The Ecosystem Facilitating Sustainable Corporate Social Responsibility for Industrial Organizations in Thailand

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Article info

Abstract

Corporate Social Responsibility (CSR) has emerged as a strategic imperative for organizations seeking to make meaningful contributions to sustainable development. This study aims to identify the key factors that drive successful CSR initiatives and to examine the broader ecosystem that enables the sustainable implementation of CSR within industrial organizations in Thailand. Adopting a qualitative research design, data were collected through focus group discussions and in-depth interviews with CSR executives from 17 industrial organizations that received the Prime Minister's Industry Award for Corporate Social Responsibility between 2018 and 2022. Thematic content analysis was employed to analyze the data. The findings indicate that a robust CSR ecosystem comprises both internal and external enabling factors. Internal drivers include strong leadership commitment, clearly articulated CSR policies, strategic resource allocation, dedicated personnel, and the integration of innovation and technology into CSR practices. External drivers encompass collaborative networks with stakeholders and compliance with national and international CSR standards and best practices. The insights gained from this study provide strategic guidance for industrial and non-industrial organizations, as well as regulatory and support bodies, in fostering effective CSR ecosystems. By aligning internal capabilities with external collaborations, organizations can enhance the impact, efficiency, and sustainability of their CSR efforts, ultimately contributing to long-term national and global sustainable development goals.

Introduction

Contemporary society faces unprecedented environmental challenges, driven by the intensifying impacts of climate change and global warming, primarily caused by the anthropogenic emission of greenhouse gases. These emissions have accelerated the greenhouse effect, leading to rising atmospheric temperatures and a cascade of adverse consequences for ecosystems and living organisms. These effects include increased frequency and severity of floods, heatwaves, droughts, wildfires, and biodiversity loss. This alarming trajectory aligns with the World Economic Forum's Global Risks Report (2023) findings, underscoring climate-related issues as among the most critical global risks over the

coming decade. Specifically, the report identifies the top three long-term risks, such as the failure to mitigate and adapt to climate change, natural disasters, and the escalation of extreme weather events.

The above environmental challenges, coupled with the growing awareness of Corporate Social Responsibility (CSR) and sustainable development, have led various sectors to play a role in preventing and addressing these issues. Both domestic and international business organizations, particularly industrial entities, are recognized as key contributors focusing on CSR initiatives aimed at true sustainable development.

The concept of CSR has emerged and developed continuously. Since the industrial revolution in the 18th century, it has brought about changes at both social and economic levels. Production focused on maximizing profits for business organizations creates numerous problems, including labor, social, and environmental issues. Therefore, a trend has arisen calling for business organizations to be more responsible to society. Through the establishment of relevant regulations and laws for organizations to strictly adhere to, by the end of the 20th century, a trend had called for business organizations to adopt greater social responsibility. This especially pertains to restoring the natural environment, reducing global warming, creating green cities, promoting sustainable business practices, addressing poverty, and enhancing social development (Hamidu et al., 2015).

Sustainable Development (SD) gained prominence by establishing the World Commission on Environment and Development—the Brundtland Commission— formed in 1984 following the United Nations Conference on the Human Environment (UNCHE). In 1987, the Commission published its landmark report, *Our Common Future*, which formally introduced the concept of sustainable development. It defined sustainable development as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs." This definition underscores the importance of improving human well-being while ensuring that natural resources do not exceed the planet's ecological capacity, safeguarding the quality of life for future generations. The concept of sustainable development has continued to develop, and in 2015, the United Nations announced the Sustainable Development Goals (SDGs) to achieve all 17 goals by 2030 (United Nations, 1987; 2022).

In Thailand, over 72,000 industrial organizations are distributed across various regions, as the Department of Industrial Works reported in 2023. While industrial organizations contribute positively to the country's development, particularly in economic growth, it cannot be denied that their operations can adversely impact communities, society, and the environment, both directly and indirectly. These impacts include noise, noxious odors, particulate matter, chemicals, and wastewater. Additionally, industrial processes heavily rely on natural resources, and the significant release of greenhouse gases into the atmosphere notably contributes to man-made global warming. Therefore, industrial organizations must be mindful of their CSR initiatives and their impact on surrounding communities, society, and the environment. This includes addressing pollution and resource consumption issues to ensure sustainable development practices (Department of Industrial Works, 2023).

