

**HONEYBEE SUSTAINABLE LEADERSHIP:
A CASE STUDY IN AUTOMOTIVE TIRE INDUSTRY**



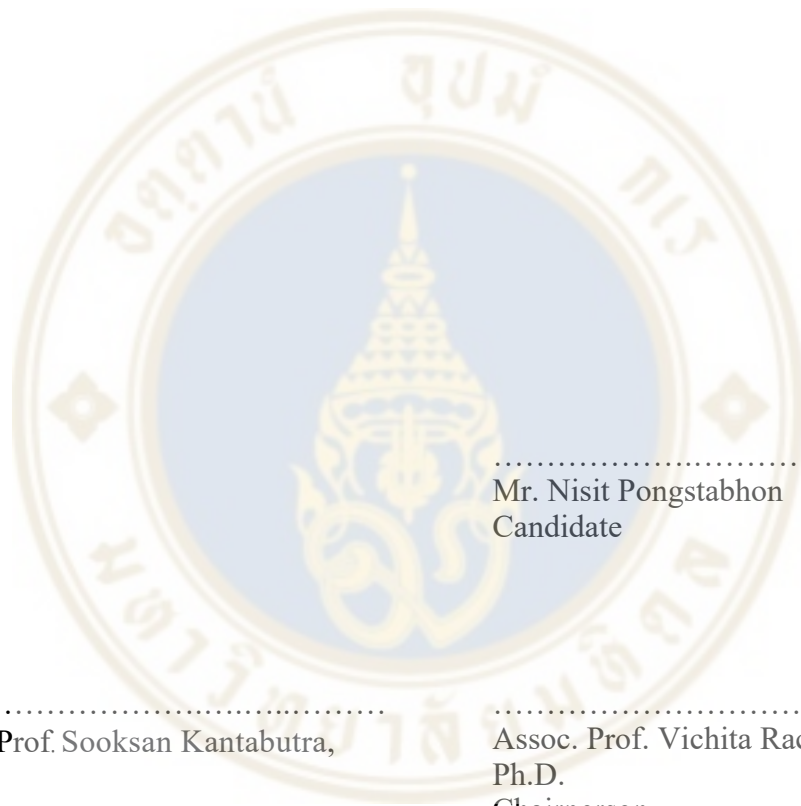
**A THEMATIC PAPER SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR
THE DEGREE OF MASTER OF MANAGEMENT
COLLEGE OF MANAGEMENT
MAHIDOL UNIVERSITY
2019**

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Thematic paper
entitled
**HONEYBEE SUSTAINABLE LEADERSHIP:
A CASE STUDY IN AUTOMOTIVE TIRE INDUSTRY**

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

on
January 12, 2019



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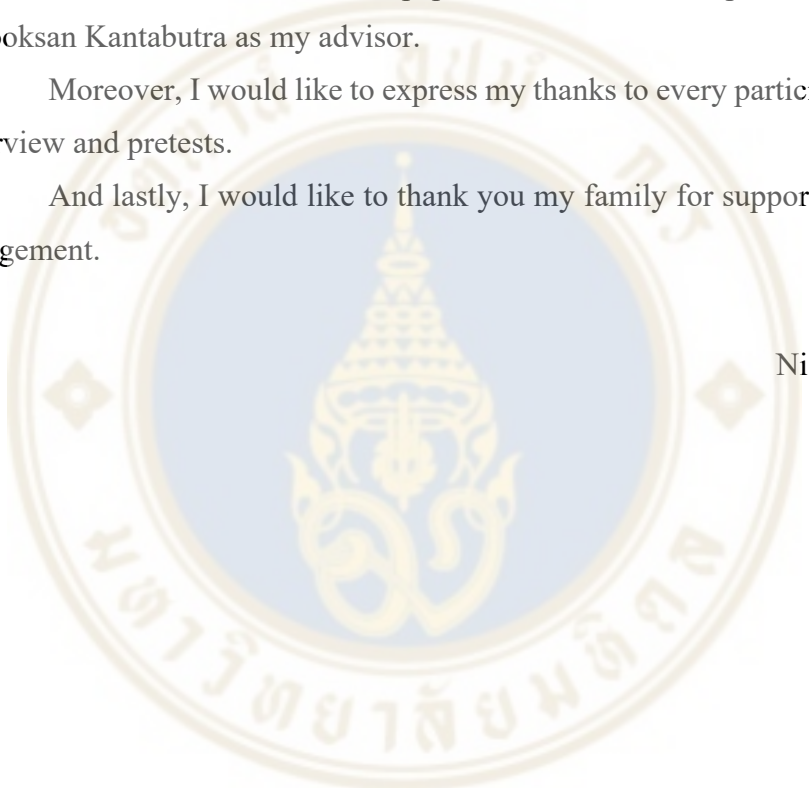
ACKNOWLEDGEMENTS

First of all, I would like to express my gratitude for my thematic paper advisor, Assoc. Prof. Sooksan Kantabutra, Ph.D. for his dedication and support throughout my research and completion of this thematic paper and the introduction to important frameworks. Therefore, the paper would not be completed without Assoc. Prof. Sooksan Kantabutra as my advisor.

Moreover, I would like to express my thanks to every participant evolved in the interview and pretests.

And lastly, I would like to thank you my family for supportive actions and encouragement.

Nisit Pongstabhon



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ABSTRACT

The purpose of this study is to find out the hypothesis of how the firm in automotive tire industry is doing in terms of sustainable leadership. The hypotheses were test by interview and data collection from 15 stakeholders of the company by using questionnaire derived from 23 elements of Honeybee framework.

The result of the study found 10 elements that is considered as opposite to Honeybee approach and provided recommendation in the conclusion part.

KEY WORDS: Honeybee/Sustainable leadership/Automotive Tire

66 pages

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CHAPTER I

INTRODUCTION

1.1 Problem Statement

The studied firm has been in the automotive tire business for over 50 years. As time passes by, there emerge many questions that why the market share has been falling to competitors. Are the firm's business practice and policy setting set course to support a long term growth for its own sustainability? The research paper would like to use the Honeybee Sustainable Leadership framework to understand the company's doing in the industry by the influence from emerging trends of the study of the company's sustainability.

1.2 Overview of Thailand automotive tire market

In the past, the top three large western brands are the ones who conquer Thailand's tire market. They mainly drive revenue and seek market share by using product based supply push strategy. Meaning that the products are developed for around the globe and sell in the same pattern globally. These type of firm will have a similar strategy when conducting business across the region. That was 20 years ago when things, especially profit, are sweet for tire business. Nowadays, the top brands now facing a lot of competition from companies in SEA and China. Over 200 brands of the Chinese market has invaded Thailand market and some settle the factory here in Thailand. This time will be the test for which brand can adapt better to the disruption by Chinese brands and other brands in South East Asia.

The industry has expanded by excess competitions in every year. The overall picture of Thailand's automotive tire business for 2018 is now having more than 50 brands of automotive tire comparing to only 5 brands available in the market 20 years ago. This means that many capital investors from around the world see the opportunities to invest in Thailand's rubber for automotive tires and move. In November 2012, over US\$700-million (Bt24.5 billion) THB invested by one of the top 3 China brands to set

up a tire factory in Rayong province in November 2012. (Ongdee, 2016). The Chinese Brand has been successfully developing its dealer network and begin to take the market share.

1.3 The differences of top three western tire brands

While the top three have different strong points that can capture the buyer's heart, the value of the brand to customers are totally different. The brand in 1st ranking has the highest value for both commercial and replacement tire. Most importantly, in the present, the first brand is accepted as the strongest tires for a pick-up truck that, although illegal, carries over 3-4 tonners per round of delivery. Moreover, as the first brand and the number one brand in Thailand's cement business has shared investment in the past, it is also widely accepted that the first brand is used in executive cars for the cement company. The brand became the top brand in Thailand's market and still is today. The second brand has the highest value in terms of passenger cars that have a cheaper price than the first brand. The 2nd ranking brand, regarding from Japan, has equipped with precise skills and new machinery. From my 4 years of experience in the field, most of its tires have very stable numbers when it comes to rotational balance. This is very important for the end user as they drive up to 120 km/hr. the steering wheel should not have any vibrations at all. Most of the time, the tires from top two brands need a very low adjustment when it comes to fitting to wheels. The 3rd ranking tire brand in the market or the firm in our study has established a factory and find itself in SET as a public company. Overall, the three brands have found themselves as the top three brands of the market.

The main strategy that top brands use is using the brand itself to lead via marketing campaign for a customer to purchase. There are many ways to use the brand. The way that Goodyear used in communication is to tell the end-user that the brand is number one in the US and ranked 3rd of the world. Such a strategy will create a high expectation for the product. There is evidence that the strategy will struggle to adapt to changes in the market. This is because a higher level of business decision making will be made in the headquarter only, not regional office. In that sense, the regional office will have to push the issue upward to the upper level than they have in the office to follow through the decision making. Sometimes, the market doesn't have time for that

and make the firm failed to serve the market as it should. Not empowering Thailand's branch to perform an action to serve the stakeholders is one of the results from this. Which will eventually not able to sustain its market share and lose to their smaller, but more adaptive competitors.

Before the research is conducted, the researcher set a hypothesis that the 3rd ranking brand in the study is a locust type. The A short run profit-focused approach used by a large traditional strategic planned company. And is it possible that these large but conservative, can change and adapt into a more Honeybee-like sustainable development? Many researchers issued documents and call this as an opposite to honeybee. They are often called a locust type. One of their similarity is how the strategy and policies are made. Normally, the process of issuing new policy will be done by head office, who acts like headquarter. The HQ office will send out policies to be implemented globally, the same for every region This sounds like a great ideal of how business should be operated across the globe, but then we cannot forget the fact that each region, each country has its own differences, requirements, a special way to treat customers or end-users. Or is there anything we can understand about the firm that has a strong tendency for short-run profitable, to be converted into a longer term, stable growth effort of sustainable leadership.

1.4 Market disruptions and changes in 2018: Automotive tire business

In 2018, it is accepted widely that market disruption happens every day and everywhere. Western firms who claimed to be the market leaders are constantly challenged by Chinese brand that imitates the strategy, product, and other methods. The fact that China is the factory of the world makes believe that they can produce at almost the same quality but with half price. In real life, the product itself may not be as good as westerners. But it is the lower price that already makes decisions for the end-user. A trial use due to half price happens every corner of the world, even in the USA. For example, China brands are gaining its advantage of being large scale automotive tire producer to produce more and more to catch up with the economy of scale, resulting in their product selling at 1/3 of Goodyear tires (number 1 brand of automotive tires in the USA) for the same size and similar tire pattern.

Nowadays, there is evidence that customer in tire market does not look for just the highest quality product, but the product that brings about the best value for their money. In the past where the customer does not have so many choices, they must have to pick one of the 5 brands those are available in the market. They will look for the best tire that can fit

1.5 Giants companies who have trouble with change

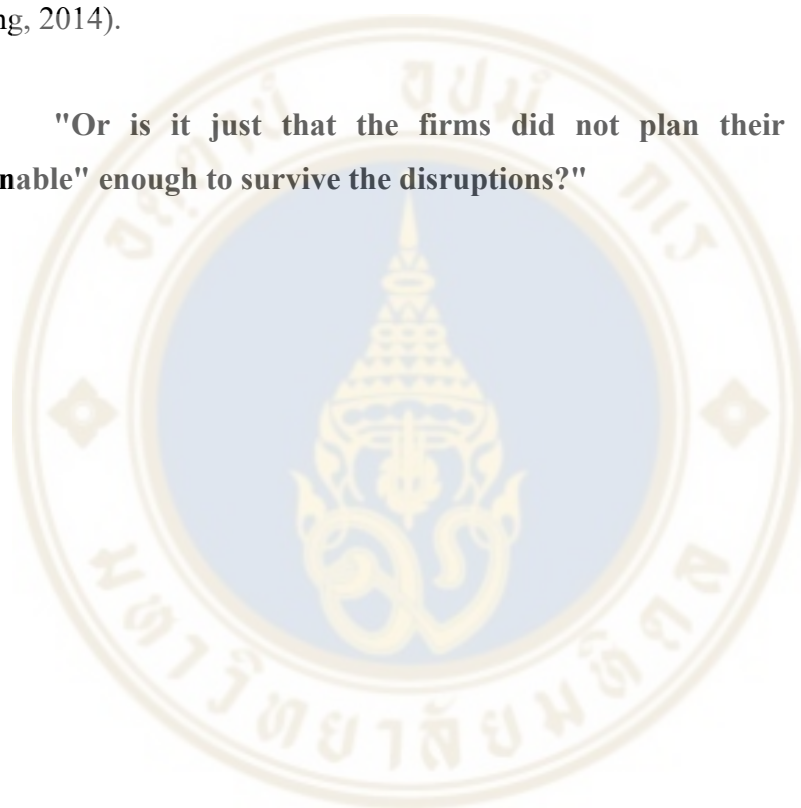
There are many evidence of large companies those used to almost monopolized the market, we will see a lot of examples of how the giant company has their market share "stolen" by smaller firms. Is it the confident they had in the past that made them unaware of the growing threat to their existence, or is it just simply that they were too big to notice the market changes and had to continue their own way. Be it companies who conquered the world of mobile phone, photocopy machine, or raw film for photographing, those firms share one simple flaw that is unaware of the market changes. In the late 1970s, Xerox and Motorola were too big to notice that the value of the product to the customer has changed. Consumers were demanding flexible products/services to serve their specific needs. However, the large successful firm at that time did not notice this and had not been prepared. This can be concluded that the companies are the prisoners to their own success (Wright, Van Der Heijden, Bradfield, Burt & Cairns, 2004). Meaning that it is their past success that refrains them from developing new skills, new products to match the needs of this evolving world.

