

**SUSTAINABLE LEADERSHIP: HONEYBEE PRACTICES
IN HEALTH SHOES ENTERPRISE IN THAILAND**



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SUSTAINABLE LEADERSHIP: HONEYBEE PRACTICES IN HEALTH SHOES ENTERPRISE IN THAILAND

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ABSTRACT

This thematic paper adopts Avery and Bergsteiner's 23 sustainable leadership practices as a framework to examine the leadership practices of small enterprise; health shoe company in Thailand. Nowadays, business sustainability becomes more significant in academic term and in real practice. This health shoe company produces and distributes women health shoes in Thailand, some export to Indonesia market. It has been operating for over 25 years and established a strong relationship with customers and stakeholders. However, this company faces with external factors and changes according to economic situations. The company maintains strong position in the market with sustainable strategy. This paper focuses and analyses, identifies, and evaluate according to Honeybee leadership of which factors should be practices the company should be improved and which one is already practicing well. This research supplemented case study data with participants and reference to published about the company.

KEY WORDS: Leadership / Sustainable Leadership / Honeybee Leadership / Healthshoes Company

47 pages

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CHAPTER I

INTRODUCTION

It is easy to start up a business, but it is difficult to survive in the competitive business world, especially fashion business sector. Leadership is the key to success. Good leadership is one of the keys to success in any organization, and some would argue that it is the master key. In the past leaders led and followers followed without question. This is also called as traditional leadership. However, nowadays we live in a culture, sharing value among the organization, employee opinion and contribution work as same as managers efforts.

The sustainability approaches with consist of 23 honeybee practices. Once the company applies honeybee practice towards the stakeholders and employees, all these combinations will bring sustainability, potential growth, and pride to the company. Although it is an important element for any organizations of long-term sustainability, only a few approaches have been examined within the Thai health shoe company context. Perhaps, people don't quite aware of this business sector, which is niche and has a potential to be in trend in the future. In this paper will examine how one health shoes organization works and opinion from the stakeholders and from the insider toward this organization.

From the scope of this study, this research focuses on enhancing the current business model to be more sustainable by applying honeybee leadership approach as possible as the business model can apply. There are a few qualitative studies about family-owned businesses in Thailand, particularly in a health shoe fashion business. Hence, your research study may help broaden existing knowledge. Thus, this paper will investigate whether this company practices the sustainable leadership in health shoes enterprise is applicable in a company or not? The researcher will interview opinion from stakeholders of a health shoe company in Thailand. Likewise, this research would provide some guidance and the core attribute that can help them to make a decision on health shoe business.

CHAPTER II

LITERATURE REVIEW

Corporate sustainability has been widely discussed among corporate leaders and scholars. Although it is an important issue, only a few approaches to corporate sustainability have been examined in the Thai context.

The present study therefore adopts Avery and Bergsteiner's Sustainable Leadership concept that has been supported by previous studies as a relevant approach to corporate sustainability in Thailand. The study examines business practices of Health shoe company to determine if there is a fit between Sustainable Leadership practices and those of the case company

2.1 Thai Health Shoes Company

Toezone International Co., Ltd starts from one lady who is a shoes designer and have produced shoes as OEM for many international brands for 25 years. This shoes company has brought the brand to the number one position in the Career Shoes for ladies footwear category. This shoes brand present in Thailand and Indonesian market.

Unlike the mass products which concerns only cost leadership and deliver poor quality of shoes to the market, This shoes brand has a uniqueness, the concept of good quality shoes, with friendly to the user, soft, light and comfortable to wear, and durable at the same time.

Once some part of shoes being defect from the quality of usage, such as the rubber at outsole design has no more function of protecting slippery, or instead of throwing away poor old shoes after using for a while, then customer can bring their shoes to replace the outsole part. This is one concern for not creating more pollution on the earth.

The purpose of this research is to investigate a health shoe company has a sustainability in the organization or not? The Honeybee practice focuses on three main aspects: Environmental Sustainability, Corporate Social Responsibility and Financial Success. To ensure corporate sustainability, organizations need to act in a sustainable manner not only help maintain the wellbeing of the planet or people, they also create businesses that will survive and thrive in the long run.

The researcher will use qualitative interview to various sources of interviewees such as company owner, employee, suppliers, and customers.

2.2 Honeybee Practice as Sustainable Leadership

The highlight of this systemic character of sustainability challenges requires knowledge sharing and collaboration in between and across companies and stakeholders. According to How BMW successfully practices sustainable leadership principle case, sustainable leadership can be successfully implemented, even in trying times. Despite the global financial crisis and the subsequent recession, when other leaders chose to go into survival mode and abandon strategies to achieve long-term goals.

Sustainable leadership practices: As Exhibit 1 shows, sustainable leadership principles can be depicted in the form of a four-tier pyramid. The model is dynamic and the various practices influence each other in multiple ways. The lower three tiers constituting the 23 honeybee practices and the top level indicating the resultant organizational performance outcomes. At the third level, there are three key performance drivers, which reflect the intended customers' experience: systemic innovation, staff engagement and quality of products and services.

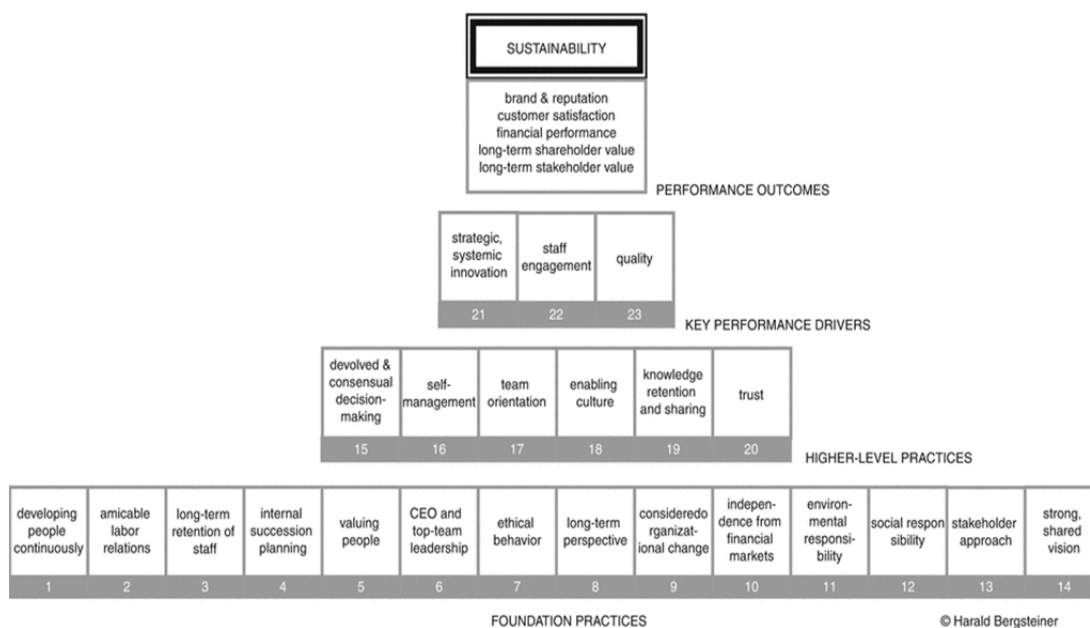


Figure 2.1 Sustainable Leadership Pyramid

Source: Avery and Bergsteiner (2011)

Corporate sustainability is becoming increasingly essential for business leaders, driven by many factors including shortages of energy and resources, global warming, unethical corporate practices, and enhancing corporate reputations (Wong and Avery, 2009).

