

**EFFECT OF IMPLEMENTATION ISO 9001 STANDARD IN
PERIOD OF TRANSFERRING POWER BETWEEN
GENERATIONS IN FAMILY BUSINESS**



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PERIOD OF TRANSFERRING POWER BETWEEN
GENERATIONS IN FAMILY BUSINESS**

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THEMATIC PATER TITLE EFFECT OF IMPLEMENTATION ISO 9001
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ABSTRACT

In Thailand more than 80 percent of company base on family business. Most of family business have problem to transfer power between generations and other research found most of family business cannot longer than 3rd generations. On another hand ISO 9001 standard can setup operation standard of company. Then we want to find out effect implement ISO 9001 in family business while transferring power between generations. We focus interviewee on manufacturing business in different stage which are Certified, Implementing and Non-implement.

We found ISO 9001 standard can support transferring power between generations. For certified company, they can learn process of company easily and can try to revise process. For implementing company, they can show a lot of capability to manage project with parent and staff to manage company and it will be good chance to use ISO 9001 to be tools for redesign company.

Then we recommend business hire that while transferring implement ISO 9001 to support smoothly transfer, prove them self and support long term growth

KEY WORDS: Family Business/ ISO 9001/ Benefit of ISO 9001/ Manufacturing Industry

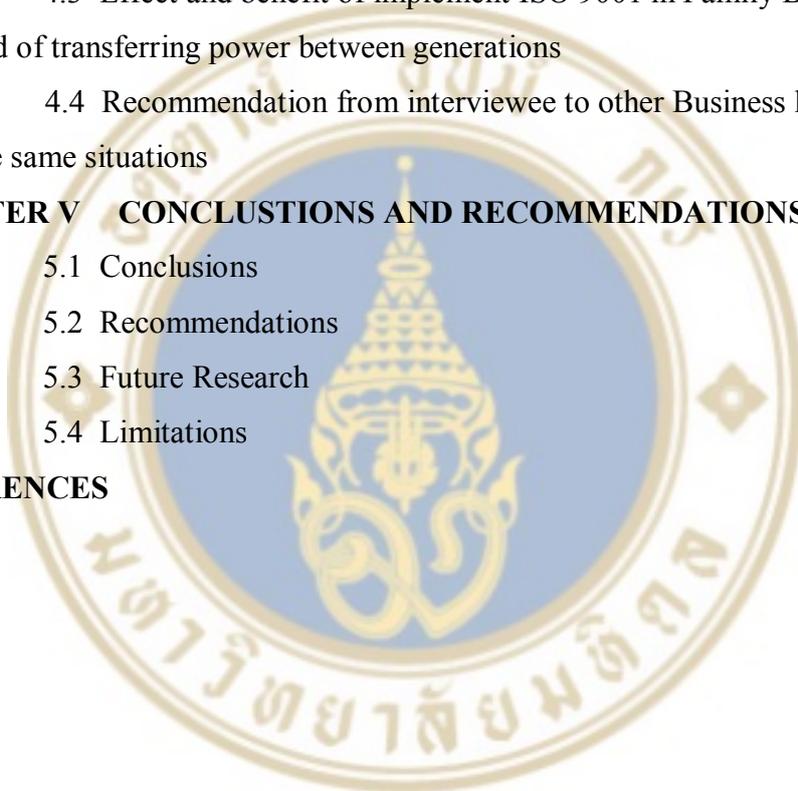
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CHAPTER I

INTRODUCTION

In Thailand, more than 80% of registered companies are based on family business. When the next generation comes to inherit the business, those family businesses in Thailand are less likely to survive from intense competition. The main reason of low survival is transferring power between generations. The transition from old generation to new generation often falls into years of tension and conflict since older and younger generations tend to coexist in top management.

Nowadays many organizations implement quality management standard to improve their production quality, management system and make them differentiate from competitors. Then most of organizations use ISO 9001 to certificate quality management of organization. ISO 9001 have big effect to organization.

Most studies have been interested in total quality management (TQM) by ISO 9001 framework for identifying, managing activity, benefit and loss of implement. On the other hand, some people have interested in study of transferring power in family business. However, no one has researched about effects of ISO 9001 implementation on transferring power in family business. Many studies have result about motivation by same goal to get certificate to company. On the other hand, indirect benefit of ISO 9001 implementation is to create teamwork and harmony in organization which can relate to transferring power between generations. Then, we are interesting to study an effect of implementation of total quality management (TQM) ISO 9001:2008 on transferring power between generations.

This paper provides qualitative interview business hire of family business that on period to transferring power between generations and compare three different kind of company which are certified ISO 9001:2008, implementing ISO 9001:2008 and not implement ISO 9001:2008 in manufacturing industry. The primary aims of this paper is to investigate most important problems that occurs in transferring power in family business, which parameter of ISO 9001:2008 can use to solve problem. In

addition, this study focuses on motive for certificate and general TQM operating way that effect to benefit and negative or positive factor that relate to transferring power between generations.

1.1 Problem Statement

Survival rate of family business between generations in Thailand is quite low. And most important point of survive between generation is transfer power between generation. Then we are interesting to investigate what are effects of implementation standard ISO 9001 in period of transferring power between generations in management team for family business organization.

1.2 Research Objectives

To investigate effect of implementation standard ISO 9001 on overall company performance in period of transferring power between generations in management team for family business organization.

