indicated "extremely positive" results (CE 8,9,10,11,12,14). There are only two of them resulted in "positive" level (CE13: brand criticize reaction, CE15: participant brand activities). Based on information from the interview, customers did not mention about criticize situations because they never face them (C2). All of them shared that they fell into the brand, were passionate about consuming brand's products, happy when interacting with the brand, but not provide an opinion in the interview part. Some of them also expressed that they enjoy talking with other coffee lovers and other people who care about social issues. Regarding this information, it may assume that results from CE13 and CE15 have the possibility that those customers may never face brand criticism situations. They may often talk with people from similar perspectives.

"I would like to be a part of them, support them because Akha Ama help ethnic communities. he is one of our representatives who express our culture through his business. I would like to see him continue

communicating with our identity to people outside.” [E]

“I asked myself once, what make me continue consuming this brand? I think because I feel good when I expressed myself through the brand. I am working in the social service field, people around me are also have similar believe. When I talked about Akha Ama, I knew what I was going to talk about. I could tell them why I chose this brand. I did research about brand before I consumed it, as when I told them why I became a vegetarian.” [G]

“Personally, I like the story of coffee production process. It was very joyful when I watch the video and I hope they produce more video for sharing in the further.” [survey: open-ends question]

“NGOs people, this kind of people always support any product we do. They buy everything we sell.” [A]

Akha Ama has successfully gained positive perception among its customers, with a strong emotional connection to the brand and its values. Customers express a passion for the products and enjoy interacting with the brand, feeling a sense of community with like-minded individuals. However, the survey results highlight a limited opportunity to examine brand criticism, as many customers may have not encountered negative criticism conversation experiences. To build on this positive momentum, Akha Ama can enhance customer engagement by encouraging constructive feedback, promoting participation in brand activities, and fostering an open dialogue with customers. For example, they could reorganize the Coffee Journal event once a year, as they have done in the past. This approach may help the brand strengthen customer loyalty, improve the overall customer experience, and continue to build its positive reputation.

4.4.2 Customer Loyalty

Due to the indicators outlined in the literature review on customer

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loyalty, the findings from both, the survey and interview show an extremely positive relationship between customer engagement and customer loyalty. This highlight by showing extremely positive. It can presume that those samplings continue consuming this brand for the long term and choose it as their first choice. Moreover, based on the survey questions, they are also willing to share recommendations and encourage people around them to consume this brand. Similarly, the conclusions are drawn from the in-depth interviews and the survey results. Both findings found that customers' opinions and manager's interview show that many foreign customers chose Akha Ama when returning to Thailand. One of the customers shows that she accepted to lower her coffee standard (compared with imported coffee) and continues to consume this brand and its story. As well as other comments from the survey show that they will continue to choose Akha Ama, even if there are many choices of coffee in the market because of its story. These consistent findings emphasize the significant influence of Akha Ama's story and social initiatives on customer loyalty. It can be assumed that customers are not only drawn to the taste of the coffee but also deeply value the brand's narrative and are willing to actively support it.

“Many our foreign customers come back here when they travel back to Thailand. For example, our Japanese partners, they are our customers before. So, most of re-purchasing customer they frequently go to our original café.” [B]

“I am not only drink Akha Ama coffee, before I also chose other higher price coffee. Now I prefer Akha Ama because its story even the price is up to the same level as Guatemala or Ethiopia coffee. I still do more enjoy drinking their coffee.” [F]

“.....Akha Ama's business way is for community, this story made me feel fulfill my heart. This is the reason why, even if there are many choices

of coffee, but we still chose it as our first choice.” [survey: open-ends question]

“Akha Ama is a Social Enterprise, aim to support and help society face the existing issues. This is the reason why I prefer to consume their products. Moreover, its products and service have a good quality, Variety, and modern design. Those reason make me still willing to consume their products.” [survey: open-ends question]

“My wife impressed of Manee Manaa (a coffee’s name), when we back to Thailand, she always goes for this drink. She also wants Japanese people have chance to try this menu.” (source: the could magazine: <https://readthecloud.co/akha-ama-coffee-japan/>)

4.4.3 Customer Word-of-Month

The survey and in-depth interviews show a “extremely positive” result. Both customers and business owners agree that customers love sharing their coffee experiences. Most are willing to share brand information and recommend this brand to their friends and others. This often leads to process an exchange information about their favorite coffee brand and daily coffee routines. Some of them buy it as a souvenir, excited to share its meaningful story. Furthermore, the participants see Akha Ama Coffee as a way to express their lifestyle and values. Its valuable story and customer perception on social responsibility make Aka Ama’s products go beyond its original price. By choosing Akha Ama, customers feel they are supporting a business that cares about society and making a positive impact.