It has become clear that to continue operating, any corporation requires corporate governance procedures concerned with more than just creating short-term, shareholder value (Aras and Crowther, 2008). In addition, to prevent damaging scandals, corporate governance should be constructive and aim to create sustainable enterprise that adds sustainable value not only to shareholders, but also a range of stakeholders (Avery and Bergsteiner, 2011)

According to Avery (2005), a business that can be regarded as “Sustainable” must meet three conditions, which are conforming strong financial performance, capability to survive in social and economic difficulties, and maintain leader practice in the market.

Honeybee leadership focuses on the long-term and delivers its outcomes more responsibly for its multiple stakeholders. Honeybee leadership assumes that corporate sustainability can succeed only if all its operations are sustainable and if the basic needs and all involved parties are taken into account. Also, in this case study, the

researcher will use 23 listed questions accordingly the 23 factors from Honeybee practice. Originally, the Rhineland practice had only 19 characteristics to identify the differences between Honeybee and Locust models. Nevertheless, after further examination by Kantabutra and Avery (2011), the list of practices was expanded to 23 points by adding four new elements: Trust, Vision, Staff Engagement and Self-Managing Employees. Five performance outcomes were specified in the new practice, which was renamed as “Honeybee”, formerly Rhineland, and the Anglo/US model as “Locust”, as shown in Table.

Table 2.1 Sustainable leadership elements Honeybee Practices

Leadership elements	Honeybee Philosophy (Sophisticated, Stakeholder, Social, Sharing)
Fundamental Practice	
1. Develop people	Develops everyone continuously
2. Labor relations	Seeks Operation
3. Retaining Staff	values long tenure at all levels
4. Succession Planning	promotes from within wherever possible
5. Valuing Staff	is concerned about employees' welfare
6. CEO and Top Team	CEO works as top team member or speaker
7. Ethical Behavior	doing the right thing as explicit core value
8. Long-term Perspective	prefers the long term over the short term
9. Organization change	change is an evolving and considered process
10. Financial markets orientation	seeks maximum independence from others
11. Responsibility for environment	protects the environment
12. Social Corporate Response	values people and the community
13. Stakeholder consideration	everyone matters
14. Vision/s role in the business	shared view of future is essential strategic tool
Higher-Level Practices	
15. decision-making	is consensual and devolved
16. self-management	staff and mostly self-managing
17. team orientation	teams are extensive and empowered
18. Culture	fosters an enabling, widely shared culture
19. knowledge-sharing and retention	spreads throughout the organization
20. trust	high trust through relationships and goodwill

Table 2.1 Sustainable leadership elements Honeybee Practices (cont.)

Leadership elements	Honeybee Philosophy (Sophisticated, Stakeholder, Social, Sharing)
Key Performance drivers	
21. innovation	strong, systematic, strategic innovation evident at all levels
22. staff engagement	values emotionally committed staff and the resulting commitment
23. quality	is embedded in the culture

Source: Avery and Bergsteiner (2010, pp. 36-7)

2.2.1 Foundation Practices

Developing People: developing everyone continuously (Avery and Bergsteiner, 2011).

In Honeybee practice, this emphasizes on staffs skills in terms of work training and interpersonal management. In order to achieve business goal, training program must be well designed and planned to develop employee social and technical skills simultaneously. According to Herwitt Association in 2001, there is survey from 13,000 employees, it found out 2 main characteristics distinguished best employers from other employers those are career development opportunity by learning and work life quality. Also, training is for all people in the organization, not just the management level. Moreover, well training operating level staffs can cut cost from hiring expensive supervisor wage (Ewing and Wiunnava, 2004; Hofstede, 1993). Besides, continuously development in work skills is significant. Because if staffs are just bold with few work task then this can reduce flexibility in adapting to change.

Labor relations: Seeking for friendly in labor relations

Developing everyone continuously (Avery and Bergsteiner, 2011).

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Staff Retention: Value long tenure at all levels, instead of laying them off (Avery and Bergsteiner, 2011).

Currently, in the situation that quality and innovation are essential, a hire-and-fire approach brings cons. Changing staffs continuously increase difficulties in order to retain essential work skills and knowledge. Moreover, the one who are not fired will stay with fears and stress coupled with more workload from the person who laid off. Thus, taking a short-term approach to human resources such as short-term work contract (Holm and Hovland, 1999; Michie and Sheehan-Quinn, 2001). Short term contract should be practiced with consideration because employees must be treated like they are valued to the organization. All these things are not going along with innovation. However, from Honeybee practice, staff members are the soul of the company. They create value for a company. So, retaining them even though suffering in the difficult occurrence is essential. Also, job security that a company provides to its own staffs will return back the loyalty from the employees as reflections. They perceive the organization in a positive way and desire to stay last long (Larsson et al., 2007).

Succession Planning: Promote from within wherever possible (Avery and Bergsteiner, 2011).

Honeybee practice prefers to promote internal employee rather than recruiting new people. However, in the business growing situation, requiring more staffs only promote internally is not enough. Thus, external recruiting still essential in Honeybee practice. But not all new recruited staff will position in management level. The one who will be promoted to be in top position still need internal company cultural nurturing. There is evidence from Collins and Porras study mentioned that high-performing visionary organization is six times more likely to promote an insider to be CEO as other US organization (Collins and Porras, 1994). This approach is not only to maintain good quality of leadership but also maintain organization value and consistency of organizational culture and identity(Avery and Bergsteiner, 2011).

Valuing Employees is concerned about employee welfare (Avery and Bergsteiner, 2011).

An example of Honeybee practice in terms of valuing employees is both explicit and implicit way. Providing employment security, make sure that the recruited staff fits organizational culture, sharing information among employees, empowering, self-managing teamwork, multi-skilling and train staff across various activities are essential for sustainably maintain retain employee to stay in company last long (Pfeffer, Hatano, and Santalainen, 1995). For example from the America's Continental Airlines case, during the difficult business situation in 2002, this airline asked 37,680 employees to continue work for them and solve company problems. together with employees and employers as a team, they rebuilt the company and sustain in business because before they paid well to the employee and fairly distribute profits own they were successful (Continental Airline, 2002).

CEO and Top team: Top team speaker: CEO works as top team member or speaker (Avery and Bergsteiner, 2011). For Honeybee approach, the team-oriented approach is more characteristic of executive leadership. CEO can be the speaker of the group or the final authority, providing a strategic decision. CEO in Honeybee approach unwise individual personal profile and orient the team success. Moreover, the charisma of CEO doesn't be the main factor to run the firm but the team-based approach is significantly more than individuals. They share responsibilities and the quality of decision making from several contributions (Flood et. al., 2000). This also called as a collaborative leadership style.

Ethics: "Doing the right thing" as an explicit core value (Avery and Bergsteiner, 2011). According to Warren Bennis, the management after, he said that the transparency and openness will decrease corruption (Bennis, 2003) . Alternately, leaders who do not exhibit transparency often find their employees have little trust in their leadership or personal loyalty to them resulting in behaviors such as excessive absenteeism. Transparency is an important concept as it helps to build and maintain good relationships between management and employees, especially in times of uncertainty (Training Journal, 2009). Transparency may foster loyalty to such an extent that employees will leave an existing job and follow their leader to a new position. Thus, in Honeybee practice, the company

both leaders and staffs must change from doing wrong to be doing the right thing with the consistency of organizational culture.

Long-term versus short-term perspective: Honeybee practice focus on the long-term perspective (Avery and Bergsteiner, 2011). However, to achieve a solid organizational goal such as profitability is a challenge for long run management. There is pressure to make a profit in short-run. So, Honeybee practice resists these pressure in the knowledge that overall performance is better if weight the average in long-term (Mitchelle, 2001). Besides, key performance drivers such as staff engagement, innovation, and quality are required for a long-run strategic plan.