Kodak is one of the best examples when speaking of the company those once rule the industry. Before 2003, things were on a very bright side for the company. Every photographer needs a frequent visit to their stores/dealers to get films or have their film printed. The market shares of Kodak in 1997 went up to 27% around the world, while Fuji was much smaller. That means one-third of every camera equipment and film will have to be under Kodak brand. It was a market leader once digital disruption hasn't arrived yet. In fact, Kodak was the one who invested handheld self-contained digital camera back in 1975 ("Kodak gets back in the picture", 2005).

By phrasing "Giant", the fact that they once ruled the market of their own product purely answer the consumer's needs. A lot of investment and risks were passed on from years to years in the company before created such an impact to the world. It is

the beauty of what made them become an icon of their field. It takes a lot of efforts from their people and millions of brilliant ideas to make that happen. Those Giant shares one common trait which is the ability to display vision to their stakeholders and invest in time, money, and people to bring those vision to a valued product or the end-users. Some people called those "Giant" company who failed the market as "Dinosaur" as they do not adapt, or sometimes, did not know how to adapt to changes. Some changes are disruptions that are strong enough to drive out those large firms of the market, or out of the spotlight back to the shade behind newcomers who considered as rising stars (Denning, 2014).

"Or is it just that the firms did not plan their business to be "sustainable" enough to survive the disruptions?"



CHAPTER II

LITERATURE REVIEW

In the study of "Honeybee Sustainable Leadership: A Case Study in Automotive Tire Industry", the researcher will use concepts, frameworks, and theories as stated below

1. Anglo/US vs Rhineland capitalism
2. Sustainable Leadership: Locust vs Honeybee Approaches
3. What is Sustainable Leadership?

2.1 Anglo/US vs Rhineland Capitalism

The differences between Anglo/US and Rhineland Management style are tremendous. They do not share the same value of the business or the sense of sustainability. I would like to begin with the Anglo/US or the other word, the Neo American model.

For Anglo/US capitalism, there is evidence that the type of capitalism began in the US, not in the EU. The main idea is that the management team of a firm needs to do anything to maximize shareholder's value. The simplest way to do so is not by using the financial measurement such as earning per share or a more predictive financial measure instrument, instead, they do so by discounting the future cash flow stream of business make the shareholder satisfied (Avery, 2005). The method that the management team can do is to conduct the business in any way that the firm can generate the highest profit on any other's loss. Nature is one of the beings that seems to make the most loss. By continuing to focus on the company's stock price and short term profit maximization to comfort the shareholder, the firm gets closer to being "focused on their own interest". Employees are seen as equipment to generate money. The managers will get the incentives and bonuses regarding what they can do for the shareholder and ultimately, following the Anglo/US capitalism. But if they fail to do so, they will be replaced by another person who can do the job. Its supplier, customer, and other

stakeholders other than management and shareholder have not shared the highest profit that the firm generates. In other word, those people will be the tools and ladder for the firm to climb over to the target they set to satisfy the shareholders. This will yield a much higher turnover rate than its counterpart.

The firm who conform to this Anglo/US capitalism has been reported for not caring for pollution to nature. Before the factory standards are enforced, their factory is focused to minimize cost and maximize their profit but not responsible for pollutions. Anglo/US then became the phrase "business as usual" (Avery, 2005). On the other hand, the Rhineland capitalism stays on the other side of the business world. The name was generated from the 1959 conference in Bad Godesberg, Germany. The conference included the banks of Germany when the Democrats committed to the idea of protection and promoting private ownership. The approach of Rhineland capitalism is associated with long term investments, promoting innovations, and securing the "trust" of stakeholder (Avery, 2005). The main idea is that the company is expected to serve the community and stabilizing the society along its business conducts. Nature preserving is one of the core ideas. The type of capitalism not only tend to save nature but to promote rebuild what has been lost, such as replanting trees. In order to promote sustainability, the firms under Rhineland will conduct and create events for corporate social responsibility or be updated into corporate social value in the present. This is a more social dimension and vision-based approach for a business doing, not just "business as usual"

Moreover, Rhineland capitalism tends to look at employees an asset. Sometimes that belong to the firms and can be fostered, and grow. This makes the Rhineland capitalism not only sustain the nature and its long term profitability but to sustain its employee competency to stay competitive in the market. One of the most important aspect when competing with the fierce market is to have the knowledge and business insight within the firm. Employee loyalty is not what you can buy with money. A bought talent will not benefit the firm as a loyal employee who has been embedded, fostered, and grew into a strong leader from with the company. This will create a lower turnover rate.

The focus of the business is not with maximizing the profit and interest of the shareholder but to look at the overall picture of every stakeholder. It blurs the boundaries between business and society, which cannot be easily copied by other firms

(Avery, 2005). Two good examples, of the Rhineland capitalism, are Porsche and BMW, the two most successful automotive brands in the world's history as well recognized market leaders. Their successes are not possible to imitate.

2.2 What is Sustainable Leadership?

Sustainable leadership is simply the leadership that is good enough to sustain itself in the business world, along with its followers. Simple as that, the leadership should take into account principles and practices that are strictly follow the vision and its pursuit of the future. This includes the practices those consider the stakeholder as a whole while dealing with both internal and external force in the struggle to survive the challenges. To sustain means to continue living and to keep on living, the firms must keep on developing. The ability to convince followers and new generations to pursue the same goal is sustainable leadership. According to Gayle C. Avery, it is also, not just being green, being green is just a part of it (Avery, 2005). There is no magic formula to it but to deeply analyze the elements to enhance the firm, in order to be more sustained in the future (Gerard, McMillan and D'Annunzio-Green 2017).

2.3 Sustainable Leadership: Locust vs Honeybee Approaches

Now that the different type of capitalisms has been discussed. I would like to move on to the next topic which is the two types of Sustainable Leadership – The Locust and Honeybee approach. The two types are derived from the Anglo/US and Rhineland Capitalism as the theme are seemed too much of the regional and should not be understood in that sense. The two management styles should be distinguished by the importance of each of the firm's practice (Avery & Bergsteiner, 2011).

Anglo/US has been noted as Locust approach due to its nature of consuming, obtain, and thirst to response for its master (shareholder). It reflects a ruthless way of business that generates a return in terms of profit and stock price increased at any cost for the society. Focused on short term profit, the firms under this philosophy can generate a short term profit and dividends for the investor, at the cost of the loss of society. In make sense for business as usual, but usually leave pollutions to air and water, and to the society (Avery & Bergsteiner, 2011).

On the other hand, Rhineland approaches are noted as the Honeybee approach. A form of business practice that focuses on sharing among the stakeholders; including supplier, owner, employees – and also, included society as a whole. It is a more sophisticated way to conduct business that requires much effort and time to consider but yield a quicker response and longer sustainably term of profit. Speaking of sustainability, the Honeybee approach yields a better future for the environment, as one of the most important factors in society. The firms under this philosophy tend to carefully listen to the voice of society to not harming them, in return the society give back to the firm as in the form of supportive action. The two sides work together to form a bond that cannot easily break, with the government's subsidiary in the middle to watch over the well-being of each party (Laburn, 2011).

The Honeybee Sustainable Leadership derives from the theory of contrast between Honeybee and Locust style, creating 23 dimensions of business practices to distinguish and understand in the depth of management styles. The Honeybee approach has been engaged with so many industries, especially in Thailand's top companies. The practice has been done in one of the top 3 universities in Thailand (Mahidol University), one of Thailand's top telecommunication firm (True Corporation), and one of the most renowned company in South East Asia (SCG Thailand). Honeybee practice brings about the deeper understanding of how sustaining the business is operating and how it will grow sustainably in the market for both internally and externally. While aiming the company to be sustained from the inside, the environment and society are also taken into account while business is conducted. There are pieces of evidence that the company who scored high in SL: Honeybee approach will have long term survivability or in another word, enduring the economic crisis. Although the company is backed by the top conglomerate firm of Thailand, True Corp has survived much major decision making to get to the lead of industry changes that did not guarantee short term profit maximization. True has converged all of its existing telecommunication services into one brand and able to adopt a new strategy while still leading the business (Kantabutra, 2012)

Avery and Bergstein's separated principles into six categories for sustainable leadership practices in order to enhance and maintain business performance. The following six principles will be the core idea of finding discussions in the next chapter

2.3.1 Principle 1: Taking a long-term perspective

Shareholder first's perspective is not a Honeybee Sustainable leadership; it is focused on the short term as it is Locust-typed management style. However, if the company focuses too much on the long run, the cash flow will surely dry-out. Now the perspective has to be balanced, but long term must be the priority. This is to prevent the action to pursue the short term financial goal that can put the company in danger for the coming years. When CEO makes an important decision with long term focused, a Honeybee approach, will help the firm to higher chance to stay competitive and survive in market disruptions and economic crisis (Kantabutra & Siebenhuner, 2011)

2.3.2 Principle 2: Investing in people

Honeybee firms will take a long time and concentration on developing its people. The company will need to spend its resource, time and attention to develop its people non-selectively. The action is to expand the competency of the company as a whole and yet, retaining its people at the same time. If having employees leaving at a high turnover rate is risking the company's internal knowledge, then how about CEO leaving? The CEO leave often create disruptions inside the firm and its effects will expand to customers, suppliers, and competitors. Thus, devaluing and de-promote the competitiveness of the firm in the market. By sustaining its people, the company can grow together with its people and promoting them to a higher position, a formal leader. Internal promote is not just a myth for Honeybee company, but a must to keep on developing the people from within. Buying talent is not the first option for a sustaining leadership company.

2.3.3 Principle 3: Adapting the organizational culture

Firms with Honeybee approach will create and preserve its culture. The culture then provides its people to a way of how company conducts business. If integrity is the core of the company's culture, one will confirm and tends to keep it that way. Not to break the culture, only if the culture is fostered and nurtured by the employees. It often shared by having the special meaning toward the employees, so that they will keep it. The culture is seemed to be managed through vision, a passage from generations to generations. And to be used in recruiting new people to join the firm, as they should share the same type of culture.

2.3.4 Principle 4: Being innovative

The firm with Honeybee mindset tends to stay innovative in two dimensions. One is the product or service itself, due to the sustaining company must stay competitive. And to do that, the firm must provide the product that gives the market something to talk about, something new and keeps on evolving. It is not just about research and development, not about cashing in for good things out. It is the providing solution to the customer via innovations, inventions (Avery, 2005). Another innovative aspect is the management itself. Managing a sustainable firm will need to stay active for the changes in the market and ready to adapt to it. Innovative management does not leave the old practices behind but learns from it. In order to stay innovated, yet supportive of new product for the evolving market requires high attention and resource to serve the long term goal. The result is the sustainability, and able to pursuit rapid innovation if needed.