To compare problem of company that transferring power between companies certified ISO 9001:2008, implementing ISO 9001:2008 and not implement ISO 9001:2008

1.3 Expected Benefit

This research will benefit to family business that will transferring power between generations to use for guideline to managing change in an organization. Result can be used for advice key point of implement ISO 9001 for transferring power between generations in an organization.

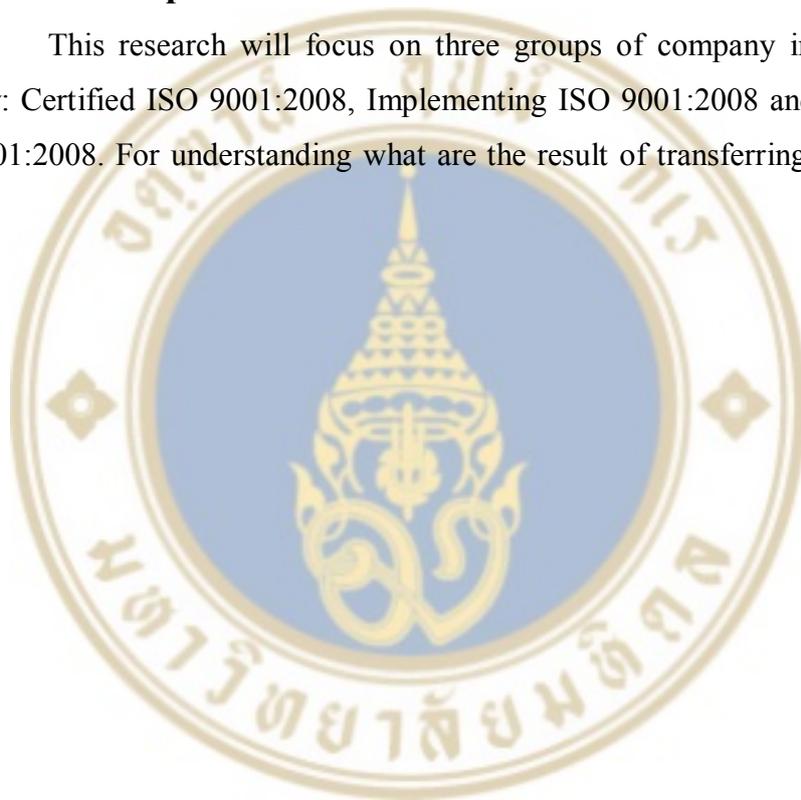
1.4 Research Questions

What are the main problems when transferring power between generations in Family Business?

What are the effects to implement ISO 9001 while transferring power in an organization?

1.5 Research Scope

This research will focus on three groups of company in manufacturing industry: Certified ISO 9001:2008, Implementing ISO 9001:2008 and not implement ISO 9001:2008. For understanding what are the result of transferring power between groups.



CHAPTER II

LITERATURE REVIEW

2.1 Development of ISO 9001

ISO Stand for International Organization for Standardization. Start in World War II era, when US army use for certify standard quality of supplier. After that in 1972 UK Army incorporated standard. In 1987 The International Organization for Standard was launch series of standard for quality management which is ISO 9000, ISO 9001, ISO 9002 and ISO 9003. These standards were followed by multinational standard bodies. In European country was adapting ISO 9000 to established EN 29000. In ISO 9001:2000 versions was obtain only against ISO 9001. ISO 9002 and ISO 9003 have been withdrawn. The most up to date standard series is ISO 9001:2008.

2.2 What is ISO 9001:2008?

ISO 9001:2008 is combining three standards in same series (ISO Central Secretariat, 2012) which is 9001, 9002 and 9003. For nowadays all of standard call 9001. ISO 9001 is focus to 8 principles such as 1.Customer focus 2.Leadership 3.Involvement of people 4.Process approach 5.System approach to management 6.Continual improvement 7.Factual approach to decision making 8.Mutually benefit supplier relationships For increase effective and advantage in business process.

2.2.1 Customer focus

Customer focus scope in ISO 9001:2008 is Organization depend on their customers and their role should understand current and future customer need. Organization should meet customer requirement and meet customer expectation. Key benefits of principle are Company become flexible and fast respond to market

opportunity. That will increase revenue and market share for company. Increase effective and continuous improvement of organization product and service to enhance customer satisfaction. And Improve number of repeating customer from customer

The Action plan of principle are Researching and understanding need and expectation of customer. Develop objective of organization to match with need and expectation of customer. Communicate need and expectation of customer in organization to make sure all of organization understand customer and develop them self to reach customer expectation. Monitor Customer satisfaction to act on result. Manage customer relationship by systematically. Managing balance satisfaction between customer and Stake holder (Such as Owner, Employees, Supplier, Financial, and Society)

2.2.2 Leadership

Leadership scope in ISO 9001:2008 is Leadership should establish unity of propose and direction for organization. And they should create and maintain internal environment to motivate people in organization to achieve organization's objective. The key benefits of principle are people will be educating about understanding and be motivated towards organization's goals and objectives. And minimize misunderstanding between levels in organization

The Action plans of principle are considering the needs of stakeholder as Customer, Owner, Employees and other. Leadership establishing a clear vision of organization for develops future of organization. Leaderships are setting goals and target of organization and establish trust and eliminate fear of stake holder.