The circumstances above have led sectors associated with the operations of industrial organizations to establish policies and guidelines that promote organizational practices aligning with CSR and contribute to sustainable development. Notably, under the Ministry of Industry, the Department of Industrial Works is crucial in promoting, supporting, and overseeing such initiatives. Beginning in 2008, the department initiated a project to promote CSR among industrial operators, known as 'Corporate Social Responsibility-Department of Industrial Work' (CSR-DIW). This initiative has been consistently implemented, and at the time of this writing, over 1,000 industrial organizations nationwide have participated in the program. Furthermore, efforts have been made to develop Eco-Industrial Towns (EIT) based on the principles of 'symbiosis,' ensuring sustained coexistence with local communities, particularly in areas densely populated with industrial operations. This initiative covers 15 provinces and 18 areas, emphasizing collaboration between the industrial sector and all stakeholders.

Additionally, in 2018, the Department of Industrial Works initiated a competition to recognize outstanding industrial organizations in the CSR category. This competition aims to acknowledge and support those organizations with exemplary CSR practices, fostering sustainable development. From 2018 to 2022, 32 industrial organizations received the Prime Minister's Industry Award in Corporate Social Responsibility. (Department of Social Development and Welfare, 2019)

Despite ongoing progress in Corporate Social Responsibility (CSR) practices, a literature review reveals a notable gap in the comprehensive understanding of the

ecosystems that support and influence CSR operations, particularly within the context of industrial organizations in Thailand. To address this gap, the present study investigates the ecosystem that underpins effective CSR implementation, specifically focusing on industrial organizations that received the Prime Minister's Industry Award for Corporate Social Responsibility between 2018 and 2022. A total of 17 award-winning organizations were examined. The findings of this study are intended to serve as a valuable resource for organizations seeking to strengthen their CSR strategies. By identifying the key components of a supportive CSR ecosystem, the study aims to facilitate more effective CSR practices that generate meaningful value for organizations and their stakeholders. Ultimately, this research aspires to advance sustainable development in Thailand and the broader global context.

Objectives

　　1. To identify the key factors contributing to the successful implementation of CSR initiatives by industrial organizations in Thailand.

　　2. To analyze the ecosystem that supports sustainability of CSR operations within Thailand's industrial sector.

Conceptual Framework

　　Based on the analysis of relevant literature, a conceptual framework was created to guide the exploration of answers to the research question (Figure 1).
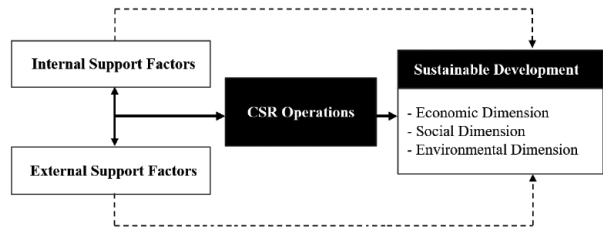

Figure 1 Conceptual Framework

Research Methodology

　　This study uses qualitative research with a case study approach. The details of the research methodology are as follows.

　　1. Key informants

　　　　The key informants for this research are the CSR executives of industrial organizations that received the Prime Minister's Industry Award in Corporate Social Responsibility between 2018 and 2022, totaling 17 individuals from 17 organizations. The authors selected these organizations for in-depth study, considering diversity in various aspects such as the organization's location, business nature, and the year of receiving the award. Additionally, we assessed the opportunities to access detailed information. The main details of the organizations providing primary data for the research are outlined in the following table.

　　2. Research Instrument

　　　　The data collection tool utilized in this research was the interview guide. The researchers created the guide by carefully aligning it with the research objective

Table 1 Details of the organizations used as the primary focus of the research

Organization (Org.)	Location (Province)	Nature of Work	Year Receiving the CSR Award	Number of Key Informants
Org.01	Rayong	Production of polystyrene plastic pellets	2018	1
Org.02	Lampang	Production of ready-mixed concrete	2018	1
Org.03	Ratchaburi	Produce electrical energy	2019	1
Org.04	Trang	Crushing rocks	2019	1
Org.05	Chachoengsao	Produce electrical energy	2020	1
Org.06	Ratchaburi	Production of sticky paper and paper products	2020	1
Org.07	Khon Kaen	Produce raw sugar and white sugar	2020	1
Org.08	Prachinburi	Production of craft paper	2020	1
Org.09	Surat Thani	Production of asphalt cement rubber	2020	1
Org.10	Prachinburi	Production of non-alcoholic drinks	2021	1
Org.11	Chachoengsao	Manufacture semiconductor devices	2021	1
Org.12	Rayong	Produce Methyl Ester and Glycerin	2021	1
Org.13	Suphanburi	Production of sugar and raw sugar	2021	1
Org.14	Rayong	Produce raw materials to produce plastic pellets and other petrochemical products	2021	1
Org.15	Nakorn Si Tammarat	Produce, transmit and distribute electrical energy	2022	1
Org.16	Rayong	Natural gas separator	2022	1
Org.17	Rayong	Providing warehouse and wharf services for transporting liquid products	2022	1

and question. Additionally, considerations were made regarding linguistic accuracy and appropriateness. Three experts reviewed the interview guide to ensure its accuracy and suitability. The researchers also conducted pre-tests of the draft guide with individuals who closely resemble the key informants in the research before producing the finalized tool and conducting the actual interviews.