Organizational Change: Change is an evolving and considered process (Avery and Bergsteiner, 2011). According to management guru, Peter Drucker, the change continuous innovation among market situation and globalization and other competitive challenges. If the company evolve to these changes, all these factors big opportunities to an organization, not threats. this is easy to speak but practically is a different story. There are many levels of organization change. for the basic level, there are new situations to learn every operation day, so the company has to develop and adapt according to a particular situation. Also, organization change occurs by the time pass by. The third one is revolutionary change through external circumstance or when certain stakeholders decide to alter the status quo in a major way (Van Aken, 2007). Moreover, the organization should provide learning engagement environment in order to develop people and prepare them to be ready for new changes.

Responsibility for the environment: Protects the environment is the core of Honeybee practice (Avery and Bergsteiner, 2011). There are two ways of Environmental responsibility, which are ethical and practical. For ethical considerations, the people have no right to damage other people's health, livelihood or quality of life; such as their share of clean air, water, and other natural resources with healthy life, and without having a toxic environment. For practical consideration, the motivation in protecting the environment can come from investors, insurers or lenders, customers , and staff, regulations or moral concerns, or need for damage control, public relation and brand protection. for example, conform ISO14001 is common place in Honeybee manufacturing and service companies (Avery and Bergsteiner, 2011).

Social Responsibility (CSR): Value people and the community (Avery and Bergsteiner, 2011). Business strategy combine with social responsibility will gain support from all stakeholders and this approach will protect a company's reputation (Porter and Kramer, 2006). For example for CSR are donations to the community, employ apprentices or university sponsorship, volunteer work from employees to the community or even establish a charitable foundation.

Stakeholder Consideration: everyone matters (Avery and Bergsteiner, 2011). Honeybee practice focuses on enriching stakeholders and shareholders simultaneously. Stakeholders include employees, customers, supplier, managers, board members, patrons, the government and politics, laws, business alliance partner, and future generations. B because all stakeholders affects the organizational succession, especially customers, numerous studies show that high levels of customer satisfaction enhance financial returns.

Vision's role in the business: Shared view of future is essential strategic tool according to academic studies, vision is the clear direction or higher-order purpose for an organization's future (Avery and Bergsteiner, 2011). For honeybee practice, an employee must participate in vision settlement. So, they will completely understand the direction and the way to achieve the goal. Thus, companies which practice Honeybee practice should guarantee by their people of what the organization's vision and direction will be. All these processes requires efficient and affection human resources recruitment and selection that will guarantee the chosen fit to the organizational culture.

2.2.2 Higher Level Practices

Decision making: is consensual and devolved (Avery and Bergsteiner, 2011).

Honeybee practice usually is participative style. Most decision-making should be dispersed through the company, not just made the decision by the top-levels management team. the operational level of employee can participate in decision-making at the highest level of the company as well, even though it is a strategic level decision. From this practice, it allows the employees to make the decision which is empowering them, feel like being part of the team.

Self-management: Staffs are mostly self-managing (Avery and Bergsteiner, 2011).

In Honeybee Practice, Self-managing is staffed that can control themselves about behaviors, initiate, and self-lead. However, not everyone can do or willing to manage themselves because they don't want to or because of their working and personal skills. Some want supervisor, so they want more external management.

Self-managing employee follows a shared prescribed vision and direction from their supervisor. They utilize work skills and initiate to achieve their goals. Interestingly, they set goals, solve problems, and achieve those goals and reward themselves for their successes.

Team orientation: Team are extensive and empowered (Avery and Bergsteiner, 2011). In order to achieve organization goal coupled with developing competitive advantage for a firm, teamwork and collaboration are increasingly essential (Power and Waddell, 2004). However, teamwork can't achieve within a short period of time. Teamwork takes time to create from strong corporate vision and culture. They have to share information and work knowledge, trust each other and not compete each other. For example of successful firm with practice team oriented, BMW, this company accounts to other teams for their quality and timeliness (Avery, 2005).

Culture: Fosters an enabling, widely shared culture (Avery and Bergsteiner, 2011).

Organizational culture includes company regulations and informal norms. People in the same organization are sharing feelings, beliefs, and values together, which values corporates need than individual needs. In honeybee organization, people will tell how good in organization is to the outsiders. However, this process of maintaining good culture in the company takes time, which is long-term processes. Because it's difficult to melt all diverse people, different background, different knowledge, different believe to believe in the same platform as the company set up. For example, for technical skills labor require more training and resource to understand the culture (Collins, 2001a).

2.2.3 Knowledge sharing and retention:

For example, organizations can use Information and technology as tools to share work knowledge among employees. Also, the company should facilitate positive atmosphere which support knowledge sharing both formal and informal ways. Moreover, sharing information doesn't have to practice only internally. From the case study of Karl-Erik Sveiby reports on how managing knowledge reduced patients fear and add values in a Norwegian private hospital (Sveiby, 2007). So, sharing information with customers is another way of adding business value in customers' perception towards the company. Besides, higher turnover rate has pros, because the newcomers bring fresh knowledge to the company. However, higher turnover rate also risk for brain drain.

Trust: Trust is intangible, complex, and difficult to measure (Avery and Bergsteiner, 2011). High trust through relationships and goodwill. Trust creates loyalty which beneficial and positive outcome to the company in several ways. there are one approach to trust management, Obligation Contractual Relationships (OCR). this approach assumes that all stakeholder will mutually commit to working together. Because, Trust is presented to all levels such as employees, suppliers, investors or other stakeholders. For example, during the difficult time of the business, employee who trust the company won't leave and try their best to help the situation get better, no matter they got a paid or not. Because they trust the company will pay those wages in the future. Moreover, from the research of Levering (2000), Trust is a main reinforce to push company to outperform their competitors.

2.2.4 Key Performance Drivers

Innovation: Systematic innovation in product, service, process and management are the core of honeybee Practice (Hamel, 2006). In order in surviving in the competitive business situation; innovation is essential for the organization. Even though generating new ideas are costly; however, generate new solutions and opportunities. For example, IBM Company has more than 3000-4000 innovations and patents annually. All these innovations initially cost millions of dollars but the returns are worth more than billions of dollars (WACKER, 2006). Also, innovation can come from customer feedback and ideas. All these information can generate a future solution for the company as well.

Thus, relationship with customers must take into account in order to sustain a company innovation and future succession.

Staff Engagement: Staff motivation and satisfaction relates to staff engagement. Organization must value employee emotionally committed staff . All these practices will bring staffs commitment as a return (Avery and Bergsteiner, 2011). If the engagement is low and readiness to leave is high, these characteristic are an alarm of high turnover rate. Also, staff engagement links to staff performance will reflect to customer satisfaction as performance outcome. Thus, if the initiate input from staffs is positive then the result as customer satisfaction will be high as a direct variation. There are three engagement factors which in dictate good staff engagement are following. First, employer appraises about employers performance when they are outperforming. Secondly, staffs intend to stay with that employer last long. And third, both employer and employee are striving to achieve organizational goals together.

Quality: From the study, 27% for thousands top leading companies CEOs consider product/ service quality is the most important measurement of company success (World Economic Forum, 2004). Achieving the highest quality as possible as could be is the main task for Honeybee practice. these elements must create a organization culture which is including top management supports and people orientation. These take long-term to the procedure. the organization requires inputs such as valuing employees who are loyalty, skillful and has high potential to enhance a quality of products and services in the organization

2.2.5 Performance Outcome

Ir order to create sustainability in business, it requires enhancing all aspect in business such as brand reputation, customer satisfaction, financial performance, long-term shareholder values, as well as long-term stakeholder values in Honeybee leadership approached. We will investigate a health shoe company will be sustainable or not and how to improve accordingly Honeybee approach, which has 23 criteria discussed earlier.