2.2.3 Involvement of people

Involvement of people in meaning of ISO 9001:2008 is Aware of important all level of people in organization and involvement to enables their abilities to be used for the organization's benefit. Key benefit of principle are motivate, Committed and involved people within the organization and being accountable for own performance of people. Bring potential of participate in and contribute to continuous improvement

Action plan of principle are people understand important of role in each position in organization and identify constant of their performance and accept source of problem and their responsibly to solve that problem and openly discuss about issues and problem. Staffs try to evaluate their performance to reach personal goals and objectives and try to seeking opportunity to enhance their competence, Knowledge and experience to enhance own performance and freely to share in organization.

2.2.4 Process approach

Process approach in meaning of ISO 9001:2008 is Believe in result of success become more efficacy when activity and resource was managed by systematic process. Key benefit of principle are lower cost and cycle time that waste in process and improve quality, consistency and predictable result. And prioritized and Focus on improvement opportunity.

Result was create by following action plan that apply to principle was systematic defining activity to obtain a desired result. And establish clear respond and accountability to management activity from analysis and measuring capability in key activity.

2.2.5 System approach to management

System approach to management in meaning of ISO 9001:2008 is identify, understand and management relation process in organization to increase effective organization and efficacy of organization to achieve goal of organization. Key benefits of principle are intergrade and alignment process to be achieving desired result. Identify key process and focus on that process and ability to provide confidence information to interested parties to the consistency, effectiveness and efficiency of the organization

Action plan that can create result are establish and develop system to achieve objective of organization in most effective and efficient way by approach harmonize and integrate process in organization. Analyze role and responsible that necessary to achieve common objectives and thereby reducing cross-functional barriers. Understand Organization capability and establishing resource constraints period in action to protect requirement over capability of organization. Implement

continuous improvement system to be one of standard by measurement and evaluation improvement process.

2.2.6 Continual improvement

Continual improvement should be one of organization objective for over all process to increase efficacy of process. In long term continual improvement should be culture of organization by all staff realize important of continual improvement. Key benefits of principle are improved capabilities and performance at all level of organization. And adapt organization to flexibility to quickly react with opportunity.

Action plan to support principle are staff a consistent organization approach continual improvement of organization performance. Provide training to improve method and tools of continual improvement in staff and recognizing and acknowledge improvement in all level. Implement continual improvement in product, process and system an objective for all level in organization. Establish goals to of guide and measures to track continual improvement in organization.

2.2.7 Factual approach to decision making

On the time that we have to make decision, organization have to decide at most effective decision and base on analysis data that collect from right source of information. Then organization has to make sure data collection method will be useful in the time that they need. Key benefits of principle are informed decisions when company need and increase ability to demonstrate effectiveness of pass decisions to be reference of company when make new decisions. By review, challenge and change organization can increase number of option and decisions made by previous decisions.

Action plan to support principle are ensure data and information that we collect are sufficiently, accurate and reliable enough for use. Making data accessible are according to those who need it with valid analysis method. Making decisions and take action according to factual analysis, balanced with experience and intuition in organization.

2.2.8 Mutually benefit supplier relationships

Most of organization that have relationship between organization and supplier are interdependent and a mutually beneficial with each other will enhance ability of both create value. Key benefits of principle are Increase ability to create value of both parties in optimization of cost and resources. And Enhance flexibility and speed of respond to change market or customer meet and expectation to increase ability to reach opportunity.

Action plan to support principle are Establish balance relationship between short-term and long-term considerations by identify and select key supplier to work with. Share information and future plant with supplier in another hand organization have to pool of expertise and resources with partner supplier. Establish joint development and improvement of activity and product to enhance performance or any criteria to meet customer need and expectation.

2.3 Effect of ISO 9001 in Small and Medium Enterprise (SME)

In this area studies said positive influence competitiveness of implementation ISO 9001 (Briscoe, Fawcett, & Todd, 2005) by (1) assuring of change that real need change for organization; (2) establish a quality culture; (3) performing implementation of ISO will support infrastructure; and (4) make ISO to be a part of company quality routine. Manager all size of company should be interest in finding because may lead manufacturing and engaged in supplier development program. Period of implement ISO should be nature of small manufacturer operation environment. ISO 9001 can help the small business manufacturer to be will conceived and well executed to justify cost and delivery promise of better quality and enhance competitiveness.

On the other hand; Effect of implement ISO 9001 itself can't find direct relation between ISO 9001 and performance significantly (Emre & Mehmet, 2012). But ISO 9001 will increase by other factor during time of implementation of ISO 9001 such as motivation, harmony of people in organization from, Consultant service in that period, senior management support attitude, staff attitude and other. In another hand

effect of ISO 9001 was found in financial department and sale department to create outcome of increase turnover and market size. If we see on real function of ISO 9001 in this department was use for advertising and sale tool to create competitive advantage in market. One of the most Common mistakes made was focus on document not on activity of document (Poksinska, Eklund, & Dahlgaard, 2006) They assume the change in description was automatically changing the behavior of staff. For this reason, Working instruction and procedures were perceive as a tool to control and enforce desired behavior of staff and not supporting document will reflect to organization. In the case organization expressed relatively high level of disappointment with amount of paperwork required. And then much document is require to prepare much material for audits. That will create other problem as missing document which did not provide any value to organization.