3. Data Collection

The research gathered data using two primary methods: focus group discussions and in-depth interviews with key informants. The researchers prioritized the protection of data for these key informants. They obtained consent from each respondent to collect data for the study. The research findings are presented within an overarching context aligned with the research objectives, without disclosing the names of the key informants or the organizations studied.

4. Data Analysis

Content analysis was utilized to analyze, categorize, and derive conclusions from the data obtained through group and in-depth interviews. Additionally, to ensure data reliability, the researchers implemented data triangulation by examining multiple sources of information, including different times, locations, and individuals.

Results

The research results reveal the ecosystem supporting the organization's successful implementation of CSR activities and driving sustainable development. This ecosystem encompasses both internal and external factors that are interconnected holistically. The details of the research findings are as follows:

Internal factors that support sustainable CSR operations.

1. Leadership support

The research findings indicate that leadership support within the organization affects the success of CSR operations. Organizational leaders, including top executives, department heads, and board members, play a crucial role by possessing knowledge, understanding, and a positive attitude toward CSR and organizational sustainability. It was observed that when organizational leaders have knowledge and understanding and prioritize these aspects, they support CSR operations through various initiatives. These include setting CSR and sustainability as primary goals in the organization's operations. Furthermore, leadership support is evident in providing resources for CSR operations, such as human resources, budgets, materials, equipment, innovation, and information technology.

Additionally, leadership support is dedicated to cultivating a culture of knowledge, understanding, and positive attitudes toward CSR issues among the organization's personnel. The leadership's commitment to serving as role models in practicing CSR and sustainability helps shape a culture that aligns with these values. This support from leadership becomes embedded in the organizational culture and is demonstrated in various aspects of CSR and sustainability operations.

"What is crucial is project management. Project managers and factory managers must drive CSR to achieve the goals. In goal-setting, we establish overarching objectives and deploy them into practical operations" (Key informant Org.01).

"Our management has a vision and believes that this direction will make our organization sustainable, in line with the growth of the entire supply chain associated with us." (Key informant Org.10).

"The executive, the highest leader, is a model for caring for the community. It's not only about setting policy but also that you act as an example...seeing examples becomes a culture." (Key informant Org.15).

2. Clear policy

The research findings indicate that for an organization to achieve sustainable success in its CSR initiatives, it must have well-defined policies that serve as guidelines. The organization formulates these policies as part of its overall strategy, translating them into systematic plans or activities in the CSR domain. Additionally, it incorporates these issues into its vision and mission, considering them high-priority objectives in its operations. Furthermore, the organization establishes these as values and aspects of its organizational culture.

In formulating CSR or sustainability policies and plans, the organization comprehensively analyses both external and internal factors. This includes assessing stakeholders and aligning with the organization's business policies and strategies to ensure that CSR policies and plans benefit all stakeholders, driving the organization toward sustained success. Once the policies and plans are established, the organization needs to communicate and implement them through various means, such as meetings, guidebooks, and the organization's website. Moreover, continuous monitoring, evaluation, and review of the policies and plans should ensure that

the organization's CSR efforts align with the internal and external context and are effective and efficient.

"The company's CSR adheres to the policy of following the parent company's vision: To be a leading power generation business company in Southeast Asia that takes care of society. Operate the vision under a company that has high performance and can live happily with the community and living with the community." (Key informant Org.03).

"The company establishes policies from the top management, including the Chief Executive Officer (CEO). Clear strategies are defined, stating that sustainable business operations should consider CSR and environmental aspects beyond mere development and growth of the business. Additionally, there is a requirement for an annual evaluation and review of policies." (Key informant Org.09).

"CSR is an integral part of the organization's strategy, clearly incorporated into the organization's policies to respond comprehensively to the needs and expectations of stakeholders." (Key informant Org.16).