2.3 Forms of Sustainable enterprise in Family Business

An enterprise that is family-owned or family-run is more likely to operate under Honeybee than under Locust leadership philosophy (Avery, 2005). Family firms generally take a long-term perspective (Adams, True, and Winsor, 2002). According to Avery, the family business is not easily to define. It can include publicly and non-publicly listed enterprises ; however, all of them still associated with their founders. contrary to non-family business, family business usually experiences succession problem and complications arising from family relationships. Moreover, another characteristic of family businesses is the financial market independent. Privately held family businesses are notably reluctant to sell shares to outsiders (Westhead, Cowlin, and Howorth, 2001). Family Business mostly grows from its own financial resources, even though the growth is limited. However, family business generally takes long-term perspective (Adams, True, and Winsor, 2002, Mconaughey, Matthews and Fialko, 2001), which suits to Honeybee practice.

Also, innovation is another important characteristic of sustainable business. The family business is more likely to initiate and apply new ideas and innovation than other firms (Gudmundson, Tower, and Hartman, 2003).

Moreover, ethical practice and social responsibility often found in family business, which is also included in honeybee practice as well. Family business usually values their reputation and pride with the family name. Reputation is précised in the family businesses in order to protect the environment more than non-family firms. Significantly, family business offers high-quality product/ services because the family name can directly impact in both positive or negative way to their business performances (Adams, True, and Winsor, 2002; Poza, Alfred, and Maheshwari, 1997).

To sum up, family business characteristics meets honeybee practices such as innovation, ethical practice, and social responsibility, and quality. However, family firms may face of lacking the independence from the financial markets, not-heroic CEOs, strong Vision and values, capabilities through training and development, treating employees as a priority and ensuring low staff turnover (Miller and Le Breton-Millerm, 2003).

2.4 Thailand's Footwear Industry

Thailand produces and exports 120-140 million pairs of shoes per year and has 47 factories with 71,547 workers. The shoes and parts production in Thailand are mostly for exporters with 60% international and the rest are domestic. Sports shoes are 55-70%, women leather shoes 15-30%, men leather shoe 10-15%, and the rest are plastic shoes. Thailand is the leading exporter in shoes, which ranks in the top 20 countries of the world. China is the number 1, following by Italy. Thailand's total sells income has also declined during an economic crisis in 2009 but has recovered slowly in 2010. Thailand started to lose its competitive advantage in the middle market to countries with lower manufacturing costs. Thailand has been improving and developing the manufacturing process to better quality and forms, which upgrade the products to be in a higher positioning market with added value. Brand competition is the next step of footwear challenges. Even though Thailand has great skills, Thailand still has weakness in design, labor, marketing knowledge, and industry connections.

2.5 Research Question

The company practice the sustainable leadership in health shoes enterprise is applicable in a company or not?

CHAPTER III

RESEARCH METHODOLOGY

In order to answer the research question, the researcher use in-depth interview with participant observation (during a company visit for employee and owner interview and outside company visit for suppliers and customers). That methodology that used is adopted as the data collection approached. Because the in-depth interview is a useful method of qualitative research. The observer used open-ended questions orally along with recording answers from respondents and note down included.

The reason for choosing qualitative in-depth interview is because the observer wants to explore in depth a respondent's point of view, experience, feelings and perspectives which different from sampling survey interview, which is more rigidly structured. Besides, the respondents Open-ended questions are designed to encourage a full, meaningful answer using the subject's own knowledge and feeling. It requires a response with more depth and lengthier responses. Therefore, it is more suitable and appropriate to use open-end individual interviews rather than close-ended question.

Table 3.1 summarizes the fits between the data and each practice in the sustainable leadership grid using 3 categories to represent the degree of conformity: least evident, moderate evident, most evident in the data. A list of open-ended questions is developed accordingly from Honeybee leadership practice which is adjusted to each type of interviewees and to gets the most efficiency answer from the respondents within appropriate interview time. These questions are provided in appendix;

Honeybee leadership is adopted as the framework to collect and analyze data. Kantabutra has applied the Honeybee leadership approach to a number of studies, including the study in Thailand's oldest university in 2013, Leading Asian industrial conglomerate in 2013, Thailand True Corp in 2012, (Kantabutra, 2012, 2013). Honeybee leadership framework is the theoretical that are used to measure how to do sustainability in organization successfully. This framework is adopted by Avery and Bergsteiner (Avery & Bergstiener, 2011), which consist of 23 elements. To ensure the validity of

the data probing technique, which is a set of questions that introduce interviewees to describe and express their feeling towards the questions and to continue the discussion, is used. This technique has been applied in several studies (Henderson, as cited in Mcdaniel & Gates, 2013). Samples were conveniently selected from a group of staffs, who are willing to participate in the study including an Owner, three staffs, two suppliers, and two customers – in total 8 people.

Table 3.1 Interviewee's Profile

Name	Occupation	Gender	Nationality
Interviewee 1	Product Owner	Female	Thai
Interviewee 2	Employee 1	Male	Thai
Interviewee 3	Employee 2	Male	Thai
Interviewee 4	Employee 3	Female	Thai
Interviewee 5	Supplier 1	Male	Indian
Interviewee 6	Supplier 2	Male	Indonesian
Interviewee 7	Customer 1	Female	Thai/Swiss
Interviewee 8	Customer 2	Female	Thai

After we use qualitative interview, all information from interviewees will be analyzed to find whether they practice honeybee sustainable leadership or not?

Among the employees observation method is used to reduce biased answers and to gather more accurate information. (For interview question please see appendixes).

CHAPTER IV

FINDINGS

Eight interviews were conducted with management level personnel and observation at the staff level in this Health Shoes Company. Data collected from HFealth Shoe Company are summarized and presented in this chapter. The study found six elements with least evident to support the honeybee leadership practice, 11 elements with moderate evident, and three elements with most evidence. The results of 23 practices are discussed below.

Question and Answer from Interviewee

1. Develop People

The training programs are on-the-job training which provides firstly once employee start working at the company and the frequency of training depends on each particular task. From the owner she answered that the budget for training is various depends on the particular department.

“Mostly, training budget insists on salary levels. For high position such as managers, if the sales manager gets 50,000 baht for monthly revenue, the training budget will be 50,000 baht as well.”

Interviewee number 1

In contrast, if there are tasks in operational levels, work training will be held by the manager from that department and the budget will be less than the budget of the manager.

From the employee side, it depends on the job that the frequency of training is different. According to from employee 1 and 2, the training program holds once a month and examine by the trainer from Indonesian trainer during training and after training by video conferences. According to from employee 2, who works as sale manager,

he said that he got a training program for sales analysis and making sale report from the partner company from Indonesia every month. However, from another employee who works as an inventory manager, he said that the training holds every quarter including new inventory management software updates.

2. Labor Relations

The researcher found out from the interview with employees and the owner that the company does not have a union. So, there is no union required for the bargaining power. All employees answer the same. There is no Labor union in this company. One employee said that the company provides them a fair incentive and facilities.

3. Retaining Staff

The owner mentioned the average work time of employee fairly treats accordingly the employment regulations. Staff turnover rate of this company is moderate, which is from PC (purchasing consultant or outside company sale persons) with on average three years. However, the administration or office side rate is low.

4. Succession Planning

From the owner answer, she said that the promoting depends on work performances. She will see from work results and goal achievement, also cognitive thinking and get along well with the team also take into consideration.