2.3.5 Principle 5: Exhibiting social and environmental responsibility

The firm with long term sustainable mindset will look for the stability of the whole stakeholder circle. Not just business-as-usual that gains > remains > but not sustain. One fact about the company who is considerably Honeybee approach is that the firm is loved by the community where it operates and along the market. AIS (one of Thailand's top three telecommunication firms) is one good example that its CSR programs are extensive and well suited for situations. The firm exhibits its attention to the well-being of the society by providing services when needed the most. Many national disasters and events in Thailand are helped by the telecom company to expand the broadcast of signal with free services, just to help the people to get to contact each other, Tropical Storm Pabuk is the most updated example of AIS's care of the society in terms of extra range of service but free of charge. However, normal CSR programs such as planting trees and protecting the environment are still top of the Honeybee's firm action. Most important is the relationship between the firm and the rest of the society, not just the trading and making profit.

2.3.6 Principle 6: Behaving ethically

Derived from the six principles, the company will be analyzed via Honeybee Sustainable Leadership framework. The framework consists of 23 elements to be

observed, interviewed, and coded in order to analyze the sustainable development pieces of evidence in the Honeybee approach. The 23 elements are detailed and distinguish the differences below to determine which "side" the company has been on, and see what will need to be developed in the future.

Table 2.1 Honeybee Sustainable leadership's 23 elements

| | Leadership Elements | Sustainable Leadership "Honeybee" Philosophy | Shareholder-First "Locust" Philosophy |
|----|--------------------------------|---|--|
| | Foundation Practices | | |
| 1 | Developing people | Develops everyone continuously | Develop people selectively |
| 2 | Labor relation | Seeks cooperation | Acts antagonistically |
| 3 | Retaining staff | Values long tenure at all levels | Accepts high turnover rate |
| 4 | Succession planning | Promotes from within wherever possible | Appoints from outside wherever possible |
| 5 | Valuing staff | Is concerned about employee's welfare | Treats people as interchangeable and a cost |
| 6 | CEO and top team | CEO works as top team member or speaker | CEO is decision maker, a hero |
| 7 | Ethical behavior | "Doing-the-right thing" as an explicit core value | Ambivalent, negotiable, an assessable risk |
| 8 | Long or short term perspective | Prefers long term over short term | Short-term profits and growth prevail |
| 9 | Organizational change | Change is an evolving and considered process | Change is fast adjustment, volatile, can be ad hoc |
| 10 | Financial market orientation | Seek maximum independence from others | Follows its masters' will, often slavishly |

Table 2.1 Honeybee Sustainable leadership's 23 elements (cont.)

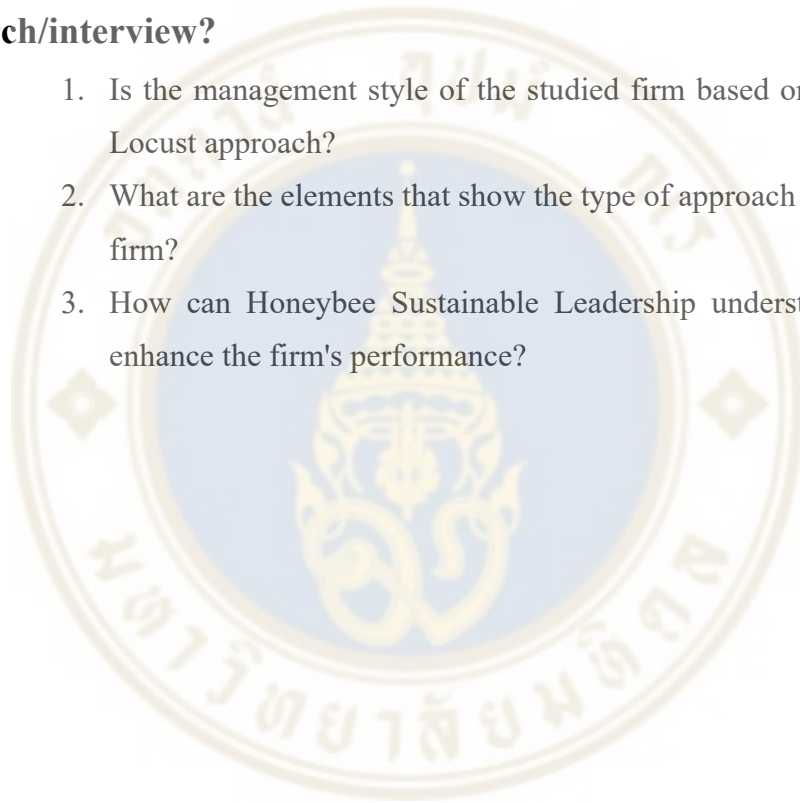
| | | | |
|----|---------------------------------|---|---|
| 11 | Responsibility for environment | Protects the environment | Is prepared to exploit the environment |
| 12 | Social responsibility (CSR) | Values people and the community | Exploits people and the community |
| 13 | Stakeholders | Everyone matters | Only shareholders matter |
| 14 | Vision's role in the business | Shared view of future is essential strategic tools | The future does not necessarily drive the business |
| | Higher-Level Practices | | |
| 15 | Decision making | Is consensual and devolved | Is primarily manager-centered |
| 16 | Self-management | Staffs and mostly self-managing | Managers manage |
| 17 | Team orientation | Teams are extensive and empowered | Teams are limited and manager centered |
| 18 | Culture | Fosters an enabling, widely shared culture | Culture is weak, except for short term focused |
| 19 | Knowledge sharing and retention | Spreads throughout the organization | Limited to a few "gatekeepers" |
| 20 | Trust | High trust through relationships and goodwill | Control and monitoring compensate for low trust |
| | Key Performance Drivers | | |
| 21 | Innovation | Strong, systematic, strategic innovation evident at all levels | Innovation is limited and selective |
| 22 | Staff engagement | Values emotionally committed staff and the resulting commitment | Financial rewards suffice as motivators, no emotional commitment expected |
| 23 | Quality | Is embedded in the culture | Is a matter of control |

2.4 The objective of the study

1. To seek an understanding of the studied firm's management style in terms of Sustainable Leadership: Honeybee vs Locust
2. To explore the elements of management style and performance of the firm.

2.5 Research questions - What do we look for in this research/interview?

1. Is the management style of the studied firm based on a Honeybee or Locust approach?
2. What are the elements that show the type of approach in the case study firm?
3. How can Honeybee Sustainable Leadership understandings help to enhance the firm's performance?



CHAPTER III

RESEARCH METHODOLOGY

Chapter 3 discussed research methods and the design of this research. In the quest to uncover the answer to research questions that relate the Honeybee SL to the firm management style stated in the last part of chapter 2. The first part discusses the research design in terms of the overall picture. Then move to discuss the sampling method or how the sample aims to have in the interviews.

3.1 Research Design – Structured, Personal Interview

As far as the 23 principle framework to be used in analyzing the company, the researcher has decided to use a qualitative research method. Thus, a personal interview is conducted with 24 open-ended short questionnaires. With 23 of the questions derived from the elements of Honeybee Sustainable Leadership, the 24th question seeks to find the possible development of how the firm operates. Such 24th question is to find "how to improve the working process within the firm, in their own opinion. The survey is conducted with employees and some of its stakeholder. The data will then have collected and recorded by Google form for the ease of analyzing and bring the data into use. Coding will be focused on the 23 elements of Honeybee sustainable leadership. Ranking from foundation practice, higher level practice, and key performance driver, none of the question arrangement has skipped, nor cross the line up from the original framework of Honeybee Sustainable Leadership for keeping its functionality and efficiency when working with coding the findings detail data. The data shown as findings will then be concluded and summarized. Then will be put into use of the recommendations later on.

3.2 Sampling method

As the researcher will conduct an internal, structured interview with a total of 10 employees and five of its stakeholders (n=15). For the employee side, the sample group will consist of managers and employees depends on the availability due to the busy nature of working for the firm. The researcher has selected the sample group based on the variety of specialization and different experience that those samples have. Each function has encountered different angle of management and how the firm conducts the business and can be concluded into a more meaningful contribution to the research. The functions are namely, sales, marketing, supply chain, leadership team, and customer service. One main criterion is the samples must be working for the firm at the moment and has been employed for more than 2 years. This gives a more accurate result for the interview and will be giving a good recommendation for the future of the company while succeeding the ability to reach the answers those are valid to the research.

Moreover, the stakeholder sides will have to be included as well. One dealer of each category is interviewed, namely, multi-brand retailer and the branded store. While the dealers and employees are interviewed, the researcher believes that the interview result will yield a better result if the research would include one minor investor and two end user as well. Please see the table below for summarized sample group plan.

Table 3.1 Sample group plan

| Group of Samples | Sub-type | Amount |
|------------------|-----------------------------|--------|
| Employees | Sales Executive | 1 |
| | Marketing Executive | 1 |
| | Supply chain Executive | 1 |
| | Sales Manager | 2 |
| | Marketing Manager, Director | 2 |
| | Supply chain Manager | 2 |
| | Customer service | 2 |

Table 3.1 Sample group plan (cont.)

| | | |
|---------------------------------|--------------------|----|
| Dealers | Multi-brand dealer | 1 |
| | Branded store | 1 |
| Investor | Minor investor | 1 |
| End-user (Product buyer) | Product buyer | 1 |
| | Total | 15 |

3.3 Research instruments

The interview questions are derived from the 23 elements of Honeybee VS Locust sustainable leadership. And each element is label just below the question. Furthermore, the researcher wants to understand more of would could be done in the future for the company. The last question (24) will require the interviewee to give out their own idea of how the firm should develop in the future.

The interview questions are input into google form for further pre-test and data collection. The interviewees are expected to share his/her insight of those elements. Then, the answers will be collected and coded for further benefit to this research. Moreover, the coded response will be included in what research has been exposed to in real life. Therefore, personal observation is added as well, in order to collaborate the findings into one single piece. And then, the findings will be analyzed for rating lease evident, moderately evident, and most (strongly) evident. Apart from that, the results are to be used into a recommendation for further development of the firm's strategic management, as a walk toward a more Honeybee-like SL.

3.4 Method of data collection

The researcher uses Avery's Honeybee Vs Locust Sustainable Leadership framework to study the company. The study of which the researcher seeks understanding of how the firm is doing as Locust or Honeybee type. The researcher believes that emailing the set of the interview in advance is a must. Especially for customers, dealers, and investors who do not know the internal ways of management.

In the appointed date for each interviewee, data are collected by direct interview. The researcher sits down with each interviewee and clearly explain the question derived from Honeybee Sustainable Leadership. The answer is initially answered in Thai, then translated into the researcher's Google form for data consolidation. Then the responses or the answers are extracted in excel form for further data coding in the next chapter.

3.5 Ensuring data validity

As the interview question set is prepared in Google form for the ease of data extraction, it is also easy to pre-test the interview as well. Once the researcher has finished the prototype of the research interview question, the researcher has tested with colleagues and other students for flaw detection. The reason why I decided to use other student is that the interview will need to include investor, customers, and end-users who do not know anything about the internal of the firm. The pre-test was to see if the questions will confuse the interviewee or gives a bad impression for them.

The pre-test's result has shown that the testers can understand well of the directions and what the research is needed. However, the minor misunderstandings such as English to Thai translation will be done by close guidance of interviewer. Some questions are revised to fit more of the understanding and to match the role of each individual who joins the interview. The second pre-test was done with a refined interview set. The tester can now fully understand the questions well and continue with positive results.

3.6 Research reliability and limitation

As researcher is also an employee, the research has removed himself out of any bias and any interruption with the interviews. Also, the limited number of samples is 15 compares to 500+ employees. Generalizations cannot be derived from case studies (Kantabutra, 2011). Further research must be conducted if the researcher requires more information for generalizations. Firms who have crossed culture into Thailand's market from its mother company as Anglo/US may not share similarities in terms of management. There might be some company to operate in Thailand while using the

brand name from Anglo/US, its mother Company, but using Rhineland management style.

The time management for each interview is quite tight, due to the busy working hour at the firm's office. The average time per interview is 8-10 minutes per interview, which is quite short. It is worth mentioning that, the higher level of management of the sample, the higher level of bias toward answers to questions. Therefore, the overall picture of the interview must be reviewed to find out the answer.



CHAPTER IV

FINDINGS DISCUSSION

4.1 The interview

During November 2018, the researcher has conducted qualitative research on a total of 15 samples (interviewees). According to the discussion in the previous chapter, the researcher has chosen eleven employees of the firm, one end-user, one minor investor, and two dealers to perform a structured interview. With the twenty-three elements as main theme questions and the last question as an extra, the results were coded into excel format that well suited for data collection and obtaining in the future. See Appendix C for frequency table regarding the source for table 1. Here below is what the researcher has derived from the raw data and his own observation.