3. Resource support

The research findings reveal that internal and external resource support significantly influences the sustainable success of CSR operations. Internally, organizations provide essential resources, particularly financial support, which reflects the strategic budget allocations dedicated to CSR initiatives. Externally, support from network partners reinforces the capacity of organizations to implement effective CSR activities. The study identified financial resources as a critical driver of CSR success, with budgetary decisions shaped by multiple factors, including leadership vision, corporate policies, prevailing economic conditions, the urgency of specific social or environmental issues, and adherence to relevant standards and best practices. Notably, nearly all organizations examined incorporate CSR funding into their formal financial planning processes, underscoring a systematic commitment to responsible and sustainable corporate practices. Resources considered necessary for CSR operations include those related to the organization's products or production factors. These encompass support for products or outputs, production-related factors, and remnants from the organizational production process that contribute to the support and extension of the organization's CSR activities. Additionally, it is observed that human resources play a pivotal role in driving success in CSR operations. This involves having personnel with knowledge, understanding, and positive attitudes toward CSR operations. The presence of a diverse workforce with varied knowledge, skills, and experiences allows the organization to leverage expertise to develop effective CSR initiatives, benefiting the target audience efficiently.

Additionally, the research findings indicate that several organizations have adopted strategic measures to actively engage personnel in CSR activities. Specifically, some organizations have integrated CSR responsibilities into the official duties of all employees by establishing targets for the number of hours everyone is expected to contribute to CSR initiatives, as outlined in the organizational work plan. Moreover, participation in CSR activities has been incorporated as a key performance indicator within the employee evaluation process. This approach not only institutionalizes CSR within the organizational culture but also reinforces accountability and fosters a sense of shared responsibility for sustainable development among personnel.

"The budget for CSR at the company is clearly defined. We allocate profits from business operations, which amount to 0.2% annually, or around 6-7 million Baht, for this purpose. This budget is specifically earmarked for conducting CSR initiatives, reflecting a clear financial allocation for these operations" (Key informant Org.09).

"The company budgets more than 7,500,000 Baht per year for CSR initiatives. In addition, all employees are required to participate in CSR activities. The company will evaluate and score employees who participate in CSR with the company and community" (Key informant Org.11).

"Readiness in terms of resources refers to the capabilities of our personnel. Which areas of expertise do our employees excel in that can be shared or used to assist the community" (Key informant Org.17).

4. Designated responsible person

The research findings indicate that the sustainable success of the organization's CSR activities stems from its structuring, establishing units with primary responsibilities for CSR operations, and accountability towards social responsibility. It is noted that each organization may have a distinct CSR organizational structure depending on its context. Some organizations have dedicated CSR or sustainability units directly responsible for these functions, while others have committees or task forces comprising various departments led by top management. Additionally, some organizations adopt a hybrid approach involving a core unit, committees, or task force.

Furthermore, the research reveals that successful CSR operations (i.e., addressing various challenges effectively and driving sustainability in economic, social, and environmental dimensions) require clear accountability structures. Organizations need to appoint individuals with primary responsibilities for overseeing these operations. Additionally, organizations benefit from designating dedicated CSR personnel at each facility to manage and coordinate CSR tasks while liaising with both internal and external stakeholders. This ensures the success of the organization's CSR initiatives, compliance with relevant standards, and maximizes benefits for all organizational stakeholders.

The study also found that in some organizations, the responsibility for CSR implementation is assigned to departments whose primary functions are not exclusively focused on sustainability. These departments include public relations, human resource management, administration, and occupational health and safety. In such cases, CSR or sustainability-related activities are integrated into the existing functions of these departments. This approach reflects an effort to embed CSR within broader organizational operations; however, it may also present challenges regarding strategic focus, coordination, and the consistent execution of CSR initiatives across the organization.

"We have a dedicated CSR organizational structure with a task force responsible for overseeing CSR activities. This task force handles CSR functions and reports directly to the management board" (Key informant Org.06).

"In terms of CSR, we view it as a fundamental component that will make our organization sustainable. Therefore, we have made changes to the organization to drive CSR initiatives more earnestly" (Key informant Org.07).

"The company's CSR function is to unite all sectors in the organization into working groups and report directly to top management" (Key informant Org.09).

5. Innovation and technology

The research findings indicate that integrating innovation and technology significantly enhances the sustainable success of an organization's CSR initiatives. Organizational support for technological advancement plays a critical role in driving CSR operations, particularly in developing solutions to social and environmental challenges. This is reflected in efforts to explore novel methodologies or design new products and services

through structured research and development (R&D) processes. The overarching aim is to generate innovative solutions that effectively address stakeholder needs while maximizing organizational value and societal impact.

