

**SUFFICIENCY ECONOMY PHILOSOPHY
IN NEW PRODUCT DEVELOPMENT AND IMPLEMENTATION:
A THAILAND APPROACH**



**A THEMATIC PAPER SUBMITTED IN PARTIAL
FULLFILLMENT OF THE REQUIREMENTS FOR
THE DEGREE OF MASTER OF MANAGEMENT
COLLEGE OF MANAGEMENT
2019**

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Thematic paper
entitled
**SUFFICIENCY ECONOMY PHILOSOPHY
IN NEW PRODUCT DEVELOPMENT AND IMPLEMENTATION:
A THAILAND APPROACH**

was submitted to the College of Management, Mahidol University
for the degree of Master of Management

on
January 12, 2019



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ACKNOWLEDGEMENTS

First, I would like to thank you to my thematic advisor, Assoc. Prof Dr.Vichita Ractham for dedication and invaluable support this thematic paper. I am honored to have Assoc. Prof Dr.Vichita Ractham to be my advisor. For this thematic paper cannot complete without fill support from her.

Furthermore, I would like to thank Assoc. Prof Dr.Sooksan Kantarabutra for recommendation and devoted time to guide me in this research.

Next, I would like to thank College of Management Mahidol University's staffs for all kind cooperation and support for my research.

In additional, I would like to thank you to Por Laew Dee - The Creator project that inspire, give me a permission to gather coordinate and interview entrepreneur in projects.

Finally, thank you to the entrepreneurs in Por Laew Dee - The Creator project to be the interviewees for this paper. Without them, I could not find any in depth data to analyze and to complete my paper

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**SUFFICIENCY ECONOMY PHILOSOPHY IN NEW PRODUCT
DEVELOPMENT: A THAILAND APPROACH**

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M.M. (ENTREPRENEURSHIP MANAGEMENT)

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ABSTRACT

This study aims to find out how the entrepreneur can implement Sufficiency Economy Philosophy (SEP) in New Product Development (NPD), what is benefits and cautions for implementation and how it can help the company to achieve their sustainable goals. Hypothesis were tested by in depth interview and collect the data from 15 interviewees from 4 industries. The result of this study found the implementation in NPD in each stage is different. Moreover, it creates benefit in various aspects but it also has some cautions. The interviewees trust apply this philosophy in NPD bring sustainable growth to their business and society. The paper recommends that entrepreneur should study SEP and apply it in NPD. It needs to start with moderation. Additionally, entrepreneurs should stand firm on their identities and long-term goal. In another aspect, the government should promote Sufficiency Economy Philosophy in business practice and it input this philosophy in the business curriculum

KEY WORDS: New Product Development/Sufficiency Economy Philosophy/ Start Up
Company/ Entrepreneur / Sustainable growth

CONTENTS

	Page
ACKNOWLEDGEMENTS	ii
ABSTRACT	iii
LIST OF TABLES	vi
LIST OF FIGURES	v
CHAPTER I INTRODUCTION	1
CHAPTER II LITERATURE REVIEW	4
2.1 New Product Development	4
2.2 Sufficiency Economy Philosophy	7
CHAPTER III RESEARCH METHODOLOGY	13
CHAPTER IV DATA COLLECTION ANALYSIS	15
4.1 Implementation Sufficiency Econophy Philosophy in New Product Development Stages	15
4.2 Benefit and cautions for implemetation	19
4.3 The Current Perspective in Sustainability Growth from apply Sufficiency Economy Philosophy in New Product Development	23
CHAPTER V CONCLUSION	25
5.1 Conclusion	25
5.2 Recommendation	26
5.3 Limitation of Study	27
5.4 Recommendations for Future Research	27
REFERENCES	29
APPENDICES	32
Appendix A: Interview Reference	33
BIOGRAPHY	34

LIST OF TABLES

Table	Page
4.1 Implementation Sufficiency Econophy Philosophy in New Product Development Stages	16



LIST OF FIGURES

Figure	Page
2.1 New Product Development Process	5
2.2 Sufficiency Economy Philosophy	7
2.3 Framework for Applying Sufficiency Economy Philosophy in New Product Development.	10



CHAPTER I

INTRODUCTION

Presently, Innovation is mentioned in many areas. It is not only the private sector but also the public sector. New Product Development is considered a corporate innovation capability that is “a sustainable competitive advantage that supports the company’s performance” (Alvarez & Barney, 2000). The public sector recognized this as a significant factor and as a result, they established the National Innovation Agency (Public Organization) (NIA) on 26 August 2003. Under the management of the Ministry of Science and technology, NIA has an important role to create a guideline to develop strategic goals in regards to the advantage of national competitiveness. Furthermore, the National Innovation Academy was established to improve innovation capability for creative success. For instance, many enterprises in a private sector such as Siam Cement Group (SCG) and Thai Union recognize innovation as a critical success factor and a strategy for success. Moreover, innovative product & service competitions are established by many organizations such as the Student Innovation Challenge Thailand 2018, Digital Thailand Big Bang 2018, and GPSC Young Social Innovator 2018. Innovation exhibitions and events also presented in various venues such as the INNOVATION THAILAND EXPO 2018, Bangkok International Intellectual Property, Innovation, and, Etc. With the Thai government and financial institution 's support, many entrepreneurs are currently applying innovation to their startup or SMEs.

