CHANGE MANAGEMENT IN THAI PROCUREMENT ORGANIZATION; A CASE STUDY IN A THAI CONSTRUCTION COMPANY

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ABSTRACT

Organizational change management is a topic that has been widely discussed and studied to find out how to successfully transform the organization to cope with significantly increasing of changes in every dimension whether it be frequency and variety from the impact of globalization. The aim of this research is to explore the extent methodology for change management in a Thai Procurement organization which has superior performance result. Furthermore, the research project aims to identify the required procurement competency in the future. Three research questions are: (1) What is the current methodology that a Thai procurement organization uses for change management? (2) Does the practice that a Thai procurement organization used consistent with McKinsey 7-S model? (3) What should be the competencies for future procurement role? The research study the effective change management practices in seven aspects: structure, strategy, systems, skills, style, staff, and shared values as well as its alignment to shared value. Moreover, the exploration of required competency in the future will be done based on Iceberg competency model. This research select Operational Procurement Department, CUEL Limited as the case study, and use the qualitative method for collecting data and analysis. The research analysis has shown that this organization recognize the change and uncertainty as a part of the organization, share the core value, ethics and direction to the members. They have the plan to improve the competitive advantages of procurement. They have restructuring the organization structure from 'functional' to 'matrix' structure for flexibility in respond to change. Moreover, they continuous improve tools used for daily operation i.e. sourcing operation procedure, program and database also the communication channel, solving problem method. Furthermore, they have improved the member's profile by expanding the job responsibility from Buyer to be Buyer/Expeditor. The organization has tried to improve competitive capabilities and competencies: assess the skills and performance, provide continuous training to every organization member. Lastly, the most important thing is they align every practices with the shared value of the organization. Therefore, this organization has change management practices conform the 7-S framework. This research also shown the exploration for future role and required competency both technical and behavioral.

In summary, all of research questions have been answered. The practices of change management would support the organization to have an effective operation and achieve the superior performance.

KEYWORDS: ORGANIZAITONAL CHANGE MANAGEMENT/
                  PROCUREMENT COMPETENCY

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CHAPTER I
INTRODUCTION

1.1 Change business environment

The increasing and continuity of Globalization is a major driver of a greater amount of international business transactions. The more expansion of globalization, the more engagement in the competitive environment every country or its sub-directory to the global or local company to encounter. Globalization and advance of technology facilitate a flow of information and resources which bring to build the competitive advantage. The businesses are moving forward to seek out for the most gain position or competitive economic resources whether it be human resources, natural resources, and capital resources. The international business transactions and competition bring the business environment to be more complex and overwhelm with uncertainties which are risk or challenge to manage. Change is one of the key characteristics of uncertainties; it occurs all the time whether to reflect or manage such risk and challenges.

The change continuous rise significantly concerning variety, volume, speed, complication and so on. Namely, it becomes dynamic in every dimension. Thus, a business unit or organization to specify the sequence or predict the future become tough until it seems impossible to do it precisely. As a result, to survive in the turbulent environment, an organization is necessary to prepare itself to be strong and be ready for change continuously in respond to the high speed of change. Change become a foundation as part of the daily business transaction- uncertainty is the certainty. An organization is needed to explore and define the process to manage the uncertainties and changes efficiently and effectively.

However, the changes tend to be not easy; most of them drive an individual or together as a whole company out of their comfort zone. Therefore, to implement any change is tend to have some or many resistances from the organization members. The management of the organization shall not implement any change by only theoretically or gut feeling without a thoroughly considerate plan; coercive change implementation

will highly tentative and often becomes the cause of business failure or even collapse. On the other way, an organization shall create strategic change management which is in accordant with the firm's background, culture and environment context.

Change management could divide into an individual and organizational level, however, they are inevitably separate from each other. The ability to change in individual performance would significantly impact the overall organization's performance. The alignment of personal and organization change management would increase the possibility of success rate for implementation of change management. An organization has to outlook on the future based on its goals and objectives, manage change and have the flexibility to allow some comfort zone for the members at the same time which it is a real challenge. However, it is valuable, worth wager as it brings to the survival and success of the company.

1.2 Procurement: Backbone of company competitiveness

Procurement is the process of acquiring product/service of a company. Many organizations hold the function of procurement as the company competitiveness, and this is because procurement outcome is the initial cost of the business. The cost of the product is one of the main factors for a company to create its competitive strategy. Having lower cost than others could bring a company to compete with the competitors regarding price, reduce the burden of marketing concerning flexibility of margin rate. For clarification, a company could maintain or increase its profit level of direct cost control from procurement activity easier than setting a higher price of product or service, or else expand the market share which is more challenging and unavoidable encounter with several uncontrollable supporting drivers.

From the above reason, procurement function has to stand the severe pressure from organization or company's management to maintain the lowest cost as much as possible, especially among current business competitive environment. Take a closer look at procurement function; this entity involves several stakeholders both internal and external organization such as Management, Project Management, Marketing, Logistics, Warehouse, Production, Accounting, vendors, etc. In summary,

many stakeholders come with different expectation and requirements for procurement work.

Considering procurement role and responsibility, it has the responsibility to serve the expectation of management and marketing for acquiring raw material, product or service with the lowest cost as much as possible. Moreover, it has to manage and expedite the delivery of supply to make the raw materials or products available and meet the production schedule. Meanwhile, procurement personnel to ensure the quality of materials to meet the standard of quality assurance, coordinate with logistics and warehouse about materials delivery and receiving process, deal with the invoicing and credit issue with accounting, etc. For outside organization, there are many concerning about the market situation, law and regulations, raw material availability and price index, vendors' conditions related to product specification, terms and conditions, price, credit terms, and others.

1.3 Change management in Thai Procurement organization

The increasing and dynamic change environment requires procurement personal and organization, who must confront several, and various changes in the materials or services acquisition streamline processes, to have strategic change management to prepare and cope with such changes timely and efficiently. This is because the performance of organization is an essential component to create or maintain the company competitiveness. As a consequence of incredibly rising competition, international commerce, and digital firms, it increase speed and complexity of change which drive the procurement function to require more advanced role and responsibility. The company might need to foresee the future ability and competency that procurement people need to adapt and possess as transformation.

Furthermore, change management in procurement organization and skill of procurement personnel is directly related to people, which has different culture and context geographically. In Thailand, there are still many areas for procurement organizations to be developed and to be strengthened to compete in the global business. At this moment, a research specific to change management for Thai procurement organization still has a very limited numbers. Therefore, there would be a right timing

to study or explore the issue about change management for Thai procurement organization context.

In summary, the aim of the research is to examine the methodology for effective change management in the Thai Procurement organization. Moreover, in response to change management, the research project seeks to identify the required procurement competency in the future.

Therefore, the objectives of this study are:

- Identification of method of change management process in a Thai procurement organization.

- Assessment of the consistent of change management in a Thai procurement organization and McKinsey 7-S model.

- Identification of the competency required for procurement role in the future.

Lastly, the research questions are as follows:

1) What is the current methodology that Thai procurement organization uses for change management?

2) Does the change management that a Thai procurement organization used consistent with McKinsey 7-S model?

3) What should be the competencies for procurement role in the future for uncertainty business environment?

CHAPTER II
LITERATURE REVIEW

This chapter provides the literature review about effective organizational change management for procurement organization. It explains the definition as well as details about procurement organization, change management practices and competency. The framework for procurement organizational change management and required competency from literature review are also described in this chapter.

2.1 Organizational change management

According to world turbulent economic environment, the business needs to actively and dynamic response to the change. The firms need to learn quickly new patterns and capabilities to survive (Pettus, Kor & Mahoney, 2009). The organizational change management is undoubtedly in the mainstream of studying to cope with current situations. The concept of organization change management has been widely discussed and defined by many researchers- An organization is the aggregation of an individual collected together under structured management. Organizations are composed of informal structure, rules, and norms as well as formal practices and procedures. People create these standards, patterns of behavior and communication to meet their emotional needs as important as formal systems which run the organization by management (Burnes, 2009a). Therefore, to manage change of the organization is to integrate of change management between Individual and organization.

2.1.1 Definition of organizational change

What is the organizational change? -"Organizational change is both the process in which an organization changes its structure, strategies, operational methods, technologies, or organizational culture to affect change within the organization and the effects of these changes on the organization. Organizational change can be continuous

or occur for distinct periods of time" (What is organization change, n.d.) or "the process of helping a person, group or organization change" defined by Rothwell and Sullivan (2005). There are many factors leads to organizational change both internal influence and external, however, commonly they are; change of government, mergers, and acquisition, expansion to the global market, change of structure, exit strategy, new operation processes, organization restructuring (Edmonds, 2011).

However, change is increasingly complex and challenging to manage and implement both for its organization and its employees. Executing the successfully change management is one of the most challenge for management, it requires redefinition at the right time for organizational goals and values, seeking for a certain expectation of the changing requirements both within and outside organization, and adapt responses to changes in the business environment (By, 2005). John Kotter claimed in 1996 that nearly 70 percent of large-scale change programs didn't meet their goals (Kotter, 1996), and virtually every survey since then has shown similar results (Gary Hamel and Michele Zanini, 2014) Therefore, it is required to plan carefully and strategically for success. Otherwise, to manage change will be not smooth and tend to fail. "Change is a pain: any major change initiative requires people to apply focus and effort, to pay attention to bring about change" (Rock and Donde, 2008).

2.1.2 Procurement organization

Although there are a number of research about organizational change management conducted widely, a particular study of change management in procurement organization still has a limited number, especially when looking into the real implementation of procurement organization in Thailand. In fact, each organization has different background and culture -which related to people and behavior -the major success factor of change management. Therefore, a particular discipline of change management is worth value area to study.

2.1.2.1 Definition of Procurement

There are several definitions of procurement, ""Procurement" is the overarching function that describes the activities and processes to acquire goods and services. Importantly, and distinct from "purchasing," procurement involves the activities involved in establishing fundamental requirements, sourcing activities such as

market research and vendor evaluation and negotiation of contracts. It can also include the purchasing activities required to order and receive goods" "The term "Purchasing" refers to the process of ordering and receiving goods and services. It is a subset of the wider procurement process. In general, purchasing refers to the process involved in ordering products such as request, approval, the creation of a purchase order record (a Purchase Order or P.O.) and the receipting of goods" ("Definition of Procurement – Procurement vs. Purchasing," n.d., para. 1).

The objective of procurement is to acquire the goods/services to meet the requirement of the internal and external customers with acceptable cost, schedule, and quality. In which, managing change to achieve this objective is always a challenge for every procurement organization and personnel.
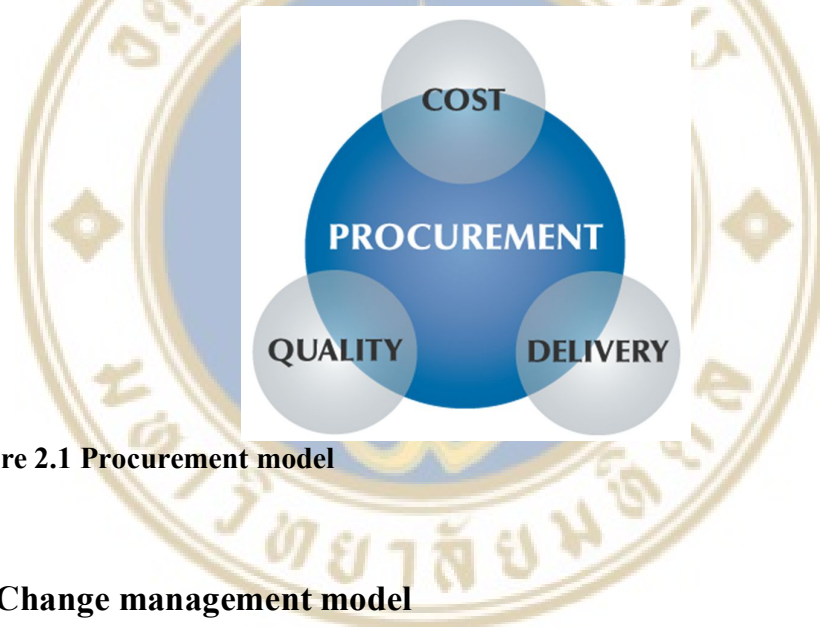
Figure 2.1 Procurement model

2.2 Change management model

As described, change nowadays is complicated and not easy; it requires a strategic plan in order to increase the rate of success for implementation. The tools to facilitate effective organizational change management have been widely discussed; however, some key tools are regularly applied by the organization for execution of change management.