For instance, the CSR initiative undertaken by Org. 07 applies technological expertise and modern agricultural practices to develop a high-efficiency sugarcane farming system. This project promotes environmentally friendly agricultural methods aligned with the principles of sustainable development. Similarly, Org. 14 leverages its core competencies in robotics, engineering, and the circular economy to design and develop a prototype floating garbage-trapping robot. This innovation addresses the pressing environmental issue of marine debris in Thailand, contributing meaningfully to national sustainability goals. Additionally, Org. 16 demonstrates a creative and resource-efficient approach by repurposing residual cooling energy from its liquefied natural gas (LNG) operations for agricultural use. This initiative enables the cultivation of temperate crops such as tulips and strawberries in the eastern provinces of Thailand. The project not only exemplifies innovation in environmental management but also creates tangible economic and social value for local farming communities. Collectively, these examples illustrate how innovative CSR strategies can generate multidimensional benefits, reinforcing the role of technology in advancing sustainable development objectives.

"The villagers surrounding the factory are sugarcane farmers. We promote the implementation of modern sugarcane farming practices by leveraging innovative agricultural approaches" (Key informant Org.07).

"In managing waste in the canal and river, we have an innovation of garbage traps. It is a collaborative initiative between the company, the Department of Marine and Coastal Resources, and the local community. This innovation helps trap waste in the water sources and reduces the rate of debris entering the sea" (Key informant Org.14).

External factors that support sustainable CSR operations.

1. Collaboration with network partners

The research findings indicate that the sustainable success of the organization's CSR activities stems from collaboration and support from its network of stakeholders. This collaboration encompasses knowledge, expertise, innovation, technology, budgets, and materials for operational activities. Furthermore, the organization

receives backing from government agencies, local authorities, business partners, educational institutions, social partners, international organizations, customers, shareholders, and the local community. Additionally, as found in the study, some organisations successfully adopted the concept of "Baworn" (Collaboration between homes, temples, and schools) to drive their CSR initiatives. This collaborative approach aims to create positive impacts on both the community and society at large.

For instance, the white sea bass aquaculture development project implemented by Org. 05 demonstrates a successful example of collaborative CSR in action. The project has received strong support from community leaders and local farmer groups, along with substantial contributions of knowledge, personnel, funding, and other operational resources from a wide network of partners, including government agencies, civil society organizations, business partners, and academic institutions. Similarly, the Crab Bank Project of Org. 17 focuses on the conservation and restoration of marine biodiversity. This initiative promotes sustainable livelihoods by supporting blue crab farming among small-scale local fishing communities while also fostering eco-tourism development within the region. The project has benefited from multi-sectoral collaboration, receiving support from partners such as the National Research Office, community stakeholders, and educational institutions. These examples highlight the importance of cross-sector partnerships in enhancing the effectiveness and sustainability of CSR initiatives.

"The factors contributing to our success are emphasizing the active participation of stakeholders, referring to those who have a stake in our community. This includes employees, business partners, community leaders, and the surrounding residents. All these parties' involvement leads to success, fostering positive outcomes and creating harmony in our business operations" (Key informant Org.08).

"The Crab Bank Project is a collaboration between the National Research Office, which provides knowledge to the community, and the community itself. Additionally, there is cooperation with temples and schools. We see our project as a harmonious combination, similar to the 'Baworn' concept of home, temple, and school" (Key informant Org.17).

2. Standards and practices in CSR

The research findings indicate that the sustainable success of the organization's CSR efforts stems from adhering to the standards and practices in CSR set by government agencies, regulatory bodies, and promoting organizations. Domestic and international organizations use these standards and practices as frameworks for their CSR activities and sustainability initiatives. The study emphasizes the importance of aligning with established standards and practices to ensure compliance and reporting on CSR performance.

Additionally, the research highlights various standards and frameworks, such as CSR standards from the Department of Industrial Work (CSR-DIW), ISO 26000 for Social Responsibility, ISO 14000, the Global Reporting Initiative (GRI), the Sustainable Development Goals (SDGs), and the UN Global Compact, which organizations use as benchmarks in formulating CSR policies and operational guidelines. This ensures a comprehensive approach covering economic, social, and environmental dimensions aligned with sustainable development objectives. In addition, the research results found that the standards and practices in CSR that organizations most commonly use as guidelines for operating CSR are CSR-DIW, followed by SDGs.