4.2 Demographic of interviewee

The selected respondents/interviewees are divided into demographically, namely, gender, age, relationship level, and detail/function. The details are shown in the table below.

Table 4.1 Demographic of interviewee

| Demographic | | Amount | Percentage |
|-------------|--------|--------|------------|
| Gender | Male | 11 | 73% |
| | Female | 4 | 27% |
| Age | 21-30 | 3 | 20% |
| | 31-40 | 4 | 27% |
| | 41-50 | 6 | 40% |
| | 51-60 | 2 | 13% |

Table 4.1 Demographic of interviewee (cont.)

| | | | |
|--------------------|------------------|---|-----|
| Relationship level | Staff | 3 | 20% |
| | Manager | 5 | 33% |
| | Management team | 3 | 20% |
| | End user | 1 | 7% |
| | Investor | 1 | 7% |
| | Customer | 2 | 13% |
| Detail / Function | Sales | 3 | 20% |
| | Marketing | 3 | 20% |
| | Supply chain | 3 | 20% |
| | Customer service | 2 | 13% |
| | Investor | 1 | 7% |
| | End user | 1 | 7% |
| | Branded dealer | 1 | 7% |
| | Multiband dealer | 1 | 7% |

4.3 Using Honeybee Sustainable Leadership framework to analyze findings

Table 4.2 shows the degree of evidence from the interview toward the direction of business practices. It has been derived from the interview responses according to Avery & Bergsteiner's framework. After that, this paper will move on to discuss more into detail for the six principles of Honeybee SL.

Table 4.2 Honeybee SL evidence – The studied firm

| Studied firm - Honeybee Sustainable leadership Result & Principle | | | |
|---|--------------------------------|-------------------|--------------------|
| | Element | Honeybee Evidence | Honeybee Principle |
| 1 | Developing people | Most evident | 1,2,3,4,6 |
| 2 | Labor relations | Most evident | - |
| 3 | Retaining staff | Least evident | 1,2,3,4,6 |
| 4 | Succession planning | Least evident | 1,2,3 |
| 5 | Valuing staff | Most evident | 1,2,3,4,5,6 |
| 6 | CEO and top team | Least evident | 1,2,3 |
| 7 | Ethical behavior | Most evident | 1,2,3,5,6 |
| 8 | Long or short-term perspective | Most evident | 1,2,3,4,5,6 |

Table 4.2 Honeybee SL evidence – The studied firm (cont.)

| | | | |
|----|---------------------------------|--------------------|-------------|
| 9 | Organizational change | Most evident | 1,2,3,6 |
| 10 | Financial markets orientation | Most evident | 1,4,5,6 |
| 11 | Responsibility for environment | Moderately evident | 1,3,5 |
| 12 | Social responsibility (CSR) | Moderately evident | 1,3,5,6 |
| 13 | Stakeholder consideration | Moderately evident | 1,2,3,4,5,6 |
| 14 | Vision's role in the business | Most evident | 1,2,3,4,5 |
| 15 | Decision making | Least evident | 1,3,4 |
| 16 | Self-management | Least evident | 1,2,3,4 |
| 17 | Team orientation | Least evident | 1,2,3,4 |
| 18 | Culture | Most evident | 1,2,3,4,5,6 |
| 19 | Knowledge-sharing and retention | Most evident | 1,2,3,4,5 |
| 20 | Trust | Most evident | 1,2,3,4,6 |
| 21 | Innovation | Most evident | 1,2,3,4 |
| 22 | Staff engagement | Least evident | 1,2,3,4,5 |
| 23 | Quality | Most evident | 1,3,4,6 |

As the researcher requires the sample to answer in the most basic style and used probing skill, more meaningful answers are obtained to the research. Majority of the employees that we have conducted the interview ages around 41-50 years old, whereas 73.3% of them are male. I would like to point out each of the element by illustrating the details from the interviews and my personal observation as one of the employees. For the next session. I would like to incorporate the 15 responses along with Honeybee's 23 elements of Sustainable leadership into the discussion for each element. The research findings of 23 elements will be discussed via 6 components below.

4.3.1 Principle 1: Long term perspective

Elements involved in long term perspective includes most of the 23 Honeybee aspects. As the ground rule of Honeybee SL, long term perspective should be the very beginning when discussing a degree of how much Honeybee the firm is. Speaking of long/short term perspective, the very root of the firm is from one of USA's oldest company ever exist. Therefore, there must be a link to the Anglo/US model that has been discussed as a Locust management style. From personal observations, the researcher has found that although the firm has planned a long way of strategy, sometimes the firm needs to take short term action as well. This is due to the fact that

sometimes, even any long term perspective focused firm, might need to follow short term profit as well.

The firm has shown strong evidence in staying away from the money market. The capital (investment fund) are earned from its mother company by the management team. There is little to no loan needed from the financial market and the stock price has been very stable due to the good governance and manners of the management team. The average price is around 400-420 THB with little buy/sell activities (See figure 4.1). The dividend is paid every year and investments are continuous. In 2016, the company has invested 5.6 trillion THB for manufacturing improvement for a replacement tire and tire for an airplane. The majority of the investment is from its own cash flow and its mother company rather than making a business loan (“Goodyear Thailand Invested 5.6 Trillion Baht”, 2006).

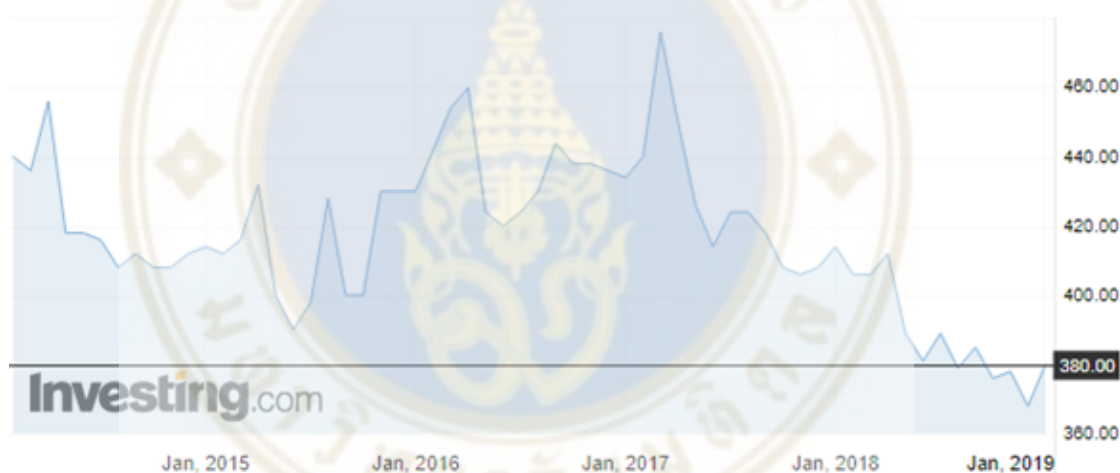


Figure 4.1 The firm's stock price Jan 2015 – 2019

There is strong evidence that the firm's labor union works very closely with an employee to ensure that the company practices are fair. This also shows that the company has a long term perspective on operating in Thailand, to discuss the possible problem if occur with the labor force. Strikes are not acceptable for non-automated tire manufacturers. It could mean a long pause of firm's product to exist in the market. At every meeting that concerns employee wellness or future action plan, at least one labor union member, a decision making level one, must present in the room. He is there to make sure that the meeting is going the right way and management team is fair to the employees that are being discussed. This guarantee balance of decision makings while

staying competitive in businesses conducting. The core idea is the firm must always be fair to every employee hired by the firm. The labor union's promotion signage and poster can be seen at anywhere there is an interaction between employees, for salary associates, part-time, contractors, or production workers.

4.3.2 Principle 2: Staff development

The interview shows that 9 responses out of 15 have answered in the theme of most evident. Most of the interviewees stated that the firm has been providing adequate training sessions for every employment level. This includes regular training for staff and exclusive training for the manager. The training is beneficial such as negotiation skills for sales person and managing team for managers. Yet, training can be cross-department as well. The training results will be reviewed at the end of each month, quarter, and every year. According to the HR department, the results are expected to happen in short runs and is the core of the firm's business when conducting its activities anywhere. The company can stay ahead of its competitors with this method and practice.

However, there are little signs of internal job level promotion due to the practices of the high level of talents are normally retrieved from outside. For example, in the year 2015 – 2016, a sales director from outside has been appointed. From the researcher's observation, the new director came from the chemical industry. He has been spending a very hard time to tune in his working style and cooperativeness into operating functions. He has expressed the struggle in trying to work for the firm in his own experience and found out that his skill of management of sales team and key accounts from the chemical field, did not match the firm's customers' mindset and sales team's attitude. Therefore, he left within two months in very short notice.

Retaining staff and maintaining talents are not the firm's strong points. The majority of the interviewees says that they often saw a high turnover rate at every function of the firms. For the department that performance is easy to measure, such as sales team and marketing team, the expectation to perform tends to be too high to be achievable. For example, one of our interviewee from marketing team told us that they have been running a tight budget for 4 years in a row, comparing to our key competitors which seems to have much more to double our budget. Yet, the regional office expects a growth rate of sales at 20%. "This is an impossible figure", as the interviewee says,

"which can drive many people out and I am leaving at the end of 2018". The interviewee is the fourth person to take this same available position which always opens every beginning of the last 4 years. Moreover, the high turnover rate occurs in other departments such as the supply chain as well. Four logistics managers have been leaving the position in the past 3 years. The evidence also shows in the leadership team; one director position has been changing the player by 4 people along these 3 years. However, one department is different. It is the sales department that has the lowest turnover rate. During the previous 3 years, only 2 out of 20 sales team has left, voluntarily, to do their private business. This shows the Anglo-Saxon management style that the firm has been pushing and retaining sales function to perform at best while accepting expenses of losing other talents in other fields of operations.

The company has its formula/policy when promoting its staffs to manager level. As far as the interview goes, there is no sharing of exactly how to candidate chooses. But according to the interview, many of the interviewees did mention that not much of the position in higher level will be fitted by the internal. The talents are seemed acquired more than promoting from the inside. For key managers such as director level, the firm has evidence that it tends to seek out new talents from outside rather than developing from the inside. This Anglo Saxon management style shares the roots of the firm's homeland, from the USA. Before the sales director position is filled by the inside employee, it has been occupied by three sales director from different industry such as home painting, logistics, and key competitors. From a personal interview, every director from outside shares the same pain, which is the culture shock. At the director level, there are very limited power to make decisions and all the final decisions are done at top management (the MD). Being said, the succession of position is rarely seen at the manager level, as the talents are often seen as "bought" either from the competitor or other industry. Smaller manager-level positions are usually rotated from other functions rather than developing a junior.

In 2013-2018, there is evidence in lay-off the employees in an attempt to quickly change the organizational structure. This practice highly matches a Locust type – Anglo/US. The benefit of restructuring is the change to adaptation to industry change can be done fast via lay off, but also the pricy way. Although on the brink of change, the leader can quickly adopt new strategies and practices but the cost of it lies among the existing employee or "the survivors". Losing their colleagues, leftover employees

are mentally challenged by the unknown cause of their approval to stay. Therefore, the doubt remains and reduce their working performance and ability to think outside the box. Living with fear that they might be the next to go, lower the occurrence of creativity and limited them to improve. Thus, lower the further staff development and discourage them in the new method of work efficiently. However, the results are mostly in negative ways. The talented, yet committed employees may have to force to leave the company. While the deciding executive team has spoken the truth of lay-offing, there will be misunderstanding anywhere in the firm. Apart from quickly adopting the firm into a new working system, this will not benefit anyone but the employee that got a payment for leaving the firm. The staying employees will continue to work with a lot less risk is taken the approach, thus, limited creativity. Regarding the interview, the respondents are also stating that the monetarily return is sufficing for them. They said that emotional aspect is normally not included in working for the firm.