“Some of customers here were introduced by owner, it seems like we are exchanging information between coffee lovers, I am also introduced them about Akha Ama as well.” [C]

“...because of I drink coffee as a routine, I often bring it to my office.

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My colleagues asked me about this coffee. I told them, it was from Akha Ama, mostly they asked to try after I shared them about its story. Akha Ama story help me create conversation with my colleagues. Now we are Akha Ama's customers, they always asked me to buy when I went to Chiangmai." [G]

"I knew this brand from my friend. I am a coffee drinker. He shared that this business run for serving their community problem and working directly with villagers. He asked me to try at the café. It was my first experience to try fruity test. After that I often drink Akha Ama coffee until now." [G]

As the above information, it can presume that customers are highly engaged with Akha Ama Coffee, not only enjoying its quality but also valuing its meaningful social responsibility story. Customers feel a strong connection to the brand, often sharing their positive experiences and recommending it to others. This sense of social responsibility, combined with a compelling story, makes Akha Ama more than just a coffee brand. Some customers use this point to reflect their lifestyle and values which possible to influence their word-of-mouth behavior.

4.4.4 Customer Feedback Intension

As the "extremely positive" result from the survey, indicating that customers eager to provide feedback to Akha Ama Coffee. Thiers feedback go beyond simply commenting on the taste of the products. Customers tend to express their feelings towards the brand, share their expectations, and demonstrate a genuine concern for the brand's long-term success. Furthermore, customers actively offer suggestions to enhance the brand's strengths and improve its overall performance. This finding is consistent with the observations made during the in-depth interviews and the open-ended question responses, where customers expressed their willingness to provide valuable feedback to help Akha Ama Coffee grow and thrive.

“Honestly, I am not really sure about impact from Akha Ama social activities. I only heard from other telling. I think it really useful if they provide information of activity outcomes. It would make customers feel confident of our purchase decision.” [G]

“Akha Ama is Lee(founder), it is not only coffee quality. Many people come to here not only for drinking coffee, they come for supporting him. I am worry about once the business is too big, when Akha Ama holds bigger market. How they can keep Akha Ama identity? Ayu Chuepa will change his way or not? After I saw Wat Prasingh branch..., that huge developed made me curious about its future. I understood that business need to grow, but I still want to see Akha Ama keep their original idea. If it's not true social enterprise as todays, I also change my mind too.” [F]

“Their coffee is great but to do business, your staff should be well presented too, because they are the representative of your brand. I personally observed different treatment from the staff to Thai and Foreign clients at their first store In Chiang Mai. These days we can find good coffee anywhere, but the place that can capture people's heart is a place that could make the people feel the welcome to return. [survey: open-ends question]”

“I would like they add more choice of bakery in other branches especially at the original branch and living factory. [survey: open-ends question]”

The qualitative and quantitative findings confirm a positive connection between customer-perceived CSR and customer engagement outcomes. The majority of Akha Ama's customers demonstrate strong support for the company's social responsibility efforts, reflecting their concern for both immediate and long-term impacts. This perception directly influences their purchasing decisions, underscoring the importance of CSR activities for the sustained success of social enterprises like Akha Ama Coffee. As the goal of

this study, these insights can be applied to improve traditional businesses and multinational corporations (MNCs) as well. For their further CSR strategies, a short-term CSR may not be enough to build long-term customer loyalty. The demographic analysis highlights the significant influence of education levels on customer perceptions of CSR, with more educated consumers increasingly valuing these efforts. As the educated population grows, businesses must align their CSR strategies with these higher expectations can build stronger connections with their customers and secure lasting success in a competitive market.

4.5 Part II description on organization sustainability of Akha Ama Coffee Limited Company

Result investigates the impact of CSR outcomes on organizational sustainability. The initial part of the study focused on examining the relationship between perceived CSR and its outcomes. The objective was to confirm whether Akha Ama Coffee's customers perceive the company's CSR efforts. Once this confirmation was established, the survey results were used to test hypotheses 1, 2, 3, and 4. The analysis revealed that Akha Ama Coffee's customers perceive the company's CSR initiatives, which in turn have positive outcomes for the business, including customer loyalty, word-of-mouth recommendations, and feedback intention. The results of this study were consistent with the research on CSR image and customer satisfaction on customer loyalty of Saira et al. (2021) found an association between CSR activities and customer satisfaction, which is important to enhance customer loyalty.