"The company operates following principles of ethics and good corporate governance, adhering to CSR standards such as CSR-DIW, ISO 26000, and ISO 14000, along with environmental responsibility standards and occupational health and safety standards" (Key informant Org.05).

"The company has been engaged in CSR activities consistently, utilizing ISO 26000, CSR-DIW, and SDGs as guidelines for its operations" (Key informant Org.09).

"The company aims to respond to the SDGs policy that aims to meet global sustainability needs as we are a part of living in this world" (Key informant Org.19).

The linkage of ecosystem facilitating sustainable CSR

The research findings also reflect the interconnectedness of internal and external factors within the organization that contribute to the sustainable implementation of CSR activities. Beginning with internal factors, organizational leaders prioritising these issues have driven CSR and sustainability policies, leading to more equitable practices. Furthermore, organizations that emphasize these issues support resource allocation, designate key responsible individuals, and promote innovation and technology to ensure the continued success of their CSR initiatives.

Furthermore, these internal factors within the organization are interconnected with external factors. The success of the organization's CSR activities and their contribution to sustainable development often result from collaborative efforts between the organization and various networks and stakeholders. The pursuit of partnerships for joint CSR initiatives is influenced by visionary leadership that actively seeks like-minded partners. Additionally, external networks and stakeholders, such as government agencies, shareholders, and local residents, play a crucial role in supporting and driving the organization's CSR efforts. Standards and practices related to CSR, as external factors, significantly impact the organization's CSR operations and drive it toward sustainability. Compliance with CSR-related standards and practices serves as a meaningful guideline for organizations' operations. These standards and practices also function as important motivating factors, compelling organizations to adhere to established norms and guidelines.

Furthermore, the interconnectedness with external factors extends to the organization's network, as CSR standards and practices frequently influence it. Various network partners involved in CSR establish these standards and practices, including government agencies, non-governmental organizations (NGOs), and educational institutions.

Therefore, all the factors mentioned are holistically interconnected, and their interactions are quite complex. These various elements collectively contribute to the success of the organization's CSR operations and promote sustainable development. Consequently, they can be synthesized into the "Sustainable CSR Ecosystem."

Discussion

This research reflects the ecosystem that supports the organization's successful implementation of CSR activities and contributes to sustainable development. The ecosystem comprises both internal and external factors within the organization. Therefore, the core research findings are summarized, drawing connections to relevant prior research by scholars in the field.

Leadership support: The success of various organizational functions is largely attributed to the support from organizational leaders; the implementation of CSR activities is no exception. For CSR activities to be successful, they must receive backing from organizational leaders through various initiatives, especially in formulating CSR policies and plans. Additionally, support in resource allocation for CSR activities and leadership demonstrating commitment by acting as role models in CSR-related initiatives are crucial. This aligns with the concept of "Tone at the Top."
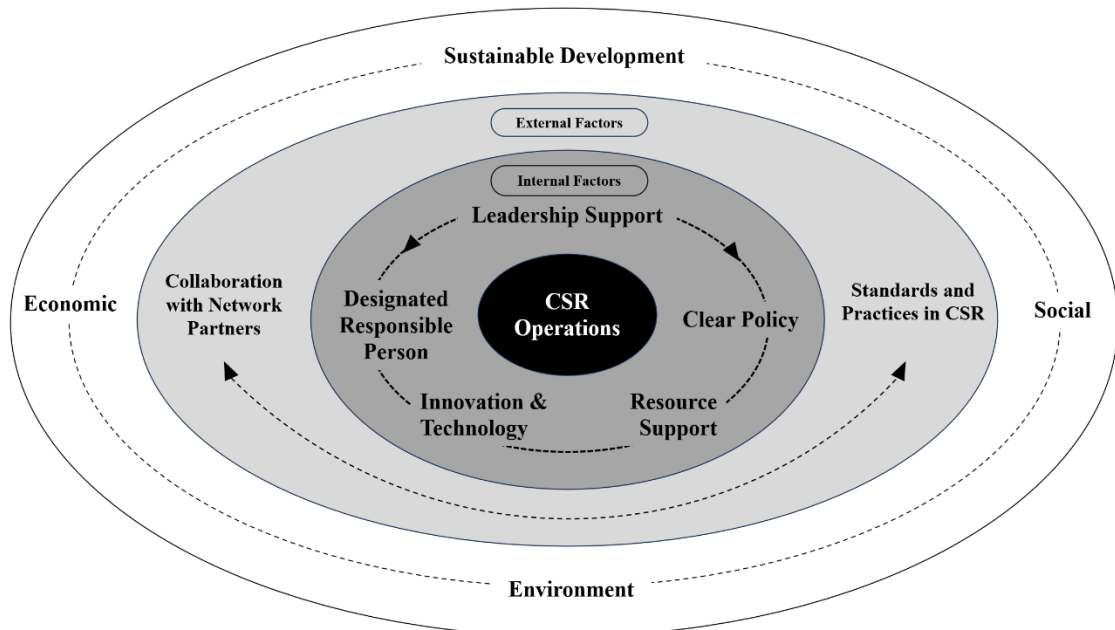