4.3.3 Principle 3: Organizational culture

From analyzing the interview, the company has a strong sharing culture. It is most evident that the knowledge and learnings are contributed as shared culture. The culture is a mixture between US and Thai due to the location and company's employees. The unique culture lies in the process of conducting meetings. On monthly basis, there are sessions that the employees sit down and share their expertise for the whole group. The widely shared culture has been developed over time as discussed in the interview. Many employees mentioned that even in manager level, there is no sign of a single person who acts as "silo" and keeps expertise/knowledge within them. The knowledge and information are shared with colleagues if it is not classified information. Classified information such as, the exact date for a new product launch, will create negative sales growth for existing product and will be kept just for people who need to know. In this sense, it is almost the same way Apple launches its iPhone every year. The products are secretly developed and shock the market by its announcement. The result is expected to be a phenomenon.

The culture, which occurs around the working style is result based working behavior. That is the employees are not limited of what they have to do on daily basis, but the outcome of the work is expected to be exceeding the commitment. This working style is rarely seen in pure Thai cultured company found anywhere but it is the style that

gives employee flexible in working hours. There is no tracking method to track down what a salesperson is doing, according to one interviewee, their fleet card is not tracked on mileage like many companies and the GPS device is not equipped in salesperson's car to give the employees full respect to their personal life. However, the result, or the targeted number, must be met or there will be consequences. More pressure from the regional office will take place.

The decision making will be done at manager level only. CEO will take charge 100% on making important decisions as seen in many foreigner MD (managing director). The reason, given in an interview, was to ensure that the decision making is done flawlessly. Not having junior to decide will give a better response to the regional team who waits for logical and sounds answer, rather than promoting creativity from staff (normal executive, non-manager level). The junior will be managed 100% by managers as seen evidence in interviews. One good thing about this practice is that the vision of leaders will be passed on to follower directly. As they, the juniors are being directed, they will be listening to the same vision as well as the managers. This fosters the understanding in the vision of leader and strategy to the point that it becomes strong, while managers are the center of the team (Bowman, Duncan, and Weir, 2000).

4.3.4 Principle 4: Innovation

The firm has been shining in the world of tire innovation since 1898, the early year of the automotive tire industry. It has been the first tire to successfully to support NASA's first vehicle to reach and mobilized around the Moon. That is one biggest milestone for the brand. Another one is the technology in the pattern designed specifically for a wet surface. For a road car, this is the most important feature to prevent the car from "hydroplaning" or "aqua-lock" the situation that one or many tires are not in contact with the road and sending no feedback to the steering wheel. The driver could not control the car and might be extremely dangerous. "Aqua-tread", a pattern specifically designed for wet roads has been an outstanding innovation that has been acting like a backbone to the company.

For the firm, the innovation and R&D processes are shared by the mother company. The company has a strong foundation and belief that its position in the market is one of the most innovative tire company and therefore, launch new product often. This can be said that the new innovation waits around the corner and approaches every

year. The tires are being made in newer formula and technological advance to pursuit a more flexible, comfort and highest performance that the tire can be. Although there is some sacrifice in the tire performance, its comfort patterns deliver top response and feedback to the drivers. Innovation has been marked the main and core strategy of the firms around the world.

Although being highly innovated, in the late of 2015, Thailand's automotive tire industry has come to the point that Chinese brands emerged and capture the needs for the low price – less technology tire. One of the most successful Chinese brands has taken the firm's market share by low price penetrating strategy. This strategy to penetrate the market has paid off and the new brand has quickly built its customer base. What the studied firm did at that time was to launch a more premium, innovated product that did not match with this market of the lower price. Thus, losing more market share to the competitors, existing and new ones combined. The most important point of this is, the mother company choose the strategy to push the new product and push the country into selling what seems to be fitted by the mother company. This means that sometimes the innovated product might not be serving the market at the right time. From the interview, one of the sales team mentioned that

4.3.5 Principle 5: Social responsibility

The respondents mentioned that, in overall, they've seen moderately evidence for CSR activities. The mindset is there to fit the most socially responsible activities in the actions as written in one of the core pillars of how the firm would operate. However, the limitation is in the budget and little time due to fierce competitions of the industry. Normally, the CSR activities will involve road safety such as promoting driving concerns to the end-user by giving out gifts or free car check-up 30 programs at its branded store. The feedback from the customer is that it has been too small for the firm this size (a listed company in Thailand). It is said in many interviews that the kind of CSR will be little and has seen once in a quarter. From Honeybee approach's perspective, 4 times a year of small scale CSR programs might be too little to even be in the attention of the society. This is considering the competitors such as the 1st ranking brand. The firm has been championed in CSR program and the activities are intense and get to many parts of Thailand. For example, the 1st ranking brand has set up road safety event in Ban Pong, Ratchaburi province by a roadshow. The Thai director

has been there on the stage to put on helmets for his user – or future user, children for being close to them. This touch the mind of the consumer that has been a success in the CSR program.

The responsibility to the environment is shown moderately. As seen as the factory that passed ISO and does not seem to pollute to the nature in nearby areas. However, the interviews from an outsider, the customer and dealers say that they have never heard of it. Some of the employees stated that they have rarely heard of such action to protect the environment, just the same manner of the firm's CSR activities/programs. Passing the factory tests might not be enough for other stakeholders to acknowledge the actions taken to protect the environment as seen in interviews.

4.3.6 Principle 6: Ethical behavior

"Doing the right thing" is the core value when the firm conducts business. It is the integrity that will be enforced at every action of the company and has been fostered into its employee around the world. As stated before, the training for integrity has been conducted for every employee at least once a year. To maintain the high standard of business doing. According to a senior manager in the interview, "The firm has been very careful when conducting business with government sectors and related parties, not only in the US but everywhere in the world". One manager has added "It once catch fraud in Singapore office, instead of shutting the story down, we sued ourselves ahead of other parties" This is to show that the company has high ethical judgment although at a high price to pay. The value within ethical behavior is not only leading teams into the right way of taking actions, but also pave the way to the future of sustainable leadership. The new leaders, which proposed, promoted, or acquired will share the same integrity level and foster the theme into the next generations. Most evident in culture is also, help to pass on the integrity-based idea to other employees.

Moreover, as the studied firm is a tire manufacturer, its products must provide the highest safety to its users as the only holding point of their cars to the road. It is their responsibility to provide safety on road. One supply chain staff mentioned that "Being high standard tire producer, the firm does not reduce cost if not extremely necessary, nor taking the short cut when serving product to the customers". This ethical behavior also leads to the well-being of its dealers and wholesalers as high standard

production also means low defective rates and low complains, which eventually lead to sustainable profit along the supply chain, and most of its stakeholder.

4.4 Benefit from Honeybee 23 elements / 6 components analysis

The research found that the company has scored strong evident of Honeybee elements (13/23). The elements we found that is strong are mostly the core practices of a Honeybee company. For example, it has been trying its best to develop people via training within the required skills. This makes the company performed exceptionally well in the areas that it should be. The Honeybee practices help to bring the company's practice to see what is missing to become a more enhanced and more efficient for both industry and society.

4.4.1 Least Evident

From the research, I have found that the seven elements below are scored "least evident" and need to take into account, namely.

Retaining staff

1. Succession planning
2. CEO and Top Team
3. Decision making
4. Self-management
5. Team orientation
6. Staff engagement

4.4.2 Moderately Evident

While the below elements scored as "moderately evident" are require some attention to, namely.

1. Responsibility for environment
2. Social responsibility (CSR)
3. Stakeholder consideration

The 10 elements of business practices above are required attention and resources to be put into improvement. The Honeybee approach will help the firm to

enhance its potential as the top three brands of the world in automotive tires. The brand and reputation along with end-users' satisfaction are the main expectation for the practices to be pointed out and improved in the future.

4.5 24th question – The extra question

In the last question, the researcher asked: "In your opinion, what are the working process that the company can improve?" A simple question but effective to seek an understanding of how the company can improve for the better and find the shared complaint that the employees have in general for quick analysis. The interview results are shown in appendix D, captured from the 15 interviews.

Although there are many answers from employees, the most answered was "reduce unproductive meetings". The interviewee mentioned that there is too much meeting to explain and update to the regional office, which is time-consuming. This links to the 2nd winner of the answer which is "better response to the market", that has the root cause from the inability to adapt to industry change on its own. The management team has to consult and listen to the regional team first. Taking more than 2 weeks to respond to some market disruption is too long and sometimes limit the activities that can prevent further damage to the sales volume and the brand's market share.

CHAPTER V

RECOMMENDATION AND CONCLUSION

From the findings in chapter 4, the researcher would like to generate the recommendations in order to be a firm that is more sustained and be more long term competitive in this field. According to Honeybee's original framework, the foundation practice is what the management team can improve easiest and also paving the road for a more Sustained in Leadership.

5.1 Recommendation

Apart from the elements that the firm has already done well and has strong evidence in the interview and personal observation, the other two groups are needed to take into consideration. Changing to Honeybee leadership, shifting to more sustainable leadership requires two parts of the elements that have scored "moderately evident" and "least evident". Below is a recommendation for the company to improve.

Table 5.1 The “Least evident” group

| Element | Recommendation |
|---------------------|---|
| Retaining staff | - Consider relocation instead of lay-off, to keep talents |
| Succession planning | - Consider internal candidate before finding outsider to fit in |
| CEO and Top Team | - Decentralize management to other executive (directors) - More team based approaches |
| Decision making | - Less decision making at manager level - Encourage junior (staff) to join important decision makings |
| Self-management | - Less manager centered working style |
| Team orientation | - Promote teamwork - More commitment to work as a team, or company |
| Staff engagement | - Engage staff emotionally by empowering via working. - Change perception by giving more satisfactions at work |

Table 5.2 The “Moderately evident” group

| Element | Recommendation |
|--------------------------------|---|
| Responsibility for environment | <ul style="list-style-type: none"> - Encourage society to learn how the firm protects environment - Invest in actions to save the nature and media to promote the stories |
| Social responsibility (CSR) | <ul style="list-style-type: none"> - Increase the CSR activities - Stronger and more invested in of the CSR activities |
| Stakeholder consideration | <ul style="list-style-type: none"> - Involve dealers and end-user to meetings such as CSR activities or new product development - Encourage stakeholders to learn the firm’s care to the society as a whole |

5.2 Conclusion

To conclude, the researcher would like to use research questions to point out the topics of conclusion.

Is the firm TH a Honeybee or Locust Management style? The firm stays in the middle of Honeybee - Locust with 13/23 of the total score. The firm still needs to put attention to the existing element that considered Honeybee approach to not letting it become locust practices in the future. A maintain to sustain approach.

What are the Honeybee/Locust elements in the firm TH for Honeybee / Locust type? There are 13 elements of business practice those considered a Honeybee approach and 10 elements which have noted of slightly Locust approach, they have been derived into recommendations above.

How can Honeybee Sustainable Leadership understandings help to enhance the firm’s performance? From the research, the Honeybee Sustainable Leadership shows that it helps to evaluate and point out 23 elements of business practice. The framework itself is challenging to obtain recommendations but opens the way to further research and development of the business standard of the firm. The business performance, or competitiveness, will be enhanced according to how the firm decides to deal with the information given from interview research. To help the firm to sustain and leading the industry requires more than adjusting the business practices, but to foster the approach in the mind of executives and regional office. The practices of Honeybee

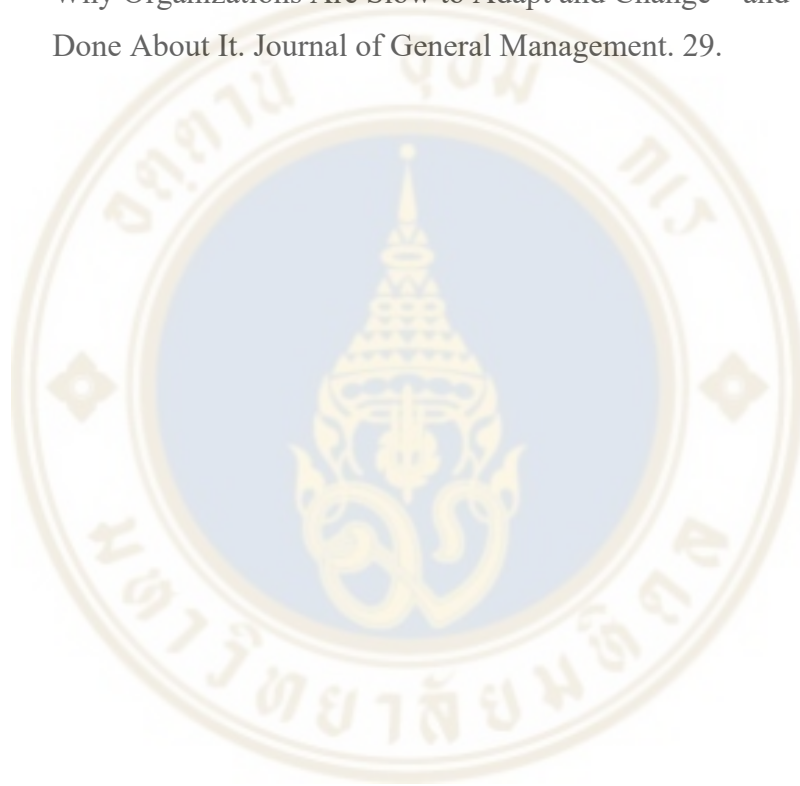
can help the firm to generate better profit, management, and longer perspective of business in the overall picture.



