

**CRISIS MANAGEMENT FROM 2011 FLOOD DISASTER IN BUS
SERVICE BUSINESS:
THE CASE OF CHALERMPAT TRANSPORT**



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**CRISIS MANAGEMENT FROM 2011 FLOOD DISASTER IN BUS
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THE CASE OF CHALERMPAT TRANSPORT**

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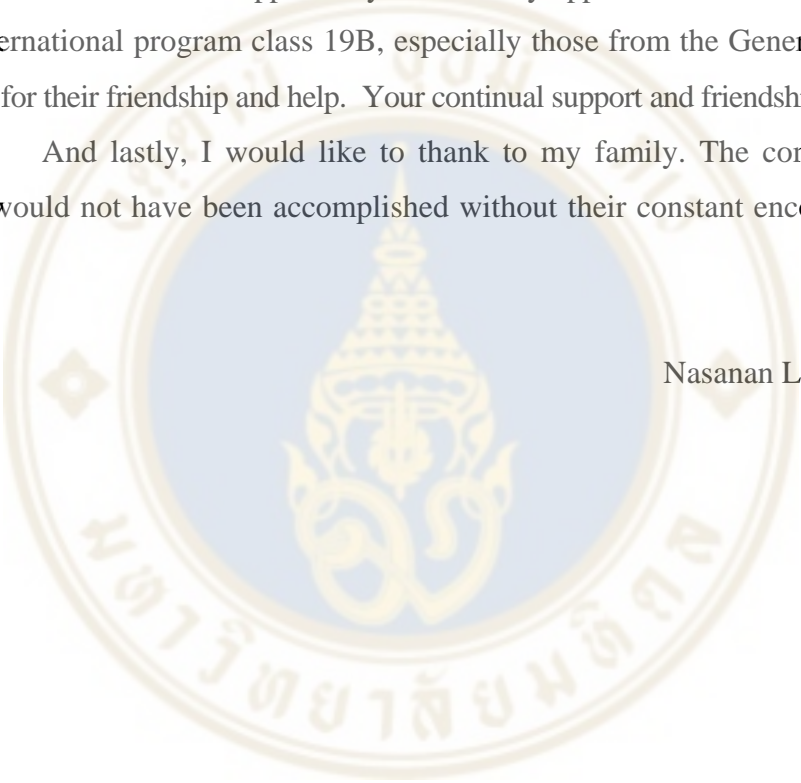
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CRISIS MANAGEMENT FROM 2011 FLOOD DISASTER IN BUS SERVICE BUSINESS: THE CASE OF CHALERMPAT TRANSPORT

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ABSTRACT

The purpose of this paper is to find out the key success factors that helped family business to overcome the 2011 flood disaster. The information and data are studied and gathered through the literature review to find key factors affecting the decision-making process during the crisis and leadership management style.

The qualitative research method was used to collect the data by interviewing the CEO and related person who were the decision makers and leaders in bus service business to explore the linkage between the family business leadership management style and crisis management.

The results revealed that family business model is considered as an organization with a unique leadership management style that was working effectiveness to help the company overcome the crisis. Because of their low hierarchy and a few key decision makers that allowed them to have the most efficient of business decisions to response and action to the situation.

However, the paper contains some limitations because it based on only one company in bus service business industrial, therefore, further research and investigation are suggested to study in order to explore more details in the factors of crisis management of family business in Thailand.

KEY WORDS: Crisis Management/ Leadership Management/ Family Business/ Bus Service Business/ Flood Disaster

25 pages

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CHAPTER I INTRODUCTION

Turning back to the year 2011 in the northern part of Bangkok and vicinity, there was a severe crisis from flooding disaster that caused a lot of business crisis. As Ayutthaya and Pathum Thani provinces were the places that facing almost the highest cost during that disaster since there are many industrial estates located in that area.

Seven industrial estates located near Ayutthaya and Pathum Thani Province (K-Econ Analysis, 2011) were direct damage from the floods. They were facing the flood for about two months. It has been found that at least 800 companies are located in these industrial estates.

