

The Asian Conference on Arts & Humanities 2012

Official Conference Proceedings



日本

i a f o r

天
平
藏

The Second Asian Conference on Arts and Humanities 2012

Osaka, Japan, 2012

The Asian Conference on Arts and Humanities Official Conference Proceedings 2012

For the International Academic Forum & the IAFOR International Advisory Board

The Reverend Professor Stuart D.B. Picken, Chairman of the International Advisory Board, Order of the Sacred Treasure, M.A. (Hons), B.D., Ph.D., F.R.A.S.

Joseph Haldane, Executive Director – The International Academic Forum, B.A. Hons., Ph.D. (London), F.R.A.S.

Dr Shamim Ali, Lecturer, National University of Modern Languages, Pakistan

Professor David N Aspin, Professor Emeritus and Former Dean of the Faculty of Education, Monash University, Australia

Dr William Baber, Associate Professor, Kyoto University Graduate School of Management, Japan

Professor Don Brash, Former Governor of the Reserve Bank, New Zealand, Former Leader of the New National Party, New Zealand, Adjunct Professor, AUT, New Zealand & La Trobe University, Australia

Lord Charles Bruce of Elgin and Kincardine, Lord Lieutenant of Fife, Chairman of the Patrons of the National Galleries of Scotland, Trustee of the Historic Scotland Foundation, UK

Professor Judith Chapman, Professor of Education, Australian Catholic University, Australia, Fellow, St Edmund's College, Cambridge University, UK, Member of the Order of Australia

Professor Chung-Ying Cheng, Professor of Philosophy, University of Hawai'i at Manoa, USA, Editor-in-Chief, The Journal of Chinese Philosophy

Professor Tien-Hui Chiang, Professor and Chair, Department of Education, National University of Tainan, Taiwan/Chinese Taipei

Mr Marcus Chidgey, CEO, Captive Minds Communications Group, London, UK

Professor Steve Cornwell, Professor of English and Interdisciplinary Studies, Osaka Jogakuin University, Osaka, Japan

Professor Michael A. Cusumano, SMR Distinguished Professor of Management and Engineering Systems, MIT Sloan School of Management, Massachusetts Institute of Technology, USA

Professor Dexter Da Silva, Professor of Educational Psychology, Keisen University, Tokyo, Japan

Professor Georges Depeyrot, Professor and Director of Research, French National Center for Scientific Research (CNRS)/Ecole Normale Supérieure, Paris, France

Professor Sue Jackson, Professor of Lifelong Learning and Gender, Pro-Vice Master of Teaching and Learning, Birkbeck, University of London, UK

Professor June Henton, Dean, College of Human Sciences, Auburn University, USA

Professor Michael Hudson, President of The Institute for the Study of Long-Term Economic Trends (ISLET), Distinguished Research Professor of Economics at the University of Missouri, Kansas City

Vice-Consul Kathryn Kiser, Cultural Affairs Officer, Lahore, Pakistan, The United States Department of State, USA

Mr Shahzada Khalid, Deputy Director, SAARC Energy Center, Pakistan

Mrs Eri Kudo, Head Private Sector Fundraising, United Nations World Food Programme Japan, Tokyo, Japan

Professor Sing Kong Lee, Director, The National Institute of Education, Singapore

Dr Woon Chia Liu, Associate Dean, Practicum and School Partnerships, Teacher Education, The National Institute of Education, Singapore

Professor Sir Geoffrey Lloyd, Senior Scholar in Residence, The Needham Research Institute, Cambridge, UK, Fellow and Former Master, Darwin College, University of Cambridge, Fellow of the British Academy, Honorary Foreign Member, The American Academy of Arts and Sciences

Dr Robert Logie, Associate Professor of Computer Science, Osaka Gakuin University, Japan

Dr David McLoughlin, Associate Professor, Meiji University, Japan

Professor Vasile Meita, General Manager, The National Institute for Research and Development in Construction, Urban Planning and Sustainable Spatial Development (URBAN=INCERC), Romania

Professor Keith Miller, Louise Hartman Schewe and Karl Schewe Professor of Computer Science, The University of Illinois Springfield, USA, Editor-in-Chief, IEEE Technology and Society