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APPENDIX A: INTERVIEW QUESTIONS

Research interview 23 questions

Instruction: Please read each of the 23 question / statement carefully and express your answer according to your own experience with the firm.

| Question | Element |
|---|--------------------------------|
| 1. How the firm continuously develops its own staffs at all level of employee? | Developing people |
| 2. How the firm commit to have labor cooperation, union or any kind of labor relations, regarding both production line workers and office staffs? | Labor relations |
| 3. How the firm deal with high staff turnover rate when it occurs? | Retaining staff |
| 4. How does the firm decide when promoting its people when it is possible? | Succession planning |
| 5. How the firm treat its employees at all level? | Valuing staff |
| 6. In the firm, how the CEO (MD) usually portraits himself when making a decision? | CEO and top team |
| 7. How the firm express the term “Doing the right thing” as a core value when conducting the business? | Ethical behavior |
| 8. How does the firm place its focus on profit and growth? | Long or short-term perspective |
| 9. How the firm deal with changes within organization? | Organizational change |
| 10. How the firm manage to seek maximum independence from financial market? | Financial markets orientation |
| 11. How the firm take action to protect the environment? | Responsibility for environment |
| 12. How the firm value the society and the people in communities by giving CSR activities? | Social responsibility (CSR) |
| 13. Does everyone (stakeholders) matters for the firm? | Stakeholder consideration |
| 14. How the company’s employee perceive a shared view of future as essential strategic tools? | Vision’s role in the business |
| 15. For the firm, how does decision making are usually made, by what employee level? | Decision making |

| | |
|---|---------------------------------|
| 16. Can the staffs or junior level of executive self-managed. Or they are usually directed by managers? | Self-management |
| 17. Does teamwork limited and centered by managers? | Team orientation |
| 18. Does the firm fosters an enabling, widely shared culture? | Culture |
| 19. In the firm, how knowledge are shared throughout the company? Are there people who act as a “silo”? | Knowledge-sharing and retention |
| 20. Does the firm has high trust through relationship and goodwill? | Trust |
| 21. Does the firm has strong, systematic, strategic innovation evident at all level? | Innovation |
| 22. Is financial compensation suffices as motivator in the firm? | Staff engagement |
| 23. How does quality embedded in the firm’s culture? | Quality |

APPENDIX B: List and details of sample (15 interviewees)

| Sample no. | Age | Gender | Relationship level | Detail / Function |
|------------|-------|--------|--------------------|-------------------|
| 1 | 31-40 | Female | Minor Investor | Investor |
| 2 | 41-50 | Male | End user | End user |
| 3 | 21-30 | Male | Staff | Sales |
| 4 | 21-30 | Female | Staff | Marketing |
| 5 | 21-30 | Male | Staff | Supply chain |
| 6 | 41-50 | Male | Manager | Sales |
| 7 | 31-40 | Male | Manager | Sales |
| 8 | 31-40 | Male | Manager | Marketing |
| 9 | 31-40 | Female | Manager | Supply chain |
| 10 | 41-50 | Male | Manager | Supply chain |
| 11 | 41-50 | Male | Management team | Customer Service |
| 12 | 41-50 | Female | Management team | Marketing |
| 13 | 41-50 | Male | Management team | Customer Service |
| 14 | 51-60 | Male | Customer | Branded Store |
| 15 | 51-60 | Male | Customer | Multi-brand store |

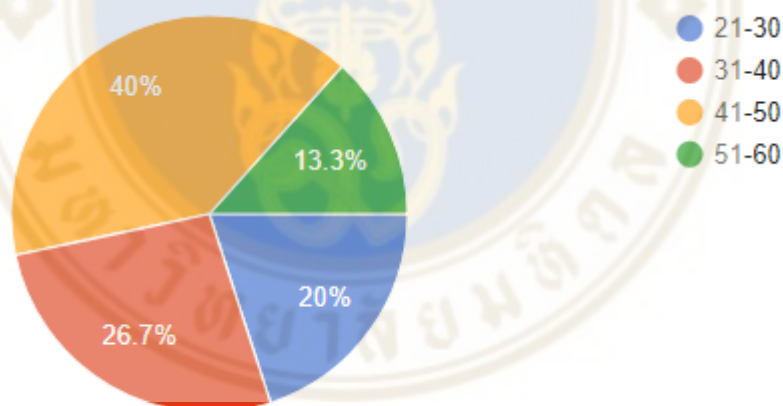


Figure 1 Age

APPENDIX C: Interview of 23 questions by each respond of 15 sample, encoded into Honeybee Sustainable Leadership theme.

The statements are coded as theme with scoring from least evident, moderately evident, to most evident; in accordance to the evidence to the degree of company's level of Honeybee Sustainable Leadership. The frequency table is provided at the bottom of each response table.

| Q1. How The firm continuously develops its own staffs at all level of employee? | | |
|--|--|--------------------------|
| No. | Significant statement | Honeybee Evidence |
| 1 | I am not sure | Invalid |
| 2 | I don't know | Invalid |
| 3 | Yes, there a lot of training at every month for sales team | Most evident |
| 4 | It provides some trainings | Moderately evident |
| 5 | At least quarterly training takes place | Moderately evident |
| 6 | Training every month | Most evident |
| 7 | There are trainings very often | Most evident |
| 8 | Yes we do develop our people by trainings | Most evident |
| 9 | Yes do we develop people overtime | Most evident |
| 10 | Yes we provide training at all level | Most evident |
| 11 | The firm provides training at all level | Most evident |
| 12 | The firm provide many training sessions along the year, including integrity. | Most evident |
| 13 | It provides training at all level | Most evident |
| 14 | As a customer, I've rarely seen the firm develop salesperson into a manager. Normally, salesperson will leave the company | Least evident |
| 15 | Not much sign of promotions or people development from the firm | Least evident |

Frequency table

| | |
|--------------------------|---|
| Total Most evident | 9 |
| Total Moderately evident | 2 |
| Total Least evident | 2 |

Element: Developing people / Result =

Most evident

| Q2. How The firm commit to have labor cooperation, union or any kind of labor relations, regarding both production line workers and office staffs? | | |
|---|--|--------------------------|
| No. | Significant statement | Honeybee Evidence |
| 1 | Not sure | Invalid |
| 2 | I don't know | Invalid |
| 3 | There is a labor union at the firm | Most evident |
| 4 | We have union and very supportive to the company | Most evident |
| 5 | The firm has its labor union | Most evident |
| 6 | Have labor union | Most evident |
| 7 | There is labor union for The firm Thailand | Most evident |
| 8 | As a manufacturer, we have many workers. So a labor union is needed when discuss issues, and we have one in he firm | Most evident |
| 9 | We have labor union | Most evident |
| 10 | Labor union is a must in every country that Goodyear operate | Most evident |
| 11 | It has labor union | Most evident |
| 12 | The firm has labor union for quite sometimes. | Most evident |
| 13 | It has labor union | Most evident |
| 14 | I am not sure | Invalid |
| 15 | Yes I believe they have | Moderately evident |

Frequency table

| | |
|--------------------------|----|
| Total Most evident | 11 |
| Total Moderately evident | 1 |
| Total Least evident | 0 |

Element: Labor relation / Result =

Most evident

| Q3. How The firm deal with high staff turnover rate when it occurs? | | |
|--|--|--------------------------|
| No. | Significant statement | Honeybee Evidence |
| 1 | Normal? | Invalid |
| 2 | I don't know | Invalid |
| 3 | High turnover rate is normal for many functions | Least Evident |
| 4 | High turnover rate happen all the time | Least Evident |
| 5 | Takes it normally | Least Evident |
| 6 | No action taken | Least Evident |
| 7 | Nothing, it happens all the time | Least Evident |
| 8 | Turnover rate happens. No action is needed | Least Evident |
| 9 | We recruit new person immediately | Least Evident |
| 10 | We learn the reason why they left. And fix what we can | Moderately evident |
| 11 | No action for that. Short term contract and lay off are normal | Least Evident |
| 12 | High turnover happens when we push people to work hard. Our firm has been having high turnover rate and lay-off for long time. | Least Evident |
| 13 | No action for that. Normally we do contract worker | Least Evident |
| 14 | Our firm, or automotive tire companies tend to have high turnover rate, so I don't think they do anything about it | Least Evident |
| 15 | No idea | Invalid |

Frequency table

| | |
|--------------------------|----|
| Total Most evident | 0 |
| Total Moderately evident | 1 |
| Total Least evident | 11 |

Element: Retaining staff / Result =

Least evident

| Q4. How does The firm decide when promoting its people when it is possible? | | |
|--|---|--------------------------|
| No. | Significant statement | Honeybee Evidence |
| 1 | Not sure | Invalid |
| 2 | I don't know | Invalid |
| 3 | HR will find talent from outside first, buying talents is more suited in there terms | Least evident |
| 4 | Not many promoting happens | Least evident |
| 5 | Outsider first, based on talent acquisition | Least evident |
| 6 | Not many promote from inside | Least evident |
| 7 | Rarely happens for sales team, normally will recruit people from outside. | Least evident |
| 8 | Internal candidate is as important as external candidate. The junior can replace the senior if he/she fits the position | Moderately evident |
| 9 | The candidate must be more than fit the role. | Moderately evident |
| 10 | Depends on the case, sometime we look for internal first and sometimes we seek outsiders. | Moderately evident |
| 11 | Internal promotion is rarely seen due to the believe that talent acquisition is better idea | Least evident |
| 12 | As far as we try to promote people from the inside if possible, but most of the time it is better to find talent from outside who bring new knowledge | Least evident |
| 13 | Internal promotion is rarely seen due to the believe that talent acquisition is better idea | Least evident |
| 14 | Rarely seen from my perspective | Least evident |
| 15 | No evidence for that | Least evident |

Frequency table

| | |
|--------------------------|----|
| Total Most evident | 0 |
| Total Moderately evident | 3 |
| Total Least evident | 10 |

Element: Succession planning / Result =

Least evident

| Q5. How The firm treat its employees at all level? | | |
|---|------------------------------------|--------------------------|
| No. | Significant statement | Honeybee Evidence |
| 1 | Pretty fair | Most evident |
| 2 | Should be fair | Moderately evident |
| 3 | Fair and square | Most evident |
| 4 | Fair | Most evident |
| 5 | The company treats employee fairly | Most evident |
| 6 | With respect and fair | Most evident |
| 7 | Very fair and pays well | Most evident |
| 8 | GYTH treats its employee as equal | Most evident |
| 9 | Very fair and pays well | Most evident |
| 10 | Very fair | Most evident |
| 11 | Very fair | Most evident |
| 12 | Very fair, I would say | Most evident |
| 13 | Very fair | Most evident |
| 14 | Very good | Most evident |
| 15 | Very fair | Most evident |

Frequency table

| | |
|--------------------------|----|
| Total Most evident | 14 |
| Total Moderately evident | 1 |
| Total Least evident | 0 |

Element: Valuing staff / Result =

Most evident

| Q6. In The firm, how the CEO (MD) usually portrays himself when making a decision? | | |
|---|---|--------------------------|
| No. | Significant statement | Honeybee Evidence |
| 1 | Hero maybe | Least evident |
| 2 | Not sure | Invalid |
| 3 | The final decision maker at every important decision, not empowering directors and managers | Least evident |
| 4 | A sole decision maker for important decisions | Least evident |
| 5 | A hero, final decision maker | Least evident |
| 6 | A hero of the company, as they are normally a foreigner | Least evident |
| 7 | A hero to the team | Least evident |
| 8 | The head of the family, I think | Least evident |
| 9 | A sole final decision maker | Least evident |
| 10 | A final decision maker for Thailand office, not much big decisions to be made by managers | Least evident |
| 11 | The final decision maker | Least evident |
| 12 | The main decision maker | Least evident |
| 13 | The final decision maker | Least evident |
| 14 | A hero of the people | Least evident |
| 15 | A hero and a final decision maker | Least evident |