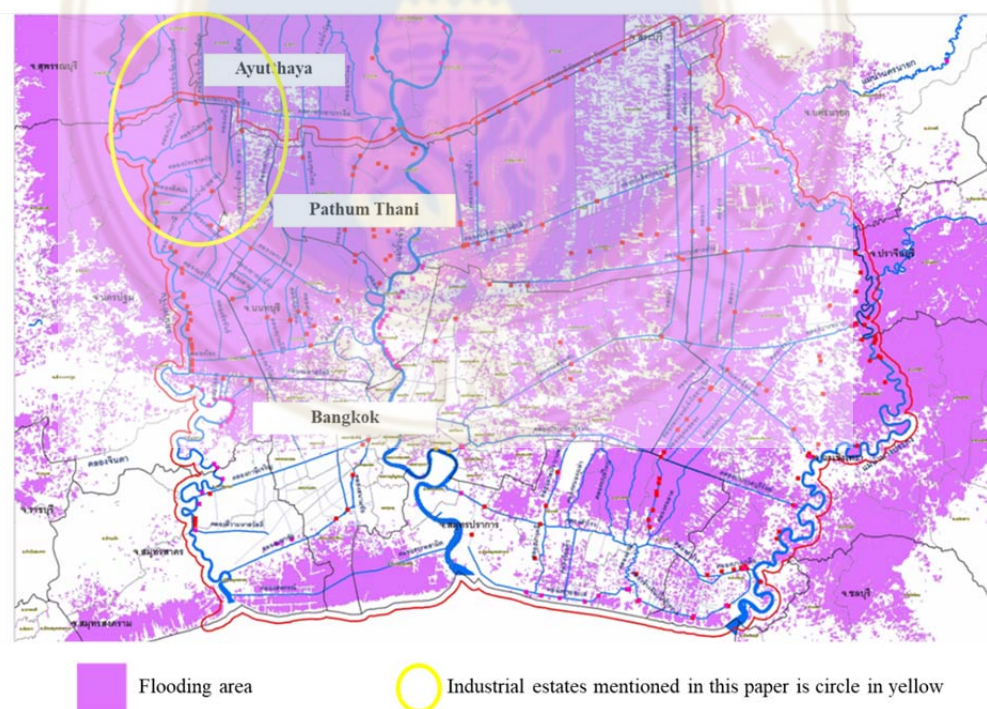


Figure 1.1 The map showing the flooding area in purple on November 8th, 2011 at 6.14AM. The location of industrial estates mentioned in this paper is circled in yellow.

Source: <http://www.thaiwater.net/current/flood54.html>

There was not only the effect on the plants or manufacturers, but also their suppliers as well. Chalernmpat Transport is one of the bus services suppliers that support the transferring employee system to the plants since 1992, also faced the consequences of that disaster. All income of Chalernmpat Transport was coming from long-contract service with the plants that located in the flooding area, so at that time when the plants stopped their operations was massively effected on the income of the company. Because the plants were temporarily stopped their operation, their employees didn't need to go to work. So, the transferring system was also asking to stop operating as well.

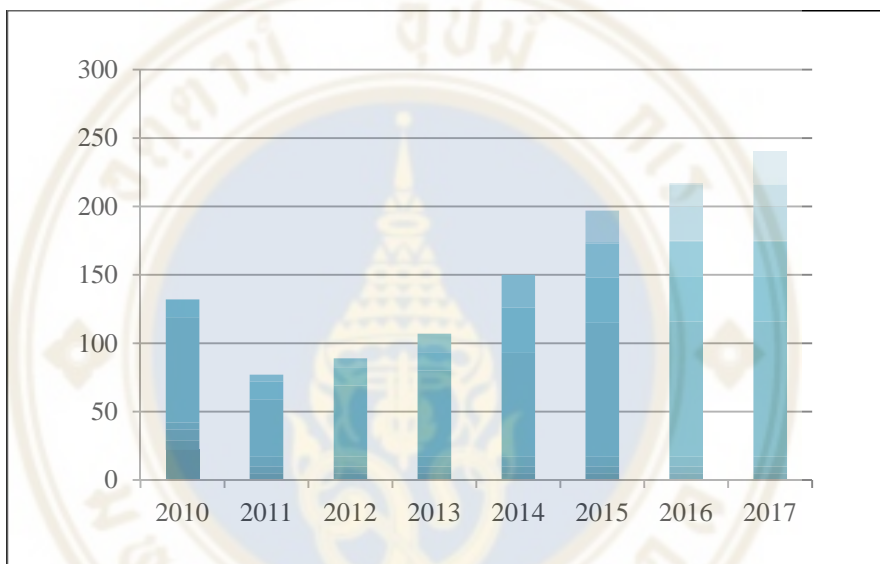


Figure 1.2 The number of Chalernmpat Transport operating buses in 2010 – 2017

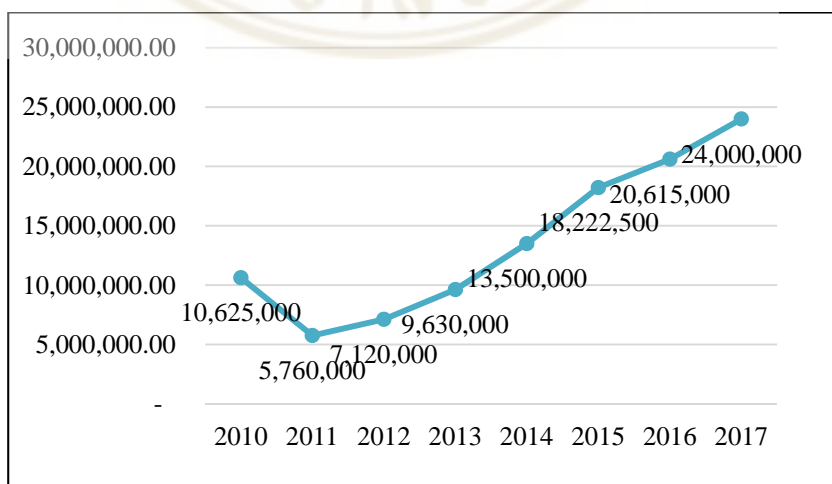


Figure 1.3 Chalernmpat Transport revenue per month from 2010 to 2017

From figure 1.2 and figure 1.3, the increase in revenue is from a higher number of customers, not higher price. It means that the company can recover from the crisis and started expanding the business in only a few years without cost-cutting strategy to lay off employee during the crisis.