5. Valuing Staff

This company provides an annual bonus and special holidays are an incentive package for employees in this company. Also, Employees answers feel satisfied from the company treating. The company cares them about both work life and personal life. Once an employee has some urgent issue about their family issue, the company allow the employee to manage their urgent issue.

6. CEO and Top Team

This company set up team leadership when making a routine decision. However once there is strategic decision making, the owner will be in charge. However, in terms of a strategic decision, the owner will ask for employee opinion if that particular decision involves to their job. The owner is a leader of the company while also performing an MBWA (Management by Walking Around) and using ERP dashboard system to monitor sales). There is also meeting every Monday to update all works and issues during the previous week. The atmosphere of the meeting will be like family,

open employee to share opinion and updates. This is considered a moderate evidence of Honeybee elements occurred in the company.

However, the owner is always the center of making a decision. With this culture that believes in CEO as the hero, the challenge in developing and maintaining the sustainability is more challenging for changes if the owner wants an employee to make decision making. She teaches her employees how to make a decision by themselves.

7. Ethical Behavior

According to from all employees interview, then all insist that the company they are working for ethically treat them. Both in term of working hours, allow them to take a rest when they get sick, understand them if there are a mistake of work. One employee, she said that if there is some employee make a mistake. The company will give a second chance for them.

“This company is very trustworthy and employees are transparently practice.”

Interviewee number 5

8. Long Term Perspective

The owner answered that she has plans to expand the business. She wants to create new brands with answer different target group. Also, for the existing brand will have more product line extension may be apparel in the future.

In the next 10 years, the owner expects to be the market leader for health shoes and gain 15% sales growth every year. The main obstruction that keeps Company not achieves the goal comes from external factors such as economic crisis that consumers spend less money on fashion products. Thus, the way to adjust strategies is reducing a cost of production and boost up sales figure by more sale promotions. Plan for investment to support long-term strategies will invest on inventory system management and new product innovation research and development in order to be the leader in health shoes market.

9. Organization Change

1. Do you plan for any change within the company? If you do how you prepare it?

What is/are the main factors that lead to reorganization within the company?

Currently, according to the owner interview, from the owner answer;

“The organization change depends on the situation and environment factors. For example, if there is a gap of organization structure and we need a more human resource to work. Thus, there will be new arranging of the department. Like now we are arranging sales department to me more cover all store that we have and the merchandiser can monitor sales person even more closely than before”

However, some employees are not quite comfortable with change and prefer to work as the present system

“For me, I think I rather work more as the current then rearrange work system, because I have to learn new things again and some sales person, I don’t quite familiar with.”

Interviewee number 2

10. Financial Market Orientation

The company has not listed on Thailand stock market exchange. But the owner mentioned that she plans to let this health shoe company listed in the future, maybe in the next ten years from now.

11. Environmental Responsibility

Currently, the company utilizes electricity and water with conscious. All employees are will practice in preserving electricity and water. Also, the owner claims that all collection of products are well designed to be reusable. The outsold platform can be changed after a long period of usage and the upper material is durable.

12. Corporative Social Responsibility

This shoes company emphasizes on supporting women who were abused. This company donates 10% of revenue to Pavena Foundation for Children and Women annually because this company provides products for ladies.

“We want to give back to the society especially to women. Other types of donations both in term of money and food will go to Phrabatnampu Temple, which supports and cure about 1 000 HIV-positive people, including many children. Moreover emphasizes on offering jobs through communities.”

Interviewee Number 1

13. Stakeholder

Customers, Suppliers, Employee, and communities are all taken into account of this health shoes. A good relationship between stakeholders and the company can help work operate more easily and less time consumed. Besides, every decision from the top team which made always take the needs and expectations of every stakeholder into account.

For example, Once the company has a good relationship with suppliers (buyers from a department store, they will offer better sales location and rights to choose a better place of a store which has a better traffic of customers. Another example is doing the promotion with suppliers and distributor.

“We are willing to support sale promotions with department stores, and every sale promotion campaign happens, our company always participates.”

Interviewee number 1

14. Vision’s role in the business

This company vision is to provide good quality products and services will trendy and healthy lifestyle to customers and fulfill wellness to stakeholders at the same time. This health shoe company develops strategies that support the vision and communicate to all employees in order to achieve the company’s vision and goal. From the owner’s answer in the interview, the most difficult to do and how the company makes it true answer is following;

“The most challenging according to the vision statement is to satisfy everyone at the same time, We work hard to propose customer’s happiness and we work hard in order to sustain the firm, even though there are many factors that make more difficulties to the firm such as the economic crisis, downturn of economy, everyone spend less money, we sold fewer pairs of shoes than before. Customers wait for sales promotion like now and we have to reduce profit margin or order to maintain sales volume. Still, we have to survive and prepare ourselves, adjust strategies according to the situation and get through problems together with employees as a team.”

Interviewee Number 1

15. Decision-making

In a case of routine jobs decision making, the manager of that particular division will be the person in charge. However, for strategic level of decision making, the owner will be the one who decide. Besides, for the strategic level of decision making, there is an evidence from the employee interview that the owner seeks for employees participate in the decision-making process by meetings.

16. Self-management

From the interview, most of the employee mentioned that they can work on their own for routine tasks. Thus, there is a moderate level of self-management at work for the employee.

17. Team Orientation

The company motivates their employees to work as a team by empowers them to help and support each other in production line not only in their own department but also across department for creative ideas and more effective work process. It is “Most evidence” by their owner and the top manager always joins the team when they attend a trade show or competition.

“Because we work together in the same company, we walk together.” One employee said.

Interviewee number 3

18. Cultural

Employees are allowed to reflect their opinions. I will take to my consideration, the owner said.

Teamwork and good customer service are the core values of this health shoes company. “We prioritize on customer satisfaction and we maintain customer satisfaction rate to be a high standard by working as a team.

Interviewee number 2

The owner mentioned that the company has two-way communications. She is willing to hear any staffs opinion. If the opinion makes sense then it will take to strategic decision making.

19. Knowledge Sharing and Retention

There is knowledge sharing through my department. After manager got trained from the trainer, a manager will be in charge for the working knowledge sharing to their subordinates.

“After I was trained by staff from Indonesian company (There is another company from Indonesian, which is the partner company of ToeZone International Company Limited) came to Bangkok and provide new ERP program. Once I know how the program works well. The I trained to my team members after that.”

Interviewee Number 4

20. Trust

Trust is a major key to success. According to interviews from both the owner side and employees side, it found out that trust is practicing in this company. For example, one employee said that she haven't ever thought that company money is her money (because she works in accounting department) and every bath people spent as expenses must have a source of an outcome. And also, there's no record of fraud in this company, according to the owner answer in this interview. The owner answered the question whether the company has the system to control or examine the performance of your staff or not. She answers that she is closely monitor and once the person who is given the responsibility, she will look at his/her performance but not strictly coaches them. Once there's an issue happens, most of the employee will report her and she will help them fix the work problem. She doesn't want to push pressure on the employee but she wants everyone to work in the family hood atmosphere. So, everyone trusts each other and support each other.

Also, according to one employee answer, he said;

“Mostly of work decision, if it's in my responsibility and I can control, I will make a decision by myself among my team. However, if there is a big issue or it's above my responsibility, I will walk to my boss ask for her suggestion.”

Interviewee number 3

Obviously, employees have rights to make a decision in their work scope, mostly are routine work decision making. But if there is a strategic level of decision making, it will directly go to the owner. The routine decision making by employee themselves helps company workflows faster and more efficient. Thus, in order to sustain the company, trust is the major key to success and create work atmosphere to be closer and more open-minded for both employees and the owner.

