

THE SECRET TO CONQUERING THE CRISIS



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ABSTRACT

We can see many crisis in many organization all the world. Actually the crisis will happen in every organizations. Whether it from the internal factors or from external factors (Five Force Model) be even in relationship, in family, in marriage life. And even though, we have a well-prepare prevention plan or the backup plan. It's not about is it will happen? But it's about when it will happen? How it happen? And how we deal with it to the end? For this paper,

Following the most critical political chaos in history. CentralWorld, an extrovert and invigorating mixed-use complex in the heart of Bangkok was forcibly closed for several months for repairs and renovations as a result of fire damage. Customers' confidence in safety and brand connection were comprised. CentralWorld opened its door on September 28th 2010 without its main anchor, ZEN Department store. CentralWorld crisis is unpredictable and have lot of uncontrollable factors. No one know what will be at the end. But they can make through. CentralWorld drive consumer emotional connection via several marketing initiatives that provided tactical platform extended over a several months from the immediate period after the closure through reopening, culminating in the peak Christmas shopping season and Thailand's largest countdown event.

KEY WORDS: Crisis Management / Political Crisis in Thailand / Savage May 2010 / Centralworld Arson

22 pages

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CHAPTER I

INTRODUCTION

Popular shopping complex in the Ratchaprasong intersection area worth 26,000 million THB " CentralWorld " could not escape the mysterious legend was burnt down from the Red Shirt riot crisis mob citywide burning.

Mr. Sakorn Taveesin, organization communication senior manager, Central Plaza project administrator, Central Pattana (Public) co., ltd. And Mr. Yothin Dhammajumrud, of corporate communications Director, Central Retail corp. ltd. announced that the fire at Central World Plaza on May 19th caused ZEN shopping zone to be totally damaged, ZEN office tower to be partly damaged, the food zone on the 6th, 7th floor of Atrium zone next to ZEN to be partly damaged.

“Even though the fire had been extinguished, someone came back to restart the fire resulting in the officers extrajudicial killing many arsonists. Additionally, the fire reached the top floor and it may have been also due to the structure was deteriorating so the building ended up collapsing.” Mr. Narin Cheiklin, Accounting and asset management Deputy Director, Central Pattana (Public) co., ltd. stated that the company executives held meetings to assess and plan the next action to proceed. The company hasn't been able to assess the damage. The damage repair plan and reopening will be announced after the total damage has been assessed in detail.

News reporter stated that the investment in Central World shopping complex that was opened in 2006 to improved it from the previous shopping complex call “World Trade Center” that was opened in 1990 was the biggest shopping complex in Thailand with the total area being 550,000 sq. M standing at 8- story tall, 2nd largest in ASEAN with the selling area being the 3rd largest in the world. Within Central World comprised of ZEN shopping mall, ZEN World Isetan, office tower, and a hotel. Central Pattana (Public) co., ltd. expects “Central World Center” to be Bangkok lifestyle landmark because there are over 500 shops.

The shopping center is located on Phetchabun palace Prince Chudadhuja Dharadilo, Chuthathut Tharadilok, King RAMAV:Phra Bat Somdet Phra Poraminthra Maha Chulalongkorn Phra Chunla Chom Klao Chao Yu Hua's 72nd son. After his death, private sector started to rent it to build Daimaru, a Thai mall, which was a part of Ratchaprasong, shopping center project. Then Wang Phetchabun co., by Mr. Uthane Techapaibul, a squire rented the land from the Crown Property Bureau to build "World Trade Center" with the construction started in 1982 and opened for business in 1989. Then Wang Phetchabun faced financial problem resulted in the inability to complete the hotel and the office tower construction. The Crown Property Bureau opened the auction for the shopping center management with Central Pattana (Public) co., ltd. being the winner and started the improvement for it to be "Central World" that was officially opened in 2007. The Central World grandeur attracted well-known international brands to set up shops there the brands also invested heavily in the decoration of their shops; the GAP from the United States of America and MUJI a popular Japanese brand selected the Central world to be the location for their first shops. There were also numerous businesses that introduce new products there. Celebrities have also been invited to events held there. All these resulted in Central World being extremely famous.

Central World is also famous for the various brands of beer traders that have flocked to the open Beer courtyard every year to welcome the winter season. It is also the New Year count down event location. There is also a giant projector making it popular among football fans flocking to see the live broadcast of the World Cup and European Football Championship matches.