Frequency table

| | |
|--------------------------|----|
| Total Most evident | 0 |
| Total Moderately evident | 0 |
| Total Least evident | 14 |

Element: CEO and top team / Result =

Least evident

| Q7. How The firm express the term "Doing the right thing" as a core value when conducting the business? | | |
|--|---|--------------------------|
| No. | Significant statement | Honeybee Evidence |
| 1 | At every investor meeting | Moderately evident |
| 2 | I believe so | Moderately evident |
| 3 | Always doing the right thing | Most evident |
| 4 | As American company, we always do the right thing and follow the law | Most evident |
| 5 | At every time. The products are maintained high standard for user's safety, no sign of cost cutting or taking shortcut. | Most evident |
| 6 | At every action we do | Most evident |
| 7 | The firm always conduct under the law and stay clean. It even sue itself of Singapore case before government does. | Most evident |
| 8 | Doing the right thing is a must when working as a US firm. Otherwise, the action might go against the policy from headquarter | Most evident |
| 9 | We always do the right thing, even though it is costly to us | Most evident |
| 10 | The only thing that matter us is doing the right thing, apart from profit which every company needs to have | Most evident |
| 11 | Always do the right thing, even it is on our expense | Most evident |
| 12 | Doing the right thing is how we do everything | Most evident |
| 13 | Always do the right thing. The firm has been very careful when conducting business with government sectors and related parties, not only in US, but everywhere in the world | Most evident |
| 14 | Our firm always do the right thing, but slowly adopting new ideas | Most evident |
| 15 | They seem the do the right thing, but may be a bit slow to fight in the industry | Moderately evident |

Frequency table

| | |
|--------------------------|----|
| Total Most evident | 12 |
| Total Moderately evident | 3 |
| Total Least evident | 0 |

Element: Ethical behavior / Result =

Most evident

| Q8. How does The firm place its focus on profit and growth? | | |
|--|--|--------------------------|
| No. | Significant statement | Honeybee Evidence |
| 1 | Focus on short run | Least evident |
| 2 | Fairly fine | Invalid |
| 3 | On short term basic, especially in this economic situation | Least evident |
| 4 | Long run as in vision only, but more short run | Least evident |
| 5 | We plan in long term, but take action for short term | Moderately evident |
| 6 | Short term focused | Least evident |
| 7 | Action is more on short term | Least evident |
| 8 | We focus on long run but tend to express the need to pursuit numbers as well | Moderately evident |
| 9 | Long run focuses | Most evident |
| 10 | Long term profitability focused | Most evident |
| 11 | Long term | Most evident |
| 12 | We always have plan for the long run profitability | Most evident |
| 13 | Long term | Most evident |
| 14 | Long run, but sometimes more like a short run | Moderately evident |
| 15 | Long run | Most evident |

Frequency table

| | |
|--------------------------|---|
| Total Most evident | 6 |
| Total Moderately evident | 3 |
| Total Least evident | 5 |

Element: Long or Short term perspective / Result =

Most evident

| Q9. How The firm deal with changes within organization? | | |
|--|--|--------------------------|
| No. | Significant statement | Honeybee Evidence |
| 1 | Not sure | Invalid |
| 2 | I don't know | Invalid |
| 3 | Changes are planned months before it take places, sometime it is too late | Most evident |
| 4 | Changes will be planned ahead | Most evident |
| 5 | Planned ahead | Most evident |
| 6 | Changes are well planned and well executed | Most evident |
| 7 | Organized and planned well ahead of time | Most evident |
| 8 | Well planned | Most evident |
| 9 | Changes are very well planned | Most evident |
| 10 | Changes will be planed, however sometimes change happen that we do not planed such as directions from regional office. That case we cannot plan or do anything | Moderately evident |
| 11 | Changes are well planned and carried forward | |
| 12 | Change is planned, developed with every party needed. Then executed with precision | Most evident |
| 13 | Changes are well planned and carried forward | Most evident |
| 14 | No evidence | Least evident |
| 15 | No idea | Invalid |

Frequency table

| | |
|--------------------------|---|
| Total Most evident | 9 |
| Total Moderately evident | 1 |
| Total Least evident | 1 |

Element: Organizational change / Result =

Most evident

| Q10. How The firm manage to seek maximum independence from financial market? | | |
|---|---|--------------------------|
| No. | Significant statement | Honeybee Evidence |
| 1 | Not sure | Invalid |
| 2 | I don't know | Invalid |
| 3 | Our firm tends to use its own resource (regional office) when investing, rather than make loan | Most evident |
| 4 | The firm Thailand rely on its mother company in USA | Most evident |
| 5 | We seems independent from financial market | Moderately evident |
| 6 | No idea | Invalid |
| 7 | The firm stock price stay still and the investment are used from its mother company | Most evident |
| 8 | The firm does not share any change or dependent with financial market | Most evident |
| 9 | No idea | Invalid |
| 10 | Our firm's price of shares in set market stay still. And we do rely investment from our mother company (US) rather than loaning from bank | Most evident |
| 11 | Financial market has little to no impact on The firm due to the investment funds are from its mother company | Most evident |
| 12 | The firm relies with fund from US, the mother company. Not financial market | Most evident |
| 13 | Financial market has little to no impact on The firm due to the investment funds are from its mother company | Most evident |
| 14 | No idea | Invalid |
| 15 | No idea | Invalid |

Frequency table

| | |
|--------------------------|---|
| Total Most evident | 8 |
| Total Moderately evident | 1 |
| Total Least evident | 0 |

Element: Financial markets orientation / Result =

Most evident

| Q11. How The firm take action to protect the environment? | | |
|--|---|--------------------------|
| No. | Significant statement | Honeybee Evidence |
| 1 | Never heard of it | Least evident |
| 2 | I don't think they concern this issue | Least evident |
| 3 | Clean factory with ISO standard | Moderately evident |
| 4 | Maintain the factory standards | Moderately evident |
| 5 | Not much of action | Least evident |
| 6 | No action / evident | Least evident |
| 7 | Not many evidences in the past | Least evident |
| 8 | We protect the environment by enhancing the production line and saving energy | Moderately evident |
| 9 | We cares about the environment | Moderately evident |
| 10 | Factory that surpasses ISO metrics | Moderately evident |
| 11 | By providing a high standard production plant | Moderately evident |
| 12 | We have tire manufacturing plant that respect the sustainability of environment. The action is in the production process itself. | Moderately evident |
| 13 | By providing a high standard production plant | Moderately evident |
| 14 | No evidence | Least evident |
| 15 | Their factory passes ISO standard | Moderately evident |

Frequency table

| | |
|--------------------------|---|
| Total Most evident | 0 |
| Total Moderately evident | 9 |
| Total Least evident | 6 |

Element: Responsibility for environment / Result =

Moderately evident

| Q12. How The firm value the society and the people in communities by giving CSR activities? | | |
|--|--|--------------------------|
| No. | Significant statement | Honeybee Evidence |
| 1 | Never heard of it | Least evident |
| 2 | Never heard any program from the brand | Least evident |
| 3 | A well maintain and organized factory for them | Least evident |
| 4 | Goodyear puts high value to the society | Moderately evident |
| 5 | Not many evidence | Least evident |
| 6 | Apart from hiring local, not so many evidence | Least evident |
| 7 | Goodyear normally do CSR in terms of safety but rarely seen in public since 2014 | Moderately evident |
| 8 | CSR activities has embedded in our culture | Most evident |
| 9 | CSR activities occurs about once a quarter | Moderately evident |
| 10 | CSR activities are set up often, around quarterly | Moderately evident |
| 11 | CSR activities are carried quarterly | Moderately evident |
| 12 | We have CSR activities, and there will be more on 2019 | Moderately evident |
| 13 | CSR activities are carried quarterly | Moderately evident |
| 14 | Not so much CSR activities compare to others in the industry | Moderately evident |
| 15 | Not hearing much about their activities | Least evident |

Frequency table

| | |
|--------------------------|---|
| Total Most evident | 1 |
| Total Moderately evident | 8 |
| Total Least evident | 6 |

Element: Social responsibility / Result =

Moderately evident

| Q13. Does everyone (stakeholders) matters for The firm? | | |
|--|--|--------------------------|
| No. | Significant statement | Honeybee Evidence |
| 1 | I think so | Moderately evident |
| 2 | I think so | Moderately evident |
| 3 | Yes, I think | Moderately evident |
| 4 | Yes they are | Moderately evident |
| 5 | Yes | Moderately evident |
| 6 | Yes they are | Moderately evident |
| 7 | Yes | Moderately evident |
| 8 | Yes, they are | Moderately evident |
| 9 | Yes they are, we care about customer and investor as well. | Moderately evident |
| 10 | Yes they are | Moderately evident |
| 11 | Yes they are | Moderately evident |
| 12 | Yes, I believe so | Moderately evident |
| 13 | Yes they are | Moderately evident |
| 14 | I believe so | Moderately evident |
| 15 | Yes | Moderately evident |

Frequency table

| | |
|--------------------------|----|
| Total Most evident | 0 |
| Total Moderately evident | 15 |
| Total Least evident | 0 |

Element: Stakeholder consideration / Result =

Moderately evident

| Q14. How your firm's employee perceive a shared vision of future as essential strategic tools? | | |
|---|--|--------------------------|
| No. | Significant statement | Honeybee Evidence |
| 1 | Fairly understanding | Moderately evident |
| 2 | I don't know | Invalid |
| 3 | Vision has been sharing everywhere in the company and meetings | Most evident |
| 4 | The vision and mission statement is printed and shown in the office | Most evident |
| 5 | Vision are shared at all level, but may be not in production line | Moderately evident |
| 6 | Vision are expressed by MD, director | Most evident |
| 7 | Vision is the most important thing for The firm and will be shared by high level of executives | Most evident |
| 8 | We share the same vision from monthly meetings | Most evident |
| 9 | We shared the same vision led by MD and regional office | Most evident |
| 10 | Vision is shared among employees by managers and printed vinyl signs | Most evident |
| 11 | Vision is shared at all employees | Most evident |
| 12 | We always share the brand vision with the team | Most evident |
| 13 | Vision is shared at all employees | Most evident |
| 14 | The team seems to share the same vision | Most evident |
| 15 | The executives and staffs seem to share the same vision of company | Most evident |

Frequency table

| | |
|--------------------------|----|
| Total Most evident | 12 |
| Total Moderately evident | 2 |
| Total Least evident | 0 |

Element: Vision's role in the business / Result =

Most evident

| Q15. For The firm, how does decision making are usually made, by what employee level? | | |
|--|---|--------------------------|
| No. | Significant statement | Honeybee Evidence |
| 1 | Manager level | Least evident |
| 2 | I don't know | Invalid |
| 3 | Managers and directors only. | Least evident |
| 4 | Manager only | Least evident |
| 5 | Manager will make decision | Least evident |
| 6 | Managers and directors only | Least evident |
| 7 | Manager and above | Least evident |
| 8 | There are very few decisions made by junior level | Moderately evident |
| 9 | Manager and above | Least evident |
| 10 | Manager level and above | Least evident |
| 11 | Manager level and beyond that | Least evident |
| 12 | Manager and above only | Least evident |
| 13 | Manager level and beyond that | Least evident |
| 14 | No idea | Invalid |
| 15 | Not sure | Invalid |

Frequency table

| | |
|--------------------------|----|
| Total Most evident | 0 |
| Total Moderately evident | 1 |
| Total Least evident | 11 |

Element: Decision making / Result =

Least evident

| Q16. Can the staffs or junior level of executive self-managed. Or they are usually directed by managers? | | |
|---|---|--------------------------|
| No. | Significant statement | Honeybee Evidence |
| 1 | I think they are directed by managers | Least evident |
| 2 | I don't know | Invalid |
| 3 | They will be directed by manager | Least evident |
| 4 | Not at all, they will be directed by manager | Least evident |
| 5 | Can self-manage to a certain level, but we will be directed by managers | Moderately evident |
| 6 | They must be managed by managers | Least evident |
| 7 | Usually directed by managers | Least evident |
| 8 | Normally they are directed by managers | Least evident |
| 9 | No, they will be directed by managers to secure the best result | Least evident |
| 10 | No, they will be directed by managers | Least evident |
| 11 | They will be directed by managers | Least evident |
| 12 | No, they will be managed and directed by managers | Least evident |
| 13 | They will be directed by managers | Least evident |
| 14 | No idea | Invalid |
| 15 | Directed by managers | Least evident |