This thematic paper wants to find out and analyze the key success factors that helped the company to be survived and turning themselves to be one of the competitive company in the market.

Their strategy to deal with the crisis and leadership management style are considered as one of the factors that help company overcame the obstacles. There are few leadership theories that can use to analyze the company leadership style which can be adapted to use with the organization in the different situation.

Information to be used in this paper will be collected from primary source by face to face semi-structured interview with the CEO and related persons in the company who was dealing with the real situation at that time to gain as much fact as possible. From these sources, the information will be useful for an analysis that may link or contradict to the theories.

CHAPTER II

LITERATURE REVIEW

This research paper aims to study the crisis management and related issue of a bus service business during a flood crisis in 2011 in Thailand. There are a lot of study about the effect and crisis management to the major industrial such as agriculture, manufacturing and export and also the macro and micro economics. Since bus service business is supporting the plants and factories to make them work smoothly, so it is interesting to study on how the company deals with the natural disaster at that time. Therefore, this paper is scoping down to focus on this kind of business, which there was a few mentioned in the previous researches.

The key factor that related to this research is leadership management style in family business to the crisis situation. Therefore, the definitions of related issues and theories will be explained as follow.

2.1 Family Business and Decision Making

A Family business is one of the major common forms of business which can be found all over the world. There are few definitions the explain the specific meaning of family business. Family firms are the firm that has multiple members of the same family playing a big role in the company as leaders or owners. (Miller, Le-Breton Miller, Lester, Canella, 2007).

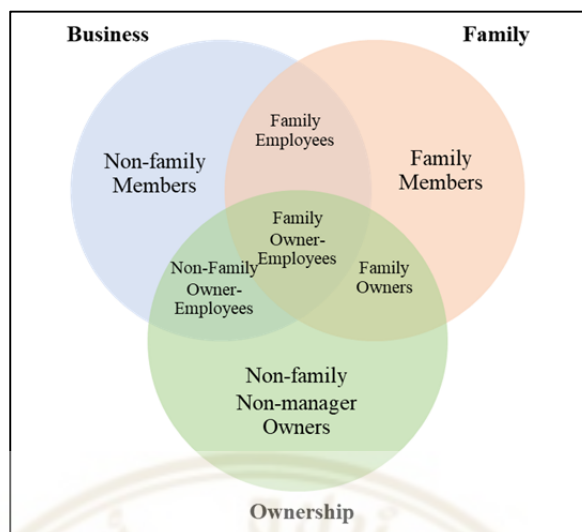


Figure 2.1 Three-circle model of the family business system

From the figure 2.1, The Three-Circle Model of the Family Business System (Tagiuri, Davis, 1982). shows the simple term of each independent that overlapped; family, business, and ownership. As a result of the overlap, 7 groups are presented with its functioning and mutual support of each of these groups.

Since this paper is focusing on the leadership during the crisis situation, which requires a lot of decision-making skills to solve the problem. Thus, how the family business makes the decision will be concerned. There are three major styles of making a decision in a family business (Eckrich, McClure, n.d.).

Centralized Leader is a leadership style relies on an individual to make a decision and setting the company direction. Normally found this style of decision making in a small family business because the owner of the company is responsible for the company's result. This style of decision allows the follower to get the fastest response on each issue. However, this style of decision will take a longer time to respond to all the topic needed because almost every decision in the company is depended on only one individual.

Voting is another style of making a decision in family business. Voting requires an understanding of the rules before voting to avoid a conflict after voting because some of the one who elected to vote should be defined and also the result of the vote should be clear. Thus, they will support the outcome instead of seeking for just a consensus decision.

Consensus is an opinion that all members of a group agree with. This style of decision making requires time in order to get everyone to have the same decision unless the leader or member has a good negotiation skill to make other members to get in the same direction.

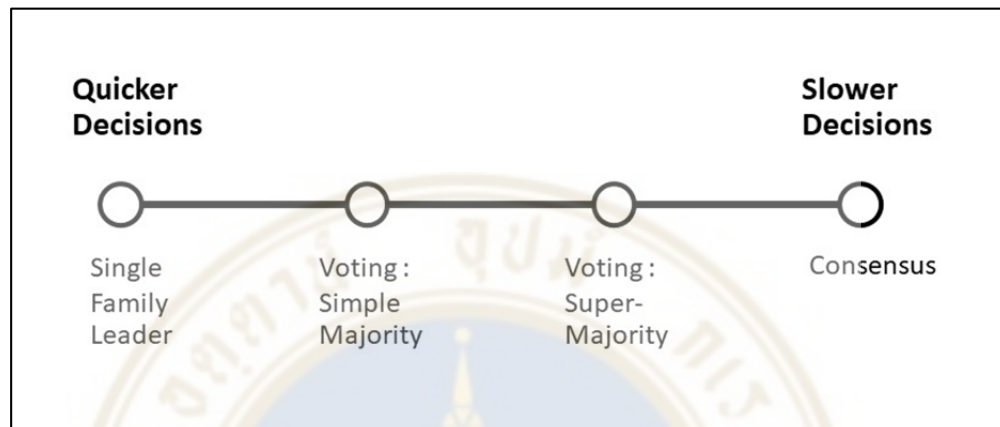


Figure 2.2 The relative between Decision making style and time required for deciding

2.2 Leadership Management

There are many theories saying that a leader can be made, not born. A good leadership can be developed through an individual experiences, educations, and training (Bass & Bass, 2008). Leadership is a responsibility to utilize the resource, which is human and material, to get the best result with a smooth process (Monga, n.d.). And leadership is not only utilizing the resources well, but also direct the team to understand and aiming to achieve a common goal too (Northouse and Rowe, 2007).