It has been said that the Central World location is paranormal because it used to be the former royal Palace. When it was being auctioned to build the World Trade Center by Wang Phetchabun, It appeared that hitches started happening since the construction began until finally fell into the hands of Central Pattana that had turned it to the new Central World shopping complex. Even though the business seemed to be doing well, but finally, it was burnt down so it seems like it could not escape the mysterious legend as rumored.

After the arson on a top ranking mall with events being held each day, it appears to still be waiting for the court rulings on compensation for the arson committed

at Central World, which has lasted for years. CPN dreaded the nonpayment of IAR insurance in the amount of 16,000 million THB so the company can get ready to expedite the claim filing to foreign insurers. The President of the casualty has estimated the case to be finished in 1-2 years to accept the court ruling to end the court case by raising the defense that had happened in Thailand. It is believed the insurance does not the history to repeat itself.

Mr. Suthithum Jirathiwat, managing director, Central Group co., ltd. disclosed with Bangkok biznews on July 12th, 2010 almost 2 months after the arson on the issue of the Central World arson with interesting comments as followed; He commented that the incident is considered to not be heaviest ever when compared to the Central Chidlom arson in late 1995, which was then considered to be "the hardest" and that this event is considered as the Most exciting”

"I said that it's the most exciting because no one knows what would have happened next. no one knows who did it, and even if it's known who ordered the arson unlike the arson at Central Chidlom, what caused it was known, this was all burnt so the place had to be closed for ears causing large damage. However, it was o. k. even though the insurance pau out was quite a large amount, it was not worth the business being halted and restarting”

“If we're asked whether we're afraid of the Red Shirts? No we're not. The only concern is that the government and the Red Shirts still don't understand each other, then there no chance for a scapegoat to be named. We get along with both the Red and Yellow Shirts. We are don't disagree with or agree with either side”

My motivation for selecting this event to be the thematic paper topic because this event is one of the most exciting and edgy event in my life. I was my working in the marketing department at the Central World. I was also there on the first day that the Ratchaprasong intersection was closed by the United Front of Democracy against Dictatorship; UDD. I remember that it was Saturday morning on Apr.3rd, 2010. I had to go check on a Songkran events project at the outdoor promotion area at Central World. It's about 8 o'clock in the morning (before the complex opened). I saw lots of motorcycles stopping in the middle of the intersection with the horns blowing then there were 7-8 ten-wheelers stopping to unload lots of scaffoldings to set up the stage with audio equipment and electrical system. After everything was set up, people

started to gather up in the area starting with hundreds then it turned to thousands and after a little while people started to get on the stage and started to make speeches introducing their group and their political stance. I was so excited it was very close to Central World. There was also an outdoor promotion area with only fences to block traffic. There were lots of people at the rally and the keynote speaker on the stage started pressuring Ratchaprasong private sector to open their businesses to the people assembled to be able to use the area for residents and the bathroom. Finally, Central World and also other businesses nearby decided to open the centers as normal. The Red Shirts started pouring into the shopping complex.

There are many questions going around both from customers and employees from within the company asking “What happened? Is CentralWorld opened? Is it secured?” Or “How are we going to do our work?”, “if CentralWorld is closed, where will we go, we will be?” “Are we unemployed?” It was quiet chaotic. The company management had the policy to move the office to be stationed at a temporary office. The Board of Directors instructed the marketing and public relations to come up with strategies to communicate with customers, the retail space tenants, and event space and shopper tenants, and the media on this incident and the policy on the 24-hour watch, the guideline for communication, activities for building confidence, generating sales for the tenants during the incident and plan for after the incident.

This incident was considered one of the major events in the country with many consequences both economically and socially. CentralWorld team took only 4 months after the arson, to re-opening the shopping complex in the first phase and opening completely with renovate new features and new brands within 10 months, and become more traffic and revenue than before. So as we are studying Master degree in Management, we are management people, we must learn how to manage the organization or company through all the risks and crises that can happen.

CHAPTER II

LITERATURE REVIEW

A crisis is like a disease, when you have high fever, you cannot be cured by just take any pill and go to sleep. You have to go to see the doctor, who “really know” about the disease, to study about your symptom and then the doctor can diagnosis whether you have dengue, or just have a cold.

Before you can conquer the crisis, you have to know about the crisis first, then you can “diagnosis” the crisis and you will know how the way how to conquer it. Here are the information about crisis and how you can manage it the how it happen what type of crisis. The more you know, the more efficiency you can solve the crisis. Here are some fundamental of the crisis management that will help you to have more understand.