For New Product Development, SMEs or Start up need a tool to lead them to sustainability growth. Sufficiency Economy Philosophy in business level is studied and mention as a key to sustainability. In recent years, King Rama IX's Sufficiency Economy Philosophy (SEP) present the concept of “The Middle Path”, which is a concept that can be applied in all levels, such as the individual level, the community level, and

the national level. This led The National Economic and Social Development Board to select this philosophy into the formulation of the five-year national development plan which The Ninth National Economic and Social Development Plan (NESDP) has translated this philosophy into action in various aspects with the support from the development partners, which are composed of Public sectors, private sectors, civil society, local government, and communities. The 12th NESDP focus on the linkage of SEP to SDGs based on the idea that SEP is the principle guideline for implementing SDGs' activities based on three principles: moderation, reasonableness, immunity and two conditions: moral and knowledge condition, particularly knowledge in all social and environmental contexts. The ultimate goal is to produce a balanced and stable development in hopes of creating a long-term vision of "stability, prosperity, and sustainability", which is considered to be the greatest goal of sustainable development. The core concept of SEP emphasizes the balance between profits, sustainability, good governance, risk mitigation, and corporate social responsibility (Supachaya, 2010).

Thailand's late King Bhumibol Adulyadej once stated that "*If we contain our wants, with less greed, we would be less belligerent towards others. If all countries entertain this - this is not an economic system - the idea that we all should be self-sufficient, which implies moderation, not to the extreme, not blinded with greed, we can all live happily*" At the Dusidalai Hall, Chitralada Villa, Dusit Palace On Friday, December 4, 1998". However, there is some confusion in terms of the business level. Some entrepreneurs claim that SEP cannot be applied to the New Product Development process. The researcher has other aspects that the philosophy can support and bring sustainable growth for the corporation. This study proposes to understand how to apply the concept of Sufficiency Economy Philosophy into the New Product Development process.

The main question in this research is how the entrepreneur can implement Sufficiency Economy Sufficiency in New Product Development, what is benefits and cautions for implement Sufficiency Economy Philosophy in New Product Development and how it can help the company to achieve their sustainable goals. Derived from

literature and results from interviews, that indicate sufficiency economy indicators are organized coherently. Therefore, finding limitations and managerial assumptions are discussed. The study results would be highly advantageous for new product development, as well as the process of building sustainable goals, competitive strategy, and policy structures which leads to a sustainable competitive advantage for the entrepreneurs in Thailand.



CHAPTER II

LITERATURE REVIEW

In this chapter, the researcher explored the previous studies in New Product Development and Sufficiency Economy Philosophy and their implementation.

2.1 New Product Development

New Product Development is compared with the “life-blood of enterprise and societies”, (Doug Ringer 2015). Many companies spend a significant amount of time with budgeting for product development. Various new products are the market. It is not only an innovation capability but also bring competitive advantage and corporate sustainability. The product can be a physical product such as food, cosmetics, and automobiles. It could also be services such as new IT solutions, new contents, or new architectural design concepts. There are several definitions of new product in the literature. The new product can include a new product, minor adjustments, and cost reduction. Successful product development offers new value to the customer while providing improvements to society and enhancing corporate sustainability. The essential phase of new product development process composes of Explore Ideas and Selection, Concept Generation, Concept/ Project Evaluation, and Development and Commercialization. (Crawford/Benedetto, 2015)

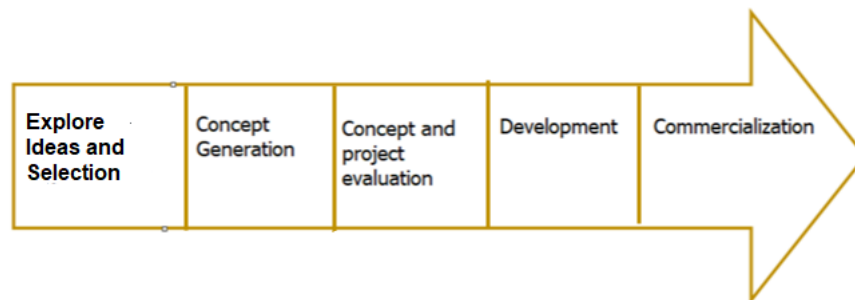


Figure 2.1 – New Product Development Process

The first phase is to Explore Ideas and Selection, This stage is strategic in nature. For new product strategic planning, there are three main streams of activity composed of continuing marketing planning, continuing corporate planning, and special opportunity analysis. In this phase, the ideas are recognized and can be formulated into 4 groups: An existing resource, a new resource, an external command, and internal command. As part of this phase, the method of creativity recognizing is thoroughly applied in order to ensure that the product or service has the potential to be competitive in the market before the launch.

The second stage of new product development is Concept Generation. It is the process of selecting a high potential or hasty idea and begins customer participation. The goal of this stage is to create a new product idea, also known as the product concept. Many ideation concerns with finding a customer pain point and suggesting solutions for them as a response.

The third phase is the concept and project evaluation, also identified as the screening or pyrotechnical evaluation process. It consists of an initial analysis of the technical, marketing, and financial criteria to determine which idea are appropriate and deserves a more detailed study. The process is to classify and select the best two or three ideas in order to request project proposal authorization. These project proposals will include the product definition, budget, and team formation as well as the design of the development plan and the financial plan.

The next step is the development, which includes two main objectives. The first objective is the technical task which indicates the complete development process and its deliverables. The goal is to create prototypes as the major body of effort, test and validate prototypes against protocol, design and validate production testify for the finest prototype, moderately increase production for product and, market testing. The second task is the marketing task. This task aims to create a marketing plan that composes of the marketing strategy, tactics, and launch details. It prepares a suggested business plan, how to attain permission, specifying product augmentation (branding, service, packaging, etc) and the preparation needed to execute the task.