21. Innovation

From the owner answer, new product-investing rate depends on sales figure and purchasing behavior of customers. If there is a high potential of a new product that is sold in a well figure, then that particular which gain good respond from the market will be further developed by research and development department. Also, there is a fit testing for new design as prototype product among potential customers in order to measure the market need and motivation to buy the product.

The frequency of launching a new product is yearly. First, because in health shoes market, customers are middle age adults, they don't follow the trend as much as young adults do. Thus, new collection release frequency is 2 times annually.

Also, all employees, especially sales department which closely monitors sale figure can recommend and suggest the new approaches such as the recommended colors and potential models which customers are likely to buy once we will launch new collections. We will discuss together during planning the new collection. For customer view, according to one customer interview, she mentioned;

22. Staff Engagement

All of the employee answer the same that they are willing to do extra work without extra pay.

"I am willing to do extra work because I want all tasks in the company run smoothly even though it's more difficult to manage time for my own responsibility."

Interviewee number 3

23. Quality

“This health shoes is the best brand I haven’t met. I feel thankful for this brand creating such nice and decent shoes for me. And I don’t want this brand to stop providing a good quality product like this. Please continue to release new arrival to the market”

Interviewee number7

“Me as a customer of this brand, I found out that it’s very interesting...the fact that I’m actually someone who really like to use comfortable shoes. It’s difficult to find the product that suits to my taste. I like the product itself because of the quality of material is really good and the design is very fashionable.”

“ The thing this company could improve in order to be more sustain is about marketing. This firm should invest more in marketing. Get a hipster ambassador to represent this brand identity. This brand should have a big campaign like once a year in order to promote the brand.”

Interviewee number 8

These are summaries from the interviewees. So, you can see a clear picture of the organization perspective toward honeybee practice which separated into 23 elements and measures the level of practice elements into 3 levels which are least evident, moderate evident and most evident.

Table 4.1 Analysis from Respondents

Honeybee Elements on the Sustainable Leadership grid	Health Shoes Company	Extend to Confirm		
		Least Evident	Moderate Evident	Most Evident
1. Develop People	/		/	
2. Labor relations	/		/	
3. Retaining Staff	/		/	
4. Succession Planning	/		/	
5. Valuing Staff	/			/
6. CEO and Top Team	/		/	
7. Ethical Behavior	/			/

Table 4.1 Analysis from Respondents (cont.)

Honeybee Elements on the Sustainable Leadership grid	Health Shoes Company	Extend to Confirm		
		Least Evident	Moderate Evident	Most Evident
8. Long, Short Term Perspective	/		/	
9. Organization Change	/		/	
10. Financial Market Orientation	-			
11. Environmental Responsibility	/		/	
12. Social Responsibility	/			/
13. Stakeholder	/			/
14. Vision's role in Business	/			/
15. Decision Making: Consensual	/			/
16. Self-management	/			/
17. Team Orientation	/			/
18. Cultural	/			/
19. Knowledge Sharing and Retention	/		/	
20. Trust	/			/
21. Innovation	/	/		
22. Staff Engagement	/			/
23. Quality	/			/

Total elements in conformity

Legend: / = conform, x = doesn't conform, N.A. = unidentified

After qualitative approach process was found the interesting information about the idea, a system of organizing, process, culture, innovation and changing in a firm for applying to financial situation in the present day from the sample.

CHAPTER V

DISCUSSION AND RECOMMENDATIONS

5.1 Discussion

Toezone International Co., Ltd has a moderate level of practicing in terms of Honeybee leadership approach. Moreover, the result implies the company performance and improvement for business sustainability. In this chapter, there is a summary of outcomes after investigating this health shoe company below.

1. Develop People

From honeybee practice In order to achieve a business goal, a training program must be well designed and planned to develop employee social and technical skills simultaneously.

From honeybee practice, develop people can be done by training human resource program in social and technical skills but for Toezone International Company has on-the-job training for new entry employees and on-the-job training depends on each particular task. However, there is no social skill training at this company. So, the company should have new entry orientation for new employees as social skills training such as employee camp. Moreover, this company has a moderate level of conformity in developing people element.

2. Labor relations

ToeZone International company has a moderate level of conformity in Labor Relation element. According to literature review above, a hire-and-fire approach brings disadvantage to the company. Changing staffs continuously increase difficulties in order to retain essential work skills and knowledge. However, ToeZone International company staff averagely period stay of an employee are 3 years above. So, for this element, there are no concerns of laying off because this company has no lay off practice before. Also, all employees answer the same. There is no Labor union required in this company because the company provides them a fair incentive and facilities.

3. Retaining Staff

The owner mentioned the average work time of employee fairly treats accordingly the employment regulations. However, the administration or office side rate is low. Thus, this company has a moderate level of conformity in Retaining Staff element.

4. Succession Planning

Promoting internal employee rather than recruiting new people in order to keep a good quality of leadership and maintain organization value and consistency of organizational culture and identity (Avery and Bergsteiner, 2011). , this company has a moderate level of conformity in Succession planning because the owner promotes employee depending on work performances in her perspective only. There is no formal set of criteria to measure employee performance annually. Thus, this company should set up formal criteria to evaluate employee work performance and bring the yearly result to consult with each person in order to maintain and improve employee performance. Also, each individual employee will know their strength and ways to improve their work output.

5. Valuing Staff

An example of Honeybee practice in terms of valuing employees, there is both explicit and implicit way. ToeZone International Company provides apparently provide explicit factors such as annual bonus and incentive for employees. Also, for implicit staff value, the company concerns about the well-being of the employee. And According to evidence from an interview with the employee, they feel satisfied from the company treating. Thus, for this element, ToeZone international Company gains conformity level as Most Evident in terms of Valuing staff.

6. CEO and Top Team

The team-oriented approach is a major character of Honeybee practice for executive leadership.

However, in this company, the owner provides a strategic decision. Only routine tasks are decided by managerial level staffs. Thus, this is considered a moderate evidence of Honeybee elements occurred in the company.

7. Ethical Behavior

Leaders who are transparent working gain more trust and loyalty from employees. Transparency is a key to building trust and maintains good relationships between management and employees, especially in times of uncertainty (Training Journal, 2009).

According to interview results, this company owner achieves a high level of Ethical behavior from employees and suppliers perspective. Thus, this is a major key element of sustaining the business.

8. Long/ Short-Term Perspective

Honeybee practice focuses on the long-term perspective. Key performance drivers such as staff engagement, innovation, and quality are required for a long run. However, this company has a moderate level of conformity in Long Term Perspective. Because even though the owner has a vision of expanding the brand but there is no tangible plan for the employee. And also, employees don't acknowledge about any future expansion for now. But they believe that the company will expand more in the future.

9. Organization Change

Organizational change has been done with innovation among competitive market and globalization. If the company evolves to these changes, all these factors big opportunities to an organization, not threats. For this company, there is a moderate level of organization change. Because according to interview, organization change occurs depending on situation and challenges in the market. However, in employee perspective, organization change takes time and need to gradually work process by process. Making employees get used to and get ready, and an open mind for changes insignificant. Thus, this company has a moderate level of conformity in Organization change.

10. Financial Market Orientation

Since the company has not listed on Thailand stock market exchange, there is a future plan of being listed in MAI stock exchange in the next 10 years if all systems in the company are ready for being a public company. So, there is no evidence of financial market orientation currently.

11 Environmental Responsibility

There are two ways of environmental responsibility in Honeybee leadership practice, which are ethical and practical. According to ToeZone Company practice, the company utilizes electricity and water wisely. All employees are will practice in preserving electricity and water. Moreover, all products are well designed to be reusable and concerning or reduce waste during a production process. Thus, the company gains a high level of conformity in Environmental Responsibility.