2.1 Crisis Management In Briefly

Crisis management is the process of thinking about a wide range of potential crises and how they can happen to any business, it is forecasting the broad range of systems whose failure can cause crises. Crisis management is not risk management* (RM), business continuity planning* (BCP) or crisis communication* (CC). While they RM, BCP and CC are important, they are only parts of the total crisis management.

There are 4 major variables and 3 phrases involved in crisis management² (Why some companies emerge stronger and better from a crisis, 2005)

	Before	During	After
Crisis Types	Expose Weakness	Enact Capabilities	Learn Redesign
Crisis Mechanisms			
Crisis Management	Build Capabilities		
Crisis Stakeholders			

Figure 2.1 The 4 major variables and 3 phrases involved in crisis management

Crisis management involves 3 major phases: before, during and after a crisis. Each phase have difference action and mindset. The “before” phase is to anticipate the potential failure that can lead to a crisis and find the way to prevent it, if it happen how to fix it with the minimal loss. The “during” phase is the actual crisis, the phrase, we enacting the capabilities that have been developed before the crisis. The “after” phase is for learning lessons from the crisis, redesigning the organization’s crisis capabilities, and instituting the system that necessary to perform better when the next crisis occurs.

2.2 Crisis Types

First major variables, Crisis types, there are many types of crisis. We can divide in 7 major types: economic, Informational, physical (loss of key plants and facilities and products), human resource, reputational, psychopathic acts and natural disaster. We have to define categorizes of crisis that may occur to the business, so that we can scope the work of preparation, since no crisis ever occurs exactly as one has planned for it, then prepare then at least one crisis in each of the categories. The nature of crisis cannot happen in isolation, a crisis can be both the cause and effect of any other crisis. This means that an organization must not prepare crisis in isolation. Instead, an organization must think and prepare systematically.

2.3 Crisis Mechanism

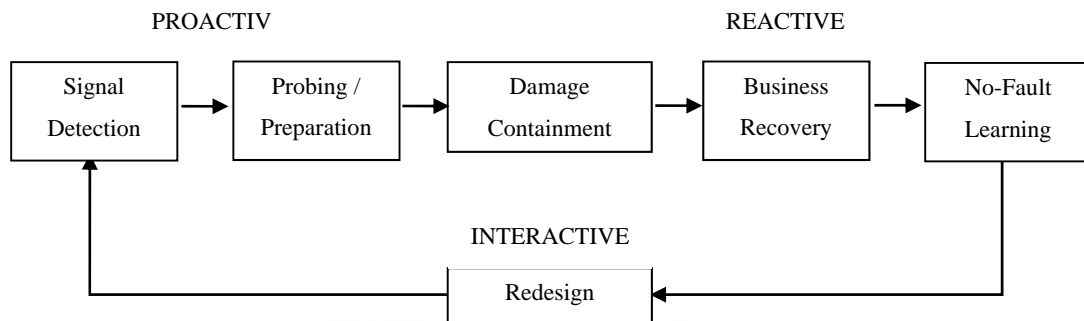


Figure 2.2 Crisis mechanism

Crisis mechanism is the way of action for a crisis in each step. All crises are preceded by early warnings signal, if the organization has a signal detection capability, then it may be able to prevent the crisis. The signal detection should be coupled with active probes for defects or latent crises within an organization. The damage containment is the process to keep a crisis from spreading, contaminating and infecting the rest of the organization, when the crisis occurs. The business recovery stage is primarily where business continuity planning (BCP) take place, implementing the plan to recovery the business after the crisis. Final stage, no-fault learning, is the strongly advised not to blame a crisis on the particular individual (except in cases of criminal culpability and liability) but instead to learn lesson that every crisis has to teach and to use that acquired knowledge to redesign an organization with improved crisis performance.