2.4 Important of Family business in Thai economy

Listed company in Europe and Asia are still family- owned firm. In Thailand (Suehiro & Wailerdsak, 2004), the industrialization process was drive by family business that begins in textile industry and commerce. Interesting company 220 family businesses create sale to 2,930 Billion baht. That was 62 percent of nominal GDP in 1997. In Stock Exchange of Thailand (SET) list, if we look at SET 50 which is top rank highest value in SET Index. SET 50 have more than 21 companies is family business (Thailand Future Foundation, 2013). If calculate value of that 21 company is more than 33% or 1/3 of SET 50 value. More that haft of list are in thee major business criteria such as commercial bank, commercial industry and real estate. In Asia have research of family business in 2012, result of research is 70-80 % of company in Asia is start from family business. And Survival rate of family business between generation are decrease as 1st generation survive 100%, 2nd generation survive 30%, 3rd generation survive 12% and 4th generation survive only 3%. Follow believing in family business normally can't survive over 3rd generation. Refer to studies in first generation was sees of an empire and planted by sweat and tear, built up to and expanded by second generation, but in thirds generation has no remember of early

struggles to build up business for future prospective (Suehiro & Wailerdsak, 2004). Or when market steady decline in obscurity. And change of environment such as globalization, social, political change and financial crisis. At the time of financial crisis in 1997, number of Thailand most powerful business was effect and disappear in market.

2.5 Transferring power between generations in family business

Business hire is the people that have to take over family business management organization. Then have higher opportunity to be success entrepreneur. The tasks of Business hire do not cover only operate company to remain same performance as pass, but they have to expand business and respond legacy of family. Business hire have to consider policy, current management system, organization culture and keep key persons of current staff. Then Business hire have to be professional management family business and smoothly transection power of managing company.

Normally Business hire have proven their self to manage company smoothly, if they cannot prove their capability to managing company. Management team should find outside people to take over management position. But that will make problem because in family business they do not want to give control of company to outside people and think their capability can be develop. That will effect to organization if they cannot develop fast enough.

2.6 Pattern of transferring power in family business (Somrankabut, 2010)

Transferring power in family business can separate in seven states as follow.

1. Before enter to business. Parent should make familiarity with business hire when they were young such as play with some equipment of company to inspire them.

2. Introduction to business. When business hire have higher age enough to work with company, parent should introduce detail of jobs in direct and indirect way to they understand how company work and introduce their to business partner or banker of company.

3. Introduce to work with company. Parent should start temporary work to Business hire in organization to create relation with manager and staff in company. And parent should try training their Business hire to understand function in each department to be knowledge when handle manage company.

4. Start work with company. Business hire should start to work with company in permanent position in organization to gain experience in position to plan for management in future.

5. Work in management team. Start to work in high position to manage some department. I this stage should focus on transfer management style and knowledge form current management team.

6. Transferring power. This stage management team appoints president position to Business hire, but under control of parent because at this time they do not have experience to handle situation and make decisions for company.

7. Completely transferring power. If business hire can transfer power to this position that will be success. But many situations will not be this stage until parent died. Normally period to develop from stage 6 to stage 7 should be 2 -3 years.

Framework development

This framework based on the literature review, all of the factors can separate into two dimensions include of: Core of ISO 9001:2008 (Customer focus, Leadership, Involvement of people, Process approach, System approach to management, Continual improvement, Factual approach to decision making, Mutually benefit supplier relationships), Transferring power between generations in family business (Current management system and Pattern of transferring power in family business) as it shown in Figure 1:

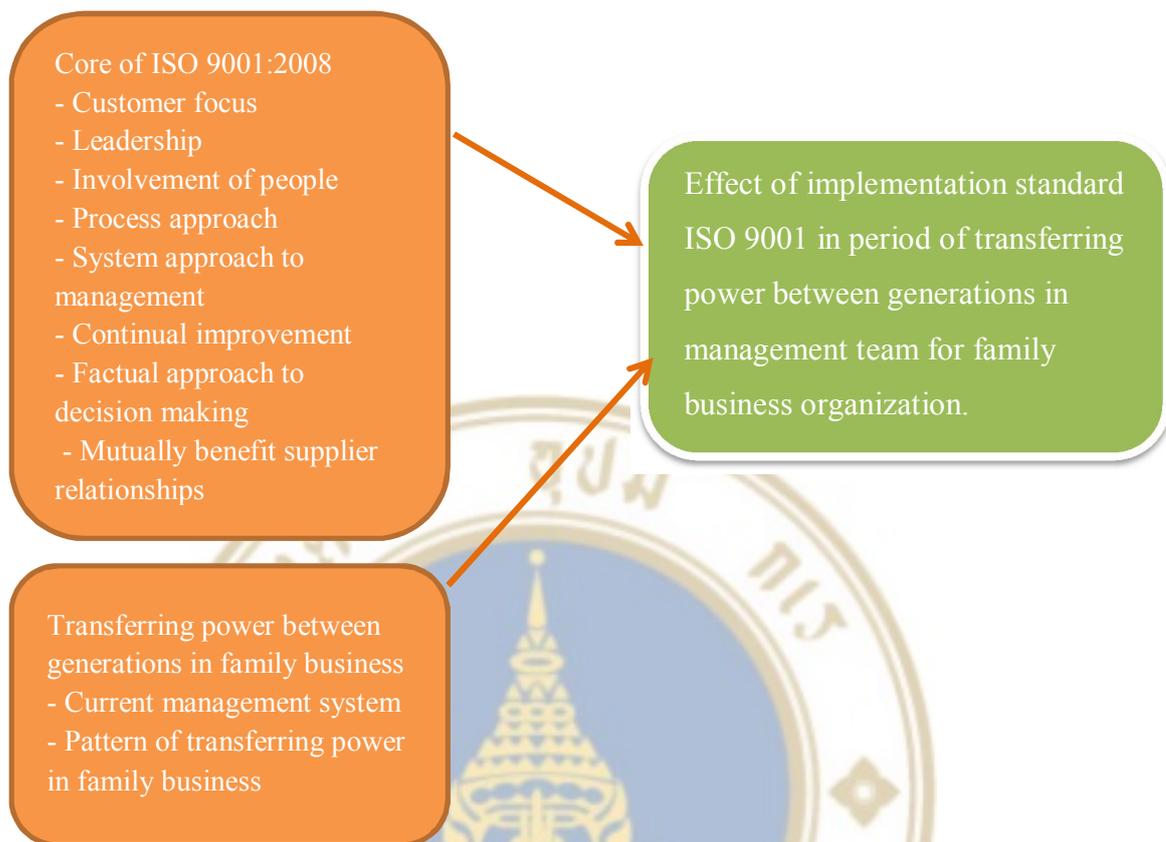


Figure 2.1 Framework of factors that influence Effect of implementation standard ISO 9001 in period of transferring power between generations in management team for family business organization.

CHAPTER III

RESEARCH METHODOLOGY

Research Approach

There are two type of research approach which is qualitative research and quantitative research. Qualitative research will find to dig down detail of result by interview.

In research about ISO 9001 previous research have both type of data collection such as qualitative research and quantitative research. Researcher chooses the qualitative research to conduct the data because the methodological approach is oriented to understand effect, attitudes, problem and action to problem of each company. Qualitative methodology is suitable to get information from of all perspective of four businesses hire of manufacturing business in family business on period of transferring power in company with deferent situation of company such as implemented TQM ISO 9001, implementing TQM ISO 9001 company and Non-implement Company in manufacturing business. Researcher will use the open-end questions which allow interviewee to explore detail in each question from their own perspective.

Data collection

The data for this study will collect from four business hire from three different situation of company such as implemented TQM ISO 9001, implementing TQM ISO 9001 company and Non-implement Company in manufacturing industry, which is in process of transferring power (Somrankabut, 2010). Researcher used the open-end question which is allow interviewee to explore the detail of problem in deep from their own perspective. Because we want to find out step and detail of transfer power between generations by compare case of company in different background

which is company that not-implement ISO 9001, Implementing ISO 9001 and certify by ISO 9001 and what ISO 9001 can help them.

The questions used for interview are consisting to major question which is problem of transferring power between generations, solutions to solve problem. Then we can compare problem of each organizations in each type of company. The interview will use time around 15-20 minutes.

Table 3.1 Interviewees information

	criteria	company	age	gender
Interviewee 1	Non-implement ISO 9001	Sport wear	27	male
Interviewee 2	Implementing ISO 9001	Car part	27	male
Interviewee 3	Implementing ISO 9001	Water treatment	24	male
Interviewee 4	Certified ISO 9001	Car part	26	male

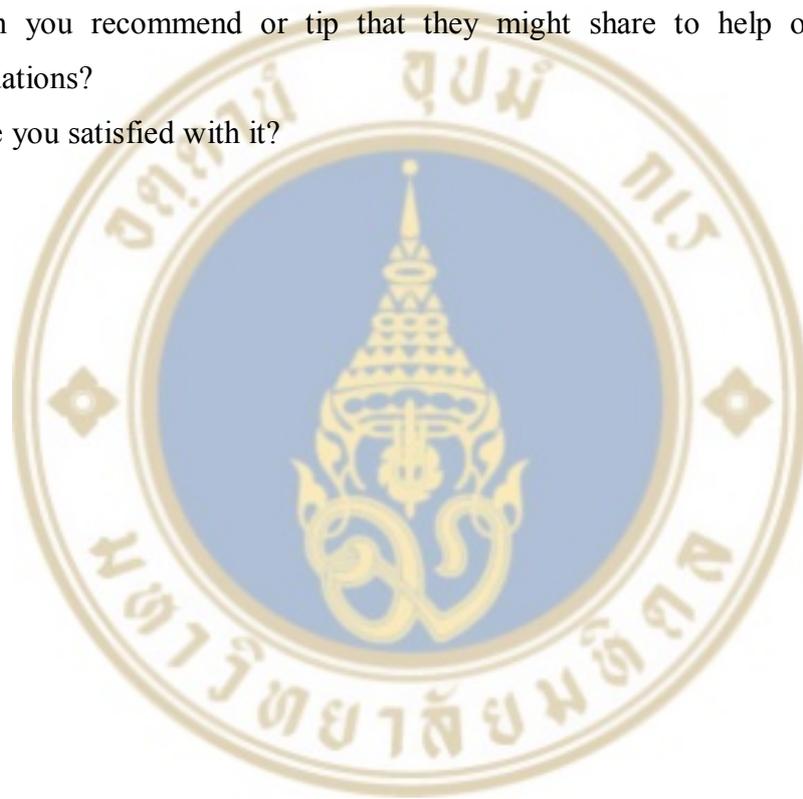
Interview Questions

The questions that used for interview are developing from our framework and previous research. To suitable and get deepest information that we want from interviewee, we have to adapt question from going on answer and situation of each business of interviewee. And we list out guideline of question as show as below.