The last phase is Launch or commercialization. It is the firm's decision to market a product. The critical step is the market test, which is a dress rehearsal for the launch that manager hopes any potential problems discovered are fixable in the dress rehearsal before opening night. In the case of derivation of issues, the launching has to be delayed. The manager has come up with many new ways to resolve the issues and fix it quickly. The ultimate goal for the planning for launch is that management can achieve the goal.

Research on New Product Development indicates the various factors critical to innovation. They combine to successful NPD, such as good external co-operation and cross-functional team, which may reflect capabilities definite to the innovative organization. It is not only connected to new product strategies, but also efficiency indicator and risk. Recent research also indicates that critical factors of NPD are, for instance, a clear and well-communicated new product development, and the existence of high quality, the cross-functional development team in the organization (Powell et al, 1996).

2.2 Sufficiency Economy Philosophy

The Late King Bhumibol Adulyadej addressed the delivery of Sufficiency Economy Philosophy. The philosophy stress on “the middle path” as a dominant principle for Thai citizen’s management and tradition of living at all levels. In SEP’s framework, an option of balancing the land in line with the power of globalization development strategies comes with the essence for sufficient protection from internal and external fluctuation. After the Asian economic crisis in 1997, various firms in Thailand was lead into bankruptcy. King Rama IX ingeminated the philosophy as the method to recovery that would guide to more flexibility and sustainable economy (NESDB, 2004b). This corresponds to answering to a call surrounded by scholars for the creation of a new theory of corporation which would more precisely describe organization behaviors by attending on stakeholder relationship and the substitution of the significant theory of the enterprise- the economic model (Allio, 2011; Brenner and Cochran, 1991; Donaldson and Preston, 1995; Hosseini and Brenner, 1992; Jone,1995; Wood, 1991).

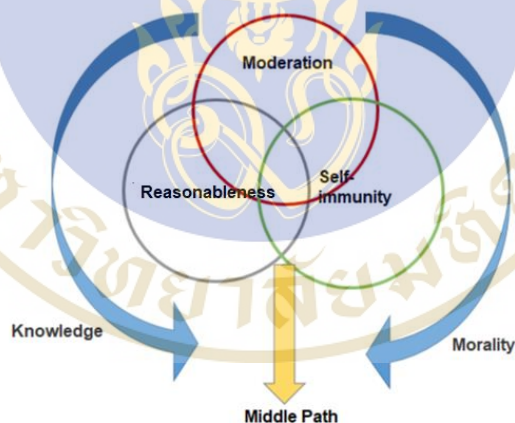


Figure 2.2 Sufficiency Economy Philosophy

The Sufficiency Economy Philosophy framework composes of three principles with two essential conditions (Piboolsravut, 2004). Three principles of philosophy compose of moderation, reasonableness, and elasticity or necessity for a self-immunity system. For example, the capability to deal with internal and external change. Furthermore, two important conditions to reach sufficiency are knowledge and morality.

Sufficiency Economy imposes integration and elaboration in planning, apply knowledge carefully, and the plan implementations. Following the ethic conditions, Sufficiency Economy Philosophy drives the restriction that people are to insist on-honesty and integrity-while controlling their life with endurance, nonviolence, and benevolence. This philosophy serves as living guidance for people at every level and is measurable with universal domain applicability, along with business corporation (Piboolsravut, 2004). It must be emphasized that the Sufficiency Economy resembles with the stakeholder theory of the west, both of which emphasize values and ethics as the basic attribute of Organizational management (Philips et al. 2003)

Research into “Sufficiency Economy” in business levels is inadequate. Puntasen et al (2003) were studied in term of creating the exploring small- and medium-sized enterprise (SME). Furthermore, Companies are listed of Stock Exchange of Thailand were also studied in term of business practice by Kantabutra (2010). Accordingly, ten Sufficiency Economy Leadership Practice were acquired:

1. These businesses affirm a long-term aspect in managing an organization; they do not focus to maximize profitability but consider the effect in the long run;
2. They are virtually related to the employee.
3. There are truly concerned with a wide range of stakeholders, together with society and the next generation.They support innovation in every part of the organization
4. They push the effective and efficient application of resources
5. They improve manufacturing or service technology which is not expensive but effective with a concentrate on application Thai wisdom.
6. They enlarge business cautiously.
7. They control risk by having several products, markets, and investment, ground on their core proficiency.

8. They distribute, including knowledge sharing with competitors to improve significant market and to maximize benefits for consumers and society.
9. They progress a strong organizational culture, qualify by ethics, endurance, effort, and innovation
10. They develop a strong organizational culture revolving around ethics, perseverance, diligence and innovation

Other similar studies were conducted focus on sustainable leadership, long-term perspective, and social responsibility, and ethical behavior. To indicate long-term success, businesses perform risk management to be officially responsible for the environment and society. Previous research related with Sufficiency Economy business is conducted into applying SEP in business practice and developing sustainability efficiency indicators or engaging the philosophy. Among the first few research, Kantabutra and Siebenhuner (2011) investigated the relationship among business practice and corporate sustainability performance amongst 112 corporations in Thailand, 43 percent of which were SMEs. They summarize five groups of corporate sustainability predictors that forecast one or more of the three characteristics of the sustainable corporation; a capability to deliver competitive performance, bare crisis and preserve a market leader. It composes of geosocial development, wide of range stakeholder focus, endurance, temperance, and flexibility.