2.4 Crisis System

Every organizations have their own system, technology, company structure and culture, which some urge to the crisis, this is factor the organization have to concern. Some system are not lead to the crisis but when the crisis has been occurs, the system are not support to solving the problem. The organization has to know which way of crisis management that fit to their organization, their business. (see figure 2.3)

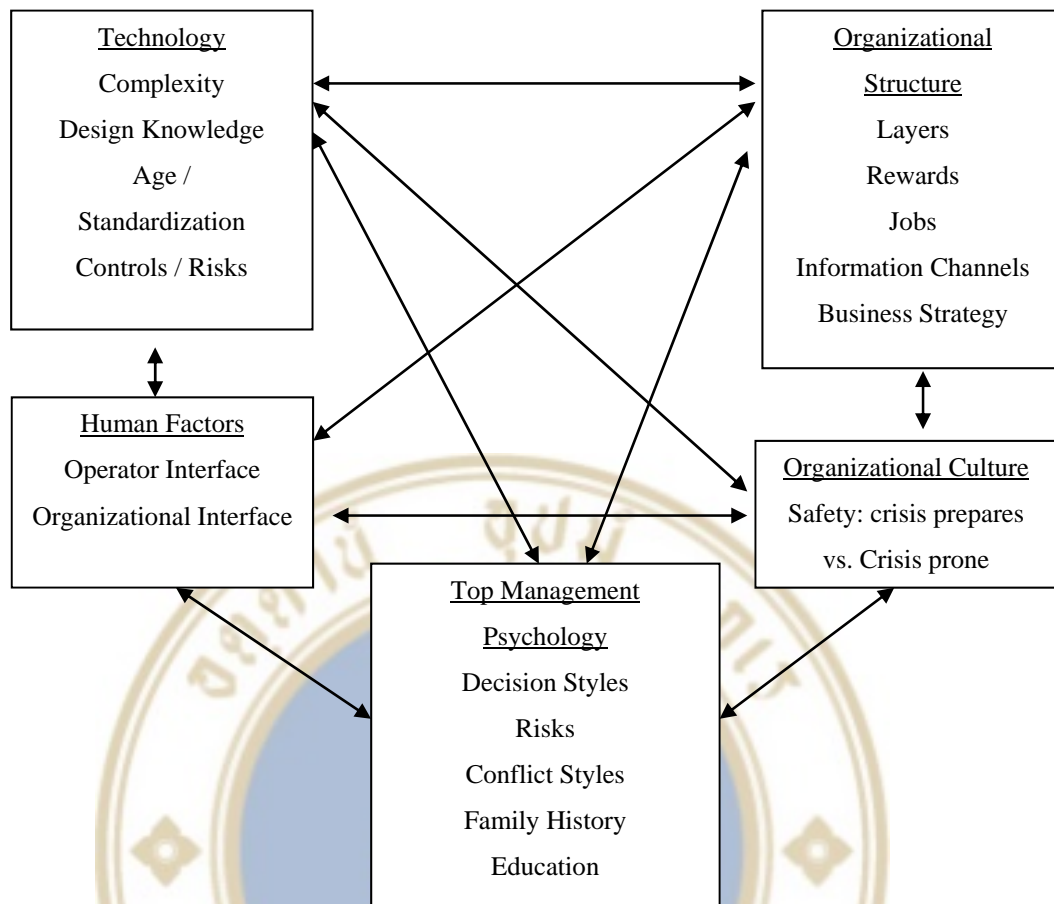


Figure 2.3 Crisis system

2.5 Crisis Stakeholder

Stakeholders are all those parties including organizations that affect or are affected by major crises. Nowadays, all organizations are impacted by innumerable stakeholders. The stakeholders differ not only in their proximity to the organization but also in the major ways they can influence them. For example, stakeholders differ in amount of information they possess, the social and political influence they can bring to bear, the power or reputation that they have, and their resources.

2.6 High Reliability Organization

There being studies on the organization high reliability organization (HROs; Nuclear power plants, aircraft carrier, they operate under unknown situation, unique structural features) to see what systems are used in situations that are crises that happens all the time in their works with the 5 Hallmarks processes of HROs³ (*Managing the unexpected, 2001*) to enable the company to achieve high reliability:

1. Preoccupation with failures rather than successes
2. Reluctance to simplify interpretations
3. Sensitivity to operations
4. Commitment to resilience
5. Deference to expertise, as exhibited by encouragement of a fluid decision-making system.

The key principle is the attention to any and all problems beyond planning and management system. However, many companies are only interested in the success of the company's strengths and end up ignoring small problems turning small problems to crisis. The company has to pay attention to all the problems whether big or small surely; we cannot handle all the problems. Such as the ones that are irretrievable. We just need to make sure that it will “keep small problem” not be become the big problem, and whether it become bigger, there are having plans for big problem. We can study these issues during each step of your work. You need to do are signal report and identify if a problem or crisis already with other parts of the company can also keep going.