Contingency Theory or Situational Theory: This theory is focusing on the environment that effects the style of leadership. It can be said that on an individual leader, there is not an only specific style for every situation that happened. Leaders use the variable or the followers and situations to develop the style of management to be success (Rose, Ngozi, Amanchukwu, 2015). Leaders will select the best option for action depending on the situation conditions. So, the different styles of leadership will be provided a different type of decision making regarding the situation.

Behavioral Theory: This theory is based on the different behavior of the leader and non-leader. According to the behavioral theory, a leader can learn to be a

leader by observing and training. Behavior, the attitude of the leaders lead to their actions. The power of leader can be described as four management style according to Rensis Likert Theory (Dininni, 2017) to understand how each leadership style influences the organization's structure and direction of the company.

1. Exploitative-Authoritative Leadership Style: Leader is not trusted in subordinates. Subordinates are not allowed to discuss the job or opinion with the leader. When facing the problems, the leader is the only one who makes a decision and provides direction to the team with little communication.

2. Benevolent-authoritative: Subordinates are allowed to give some opinion and ideas with a close policy control from the leader. Rewards and punishments are adapted to control the subordinates.

3. Consultative Leadership Style: Leaders partly trust in their subordinates but keep control the decisions. Subordinates are allowed to discuss with their superior with moderate communication. Rewards are using to create some motivation to the subordinates.

4. Democratic Leadership Style: Leaders are trusted in their subordinates about their responsibility regards the company objectives. Leaders are always asking the for subordinates' ideas and opinion to develop the constructive decision.

Transactional Theory: This theory focuses on the exchanges that take place between leaders and subordinates. These theories base leadership on a system of rewards and punishments (Rose, Ngozi, Amanchukwu, 2015). For example, when the followers/ employees completed the job successfully, they will get paid or get some rewards. But if they fail, they will receive a punishment in return. This style of leadership is commonly found in many organizational structures.

Transformational Theory: This is also known as relationship theory because it is a connection form between leaders and followers with an engagement of motivation. This style of leadership helps each member in the team see the importance of group members that affect the performance of the company. These leaders are not only focused on the performance of group members, but also on each person to fulfil their potential. Leaders of this style often have high ethical and moral standards

2.3 Factors that Support Each Leadership Style

There are many researches that talking about the leadership theories and leadership management styles. Rose, Ngozi, Amanchukwu (2015) had studied about the factors that determine the leadership style to learn more on the most effective style to fit with the organization and helped the company to overcome the crisis smoothly. There are factors that support a different type of leadership style, and which one is the most effective to be used, and when to use or combine each leadership style to get the most effective actions during the crisis situation.

1. **Size of an Institution/Organization:** The organizations can be grown and expanded. The bigger of the organization, the more complex they are. So, there is a for decision making to be centralized. The more complexity in the organization is leading to a limitation of employee participation.

2. **Degree of Interaction/Communication:** During an uncertainty situation, communication in the organization is important. The quantity and quality of interaction in an organization tends to influence the style of organizational management with the main issue being that employees must work together in order to accomplish tasks

3. **Personality of Members:** The personality of each member leaders can influence the leadership style of an organization. For example, members who wish to advance in their career are tend to participate more on the decision-making process and will be likely on a collaborative leadership styles. Leaders should adapt the style of management to use with different personality of team member in order to make the leadership more effective and successful.

4. **Goal Congruency:** The unity or separation of direction in the organization of both leaders and followers is required a different leadership styles. If leaders and followers have a common goal, charismatic leadership style or transformational leadership style will be preferred.

5. **Level of Decision Making:** Different style of decision making leads to a different style of leadership. For example, in a centralized organization like a single-family business, there will be little or no decision input from the lower level of the company allowed. So, leadership style tends to be directive rather than participative.

2.4 Crisis Management

A crisis is an event that creates negative effect leaders and followers have a common goal, charismatic leadership style or transformational leadership style will be preferred. that is difficult to handle to a company. (W. Timothy Coombs, 2007) Crisis can create a damage not only to the organization, but also to the stakeholders and the whole industry. Events that are considered to be a nature crisis normally have the same characteristic, which is high consequences and effect, low possibility to happen, ambiguity and time pressure on decision-making process. (WL Waugh Jr, 2006)

Crisis management is a process that designed to help handle the situation and protect the organization from threats and negative consequences. An effective crisis management is not only focusing on solving the problems that happened during the crisis, but also planning to prevent before the crisis happen and recover after the crisis pass as well.