Professor Marjo Hannele Mitsutomi, Head of English Language Teaching Practices and the Language Development Intercultural Studies Center, Akita International University, Japan

Professor Ka Ho Joshua Mok, Chair Professor of Comparative Policy, Associate Vice-President (External Relations), Dean of the Faculty of Arts and Sciences, The Hong Kong Institute of Education, Hong Kong SAR

Dr Jo Mynard, Associate Professor & Director of the SALC, Kanda University of International Studies, Japan

Professor Michiko Nakano, Professor of English, Director of the Distance Learning Center, Waseda University, Tokyo, Japan

Ms Karen Newby, Director, Par les mots solidaires, Paris, France

Professor Jerry Platt, Professor of Business, Akita International University, Japan, Dean and Professor Emeritus, College of Business, San Francisco State University, USA

Professor Michael Pronko, Professor of American Literature and Culture, Meiji Gakuin University, Tokyo, Japan

Professor Monty P. Satiadarma, Clinical Psychologist and Lecturer in Psychology, Former Dean of the Department of Psychology and Rector of the University Tarumanagara University, Indonesia

Mr Michael Sakamoto, Interdisciplinary Artist, UCLA, USA

Mr Mohamed Salaheen, Director, The United Nations World Food Programme, Japan & Korea

Mr Lowell Sheppard, Asia Pacific Director, HOPE International Development Agency, Canada/Japan

Professor Ken Kawan Soetanto, Professor and Director of CLEDSI, Waseda University, Japan

Dr Jeffrey Sommers, Associate Professor of Economics, University of Wisconsin-Milwaukee, USA, Visiting Faculty, Stockholm School of Economics, Riga, Latvia

His Excellency Dr Drago Stambuk, Croatian Ambassador to Brazil, Brazil

Professor Mary Stuart, Vice-Chancellor, The University of Lincoln, UK

Professor Gary Swanson, Distinguished Journalist-in-Residence & Mildred S. Hansen Endowed Chair, The University of Northern Colorado, USA

Dr David Wilkinson, Associate Dean (International & External Programmes), Faculty of Law and Management, La Trobe University, Australia

Professor Kensaku Yoshida, Professor of English, Director of the Center for the Teaching of Foreign Languages in General Education, Sophia University, Tokyo, Japan

Mrs Elly Zaniewicka, Political Correspondent, BBC Political Programmes, London, UK

Dr Thomas French, Associate Professor, Ritsumeikan University, Japan, Editor of the IAFOR Journal of Arts and Humanities

Dr Melissa Kennedy, Lecturer, The University of Vienna, Austria

©The International Academic Forum 2011
The International Academic Forum (IAFOR)
Sakae 1-16-26 - 201
Aichi-ken, Nagoy-shi
460-0008 Japan
ISSN: 2186-229X

http://www.iafor.org/acad_proceedings.html

*Patterns and Strategies of Social Entrepreneurship of the Chao Phya Abhaibhubejhr Hospital
Foundation, Thailand*

Phitak Siriwong

1012

Silpakorn Universit, Thailand

The Asian Conference on Arts and Humanities 2012

Official Conference Proceedings 2012

Abstract:

The research were to study the meanings, patterns, and strategies of social entrepreneurship of the Chao Phya Abhaibhubejhr Hospital Foundation, Thailand. Nine key informants were the executives and practitioners of the Chao Phya Abhaibhubejhr Hospital Foundation and members of the Dong Bang Village Herb Group. The phenomenological approach was used in this study. This study revealed that a social entrepreneur was defined as an organization that was established for society and operated profit-oriented business whereby the profits were given back to society and jobs were created for local people so that they had sustainable and sufficient revenues. Concerning its marketing mix of its products and service, it produced various products such as medicines, cosmetics, beverages, and supplementary products. Its target group was low and middle-class people who paid attention to health. Its high quality products were guaranteed by the GMP standards and scientific research. Its brand and products were also used for its Thai massage service. The slogan "Good but Cheap" was used as its pricing policy. Its product distributors were in different regions of Thailand in order to distribute the products effectively. Providing knowledge about herbs' properties via brochures was used as a major strategy rather than advertising. Its shop was decorated in a beautiful and modern fashion. Its products were displayed by categories, and they were labeled with the properties of herbs they contained and prices. Its staff knew well about the products as they were traditional Thai medicine personnel. Its massage service was quick due to the appointment system. According to the study, it could be concluded that the Chao Phya Abhaibhubejhr Hospital Foundation was a successful social entrepreneur and a model social entrepreneur. Its patterns and strategies may be useful to other or new social entrepreneurs.

