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According to the stakeholders with SWOT analysis (Morphy, 2015), the main themes from all focus groups regarding e-commerce approach in veteran's handicraft product can be described in the following table:

**Table 5.1 SWOT and Stakeholder analysis in each groups of related employees**

<b>VGH Stakeholders</b>	<b>Strength</b>	<b>Weakness</b>	<b>Opportunity</b>	<b>Threat</b>
<b>Executives</b>	- Know how in e-commerce strategic management and policy support	- Lack of organizational structure and collaboration within the organization	- Market opportunity support from government	- Obsolete policy of marketing - Budget and cost to implement the system
<b>Marketing and training staff</b>	- Uniqueness of products	- Lack of productivity - Market penetration strategy to the right target customer	- Expanding niche market - Support budget from government - Collaboration from veteran's products sectors all over Thailand	Competitiveness level in e-marketplaces
<b>Disabled veterans</b>	- Expertise in production skills - Prestige of royal artworks creation	- Manpower decrease - Productivity - Training difficulties	- Government support in training and materials	- Product competitiveness and 'copycat'
<b>IT staff</b>	- Knowledge of e-commerce Comprehensive IT systems	- Lack of e-commerce support systems currently	- New IT system development plan	- Procedures related to e-commerce

## 5.4 Recommendations for E-Business Development

### Steps to increase the readiness for e-commerce business in veteran's handicrafts of the VGH

- 1) The organizational strategy must be resolved and redefined to support the e-commerce approach. Any problematic processes for the e-commerce business, such as order receipt, payment and shipping method should be defined and concisely addressed. The vision and mission in development of e-commerce business should be more punctual and practical.
- 2) In terms of e-marketing, The VGH may collaborate with other groups that have more readiness in the e-commerce business, such as coordinating with local businesses that produce handicraft and traditional artworks and share online marketing area in the first phase.
- 3) In order to cope with the lack of productivity, the department of profession training should change the policy and qualification of people who want to attend the profession training, such as allowing non-disabled veterans, or veteran's families and relatives to learn how to create handicraft products, to increase productivity and redeem the manpower shortage.
- 4) Providing know-how to initiate efficient e-commerce business structure and system to the marketing staff. This will quicken the process of transformation to e-business as the marketing staff are the key people to take responsibility of the system.
- 5) In terms of development a new e-commerce system, the first thing that should be done is, implementing a new module of veteran's handicraft products in the official website of the VGH (<http://www.vgh.go.th/>) to create awareness from the public.

## **5.5 Recommendations for Further Studies**

As this research is limited only to measuring the current awareness and readiness of the veteran's products in the VGH provided by the department of profession training, there are many aspects yet to be uncovered about details of e-business feasibility study, costs and benefits analysis and other related studies in the field of implementation of e-marketing strategy, such as how to use various kinds of Search Engine Marketing (SEM), Search Enging Optimization (SEO) and the effect of social media as distribution channels for the veteran's handicraft products to specific target markets in the online world (Strauss, 2009).

## **5.6 Scope and Limitation of the Research**

This research studies groups of people and staff who participate in the development of veteran's handicraft products in the VGH, such as: veterans who make handicraft products and attend the profession training program, operational staff who are related to the project in various roles and responsibilities, management executives who define policies regarding to the project, and IT staff who look after the back-end support system.

Since there are many types of veterans' products from all military regions across the country, this research focuses only the department of profession training and its subsidiaries only in the VGH.















## APPENDIX C

**The revenue recorded of the sales of veteran's handicraft products, including normal sales and souvenir purpose**

As of January 2013 to July 2015

Department of Profession Training, Veterans General Hospital

Year / Month	2013		2014		2015		Remarks
	Pieces	Revenue	Pieces	Revenue	Pieces	Revenue	
	Sold	(Baht)	Sold	(Baht)	Sold	(Baht)	
January	3	9,000	-	-	11	24,100	- means no sale in the month  This data was collected in July 2015
February	3	4,100	-	-	3	1,500	
March	45	87,600	1	1,700	8	9,420	
April	14	18,100	-	-	24	49,520	
May	10	18,100	78	45,900	16	15,740	
June	6	15,300	-	-	5	11,980	
July	13	18,250	5	16,300	6	12,200	
August	7	6,500	13	12,720			
September	15	7,000	23	46,300			
October	-	-	12	3,600			
November	-	-	13	32,600			
December	-	-	-	-			
<b>Total</b>	<b>116</b>	<b>183,950</b>	<b>145</b>	<b>159,120</b>	<b>73</b>	<b>124,460</b>	