2.2.1 The 7-S McKinsey model

The McKinsey 7-S model (referred as Pascale and Athos' (1981) 7S model) offers a collective approach to organization, which mainly concerning the investigation

of the organization's internal alignment and provide a significant contribution to organizational effectiveness (Hayes, 2002). The model was introduced by Robert Waterman, Tom Peters, Richard Pascale, and Anthony Athos; it has seven factors that operate a holistic change: The 7-S are structure, strategy, systems, skills, style, staff, and shared values (Hayes, 2014). The model captured the essential factors for an organization, which needed to align with shared value in implementing change management. Also, the factors are categorized to be hard elements; strategy, structure, and systems, which basically focus on the infrastructure and soft elements; shared value, style, staff, and skills which more emphasis on the human resource.

The model not focuses only on structure as traditional practices but considering others which impact the organization performance as well; the director of McKinsey -Lowell Bryan identify that the 7-S Mckinsey model's key point is "to address the critical role of coordination, rather than structure, of organizational effectiveness"(Mckinsey Quarterly 2008). Also, reference to statement of the model originators; "Diagnosing and solving organizational problems means looking not merely to structural reorganization for answers but to a framework that includes structure and several related factors" (Waterman, Peters and Phillips 1980):

1. Strategy. Objective of the business, a relationship between adopting and actual strategy.

2. Structure. Division of activities; integration and coordination mechanisms; nature of the informal organization.

3. Systems. Formal procedures for measurement, reward, and resource allocation; the usual method of communication, conflicts solving and so on.

4. Staff. Demographic, educational and characteristics of organizational members.

5. Style. Typical behavior patterns of key groups such as managers and other professionals and the organization as a whole.

6. Shared values. Core beliefs and values and how these influence the organization's orientation to customers, employees, shareholders, and society.

7. Skills. The organization's core competencies and distinctive capabilities. (Hayes, 2002)
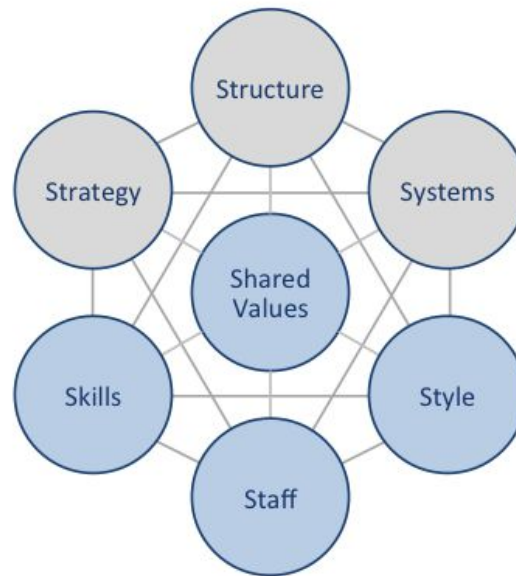
Figure 2.2 McKinsey 7-S model

2.2.2 Other change management models

There are other several reputable change management models which are widely used for implementation of change in the organizations. For examples, they are as follows:

2.2.2.1 Lewin's change management model

The psychologist Kurt Lewin, founder of social psychology, provides three steps of change for successful change project. Lewin claimed that the majority of people tend to prefer and operate within certain zones of safety; these stages in a sequence are (1) Unfreeze; (2) Transition; and (3) Refreeze (Burnes, 2004).). Since the creation of the model in the 1950s, the over 50 years model has been widely accepted and used by many companies. However, there is some criticism in the past years that the model assumed the organization operated in a stable condition, suitable for only small-scale change project, ignore organization power and politics; and was top-down management driven (Burnes, 2004). Another opinion is Lewin's Model is applicable only for pre-planned and incremental change projects, which would bring about the question of usefulness if to be applied to organizations with unstable and dynamic

context (By, 2005). Despite the occurrence of some critics, Lewin's Change Management Model remains widely used today.

2.2.2.2 Kotter's 8 step change model

Dr. John Kotter, one of the leaders and most well-known writer for several business theories; leadership, change, and management has introduced a practical 8-step process for change management in his book "Leading Change (1996)", then explained in the book "Accelerate (2014)". There eight steps models are as follows:

1. Create a sense of urgency
2. Build a guiding coalition
3. Form a strategic vision & initiatives
4. Enlist a volunteer army
5. Enable action by removing barriers
6. Generate short-term wins
7. Sustain acceleration
8. Institute change

The model requires implementation of change in step-by-step, and it could not be skipped without achieving the earlier steps. The reason is the model required to ensure the employee involvement and commitment to change for implementing. However, the comment has been raised that the Kotter's model is suitable for traditional hierarchical structure organizations. It tends to be a top-down approach, and the application for non-linear change is still questionable (Appelbaum, 2012).

2.3 Competency framework: Iceberg model of competency

What is a competency? A definition of competency is "an underlying characteristic of an individual that is causally related to criterion-referenced effective or superior performance in a job or situation" (Spencer & Spencer, 1993). For explanation, the competencies are the characteristics of people and indicate "ways of behaving or thinking, generalizing across situations, and enduring for a long period of time" (Spencer & Spencer, 1993), which are factors for the least acceptable level of work or above average performance at work or situation.

<u>Characteristics of five type of competency</u>

1. Motives. The things a person consistently thinks about or wants that cause action. Motives 'Drive, direct, and select' behavior toward certain actions of goals and away from others.

2. Traits. Physical characteristics and consistent responses to situations or information.

3. Self-concept. A person's attitudes, values, or self-image

4. Knowledge. Information a person has in specific content areas.

5. Skill. The ability to perform a certain physical or mental task." (Spencer & Spencer, 1993)

The definition of a competency model is defined as "A framework for defining the skill and knowledge requirements of a job. It is a collection of competencies that jointly define successful job performance." (Competency-model, n.d.). A competency model could help the organizations for higher performance as it provides a "Roadmap" for the range of behavior for achieving excellent performance. Moreover, it also is a useful tool for individual development guidance for developing a set of desired competencies for his/her career path (Vazirani, 2010).

The Iceberg model for competencies categorizes the competency into two groups. It considers the competency as surface and deeper competency:

• Surface –technical competency: the components of competencies which are explicit and can be proved by evidence: Knowledge, skill

• Deeper- behavioral competency: the components of competencies which are hidden or beneath the surface, however, strongly impact the behavior like Social role, Self-image, Traits, Motives.

Both surface and deeper competency are essential as in accordant with the article presented by McClelland that individual characteristics are the important predictors for employee performance and success, equally as significant as an individual's skills and knowledge showed by any tests scores (McClelland, 1973). The iceberg model concept explains that the deeper competencies would directly influence how people use his knowledge and skills to complete a job effectively.
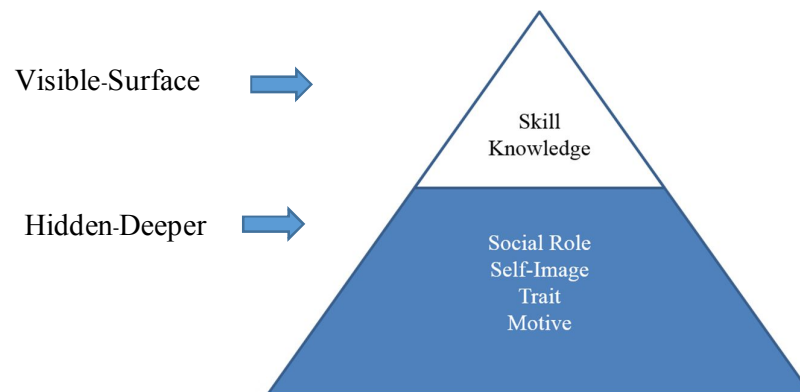
Figure 2.3 The Iceberg competency model

In summary, the Iceberg model of competency illustrates a concept of competency- there are some competencies which are visible easily or so-called "Surface" competency, and some which are harder to see but lead to the behavior of the people and impact how they use the surface competency called "Deeper" competency. In practical implication for planning the human resource, the surface competency is referred that it is easier to develop than deeper competency: providing the training will be the most cost-effective to ensure acquiring these staff competency. In the other hand, the motive and trait competency are more difficult to evaluate and develop, it is the base of personality in Iceberg model; therefore, the organization to select these attributes when recruiting (Spencer & Spencer, 1993).

2.4 Explanation of research questions & selected research frameworks

From the literature review of the theoretical models for change management and competency, the research select the 7-S Mckinsey model to be the framework for study of Thai procurement organizational change management. The reason for choosing this model is the research view that the model has apparently divided and captured the essential factors relating to the effective organizational change, which could facilitate the study to have clarity for exploration and analysis in each part that what related practice should be maintained or can be enhanced, and what practices still have the area for improvement.

Moreover, the research believes in accordance to what mentioned that when implementing change; it is needed to consider the agreed objectives which they are likely to support any change (Edmonds, 2011). Consequently, the research views the 7-S Mckinsey model could reflect this concept which every change component should link to or correspond to the share valued of the organization. Lastly, despite some have viewed that the weak point of the 7-S Mckinsey model is it only focus on internal alignment, the research views that it would benefit the study to frame on internal factors which could be more controllable concerning management and reflect the empirical practice rather than uncontrollable external factors.

Table 2.1 Research framework of organizational change management

McKinsey 7-S models		
McKinsey 7-S model	**Definition**	**Criteria of organizational change management**
1. Shared values	Core values those influence and is reflected in organization's culture, ethic, and direction to stakeholders.	- Considering the change and uncertainty situation as a part of the organization. - Sharing company value to organization members. - Sharing work ethic to organization members. - Sharing organization direction for member related to its stakeholder
2. Strategy	The organization's plan to build, maintain and level up competitive advantage.	- Having the plan to build, sustain and improve the competitive advantages of organization

Table 2.2 Research framework of organizational change management (cont.)

3. Structure	The organization structure and hierarchy.	- Building the organization structure to have sufficient flexibility to capture with change.
4. Systems	The procedures, routine processes, and the information flow required performing the work.	- Continuous improving sourcing procedure, operation process, etc. - Change/improve tools used for daily operation. - Continuous improving channel and tools for communication.
5. Style	Typical behavior patterns of organization's management and members in order to achieve the organization's goals.	- Improving interrelated behavior patterns among organization's member i.e. communication, solving problem method.
6. Staff	Profile of the organization member (technical and behavioral competency)	- Change/improving profiles of organization members.
7. Skills	The competitive capabilities and competencies of the organization	- Seeking and acquiring organization's distinctive capabilities and competencies. - Continuous training both technical and behavioral skill to every organization member.

In the meantime, implementing the change management of the organization has to focus on the people or member. The implication in developing the organization

competence primarily human resource, it is needed to identify the current and future role and responsibilities also the required competencies of the staff. Consequently, the researcher selects one of the most reputable competency framework "Iceberg model of competency" to be the tool to seek out the answer, the model to identify the required competencies both surface and deeper level. Lastly, the research to match the outlook required competencies to align with the defined roles. The organization can use this research result to develop the plan for acquiring those needed competencies to strengthen the organization competitive advantages.

Table 3.2 Research framework for identifying competency of organization personnel

Iceberg model of competency	Definition	Application details
Surface- technical competency - Knowledge, skill	The components of competencies which are explicit and can be proved by evidence.	- Identifying future knowledge and skill regarding education and experience required
Deeper- behavioral competency - Social role - Self-image - Traits - Motives	The components of competencies which are hidden or beneath the surface, however, strongly impact the behavior.	- Identifying future requirement for attitude, personality, and characteristics of the personnel.