12 Social Responsibility

Honeybee practice firm should value their people, their stakeholders, and their community. Once the firm concerns, be friendly and contribute to stakeholders well-being. Also, according to this shoes company performance, the company emphasizes on supporting foundations as money term. The company can practice more than donating money such as donating technical resources for free to communities. For example, the company can donate old computers to schools in rural areas. Also, if we link back social responsibility to Ethic, Ethical responsibility is the third level of Corporate responsibility (Garriga, E., and D. Mele. , 2004). Justice, fairness practices to stakeholders is an example.

13. Stakeholder

All stakeholders affect the organizational succession, especially customers, numerous studies shows that high levels of customer satisfaction enhance financial returns. Also, from interview evidence, this company provides supports to suppliers and distributor well. So, this is a good example of helping each other in term of business. Thus, the company gains a high level of conformity in Stakeholder.

14. Vision's role in Business

Honeybee practice companies focus on their people and guarantee of what the organization's vision and direction will be. And after investigating this element , ToeZone company has a vision as provide good quality products and services will trendy and healthy lifestyle to customers. Both employees and the owner answer the same as they all understand visions of the company. So, that is the reason that ToeZone International Company achieves high conformity in Vision's role in a business element.

15. Decision Making

From Honeybee leadership practice style, participative decision-making style is the best. Both top-levels management team and employees are all included for strategic decision making. According to the interview, employees participates mostly routine jobs decision making. However, strategic level of decision making, only the owner, and managers from each division are responsive. Thus, for a suggestion, the owner should ask for an opinion from managers if there is strategic decision making happen. Thus, the company gains a high level of conformity in decision-making.

16. Self-management

Self-managing by an employee such as controlling themselves about behaviors, initiate self-lead, follows a shared prescribed vision and direction from their supervisor are the ideal practice of sustainable leadership. According to the interview with the employee, employees work on their own for routine tasks. And the manager will be persons who control their department work performance. There are no clear 2 ways communication between the owner and employees. So, the owner should discuss more with employees, not just with managers. Thus, there is a moderate level of self-management at work for the employee.

17. Team Orientation

Teamwork and collaboration are essential for achieving competitive advantage and be sustained in the competitive market. Teamwork is a culture which takes time and affords to create in an organization. But, once teamwork exists in the organization, it helps the company sustain in the long run. According to the interview, the company has strength as teamwork because every employee answered that teamwork is the most important element of driving business towards success. Thus, there is high evidence of team orientation.

18. Cultural

In honeybee practice organization, people in the organization will express how they loyal to the company. However, building loyalty in employees mind is difficult and taking process. Because people comes from the different background, different knowledge, different believe.

However, for this company, Teamwork, and good customer service is the main core values of this company. Thus, this company achieves high conformity in terms of cultural.

19. Knowledge Sharing and Retention

Information technology is a tool for knowledge sharing in organizations. There is evidence from the interview with employees that there is good atmosphere which supports knowledge sharing both formal and informal ways. For example, there is knowledge sharing through each department. But the way of sharing knowledge depends on types of work. Example from the sales department, once the manager got trained from the ERP program trainer, a manager will teach his team members of how the program is working. Also, once subordinates found technical problems with ERP, they will report to manager and manager will contact the trainer. Thus, this company achieves moderate conformity in terms of knowledge sharing and retention.

20. Trust

Trust is essential in firm practice because trust can bring positive work performance and output. Trust is already included above in Ethic, corporate social responsibility. So, there is high evidence of trust in this company.

21. Innovation

Innovation is essential for the firm because innovation makes the firm walk ahead from competitors. Even though generate new solutions and opportunities create more cost. According to the owner answer in the interview, innovation comes from customers purchasing behavior. The firm tends to follow customers need more than proposing new thing to the market. Thus, the firm should create needs by developing and introduce new innovation to customers for future succession. So, there is low evidence of innovation in this company.

22. Staff Engagement

The interview result from employee answered the same that they are willing to do extra work without extra pay. Thus, the result reflects employee willingness of contributing to the company. The positive initiate input from staffs will bring sustainable from performance and also customer satisfaction as a direct variation. So, there is high evidence of innovation in this company.

23. Quality

Maintaining quality is the core value of honeybee practice firm. Once all parties such as employees are well treated, innovations are available; there is trust from stakeholders, especially customers who have loyalty to the company and products. There are honest and trustworthy suppliers in the firm's supply chain. Then, there will be sustainable output in a long run. However, all these processes take time and efforts from the owner as the leader to push the firm to sustainable way. So, all aspects according to honeybee elements should be investigated and improved simultaneously. So, there is high evidence of quality in this company.

5.2 Recommendations

Given the developing people, Labor Relations, retaining staff, succession planning, the owner and Top Team, Responsibility for environmental, social responsibility, Long Term Perspective, Organization change, innovation, and staff engagement, these eleven elements rank in "Moderate Evident" at this company which leaving the way for the future recommendations for improvement. The recommend elements according to Honeybee practices are following below;

5.2.1 Develop People

Employee development in Toezone International Co., Ltd programs is offered individually depending on department and duty. Most of developing program are offered courses and on the job training. Thus, there is a moderate level of conformity. For a suggestion, because of this company has connection and partnership with another company in Indonesia but most of the employees in English skills are below average. So, the company should provide more opportunity and further studies as the oldest university in Thailand (Kantabutra and Saratun, 2013) case, which in the case, the company provides an English language program, executive assistant program, IT skill development program to improve employee skills.

5.2.2 Labor Relations

The manager who is in charge of the hiring of the salespersons explained that currently this health shoe company did not have the HR system so the preliminary screening of candidates was poorly implemented. This health shoe company main source of candidates was from the invitation or recommendation from existing workers. The manager did stress the problem that some workers might lack maturity (too young) so they might suddenly decide to stop working abruptly.

From the existing workers' point of view, the company did pay a satisfactory remuneration and commission package, when compared with the industry. Although the company did not provide clear career path growth opportunity, this health shoe company did have clear SOPs and the workers went through a proper training program. The company did have initial HR training, in which the staffs went through the courses of training, basic sales skill tests, personality tests. The problem is that the pool of the staff who went through that process, were from a recommendation from existing staffs. The company did not have clear HR procedure or recruitment manager, who would also help screen the applicants.

5.2.3 Retaining Staff

After the proper HR & Training system is introduced, this health shoe company should collect turnover data and evaluate whether this approach is the right method in tackling this high turnover problem.

Second, the company could have improved by putting videos or working atmosphere for the applicants and show them on the interview day, to ensure that health shoe company has the right person for the right job. Perhaps, if this health shoe company have shown the prospect candidates more clearly, the actual working conditions of the firm, the actual turnovers would have been lessened.

5.2.4 Succession Planning

The problem researcher found for high rate of turnover is mostly about The PC (personal consultant. They did not have high career growth ambition and choose to stay in the firm as it is easy to commute to the workplace and there is no problem with the working environment.

From our initial hypotheses, the issue of high staff turnover is more linked to motivation and personality aspect of the salespersons. Power & politics seems not to be a major cause of the problem. Thus, this company should have clearer succession planning and give a chance to them in order to map a succession planning to develop their capacity as same as True Corporation (Kantabutra, 2012) of start developed “Talent Development” program.

5.2.5 CEO and Top Team

In order to develop this health shoes company, the CEO and Top team should focus more on sharing responsibility between management level position and operation levels. Both of them must understand, share value and cooperate culture in order to achieve a business goal. The quality of decision making increases once there is a contribution from both employees and managerial levels.