Some room of research in Sufficiency Economy in New Product Development indicates a need for the current study.

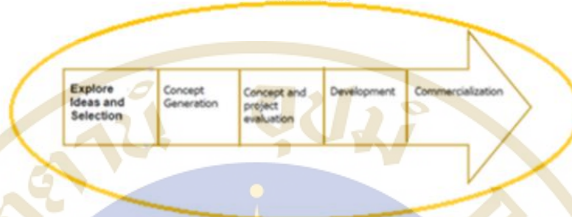
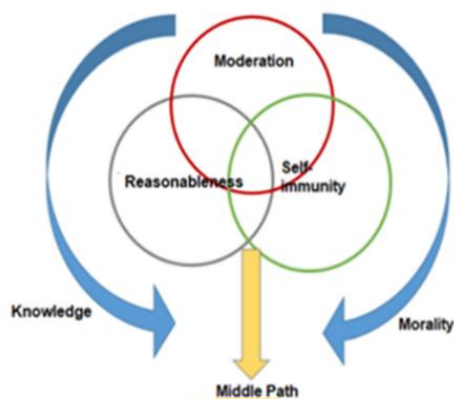


Figure 2.3 - Framework for Sufficiency Economy Philosophy in New Product Development.

As seen from prior research, talents in New Product Development can contribute to the success of many firms. According to Poolton and Barley (1998), “if the company can enhance their effectiveness at launching the new product, they can double in their profitability”.

However, New Product Development is not easy. Even huge corporations that once were the forerunners and creators of whole markets failed to stay competitive when (mayor technological) changes happened (Halmel and Prahalad1994, Utterback 1994, Christensen 1998).

On the contrary, Khunthongjan and Wiboonpongse (2010) found Sufficiency Economy Philosophy Economy bring outstanding results of SMEs. In the innovation on product development of SME were following the market, it surveys the customer’s satisfaction and opinions to create their own unique product by indigenous wisdom. SEP can be applied to SMEs not only during all stages of economic condition and many

SMEs business owner referred to SEP as the measurement which would help them to realize that there are alternatives in creating more sustainable growth (Suntrayuth 2018).

As same as in Public Company Limited that apply Sufficiency Economy Philosophy as business practices, the study of Kantabutra 2010 found that Siam Cement Group focuses on the development of “high value-added” products. Moreover, they create strategy product innovation workshops for their employees and innovation is indicated as their corporate culture. At Tipco Public Company Limited, they also continue to invest in research and development on their products and packaging.

Nevertheless, how does the entrepreneur apply sufficiency economy philosophy in each stage of new product development? What are the benefits and cautions for implementation Sufficiency Economy Philosophy in New Product Development? How does the Sufficiency Economy Philosophy bring a competitive advantage for their business? For this reason, it is worthwhile to explore their successful new product development as well to see if their success link to applying sufficiency economy philosophy.

This study would aim to explore the current perspective and behavior of the entrepreneurs that applied Sufficiency Economy Philosophy in their business and new product development. This study focuses on a practical level. Figure 3 indicates that Sufficiency Economy Philosophy brings the middle path to entrepreneurs and can be applied in every stage in new product development. Moreover, this philosophy can be applied to various new product categories. This model focus on the thematic paper's focus on how entrepreneur applies and balance Sufficiency Economy Philosophy in New Product Development Process. The figure indicates that Sufficiency Economy Philosophy can be applied in every step. First, In Explore Idea & Selection, and Concept Generation phase, the entrepreneur can explore and select reasonable opportunities that value and concern with stakeholder. With Sufficiency Economy Philosophy, New Product Development does not focus on customer pain point and market size only but also societies and culture. So, the middle path can bring competitive advantage. On the next phase, Concept and Project evaluation can apply all principles and condition in philosophy. Entrepreneur focuses on their own resource, evaluate and analyses new

products with the current situation and have risk control. It does not mean that they cannot loan for investment in new product development. On the other hand, they invest and take on loan with the appropriate amount. Therefore, they focus on their return on investment and payback period. In the development & Commercialization step, Sufficiency Economy Philosophy is applied in the business plan. The entrepreneur will select a suitable strategy. They have a clear direction in their brand, marketing, and financial plan. Finally, Sufficiency Economy Philosophy can lead the successful new product development and bring sustainability to the corporation.