Emergency management is a plan that develops to deal with the crisis situation, and being a part of crisis management. Normally, an Emergency management plan can be explained in four phases; mitigation and prevention, preparedness, response, and recovery. (Malcolm E. Baird, 2010)

The four phases of the Emergency management plan are working in cycle, in order to make the plan work effectively. The definitions of each phase will be explained as follow.

Mitigation and Prevention: This phase is a preventing phase to the future crisis or emergency. This phase is focusing on activities that help prevent the consequence and reduce damage that can happen before and during the crisis.

Preparedness: Developing a written plan is a key of this phase. The plan is developing to prevent the crisis, and also showing the expected action to deal with the crisis. In this phase, training and educating the related person are included in order to make sure that those who related to the consequence of the crisis understand and ready to use the plan well.

Response: Action to the crisis will show in this phase. This phase is a step that a well-trained related person will implement the developing plan in Preparedness phase to deal with the crisis. This phase is the important and lead to a result of those negative consequence of the crisis.

Recovery: After the crisis passed, business started running again. The main objective of this phase is to do anything that helps the business continuity as fast as possible to reduce the following consequence from slowly or discontinued business operation.

From the four phases of the Emergency management plan, after pass the fourth phase, Recovery phase, the company will see the room for improvement to develop and prepare in the Mitigation and Prevention phase in order to make this preventive plan work more effectively in the future crisis.

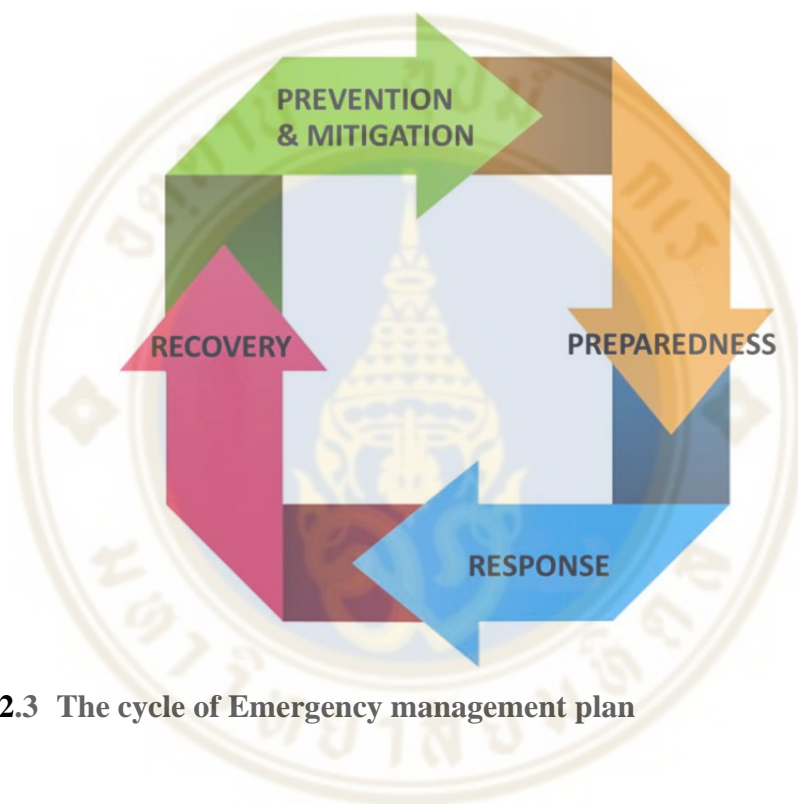


Figure 2.3 The cycle of Emergency management plan

CHAPTER III

RESEARCH METHODOLOGY

This chapter will provide the research methodology used for this case study and how to do a data collection and data analysis. This paper will focus on qualitative research in order to answer the question about the relationship between leadership management style during the crisis situation.

The qualitative research helps provide a personal experience during the situation they have been faced. In this case, researcher is focusing on the crisis management for the flooding disaster in 2011, which is required more intensive question to get the insight and knowledge from the related person because the events took place many years ago.

The in-depth interview technique will be adopted as a data collection approach because this technique helps dig down the past information well, and also allow the researcher to explore the views, opinions, insight, and knowledge from the interviewees that related to the topic better. The interview technique is a technique that offers more detailed information than other techniques because this will help the researcher to get the answer and information that directly support the need for this paper.

Researcher will adopt open-ended questions for the interview because the interviewees will be able to show their opinion freely and no limitation. However, probing technique will be used to scope the answer to be not too wide.

The list of open-ended questions is developed based on the requirement of the finding of leadership management style and the situation when facing the crisis in Chalermnat Transport company from the CEO of the company.

In the research, the purpose is to gain information from the leaders, who have a decision-making power over the company, to get the insights and motivations. This means the interviewees will be the CEO and manager of Chalermnat Transport company.

The interview consists of two key people who were the decision makers or leaders to the flood disaster in 2011. With this group of people, researcher will gain more insights and knowledge about the relation between the family business leadership management style to use for data analysis in the next chapter. The background of the selected company for this paper and each interviewee will be provided as follow.