2.5 Conclusion

This chapter has reviewed the theoretical literature regarding organizational change management, change management model: The 7-S McKinsey change management model along with other reputable models: Lewin's change management model and Kotter's 8 step change model. Also, the review includes the competency framework: Iceberg model of competency. The research questions and research framework determined to answer the research questions have been established. Next chapter will discuss the methodology and sample for this study.

CHAPTER III
RESEARCH DESIGN AND METHODOLOGY

3.1 Research questions and framework

This research for change management practice for Thai Procurement Organization applies a case study methodology, which the research objectives are to explore the method of change management process in a Thai procurement organization, to evaluate the consistent of change management in a Thai procurement organization and McKinsey 7-S Model which is the tools for effective change management. Moreover, to explore that what are the abilities and competencies should Thai procurement personnel possess to response to future required role and responsibility.

The questions of this research in response to the objectives are:

1.   What is the current methodology that Thai procurement organization uses for change management?

2.   Does the management process that a Thai procurement organization used consistent with McKinsey 7-S Model?

3.   What should be the competencies for procurement role in the future for uncertainty business environment?

This research applies seven criteria from the McKinsey 7-S model and six competency criteria from the Iceberg model, which explained in the literature review that it would help the organization to have successful change and to design the competency respectively, as the framework of the study. The proposed research model based on an application of McKinsey 7-S model for change management in Thai Procurement organization and details of each criterion is presented in Table 3.1. Meanwhile, the proposed research model based on the application of Iceberg model for identifying competency of future procurement is shown in Table 3.2.

Table 3.1 The application of McKinsey 7-S model for change management in Thai procurement organization

McKinsey 7-S Model	Definition	Application details
1. Shared values	Core values those influence and is reflected in organization's culture, ethic, and direction to stakeholders.	- Considering the change and uncertainty situation as a part of the procurement organization. - Sharing company value for procurement organization members. - Sharing work ethic for procurement's members. - Sharing organization direction for procurement member related to its stakeholder i.e. a whole procurement organization, another department, client, and vendor.
2. Strategy	The organization's plan to build, maintain and level up competitive advantage.	- Having the plan to build, sustain and improve the competitive advantages of procurement i.e. cost, payment terms, material availability, speed, quality, vendor relationship, contract.
3. Structure	The organization structure and hierarchy.	- Building the procurement organization structure to have sufficient flexibility to capture with change.

Table 3.1 The application of McKinsey 7-S model for change management in Thai Procurement organization (cont.)

McKinsey 7-S Model	Definition	Application details
4. Systems	The procedures, routine processes, and the information flow required performing the work.	- Continuous improving sourcing procedure, operation process, etc. - Change/improve tools used for daily operation. - Continuous improving channel and tools for communication.
5. Style	Typical behavior patterns of organization's management and members in order to achieve the organization's goals.	- Improving interrelated behavior patterns among organization's member i.e. communication, solving problem method.
6. Staff	Profile of the organization member (technical and behavioral competency)	- Change/improving profiles of organization members.
7. Skills	The competitive capabilities and competencies of the organization	- Skills and performance assessment. - Continuous training both technical and behavioral skill to every organization member.

Table 3.2 The application of Iceberg model for identifying competency of future procurement personnel

Iceberg model of Competency	Definition	Application details
Surface –Technical competency - Knowledge, skill	The components of competencies which are explicit and can be proved by evidence.	- Identifying future knowledge and skill regarding education and experience required for procurement work.
Deeper- Behavioral competency - Social role - Self-image - Traits - Motives	The components of competencies which are hidden or beneath the surface, however, strongly impact the behavior.	- Identifying future requirement for attitude, personality, and characteristics of procurement personnel.

3.2 Research methodology

This research for change management practice for Thai Procurement Organization uses a case study methodology because until recently in late 2016; there is a limited number of studies of change management in Thai procurement organization context, which lead to insufficient information for reference. Therefore, the case study with explicitly empirical context would be the most appropriate method to enable the researcher and interested people for this topic to have a clearer illustration and more understanding of complex real-life situations. Supporting to this case study method selection, it corresponds to a definition of a case study; "a case study is an empirical inquiry that: investigates contemporary phenomena within its real-life context, especially when the boundaries between phenomenon and context are not clear evident" (Yin, 1994).

Moreover, the case study research for change management practice for Thai Procurement Organization is designed to use a qualitative approach; this is because the research is to explore the process of change management which needs the information

of context in explanation to find the answer. Differ from quantitative research; the qualitative research is the method that takes the obvious part of knowledge from communication between researcher and the field not from a deemed intervening variable (Flick, 2009), and "The subjectivity of the researcher and those being studied becomes part of the research process. Researchers' reflections on their actions and observations in the field, their impressions, irritations, feelings, and so on, become data in their right, forming part of the interpretation, and are documented in research diaries or context protocols" (Flick, 2009). Furthermore, the researcher supposes that there would be many answers those could not be quantified or measured by the number. Therefore, it is the most appropriate to apply qualitative approach for this research.

The research data collection methodology designed to answer research questions from section 3.1 is Interview; the data came from the secondary data i.e. disclosed information from company website, procurement department documents, etc., and an in-depth interview with semi-structure questions of selected procurement organization members which would yield a significant amount of detailed information (Adams, Raeside & Khan,2014). The research process is described as following: The research is the interviewer of the participants. The explanation of interview condition will be provided at the beginning of each interview such as confidential agreement, observation, voice recorder, etc. During the interview, the research will pay an intention in listening to the participant, also trying to focus on the topic over 80% of the discussion, repeating a summary of the answer to the verify the validity of the research's interpretation. Technically, listen actively, probe and reflect (LAPAR); moreover, the interview will apply note taking for the answers about two-third and make the observation about one-third of the interview, voice recorder will be used as a tool to support as well (Adams, Raeside & Khan,2014).

Lastly, for the data analysis, this research will apply the content analysis approach which one of an approved approach to the analysis of qualitative information. The method is used to conduct the analysis of note taking, documents and, and transcribing all collected data. The research will analyze and count the frequencies of key phrases or words defined relating the criteria in the framework (see Table 3.3). This method will benefit the researcher to present the illustration of practice matching to the concept (Adams, Raeside & Khan, 2014).

Table 3.3 Interview questions based on the research framework

Criteria	Questions
1. Shared Values	2. Currently, how are the change impact procurement organization and management? 3. In recent years, do you notice any outstanding change in your organization? Please explain in details for characteristics and objective of that change. 4. What is your organization core value and code of conduct? 15. From your described organization change earlier, how do you think about its alignment to the shared value of the organization?
2. Strategy	5. In your point of view, how the values defined in organization documents related to strategy documents, objectives, and decision making? 6. What are the strategy and contingency plan to gain the competitive advantage for your organization?
3. Structure	What are your organization, operation, and structure of your organization? Please explain your role and responsibility.
4. Systems	7. What is your standard, process of procurement work including transparency and equitable to supplier and client? 9. How your organization improve the tool for daily procurement process? Please provide details for the frequency of change.
5. Style	8. Please explain about flow of information inside your organization through all related parties from upstream to downstream in procurement process 10. How is the atmosphere for teamwork, support from the management and chance for staff to raise the idea, suggestion or issue? What is the process and communication channel?

Table 3.3 Interview questions based on the research framework (cont.)

	11. Is it acceptable if there are any exceptions to regulation or policy with the clear condition and reasonable? How the exception is recorded?
6. Staff	13. How is the knowledge, skills, and experience of staff matched to the required competencies for procurement work?
7. Skills	12. How the organization do the performance evaluation in the organization? What is the same/difference for each organization members? 14. How the organization support the training? The training programs are set for whom? And do them aligned with necessary skills and knowledge for procurement work?
Iceberg competency model criteria	
Criteria	**Questions**
Surface- technical competency and Deeper- behavioral competency	16. Outlook for next 5- 10 years ahead, what do you think that future procurement role will be? 17. In response to your future projection, given criteria as skills, knowledge, attitudes, interpersonal skills, motivation, achievement; please describe future required qualification for Thai procurement personnel of each criterion. Also, please provide the ranking of importance for Thai procurement staff to obtain.

3.3 Research sample

3.3.1 Characteristics of selected procurement organization

This research is to explore the procurement organization due to its importance for company competitiveness, the efficiency of change management in this organization would have a high impact on company performance and the signal of company survival and sustainable growth. The research selects the procurement

organization of CUEL Limited to study the change management because its procurement has a significant contribution to the business success regarding leading business service to the client and the major cost of the product/service of the company. This organization has implemented successful change management which can be seen from apparently high result performance. In recent years, the oil and gas industry environment has unpredictable changed dramatically, the drastically drop of oil price drives the company struggles to survive. From the spending era to austerity era, the company actively need to change and adapt to a very intense competition environment than ever. Therefore, it would be interesting to know how the procurement organization of this Thai company transformed to maintain and increase the competitiveness to survive and seeking for growth in these changing environment and uncertainties.

CUEL Limited; an EPCI company (EPCI stands for Engineering Procurement Commissioning Installation) found in the year 2000. Since the year 2003, CUEL has been a joint venture between a Thai company Unithai Shipyard and a foreign company -Engineering Limited and Chevron Engineering and Construction Holdings at the portion of 67% and 33% respectively. The CUEL's head office is at SCB Park Plaza Tower II (West), Ratchadapisek Road, Chatuchak Bangkok, Thailand while the fabrication yard is located within the area of Laem Chabang Port, Sriracha District, Chonburi, Thailand. Currently, the company has 2,946 employee- 275 staff are working at BKK head office, and others work at Laemchabang yard (as of October 2016). CUEL Limited has been certified to meet a requirement of ISO 9001:2000 for Design, Construction, and Installation of oil and gas related structures and pipelines onshore and offshore. Also, CUEL Laemchabang yard has been certified with ISO 14001 and OHSAS 18001:2007 standard.

Vision

To be the Leading Oil & Gas EPCI Partner in Asia (CUEL, 2016)

Mission

To provide production facilities to oil & gas companies with an integrated focus on excellence in safety, quality and delivery (CUEL, 2015)

The company provides construction services; design and engineering the wellhead platforms and pipelines, procuring materials internationally, fabricating integrated oil process decks and innovative low–cost wellhead platforms, managing the

project, installing, hook-up and commissioning services to international oil and gas companies, mainly in the Gulf of Thailand also in the Asia Pacific region. Moreover, for a recent project, CUEL has extended the capability to operate a turnkey contract for the offshore Oil & Gas facilities and onshore LNG plant modules as well.

Table 3.4 CUEL's capability (CUEL, 2015)

Expertise	Resource	Supply and Service
Project Management	The high experience team in delivering a wide range of projects- the Engineering, Procurement, Construction, Installation and Hookup and Commissioning disciplines with proven record.	- Project safety management - Project quality management - Planning, progress monitoring and reporting - Cost control Scope assignments and work breakdown structure - Document control and collaboration systems - Risk management - Change management
Engineering	Design and construction offices at Bangkok office and Laem Chabang yard.	- Engineering management. - Structural design. - Piping and mechanical design. - Electrical instrument and automation design.

Table 3.4 CUEL's capability (CUEL, 2015) (cont.)

Supply Chain Management	- Three warehouses covering the area of 7,000 square meters. - A temperature controlled room of 80 square meters. - An open storage area of 175,000 square meters, equipped with forklifts, trucks, and cranes to fulfill operational capacity. - Barcode tagging system. - CUEL ERP System (Enterprise Resource Planning), which provides an integrated approach to the material control system from engineering office to warehousing operations.	A fully integrated procurement also material management services; the whole procurement process - strategic sourcing, procuring, expediting, warehousing, transport, and logistics through importing into and exporting out of Thailand.
Construction	- The largest and most modern construction facility in Thailand. - A construction facility 736,000 square meter - Having direct waterfront access to the Gulf of Thailand and is linked by excellent transport service, - The production capacity of 80,000 tons per year.	Wellhead platform and module fabrication

Table 3.4 CUEL's capability (CUEL, 2015) (cont.)