The company should provide decision-making powers to a group of people who know the issue best. Several companies make the wrong decision due to senior executive's unilateral decisions with the executive not being the person who know the real problem and make the wrong decision and many times it is a slow process due to communication error between the two having report multiple levels. Therefore, the power to decide should be given the individual with expertise on the issues. If the company is in normal mode, you can manage your organization's decision-making Top-down, but if the company is in a high tempo mode, the company should migrated the decision maker

CHAPTER III

RESEARCH METHODOLOGY

For this paper, we focus on qualitative research, because qualitative research can get more details and specific. Due to the aim of this paper is to know and understand how CentralWorld can break through the crisis, what was they thinking, how they make the decision? And also this paper aim to know about the emotional part, the feeling of both the insider of the company and the outsider toward this crisis and how CentralWorld manage this crisis why they feel like that so qualitative research can gather an in-depth understanding of human behavior and the reasons that govern such behavior. Qualitative methods examine the why and how of decision making, not just what, where, when, or "who".

By using a set of open-end questions. I divided the respondents into 2 group, there are internal stakeholder is include the employee who works at CentralWorld, in management level and operation level, which consist of Marketing & PR department, Building & security department, to see how they tackle to this crisis situation, we can see in operation and strategy perspective. I selected one representative from each department. The second group is the outsiders are public people who used to visit Central World. To see the difference view, how people feel with CPN action for the crisis.

For the interview methods; is by phone call and face to face, takes around 10-15 mins for each interviewee with a set of question.

3.1 Source of Information

1. Direct Experience

During this period, I was one of a member of the organization team to tackle the problem and to plan this crisis. I had the opportunity to see the situation, In view of those directly affected. from the first day of the political crisis up to the shopping center

fire as well as reopening the center again and returning back to normal. This crisis is quite memorable to me. I'm proud to be the part of this plan.

2. Interview the stakeholders (both Internal and external company)

I got in touch with officials at CentralWorld that I have known. There were many people involved but currently, no longer working in this section. Some have started working at other branches or other companies. Now I am not working at Central World. It was quite difficult to gather information due to the time and the place to meet with them. Part of the difficulty to get the complete information was due to the quite long period of time that's passed and the sensitivity of the subject matter.

3.2 Questions

Open-end question set for internal stakeholder in company

1. How do CPN prepare for the crisis before this event? (normal practice for preparation to crisis)
2. How do CPN manage during the crisis?
3. How do CPN manage crisis (recovering and prevention)
4. What is the hardest part for this crisis?
5. What are the key successes to break through this crisis?

I divide the question by a period of time to see how they management toward different situation. What are their plan, how they assess and response, and after how they deal with it, what are the lesson learn for this crisis, and what are the main concern and how they success?

Open-end question set for external company

1. How often that you go to CentralWorld? And Why?
2. During the politic protest, did you still go around there? (Siam / Chidlom)
3. After the arson attack occurred, how you feel about CentralWorld? Is it safe for to visit CentralWorld?
4. What the factor that CentralWorld can still continuous their business after the crisis?

I also divide the question by a period of time, in this group, we focus on the emotional, feeling how this crisis impact to their life, and determine how they trust and intimate toward CentralWorld.

3.3 The Interviewing

How: By meeting appointment and interview via phone. Most of the employee at that time (in 2010), they didn't work at CentralWorld anymore. So I have to set the meeting for interview. And some of them are not available, so I have to interview via phone. And this is the individual interviewing.

When: All of the interviewees, available in the evening, after 6 p.m. (after the office hour) on weekday

Where: CentralWorld office, coffee shop, bakery shop and remote interviewing.

3.4 The Interviewee

Internal Company: 4 managers from 4 departments, which are Building, Marketing, PR and Tenant support, who have to implement the plan and manage the operation team

External Company: 4 shoppers, whose are the current customers of Central World. Age from 18-22; 2 female and 2 male.

CHAPTER IV

FINDINGS

From the study on data from the sources mentioned above. Numerous incidents that can be good lessoned were discovered to be directly applied to the operation of businesses that have been affected by the political crisis that can be reopened for the 1st phase within three months after the arson with no shopping complex employee fatalities and able to run fully business back to normal within 10 months

4.1 The obvious and Adaptive Procedures

After the seizure of Ratchaprasong intersection, CentralWorld has a neutral stance. So CentralWorld become the battle field between the military and the protestors. From the research, the insider said that CentralWorld or the other branch never face this crisis before. The building structure didn't support to protect the properties from a huge political protest mob. The building is shopper friendly design, which the building is easy to enter for everyone to enter from every direction. It's very hard to block the malicious person that coming to burn the building. They react this crisis by using their emergency protocol that they had preparation. They monitor the situation hour by hour and implement the plan depend on the particular situation.