CHAPTER III

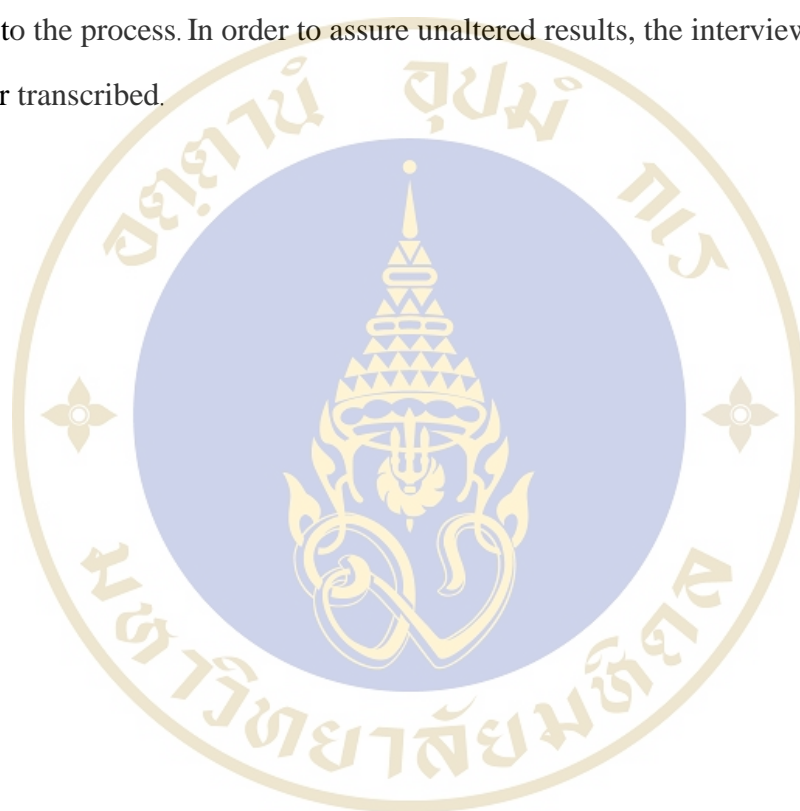
RESEARCH METHODOLOGY

Considering the suitable methodology of the topic being studied. Due to the early stage of research on Sufficiency Economy Philosophy in New Product Development faces an extensive lack of research done on this specific topic in start up company. For in-depth insight and good understanding. It is considered that the qualitative method is appropriated. The interview on this research consists of 15 entrepreneurs that are considered qualified and passed the exclusive training form Por Law Dee - THE CREATOR Project.

This project was launched in April 2016. Por Law Dee - THE CREATOR project started with a small group of people who has the same thinking concept and goal. They would like to prove and present that Sufficiency Economy Philosophy is not abstract and its process is measurable. The vision of this project is to bring Sufficiency Economy Philosophy to combine with the creativities from add-on learning process for creating happiness, satisfaction, and balance. This project aims to train entrepreneurs to apply sufficiency economy philosophy in their life and to be generous to others. The creators are well trained by specialists in each area such as Dr. Sirikul Laukaikul (Founder of BrandBeing Consultant Co, Ltd), Khun Prasong Rungsamaithong (Advisor of CEO for Feelings, Kasikornthai Bank and etc. The training program was designed as a workshop. All curriculums focus on the application of Sufficiency Economy Philosophy to Brand Management, SWOT Analysis, Business Model Canvas, Risk Management, Financial Management, etc. Some of them participated in Sustainable Brand 2017 Bangkok Sub Forum to share their perspective and experience to apply Sufficiency Economy Philosophy to their business plan. We selected the creator in 4 different industries: Art & Hand Craft, Consumer Product, Restaurant and Creative &

Design. All of them came from various provinces but always developed new product and have Sufficiency Economy Philosophy knowledge.

For the conduction of the interview, the participants are provided with the interview guidelines which is given five to seven day prior to the interview and each interview lasts between 25 – 50 minutes. An in-depth interview is suitable for collecting information and personal experience. In an interview, the question is formulated as open-end and closed-end question. To ensure the validity of data, the probing technique is applied to the process. In order to assure unaltered results, the interviews were recorded and later transcribed.



CHAPTER IV

DATA COLLECTION ANALYSIS

After conducting the qualitative data collection, the following analysis will aim to explore the current perspective and behavior of the entrepreneurs that applied Sufficiency Economy Philosophy in their business and new product development.

4.1 Implementation Sufficiency Econophy Philosophy in New Product Development Stages

From this study, the researcher found the implementation in New Product Development in each stage is different. After the interview, we found that interviewees have systematic thinking for new product development. Sufficiency Economy Philosophy brings mindfulness to new product development. However, the concentration in each principle and condition are different in each stage. The comparison table shows the number of interviewees who apply each principle in each stage.

1-5 is a low level



6- 10 is a middle level



11-15 is a high level



Table 4.1. Implementation Sufficiency Econophy Philosophy in New Product Development Stages

New Product Development Stage	Moderation	Reasonableness	Self-immunity	Knowledge	Moral
Stage 1: Explore Ideas and Selection	✓✓✓	✓✓		✓✓✓	✓✓✓
Stage 2: Concept Generation	✓✓✓	✓✓✓	✓	✓✓✓	✓✓
Stage 3: Concept and project evaluation	✓✓✓	✓✓✓	✓	✓✓✓	✓✓
Stage 4: Development	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓
Stage 5: Commercialization	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓

In the first stage, Explore Ideas and Selection. All interviewees use moderation as the priority in this stage. All interviewee explore and select reasonable opportunities base on their passions. All interviewee realize in their missions. They have clear brand identity and direction to drive New Product Development. Most of them combine with their knowledge and moral that they want to support the stakeholder. Most of them want to support the local suppliers such as Thai Farmer, Local Community, etc. Moreover, some interviewees use this opportunity to solve agriculture product pricing problem.

“It comes from passion, our selling point is Thai ingredient and Thai local product. All vegetables and fruits come from the domestic suppliers and adapt for answer our customer demand” **Owner, Lom Boon Fook**

“New Collection come from inspiration, creativity, and community raw material” **Founder, Wear Me Natural**

“I think it has some problem in the agriculture industry and I want to find out. I do not have knowledge before. I start with study at Khao Kwan Foundation”

Founder, Melody Rice

Furthermore, A part of them also presents the reasonableness in this stage. They also concern about the customer perspective, trend, and competitor. Their new product created the base on moderation, reasonableness, knowledge and moral. The analysis in depth in this stage to find a new opportunity. So, they can explore ideas in more specific details. Furthermore, they also have good intention to support the local people and send wisdom to the next generation.