	- Load-out capacity 29,400 tons from 3 jetty. - In early 2015, around 6,000 workforces including skilled employees at LCB yard. - In-house welder training and qualification program.	
Offshore Installation	- Securing primary installation vessels for in wellhead platforms and subsea pipelines, saturation diving works, topside hook-up and maintenance accommodation support. -CUEL's construction facility in Laem Chabang as the main base for support of all CUEL's offshore installation and hook-up operations. - Supporting logistics supply based in Songkhla, Thailand	A full range of installation services; - Load-out and sea fastening. - Marine transportation. - Platform installation. - Diving/ROV Services - Hydro testing - Platform hook-up and commissioning - FSO Mooring System Installations

HES	- Incident and Injury-Free (IIF) culture
	  ➤ Leadership Development
	  ➤ Personal Responsibility
	  ➤ Relationship
		The HES Management System is used as standards for safe workplace and operations.

Table 3.4 CUEL's capability (CUEL, 2015) (cont.)

	- People Oriented Approach - The HES management system: OHSAS 18001 and ISO 14001 certified. - Many proven track records of HES Achievements and awards for safety practice	
Quality (QA/QC)	- An operation of a QMS to ISO 9001:2008 standard; for Design, Construction, and Installation of oil and gas related structures and pipelines. - ISO14001:2004 certified for Laemchabang yard. - A Strong in-house Quality Management Team	- Provision of the highest quality products and services of workmanship that meet or exceed the needs and expectations of our clients consistently. - Gathering feedback and continuous improvement in all our management processes. - Provision of guidance on all QMS related issues. - Internal audit program

Key Financial Figures, the year 2015 *(Source: Department of Business Development, 2016)*

Revenue from sales and services:	15,485.18 million baht
Income from sales and services	2,354.90 million baht
Net income:	2,015.43 million baht
Total assets:	7,324.81 million baht
Total liabilities:	6,624.13 million baht
Ratio of gross profit to net sales:	15.21%
Ratio of net profits to net sales	11.09%
Rate of return on assets (ROA)	20.74%

Debt to equity ratio: 0.90 Times
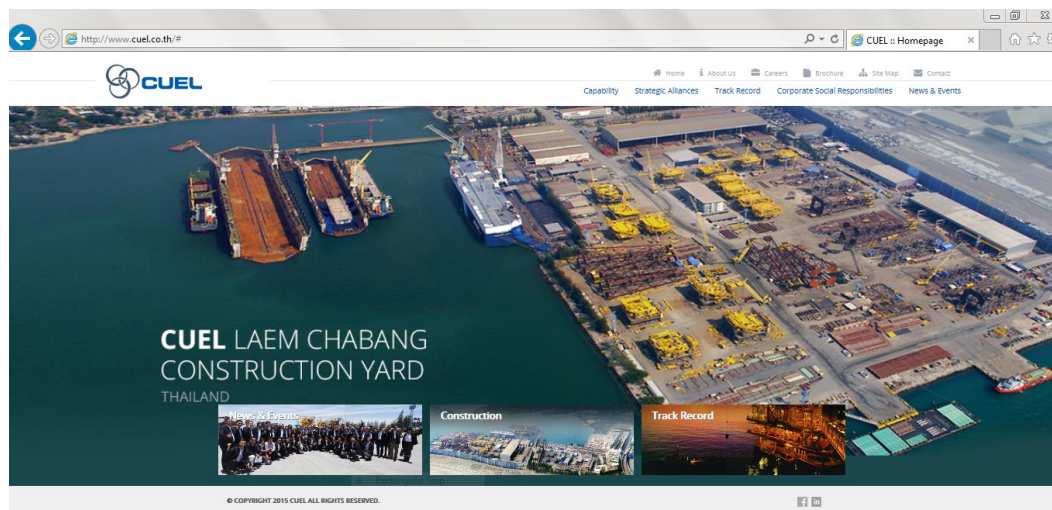
Figure 3.1 Webpage of CUEL Limited (source: www.cuel.co.th)

The Operational Procurement Department of CUEL is under Supply Chain Management which is the operation division of the company. The procurement has the responsibility from sourcing of the material as per client's requirement, contact vendor both local and international. Then, the procurement to align with the engineer for technical evaluation, negotiate the contract, and commercial related condition, issue the purchase order and expediting the materials until delivery to CUEL Limited as agreed condition in the purchase order. CUEL has the intention to source for supply and service which is in accordant with customer requirement with optimal cost, timing, and acceptable quality.

The Procurement work result is a major cost of company supply and services, the delivery of materials also impact the project installation schedule which might delay the completion of business's deliverable. Therefore, procurement is the essential function which directly impacts the success of the company both financial and operations aspects. .From the above description, the procurement function and its work related to several stakeholders whether it be internal, external of organization and upstream or downstream activity of the business. The procurement personnel is essential to cope with requirement and conditions with many changes which come from the clients' requirement, internal organization needs and vendors' offer regarding cost, requirement, delivery schedule, and quality. Also, working in a project-based

environment with different customers, needs, and strategies, make procurement work to be more complicated and need to respond to many different kinds of change in a certain limited time.

Consequently, due to a dramatic shift in the business environment in oil and gas industry which bring to the intense competition, also its nature of work- the procurement department has implemented organizational change in recent years. The research will study and analyze the change management practice of this Thai procurement organization on how has it adapted, adjusted and improved to maintain and increase the competitiveness to survive as well as seeking for growth in the future.

3.3.2 Population and sample

3.3.2.1 Population- the participants in this study are the staff in the supervisory and operational level of the operational procurement department. The supervisory level consists of SCM manager, project procurement manager, and procurement team leads. While the operational level is procurement members who have not yet been in a supervisory level. Total members of Operational procurement department is 33 person in October 2016 (see details in Table 3.4).

Table 3.5 Number of CUEL Operational Procurement Department's Personnel

Organization Level	Quantity (person)
Supervisory Level(Team Leaders or higher positions)	8
Operational level (below Team Leaders)	17
Total	25

- The Inclusion criteria for interview participants are the organization members who have joined the organization more than one year in supervisory level and operational level.

- The exclusion criteria for interview participants are the organization members who have joined the organization less than one year.

3.3.2.2 Sample- The sample for this study are two procurement supervisory level and four operational level from four procurement discipline in

Bangkok office; Electrical and Instrumental, Mechanical and Structure, Piping and Pipeline discipline accordingly. Each participant will be verbally interviewed as a representative of the organization.

CHAPTER IV
DATA ANALYSIS AND RESULTS

This chapter presents all research findings for the qualitative interviewing in accordant with the framework and criteria. Furthermore, the chapter also introduces the result analysis from the findings of the Procurement organization, CUEL Limited.

4.1 Research findings

After collecting data from the documents, observation, and interview, all data has been transcribed, analyzed and frequency counted, the change management practice of the procurement organization of CUEL Limited and outlook for future procurement competencies have been captured. The data of change management is determined following the criteria of research framework- The 7-S McKinsey change management model: shared values, strategy, structure, systems, style, staff, and skills. Meanwhile, the outlook for the future procurement role has been analyzed with the Iceberg competency model criteria: Surface –technical competency and Deeper-behavioral competency.

The frequencies of mentioning the criteria for change management practice counted from the interview are enable the research to identify and confirm the validity of each criterion. Also, the frequency would help the research to know how much weight for that criteria implemented or impact to the member in the organization. The criteria and frequencies have been shown in Table 4.1.

Table 4.1 Definition of McKinsey 7-S model, criteria, and frequency

Definition	Criteria	Frequency
Shared values Core values those influence and is reflected in organization's culture, ethic, and direction to stakeholders.	- Change and uncertainty is a part of organization	
	➢ Change of Clients	6
	➢ Requirement of procured materials	6
	➢ Industry crisis	6
	➢ Organization change	6
	➢ Change of job responsibilities	6 6
	- Sharing organization core value, organization direction, work ethics	6
	➢ Quarterly SCM communication	3
	➢ Web portal	6
	➢ Code of conducts	3
	➢ PI refreshment	6
	- Alignment of change management with organization value	
Strategy The organization's plan to build, maintain and level up competitive advantage.	- Competitive strategy	
	➢ Competitive costs	6
	➢ Quality of procured materials	1
	➢ Safety	1
	➢ Long term contract	2
Structure The organization structure and hierarchy.	- Change organization structure	6
	- Improve job description	6

Table 4.1 Definition of McKinsey 7-S model, criteria, and frequency (cont.)

Systems The procedures, routine processes, and the information flow required performing the work.	- Continuous improving sourcing procedure, operation process, etc.	6
	- Improve tools for daily operation ➤ Continuous improve Oracle program	6
	➤ Change of hardware	1
	- Continuous improving channel and tools for communication.	4
Style Typical behavior patterns of organization's management and members in order to achieve the organization's goals.	- Communication pattern	6
	➤ Email, meeting, phone, Face-to-face discussion	
	- Teamwork	4
	- Support from management	6
	- Opportunity to raise idea/suggestion	6
Staff Profile of the organization member (technical and behavioral competency)	- Change/improving the profile of organization members:	
	➤ Educational background	0
	➤ Experience	3
	➤ Characteristics	1
	➤ Job description/responsibilities	6
Skills The competitive capabilities and competencies of the organization	- Skills and performance assessment	
	➤ Similar standard for performance appraisal	6
	➤ Career Aspiration Plan	3
	➤ SMART GOAL	2

Table 4.1 Definition of McKinsey 7-S model, criteria, and frequency (cont.)

	- Continuous training	
	➢ Outside training	2
	➢ Knowledge sharing	4
	➢ On-the-job training	6
	➢ Job rotation	6

The table 4.1 presents that there is an implementation of change management for this procurement organization in every aspect. The considering of change event and recognition that change and uncertainty is a part of the organization is mentioned with the most same details, while other aspects have some differences in the details of change mentioned. However, the result of all aspects has shown that the practices of change management are in accordant with the setting criteria in the framework.

Table 4.2 Definition of Iceberg model of competency, criteria, explanation and frequency

Definition	Criteria	Frequency
Future role of procurement	- Diversity of clients and products	4
Identifying future role and	- Long term contract	2
responsibility of procurement	- International level of procurement	2
	- Automate system (e-procurement)	2
	- Strategic procurement	1
Surface- technical	- Knowledge	
competency	➢ Product	3
The components of	➢ System and procedure	1
competencies which are	➢ standard and regulation	3
explicit and can be proved by	➢ Ethic	2
evidence.	- Skill	
- Knowledge	➢ Negotiation skill	3
- Skill	➢ Fast learner	2
	➢ English competency	2

Table 4.2 Definition of Iceberg model of competency, criteria, explanation and frequency (cont.)

	➢ Chinese competency	1
	➢ Analytical skill	1
	➢ Communication	1
	➢ Computer	1
Deeper- behavioral competency The components of competencies which are hidden or beneath the surface, however, strongly impact the behavior. - Social role - Self-image, attitude - Traits - Motives	- Social role	
	➢ Interpersonal skill	2
	➢ Teamwork	2
	➢ People management1	1
	- Self-image, attitude	
	➢ Positive thinking	2
	➢ Recognition of change - requirement	1
	- Traits	
	➢ Result-oriented	6
	- Motive	
	➢ Desire for growth	2
	➢ Self-development	1
	➢ Desire to overcome the problem	1

Table 4.3 Ranking of required future procurement competency

Criteria Competency	Supervisory Level		Operational Level				Total
	1 Sor	2 Thip	3 Pan	4 Boo	4 Sup	6 Pun	
Surface- technical -Knowledge -Skill	6 4	4 3	3 6	3 2	2 4	1 2	**19** **21**

Table 4.3 Ranking of required future procurement competency (cont.)