5.2.6 Long Term Perspective

This health shoe company doesn't have systemic approach yet. But their vision is considering as long term environment perspective, which is similar to Honeybee 23 criteria as the firm considers environmental responsibility is a core value. The production process of ToeZone International Co., Ltd concerns for the environment. Every step of production considers about reducing waste and use the most efficiency of resources. All these processes and method can reduce production costs; improve the company's brand reputation, builds up the positive perception in the customers mind. All these set of reflections reflect from efficiency in sustainable management practices.

5.2.7 Organization Change

Sa paper preservation house has a managed process by innovating products continuously and developing related technologies simultaneously. Thus, Sa paper house case (Suriyankietkaew, 2014) has conformity evidence as a moderate level for organization change. Compared to ToeZone International Co., Ltd has the same practice as Sa paper preservation house case study. So, the firm can improve performances by encouraging employees more, encourage staff to open mind and have more willing to adapt accordingly the changes during the change process. In addition, nurturing and explaining for the

organization change like the conglomerate management did can also motivate staffs as well.

5.2.8 Stakeholder

To accomplish most evident in stakeholders, this health shoe company should pay more attention to the interests of a wide range of individuals and the group inside and outside the company that enables to build an alliance with other companies and strengthen the relationship with the customer and long-term experienced staffs.

5.2.9 Knowledge Sharing and Retention

According to Sa Paper Preservation House, there is a learning center for who are interested in making Sa products, which spread work knowledge and skills throughout the community. What health shoe company can develop to be most evident in conformity, the company creates work knowledge and skill training center throughout the firm, capturing and stimulating knowledge exchanges throughout the company. Since sharing knowledge provides several benefits including increase retaining staffs satisfactions and increasing work, thus the whole organization performance increase as positive consequences.

5.2.10 Innovation

This health shoe company has the conformity level of innovation as moderate level. In order to achieve 'Most evident', ToeZone International Co., Ltd requires more innovations throughout the company both in terms of product (new collections, new marketing presentation) and work process (new technology to speed up production process) in order to gain more competitive advantages among competitors. Innovation comes from new ideas. New ideas can come from everywhere. A new idea can be originated from staffs, customers, suppliers, and stakeholders. Thus, stakeholders and internal staffs must participate in sharing new ideas as always. Investing in innovation drive business towards success and enhancing customer satisfaction simultaneously.

5.3 Managerial Implication

After the researcher investigate this health shoe business and discuss each significant findings; staff engagement, decision making, trust, and quality are the most significant and required elements for fashion Industry because these factors bring positive and sustainable outcomes to the firm. Thus, these four elements should be initially improved in the firm.

Examples of developing the firm performance are not only able to sustain financially but also to use resources in ways that ensure success in long run. There are guidance for managerial levels who work in fashion business as following;

1. Design, Material, and Production

The company can choose to source materials that are more environmentally sustainable, for example, up-cycled or reclaimed materials. Purchasing raw materials in bulk, reduce the number of different locations you source from to streamline transportation.

Moreover, for production, the company can reduce energy and water consumption in the production process and factory operations. For example, reduce wastage of raw materials, aware of the use of hazardous chemicals in your production can help sustaining the production line. Also, monitoring production line to comply with environmental and safety requirements should be practice as well.

2. Distribution, Packaging and Presentation

Distributing products can also be more environmentally-sustainable and also can reduce pollution and greenhouse gas emissions during transpiration and handling. The firm can choose more energy-efficient modes of the vehicle, minimize packaging to reduce weight, and use a more efficient packing system when stacking goods to reduce bulk. Moreover, Promoting e-commerce might shift the firm environmental footprint from one aspect of your business to another by negating the needs of the physical store.

Moreover, the materials the firm uses to present your products at the point of purchase. The company can minimize the amount of printing for visual merchandising, use more environmentally sustainable options for hangers, and hang tags and packaging as examples.

3. Customer Services

Educating their customers about better consumer care by offering improved care labels and instructions and by adding new services, repair and garment rental, to enhance the sustainability of products. The company offers customer service options that extend the life of shoes, build brand loyalty at the same time.

4. Customer Engagement

It's important to engage customers in your sustainability initiatives. Sharing company's sustainability efforts with customers as part of marketing strategy and build trust by connecting with their values and motivations. Engaging customers can be done in many ways. The firm could go for more subtle informative messaging, for example on hangtags or as part of the product's information the company website or could go bolder with communications that are shared through advertising or on social media, which drives conversation among consumer base.

5. Employee Engagement

Holding shared values within the organization is also very important. The team is the backbone of the business, so engaging them on the journey to sustainable business can have multiple benefits. Communicate the company's core values to the whole company, and ask for their ideas and inputs for improvements. Allocating sustainability champions to help the company address and succeed in the major challenges will further drive their engagement.

6. Community Engagement

Engaging with the wider community is also a useful step that can lead to long-term gains. Working with people beyond customers and employees will help the firm build brand reputation and spread the message about products. The company can engage people in the local community where the company operates. For example are suppliers, local schools, charities, and NGOs. And don't forget the media to promote CSR program.

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Appendix A: Questionnaire

Honeybee Practice elements	Interviewee	Question
1. Develop people	Owner	What is the proportion of the budget spending for training employees How do you select people to be trained? Example of the training program?
	Employee	How often does your company hold the training program? Explain the training program the company has used?
Labor Relations	Owner	Opinion about labor union.
	Employee	Do you have a union in your company?
Retaining staff	Owner	What is the average work time of employee in this company? How you manage high turnover rate?
Succession planning	Owner	Does the company have the policy for staff promotion?
Valuing staff	Owner	How does the company take care of employee's welfare? Incentive packaging?
	Employee	Does staff feel the company care them?
CEO and Top team	Owner	If there were a situation that requires decision making, who has the right to make the decision?
Ethical behavior	Employee	Have you been treated ethically?
	Customer	How do you feel about products and service from this company? What is the most outstanding point you feel satisfied about this company?
Long-short term perspective	Owner	Do you have any plan to expand your business, if yes > what's the plan? How do you plan target achievement of the company? if this quarter you the target doesn't achieve? -----
	Employee	What do you think your company is going to be in the next 10 years? - What is the main obstruction that keeps company not achieve the goal? - Does the company have any plan for investment to support long-term strategies?
Organizational change	Owner	AEC, would it have any impact to your business, Preparation? Next year plan, do you plan to develop or introduce the new product in the company? If yes, how do you prepare for it?
Financial markets orientation	Owner	Are you listed companies? If yes, what is the dividend payout rate over the past 10 years?

Honeybee Practice elements	Interviewee	Question
Responsibility for environment	Owner	the budget or have policy for environment protection?
Stakeholders	Suppliers	Do Suppliers take into account when an activity or the changes occur?
Vision's role in the business	Owner/ Employee	Where do you see about this company in the next 10 years.
Decision making	Employee	If there were a situation that requires decision making, who has the right to make the decision? Is the decision-making done solely by the manager or the whole team get involved in the process?
Self-management	Employee	Suppose you get assigned to the task, what is the process of getting it done?
Team orientation	Employee	Does company has teamwork? Do you feel comfortable working as a team? Individual? Team support?
Culture	Employee	What is your company core value?
Knowledge sharing and retention	Employee	Do you share knowledge throughout your company or share only in your department?
Trust	Employee	Does your company have the system to control or examine the performance of your staff?
Innovation		What is your new product-investing rate? How often do you introduce new product into the market? Are you allowed to give suggestion for the work you are responsible for?
Staff engagement		Are you willing to do other thing beyond your current role and responsibility without calling any extra money?
Quality	Customer/ Suppliers	How do you find yourself satisfy with the product and service of this company?