“We have the intention to use local raw material with wisdom combine with Thai Wisdom. We have self-awareness. We know our strength, weakness, and community. We analysis the customer and ourselves. We find the lifestyle and compare with competitor” **Owner, Phu Somporn**

“Inspiration from customer and myself. For example, I will go to aboard for exhibition. We use our existing product as a priority and try to make a difference. We look at the previous product, our knowledge and develop. We also see the trend, lifestyle of each nationality” **Founder, PIN Metal Art**

On the second and third stage, every part of Sufficiency Economy Philosophy is applied in this stage but self-immunity still in the low level. Interviewees are strong in moderation. They focus on their identity as a priority. They classify ideas with reasonableness, knowledge and moral. Interviewees are not only concern about their business but also focus on stakeholder and culture. They focus to solve customer pain point and suitable material. In another aspect, they also concern about the local lifestyle and benefit for community and social.

“ Mainly, we focus on Customer 's Health because allergies can heal. We design our tasting as natural. They do not have to receive food additives that make their

immunity drop. They will get well soon. We select organic ingredients as much as possible and almost come from Thai Organic Farm” Founders, Kindaidee – Allergy-friendly recipes

“ We also concern about the season. Can we found this flower on this season? Also the harvest longan or rice season. We do not want to affect their lifestyle. Our job is extra income” Founder, Wear Me Natural

“We keep the eye on the whole process our raw materials are natural and organic. We try to support the organic local farmers. Then, we do the research and development to reach international standard, GMP, ISP. Founder, Hug

“We want to promote Pak Chong's fruit and our network, our farmer friends by our brand. Therefore, we select our partners located not over than 20 KM. from our shop. Owner; Khaoyai The Mango House Farm

Then, interviewees apply Sufficiency Economy Philosophy on the development and commercialize stage intensively. They apply all principles and 2 conditions at the same time. Most of them have clear strategic thinking and control in various aspect. They do the prototype and test it with their target. After interviewees received feedback, they will fix and improve it. They plan new product development and launching new product development budget carefully. It can decrease risk and waste in launching the new product

“We decrease our risk by doing every step carefully, we test our idea, do the prototypes, let our target test and make sure that it can solve their problem and check their acceptance to buy our product. In the financial part, we have the short, middle and long-term plan. We freeze a part of the revenue to new product development. So, it will not affect our routine financial management” Founder, Hug

“ We notice from our operation process and develop gradually. We keep our retain earning. And we do it (New Product Development) on our readiness, customer trend, economy, and police and purchasing power” Founder, Mann Craft

“ Our product made to order. We do the prototype, take the photo, issue teaser and sell at our shop. Then we can see customer feedback. If we found that pink color is good, then we can produce and stock it. Some colors are not good. We also not waste because it is our prototype” **Owner, 31 Thanwa**

4.2 Benefits and cautions for implementation

From the interview, all interviewee describe benefit to apply Sufficiency Economy Philosophy in New Product Development. However, 2 interviewees have some different perspective that there are some cautions in implementation in this area

The benefits compose of more confident in their new product, has better decision skill, better financial performance, right marketing strategy, and more happiness in life and the workforce.

First, almost entrepreneurs have more confidence in their new product development. Sufficiency Economy Philosophy makes them have clear structure and positioning. They trust that their products will succeed because it passes in-depth analysis in their product and their capabilities.

“I have more confidence that we will succeed in launching a new product. It has a lot of reasonableness. We analysis ourselves ” **Owner, Phu Sompur**

“It brings to balancing. We balance in vision-mission. We have the weapons already. We have more confidence that we can do it” **Owner; Khaoyai The Mango House Farm**

“ We have more confidence. We understand Sufficiency Economy Philosophy. It has a core value, method, explain our brand identity clearly” **Owner, Jai ban Studio**

Second, almost interviewee have better decision skill after adapting the Sufficiency Economy Philosophy in New Product Development. They can select the right direction for their firms. They do not hesitate to refuse the opportunity that is not

matched with their brand. It makes them focus on long-term. They consider in depth and have systematic thinking. They have a clear vision on their mind and make the decision to achieve their mission and goals. It makes effective decisions that focus on long-term effect. They do not lose by following external factors such as the big deal project, famous customers, etc.

“Sufficiency Economy Philosophy makes me confident to refuse something that not match with ourselves. It is not our company’s approach. We have reasonableness. I consider how it has a social impact, the effect to whom, how it creates value and benefit.” **Founder, Creative Tone Content & Design for Social Change**

“A famous alcohol company contacted us to bring their cans to the created product but I refused. In the previous time, I work with Sathira Dhammasathan. I work with a temple and our brand image. The others may accept because it is a famous one but I dare to refuse because it is not worth with our brand building” **Founder, PIN Metal Art**

“It is principal for make decision in living and business. It can apply in every aspect. Sufficiency Economy Philosophy brings a clear vision and more carefully. We look more in long-term” **Founder, Hug**

Another benefit in this application is the better financial performance. Many interviewees present differentiation in term of revenue and cost control. After apply Sufficiency Economy Philosophy in New Product Development, they have a clear plan and can manage their operation and sales effectively. Some of them use pre-order or made to order for their new product. It can decrease their risk of launching product. Moreover, they can control their operation cost. They can decrease sunk cost. A part of interviewee select to upgrade their products and sell them at the premium price. Finally, they have more profitability and more liquidity in their firms.