Deeper- behavioral							
- Self-image: attitudes	1	1	1	1	5	3	**12**
- Traits: goal achievement	3	2	5	4	1	6	**21**
- Motives: motivation	2	6	2	6	3	5	**24**
- Social role: interpersonal skills	5	5	4	5	6	4	**29**

Table 4.2 presents the mentioned details and frequency of referring to future procurement role, specifics of required competencies both surface-technical competency and deeper-behavioral competency which will be discussed in details in section 4. Meanwhile, Table 4.3 shows the ranking of each competency from the view of current procurement personnel, the competency with the lowest score means the most significant competency is ranked first, and the competency with the highest score means least important is ranked last. Subsequently, the result indicates that the first rank of competency required to have for future procurement personnel is the self-image: attitudes. Next, knowledge will contribute the second most required competency. These two criteria are a part of deeper competencies which lead to behavior of the procurement personnel. After that, the competencies considered as third equally are traits: goal achievement and skills, the fifth ranking is Motives: motivation, the deeper competency. Last, social role: interpersonal skills come at the lowest rank of required competency for future procurement personnel

4.2 Analysis of criteria in a Thai Procurement organization

This section will discuss the analysis of change management criteria in a Thai Procurement Organization according to 7 criteria: Shared Values, Strategy, Structure, Systems, Style Staff, and Skills. Furthermore, the criteria of required future procurement competencies both Surface –Technical and Deeper- Behavior are also discussed. The discussion will start with the definition of each criterion, then followed by analysis of the research result.

4.2.1 Shared values

The definition of share values in this research is the organization to share what the organization holds on those values to ensure the organization member has granted them for implement until it is culture, ethic, and direction to stakeholders. Also, the organization to consider that change to happen as the regular phenomenon.

As reviewed in the literature that the model captured the essential factors for an organization, which needed to align with shared value in implementing change. Therefore, shared valued is namely be the core and most important for this change management. The research findings are shown as the following statement:

Qualitative research results

From the interviewing about change, almost everyone mentioned almost the same things about industry crisis from oil price dramatically fall, decrease human resources, intense competition for project bidding, changing of organization structure, job rotation, improvement of work system, change of client requirement, etc. They consider that change and uncertainties are a part of the organization which everyone needs to accept and adapt. For example, an operational Buyer said:

"There are two majors changes which are internal such as relocate staff, update working system, revised working procedure and external change, for example: (1) Customer change requirement which impact cost and lead time (2) New third party project which is much different from our regular client's project in e.g. working process, requirement, specification. It takes a long time for sourcing and causes confusion during the working process. All these changes have an effect on daily work."

Operational Buyer/Expeditor

And all these procurement organization representatives mentioned about shared value for procurement the same things that the value of procurement is to obtain the materials those with quality at the most cost saving and meet the project schedule. Also, they have said that they have to proceed the thing transparently, and no conflict of interest.

"As we are procurement department, our value is acquiring the materials with the cheapest cost within project schedule, and with acceptable quality."

Operational Buyer/Expeditor

"Our value is sourcing for quality materials to meet the production schedule with reasonable price, not receive any bribe, no special relationship with the supplier."

Operational Buyer/Expeditor

Moreover, they have shared that the organization value, organization direction, work ethics as mentioned above, are communicated and documented in written in following documents: the organization KPI, code of conducts, procedural instruction, project bid strategy. For instance, buyers explain as follows:

"We have the organization KPI to be achieved; the KPI is the goal that supports the value of cost saving, delivery, quality, and others. Also, we have to follow company code of conduct which needs buyers to have transparent work behavior, and we cannot have the conflict of interests with the company."

Operational Buyer/Expeditor

4.2.2 Strategy

The 'Strategy' of this study refers to 'the organization's plan to build, maintain and level up competitive advantage.' The management of the organization must plan to build, sustain and improve the competitive advantages of an organization. This practice would support and drive the organization to survive and success among the strong competition and changes.

Qualitative research results

This procurement organization has used the strategy for gaining most competitive price for bidding, which will be the result from high competent procurement staff. For each particular project, they implement the strategy for procurement according to the document 'bid strategy' for each project to ensure following planned competitive strategy. The SCM Manager explains as below:

"Our competitive strategy is to improve the staff competency to be the professional and can to create more value for the organization. We will have the strength on procuring the materials with competitive cost with quality and no defects."

Supply Chain Management Manager

4.2.3 Structure

The definition of structure is 'the organization structure and hierarchy' which has to be suitable and effective for the organization which encounters with many and various changes. The criteria are to build the procurement organization structure to have sufficient flexibility to capture with change.

Qualitative research results

One of the prominent change management in this Thai procurement organization which the organization members get the impact and explicit feel of change is the change of organization structure- changing from a 'functional structure' to be 'matrix structure.' The change of organization structure is the solution and preparation for current and incoming company situation about decreasing manpower, to enable the efficient and effective work also management for each project. For this case, the organization leader mentioned:

"As the organization has less workforce while increasing workload from current procurement work and new bidding project, the organization structure has to be adjusted to be flexible and suit for the change. This situation both come from what is planned and predicted like expanding for various kind of projects and products. Also, some unplanned situation like decrease resources due to the economic crisis in oil and gas industry. The matrix structure would have a team leader for each discipline for closely working with operational buyer while having project procurement manager to monitor for each project; this will improve the management of work both functional and project level."

Supply Chain Management Manager

An operational buyer explained the understanding of this organization structure change as follows:

"The objective of change is to enable the work more complete; there are two parties of supervisors who can give the advice and monitored, this can prevent the risk from unintentionally negligence of Buyer on full and various kind of procurement works. It is a good thing in project management aspect. The implementation of job rotation periodically also helps a buyer to have new knowledge and capabilities as well."

Operational Buyer/Expeditor

The illustrations of the organization structure change for this Operational Procurement Department from 'functional structure' (shown in figure 4.1) to 'matrix structure' (shown in figure 4.2) are presented as below.
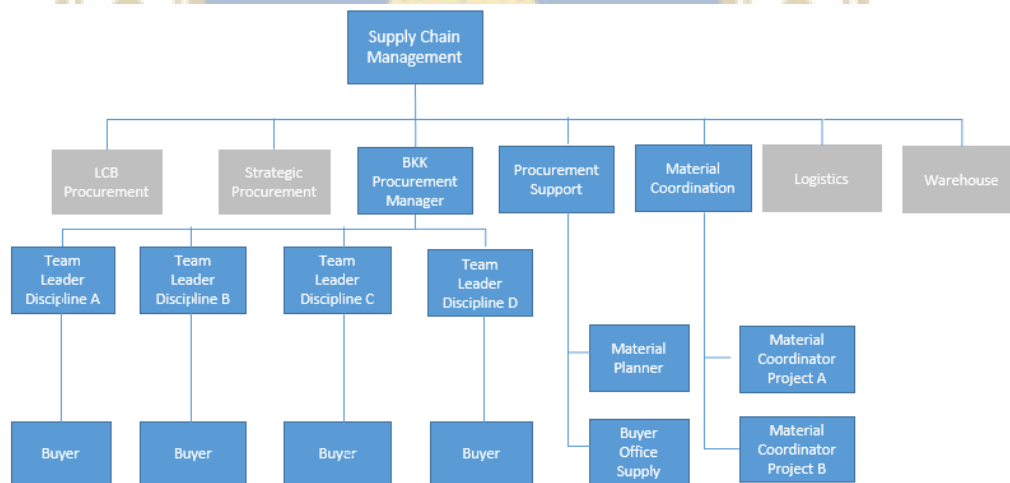
Figure 4.1 Former functional organization structure
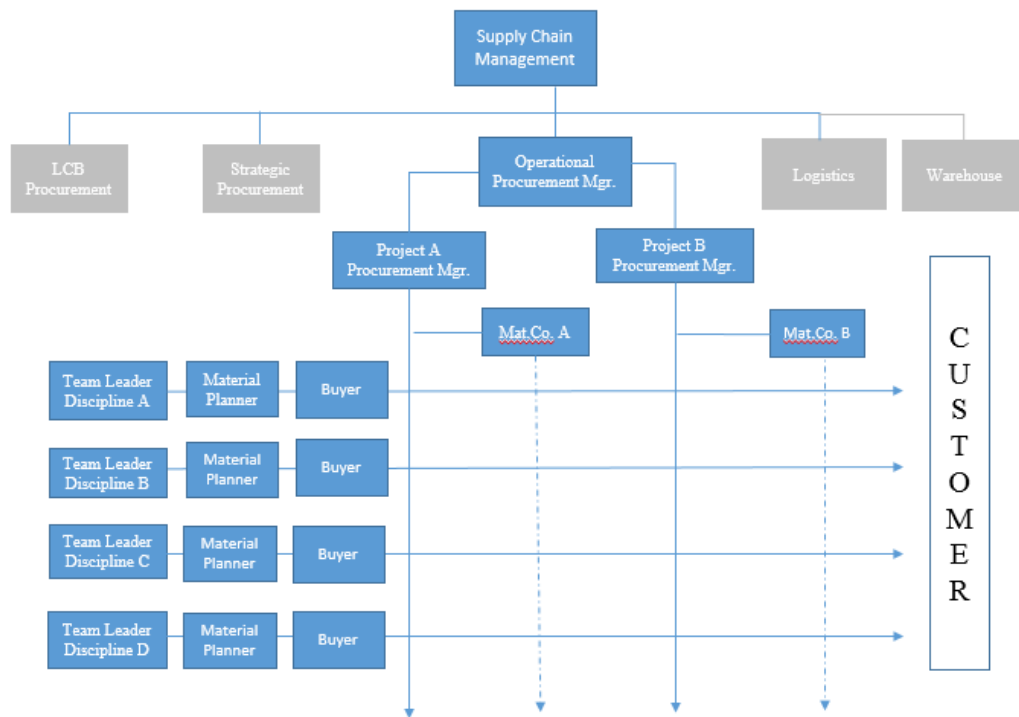
Figure 4.2 New matrix organization structure

4.2.4 Systems

The 'systems' meaning is 'The procedures, routine processes, and the information.' The organization shall effectively manage change by continuous improving procedure, operation process, and the likes. Also, it is required to change or improve the tools used for daily operation. Furthermore, continuous improvement for communication channel and tools needed. These criteria would directly increase the efficiency of works for the organization.

Qualitative research results

This Thai procurement organization has shown that having the continuous improvement for sourcing procedure, operation process and others, Moreover, the organization has improved tools used for daily operation regularly along with the communication channels and tools.

Regarding the practices and improvement for standard, the process of procurement work including transparency, operational buyers mentioned that they had

followed the procedural structure and company code of conduct, example as following quotes:

"This company has the procedural procedure (PI) for all working process and has codes of conduct for transparency. The company will have the annual review for codes of conduct for the employee. For high-value bidding, we require the vendor to submit the quotation to sealed bidding e-mail and will have the witness from Finance, internal audit during sealed bid opening."

Operational Buyer/Expeditor

Another operational buyer also mentions the same procedures:

"There are codes of conduct and procedural procedure (PI) for all work processes, and it is inconsistent with the objective of procurement to source for the quality product as well. Everyone must declare in written for the status that relates to the parties who supply the products for transparency purpose, dealing with others which have related benefits are prohibited."

Operational Buyer/Expeditor

The supervisory level also has the same ideas regarding this topic:

"The organization's practices based on the standard of ISO, and we have procedural instructions (PI) for every work processes. The method for assessing, manage supplier has been defined clearly. For the transparency, we have conduct sealed bid which needs committees involved for a high-value package (over 100K USD). Moreover, we have codes of conduct to comply for the ethical issue as well."

Project Procurement Manager

There are opinions provided which regard that there is continuous improvement of the tool for daily procurement processes such as procedural instruction, the program use for procurement process and database. The examples for explanation are as below:

"There is frequent improve, always improve procurement system to can support more efficiently."

Operational Buyer/Expeditor

"For work equipment/hardware, since I have been working here (about two years), there is no improvement e.g. changing laptop to a new model. For software Oracle, there are many updates to serve user requirement. For the procedure, PI will always be updated if there is any change in working process."