On the first day of the seizure, the center was still opened as usual but closes faster. Originally, opened at 10.00 AM and closed at 10 PM to opening at to 12.00PM and closing at 5.00 PM to observe the situation and to create more awareness of the first period with the establishment of a 24-hour observation (War room) by the top management so that decisions can be made in solving immediate problems with 24 hours stand by. In the beginning, all employees still worked normally. After about a week, the crowd started to enter and sleep in the center. The center estimated that there may be risks due to the crowd controls being quite difficult and if violence occurred it may cause damage to shops within

the center. The center had to decide to temporarily close with the staffs that are not related to the building and security division setting up offices in other branches. However, the surveillance has continued after the ZEN and Central World arson.

CentralWorld had planned their strategy for this crisis dividing their action into 3 phases.

Action in phase by phase

In the Phase1, We set the religious ceremony* and the activity of placing flowers in front of burnt site to show their support and co-operate with Bangkok governor, press and celebrities to planted tree in Ratchaprasong area for the restoration.

In Phase2, we organized sales events that supported tenant at CentralPlaza Ladprao, “Unity Shopping”* which we let the tenant to open their pop up store in our sister branch (which one of the traffic in all branch). ISETAN, our anchor, we co-operate to organized Re-Opening ceremony* (Their building was not damage much). In this phase we installed wall art in the partition of construction. This project called “heART to Heart @ CentralWorld” which co-operated with Ministry of Culture, to make the art wall pieces* from the graphic designers, designers and artists over 20 artists in the concept of “HOPE PEACE LOVE” and let people to draw and note their message on the wall. And also launch CentralWorld special issue magazine to keep in touch.

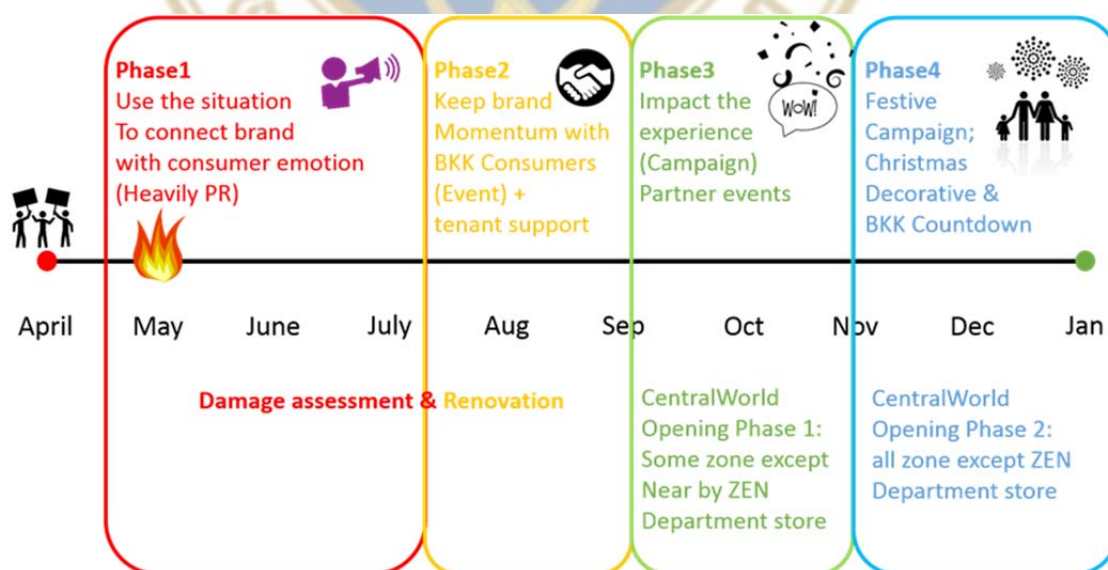


Figure 4.1 CentralWorld re-opening timeline

In phase 3, we opened the CentralWorld in some area, during the construction, CentralWorld renovate the decoration in the shopping complex in ECO-concept* and opening new zone; first open air ice rink, and Thai designer zone. On promotion, Central World have cash voucher promotion buy 1,000 THB gets 2,000 THB to draw shoppers, have limited edition t-shirt “I love CW Series” from Thai designers over 10 brands. In phase 4, it’s on the high season of the business. CentralWorld organized the a lot of events, to draw the traffic and trust back to the complex such as Melody of Life music festival, Elle Fashion week autumn/winter, Christmas decorates and Bangkok countdown event.