Frequency table

| | |
|--------------------------|----|
| Total Most evident | 0 |
| Total Moderately evident | 1 |
| Total Least evident | 12 |

Element: Self-management / Result =

Least evident

| Q17. Does teamwork limited and centered by managers? | | |
|---|---|--------------------------|
| No. | Significant statement | Honeybee Evidence |
| 1 | I think so | Moderately evident |
| 2 | I don't know | Invalid |
| 3 | Very limited and centered by manager | Least evident |
| 4 | Always centered by manager | Least evident |
| 5 | Quite limited due to manager has to be there at most of the time | Least evident |
| 6 | Yes they will be centered by managers | Least evident |
| 7 | Working usually centered by manager due to report has to be sent to regional office | Least evident |
| 8 | Always centered by managers | Least evident |
| 9 | Teamwork are limited and will be centered by managers | Least evident |
| 10 | Centered by manager and limited teamwork | Least evident |
| 11 | Yes, normally managers will be the center of decision making | Least evident |
| 12 | We encourage them to do so, but important decisions will be made by managers | Moderately evident |
| 13 | Managers will be the center of decision making | Least evident |
| 14 | Sometimes salesperson can manage deals without managers, not sure other than that | Moderately evident |
| 15 | Yes, the top level seems to not helping much | Least evident |

Frequency table

| | |
|--------------------------|----|
| Total Most evident | 0 |
| Total Moderately evident | 3 |
| Total Least evident | 11 |

Element: Team orientation / Result =

Least evident

| Q18. Does The firm fosters an enabling, widely shared culture? | | |
|---|--|--------------------------|
| No. | Significant statement | Honeybee Evidence |
| 1 | Not sure | Invalid |
| 2 | Not sure | Invalid |
| 3 | Yes, knowledge are normally shared | Most evident |
| 4 | Yes, we do, are a shared culture | Most evident |
| 5 | Yes | Most evident |
| 6 | Yes, the meetings are support insight sharing but not many people will listened | Most evident |
| 7 | Yes, it has a shared culture | Most evident |
| 8 | Yes, we do foster a widely shared culture. There are sessions where staff share their expertise | Most evident |
| 9 | Yes, we support a sharing culture | Most evident |
| 10 | We support shared culture | Most evident |
| 11 | The firm supports shared culture of knowledge and insights | Most evident |
| 12 | Yes, we support sharing culture | Most evident |
| 13 | The firm supports shared culture of knowledge and insights | Most evident |
| 14 | No idea | Invalid |
| 15 | No idea | Invalid |

Frequency table

| | |
|--------------------------|----|
| Total Most evident | 11 |
| Total Moderately evident | 0 |
| Total Least evident | 0 |

Element: Culture / Result =

Most evident

| Q19. In your firm, how knowledge is shared throughout the company? Are there people who act as a "silo"? | | |
|---|--|--------------------------|
| No. | Significant statement | Honeybee Evidence |
| 1 | Not sure | Invalid |
| 2 | Not sure | Invalid |
| 3 | Not many people act as silo | Most evident |
| 4 | No one act as a silo, as we are always sharing | Most evident |
| 5 | We always share knowledge | Most evident |
| 6 | Knowledge are always sharing among employees | Most evident |
| 7 | At manager level, there is nobody to act like a silo. We always share knowledge and pass on to junior staffs. | Most evident |
| 8 | No one become a silo (not sharing knowledge). We all share it to some extent | Most evident |
| 9 | Nobody acts as a silo or the only person who knows the process | Most evident |
| 10 | Knowledge are shared personally and in meetings | Most evident |
| 11 | Not of us acts as a knowledge keeper or a silo | Most evident |
| 12 | Nobody acts as a silo in the firm | Most evident |
| 13 | Not of us acts as a knowledge keeper or a silo | Most evident |
| 14 | No idea | Invalid |
| 15 | No idea | Invalid |

Frequency table

| | |
|--------------------------|----|
| Total Most evident | 11 |
| Total Moderately evident | 0 |
| Total Least evident | 0 |

Element: Knowledge sharing - retention / Result =

Most evident

| Q20. Does The firm has high trust through relationship and goodwill? | | |
|---|---|--------------------------|
| No. | Significant statement | Honeybee Evidence |
| 1 | I think it should be high | Moderately evident |
| 2 | Maybe | Moderately evident |
| 3 | Yes, the company highly trust its employee to work at their best | Most evident |
| 4 | Employees are trusted | Most evident |
| 5 | Goodyear put high trust in its employee | Most evident |
| 6 | Employees are highly trusted and behave accordingly | Most evident |
| 7 | Goodyear trusts its employee a lot. Tends to leave to work alone but with pressure. For remote worker, no tracking device like many other companies | Most evident |
| 8 | Yes, we have a high trust to employees. No finger scan and GPS tracking. | Most evident |
| 9 | We put a high trust in employees | Most evident |
| 10 | We have high trust in employees | Most evident |
| 11 | Yes, the company put high trust for employees. However, the relationship is not well maintained with customer due to limited offer and no special event compensations (money for wedding, funeral). This is a big deal for Thai's dealer and a big minus for relationship keeping with them | Moderately evident |
| 12 | Trust plays the most important role, for integrity in business conduct. | Most evident |
| 13 | Yes, the company put high trust for employees. | Most evident |
| 14 | No idea | Invalid |
| 15 | Yes, they train staff to maintain relationship well. | Most evident |

Frequency table

| | |
|--------------------------|----|
| Total Most evident | 11 |
| Total Moderately evident | 3 |
| Total Least evident | 0 |

Element: Trust / Result =

Most evident

| Q21. Does The firm has strong, systematic, strategic innovation evident at all level? | | |
|--|--|--------------------------|
| No. | Significant statement | Honeybee Evidence |
| 1 | I believe it is | Moderately evident |
| 2 | I think so | Moderately evident |
| 3 | Yes, but sometimes we put too much effort in innovated product instead of launching a fighting brand/sku to capture the market share. | Most evident |
| 4 | Yes, innovation is everywhere | Most evident |
| 5 | Yes, we always have innovation | Most evident |
| 6 | Not at all, we tends to follow the outdated strategy and not competitive enough in the market | Least evident |
| 7 | Yes, we have many innovated ideas. But slow decision making takes things down | Most evident |
| 8 | Yes, the innovation take place everywhere in The firm | Most evident |
| 9 | Yes, we have innovation at all level | Most evident |
| 10 | Strategic innovation is a bit limited due to regional office. But we try our best to do so, to stay innovated. | Moderately evident |
| 11 | Yes, but usually be blocked by regional or "short term benefit expected" | Moderately evident |
| 12 | Yes, we do have a lot of innovations. | Most evident |
| 13 | Yes we have strategic innovations such as new products | Most evident |
| 14 | The firm has always been an innovated company in terms of product development. But sometimes it might not answer the needs of customers | Most evident |
| 15 | Very innovative product but old strategy to compete in the market | Moderately evident |

Frequency table

| | |
|--------------------------|---|
| Total Most evident | 9 |
| Total Moderately evident | 5 |
| Total Least evident | 1 |

Element: Innovation / Result =

Most evident

| Q22. Is financial compensation suffices as motivator in your firm? | | |
|---|---|--------------------------|
| No. | Significant statement | Honeybee Evidence |
| 1 | Yes, I think | Moderately evident |
| 2 | Maybe | Moderately evident |
| 3 | Yes, not many emotional aspect here | Least evident |
| 4 | Yes, the firm's compensation is always ahead of competitors | Least evident |
| 5 | Yes, money is suffice | Least evident |
| 6 | Yes, not so much of emotional factors | Least evident |
| 7 | Yes, not so much of emotional expression. Money is enough | Least evident |
| 8 | Not all the time, sometime the money is not everything | Most evident |
| 9 | It is suffice and we are self-motivated | Least evident |
| 10 | Yes, not much of an emotional aspect | Least evident |
| 11 | Yes it is suffice and exceed the emotional motivator | Least evident |
| 12 | We tend to have emotional fulfillment as well, not just the money | Most evident |
| 13 | Yes it is suffice and exceed the emotional motivator | Least evident |
| 14 | I believe the company pays well | Least evident |
| 15 | Not sure | Invalid |

Frequency table

| | |
|--------------------------|----|
| Total Most evident | 2 |
| Total Moderately evident | 2 |
| Total Least evident | 10 |

Element: Staff engagement / Result =

Least evident

| Q23. How does quality embedded in your firm's culture? | | |
|---|---|--------------------------|
| No. | Significant statement | Honeybee Evidence |
| 1 | Quality is priority | Most evident |
| 2 | I think so | Moderately evident |
| 3 | At every move of production line | Most evident |
| 4 | We put high standard in every step of work | Most evident |
| 5 | Every action we made, that makes us a bit slow to response sometimes | Most evident |
| 6 | Products are made with the best quality we can offer. Quality is embedded in every step for the firm | Most evident |
| 7 | At every point of customer interaction | Most evident |
| 8 | Every action we do to the society | Most evident |
| 9 | At every actions of us | Most evident |
| 10 | In production line and logistics to customer | Most evident |
| 11 | In the product we offer to the society | Most evident |
| 12 | At every corner of the company | Most evident |
| 13 | In the product we offer to the society | Most evident |
| 14 | Yes, the firm is a high quality tire producer | Most evident |
| 15 | In their product | Most evident |

Frequency table

| | |
|--------------------------|----|
| Total Most evident | 14 |
| Total Moderately evident | 1 |
| Total Least evident | 0 |

Element: Quality / Result =

Most evident

Q24. In your opinion, what are the working process that the company can improve?

| No. | Significant statement | Evidence (Code) |
|-----|--|------------------------------|
| 1 | I don't know | Invalid |
| 2 | I don't know | Invalid |
| 3 | Less document and report | Too many reports |
| 4 | Less unproductive meetings | Reduce unproductive meetings |
| 5 | More meaning to existing meetings | Reduce unproductive meetings |
| 6 | Reduced session of pressuring from management team would be a lot of help | Reduce unproductive meetings |
| 7 | Quicker response to the market. May be less meeting for some function such as pricing team | Better response to market |
| 8 | Less meeting with regional to explain current situation | Reduce unproductive meetings |
| 9 | Less meeting, more action | Reduce unproductive meetings |
| 10 | Less meeting with regional office | Reduce unproductive meetings |
| 11 | More mobility for Thailand's operation | Better response to market |
| 12 | Improve for better customer approach for sales team | Improve training |
| 13 | Some decision should be made within the country rather than waiting for regional office. | Better response to market |
| 14 | No idea | Invalid |
| 15 | No idea | Invalid |

What needs to be improved? / Most answered result =

Reduce unproductive meetings

APPENDIX D: Consolidated The firm – Honeybee Sustainable leadership result

| The firm Thailand - Honeybee Sustainable leadership Result | | |
|--|---------------------------------|--------------------|
| | Element | Honeybee Evidence |
| 1 | Developing people | Most evident |
| 2 | Labor relations | Most evident |
| 3 | Retaining staff | Least evident |
| 4 | Succession planning | Least evident |
| 5 | Valuing staff | Most evident |
| 6 | CEO and top team | Least evident |
| 7 | Ethical behavior | Most evident |
| 8 | Long or short-term perspective | Most evident |
| 9 | Organizational change | Most evident |
| 10 | Financial markets orientation | Most evident |
| 11 | Responsibility for environment | Moderately evident |
| 12 | Social responsibility (CSR) | Moderately evident |
| 13 | Stakeholder consideration | Moderately evident |
| 14 | Vision's role in the business | Most evident |
| 15 | Decision making | Least evident |
| 16 | Self-management | Least evident |
| 17 | Team orientation | Least evident |
| 18 | Culture | Most evident |
| 19 | Knowledge-sharing and retention | Most evident |
| 20 | Trust | Most evident |
| 21 | Innovation | Most evident |
| 22 | Staff engagement | Least evident |
| 23 | Quality | Most evident |