Later in the study, a case study approach was employed to gain a deeper understanding of Akha Ama's sustainability efforts. This section aimed to assess the organization's sustainability using the sustainable index for Thai

social enterprises. This chapter aimed to delve more deeply into the specific case context and provide suggestions based on the findings. The results from Chapter 5 indicated that Akha Ama Coffee had achieved the majority of the sustainable index, which is a key factor contributing to the success of its organizational management. However, several challenges require careful consideration for Akha Ama Coffee's long-term sustainability. These challenges will be discussed in detail in the following parts.

Table 4.2 Akha Ama Organization Sustainability Challenges

Dimension of Sustainable Index	Challenges
Dimension 1	Transparency, social impact communication.
Dimension 2	Administrative or business skills to support company management.
Dimension 11	Concerning providing official information to customer at least general product standard logos.
Dimension 12	Expand channel for retails customers can access products easier as in super markets in other provinces. (now they are only in Chiangmai)
Dimension 13	Long-term marketing plan, improving brand image plan.
Dimension 14	As the result from Chapter 4 found that most customer concern to know about Akha Ama impact for their future supporting. This issue seems need for support their brand image in the future, if Akha Ama still identify as a social enterprise.
Dimension 17	Improve and expand multiple crop and organic farming scale.
Dimension 18	Coffee harvest knowledge, lack of electricity, and other basic infrastructures
Dimension 19	Financial Management, social activities budget management.

5. CONCLUSION AND RECOMMENDATIONS

The impact of CSR outcomes on organizational sustainability. The initial part of the study focused on examining the relationship between perceived CSR and its outcomes. The objective was to confirm whether Akha Ama Coffee's customers perceive the company's CSR efforts. Once this confirmation was established, the survey results were used to test hypotheses 1, 2, 3, and 4. The analysis revealed that Akha Ama Coffee's customers perceive the company's CSR initiatives, which in turn have positive outcomes for the business, including customer loyalty, word-of-mouth recommendations, and feedback intention. The results of this study were consistent with the research on CSR image and customer satisfaction on customer loyalty of Saira et al. (2021) found an association between CSR activities and customer satisfaction, which is important to enhance customer loyalty.

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5.1 Recommendation in terms of Organization Management

Akha Ama can be classified as a bottom-up social enterprise. It

originated from a community member who aimed to address the financial challenges faced by villagers. Since its establishment, addressing this community issue has been the core business objective of Akha Ama. In line with this, the founder stated in an interview that the business direction and solution approach of Akha Ama Coffee is designed based on the needs and priorities of the community. This unique business purpose directly influences the organization's strategies and decision-making processes.

Akha Ama was officially registered as a social enterprise in 2019. Analyzing its characteristics based on the "spectrum model," Akha Ama can be classified as a hybrid organization. In an interview, the founder stated that their business falls between the business sector and the non-profit sector, emphasizing that their goal is not to build a business empire. The founder further expressed their commitment to social work, indicating that their focus lies beyond pure business pursuits, and they may have limited time to dedicate to a larger business scale.

"...my goal is not building the business empire. Moreover, I might have no time, my work is social work." [A]

As a result, the growth of Akha Ama Coffee as a social enterprise needs to be analyzed while balancing the growth of its mission and profitability. The guidelines proposed by the researcher in the subsequent sections prioritize considering the specific context of Akha Ama Coffee. This approach acknowledges the importance of aligning the business growth with the core mission of the organization.

"Akha Ama Coffee's strength is social responsibility, but our weakness is business skills[A]" This study code wording of CSR, which have a similar character, proposes example from activities of a social enterprise, to test its effectiveness on business. The study found supporting results that CSR or

social responsibility activity positively affects business in terms of customer engagement outcomes, which are described as the following results.