4.2 Harmony in Organization

To overcome the crisis needs every hands in the company, CentralWorld, is a big firm, which has many departments and divisions. In this crisis, they’ve done quiet for all the campaign. They have to a clear communication between every department because at that moment, there had many rumor for this crisis, some are bad, are good. So all team have to communicate in the same way from the executive to the operation officer. And they had to update the situation in day by day, sometimes they had to update in hour by hour. So there are many communication occurred. A lot of them are related to confidential information. Each department have to do their plan go along with the same direction and in order. Building department have to assessing the damage and report to other department to proceeding the jobs; Legal department, they have to use this assessment information to prepare the document to the insurance company, Tenant support department have to declare to all tenant about the timeline of the restoration and what are the support plan for them. Marketing and PR Department have to communicate in public about this situation and the do their plan to keep brand image during the crisis.

If any department goes without the same direction, it may get worse situation. For example, if the PR & Marketing communicate to public that there are no terrorists in this area, it just an accident of the gas machine. So it may affect to insurance condition that this damage come from accident not come from the terrorists, so some of insurance will be deactivate. So in this part the Legal department has to communicate to all

departments to know what can do or not do each department have to follow. And also the same thing with other department, they have to communicate they plan to make sure they are in the same direction.

For the interview, All insider interviewee, all management level said that the key success of their company is the team work, they said that it is their first time that they had talked to other department staff in many times since they work here, this crisis make they know much more about other department, what other department do, and what that department related to their own department.

In part of the owner of the company, they also make a good act to their employees, to make sure that they concern and support their employees, the company and all employees are support each other and will pass this crisis together. One of the employee said that, when the crisis happened to company resulted in company grossly losing money on the layoffs. Some of employees were able to work at home. Some of employee is able to transfer their job to other Central branches. And also one of the staffs in the building& security department said that, when the fire, Officials says the man was trying to help extinguish the building fire. It inhibits the compromise that comes into the building. But the executives ordered everyone out of the building by saying, “the building collapsed, I can build it again. But life of the employees, I could not afford to have returned to his family.

4.3 Risk Diversification & Trusted Brand

CentralWorld and ZEN Department store had total cost of damage around 3,700 million baht*. Even though the claim is cover the building damage cost. But nowadays, in 2016 CentralWorld haven't received any payment yet, there are still in proceeding in court. This cost is not including the opportunity loss during the crisis and the losses market share. So this crisis makes a very huge loss for business both in term of money and also reputation. But CPN be able to run their business continuously. In 2010 they have 15 branches⁴ of shopping mall, in 2011, they expand to 18 branches, (Central Plaza Pitsanulok, Rama IX and Chiangrai) but now in 2016 they have 29 branches⁵ of shopping mall for all around Thailand (not including offices, hotels & resort and residents properties business).From the secondary data that we found, in

term of the total revenue and total assets, from 2010 to 2011, they are increase more than 10%⁶. Because they have a lot of income channel. At that time they owned 15 branches of shopping malls and 6 of office buildings and 4 of hotels and residents properties. They have temporary closed one shopping center and one office building; they also have 23 channels of income left. So they can still generate revenue.

From the interview, most of the outsider, said that CentralWorld will not collapsed for this arson and all the political protest at Ratchaprasong, because Central World is a company which have strong financial status and has really strong brand. In their perception, Central is the biggest shopping mall in Thailand and has many branches all around Thailand and stay in the market for a long time. They said that they are believed in “Central” brand. Central group will come up with some plan to recovery their business. They are willing to go to CentralWorld after opened the first phase on September 2010, they didn’t afraid for their security.



CHAPTER V

CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusions

According to the Crisis management from Mitroff's book, we have learn about crisis management that, there are 4 major factors which makes us to have more understand about the process to manage the organization, and there are 3 phases in crisis management that we can divide the action toward the crisis as follow:

Before the crisis – expose weakness and build capabilities, looking for potential risks that may occurs the business, expose it and prevent that before become a crisis and build capabilities to tackle with this crisis in the future.