Figure 2 Sustainable CSR Ecosystem

The research findings are consistent with Menon and Ravi (2021), who studied challenges in sustainable supply chain management in the Indian electronics industry. Their study revealed that the lack of commitment from top-level management in sustainability-related operations adversely affects the organization's success in sustainable supply chain management. The findings also align with Chowdhury et al. (2022), who explored the influence of organizational factors on circular economy and sustainability in small and medium-sized enterprises in Vietnam. That study indicated that organizational leadership plays a vital role in the success of circular economy and sustainability. The present research suggests that leadership influences the success of CSR activities and contributes to sustainable development. The commitment of organizational leaders is crucial in creating a culture of sustainability within the organization, promoting CSR issues, and supporting organizational development. The findings are consistent with the study of Feng et al. (2022), which sought to understand the relationship between the sustainability orientation of leadership and eco-friendly supply chain management in Chinese businesses. The study concluded that a front-office focus on sustainability positively impacts the success of eco-friendly supply chain management in organizations.

Clear policy: The policy and plan are regarded as guidelines for managing and operating an organization to achieve the specified goals. Therefore, every organization must implement policies and plans in every operational process, such as in CSR operations, where it is essential to have clear policies and plans to guide operations, monitor and evaluate performance, and report the results of CSR efforts. This ensures successful outcomes that benefit the organization and all stakeholders, contributing to sustainable development.

This view aligns with Caldera et al. (2019) research, which studied the factors supporting success and obstacles in sustainable business practices among medium and small-sized entrepreneurs in Australia. That study found that setting a direction for sustainable business practices influences the success of organizations. The finding is also consistent with Sendawula et al. (2020), who investigated the influence of environmental commitment on the sustainable practices of organizations in the environmental dimension. Their study focused on medium and small-sized enterprises in the manufacturing industry in Uganda and found that environmental commitment positively affects sustainable practices in

the environmental dimension of organizations. The findings also align with Colovic et al. (2019), who studied the CSR operations of medium and small-sized businesses in the food industry. Their research indicates that various factors affect the success of CSR operations, including organizational values and beliefs in CSR.

Resource support: All operations within an organization depend on strategic inputs, referred to as management resources, to drive activities. Likewise, the CSR operations of an organization necessitate support resources from comparable organizations to function effectively. Key resources for the success of the organization's CSR operations include financial resources, product-related resources, organizational production factors, and human resources.

This view corresponds to the study by Zahidy et al. (2019), which investigated factors influencing the success of CSR operations in Malaysia's construction industry. Zahidy et al. (2019) found that key factors influencing success in CSR operations include internal and external factors, with internal factors having the most significant impact. Among internal factors, financial resource support for the organization's CSR operations was the most crucial factor contributing to success. This finding aligns with Caldera et al. (2019), whose study indicated that a lack of financial resource support undermines the success of operations in line with sustainable organizational practices. Furthermore, the findings are consistent with the study by Menon and Ravi (2021), which found that insufficient support in resources and sustainable management processes in the organization's sustainable supply chain management adversely affected the success of the organization's sustainable management practices.

Designated responsible person: Every organization must establish an organizational structure with clearly defined departments and responsibilities for personnel within each department to ensure effective operations across the organization. CSR and sustainability operations are crucial for organizations, increasing the overall workload. As a result, organizations have created specialized units and assigned personnel with the necessary knowledge, skills, and expertise to oversee CSR operations internally and externally. This includes individuals responsible for engaging with all organizational stakeholders, thereby significantly addressing sustainability issues vital across all sectors today.

This view aligns with the study by Zahidy et al. (2019), which highlights the importance of having

personnel with skills in both management and CSR operations and providing education and training for personnel involved in CSR operations. That study also emphasizes that organizational structure factors influence the success of the organization's CSR operations, consistent with Velte and Stawinoga (2020). Their research investigated the relationship between the role of sustainability executives and the role of the CSR committee in organizations and the outcomes of CSR operations. That study found that the operations of the organization's CSR committee impacted the outcomes of the organization's CSR operations.