According to Forbes (2022), customer word-of-mouth is a valuable marketing asset. In today's social media era, word-of-mouth has become an even more powerful means of communication with customers. It offers significant benefits for brand communication and enhances market competition. Through hypothesis testing, it has been found that customers' perception of corporate social responsibility (CSR) yields positive outcomes for companies, including customer loyalty, customer word-of-mouth, and customer feedback intention. These outcomes can provide a substantial advantage for the long-term success of a business. A study by Arslan (2020) also emphasized the importance of cultivating customer loyalty in order to achieve sustainable competitive advantage. The study concluded that customers play a crucial role in ensuring business continuity and long-term competitiveness. Additionally, Muley (2022) demonstrated that feedback intention assists firms in gathering and monitoring customer satisfaction, which, in turn, aids in customer retention. Moreover, feedback information proves valuable in helping businesses evaluate their products and services. The finding above can describe the relationship between three engagement outcomes for achievement advantage in the long-term running, referring to research results as a diagram. (Figure 5.1)

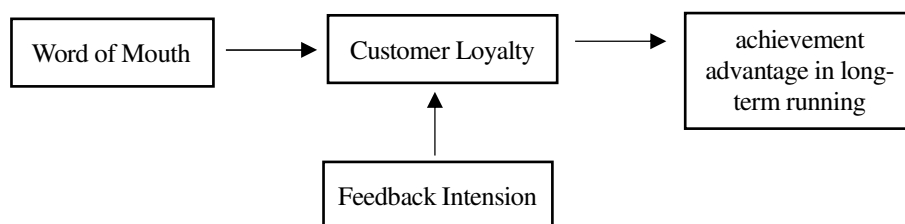


Figure 5.1: Relationship Among Word-of-Mouth and Feedback Intension to Customer Loyalty.

This section analyzed the outcomes derived from customers' perceived corporate social responsibility (CSR), which confers a competitive edge in the market, along with the results from the evolution of organizational sustainability. It was focused on five dimensions (1, 11, 13, 14, and 19) suggested under the concept of the relationship between word-of-mouth and feedback intention in relation to customer loyalty.

5.1.1 Word of Mouth for Expanding Target and Brand Promoting

Word of Mouth plays a pivotal role in the initial stage of brand marketing, encompassing both positive and negative aspects. In the case of Akha Ama, the corporation's social activities serve as a significant strength. Many customers share the Akha Ama story during conversations due to its compelling narrative. Prior to showcasing its products, Akha Ama begins by disseminating its brand's story to others. Additionally, Akha Ama coffee has gained widespread recognition in both domestic and international markets. Consequently, there are two key aspects that Akha Ama should emphasize: their impactful social activities and the exceptional quality of their coffee. These factors take precedence for customers when making a purchase decision (dimensions 1, 13).

5.1.2 Customer loyalty for keeping customer continue consuming products

Due to the main expectation of the Akha Ama Coffee brand, it can assume direction of how to keep those customers consuming its products. First, the social activity factor; the interview results can be assumed that customers would like to see Akha Ama keep working on social issues. Moreover, they also mentioned its outcomes. in the past to believe in the brand's social impact without concrete results, customers may increasingly expect evidence of the company's achievements in nearly future to justify

their continued purchases. To delve deeper into implementation, Akha Ama should consider developing a comprehensive plan for communicating its social impact to the public. This could involve establishing a dedicated team and formulating a clear long-term strategy for the brand's social activities.

By implementing these strategies, Akha Ama Coffee can effectively communicate its unwavering commitment to social causes and solidify its reputation as a socially responsible brand, which can be substantiated and verified. However, as mentioned by the founder, Akha Ama Coffee currently relies on budget allocation from general expenses, posing a potential risk to the long-term implementation of their social activities. This aspect can also impact their overall marketing strength, specifically in dimensions 13 and 14.

Another essential aspect to note is the quality of Akha Ama's products. It is crucial for the company to maintain its high standards when it comes to its coffee. Furthermore, the findings in Chapter 5 indicate that some of their packaging lacks specific details, such as FDA certification. If Akha Ama includes these certifications on its packaging, it could greatly enhance customer confidence in the quality of its products (dimension 11).

5.1.3 Further customers' satisfaction improvement by utilizing feedback intension information.

In the long-term operation of the business, maintaining a solid relationship with customers is essential. Providing opportunities to customer share their feedback is an advantage. It helps reduce the time for understanding the customers' expectations (dimension 14). The study results found that Akha Ama Coffee's customers are willing to share their feedback and hope to see the brand's success. The survey results also revealed that customers provided valuable insights beyond simple preferences for or against the products. Many expressed their expectations for Akha Ama

Coffee's future and even offered suggestions to help the company plan its strategies. Unfortunately, Akha Ama Coffee lacks an official channel for customers to share feedback. Based on these findings, a suggestion is to utilize the *Akha Ama Coffee Journal activity* to create opportunities for feedback. This activity allows the company to gather valuable feedback during these trips and is a platform for promoting the brand. Therefore, reviving the Coffee Journey project is recommended, as it encompasses multiple dimensions (dimension 13 and dimension 19) and can benefit both obtaining high-quality feedback and promoting the brand.