Guideline Questions

- Did you implemented or implementing any international standard in your organization?
- Can you tell me about problem that you face when you start working with your organization? How you solve that problem? Is it come back again?
- Do you think implementation ISO 9001 will help you to transfer power and management family business easier?
- If you implemented ISO 9001 what is pros and con of implementation ISO 9001 and what is the effect to improve effectiveness of your company from ISO 9001

- If you implementing ISO 9001 what is yours problem that you face you when you implementing in your company and that is help to you take over business easier?
- When you start working in your family business, what is first assignment that you get from parent? What is result?
- How do you think, if parent lets you to be persons in charge of implementing ISO 9001 in your company to prove yourself and prepare to take over your company?
- What is your goal to develop your company to be success?
- What are the challenges face faced?
- Can you recommend or tip that they might share to help others in similar situations?
- Are you satisfied with it?



CHAPTER IV

FINDINGS AND DISCUSSION

4.1 Problem of Business hire in Family business

From interview with business hire that we focus on problem that they face when they start in their family business. I can clarify to five main problems as follows.

- Problem of data in company (implement document, collect data and useful data)
- Work flow in process
- do not clear structure of work and command line
- Regulation of company
- Prove their capability to manage company with parent and staff
- Conflict between generations of business hire and current management team

1. Normal of Family businesses in not certifies ISO 9001 sample. They does not collect data in systematic. Then Family business had difficulty to use data to managing company. Most of company that we interview, they redesign format of collect data to match with current work flow and useful data for future.

“From first day that I start working in my company, I have problem with document and communicate. Most of problem of document are data and document collection system because previous day they use paper base without collective system that information don’t useful because difficult to use.” Interviewee 2

“First assignment is calculate cost of product because information that company use is not up to date then I have to collect all information to update in excel sheet with formula to use for update and calculate cost later on.” Interviewee 1

“Now I have data excel sheet to calculate cost of product but that not relate with purchasing department to update cost” Interviewee 3

“In my company have problem about data collection that don’t collect data in systematic and relate other department. When we want to use data, data in each

department don't link to each other cause by current software in company that in individual department they have own software.” Interviewee 4

2. From interview some company that small family business, they have problem about work flow that was design since day that start company and do not revise work flow and system of work in company. Those do not up to date of current process and have conflict with work flow.

“I'm start to modify work flow of purchase of company from without monitor to set document to know who request and who take it from store”

Interviewee 2

“To order jobs previously they order by mouth and memories. Those create lots of problem of understanding and detail of product.” Interviewee 3

3. All of family business starts from small size of company and close to each other. Then they are very flexible regulation or CEO or manager is regulator. But when company growing up have bigger scale cannot still do that way. Then Business hire have to redesign regulation of company and take care all people in same regulations.

“We are SME. we don't have much standard of work. That led to people problem which is have problem of one key person in process. He has good efficacy of work but absence from work without inform before. That makes process shortage problem.” Interviewee 1

4. When business hire start work in company. Parent and staff in company which is work with company for long time, they are grown up business hire since they was young. Then they will treat Business hire as children until their work wilt company. When they start working with company they have to prove their capability with parent and staff by get assignment to improve some part of company.

“Some time they order to work something without reasons of jobs and when we ask reasons of to work. But parent thinks I should follow order without any argument and start work, if I have problem come to ask later on.” Interviewee 1

5. Biggest challenge of Business hire is conflict between generations of Business hire and current management team. Most of this problem causes by knowledge, experience and different way to run business before and nowadays. This problem needs to both side open mind together and discuss with each other.

“I want to implement software and technology for manage my company because my company lack of this system cause by visions of my parent that they don’t have background in computer system then they can’t see necessary of this system”

Interviewee 4

“Manage people in different generation is very tough. I never think about it before I face this problem. When I was work with other company I ever meet people in different generations but don’t have family relations it’s different with work with family business. To work with persons those have relations, if we fight each other that worthless to fight not necessary to win when you have conflict with your mother.”

Interviewee 1

4.2 Solution to solve problem when transferring power in Family business

In each interviewee have different situations and solutions to solve problem that they face when start working and transferring of company. We can summarize to three steps of solutions as following details

1. Work as staff in most important department

Most of Business hires that start working in family business. They should understand working process, management system and organization culture of company. The best way to understand, it is to be staff of company. Then most of business hire they start from normal staff of company to evaluate capability of staff to help for future, observe problem and find solutions to solve problem. In this step they can see gap to improvement of other department.

“I work with our company since I was 12 years old. Then I’m quite know in every detail and problem of company to list out problem of company to problem that I can solve by myself and problem that need authority from parent. And people who plan to start

working with your company. You should start from zero in you company to know what your worker feel.” Interviewee 2

“We should understand staff feeling to work closely and co-operate with them.”

Interviewee 3

2. Manage department that they want to improve

In this step Business Hire should prove their capability to their parent. Then they should start to manage easiest department and have a gap to improve. They can start by develop work process and modify data collection process. They could find SWOT of company and plan to implement system that can develop the whole company such as ERP (Enterprise resource planning). But they should start implement in department that business hire working to show benefit and create acceptant from staff.