Chalernmpat Transport is a family own business. It was founded in 1992 with the expertise in providing transport services for factory workers in Pathum Thani, Ayutthaya, and Nakhon Ratchasima. With over 20 years of experience in providing transport services, the company has been entrusted by the world's leading companies with production base in Thailand to be their staff transport provider, with contracts continually renewed for a long period of time. Presently, the company is headquartered in Pathum Thani, with a sub-office in Nakhon Ratchasima. There are more than 200 quality people and more than 200 buses.

Chalernmpat Transport has the professional and experienced drivers with a license as well as the good qualities coaches with full facility provided to the customers, for example, the air-conditioning, the GPS, the identifying driver system and the entertainment service. The experienced drivers and facilities ensure the safety and comfort of passengers throughout the service. After overcame an endure difficult economic and social situation, Chalernmpat took a few years to recover from the crisis and turn themselves to be one of the well-known coach service providers that have the factories located in Thailand.

Terdsak, the founders of Chalernmpat Transport. He started this company on his own when he graduated his bachelor degree in education program. He didn't have any background related to the business, but he has got an opportunity to start the first contract of bus service providing for the factory in Pathum Thani. Terdsak started the company with only one bus with a reliable service that meets the factory standard, so the good reputation of the service was widespread to other factories in that area. The company has started expanding with a higher quantity of buses and drivers since then.

Aphiwit, the second generation of this company who started working after graduated from a bachelor degree in industrial engineering. He used to intern at Mercedes Benz Thailand to understand how the big company doing with their marketing. During the flood disaster in 2011, Aphiwit was a manager and was not the major leader who

decided the solution, but he was the one who supports the company to see another way of solving the problem. Aphiwit was growing with a technology era, so he was the one that encourages and eager to use the technology to support the system after the crisis and help the company back to the normal situation faster.

The developed questions will be prepared before the interview to help the researcher control the direction of the questions to get the most effective results from interviewees. The questions will be designed to support each topic concerned as follow.

Table 3.1 The questions

Topic	Question
Crisis management	What was the situation at that time?
	Did you get any signal, and planning to deal with the problem?
	How did you deal with the situation?
	What would you think you should have done better to manage the crisis?
Leadership	How did you communicate with your employee during the crisis?
	What is the reason or motivation that have an influence to your decision making?
	In your view, what is the key factor that help company overcame that crisis?

CHAPTER IV

FINDINGS

In this chapter, the result of data analysis will be presented. The data from the in-depth interview were collected to see the strategy, plan to respond to the crisis according to the leadership management style during an uncertainty situation. The findings presented in this chapter will illustrate the key success factors that help Chalernpat Transport to overcome the flood crisis in 2011.

The interview was conducted with two people who were leaders of the company during the crisis. The interview was set individually to get a pure opinion of each interviewee. The interview took around one hour per person.

4.1 Crisis Management

For the first set of the interview, the question wants to picture the real situation that happened at that time, and how they deal with it.

Combine information of the situation from both Terdsak and Aphiwit, turning back to that time before the water spread all over the manufacturer area, most of the people kept eyes on the flooding situation and also the employee in the company. They started stocking and alerting to the situation. Not only the employee, but also the clients, whose factory and company located in the industrial estates that had a higher risk of the flood. Some of them was trying to build a sand wall to protect their machine from the flood. They also decrease the productivity to reduce the cost and risk of the workers who were living in the flood area. This decreasing in productivity shown the signal in early September 2011, and started effect to the company because the plants stop operation in the same month. The employee of the plants that located in the flood area was asked to temporarily stop working. It was massively effected on the shuttle services, which was the main activity that generated income for the company, had to stop too.

The decreasing of bus usages from company's partner was the first signal of the crisis situation. The action to deal with the flood was assigned. Some of them were completely stopped operation line before flooding for a week, some of them just reduced the productivity. These caused the lower income of the company at that time. Their strategy to deal with the suspend from the clients was trying to save the equipment especially the buses. Drivers who were required to temporarily stop working need to stand-by and park their buses in company parking area, where they think that the providing places were safety enough.

Two days before the flood come into the company parking space. Everything looked fine. Most of the buses in the company were parked in position. Lots of drivers went back to their hometowns in order to support and help their families to deal with the flood. Unfortunately, one early morning in the October 2011, without notice, the sand wall of a nearby canal was broke, a huge amount of water flood into the parking space that located in Pathum Thani.

Terdsak made a quick decision without consulting anyone to move all the buses to park on the expressway by trying to call drivers who lived around the parking area. However, it was not easy since the road to go to the expressway and the water didn't cover need to pass the military area, which was closed in order to block the water. So, he decided to change the route. The buses were driving through the flood area because there was the only way to go to the expressway entrance. This caused a massive effected by the buses' engines and batteries, but it was better than letting the buses drown.

After 8 hours from 6.00AM to 3.00PM, 20 drivers with nearly 200 buses were moved to the safe place on the expressway. Approximately 10 buses were left drowned. They parked their buses on the expressway for over a month. While the buses were parking without starting the engine for a long period of time, it seriously affected on the bus's engine. So, after the flood was gone, all of the buses have to be fixed. And the company still need to take care the volunteer who helped look after all the buses on the expressway by paying them extra wages.