“We use the pre-order method. We can control cost, income and expense better than before. We have moderation. Now, we can manage and keep the money. In

the past, we do not know where our money disappear" **Founders, Kindaidee – Allergy Friendly Receipt**

"In the past, I go to every event. Sometimes I lose but now it is clear. I am less tried and gain more profit" **Founder, Wear Me Natural**

"Now, we select to produce with higher price product. We choose our customer. We do not have to hurry to produce to get a lot of money. We produce less but we gain the better customer that understand us more. So, sufficiency bring to balance"

Owner, 31 THANWA

In another perspective, the middle path brings interviewee to change their marketing strategy. It is more specific and focuses on the right segmentation. The interviewee selected the appropriate marketing tool for their brand only. They open mind to learn and use new technology and social media. They use marketing communication effectively. Most of them apply Content Marketing and Story Telling to their brands. Quality of content and storytelling bring more customer engagement. They do not have to spend a lot of advertising fee with Facebook to boost up their contents. The customer can see the value, follow their Facebook fan page and share their contents. Moreover, customers became brand ambassadors. They share their good experience with their networks. After apply Sufficiency Economy Philosophy in New Product Development, their marketing strategies are more effective, save cost and can lead them to reach their goals.

" Now, we selected to participate in the suitable TV program. In Facebook, we communicate hit to the point. We pay marketing fee lower than before. We pay less to Facebook. But we use more technology that more effective such as Line Add package a Sellsuki Package" **Founders , Minature C**

" We communicate during consumer fair. The customer can see us. We share our allergy experience and explain. They get more understanding. In Social Media, our method is Content Marketing. We emphasis is useful content and stress on our brand

identity and care. It creates trusts for our customers. This way is better. It creates word of mouth" Founders, **Kindaidee, Allergy Friendly**

" Now, we emphasize in branding that creates a memorable image. We cancel for advertising. We use direct sales. Our cost is lower and we engage with our target directly. Our marketing cost is lower" **Co-Founder, .ONCE**

"We have Khun Boyd Kosiyabong and Khun Nop Ponchamni as our partners. We do it in the name on Boyd Nop Rice by Melody Rice. This is our important partnership. It can increase our channel and have the right target. It boosts up our revenue. Then we can help the farmer better than before" **Founder, Melody Rice**

Last but not least, all interviewees found their balancing point that brings happiness to their life and organization. In their perspective, maximize profit cannot answer all their needs. Some of the interviewees used to sick from their work hard and not be happy because they did not enough time to take care of their family in the past. Some of them found the different workforce in their office after apply Sufficiency Economy Philosophy in New Product Development. Interviewees care not only the customer but also their team member. It creates supporting and sharing in their organization. Team members are happier and support their organization. Moreover, they have more quality of life. They have more time to spend with their family and suitable income.

" We have more happiness. We know what we should do in which period. We spend our time together over than before. We have time to take care of our parent and travel. Our success can include in part of our life" **Founders, Minature C**

"My team love our office over than before. They are happy to work, learn and grow together. We can see the smile. We have the better workforce" **Founder, Eco Architect**

" From my point of view, we have lower greedy and more care our peer. We care for our peer, we also care about our customer. We want to offer our best to everybody" **Owner, 31 THANWA**

However, there are some cautions in implementation in this area in term of spending a lot of time on planning and too much public consciousness.

One of interviewee has a different perspective. There is a caution for this application. The interviewee has to spend more time in the planning process because he has to consider in the effect in every aspect. Even if Sufficiency Economy Philosophy make him slow down but he believes that his business will succeed and have sustainable growth in the long-term.

"It is in the planning process. We spend a lot of time on planning because we have to think carefully. Wrong Plan, life change. However, it necessary to think in every aspect carefully. It effects on business in the future. It is a slow progression but it is sustainable growth" **Co-Founder, ONCE**

In another perspective, one of the entrepreneurs is seen that he has too much public consciousness. He wants to support social and works without any wage in various situations. This caution effect to his revenue. In the other perspective, it makes him gain lower income. But in his opinion, it follows his moderation and passion. Overall, he stills gain suitable revenue and can drive his business in long-term.

" Sufficiency Economy Philosophy makes me too kind. I want to help everybody. Somebody said that I encroach myself. For me, I have a principal in life that no sacrifice, no happiness." **Founder, Creative Tone Content & Design for Social Change**

4.3 The Current Perspective in Sustainability growth from apply Sufficiency Economy Philosophy in New Product Development

From this study, all interviewees trust that adopts this philosophy in New Product Development brings sustainability growth to their businesses and society.

After apply Sufficiency Economy Philosophy, most of them focus on sustainable growth. They do not focus in term of strong performance only but also in the

term to social benefits. Some of interviewees emphasis in human resource development. They want to train their team for their further career and living. Moreover, Sufficiency Economy Philosophy creates self-immunity in their firm. A part of them believes that if they face any crisis, they can bear and pass it. In interviewees' perspective, Sufficiency Economy Philosophy guides them to sustainability.