1. Introduction

Today, capitalism is playing a major role in business. In general, a business aims to maximize its profits for its entrepreneurs and stakeholders, which is focused on returns and profits, thus making various adverse effects (Change Fusion, 2010). Consequently, the concept of giving something back to society was introduced to develop society and solve social problems in a sustainable manner and to create business that is beneficial to society, whereby profits are just aimed at sustaining the business itself, and products are direct and indirect benefits to society. This kind of business is called social entrepreneurship (Deeseentham, 2011: 157).

The researcher was interested in exploring the patterns and strategies of social entrepreneurship of the Chao Phya Abhaibhubejhr Hospital Foundation since it is a model social entrepreneur that has operated for over 20 years, has been continually successful, and has made a contribution to society in terms of employment and medicine production using local Thai wisdom for developing, testing, and doing research on Thai herbal medicines to substitute for modern medicine (Chao Phya Abhaibhubejhr Hospital Foundation, 2011).

The objectives of the research were to study the meanings, patterns, and strategies of social entrepreneurship of the Chao Phya Abhaibhubejhr Hospital Foundation in terms of management and marketing strategies that made its operations efficient according to its organizational goals and systematic instructions. Other social entrepreneurs can apply its patterns and strategies as a guideline for developing and improving their operations to bring about sustainable self-reliance.

2. Research Method

This was qualitative research using the phenomenology research methodology. The key informants were the representatives of executives and practitioners at the Chao Phya Abhaibhubejhr Hospital Foundation and members of the Dong Bang Village Herb Group, Prachin Buri Province, Thailand. In August, 2011, field data collection was conducted with in-depth interviews, participatory observations, field notes, photographing, and sound recording. The scope of the research was to study the meanings, patterns, and strategies of social entrepreneurship of the Chao Phya Abhaibhubejhr Hospital Foundation. As stated, the population was executives and practitioners of the Chao Phya Abhaibhubejhr Hospital Foundation and members of the Dong Bang Herb Group, Prachin Buri Province. The area of study was the area of the Chao Phya Abhaibhubejhr Hospital, Tha Ngam District and Dong Bang Village, Dong Khi Lek Sub-district, Mueang District, Prachin Buri Province. The information gathered was later analyzed according to the guidelines for qualitative research. The findings are herein presented and suggestions are given

3. Study Results

Foundation Development

The economic crisis in Thailand stimulated Thais to be self-reliant to reduce trade deficits with foreign nations, especially in medicine trade. This was due to the fact that most medicines were imported, and a large amount of money was spent on imported medicines, causing significant trade deficits. To respond to the problem in a sustainable fashion, a Thai government encouraged the Chao Phya Abhaibhubejhr Hospital to implement the Herbal Product Development Demonstration Project, ranging from cultivating and harvesting herbs, processing herb materials, controlling the quality of herb materials, producing herbal products, selling herbal products to opening herbal product shops (Chao Phya Abhaibhubejhr Hospital Foundation, 2011). The project was a starting point of linking the Hospital's herb product development to its nearby community as an herb producer. According to the framework, documents, printed material, Internet material, and in-depth interviews with personnel of the Chao Phya Abhaibhubejhr Hospital Foundation, the following information was obtained.

From 1997 to 1998, organic agriculture was introduced to the cultivation of herbs for the safety of farmers, consumers, and the environment, which served as a tool to strengthen both local

communities and farmers. It was conditioned to purchase herbs from local groups or communities, not from large-scale private companies with a great deal of capital; however, the quality of the raw materials had to meet the specified standard. The Chao Phya Abhaibhubejhr Hospital trained local farmers in cultivating herbs, and both parties made an agreement on prices and advance purchase quantities for fairness (Chao Phya Abhaibhubejhr Hospital Foundation, 2011). As the Hospital was a government agency, it was unable to register its developed herbal drugs with the Food and Drug Administration (FDA), Thailand. In 2003, the Chao Phya Abhaibhubejhr Hospital Foundation was founded as a juristic person so that it was able to register its drugs with the FDA and sell them legally under the administration of its executive board.