During the period that the buses had to stop working and parked on the expressway, the company didn't get any income from the customers for a longer time than that because the customers were facing the same situation, they also could not run the business. All income of the company is paused for more than five months since the

flood came to cover all the customers' plant area in October 2011, but the expense was still running. Terdsak decided not to lay off anyone of his drivers because he didn't want to face the recruiting well-trained bus drivers again after the crisis. So, the expenses of the company were still running with a big amount for the salary of the employee, and fixing cost for the parked buses.

Another finding is Terdsak and Aphiwit were concerned about the business equipment (buses) and manpower (bus drivers) most. Even though the company didn't get any income, and they can reduce the expenses cost by lay-off some employees to save cost. Then recruiting them back again after the crisis pass, but they didn't decide to do that.

To make a clearer picture of what was happened, below is the conclusion of lost income and expenses that the company was faced during and after the 2011 flood disaster.

List of Chalernpat Transport damage from 2011 flood disaster

1. 10 buses were left drowned under 60 centimeters.
2. 180 buses were parking on the expressway for months.
3. Spare engines and 20 bus chassis were left drowned.
4. 150 meters parking gate was damaged
5. All the electronic equipment were left drowned.

Table 4.1 Expenses during the 2011 flood disaster

Details	Cost (Baht)	
	The salary for 150 employees during the flood disaster who were temporarily stopped working	October
November		1,125,000.00
December		600,000.00
Food for 50 volunteers who took care the parked buses on the expressway for 2 months	180,000.00	
The wage for 50 volunteers who took care the parked buses on the expressway for 2 months	300,000.00	
4 big size boats with engines (They were sent to support the customers at the plants)	277,000.00	
2 small size boats with engines (Using for transportation between the company and expressway)	18,000.00	
Total	3,062,500.00	

From the table above, showing that almost 75% of expenses during the flood disaster were coming from the salary of employees. They could save this cost by lay-off or temporarily stop paying the salary to those drivers, but Terdsak told that he didn't see the problem of this salary cost for the company, but those drivers had their families to take care too. He couldn't cut off paying the salary to his employees.

Table 4.2 Expenses after the 2011 flood disaster

Details	Cost (Baht)
Fixing cost for 10 drown buses (30,000.-/ bus)	300,000.00
Fixing cost for 180 parking on the expressway buses (3,000.-/ bus)	540,000.00
Recovery cost for the parking area (8,000 Square Meters)	4,800,000.00
Total	5,340,000.00

From the expenses after the flood, showing that the cost of fixing the bus that left drown was higher than the bus that can move to the safe place in time around 10 times. Aphiwit said that this was the reason why he wanted to make sure that he can move all the bus to the safe place as much as possible. It was not the cost that company needs to pay for fixing the buses, but also the time of renovating the bus before start operation again. For the buses that were parking safely, even though they need to fix all the engines but it took only a month to be ready to run again. While the buses that was left drown need to renovate both engines and the bus body, which took more than three months for fixing them.

It clearly sees here that two most significant assets that run the company are buses and drivers, so Terdsak and Aphiwit were doing everything to make sure that they can keep these assets in a safe place by not lay-off any employees and the buses were parking in the safe place as much as possible.

From the gaining information about how CEO and Manager of Chalermprat Transport response to the situation, it can be linked to the Emergency management plan to find the strategy that the leader of the company use to overcome the crisis.

Mitigation and Prevention: Since the company has operated for almost 20 years without facing this kind of crisis before, so they didn't have any system or barrier to help prevent the crisis.

Preparedness: Chalernmpat Transport is a family business, which normally this kind of business model did not have concrete nor fix preventive plan as a big firm. So, they didn't have a well written plan to support in this phase.

Response: For this phase, CEO and Manager of Chalernmpat Transport were alert to keep their eyes on the flooding situation in order to solve an unexpected problem in time. According to the above information that talking about company significant asset that helps run the business are buses and professional bus drivers, Terdsak and Aphiwit did not lay off any drivers, but required them to temporarily stop working and stand-by to take care their buses in the safe area. They did everything to make sure that their equipment will be safe. Even though they didn't have a concrete plan to deal with an unexpected situation like this. But the responded to the situation quite fast.

They also had a quick action on negotiating with the bank and suppliers to understand the situation that the company had faced. So, they got a support from the external factors such as bank that allow them to postpone the debt by paying only the interest until Chalernmpat Transport start running the operation again, and engines and bus equipment suppliers that extend the credit term to Chalernmpat Transport in order to help the company had more liquidity to pay for employees' salaries.

Recovery: After the crisis passed, business started running again. The main objective of this phase is to do anything that helps the business continuity as fast as possible to reduce the following consequence from slowly or discontinued business operation. From the action in Response stage helped Chalernmpat Transport recovered quite fast because they didn't need to recruit the new profession bus drivers, and although they had to pay for a fixing cost for the buses, but the cost was lower than left all the buses to drown. However, after Chalernmpat Transport had to face the financial problems for months because they still need to pay for a salary, but the income from the customers was paused. So, during this Recovery phase, external factors such as a good support from bank and supplier from the Response case, still support the company to this phase also.

From the information about the situation, researcher not only found the leaders' action that can be linked to the Emergency management plan, but also found some leadership management style in this family business model too.