Another important finding relates to product accessibility (dimension 12). Two interviewees pointed out slow delivery from the shop and traffic issues. Customers also shared that it is easier to find Akha Ama Coffee's products in general supermarkets. However, it may not expand as a general business speed to expand business scale as a social enterprise position. The social enterprise aims to achieve both terms financial and social sectors. Akha Ama should ensure the effect of business expansion on business sustainability, such as business purpose, management structure, human resource, or made-to-order.

The final issue at hand is dimension 17, specifically focusing on environmental return. To improve and expand multiple crop and organic farming scales, Akha Ama Coffee need to coordinate with institutions to support this issue. This point is a huge challenge for the corporation as a social enterprise because its position is between business and social work. Expanding the scale of organic farming necessitates considerable investments in terms of time, budget, and specialized expertise. Based on Akha Ama Coffee's business ability, needs substantial support from external entities, such as the government, private sector, or non-profit organizations, which is essential to facilitate and accelerate this process. In conclusion, a social enterprise needs to keep a good standard for its products. At the same

time, corporation also need to prove their social work achievement. Therefore, a corporation's effort may not be enough to achieve organizational sustainability in a social enterprise context. Akha Ama needs strong networking to support its social achievement as well.

5.2 Recommendation in Terms of Government Supporting

The recommendation for organizational sustainability above highlights the importance of external support for social enterprises to thrive in the long run. On the other hand, the government alone seems complex and challenging, either. However, by collaborating with businesses that have effective corporate social responsibility (CSR) practices, some of the burdens on the government, such as welfare services or social problems, can be alleviated. Encouraging the business sector can be an innovation to help the government solve entrenched societal problems. Due to the study result, the government can support corporate social responsibility by fostering citizen awareness of social responsibility, facilitating access to agricultural land, and creating networks between the business sector, private sector, and education sector to create networking.

5.2.1 Policy support: The study results indicate that there are certain challenges that extend beyond the capacity of individual corporations to address. Although these issues may not directly impede the operation of social enterprises, it affects directly on their stakeholders. An example from Akha Ama Coffee's founder is *".....most of the coffee farms are in the National Reserved Forest area. So, concerning the environment, it is more than just an economic topic. It is also about how to protect villagers' rights."* Government can help corporate by providing opportunities for unprivileged access to agricultural land. Government can set up criteria type of crop or limit chemicals to avoid negative environmental impacts.

Moreover, the government can amplify the impact of voluntary CSR initiatives by playing a role of a "referee" by incorporating CSR into the government's agenda for national economic sector development. This action can indirectly encourage responsible behavior and ethical practices from corporations. However, as the referee, the government needs clear strategies and goals for CSR before setting criteria. These tools can assist corporations to shape their CSR practice and relate to national goals. Another highlight is, rewarding and helping them promote its success. The government can provide rewards and support to companies that demonstrate exemplary CSR practices. Conversely, for instances of misconduct, the government can impose domestic sanctions such as reducing financial support from banks or the government, indirectly discrediting those companies. Overall, by actively engaging in CSR and adopting a referee role, the government can encourage responsible behavior, foster ethical practices, and contribute to the overall development of the nation.

5.2.2 Education support: Government can help to expand the size of customers who perceive social responsibility through "the national education curricula." Finding in Chapter 4 found that education has a significant influence on customer-perceived CSR. As well as a study from Serbia, 2016 also mentions that education increases awareness and understanding of the concepts of corporate social responsibility. Another study from Subatra K. (2022) recommended government provide an initial concept of CSR at the secondary school level. A case study, CSR trend in Finland (Laura et al., 2019), explained that traditionally, Finnish companies have not been so eager to market in terms of responsibility, but the government makes it public. The Finnish Ministry of Education launched the Education for Global Responsibility project in 2007. It aims to open citizens' minds to global understanding, respect, and responsibility. It consists of five sub-themes: development education, human rights education, education for sustainable

development, peace and conflict prevention, and intercultural education. Those five may apply to the proposal model for Thailand's Education context.