Social Construction of Meanings of Social Entrepreneurship

According to relevant documents, activities, and in-depth interviews, it was shown that the meanings of social entrepreneurship of the Chao Phya Abhaibhubejhr Hospital Foundation were in accordance with one another as follows:

1. The study on the Foundation's operations, policies, vision, and missions suggested that a social entrepreneur was defined as an organization that was established for society and gave something back to society. This was seen from its main objectives – to develop essential herbal medicines for the country, to reduce a trade deficit in medicines with foreign countries, to develop a variety of herbal products, to respond to modern lifestyles, to strengthen communities based on local wisdom development, and to develop herbal products to international markets.
2. The study on the Foundation's activities showed that social entrepreneurship was defined as creation of jobs for local people so that they had sustainable and sufficient incomes for their living. This was considered from herb-related information, demonstration herb gardens, promotion of herb cultivation according to the standards of the International Federation of Organic Agriculture Movements (IFOAM) among people at the Dong Bang Village and then other areas throughout the country, and reduction of chemical use in agriculture. This made the herbs toxin and contamination free and conserved the environment because of using no chemical fertilizers.
3. The study on in-depth interviews with personnel at the Foundation revealed that they defined social entrepreneurship as business focused on benefits to society. All they had positive attitudes to the Foundation's social entrepreneurship, and this made them focus on working with their full effort rather than incomes, thus allowing the Foundation to operate as a social entrepreneur with high efficiency. In addition, they had the same understanding of the allocation of the Foundation's revenues that 70% of the profit would be given to the Hospital to purchase medical equipment and supplies and organize relevant activities, and 30% would be used for research and development of new herbal products, personnel development in term of knowledge and self-development, and community development related to herbs or other matters there were beneficial to society, e.g. Khao Yai Camp, which educated youths about the environment and raised their environmental conservation consciousness.

Market Patterns and Strategies

The Chao Phya Abhaibhubejhr Hospital Foundation was located in the area of the Chao Phya Abhaibhubejhr Hospital. It rented the area. It was of mixed social entrepreneurship. That is, it sold products, e.g. herbal products, and a service, i.e. traditional Thai massage.

The Foundation's chairman was the Chao Phya Abhaibhubejhr Hospital's Director. Its three major divisions included the Hospital Activity Division; the Local Thai Wisdom Development Division, which dealt with herbal product production; and the Research and Development Division, which was in charge of activities for communities, reduction of social gaps, and environmental conservation.

The Foundation's operations were similar to those of a private entrepreneur. This allowed it to have more flexibility than in bureaucracy and to register its developed drugs with the FDA, which was a major limitation for government agencies. It ran profit-making business, but it adhered to social activities. It spent most of its revenues on activities for society, e.g. employing over 150 people in

nearby communities, educating them about cultivating and harvesting herbs with the organic agricultural method, applying herbs to medical treatment, and attaching great importance to human labor rather than machinery. Its operations were of social entrepreneurship and cooperate social responsibility (CSR).

Objectives and Policies

Its objectives and policies were as follows:

1. To develop essential herbal medicines for the country
2. To reduce a trade deficit in medicines with foreign countries
3. To develop a variety of herbal products
4. To strengthen communities based on local wisdom development
5. To respond to modern lifestyles
6. To develop herbal products to international markets

Vision and Missions

Its vision and missions from relevant documents and interviews with its personnel were in accordance with the concept of social entrepreneurship with regard to development of herb-related knowledge, dissemination of herb-related knowledge to the public, and development of herbal products with high quality and low prices.