In the urgent situation that needs a quick response, a single leader, in this case, Terdsak, is more effective in order to support a quick action to deal with an uncertainty situation. This can be related to the research framework about the factors that support each leadership management style.

4.2 Factors That Support Each Leadership Style

Size of an Institution/Organization: Number of both drivers and back office employees in year the 2011 of Chalernpat transport was around 150. The organization chart was a hierarchical structure (functional structure) which allowed the leaders to define levels of authority and responsibility to get a direct and quick response. The number and structure of Chalernpat transport at that time was fit with a centralized decision making and the Bureaucratic Leadership Style which is a form of transactional leadership, where leaders have all the power to decide the decision and direction of the company. The advantage of this leadership style is to offer a quick response. This is a good support to the crisis situation which decision making must be made quickly.

Degree of Interaction/Communication: According to Terdsak's information, he told that he believes that communication is very important to create trust to the employee, so he tried to inform the updated situation to all of the employees himself. It was not only the quantity of the information that he tried to spread out to his followers, but the quality information that he checked with the government news, the clients about the operation period to assure his subordinated to motivate them to deal with the situation together.

Personality of Members: Most of Chalernpat transport employees are drivers, whom work in organizations that are motivated with a "carrot and stick" approach. According to the Theory X and Theory Y (Douglas McGregor, 1960), organizations with Theory X workers tend to have more tiers of supervisors to check and direct the workers. So, this kind of members will be efficiently if they were directed by Bureaucratic

Leadership Style because the control remains firmly centralized. Managers are actively happened to get things done.

Goal Congruency: According to the Maslow's Hierarchy of Needs, basic needs for Chalernmpat workers are Physiological Needs and Safety and Security Needs. Being employed is their goals to achieve their needs. As well as Chalernmpat Transport, the company goal is to continue working with the clients right after the crisis recovery to generate income. Terdsak and Aphiwit said that more than 150 workers in their company are skilled working with professional in bus driving. These people are a key factor to help company recover by providing the service immediately after the clients' recovery. Different leadership styles may be called use depending on the degree of current common goal in an organization. The leadership style that fit when organization has a common goal is transformational leadership. Transformational leadership allowed leaders to engage everyone in the company by being as a team, and see the importance of a group members that effect the performance of the company.

Level of Decision Making: Chalernmpat Transport is a single family own business. With only 4 members of the family that effect the decision making of the company, it can be said that Centralized Leader is a leadership style using for the company. Because the owner of the company is responsible for the company's result as the ownership, they have the most powerful decision-making regard anything that affected or caused a problem to the company.

CHAPTER V

CONCLUSIONS

In this chapter, the main finding from analyzed information are summarized and conclusion based on the findings of the study. Moreover, the recommendations and limitations of this study for future study are presented.

5.1 Conclusion

From the analysis in Finding chapter, it can be concluded that from Chalernmpat transport case, a strategy that helped the company to overcome the crisis may not relate exactly to the strategy. According to the Emergency management plan, Chalernmpat Transport strategy didn't follow all the phase in that plan. They didn't have any action nor plan that related to the Mitigation& Prevention and Preparedness phase, but still can survive during and after the crisis. However, if Chalernmpat Transport had a complete preventive plan as in every phase of the Emergency management plan, they may overcome that difficult situation faster and easier.

The understanding in the business model of the CEO and Manager is also a factor that helps Chalernmpat transport overcame the crisis. They knew the main asset that runs the company, which are buses and drivers. So, their actions and responses to the situation will be based on preventing and protecting these two assets in order to not increase the problems nor create more damage during and after the crisis.

The Business model of Chalernmpat Transport is a family business model. So, the way of working may not have a concrete plan to support and prevent every possible event that may happen and affect the company like big firms have. However, because the family business model is considered as a small organization is commonly use a Centralized organization to get the most efficient of business decisions. From this paper, can be shown that during the crisis and recovery stage of the company, this style of leadership management was working effectiveness to help the company overcame the

crisis, and a prompt recovery because of their low hierarchy and CEO is the only one key decision maker that allowed them to have a quick response and action to the situation right away.

5.2 Recommendations

Even though the Mitigation& Prevention and Preparedness phase in the Emergency management plan didn't help Chalernmpat Transport to overcome this crisis, but I would like to recommend to have a concrete prevent plan like this to help prevent and handle the situation more effectively. In addition, Chalernmpat Transport should also use the knowledge and experiences of the leaders to create a written action plan to support preventive plan to be more concrete.

Chalernmpat Transport should be more prepare for financial problems. Financial problems may take longer time than the crisis because the income of the company does not depend on the company itself, but it depends on the customers. The company cannot control or force customers to continue pay the money right away after the crisis pass. And also, the company cannot postpone nor delay the payment to the suppliers as well. So, having more liquidity and money preserved are the recommendation for Chalernmpat transport to reduce the financial problems when facing and unexpected events in the future.

5.3 Limitations

The limitations of this paper are the study of the crisis was taking place many years ago, it is difficult to gather all the actual information from both primary resources and secondary resources, and this paper is based on only one company in bus service business industrial. It is interesting for the future research and study to understand and find the factor that helps each small-medium enterprise in another industry to learn if there are many factors that helped the companies to survive or not.

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