“Previous day they don’t have inventory control, monitor and minimum level of material to order. That will effect to lack of material in process. But when I start work on this department, I start to collect data for control inventory in stock by set minimum stock and terminate loss of material. And I create excel sheet to collect data and recheck with actual number in stock.” Interviewee 2

“When I start work with company for a while. I can see problem and gap to implement working process of company by implement ERP (Enterprise resource planning) system in company. I start implement from one department of company which is Store and purchase to collect data from daily transections for plan to use for other department.” Interviewee 3

3. Start doing bigger to develop whole company

In this step they should understand every single process of company and should know what the gap to improve every single department. After Business hire show their potential and have support from one department that they work with. Then they have power to develop bigger scope in another department until you modify all departments. That will be one successions to in charge to company. This will be in

transferring power stage but if they have to next step which is completely transferring power that take long time or not be this stage until parent died (Somrankabut, 2010).

“After I start implement data collection by ERP system in Store and purchase department. I can use that information to analyze, set minimum stock and set cost of material. And then next step I implement to sale department which is most important department of company. We can revise pricing of product from information that I collect before. When sale use ERP system we can use data to analyze trend of customer to serve product and service meet with customer need.” Interviewee 3

“I want to implement software and technology to support my company. Because my company had lack of this cause by visions of parent and current manage that not focus on it. Nowadays we have ERP system but that not cover all detail of production and not link to other department because in my company inventory control and cost are very important” Interviewee 4

4.3 Effect and benefit of implement ISO 9001 in Family Business in period of transferring power between generations

From our interesting topic is Effect of implementing ISO 9001 of Family Business in period of transferring power between generations. Result of Interview, we found benefit ISO 9001 can support and solve problem of transferring power between generations. We can clarify to three main effects as follows.

- ISO 9001 have well information plan that helpful for Business Hire to understand company
- Implement ISO 9001 can use plea with staff to reduce opposition in organization for redesign workflow and develop organization
- Implement ISO 9001 will be good chance to prove his self to manage company with their parent.

1. ISO 9001 have well information plan that helpful for Business Hire to understand company. When Business hire start working in some position in his company they can get good information and well planning of work from information

of ISO 9001 system such as work flow, step of ordering and quality control system. Then that very helpful for Business hire to understand their company and start find gap to improve in company easier.

After they work with company for a while, they will start looking for develop bigger step. Information in ISO 9001 database system could help them to analyze strange and weakness of their company. Then they can move on to develop and start next step of took over company form their parent faster.

“ISO 9001 help me to in charge start working in company and take over company from my parent by using data of ISO 9001. Most important information that help me is document that control step of work from before produce by check status of machine, process of produce product and after product by quality control.”

Interviewee 4

2. Implement ISO 9001 can use plea with staff to reduce opposition in organization for redesign workflow and develop organization. When they on step of taking over company from parent. If they want to redesign whole work flow of company. They have to face with lots of opposition from current staff that they comfortable with current workflow and system because normal people hate change and move from their safe zone. Implement ISO 9001 can use for plea of Business hire to redesign workflow and develop organization by communicate with staff about redesign and development is part of implement ISO 9001. From this reasons they can get support and less opposition from staff. That support transfer power to business hire.

“Implement ISO 9001 while transfer power between generations will increase workload of business hire but that will be good to change in same the time, because while we implement we can modify working conditions of company and develop quality point in any department to support us in future and they can recheck every single step of work by them self. But it will different with company what certify by ISO 9001 because they can start revise process of work by recheck effectively every process and every single step to find weakness of our system to develop.”

Interviewee 2

“I’m using ISO 9001 for plea to restructure, develop workflow and change regulations of organizations by communicate changes are requirement of ISO 9001. From that most staff cooperate and support my change. Interviewee 3

3. Implement ISO 9001 will be good chance to prove his self to manage company with their parent. To plan business hire become CEO of company they should have power in organization to control their staff. Normally they should have masterpiece project that make every people in organization accept potential and capability to manage organization. Then Implementation ISO 9001 can be masterpiece project that business hire implement to prove their self to their staff and parent because ISO 9001 require many skill to deal, design and manage system to meet with requirement of ISO 9001 to get certify from credit body. And after certify they have to remain system in company to remain effective and useful for company. In another hand ISO 9001 can be tools of business hire to use for manage their company to become success, help to run business smoothly and continuous improvement in organization.

“If in period of implement ISO 9001 have changing of management to new generations. They have to handle lots of work but that will be good chance to prove their capability to handle changing and reshape organization situations in company while implement ISO 9001 with staff and parent” Interviewee 2

4.4 Recommendation from interviewee to other Business hire that face same situations

Interviewee had recommended to new business hire that plan to work in family business and want to take over company from parent.

“You have to put yourself to work hard every day because working environment in family business is very flexible and no motivation to work. If you don’t chance to do whatever you love, then you should love what you doing first. You should find good view that you link in your business to create energy in yourself. Every day planning is important because you will face lots of problem every day but you have to prioritize what is emerging to done it first. And especially for SME CEO

or Business hire should go to detail of every single process of company to understand employees attitude with work, workload and show and create relationship.”