SWOT Analysis

According to relevant documents, activities, and in-depth interviews, it was revealed that the factors influencing its operations were:

1. **Strengths**, which made its customers trust its products rather than its rival products
 - 1.1 High-quality products, which led to its brand loyalty
 - 1.2 Using organic herbal plants under standard control in all stages and the IFOAM standards certification
 - 1.3 Production process complying with GMP, which certified that the products' quality was internationally recognized
 - 1.4 Because it educated people and provided training in traditional Thai massage and the public trusted its herbal products, its traditional Thai massage service was recognized by its customers.
2. **Weaknesses**, which were obstacles to its operations
 - 1.5 As a social entrepreneur focused on product quality, it had high production costs.
 - 1.6 As herb product production needed to comply with the IFOAM standards, which required organic agriculture, it had high production costs.
 - 1.7 Due to the policies for creating jobs for local people and reducing machinery, its production capacity was not much high.
3. **Opportunities**, which were conducive to its operations
 - 1.8 There were few producers of herbal products complying with GMP, but there was high demand for the products.
 - 1.9 As people were more likely to pay attention to health, and there was a movement of local Thai wisdom conservation, there was high demand for herbal products.
 - 1.10 There were chronic diseases and diseases that could not be cured with modern medicines, so more people tended to use herbal products after learning their properties.
4. **Threats**
 - 4.1 The world's economic recession, which resulted from superpowers' economic crisis, encouraged people to be more careful about spending.
 - 1.11 Trade barriers from foreign countries, especially European countries
 - 1.12 Changing environmental circumstances impacted the growth of herbs.

Marketing Mix

According to documents, activities, and in-depth interviews concerning the marketing mix, it showed that:

1. Product and service creation

The Foundation made more than 110 kinds of products, e.g. medicines, cosmetics, beverages, and supplementary products to respond to modern lifestyles. All of the products were guaranteed by research and quality control in all processes, ranging from cultivating herbs to collecting samples of some products after sales to test their stability. In addition, the products received quality certification and awards, e.g. GMP and Organic Standards, which were equivalent to the IFOAM standards. This made its brand widely recognized in terms of quality. Its target group was low and middle-class people who cared about health.

Concerning its service, i.e. traditional Thai massage, its brand and products were used to guarantee it. In addition, the service was presented as a combination of general massage, focused on bending, pulling, and stretching, and the royal Thai massage, which is a polite and patterned massage. The massage service received an award in 2004 as quality assurance. All its masseurs passed 430-hours training, and the service prices were reasonable.

2. Product and service pricing

Its herbal products were priced in accordance with the target group's economic status. The Foundation sold good but cheap products as it could not run profit-oriented business. To encourage Thais to use Thai herbs, it priced its products and service reasonably. As for some products, e.g. herbal drinks, their prices stayed lower than their costs to encourage people to drink them instead of pop drinks. It employed the material cost average method. Even when the prices of raw materials increased, the prices of its products were still unchanged to maintain its customers and keep their prices lower than other brands'. The prices were shown on the product labels to prevent overcharge. As for its massage service, in the spa atmosphere, its prices ranged from 200 to 250 baht.

3. Product and service locations or channels

There were only two shops under the Foundation. One was in the area of the Chao Phya Abhaibhubejhr Hospital, Prachin Buri Province, and the other was on the first floor of Thai CC Tower, Bangkok. In different regions, there were distributors, who were trading partners responsible for distributing the products to small-scale trading partners. In Bangkok, a big market, these were three trading partners, which had their own area of responsibility. Its products were displayed in stores, e.g. Lotus Department Store, Top Supermarket, and 7-Eleven. As for its traditional Thai massage service, it was offered in a service center within the Hospital area to serve the Hospital's patients, museum visitors, and health tourists.

1. Promotion of product and service distribution

As a foundation, it had no budget for advertising. In 1986, when its products were first launched, it used personal media to disseminate the information and news related to its products and introduced its drugs to the treatment of patients at the Hospital. It utilized the mouth-of-word strategy, provided demonstrations to publicize its products' properties, distributed product samples, and organized activities and exhibitions.

It employed organizational public relations to do marketing support to build its brand image and customer trust. It focused on disseminating information about the properties of different kinds of herbs in order to advertise the quality of its products and service indirectly by, e.g. distributing brochures presenting the properties of herbs to emphasize its products' efficiency.

2. Physical environment

The shop within the Hospital area was decorated in a beautiful and modern fashion. Its products were displayed by categories, and they were labeled with the properties of herbs they contained and

prices. Since there were famous tourist attractions around the Hospital, there were a lot of tourists that visited the shop. As for the Abhaibhubejhr Traditional Thai Massage Center, it was decorated like a spa, with staff dressed properly in a Thai style and soft music to create an atmospheric setting.