Operational Buyer/Expeditor

"We have updated and improved the tools for daily procurement process every year; it is a must. If there is any process that out of a system, it must be turned into the system to make it appropriately. All information should be recorded and can be traced. Any process that can be shortened will be implemented to reduce inefficiency; the improvement has the objective to enable the utilization of working hours for other works. We have to change always to be better."

Project Procurement Manager

From above statements, it could be summarized that the organization has standard procedure and code of conduct for reference in every work processes and ethical issues, they would frequently be updated. Furthermore, the tools for daily processing of work like Oracle program have always be improved to support working efficiently

4.2.5 Style

The 'Style' this research means 'typical behavior patterns of organization's management and members to achieve the organization's goals.' The change management criteria for this framework is the organization to improve interrelated behavior patterns among organization's member such as communication, solving problem method, etc.

Qualitative research results

This organization has the work styles as working as teamwork; they got the support from the management when needed. Moreover, they always can raise the idea, suggestion to the supervisor or higher level in several communication channels like group meeting, face-to –face, phone or e-mail. A buyer describes as following statements:

"Our working style is work as teamwork, and everyone would have a buddy for support each other work. We have the job rotation to make us can do every function of operational procurement. The team leader will guide and monitor us for the work operation. We also can propose our idea or consult if any problem through weekly meeting, project interface meeting or we can go directly to talk with the supervisor."

Operational Buyer/Expeditor

The organizational leader explains the organization's information flow as below:

"The movement of information throughout the organization has several methods: top-down communication from leader to operational buyers, or revert from operational buyer to leader, we encourage two-way communication. Buyers can also have direct communication with leader, no need to talk to the supervisor as well. By the way, our tools for communication are meetings, email, phone, and face-to-face meeting."

Supply Chain Management Manager

Once there is any exceptional case happened but explainable, the practice is referred that it would be discussed together between the supervisor and the one who act wrongly and documented as a support document. The organization members shared accordingly:

"If any mistake, everyone needs to report his supervisor and record in written for help explanation."

Project Procurement Manager

"The exceptional case is acceptable because the regulation may be not defined in very details, if the case happens, it has to be recorded in written at least email and then pass to the focal point for that issue for acknowledgment."

Operational Buyer/Expeditor

4.2.6 Staff

The definition of change management regarding staff in this research is the organization shall have or change to have the profile of the organization member (technical and behavioral competency) to match with organization requirement. The staff is the key resource of the organization to produce the productivity. Improving profile of staff to align with shared values of the organization would increase the organization capabilities in overall. The research finds are shown as following statements.

Qualitative research results

The criteria of change management for 'staff' is 'Change/improving the profile of organization members,' this change or improvement will help the organization to have the most valuable resource that contributes to strengthening the capability of the organization to cope with change. From the interview, most of the interviewees have viewed that the profile of the buyers (knowledge, skill, and experience) have suitably matched with the required competencies of procurement work supporting the satisfied performance of the organization at the moment. For example, a supervisory level said:

"I think, the knowledge, skill, and experience of our buyers have matched with the required competencies of the procurement work. These are indicated by the organization performance result which is at the satisfied level; moreover, the job description has been changed by broadening the responsibility of the only buyer to be buyer cum expeditor, this is the improvement to improve the quality of work."

Supply Chain Management Manager

Also, an operational buyer said identically that:

"The skills and experience of current buyers match the procurement work. The result has shown in KPI criteria such as cost saving which we could achieve the target, also now we can solve the problem of late delivery, and accomplish the project follow the plan, these come from the skills and experience which our buyers have"

Operational Buyer/Expeditor

On the other hand, there still be some gap for improvement as one of the interviewees mentioned that

"I think no. -The knowledge, skills of staff has not yet matched with required competencies for procurement work because buyer/expeditor here sometimes has to deal with the technical or legal issue (e.g., production specification or MPC). Some staffs didn't have engineering or legal background so it's hard to deal with these matters and could cause the mistakes".

Operational Buyer Expeditor

4.2.7 Skills

In the aspect of organizational change management for skills, the definition is 'the competitive capabilities and competencies of the organization.' This practice would allow the organization to have the strength points for competition in the extremely competitive environment which is full of changes and uncertainties.

The first criteria are the assessment of skills and performance matched with organization competency requirement. This approach will help the organization to monitor and assess the competency of the member to meet their requirement, and knowing what skills the member is still lacking and needed to be improved.

Qualitative research results

The company has the performance management system which will assess everyone in the same job grade, and function with the same criteria is also implementing 'The Career Aspirations & Individual Development Plan (IDP)' and SMART GOAL for competency and performance assessment and improvement objectively. These practices ensure that the goal and competency setting matched with the company and individual objective for the future career path. Below are the examples of what organization members explained:

"The organization has performance management system to set and assess the required competencies, an achievement with breakdown details. The buyers can feedback their comment on the assessment result, and have the discussion and agreed for future improvement/development. Then, the buyer will acknowledge that performance evaluation."

Supply Chain Management Manager

"For the assessment, we have KPI setting in organizational level as the target while we have performance appraisal (PA) at the individual level. For the PA, we have to evaluate ourselves as same as supervisor will assess us, the difference will be according to job level, in the past sometimes the PA is not clear for the criteria. However, it is improved because now we have used SMART GOAL for assessment, which we are a part of setting the goal and criteria for evaluation."

Operational Buyer/Expeditor

"We have to receive performance assessment every six months; there is no difference between each other, everyone will get assessed under the same standard."

Operational Buyer/Expeditor

Another criterion for change management of skills is 'Continuous training both technical and behavioral skill to every organization member.' This criterion is one a significant improvement for change management because it is widely accepted that the training cause organization members who are the valuable resource to have higher capabilities and competencies, which lead to organizational effectiveness in dealing with incoming changes.

Qualitative research results

All of the representative organization members agreed that the organization had provided relate-to-work for everyone. The members in the supervisory level have an opinion that the training is provided to everyone and customized to match with each organization member as the following statement:

" The training is mandatory for everyone depend on what individual needed, we arrange for everyone to have soft skill training which are the skills related to working such as communication, solving problem skill, general work management, etc. The hard skill such as Liquidate Damage knowledge, on-the-job training, job rotation. The job rotation has the purpose of broadening the views for buyers to cover several aspects of work; it would increase the efficiency of work and capabilities of the buyers."

Supply Chain Management Manager

An opinion from another member in supervisory level again confirm that there is training for everyone both soft and hard skills, besides, the training will be planned to aligned with individual career aspiration which agreed together and recorded for further development:

"We have regular training both soft skills and hard skills, the plan for training is arranged suitably with that person and to match with individual Career Aspirations & Individual Development Plan (IDP). Earlier, we have set outside training at least two courses per year. However, since there is a limited budget for outside training for this moment (from the economic situation), we have arranged internal knowledge sharing at least one time/quarter."

Project Procurement Manager

Although the supervisory level thinks that the training is suitably and adequately, the organization members in operational level still view that it lacks concerning quantity, they require additional training especially outside company for the course which directs to procurement work to improve their knowledge and competency. For instance, they said:

"There are both in-house training which was trained by staff in SCM or other department arrange by SCM staff. I think most of the training involves with buyer/expeditor. Outside training which trained by outsource and arrange by HR. Outsource training is quite not often due to budget. I have requested some training with Team lead during mid-year PA, but it was not improved due to budget limitation."

Operational Buyer/Expeditor

"The training given directly to procurement work was too less; I think that it is required to have more. I want to have more training outside, also want to get a certificate after training as well".

Operational Buyer/Expeditor

4.2.8 Procurement competency

4.2.8.1 Competency for future procurement role

Regarding procurement role in next 5-10 years, the research finding has buyers viewed the future roles as the organization might expand into a more international level of procurement because the clients and products required for bidding and procure will come in varieties and require an increase of overseas sourcing. Also, the system use for sourcing will be changed into more automated system e.g. e-procurement, these cause buyers to shift the role to consider Long term contract more than daily transaction as current practice. Therefore, buyer must work and focus more on long-term strategy. However, an outlook for the importance of procurement in the future, most of the buyer have the opinion that it will more significant to the company, but some have viewed differently as seeing that the e-system to replace the human resource, the example as below.

"The procurement role in the future is significant; it is the work or organization that drive the project to be ongoing. If no procurement work, the project will not be accomplished."

Operational Buyer/Expeditor

Another buyer refers future procurement role in another sight.

"I think buyer in the next 5-10 year ahead might be less important for the firm because of e-procurement. I the future we might work online more hiring people to do paperwork job. I think buyer in the future needs to have knowledge of system/software which uses in the procurement process."

Operational Buyer/Expeditor

4.2.8.2 Surface –technical competency

The components of competencies which are explicit and can be proven by evidence i.e. knowledge and skill. The staff identifies future awareness and skill for procurement work that buyers should have knowledge about the products specification, procurement system, and procedure, procurement ethics, standard, and regulation. Also, the skills should buyer develop are Negotiation skill, language

competency like English or Chinese, Computer skill, analytical skill, communication skill and be the fast learner.

4.2.8.3 Deeper –behavioral competency

The components of competencies which are hidden or beneath the surface, however, strongly impact the behavior: Social role, Self-image -attitude, Traits, and Motives. The buyers specify the future requirement for attitude, personality, and characteristics of procurement personnel that buyers should have a good interpersonal skill, good at teamwork and people management, have the positive thinking, accept and adapt to change. Moreover, a buyer should be result-oriented and have the motivation as the desire for growth, prefer self-development and want to overcome the problem.

4.3 Discussion of findings

This research has the objective to explore and identify the change management process of a Thai procurement organization. Also, the study assesses the consistent of change management practices of this organization with the criteria in the research framework. Lastly, the research identifies the competency required for procurement role in the future. The discussion of findings according to the research framework are as follows:

4.3.1 Shared values

The research framework described the shared value is the organization's core values those influence and is reflected in organization's culture, ethic, and direction to stakeholders. The organization is needed to consider the change and uncertainty situation as a part of the organization, share the value and work ethic to organization members. The CUEL procurement department has reflected the organization's value in order to acquire the quality materials/service transparently and ethically to meet schedule at the reasonable prices- in the documents as codes of conduct, the organization' s key performance index (KPI), and Procedural Instruction. These documents have been presented on company web portal, personnel manual, department

documents. Also, they have been shared with organization members regularly or periodically.

For example, the sharing is done by an annual code of conduct review, quarterly SCM communication, monthly Operational Procurement meetings, and other regular meetings, etc. The change and uncertainties have always been mentioned in the meeting and inform the direction to cope with them. Consequently, these mentioned statements are the evidence that this procurement organization considers change and uncertainty as a part of the organization, shared and aligned the shared value with members according to the framework.

By the way, the staff refer the shared value of the department that it is needed to aligned with the organization vision "To be the Leading Oil & Gas EPCI Partner in Asia, and mission "To provide production facilities to oil & gas companies with an integrated focus on excellence in safety, quality, and delivery", however, it is noticed that the department had not its vision and written yet. Therefore, to implement change management effectively, the department should have developed the vision and mission of its own. This would help the member for easy recognition of the shared value and easy to align to, better than implied through the KPI, code of conduct, procedural and other documents.

Moreover, it is found from the interview that everyone considers change as a part of the organization and try to achieve the share value of the organization for better performance. However, in personal value on their individual needed, none of them has explained on this. Thus, the organization should find the way to identify, improve and align the shared value both organizational need and individual need. This would help the organization and member to strengthen the commitment and could help support the superior performance of the organization.

4.3.2 Strategy

The result of the research shows that most of the staff view that the competitive prices are the main strategy as most mentioned in the interview follow with others: on time delivery through long terms contract, quality, and safety. The compliance of 'strategy' has been reflected and referred in organization's document 'project bid strategy' which states the competitive strategy for each procurement

package for buyer's direction and implementation, and it is written per specific project to ensure the effectiveness of using, which complies with the framework criteria as 'having the plan to build, sustain and improve the competitive advantages of procurement. Also, the change management by improving strategy is aligned with the shared value of the organization to acquire the materials with competitive cost, acceptable quality and safety.