Innovation and technology: Innovation and technology are vital in every aspect of organizational operations, including CSR initiatives. To generate positive impacts on society and the environment, organizations must embrace innovative approaches and advanced technologies. This also entails fostering sustainable innovations within internal processes and practices.

This view is supported by the study conducted by Chege and Wang (2020), which investigated the influence of technological innovations on sustainability performance in the environmental dimension of medium and small-sized organizations in Kenya. The research found that technological innovation positively affected the eco-friendly operations of these organizations. Similarly, Basile et al. (2022) studied the relationship between innovation and CSR operations of medium and small-sized organizations in Iran during the COVID-19 situation; the researchers concluded that organizational innovation positively influenced organizations' CSR operations, encompassing product, process, social, and environmental aspects. Furthermore, Potocan (2021) explores the role of technology in enhancing CSR, emphasizing that technological development can enable organizations to implement CSR activities more effectively and contribute to their long-term sustainability.

Collaboration with network partners: For an organization to successfully implement CSR activities and positively affect a wide range of stakeholders, particularly amid intense and complex socio-environmental issues, collaboration and support from various network entities are crucial. This entails cooperation and backing from governmental bodies, local administrative organizations, businesses, civil society organizations, educational institutions, business partners, international organizations, customers, shareholders, and the local community in which the organization operates. This

collaboration addresses and creates solutions for immediate and long-term socio-environmental challenges, contributing to sustainable development.

The collaborative approach identified in this study aligns with the findings of Kumar, Connell, & Bhattacharyya (2021), who emphasized that integrative strategies in CSR operations, encompassing economic, social, and environmental dimensions, significantly contribute to sustainable development. This conclusion is further supported by Zahidy, et al. (2019), who highlighted the critical role of stakeholder involvement in determining the success of organizational CSR initiatives. Similarly, Caldera et al. (2019) demonstrated that engagement from internal and external stakeholders, including employees, managers, owners, suppliers, civil society, government agencies, customers, and academic institutions, is pivotal in promoting successful and sustainable organizational practices. These studies underscore the importance of inclusive stakeholder engagement in advancing CSR effectiveness and sustainability.

Standards and practices in CSR: In recent years, CSR and sustainability have become key priorities on the global agenda, with a growing emphasis across sectors. Various organizations, including regulatory agencies, governmental bodies, and certifying institutions, have developed CSR standards and guidelines to promote responsible and inclusive operations. These frameworks ensure accountability and transparency among all stakeholder groups while advancing balanced and sustainable development. Organizations that comply with established CSR standards often achieve more robust and multidimensional outcomes, effectively addressing economic, social, and environmental challenges.

This emphasis on compliance aligns with the findings of Colovic et al. (2019), who identified the intention to comply with CSR-related regulations as a critical driver of CSR success. Likewise, Caldera et al. (2019) observed that the absence of supportive government policies and guidelines can hinder the adoption of sustainable practices. Menon and Ravi (2021) further confirmed that inadequate environmental standards and a lack of regulatory enforcement negatively impact organizations' ability to maintain sustainable supply chain management. Collectively, these findings stress the importance of robust regulatory ecosystems to support and sustain CSR initiatives.

Suggestions

Industrial organizations and other business entities can utilize the findings of this research as data to establish an ecosystem that supports the successful implementation of CSR activities within the organization. This aims to create value for the organization and its stakeholders, driving sustainable development. Therefore, the organization's leadership must play a crucial role in addressing these issues. If leaders possess knowledge and understanding and prioritize these matters, they can provide support in various aspects, including clear policy formulation, resource allocation for operations, assigning key responsibilities, and fostering innovation and technology to promote CSR and organizational sustainability.

Moreover, for the organization's CSR initiatives to effectively impact society and the environment, it must prioritize collaboration with relevant networks. Additionally, the organization should emphasize adherence to applicable CSR standards and practices to ensure effective operations. This approach benefits both society and the environment while fostering acceptance from various groups through its CSR activities.

Ultimately, regulatory bodies or organizations responsible for overseeing or promoting CSR activities within organizations- such as the Department of Industrial Works, the Ministry of Industry, the Industrial Estate Authority of Thailand, the Securities and Exchange Commission (SEC), and the Bank of Thailand- can use the research findings as guidelines to create an ecosystem that encourages the implementation of CSR within organizations. This will contribute to sustainable success, particularly in establishing standards and CSR practices that enhance the organization's CSR efforts, benefiting Thai society and the global community while fostering progress toward achieving the SDGs by 2030.

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