Interviewee 1

“I should know every process from start to end point of process in company because every processes are link together to create one product” Interviewee

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“For Business hire of company have to do are, you should know detail of your product and step to produce each product although you had assign to work in one department because however you will be persons to take over business and manage whole company. But for now I work for one department because I have to know in deep in finance department. You should start from zero in you company to know what your worker feel. In my company I focus on three most important department which are human resource, operation and financial to manage company smoothly with high efficacy. When you stand on top of your company you should know what you do and you can analyze what your company stands for.” Interviewee 2

“For someone who have to take over business from your parent. You should understand all information of you company and use smoothly transection between change of management team to careful anti of staff before you take over company, and when you handle whole company with high power in company that not too late to change to your management style. Interviewee 2

Table 4.1 Comparisons problem of business hire in different criteria face in company while transferring power

Criteria of interviewee	Certified ISO 9001	Implementing ISO 9001	Non-Implement ISO 9001
Problem of company			
Data problem		 They have data problem that not up to date and not useful and they have to adapt to match with regulations of ISO 9001.	 Normally they have data problem. And they solve that case by case without guideline.
Work flow in process		 Currently workflow may overlap between department and some jobs don't have people to take care of it. Then they have to redesign it and summarize to document for ISO 9001	 They can't done major change of company in one time because will have anti from employees. Then they have to do step by step that will too slow and do not link together

Table 4.1 Comparisons problem of business hire in different criteria face in company while transferring power (cont.)

Not clear structure		 Normally of family business don't clear structure, role and responsibility each position. They have to design jobs descriptions for each position and update it often.	 It's very difficult to redesign structure of company because someone will benefit and someone will not. And jobs descriptions difficult to continuous without strictly with regulations
Regulations of company		 They have problem on regulations that they parent done long time but don't update or have special allowance for some people. Then we can use ISO for peal to change regulations of company.	 Very difficult to change regulations of company because they have anti from employees that they think currently regulations are okay why we have to change.

Table 4.1 Comparisons problem of business hire in different criteria face in company while transferring power (cont.)

Prove capability to manage company	 They can prove their capability by review process and manage smoothly	 They can use implementing ISO 9001 to prove his capability to their parent. On another hand they design information system that they design detail of information they need to know.	 Prove their self by get assignment some project from their parent. But that depend on assignment that strong enough to prove or not and they can't get information on hand easily.
Conflict between generations	 Normally of family business that parent and next generations will have conflict because of ways to run business in different generations. Then normally if they want to implement some technology system they have to prove their system and capability in small sector before expand to whole company.		

CHAPTER V

CONCLUSTIONS AND RECOMMENDATIONS

5.1 Conclusions

This study interesting in benefit of ISO 9001 in SME Company focus in different area with other research in benefit of ISO 9001 to help family business to transfer power between generations. Different from other research that focus on effect of ISO 9001 increase efficacy of organization.

In our research interesting in manufacturing business, we separate interesting group in to 3 groups such as non-implement ISO 9001, Implementing ISO 9001 and certify by ISO 9001. From individual group they have different problem to transfer power between generations of company. But all of them have pattern of transfer power as we summarize in to three step of transferring power in company which is

1. Work as staff in most important department
2. Manage department that they want to improve
3. Start doing bigger to develop whole company

Those three steps can use ISO 9001 to support their activity from start until control whole company. But for

For 1st interesting group of company that certify from ISO 9001, they don't need to start from zero they can understand company workflow and process from document of ISO 9001. But we suggest Business hire to review process again to find weakness of system. And revise it to support your management system and see detail of information that useful for our company or not.

For 2nd interesting group of company that implementing ISO 9001, they should use ISO 9001 to be tools for reduce anti of staff to change workflow and regulations of company. In another hand, they can use ISO 9001 to prove their capability to handle situations to control change of company. And you should be persons who design ISO 9001 system that will useful in future of company.

For 3rd interesting group of company that not-implement ISO 9001, may be they too small for implement ISO 9001 or on period to developing company in other side. We recommend they to start to develop company to support environment and behavior of staff in company to prepare change in company. And when they ready and willing to do they can start implement in short time. For company that too small to implement ISO 9001 in company, they can use ISO theory and regulations of ISO 9001 to design workflow and quality management system of company because ISO 9001 will help management team and CEO to smoothly operate company.

All of interviewee recommend Business hire that will start to work with own company to prepare energy to fight inside of company with staff and outside of company with competitor, If you don't love what you company work, you should find part of work that you like and have passion with that to get energy to do it every day. You should know all process of company to manage company smoothly without conflict with staff.

We found out that ISO 9001 standard can support and to be tools for business hire adapt and redesign company by using ISO 9001 regulations to reduce oppositions and anti of staff. For long term business hire can use ISO 9001 to support visions of company for growth and adaptive for rapid change. On another hand ISO 9001 will increase reputation of customer that company have standard of product and service.

5.2 Recommendations

As we found out that implement ISO 9001 standard can support business hire to transfer power between generations. But they should do at final step that you know problem of company, have good support staff and want to develop and change whole company.

Then you should pick key persons of company in each department to be team to implement ISO 9001 and support you when you implementing standard in organizations. And then set mission of company with staff to certify ISO 9001 to getting support and staff move together with business hire.

Most important point are keep working on it and do not give up when you start to implement.

5.3 Future Research

- Find out differentiate detail and process of running business between generation. That will answer why parent set system of business as this in previous day
- Find out problem of failure to transferring power between generations in family business
- Find other solutions or standard to help small companies that not match with ISO 9001 to develop workflow and quality management of company.
- Find same problem in different industry. To confirm this problem is not only from manufacturing business.

5.4 Limitations

- Limited time and resources
- Less time in gathering raw data leading to the limited number of sample size
- Difficult to find interviewee that match with our criteria

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