“It is not only on our business but also our society. It may not calculate in term of money only but also our team. It depends on how we weight it on” **Founder, Hug**

“Sustainability in each person depend on each sufficiency. In my point of view, I concern about good peopleware. We have a hardware, software already. Peopleware is important. Good person bring good society” **Founder, Creative Tone**

Content & Design for Social Change

“Sustainability means create a career for them or they may bring the metal from various factories to create a new product or have their own brand. It could be great if anyone produces the creative product and sell them. I do not mind that anyone copies my idea. It is great, it decreases industrial waste” **Founder, Pin Metal Art**

“In the future, if our brand has any mistake or fail, we still have the customer as our fan club base that will give us the courage and protect us. We have self-immunity.” **Owner, 31 THANWA**

“Our collection focus on understanding disable society, know how they are living. We collaborate and develop for sustainability” **Co-Founder, .ONCE**

CHAPTER V

CONCLUSION & RECOMMENDATION

5.1 Conclusion

From research finding, it is evident that Sufficiency Economy Philosophy can implement in New Product Development. This philosophy brings mindfulness and systematic thinking to interviewees. However, it has a different concentration on each stage. In the Explore Idea and Selection, all interviewees apply moderation. They find the opportunity to follow their passion and have a clear direction to drive New Product Development. Most of them combine with their knowledge and moral. A part of them finds a new idea with reasonableness. They also consider internal factors and external factor at the same time. On the concept generation and concept and project evaluation stage, interviewee applies all part of this philosophy but self-immunity still in low level. They consider not only their business but also the effect to the stakeholder. In the development and commercialize stage, interviewee implement Sufficiency Economy Philosophy in every aspect. They have strategic thinking and risk management.

In this study, the researcher found the benefit for implementation Sufficiency Economy Philosophy in New Product Development in various aspect. They have more confidence, better decision skill, better financial performance, an effective marketing strategy. They also find out their balancing point in their life and organization. In the different perspective, a few of interviewee found some cautions. It takes time in the planning stage but it makes him has more confident in launching new products. In an interviewee's point of view, Sufficiency Economy Philosophy makes him have a lot of public consciousness. In the other perception, he does not gain a lot of profit. However, it brings happiness to his mind. Moreover, he can drive business effectively.

In the interviewees' perspectives, they found sustainable growth in this implementation. Sufficiency Economy Philosophy brings them to focus on strong performance, the benefit for society. Moreover, they also have self-immunity and trust that they have the capability to pass the crisis.

In conclusion, Sufficiency Economy Philosophy is a good tool for New Product Development. Sufficiency Economy Philosophy can apply in every stage in New Product Development. It has benefits in various aspect and some cautions. Moreover, it can bring sustainable growth to the startup company.

5.2 Recommendation

As the objective of this paper aims to study Sufficiency Economy Philosophy in New Product Development and implementation. Start-Up Companies can use it as a tool to achieve a sustainable goal and success in New Product Development.

First, the entrepreneurs should be open mind study Sufficiency Economy Philosophy to find the balancing point and apply New Product Development. Many people still misunderstand that Sufficiency Economy focus on agriculture industry only. However, it can implement in every industry and every level. Entrepreneurs should to study and see this philosophy as a business practice and find their balancing point. In the researcher's perspective, it is very important. Sufficiency Economy Philosophy makes entrepreneurs have more mindfulness. Follow this philosophy; entrepreneurs consider business in every aspect. Therefore, it can help to over or lower estimation in operation and investment in New Product Development.

Second, almost business starts with passions but it is not easy to reach their goal. For success in New Product Development, it needs to start with moderation. Entrepreneurs should have self-awareness. It is not only internal motivation but also capabilities and their balancing point. Moreover, they need to focus on the customer. Entrepreneurs have to study customer journey and customer pain point. So, it can create

differentiation and unique selling point. Then, it is a sustainable advantage for the company.

Third, from this study, we found that entrepreneurs are facing the external simulators such as a big deal for business, the comment from the other, etc. Entrepreneurs should stand firm. Entrepreneurs should consider in their identities and long-term goal. Therefore, they will not lose in the wrong directions.

From the researcher perspective, the government should promote applying Sufficiency Economy Philosophy more in business practice. In the present, this philosophy often presents in the agriculture industry. However, it can apply in life and every industry. It could be better if we can promote Sufficiency Philosophy in lifestyle and business practice.

On the other aspect, Sufficiency Economy Philosophy is a good tool in business. It could be a great opportunity to input this philosophy in the business curriculum such as Strategic Management, Decision Skill, etc.

5.3 Limitation of Study

There is a potential limitation in this current study. First, this small is sample size in use interview. Even if they come from four industries and different province in Thailand. However, all of them are participants from the same project and pass the same training. Therefore, the entrepreneur in the other industries who apply Sufficiency Economy Philosophy in New Product Development is not included from this research.

5.4 Recommendations for Future Research

The further research, there could be a variety of industry that is being interviewed. Therefore, the different industry and the different company size would

generate a wider aspect of applying Sufficiency Economy Philosophy in New Product Development.



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Appendix A: Interview Reference

No	Questions
1	Please explain your business and your product or service?
2	What are the factors that you find out idea for new product development?
3	Do internal communications are important in New Product Development, how?
4	In New Product Development, how do you think about stakeholder?
5	How do you plan for New Product Development?
6	Do you improve new product from customer feedback?
7	Do you utilize resource effectively?
8	How do you define marketing plan and budget in new product development?
9	Do you have risk management in new product development?
10	How do you choose customer segmentation and distribution channel for new product?
11	How do you implement Sufficiency Economy Philosophy in New Product Development?
12	Do you find any benefit or caution for implementation Sufficiency Economy Philosophy in New Product Development?
13	In your perspective, can Sufficiency Economy Philosophy in New Product Development bring sustainability in organization?
14	Do you have any recommendation?