One more significant factor for CSR activity is networking. The study found some limitations of the corporation to address the issues. Business corporations have a limit on social issues management. This part needs a hub or node to connect specialists and practitioners. The government, especially the National Education and Sports Department, can facilitate by encouraging universities to combine their curriculum and corporate social responsibility activity needs. At the same time, the government needs to set up sub-department to facilitate and match universities and entrepreneurs. This sub-department's main responsibility is seeking an effective way to enhance social responsibility norms in Thailand.

5.2.3 Implication to general business: as the research purpose mentioned, the study aims to explore the advantages of CSR on the business. The reason for selecting this case study is because of the need to evaluate CSR practice with possible to test its impact. Due to the Thailand context, this concept seems new and limits of success case. Therefore, the study selected CSR activity from a social enterprise. Applying to general business may start with firm internal management—an example case from Finnish companies' estimations. Laura O. and Anne Q. (2019) mentioned in Corporate Social Responsibility in Finland Origins, Characteristics, and Trends study those traditional businesses in Finland have only been eager to do CSR marketing once it became public order. Most Finnish companies started their CSR from the micro level by managing environmental issues in the organization. Finnish ideas may apply to Thai companies. For example, promoting an employee equality environment, concerning customer privacy, reducing emissions, taking CSR criteria for managing its suppliers, etc.

5.3 Recommendation for Academic Support

This research is only suitable for food cluster. There is various SE in Thailand such as agriculture, education, technology, or environment etc. All these clusters need a specific indicator to evaluate their long-term plan. Therefore, the further research may work deeper in each social enterprise characteristic in Thailand context. Moreover, these results from one of several cases in Thailand, and further examination is required in other developing countries to validate the applicability of this conceptual framework across both developing and developed countries. Another point is the case study is from social enterprise which have a difference existing purpose. For further implicant to general business may need more details such as indicator for financial part, corporate structure, corporate purpose, or expectation of social impact returns. However, business may have a difference aims, further research should be carefully on its quality of CSR outcomes. As the study result mention, when corporation's use CSR as a marketing tool, it also creates customer expectation as well. Therefore, the effectiveness impact can provide more long-term advantages.

Despite the insightful findings, this study has several limitations. The sampling method was non-random and limited to two Akha Ama café locations in Chiang Mai, which may not fully represent the entire customer base or reflect broader consumer behavior in Thailand. The findings may also be influenced by regional consumer characteristics and loyalty biases. Future research should expand the sample size, incorporate customers from multiple regions, and compare across various social enterprises to enhance generalizability.

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企業社會責任對顧客參與與組織永續性之影響：以泰國 Akha Ama Coffee 為個案之研究

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摘 要

本研究旨在探討企業社會責任（Corporate Social Responsibility, CSR）與組織永續性之間的關聯性，並以泰國清邁地區的社會企業——Akha Ama Coffee Company Limited 為個案進行實證分析。研究聚焦於兩大核心面向：首先，探討顧客對企業 CSR 的認知如何影響其參與行為；其次，分析 CSR 認知如何進一步促進組織永續發展。

本研究設計三項研究問題，分別為：(1)顧客如何感知 CSR，並該感知如何影響其參與程度？(2)顧客參與如何影響品牌忠誠度、口碑傳播意圖及回饋意願？(3)顧客對 CSR 的期待與實際實踐間的落差對組織永續性的意涵為何？本研究採用收斂平行設計之混合研究法，透過三階段資料收集與分析：(a)實施線上量化問卷調查，獲得 172 份有效樣本；(b)對 7 位關鍵參與者進行深度訪談；(c)整合與比較量化與質性資料，以分析其趨同與差異點並進行詮釋。

研究結果顯示，多數顧客對 Akha Ama 的 CSR 實踐持正向看法，顯著提升其參與程度，並帶動品牌忠誠度、正面口碑及主動回饋意願。然而，對於企業永續性之評估亦揭示挑戰，包括顧客對 CSR 長期影響效果的疑慮，可能削弱品牌信任與支持度。基於此，建議該企業應發展明確之社會影響管理策略，以回應顧客期待並強化品牌價值。

研究亦指出，CSR 活動對政府部門有正向外部性，企業與政府透過協力推動 CSR 實踐，有助於創造雙贏局面。

關鍵字：企業社會責任、組織永續性、顧客參與、社會企業、混合研究方法

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