Although it is clear that this organization has the plan to build, maintain and escalate the competitive advantage for coping with the incoming change from higher competition as well as the change of requirements, the primary department strategy for gaining the competitive cost is not reflected directly in the company vision and mission as mention earlier. Consequently, to make it more precise and match specifically with procurement direction, the procurement department should manage to have its specific vision and mission to guide the procurement members clearly.

4.3.3 Structure

According to the research framework, the change management for the 'Structure' related to the organization structure and hierarchy. It views that that the organization needs to build the structure to have sufficient flexibility to capture the change. From the research findings, it is presented that CUEL Procurement department has changed the organization structure from 'Functional structure' to 'Matrix structure', the Operational Buyers and support team have been combined into the same team, and will be guided closely by Team Leader in horizontal line about general operation for specific material discipline, details and issue of each purchase order. While the Project Procurement Manager and Material Coordinator in vertical line will monitor and coordinate in overall related to each the projects. Moreover, everyone is a part and responsible for responding to the customer both internal and external. This is the change to allow flexibility, improve quality as well as preparing for the incoming project, which will come with a variety of clients, requirements also increasing workload in the future.

For clarification, the deficient organization structure will show the signal of delaying or low quality of decision making, the organization will not respond to a changing environment innovatively, and create conflict among the department (Kantabutra, 2010). The functional structure can help the organization to accomplish

functional goals; it is suitable for only one or few products. However, its drawback is it create slow response time to changes and leads to poor horizontal coordination across the function. The matrix structure has its strength for flexible sharing of human resource across the product line; it suits to the complex decision and frequent changes in the uncertain environment (Kantabutra, 2010).

All interviewees have mentioned and agreed that the new re-structured organization as matrix organization enables the department to response higher workload, which is an impact from decreasing manpower while increasing job responsibility and having better coordination. Moreover, the team leader and project procurement manager could support each other in ensuring the completion and quality of work to meet the project requirements. Besides, the organization re-structure shows that it aligns with shared value to make the organization ready and flexible to serve the current and future projects requirement timely, with competitive cost and acceptable quality. Therefore, this practice of this Procurement organization in changing the organization structure from 'Functional' to 'Matrix" structure, has shown that their change management practice for 'structure' is valid per the criteria of the research framework.

4.3.4 Systems

The organization's practice is consistent with change management per McKinsey 7-S Model, comparing against the criteria for change management of 'System' described in the research framework. This can be illustrated from the interview result that the department has continuous improve and update the sourcing procedure and other operation processes, regularly improve tools for the daily operation e.g. Oracle program to support process automation and enhance the database. Furthermore, the department also ensures that the staff has the proper communication channel which they can share the idea, suggestion or receive any advice.

The work process is in accordant with the organization procedural instruction and code of conducts. These change management practices help the organization to operate more efficient and effective to meet project requirement at the right cost, right time with quality and transparency. This also shows that the organization's practice for the system is aligned with the organization's shared value.

However, the continuous improvement of the procurement procedural and program cause some drawback to the buyers as well, buyers are and needed to learn the new how-to all the time, sometimes the information is overwhelmed, which bring to some confusion. Therefore, the Department should thoroughly consider the direction of the improvement as same as to ensure that the improvement would be a more simplified version of the application, and gain benefits more than creating another complicated issue.

4.3.5 Style

CUEL procurement organization has various communication channels and set the standard for solving the problem clearly. The staff explains that the communication throughout the organization can be made via several patterns whether it be e-mail, meeting, phone, or face-to-face discussion. Also, the department members said that their style of working is work as a team. They also get support from management when need any advice for daily operation or when facing the issues. The organization has opened and given the opportunity for the staff to share idea or suggestion as well. As described above, it is the evidence that this organization has the change management of 'style' consistent with criteria the framework for 'style,' which is improving interrelated behavior patterns among organization's member i.e. communication, solving problem method. These have enabled the organization for timely respond to the changes and have a smooth operation.

The practice for 'style' is to align the shared value and efficient operation until getting the achievement of performance result per shared value-acquire the material with competitive price, meet the schedule with quality. Anyway, there is some comment from staff about openness and response to the proposed idea which has some gap for improvement. Therefore, the research suggests that the company should encourage the staff to speak up freely without afraid of negative impact, or seeing that it is no benefits to sharing the idea. Significantly, the department and management need to ensure that this policy is not only the lip-service as well.

4.3.6 Staff

The research framework defines the change management of staff that it regards the profile of the organization member. The criteria for implementation of change management criteria is to change or improve profiles of organization members. Considering the research finding against the criteria, it is found that the organization has improved the job description and responsibilities from only "Buyer" to be "Buyer/Expeditor," the scope of responsibilities has been extended to cover the expediting process of material to meet the committed delivery date in a purchase order. This is aligned to achieve shared value of the organization to get the materials to meet the project schedule. Also, this leads to improvement of the staff experience as well. The characteristics have also been referred in the job qualification.

Furthermore, the department members think that the profile of the procurement staff is already appropriate and match with the job requirement. They say that it could be seen from the performance results of the organization that the targets are achieved with satisfied level and getting better every year, which is reflected from the performance of the organization member. This is aligned with the company share value regarding having the staff profile match with the required competency in order to have the performance to achieve what the organization valued.

However, it is noticed that the educational background is not mentioned by anyone in the interview. Therefore, it shows that organization member does not consider that this is much important for job performance. Consequently, the research suggests the company to not much emphasis on this qualification but focus on the job capability and experience instead.

4.3.7 Skills

Refer to the framework; it defines the skill as the competitive capabilities and competencies of the organization. The criteria for change management for skills is the organization to seek and acquire the organization's distinctive capabilities and competencies. In addition to this, it is required to provide continuous training both technical and behavioral skill to every organization member. Consider the research findings, the staff said that they receive similar standard for performance appraisal, and the department has implemented the SMART GOAL, which is the concept of practice for setting goals,-the SMART goal should be specific, measurable, achievable, realistic

and time-bound, to ensure the clarity and effective appraisal. Also, they have the Career Aspirations & Individual Development Plan (IDP) that agreed together between the organization and individual for setting future career path and direction for skill development.

Furthermore, the organization provides continuous training which most mentioned as on-the-job training, job rotation, internal knowledge sharing session and outside training respectively. As mentioned above, these have demonstrated and shown that this procurement organization has assessed the staff's skills and performance matched with organization competency via IDP plan and develop the customized training plan individual which match with criteria of change management for skills. This is for an improvement of competitive capabilities and competencies of the organization, to make it align with the shared value of the organization to ethically acquire the materials with competitive costs, meet the schedule with quality.

4.3.8 Procurement Competency

It is summarized from the research findings that future procurement role (next 5-10 years) for this organization is international buyers who source and procure the various materials more from overseas. And the strategic buyer (contract sourcing) because of the increasing of e-procurement from an advance of technology. Therefore, the research suggests that CUEL procurement organization should develop and improve the competency of procurement personnel directionally to be by the defined future role.

According to the research framework, the competency which is the behavior for achieving excellent performance is categorized into the surface and deeper competency, which both are essential to the organization. However, the framework explains that the deeper competencies might be more difficult to see but would directly influence how people use his knowledge and skills to complete a job effectively. From the research result, the buyers have explained each competency and provide the ranking; the priority is self-image: attitudes then following by traits: goal achievement, which are deeper competencies, the third and fourth rank is knowledge, skill which is surface competencies. The second last is motives: motivation and the last one is social role: interpersonal skills. The research view that the ranking is conformed to the research framework, the organization should define these competencies in the job qualification

in ranking to create and prioritize the competency development plan for the procurement personal and using for a new staff recruitment as well.

4.4 Conclusions

This chapter has presented the research findings, the discussion of findings for change management seven aspects: shared values, strategy, structure, systems, style, staff, skills and their alignment to shared values. Also, the findings, discussion of findings for future procurement role and required procurement competency both surface and deeper level have been described. This part will show the conclusion of the results of the research discussion.

Table 4.4 Research findings conclusion for change management model

The 7-S model change management practices	Validity	Alignment with Shared Value
Shared Values	√	√
Strategy	√	√
Structure	√	√
Systems	√	√
Style	√	√
Staff	√	√
Skills	√	√

Table 4.4 illustrates the conclusion that this Thai procurement organization has implemented the change management in every aspect according to the framework: shared values, strategy, structure, systems, style, staff, and skills, however, the most important thing is each criterion of change management has aligned with the organization share valued. This totally confirms that the practices of change

management for this organization conform seven aspects and its alignment of the research framework for effective organizational change management.

Table 4.5 Research findings conclusion for future required competency

Criteria Competency	Rank **Supervisory** **Level**	Rank **Operational** **Level**	Rank **Total**
Surface –Technical			
-Knowledge	5	1	2
-Skill	3	3	3
Deeper- Behavior			
- Self-image: attitudes	1	2	1
- Traits: goal achievement	2	4	3
- Motives: motivation	4	4	5
- Social role: interpersonal skills	5	6	6

Refer to table 4.5, the required competencies for future procurement role of a Procurement organization, this research concludes that the most important required competency for future procurement role is Self-image at the priority, follow with Knowledge. Then, Traits: goal achievement equal to Skills, Motives: Motivation and the last is Social role: interpersonal skills respectively.

However, if break down into details for supervisory level and operational level, it can be seen that there are some difference between the ranking of these two functional level. This will imply the point to aware that the supervisory level is the organization direction setting while the operational buyers are the direct practitioner who gets the direct impact from the policy. Therefore, the organization management needs to align with the operational level before creating and implementing any improvement for a development of the organization and individual competency to avoid and minimize the change resistance.

CHAPTER V
CONCLUSION

This chapter provides the contributions to theory and implications. Also, the limitations of this study and suggestion for the opportunity of future research have been described.

5.1 Research contributions

5.1.1 Contribution to theory

According to the literature review and the case study, the research describes the change management practices, procurement organization, and procurement competency. CUEL is a Thai company which is struggling to survive the impact turbulent changes and globalization. Procurement is a significant sub-organization of the company which directly relate to competitive advantages and business performance of the company. The selected change management practices are captured as the framework for the case study. Exploring and improve the practices will benefit overall organization effectiveness.

This research tries to explore how the organization manages the change effectively. The practices have shown that: (1) consider the change and uncertainty situation as a part of the procurement organization, share and aligned the core value, ethics and direction to the members: (2) have the plan to build, sustain and improve the competitive advantages of procurement, also aligned the plan with the shared value of the organization: (3) build the structure to have sufficient flexibility to capture with change (4) continuous improve sourcing operation process and procedure, change or improve tools used for daily operation also continuous improve channel and tools for communication: (5) improve interrelated behavior patterns among organization's member i.e. communication, solving problem method:(6) change and/ or improve

profiles of the members (7) improve competitive capabilities and competencies of the organization, assess the skills and performance, provide continuous training to every organization member. Moreover, in addition to the competency improvement, the organization is described to seek for the required role then develop both technical and behavioral competency which consistent with that defined role. The practices of change management would support the organization to have the effective operation and superior performance.

5.1.2 Contribution to implications

The study has illustrated that this Thai procurement organization has good change management practices which significantly contribute to organizational effectiveness. The organization's operation among the turbulence of change align to the shared value and synchronize in a high level according to the research framework. However, to strengthen the organization performance to be for excellence, the research provides the suggestions as to the following explanation.

First of all, the suggestion for the organization is it should have its vision and mission for procurement department which reflect the shared value of the department, then state it in written to align with the company vision "To be the Leading Oil & Gas EPCI Partner in Asia, and mission "To provide production facilities to oil & gas companies with an integrated focus on excellence in safety, quality, and delivery". This would help the member for easy recognition of the shared value, better than implied through the KPI, code of conduct, procedural and other documents. And it would be easier to define the future required competencies as well.