3. Staff

The Foundation gradually developed its staff and provided them with a yearly medical check-up according to the GMP standard with regard to practitioners' health care and the working environment, and appropriate welfare and benefits. Its staff knew well about their products and service. It could be seen that most clients were regular clients and the service was recognized by word of mouth.

4. Process

The clients did not have to have a long wait for the service as most of them were regular clients who made an appointment before receiving the service. This was a good process which made the service efficient and not confusing and easy for staff's working. It was stipulated that all staff had to pass massage training, which enabled them to provide all types of massages. Concerning its products, the quality control system was set in all production processes.

4. Conclusion and Suggestions

The Chao Phya Abhaibhubejhr Hospital Foundation was a mixed social entrepreneur; thus, it could meet all its clients' demand. Its major missions were to make herbal products, do research on and develop new herbal products, and develop communities and societies. It could be seen that its aforementioned activities and operations were in accordance with the concept of social entrepreneurship. It returned its benefits to society as seen that it allocated 70% to the hospital and 30% to herbal product development and social activities, which had direct and indirect positive effects on the Hospital's medical services.

The study on the meanings of social entrepreneurship of the Chao Phya Abhaibhubejhr Hospital Foundation via the in-depth interviews with personnel of the Foundation suggested that their opinions were in the same way. That is, they defined social entrepreneurship as profit-oriented business whereby the profits were given back to society and jobs were created for local people so that they had sustainable revenues. The personnel were proud of, willing to do, and sacrifice themselves for their work despite a low income (Nonthanatorn, 2010:76-78).

The study on the marketing mix of the Foundation's products and service revealed that the Foundation had a variety of products that met modern lifestyles. Its target group was low and middle-class people who cared about health. It developed and produced its products according to the GMP standards, and its products were guaranteed by scientific research that confirmed the medicinal efficiency and effectiveness of herbs. With regard to its service, i.e. traditional Thai massage, it used its brand and herbal products to ensure its quality. The prices of the products were reasonable, and their prices were controlled through price labeling. There were trading partners that acted as its distributors in different regions to distribute the products to small-scale trading partners. During early periods, there was an only distributor, being in Bangkok, which caused the product distribution not efficient enough.

Suggestions for further research are that there should be a study on gender and the sexual fantasies of teenage school boys at the lower secondary school level as well as a study of teenage boys in various different groups; for example, those who go to regular day schools, those in regular boarding schools—not a special kind of a boarding school, non-commissioned and commissioned military students. The study should also include gender and the sexual fantasies of female students. This will all contribute to an understanding of the sexuality of teenagers in Thai society.

The suggestion for this particular boarding school is that, since the school plays an important role in the students' gender, it is important to organize educational procedures about sexuality and sex

education that are in accordance with the students' age. The guardians in the dormitories should have an understanding of teenage sexuality so that they are able to serve as counselors to the students.

According to the study, it could be concluded that the Chao Phya Abhaibhubejhr Hospital Foundation was a social entrepreneur. Its operations have been successful for over 20 years. Despite low pricing for its products and service, a large number of sales allowed it to make a lot of profits. It had no policy for advertising its products and service to increase its sales; however, it applied organizational public relations to build its good image, customer trust, and brand loyalty, thus enabling it to operate in a stable and sustainable manner. Its patterns and strategies can be applied to other social entrepreneurs.

5. References

- [1] ChangeFusion, 2010. **Promotion of Business Organizations Receiving Granted a Budget from the Moral Center**, Fiscal Year 2009. Moral Center, Office of Knowledge Management and Development, Bangkok.
- [2] Deeseentham, K. 2011. **Organizations Making a Contribution to Society**. MRG 360^o, Bangkok.
- [3] Nonthanatom, P. 2010. **Management of Corporate Social Responsibility (CDR)**. Think Beyond Books, Nonthaburi..
- [4] Chao Phya Abhaibhubejhr Hospital Foundation. <http://www.abhaiherb.com/index.php/th/2010-08-24-22-45-54> [25 May 2011].