During the crisis – enact capabilities; use the protocol that the companies have prepared, assessing the situation and adjust the plan according to the situation, which all part of company have to involved.

After the crisis – learn redesign, learning experience from the crisis and develop the plan that will prevent this crisis in the future, adjust the procedure to be more cautious and fix the system, culture, technology that have potential risks.

We are also learned the lesson from high reliability organization (HROs) about the 5 hallmarks of processes to manage the unexpected events that occurred. They focus on the prevention of crisis. They have highly attention to solve, fix, and adjust to any problem, potential risks, and any mistake that found in organization with cautiously, because all those factors can lead to the crisis, and about the decision making migration when the crisis happened, the organizations have to make sure that the decision maker are the right one who issue best, to have a good decision making.

The organization need to know and understand crisis factor for that particular crisis. One of the hardest tasks for the organization to conquer over the crisis is to know and choose which the best solution that solve the problem and fit to their organization. There are many of management theory for crisis. Most companies fail during the crisis.

It's not because they don't know what to do, but they don't know which one to do.

The failure businesses trying to do something but it get worse.

For the case study, CentralWorld crisis is unpredictable and have lot of uncontrollable factors, due to it related to public security and political issue. But CPN did their plan, to manage this crisis, there are 3 factors that make them pass through this crisis as follows:

1. Having mild and adaptive procedures
2. Harmonizing in organization
3. Having many channels of income and strong brand creditability

For this case, CPN have good decision making toward the particular situation. They have monitor cautiously and react plan are accepted by their employee.

Although CPN didn't have the plan for political protest and terrorists from the beginning, but they have other protocol to react whenever crisis occurs, they observe and good assess the situation effectively, so they are ready to adapt their plan and trying to prepare for all cases. All their employee have be unity to follow the plan. After the crisis, there are lot changes in term of the preparation for the next crisis. They renovate the building and develop the protocol to be more efficiency. After political protest in 2010, it happens again with other political protest group in 2012, we can see the better preparation of CentralWorld during the crisis, even though it took longer time that the first time. There are no arson or losing any properties. Even though, recently there had a bombed at Ratchaprasong intersection by the terrorists in 2015 which have many Thai and foreigner have died. CentralWorld are still one of signature lifestyle destination for Thais and tourists must go.

5.2 The Limitation of Study

The research was interviewed by a group of people who worked at Central World in Marketing Dept., Public Relations Dept., Building Dept. We selected two representatives from each department which are not cover all department of the organization. This research use convenience sampling to selected the interviewees. So this research able to present some ideas for this case study and cannot be publish in public.

5.3 Recommendations

My recommendations, put more technology involve the security system. CPN is have well-management for this crisis. They have to a lot of effort to do. If they have more technology that support the security system in the shopping mall. For example, the high quality of the camera in the mall that have high resolution to see the detail of the malicious in the dark or in the camouflage or able to analyze the identity of a person. Or the intelligence revolving door, that can control scan the people that enter to the mall. This can help to stop from snatching and run away, robbing or bombing as well.

And, in today's world, it don't have only one crisis. There are not just the crisis from the terrorists or the arson. There are a lot of crisis that may occurs. So the capabilities that CPN had been developed and implementing right now may not ready for the other crisis types. They have to continuously aware and alert, pay attention on any risks that may bigger in the future.

After I have studied about crisis, I have learned that, even though the company have fully well-prepared back-up plan, they cannot prevent all the crisis and when it happens, the plan didn't work. So they key success of a company is not only about how much they can generate their revenue, but It also about how many times that a company can pass through the crisis?

John F. Kennedy was said that “when written in Chinese, the word “crisis” is composed of two characters; one represents danger, and other represents opportunity.” Many companies see the danger in the crisis, but very few see the opportunity in the crisis. So we have to see the crisis as a challenge, learn about the mistake to not repeat it again, and seek for opportunity. Because the failure is might be the way to success.

Finally, I would like to end up with a quote that can revealed the secret of conquering the crisis;

Let me tell you something you already know. The world ain't all sunshine and rainbows. It's a very mean and nasty place and I don't care how tough you are it will beat you to your knees and keep you there permanently if you let it. You, me, or nobody is gonna hit as hard as life. But it ain't about how hard ya hit. It's about how hard you can get hit and keep moving forward. How much you can take and keep moving forward. That's how winning is done!” (Sylvester Stallone, Rocky Balboa)

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