Moreover, as the shared value is the key support for effective change management for this framework, therefore, to strengthen the commitment to the shared value between the organization and the members. The organization should find the way to identify, improve and align the shared value both organizational need and individual need, The organization to create a strong organizational culture which embraces the shared value so that the staff feels this is a "special place to work" (Kantabutra and Avery, 2011). This could help to relieve stress, minimize the resistance of change from the members, create motivation and could bring to the commitment until lead to the superior performance of the organization.

Furthermore, as the organization requires contacting the foreign vendors and tend to have more overseas clients in the future, other than defining the competitive strategy only as providing the competitive price. Also, the organization shall expand the competitive competency to have prominent staff profile by providing more training on specific procurement knowledge and obtain an international certificate for procurement to ensure that the company could provide this procurement service with quality and comply international standard.

Another suggestion for the organization is the organization should define what has apparently required characteristics of the purchasing personnel and select the right person who fit for the organization since the day one. Also, given the clear direction for future improvement. This organization should develop the job description and required the set of competencies together with related stakeholder both external and internal like HR, project management, another department in conjunction with the procurement organization leader and personnel. This is to ensure the alignment of requirement between organizational (higher level and procurement organization itself) and individual.

Last but not least, the organization should treat the people as 'the most valuable asset of the organization,' from the research result the organization has shown the greater higher performance in the past 2-3 years which obviously be a result of good practices of change management and continuous improvement. However, during a constant change, there have been several organization members who stay with the company for several service years (more than five years) resigned from the company for several reasons. The organization leader has to find the way to retain the existing staff-make they feel challenge and be comfortable at the same time. The organization leader needs to close this gap, put a hard effort to have the organization members grow with the company and with the firm intention not to leave anyone behind.

5.2 Limitation & opportunity for future research

This research presents the effective change management practice of the organization; it could be the case for study also can apply to the others. However, the research still has some limitations as the following statement:

Population: this procurement organization has 25 people, even though the portion of the sample compare to the quantity of organization is one-fourth; however, it still is a limited person for a sample of 6 people. The larger sample may reflect the distinguished result of the research.

Type of business: the business type of the case study is the construction which is a project based organization, the different business environment may result in different suitable practices, which require another extension of study for the understanding of each context.

The scope of study: the research focus on the change practices and their alignment to the shared value which lead to superior performance of organizational level more than individual level, which may lack the content for details of the emotions which may impact the operation of individual change management, or may be the cause of staff leaving the company.

The opportunity for the future research is to study in extension from the mentioned limitation above. Therefore, the research suggests to study change management in another environment context such as the type of business or study the same sort for making a comparison study as there still has a limited number for the research in Thai procurement organization context. Furthermore, the research recommends for further study by looking into details for each about the feeling toward the shared value, align to the organizational level as well.

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APPENDICES

Appendix A: Name list of the research participants –interviewees

No.	Name List	Position
1.	*Supervisory Level* Mr. Sorayut Phakcharoen	Supply Chain Management Manager, Supply Chain Management Department (SCM)
2.	Thippawan Sombatchaiyakul	Project Procurement Manager, Chevron Project Procurement Manager
3.	Operational Level Boonyanee Mongkol	Senior Buyer/Expeditor, Procurement –E&I Discipline
4.	Panuwat Rattanawongchaiya	Senior Buyer/Expeditor, Procurement – Mechanical Discipline
5.	Punnasucha Saiprasert	Buyer/Expeditor, Procurement – Piping Discipline
6.	Supawan Niha	Buyer/Expeditor, Procurement – Pipeline Discipline

Appendix B: Outline for semi-structure interview questions

Item	Questions	คำถามหลัก
1.	What are your organization, operation, and structure of your organization? Please explain your role and responsibility.	กรุณาอธิบายหน่วยงานที่ท่านดูแลและรับผิดชอบ การดำเนินงาน โครงสร้างองค์กรและโครงสร้างบังคับบัญชาของหน่วยงานของท่าน ท่านอยู่ส่วนไหนและมีหน้าที่อย่างไรภายในหน่วยงานที่ท่านประจำอยู่นี้
2.	Currently, how is the change impact procurement organization and management?	ในปัจจุบัน การเปลี่ยนแปลงมีผลกระทบต่อหน่วยงานจัดซื้อของท่านและการจัดการอย่างไร
3.	In recent years, do you notice any outstanding change in your organization? Please explain in details for characteristics and objective of that change.	ในระยะสองสามปีที่ผ่านมา ท่านได้สังเกตเห็นการเปลี่ยนแปลงอย่างเด่นชัดภายในหน่วยงานของท่านหรือไม่ กรุณาอธิบายถึงลักษณะ วัตถุประสงค์ และให้รายละเอียดของการเปลี่ยนแปลงนั้น
4.	What is your organization core value and code of conduct?	กรุณาอธิบายคุณค่าหลักและ มาตรฐานจรรยาบรรณของหน่วยงานที่ท่านดูแลและรับผิดชอบ รวมถึงเงื่อนไขการปฏิบัติตามข้อกำหนดนั้น
5.	In your point of view, how the values defined in organization documents related to strategy documents, objectives and decision making?	ในความคิดของท่าน คุณค่าหลักขององค์การได้ถูกระบุในเอกสารที่เกี่ยวกับกลยุทธ์, เป้าหมาย และการตัดสินใจอย่างไร
6.	What is the strategy and contingency plan to gain competitive advantage for your organization?	หน่วยงานของท่านมีกลยุทธ์ในการแข่งขันอย่างไร มีแผนกลยุทธ์และแผนปฏิบัติงานรองรับเมื่อผลงานไม่เป็นไปตามจุดประสงค์กลยุทธ์หรือไม่
7.	What is your standard, process of procurement work including	หน่วยงานของท่านมีมาตรฐานและขั้นตอนกระบวนการจัดซื้ออย่างอย่างไร รวมถึง การจัดการเกี่ยวกับความ

	transparency and equitable to supplier and client?	โปร่งใสและยุติธรรมสำหรับกระบวนการจัดซื้อที่มีต่อผู้ขายสินค้าและลูกค้า
8.	Please explain about flow of information inside your organization through all related parties from upstream to downstream in procurement process	กรุณาอธิบายถึงการไหลของข้อมูลที่เกี่ยวข้องในการดำเนินธุรกิจภายในหน่วยงานของท่านโดยเริ่มตั้งแต่ขั้นตอนการจัดหาวัตถุดิบไปจนกระทั่งสำเร็จเป็นการสั่งซื้อและการส่งมอบสินค้า
9.	How your organization improve the tool for daily procurement process? Please provide details for the frequency of change.	หน่วยงานของท่านมีการปรับปรุงเครื่องมือสำหรับใช้ปฏิบัติงานจัดซื้ออย่างไร และโปรดอธิบายความถี่ในการเปลี่ยนแปลง
10.	How is the atmosphere for teamwork, support from the management and chance for a staff to raise the idea, suggestion or issue? What is the process and communication channel?	บรรยากาศในการทำงานเป็นทีม การสนับสนุนจากหัวหน้างาน และการนำเสนอความคิดจากพนักงานบ้างเป็นอย่างไร การนำเสนอผ่านทางช่องทางใด
11.	Is it acceptable if there is any exceptions to regulation or policy with clear condition and reasonable? How the exception is recorded?	องค์กรสามารถยอมรับการยกเว้นการปฏิบัติตามนโยบายหรือข้อบังคับเกิดขึ้น เมื่อมีข้อชี้แจงที่ชัดเจนและเป็นเหตุเป็นผลที่ยอมรับได้หรือไม่ มีการบันทึกการยกเว้นนั้นอย่างไร
12.	How the organization do the performance evaluation in the organization? What is the same/difference for each organization members.	ในองค์กรมีการวัดประเมินผลงานหรือความสำเร็จอย่างไรบ้าง และมีความเหมือนหรือแตกต่างกันอย่างไรสำหรับสมาชิกองค์กร
13.	How is the knowledge, skills, and experience of staff matched to the required competencies for procurement work?	ท่านคิดว่าความรู้ ทักษะ ประสบการณ์ เหมาะสมของพนักงานในปัจจุบัน เหมาะสมกับกับความสามารถที่ต้องการของงานจัดซื้ออย่างไร

14.	How the organization support the training? The training programs are set for whom? And do them aligned with necessary skills and knowledge for procurement work?	หน่วยงานของท่านได้สนับสนุนการฝึกอบรมอย่างไรบ้าง การฝึกอบรมได้ถูกจัดให้มีสำหรับใครบ้าง และเกี่ยวข้องกับทักษะและความรู้ที่จำเป็นสำหรับงานจัดซื้อหรือไม่
15.	From your described organization change earlier, how do you think about its alignment to the shared value of the organization?	จากที่ท่านได้อธิบายเกี่ยวกับการเปลี่ยนแปลงขององค์กรข้างต้น ท่านคิดว่าการเปลี่ยนแปลงเหล่านั้นมีความสอดคล้องกับคุณค่าขององค์กรหรืออย่างไร
16.	Outlook for next 5- 10 years ahead, what do you think that future procurement role will be?	กรุณาอธิบายภาพในอีก5-10ปีข้างหน้าสำหรับบทบาทของงานจัดซื้อ
17.	In response to your future projection, given criteria as skills, knowledge, attitudes, interpersonal skills, motivation, achievement; please describe future required qualification for Thai procurement personnel of each criteria. Also, please provide the ranking of importance for Thai procurement personnel to obtain	จากบทบาทข้างต้น ท่านคิดว่าเจ้าหน้าที่จัดซื้อในอนาคตต้องมีคุณสมบัติอย่างไรในแง่ของทักษะ ความรู้ ทัศนคติ ทักษะความสัมพันธ์ แรงบันดาลใจ การบรรลุเป้าหมาย และกรุณาจัดลำดับความสำคัญของคุณสมบัติข้างต้น โดยเรียงจากมากไปหาน้อย

Appendix C: Company brochure to share code of conduct regarding entertainment, gifts and payments

Code of Conduct

Concept: The highest level of ethical standard to conduct our business, you are required to adhere to this Philosophy.

CUEL

SECTION 06 — Entertainment, Gifts and Payments

The Company purchases products and services on the basis of quality, price and reliability. In turn we expect our customers to obtain our products and services on the same basis. Giving and receiving gifts and entertainment can potentially affect the independence of our judgment and that of our customers.

As a Company employee, you must **avoid** even the perception that giving or receiving gifts, favors, hospitality, entertainment or other gratuities is **connected in any way with favorable treatment.**

In the context of a business relationship the giving or receiving of gifts or entertainment is **acceptable within the limits and conditions** defined in the Company's Gifts and Entertainment Policy.

You may offer or receive gifts and entertainment commonly accepted as business courtesies, provided they are of nominal value and will not inspire favoritism or a sense of obligation.

Don't offer, give or receive anything of value under circumstances that are unlawful or could be viewed as an attempt **to improperly influence a recipient's decisions affecting the Company.** Company policy makes no distinction between family members and employees where gifts and gratuities are concerned.

If you receive an unsolicited gift of more than nominal value, you should return it with a note explaining the Company policy. In certain circumstances, it may be considered discourteous to return a gift. In such cases the gift may be accepted on behalf of the Company then turned over to your supervisor or Legal Counsel for disposition.

Never accept cash, stocks, bonds, or gift certificates in any amount from persons with whom the Company does business or may do business, and never give cash or cash equivalents to such persons.

Never make or offer gifts or entertainment if acceptance would **violate the standards of the recipient's organization.**

Review the provisions of the **Company Gifts and Entertainment Policy**

Please contact

You are encouraged to discuss to Code of Conduct Committee, whenever you have questions or have any violation to report;

Tel: 02-500-1366
(Internal Control Manager)

Tel: 02-500-1217
(Internal Control Advisor)

Tel: 02-500-1296
(Legal and Risk Manager)

Tel: 02-500-1237 (BKK HR-Manager) or
038-407-000 Ext. 2233 (LCB HR-Manager)

Email Address:
CodeofConduct@cuel.co.th